

# Dean Kress Self Study

The College of Food, Agricultural, and Environmental Sciences at The Ohio State University is comprised of:



**402** faculty

**1405** staff



**3,500** students

**45,000** living alumni



**47,000** animals

**88** counties



**11,400** acres

**669** buildings and **2,570,067** total square feet

We are one college with multiple components, united in our purpose but with different strategies and missions (teaching, research, and Extension). Our college includes three campuses (Columbus, CFAES Wooster, and statewide), OSU Extension and 4-H, the Ohio State Agricultural Technical Institute (CFAES' 2-year degree granting institution), the Ohio Experiment Station (also known as OARDC), 10 academic units including the School of Environment and Natural Resources, 11 research stations and field labs, and over 100 unique centers, institutes, and programs.

**Cathann A. Kress**, *Vice President for Agricultural Administration, The Ohio State University, and Dean, College of Food, Agricultural, and Environmental Sciences*

## PREAMBLE –

In 2017, I entered an organization facing many challenges. CFAES had acquired the reputation of a college past its prime and at times, not as relevant to the future of the university. External stakeholders expressed frustration at consistently not seeing what they expected from the college or its programs, including an inability for Ohio youth to gain acceptance to the college.

Multiple leadership transitions led to a lack of focus and segmented pockets of successful ventures held together through great effort and focused on self-preservation. Lack of clarity around processes ranging from budget models to Promotion & Tenure processes resulted in tensions between units, programs, and even campuses.

### What was going well?

- Commitment to student success was flourishing
- A tremendous breadth of scholarship and scholarship potential
- Creative and innovative faculty and staff with great dedication to the three missions (research, teaching, and Extension) of CFAES
- A diversified array of resources not fully tapped or utilized
- An engaged and broad alumni base (over 44,000)



### Goals provided from Provost McPherson:

1. Provide visionary leadership for CFAES, including development of a new strategic plan
2. Teaching, Learning, & Student Success
  - a. Commitment to student success
  - b. Recruit, prepare, and train new professionals
3. Research & Innovation
  - a. Growth in college research enterprise
  - b. Align with Discovery Themes and other campus initiatives
4. Outreach, Engagement, & Strategic Partnerships
  - a. Maintain strategic partnerships
  - b. Maintain excellent stakeholder relationships
  - c. Expand the college's opportunity horizon
5. Resources, DEI, & Fundraising
  - a. Establish a strong leadership team
  - b. Demonstrate an ongoing commitment to diversity
  - c. Maintain record-breaking fundraising expectations, including in support of capital improvement efforts

### Four Key Actions:

1. Establish a common purpose and identity
2. Overcome organizational inertia
3. Clarify what we should become
4. Share leadership

# ACCOMPLISHMENTS AS VICE PRESIDENT FOR AGRICULTURAL ADMINISTRATION

## Ambassador for The Ohio State University

- Government Relations
  - Built and maintained partnerships with county, state, and federal officials.
  - Gave testimony at the Statehouse on several occasions to garner support for the college, its research and OSU Extension programming.
  - Participated in biennial budget conversations and recruited advocates from across the state to join college lead advocacy for biennial budget and annual appropriations.
  - Leveraged opportunities to garner support for OSU Extension and research in various state legislative committees, using college, and public events (fairs) to show our impact.
  - Added two new sources of state funding to address stakeholder interest areas.
- H2Ohio support/Water quality
  - I held a leadership role in bringing together Ohio State faculty and staff, and 7 other Ohio institutions of higher learning to partner in Governor Mike DeWine's H2Ohio initiative which involves the Ohio Department of Natural Resources, the Ohio Department of Agriculture, and the Ohio Environmental Protection Agency. I also collaborated with a wide array of supporting partners including conservation groups, grower and farm organizations, to create the Ohio Conservation Initiative.
  - H2Ohio is a comprehensive, data-driven water quality plan to reduce harmful algal blooms, improve wastewater infrastructure, and prevent lead contamination.
- Pioneered Development and Implementation of COVID-19 Processes for the University including:
  - Developed and implemented travel and hiring exception processes.
  - Developed and implemented research and extension exception process to continue critical activities falling under Governor DeWine's exemption for agriculture work to continue.
- Served on ODA's COVID-19 Food and Agricultural workgroup.
- Rebuilt Council for Agricultural Research, Extension, and Teaching (CARET) structure to support CFAES and University goals.



**Since 2017 has served 6 boards, 3 state commissions, 3 college-wide councils, and 11 university committees. For full list, please see the Outreach, Engagement, & Strategic Partnership section on page 6.**

## Multidisciplinary Efforts

- Foods for Health Discovery Theme Reorganization:
  - Reconfigured Discovery Theme Foods for Health (FFH) with Office of Research and leadership team.
  - FFH is building momentum and identifying its role within the Interdisciplinary Research Facility
  - Working to strengthen and transition the InFACT research and discovery agenda, finalizing strategic plan.
  - Identifying a committee to outline the structure and focus for a new University Center for Food Security and Health.
- One Health efforts across university:
  - Created the Center for Foodborne Illness Research and Prevention to address significant research and education needs for both national and international foodborne illness issues.
  - Collaborated with the University's Growing Research Opportunities (GRO) program to provide a new collaboration opportunity with the Center of Microbiome Science.
  - Partnered with the Campus Chemical Instrument Center (CCIC) in October 2020 to host the 4th Annual Ohio Mass Spectrometry and Metabolomics Seminar.
  - Launched the Food and Nutrition Weekly newsletter in October 2020 as a weekly communication for the food and nutrition



## Land Grant Structure – Federal/State/County Governments

- We are the land-grant college at the land-grant university – we are held to constantly thinking about and working toward fulfilling our land-grant mission through our cooperative structure by legislation.
- Vice President of Agriculture – Ohio Revised Code Section 940.02
  - Ohio soil and water conservation commission; powers and duties. Effective: March 24, 2021 - Legislation: House Bill 340, House Bill 166
  - There is hereby established in the department of agriculture the Ohio soil and water conservation commission. The commission shall consist of seven members of equal status and authority, six of whom shall be appointed by the governor with the advice and consent of the senate, and one of whom shall be designated by resolution of the board of directors of the Ohio federation of soil and water conservation districts. The directors of agriculture, environmental protection, and natural resources, the vice-president for agricultural administration of the Ohio state university, and an officer of the Ohio federation of soil and water conservation districts, or their designees, may serve as ex officio members of the commission, but without the power to vote..."
- Ohio Livestock Care Standards Board - Ohio Revised Code Section 904.02
  - Serves as a member of the Ohio Livestock Care Standards Board fulfilling the requirement to have a sitting dean of the agriculture department of a college or university located in this state.

community at Ohio State as well as external stakeholders.

- Transitioned the Food Animal Health Research Program (FAHRP), located in CFAES – with a TIU home in CVM into the Center for Food Animal Health (CFAH) within CFAES. CFAH has been recognized as a global leader in using One Health approaches to solve critical and emerging problems associated with production limiting diseases of food animals, pathogens transmissible between animals and people (zoonoses), and food safety.
- Our new Controlled Environment Food Production Research Complex is currently under construction at Waterman. When completed it will house cutting edge research on plant health and its potential positive impacts on human health.
- Plans are currently under way to build a new Multi-species Animal Learning Center at Waterman as well. The facility will bring people and animals together for hands-on learning, public events, and Extension programming. Practicing and teaching precision agriculture in animal production are among the motivations behind the center. So is having an appropriate setting for public discussions and research involving animal welfare and food production.
- The OSU Office of Research, and CFAES streamlined the reporting structure for Stone Laboratory and the Ohio Sea Grant Program (OHSG), to shift it within CFAES to enhance opportunities for impact and ensure long-term strategic direction.
- Established the Ohio Center for Controlled Environment Agriculture - to promote interdisciplinary collaboration and respond to the needs of CEA industry in Ohio and beyond.
- Served on Executive Council of Sustainability Institute.

## Engagement with Communities

- Build and maintain partnerships to create opportunities for growth to fulfill the land-grant mission of the university.
- CFAES' Ohio State University Extension
  - Ohio State University Extension brings the knowledge of the university directly to the people of Ohio. We fulfill the land-grant mission of The Ohio State University by interpreting and disseminating knowledge and research developed by faculty and staff – so Ohioans can use the scientifically based information to better their lives, businesses and communities.
  - Not only do we serve the people of Ohio through OSU Extension, we bring the voices and concerns of all Ohioans back to Ohio State.



## ACCOMPLISHMENTS AS VICE PRESIDENT FOR AGRICULTURAL ADMINISTRATION CONTINUED

- Launched the Knowledge Exchange (KX)
  - KX brings together researchers, Extension professionals, decision-makers, and communicators to share, explore, and engage with the world-class research from CFAES through a modern and interactive online platform. It gives the university and decision-makers the ability to identify needs in our communities, exchange ideas, and drive meaningful solutions through research.
  - Connects OSU research and expertise back to Ohioans.
  - Implemented an interactive Ohio Food System Map which addresses many aspects of Ohio's food system, including production, processing, distribution, demographics, nutrition, health, and environmental data.
- Land Grant Academy
  - Created The Land Grant Academy which champions CFAES' role as the Land Grant college at the Land Grant university and guides how we will lead as a Land Grant institution into the future. The Land Grant Academy provides:
    - Training and development for faculty, staff, students, and stakeholders to increase understanding and commitment towards the modern land grant university mission and the principles that guide our work.
    - Advanced studies to drive and support mission driven programs by fostering interdisciplinary and collaborative work in research, education, and outreach, creating an intellectual community across and beyond the boundaries of the University.
    - Innovative community engagement by working with community partners and clients to propose projects and/or challenges that are then co-developed with university researchers into a product.
- Partnerships and Pathways
  - The Rio Grande partnership is being created to generate pathways for students, utilize the Bob Evans Farm, and leverage opportunities with partners. Potential opportunities include Workforce Development along with Beef Science, Meat Science, and Animal Welfare. Pilot courses are tied to Jackson Station and a range of faculty with distance courses tied to ATI - 2+2 or 1+3 programs as options, and connections to 4-H and OSU Extension.
  - Examining additional opportunities to connect CFAES with other

- institutions in the region in order to offer joint programs and additional pathways for prospective students to obtain an Ohio State degree.
- Reducing competition between institutions through mutually beneficial partnerships and program collaborations.
- Exploring ways to translate FFA and 4-H experiences into opportunities for college credit plus and youths first course at OSU.
- Seeking talent for Ohio 4-H Workforce Development and Pathways Program Manager as a point of contact to build out these relationships, and broader Partnerships and Pathways Strategist to explore and implement other like partnerships with academies, NGOs and institutions.
- Adopted a philosophy of "In and Among", forging an expectation of participation from leadership and faculty/staff with external partner events and activities.
- Implemented a new online e-commerce portal and created a new OSU Extension Publications unit. This unit leads the effort for the development and distribution of educational materials throughout Ohio, and across the country.
- Inaugural Dean's Charity Steer Show in partnership with Telhio Credit Union, Ohio Cattlemen's Association, and The Ohio State Fair, raised over \$152,000 for the Ronald McDonald House Charities of Central Ohio.
- Partnered with the Ohio Farm Bureau and Nationwide to redesign the Land and Living display at the Ohio State Fair to better educate patrons on current agriculture issues and technologies.
- Hosts three day Farm Science Review which attracts over 100,000 visitors from all over the United States and Canada to peruse 4,000 product lines from 600 commercial exhibitors, and learn the latest in agricultural production. The educational programs featured at the event include more than 100 educational sessions and "Ask the Expert" talks; 600 exhibits; the most comprehensive field crop demonstrations in the United States; a career exploration fair; and immersive virtual reality videos of agricultural activities.
- Established the CFAES Farm Financial Management and Policy Institute, a unified center for the integration, translation, and communication of CFAES' farm financial management and policy expertise addressing critical farm financial management and policy issues affecting Ohioans.

## GOAL 1 – VISIONARY LEADERSHIP & STRATEGIC PLANNING

**Status:** ● **Goal Achieved**

Provide visionary leadership for CFAES, including development of a new strategic plan.

### Actions to achieve goal:

- Restructured leadership to manage assets and funding streams more efficiently and effectively.



- Identified the overall purpose of CFAES, "We sustain life", and the grand challenges that will drive the college's work:
  - Viable Production Agriculture, Food Security and Safety, Environmental Sustainability
  - Rural-Urban Interface
  - One Health
  - Preparing future scientists and leaders
- Established the one-college model and supported efforts focused around

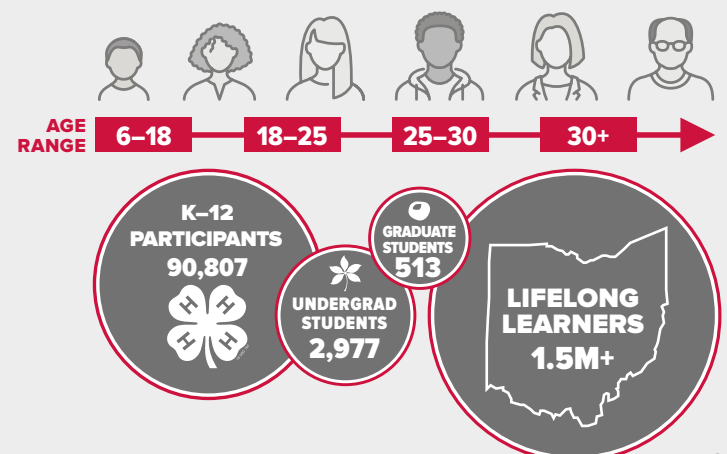
messaging our Columbus, Wooster, and state-wide campuses as one representing The Ohio State University.

- Generated new set of revenue principles to include clarity regarding priorities and values of CFAES which determine areas we would pay for without help, if necessary.

The scope of the work we do in CFAES is much different from the work conducted in the other colleges in the university.

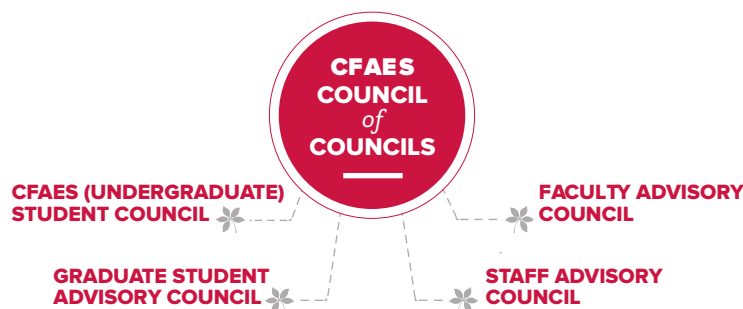
- The Ohio State Agricultural Technical Institute (ATI) is a standalone 2-year degree granting institute wholly within CFAES.
- Responsibility to serve the citizens of Ohio as the Land Grant College at a Land Grant University.
- OSU Extension reaches across the entire state and impacts over 1.5 million learners annually.

### OUR REACH ACROSS THE LIFESPAN



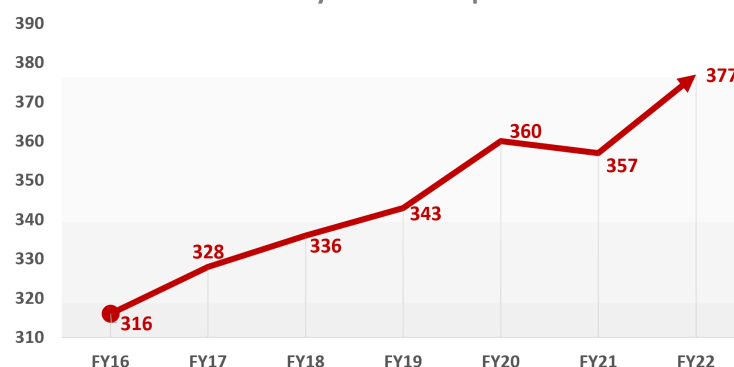
## GOAL 1 – VISIONARY LEADERSHIP & STRATEGIC PLANNING CONTINUED

- Convened over 30 task forces to focus on strategic initiatives across the college including task forces to focus on strategic planning for Wooster, Waterman, & water quality initiatives and the Food Supply Chain task force to address most immediate needs of our food systems during pandemic.
- Invested in the development of task forces and more small teams to open more avenues for dialogue and interaction across the college. i.e. Minimum Wage Increase, Facility Fee Standardization, and Budget Advisory
- Completed strategic planning for the Future of Waterman Report.
- Led a comprehensive CFAES strategic alignment process with engagement from all stakeholders in focus groups and discussions.
- Completed Physical Master Plan to establish a college-wide vision that aligns the college's three campuses (Columbus, CFAES Wooster, and Statewide).
- Completed CFAES IT Transformation project, in partnership with the OCIO, resulting in reduced risk, predictable spend, and expanded support.
- Completed the CFAES Wooster Campus strategic plan.
- Conducted reviews of programs and their components and audited all programs, facilities, centers, and activity throughout the college.
- Developed a standard format for college policies and procedures.
- Engaged mission associate deans to clarify and articulate mission objectives for individual departments.
- Pioneered Development and Implementation of COVID-19 Processes for the University including:
  - Developed and implemented travel and hiring exception processes.
  - Developed and implemented research and extension exception process to continue critical activities falling under Governor DeWine's exemption for agriculture work to continue.
  - Served on ODA's COVID-19 Food and Agricultural workgroup.
- Launched and strengthened shared governance structures and processes.
  - Strengthened and aligned Faculty Advisory Council (FAC) and Staff Advisory Council (SAC).
  - Engaged students in the governance of CFAES through a representational Student Council.
  - Launched Graduate Student Advisory Council (GSAC) to engage graduate students in shared governance.
  - Launched CFAES Council of Councils - bringing together FAC, SAC, GSAC, and Student Council for discussion and decisions around key issues:
    - Charged the DEI Action Council.



- Charged the CFAES Recruitment/Enrollment Task Force.
- Addressed processes for student concerns and grievances.
- Created more communications for decision-making.
- Reviewed college wide events for revisions.
- Reconnected with CFAES University Senate representatives.
- Convened faculty and staff to renew recognition and awards programs; launched inaugural CFAES Distinguished Professor honors.
- CFAES successfully managed through the pandemic and stayed focused on core mission. All three mission areas successfully "pivoted" and developed strategies for success.

Total Faculty Full Time Equivalents



## COLLEGE of FOOD, AGRICULTURAL, AND ENVIRONMENTAL SCIENCES

ONE COLLEGE. THREE MISSIONS. ALL OHIO.



● COUNTY OHIO STATE UNIVERSITY EXTENSION OFFICES

■ CFAES CAMPUSES AND OHIO AGRICULTURAL RESEARCH AND DEVELOPMENT CENTER AGRICULTURAL RESEARCH STATIONS

1. Ashtabula Agricultural Research Station
2. Columbus Campus and Chadwick Arboretum
3. Eastern Agricultural Research Station
4. Jackson Agricultural Research Station
5. Molly Caren Agricultural Center
6. Muck Crops Agricultural Research Station
7. North Central Agricultural Research Station
8. Northwest Agricultural Research Station
9. Wooster Campus and Sequest Arboretum
10. Ohio State ATI, Grace L. Drake Agricultural Laboratory and Hawk's Nest Golf Course
11. OSU South Centers
12. Pomerene Forest Laboratory
13. Stone Laboratory
14. Waterman Agricultural and Natural Resources Laboratory, Wilma H. Schiermeier Olentangy River Wetland Research Park, and Don Scott Livestock Facilities
15. Western Agricultural Research Station



## GOAL 2 – TEACHING, LEARNING, & STUDENT SUCCESS

**Status:** ● **Goal Achieved**

1. Commitment to student success.
2. Recruit, prepare, and train new professionals.

### Actions to achieve goal:

- Partnered with University Counseling and Consultation Services to embed student mental health counselors on both the Columbus and CFAES Wooster Campuses.
- Reorganized our College Promotion and Tenure process to transition from previous mode of operation that was inefficient and not aligned with OAA expectations.
- Hired a college graduate student coordinator to enhance graduate student numbers and quality, and to improve the graduate student and post-doc experience in CFAES.
- Engaged 4-H as a young scholars program and senior levels for college credit plus.
- Awarded the first Distinguished Professorship of CFAES.
- CFAES Awards most scholarship money at the University - Scholarships for academic year 2019-20 – 1,402 students awarded a total of \$2,819,712
- Expanded the Career Development team.
- Student Peer Mentor program expanded to support campus change and transfer students and was enhanced by implementing NASPA Certified Peer Educator Training.
- Increased outreach to the Veteran and Military students in collaboration with the Office of Military and Veterans Services.
- Established new and re-envisioned existing study abroad and international education experiences.
- Finalized the Strategic Enrollment Plan for CFAES:
  - Greater emphasis on student recruitment from Columbus State Community College and OSU Regional campuses.
  - Meetings and tours to enhance awareness of CFAES academic programs and establish connections with CFAES faculty and staff.

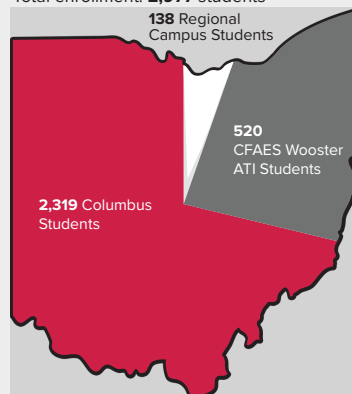
We have convened a Recruitment and Enrollment Task Force to create the foundation for increasing our knowledge and understanding of our enrollment trends and data, engage faculty in considering our goals for engaging students, and review our enrollment plan for implementation across the college.



- New student recruitment initiatives at Ohio State Fair.
- During COVID-19 over 300 CFAES courses were converted to greater than 50% Distance Learning Mode of Instruction and we seamlessly converted all student support services to be offered virtually.
- CFAES directly educated nearly 30% of all Ohio State Columbus campus undergraduate students.
- Nearly 25% of all Ohio State non-CFAES undergraduates enrolled in CFAES coursework during the 2019-20 school year.
- CFAES courses fulfill nearly every Gen Ed breadth category.
- CFAES undergraduate students comprise 5% of the Columbus campus' undergraduate population, ranking the college as the 5th highest enrollment unit at the University (out of 15 total units).
- We maintained steady enrollment throughout the COVID-19 pandemic. In AU 20 CFAES showed a decrease of less than 1% in its total student enrollment.
- SENR enrollment in 2020-21 was projected to have increased nearly 6% over the previous year.
- 93% of all CFAES students are retained to their second year and our 6-Year Graduation rates exceed the university's average since 2012.
- Our 4-Year Graduation rates have substantially exceeded the university's average since 2010. The most recent cohort which began in 2016 graduated at a rate of about 75% compared to the university average of 69%.
- During the 2019-2020 academic year, CFAES graduated over 900 students, maintaining graduation numbers despite the challenges COVID-19 brought to our students.
- 94% of graduates are employed or are enrolled in graduate or professional school within six months of their graduation.
- In AU21 we will have a new major and 2 new minors

### Overall CFAES Enrollment

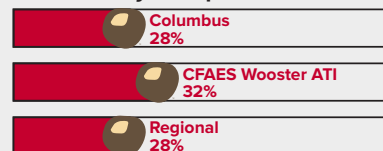
Total enrollment: **2,977** students



- In-state enrollment: **90%**
- Out-of-state enrollment: **9%**
- International enrollment: **1%**



### First Generation College Students in CFAES by Campus



### Enrolled Veterans and Military Students

- Columbus: **119** students
- CFAES Wooster ATI: **15** students
- Regional campuses: **3** students
- ROTC: **17** students

### Career Outcomes for Graduates

**93.8%** of CFAES graduates are employed or continuing education within **6 months** of graduation:

- **80.9%** of graduates are employed
- **12.9%** are continuing their education



## GOAL 3 – RESEARCH & INNOVATION

**Status:** ● **Goal Achieved**

1. Growth in college research enterprise.
2. Align with Discovery Themes and other campus initiatives.

### Actions to achieve goal:

- Audited all grants and sponsored programs to better understand trends and issues for planning.
- Fully organized and implemented a Research and Graduate Education unit.

- Secured license exemption for hemp and hemp cultivation research for OSU and CFAES after the signing of Ohio Senate Bill 57.
- Hired Water Quality Initiative Director to implement findings of Water Quality Task Force.
- Secured funding from Cargill and NRCS to develop Water Quality Research Consortium and hired six new Extension water quality associates.
- Completed multiple COVID-19 research projects including the use of animal models to study the virus, new polymer materials for use in face masks and other PPE, and disinfection methods.
- Created the Center for Foodborne Illness Research and Prevention.
- Intellectual property licensing revenue doubled in FY20 compared to FY19. **5**

## GOAL 3 – RESEARCH & INNOVATION CONTINUED

RESEARCH IN REVIEW FY 2020

### AWARDS & SUBMISSIONS

**\$50 M**

363 Awards Valued at \$50 M  
553 Proposals Submitted

### GRANT EXPENDITURES

**\$45 M**

Funds spent on personnel, supplies, and services.

### CAPACITY FUNDS

**\$8.7 M**

Federal support allocated to each state as a land-grant institution.

- Continued robust research portfolio in FY20 including \$45M in grant expenditures (up 2%), 1057 active grant projects (up 8%), 553 proposal submission (up 19%), and 11 new grants at \$500,000 or more.
- Reconfigured Discovery Theme Foods for Health with Office of Research and leadership team.
- Identifying a committee to outline the structure and focus for a new University Center for Food Security and Health.
- Negotiated MOUs with several colleges for mutually beneficial facilities and programs.
- Our field-based research continued during the pandemic, and all field experiment locations plus cooperating farmers were active in 2020. Exemptions were approved for over 472 separate field-based studies.
- During the 2020 World Food Prize celebration for Dr. Lal, we hosted a side event to announce reaffirmation of our commitment to the Carbon Management and Sequestration Center (CMASC), secured additional resources for its

support, and the Board of Trustees approved renaming to the CFAES Rattan Lal Center for Carbon Management and Sequestration.

- The OSU Office of Research, and CFAES streamlined the reporting structure for Stone Laboratory and the Ohio Sea Grant Program (OHSG), to shift it within CFAES to enhance opportunities for impact and ensure long-term strategic direction.

- Established the Ohio Center for Controlled Environment Agriculture - to promote interdisciplinary collaboration and respond to the needs of CEA industry in Ohio and beyond.
- Served on Executive Council of Sustainability Institute.

### INTELLECTUAL PROPERTY FY2020

7 Active Startups



33 Invention Disclosures



5 Patents Issued



27 New Inventors

**Our innovative scholarship is focused on our Grand Challenges but reaches across broad complex systems like the plants and insects focused on in our new Science Building, but also engineered systems like Precision Agriculture - where machinery automation and use of spatial data utilize technology to more accurately place and meet site-specific crop and soil needs - to those focused on our environment like methods to sequester carbon dioxide in the soil in the CFAES Rattan Lal Center for Carbon Management and Sequestration. We span food and biochemical systems such as in the work of our Center for Foodborne Illness Research and Prevention to ensure that the global food supply is both safe and healthy.**

**CFAES oversees two Ohio State Discovery Themes and provide support for three others.**

#### Oversight

- Foods for Health
- Food and AgriCultural Transformation (InFACT)

#### Support

- Infectious Diseases
- Materials and Manufacturing for Sustainability
- Sustainable and Resilient Economy

## GOAL 4 – OUTREACH, ENGAGEMENT, & STRATEGIC PARTNERSHIPS

**Status:** ● Goal Achieved

1. Maintain strategic partnerships.
2. Maintain excellent stakeholder relationships.
3. Expand the college's opportunity horizon.

### Actions to achieve goal:

- Mapped strategic networks to better engage with external partners intentionally.
- Reformulated the Vice President's Advisory Council, a group of external stakeholders, industry leaders and commodity partners, who provide strategic input on the direction of the college.
- Adopted a philosophy of "In and Among", forging an expectation of participation from leadership and faculty/staff with external partner events and activities.
- The Dean of CFAES was appointed an ex-officio member of the Ohio Expositions Commission by Governor DeWine.
- Began cultivating partnerships in dairy technology and Certified Angus Beef.
- Secured ongoing Nationwide – CFAES Partnership resulting in \$14.8M of support since 2017 for initiatives including supporting the Dean's vision for Waterman, the Knowledge Exchange, the Director of Strategic Partnerships position, and the Land Grant Academy.
- Developed and launched the Knowledge Exchange which offers a robust catalogue of translated research related to CFAES disciplines.
- Implemented a new online e-commerce portal and created a new Extension Publications unit. This unit leads the effort for the development and distribution of educational materials throughout Ohio, and across the country.
- Rebuilt Council for Agricultural Research, Extension, and Teaching (CARET) structure to support CFAES and University goals. Added two new CARET reps: the Honorable Melanie Wilt and the Honorable Bart Johnson.
- Inaugural Dean's Charity Steer Show - partnered with Telhio Credit Union, Ohio Cattlemen's Association, and The Ohio State Fair. Raised over \$152,000 for the Ronald



### Participation on Boards, Commissions Councils and Task Forces since 2017

#### Boards

- Ohio Livestock Care Standards Board
- Ronald McDonald House Charities of Central Ohio
- W.K. Kellogg Foundation (Board Development Chair)
- Council for Agricultural Science and Technology (CAST) Board of Trustees
- Results Ohio Advisory Board
- Policy Board of Directors (Alternate Chair of the Board on Agriculture Assembly (BAA), Association of Public & Land Grant Universities

#### Commissions

- Ohio Expositions Commission
- Ohio Soil and Water Conservation Commission
- Administrative Heads Section, APLU Commission on Food, Environment, and Renewable Resources (CFERR) of the Board on Agriculture Assembly (BAA), Association of Public & Land Grant Universities

#### Task Forces

- Ohio Farm Bureau Membership and Financial Strength Task Force

#### University Committees, Boards, and Councils

- OSU Senior Management Council
- OSU Council of Deans
- OSU Council of Professional Deans
- OSU University Senate
- OSU Executive Oversight Committee for Corporate Engagement
- OSU Energy Academic Collaboration Council
- OSU Research Security Governance Board
- OSU Major Gifts Solicitation Review Committee
- OSU International Strategic Plan Steering Committee
- OSU University Brand & Marketing Strategic Plan Steering Committee
- OSU Discovery Theme Initiatives Lead Dean (Foods for Health; InFACT)
- OSU Enrollment Steering Committee
- OSU Graduate School Dean Search Chair

#### College Committees, Boards and Councils

- CFAES Council of Councils (Chair)
- Vice President's Advisory Council (Chair)
- Faculty Advisory Council Executive Committee

## GOAL 4 – OUTREACH, ENGAGEMENT, & STRATEGIC PARTNERSHIPS

- McDonald House Charities of Central Ohio, over 1,000 attended in person and 8,000 live-streamed the event.
- Partnered with the Ohio Farm Bureau and Nationwide to redesign the Land and Living display at the Ohio State Fair to better educate patrons on current agriculture issues and technologies.
- 2019 Farm Science Review - attendance boosted to 114,590 over three days, put more focus on short workshops, youth engagement, and networking opportunities.
- Hired a Director of Alumni Engagement and Annual Giving.
- Launched the CFAES Alumni Time & Change Webinar Series. Featuring thought leaders in our industry to engage other alumni and students.
- Integrated strategic marketing work to focus on alumni engagement.
- Created Lean on Your Land Grant initiative to focus response and coordination of interdisciplinary teams to address the 2019 Ag Crisis and other emerging issues.
- Serving communities throughout Ohio never stopped during the pandemic:
  - Ohio 4-H blogs brought STEM education to 4-H virtually, free Stay-at-Home projects were created and shared so clubs and parents could keep engaging youth in hands-on learning when clubs couldn't meet, "Camp"ish was created to allow 4-H youth to have a camping experience in the safety of their home, and many youth used new virtual apps to continue to share skills and participate in virtual

- project judging when they couldn't attend local fairs.
- Pivoted to virtual programming across certificate programs, diagnostic programs, farmer assistance programs, several rapid response areas (depopulation of livestock and meat processing), expanded eFields project, increased webinars and podcast series.
- The 2020 Farm Science Review Online had 568,000+ hits and 200+ programs which received 2 million+ views.
- Support provided and resources created to address dairy pricing challenges, corn grain quality issues that emerged, research on COVID-19 as it relates to identifying therapeutics, studying the effects and transmissions in animals.
- Established the CFAES Farm Financial Management and Policy Institute.
- Sunset the Alber Enterprise Center and transitioned programming into CFAES.
- In 2021, we anticipate the development and roll-out of a CFAES Workforce Development course catalog.
- We expanded relationships with national partners including the W.K. Kellogg Foundation, National Cooperatives, Farm Foundation, National 4-H Council, APLU, National commodity groups, Nationwide, Kubota Tractor Corporation, Priva, Cargill, Scotts Miracle Gro, Apple, and COSI.
- Developed a partnership between Central State and OSU Extension for program leaders to meet monthly on a variety of initiatives.

## GOAL 5 – RESOURCES, DEI, & FUNDRAISING

**Status:**  **Goal Achieved**

1. Establish a strong leadership team.
2. Demonstrate an ongoing commitment to diversity.
3. Maintain record-breaking fundraising expectations, including in support of capital improvement efforts.

### Actions to achieve goal:

- Reconceptualized DEI Work and Structure within College.
- Realigned office as CFAES DEI Unit - elevated Senior Lead for DEI to Assistant Dean and hired new Assistant Dean of DEI, full-time DEI Program Director, Program Assistant, and realigned Multicultural Student Initiatives Director into CFAES DEI Unit with link to Academic Programs, who will focus on retaining and supporting our URM and first-generation students.
- Moved Assistant Dean to Dean's Suite to maintain connection to top leaders.
- Encouraged formation of DEI "Teams" within local units.
- Hosted "Community Check-ins" facilitated by DEI staff.
- Provided workshops and trainings in partnership with OSU ODI and conducted joint leadership meetings with ODI leadership.
- Partnered with OSU OIE on best practices within remote locations of CFAES.
- Implemented recommendations and remedies related to USDA Civil Rights Review of OSU Extension and Research components.
- Established CFAES Principles of Community: [go.osu.edu/principlesofcommunity](https://go.osu.edu/principlesofcommunity).
- Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS) student organization increased attendance, engagement and outreach; enhanced participation by graduate students and other partnerships including alumni.
- Started Culturally Responsive Mentoring program - part of MENTOR (Multi-institutional mEntoring Network for Transforming Organizational CultuRe).
- Launched CFAES DEI Action Council with representation from undergraduate and graduate students, faculty, and staff from all three campuses.
- Beginning faculty/staff climate survey in AU21 and a student survey in the spring with focus groups to gather data for generating DEI initiatives.
- Implementing DEI Audits of all academic departments and support units.

- Reviewing Appointment Promotion and Tenure and Patterns of Administration to ensure DEI is part of our governing structure.
- Implementing special professional development fund for faculty/staff DEI opportunities and continuing to offer a wide array of CFAES opportunities.
- Launching a CFAES Diversity Speakers Series.
- OSU Extension DEI Task force launched in February 2020 - recommendations address recruitment and retention of faculty/staff, expanding partnerships with diverse community organizations and assisting counties with messaging related to DEI. They also created a DEI Book Club which has 110 faculty/staff participants and has been replicated in counties.

# Principles of Community

### WE AFFIRM

the inherent dignity and value of every person and strive to maintain a climate for work and learning based on mutual respect and understanding.

### WE AFFIRM

the right of each person to express thoughts and opinions freely. We encourage open expression within a climate of civility, sensitivity, and mutual respect.

### WE AFFIRM

the value of human diversity because it enriches our lives and the university. We acknowledge and respect our differences while affirming our common humanity.

### WE REJECT

all forms of prejudice and discrimination, including those based on age, ancestry, color, disability, gender, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, pregnancy, race, religion, sex, sexual orientation, or protected veteran status. We take individual and collective responsibility for helping to eliminate bias and discrimination and for increasing our own understanding of these issues through education, training, and interaction with others.

### WE PLEDGE

our collective commitment to these principles in the spirit of the CFAES mission: We sustain life.





## GOAL 5 – RESOURCES, DEI, & FUNDRAISING CONTINUED

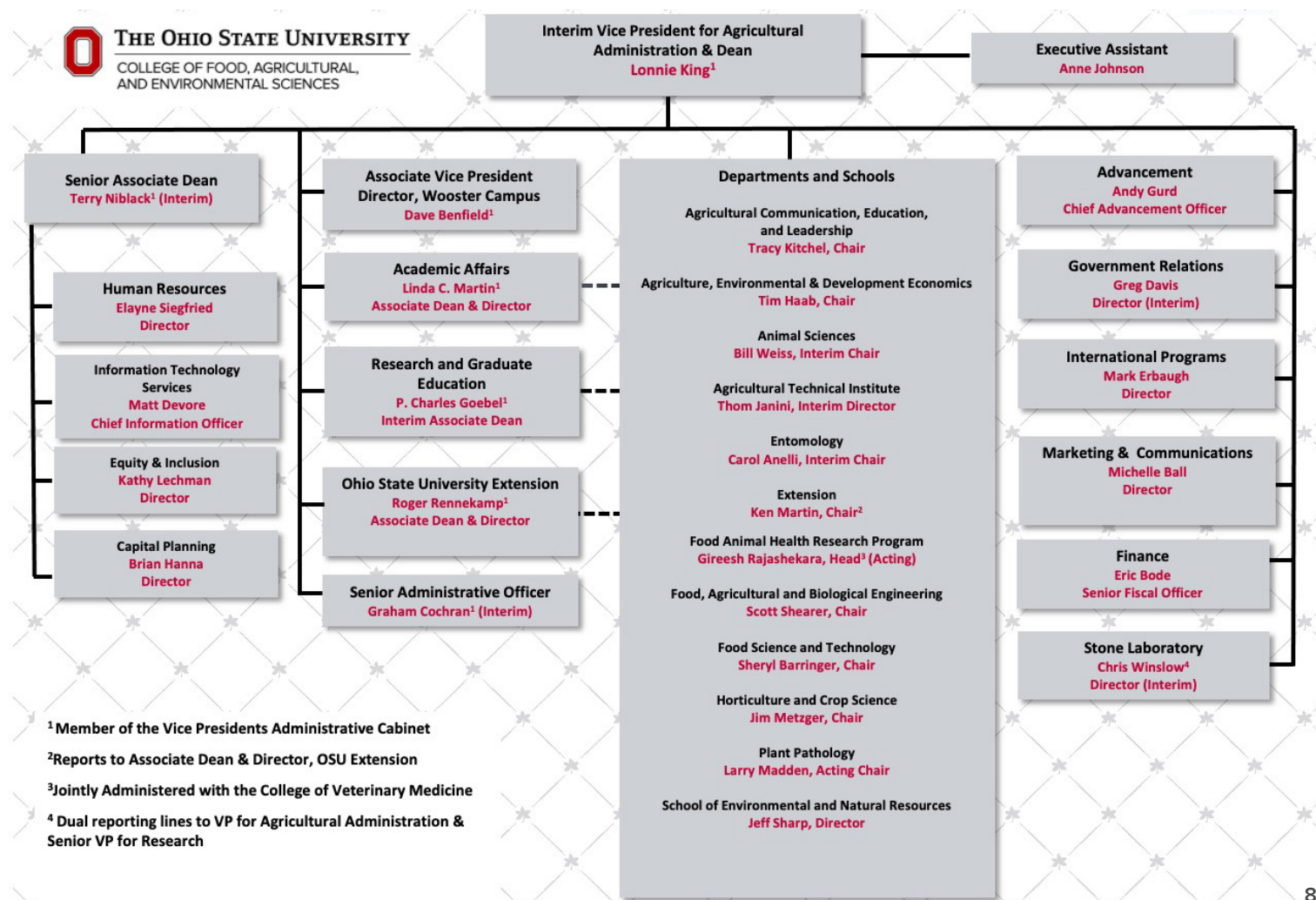
- In collaboration with the College of Engineering and the Office of Diversity and Inclusion sponsored several opportunities to engage in professional development sessions lead by members of PowerPlay.
- Partnered with W.K. Kellogg Foundation to host the National Day of Racial Healing activities.
- Reconceptualized CFAES Leadership Structure: <https://cfaes.osu.edu/orgchart>.
- Managed several leadership transitions and shifts to maintain a strong and cohesive leadership team.
- Redefined the Senior Associate Dean for Faculty and Staff Affairs role to co-supervise TIU heads increasing support and access to leadership.
- Structured a comprehensive Office of Advancement team that includes the marketing and communications unit for the college.
- Began external reviews of administrative/support units similar to what we do with academic units. Marketing and Communications was first with Academic Programs scheduled for February of 2022.
- Established processes for reappointments and faculty directorships, monitoring endowed positions and programs, and review of college level centers, institutes, and programs.
- Scaled up trainings for faculty and staff related to P&T processes, onboarding and other key transitions.
- Offered Lean on Your Land-Grant Children's Incentive -over 500 children of CFAES faculty, staff, and graduate students were

- recognized for their support during COVID-19.
- The Wooster campus was officially renamed from "OARDC/ATI" to CFAES Wooster to better reflect its role within CFAES and its status as a campus.
- We ended fiscal year 2020 with a strong equity position of \$111.9M, of this \$76M was non-base funding (Earnings, Gifts, Endowments, Grants/Contracts) and record years in fundraising and grant expenditures.
- In state capital requests for CFAES Wooster, received \$6M in FY19 (Science Building) and \$6M in FY21 (Fisher Auditorium Renovation/Boiler Replacement).
- We met our FY21 spending reduction goals primarily by pausing or eliminating staff replacement positions, reduction in operational spend due to travel restrictions, and pausing on some capital projects.
- In 2020 we raised a record-breaking \$40.82 million for student scholarships, research support, emerging priorities, and more.
- An anonymous gift, created a \$100,000 Student Emergency Fund, helping our CFAES Wooster students with needs beyond tuition which arose from COVID-19. That same donor provided an additional \$400,000 of support to enhance students' ability to be prepared to enter the workforce, aligning industry needs with our efforts.
- We have set fund-raising records since 2017 (see Advancement Funds Raised chart) — even during a pandemic — and we are well on our way to achieving our \$225 million goal for the Time & Change: The Ohio State Campaign with over \$155 million raised.

	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Advancement Funds Raised	\$17.9 mil	\$16.2 mil	\$21.4 mil	\$24.2 mil	\$27.6 mil	\$29.5 mil	\$31.2 mil	\$36.2 mil	\$40.7 mil	\$26.7 mil

\*\*FY21 includes only funds raised from July 2020 – December 2021.

## ORGANIZATIONAL CHART: FEBRUARY 2017





## GOAL 5 – RESOURCES, DEI, & FUNDRAISING CONTINUED

### ORGANIZATIONAL CHART: OCTOBER 2021 - CURRENT

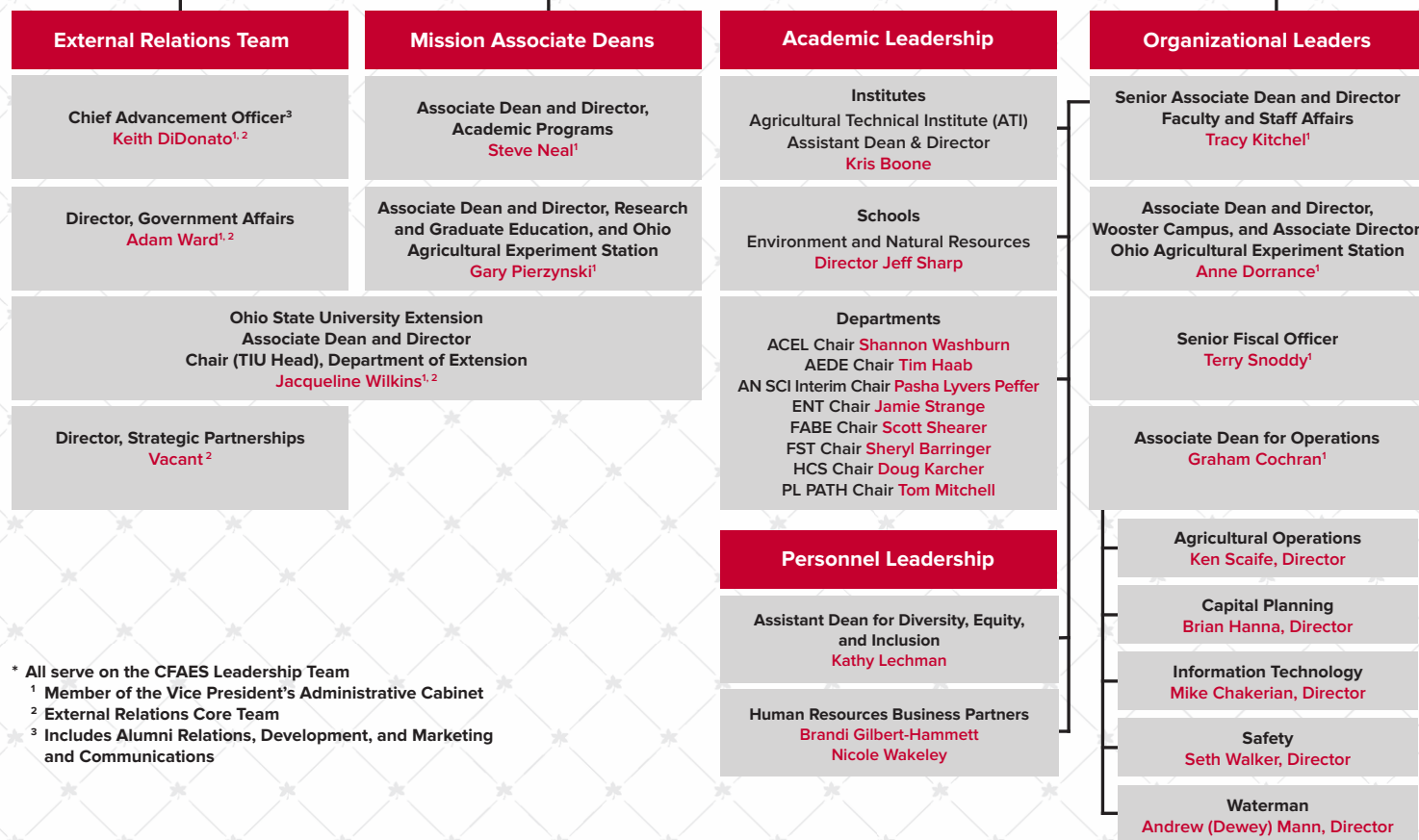


#### THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,  
AND ENVIRONMENTAL SCIENCES

**Vice President for Agricultural Administration  
and Dean**  
**Cathann A. Kress<sup>1</sup>**

**Executive Assistant - Brittany Back**  
**Chief of Staff - Lori Bowman<sup>1,2</sup>**  
**Strategic Communications - Lora Vest**



\* All serve on the CFAES Leadership Team

<sup>1</sup> Member of the Vice President's Administrative Cabinet

<sup>2</sup> External Relations Core Team

<sup>3</sup> Includes Alumni Relations, Development, and Marketing  
and Communications

#### Capital Planning - Active Projects (as of 10/2021)

Controlled Environment Food Production Research Complex - Waterman:	
.....	\$34,836,730
• Wooster Boiler #3 Replacement – Wooster.....	\$9,000,000
• Interdisciplinary Research Facility – Columbus* .....	\$5,000,000
• Engie OSEP 18\$19 ECM 340c Kottman (Chiller) – Columbus .....	\$2,739,577
• Stone Lab Research Lab Improvements and Equipment .....	\$2,667,859
• Multi-species Animal Learning Center, Design Only – Waterman*.....	\$2,200,000
• Waterman Dairy Improvements – Waterman.....	\$1,852,221
• Wooster Dairy Improvements – Wooster .....	\$1,605,000
• Ag Engineering Building HVAC – Columbus.....	\$1,747,310
• Fisher Auditorium Building Renovation, Design Only – Wooster.....	\$1,200,000
• Waterman Chemical Storage and Handling Facility – Columbus.....	\$1,000,000
• Wooster Science Building USDA Buildout – Wooster .....	\$813,915
• GDAL Swine – Wooster.....	\$690,510
• Howlett Hall Shared Lab Support – Wooster*.....	\$600,000
• Howlett Hoop House Replacement – Columbus .....	\$541,125
• Wooster Campus Identification - Wooster .....	\$500,000
• Wooster Seed Storage, Stockinger – Wooster .....	\$495,567
• Intracampus Pathways – Wooster .....	\$466,445
• Selby Hall Elevator – Wooster .....	\$447,545
• Wooster National Greenhouse HVAC – Wooster.....	\$250,000
• Non-Capital Projects Sum .....	+\$1,951,835

**Active CIP Projects Today: \$70,605,939\***

#### Capital Investments Through 10/2021

• Projects Completed 2017-2020 .....	\$41,782,473
• Projects Completed 2020-2021.....	\$37,101,969
• Active Projects .....	+\$70,605,939*

**TOTAL: \$149,490,081**

\*Notes – Includes Interdisciplinary Research Facility (IRF) CFAES investment of \$5M in \$237.5M total project. Includes \$9M Wooster Boiler #3 Replacement. Waterman Multispecies does not include construction budget, which is currently estimated at \$52M. With Multispecies included, total active projects are over \$100M.

#### Completed Projects Through 10/2021

• CFAES Wooster Science Building	Replacement - Columbus
• CFAES Facility Master Plan	• Howlett Hall and Ag Admin Labs, Classrooms, and Offices - Columbus
• Animal Science Elevator Upgrade and Modernization – Columbus	• Selby Greenhouse Replacement - Wooster
• Ag Admin Chiller – Columbus	• ATI Greenhouse Replacement - Wooster
• Wooster Farm Services and Grace Drake Ag Lab Beef Facility	• Eastern Ag Research Station Cattle Calving/Housing Barns - Statewide
• Campus Parking Improvements - Wooster	• ATI Residence Hall Demolition - Wooster
• Wooster Science Building	• ATI Construction and Landscape Lab - Wooster
• Kunz-Brundige Franklin County Extension Building - Waterman	• 4-H Center Fifth Floor Buildout - Columbus
• Williams Hall HVAC - Wooster	• GDAL Swine Farrowing and Nursery Modular Facility - Wooster
• Secrest Welcome Center - Wooster	• Wooster Distance Learning Classrooms
• 2017 Tornado Recovery - Wooster	• Research Services Conference Room 126 - Wooster
• Agricultural Administration Restroom Improvements - Columbus	
• Selby Hall Cabling - Wooster	
• Pounden Hall Research Lab - Wooster	
• Ag Engineering Roof	

#### Master plan

We returned to work on the final plan development and recommendations for the CFAES Master Plan after a pause due to COVID. Workshop and engagement sessions were held with the Master Plan Steering Committee, college leadership, and the college community to review progress to-date, outstanding planning considerations, and any necessary plan adjustments due to shifts in thinking related to the on-going pandemic. The CFAES Master Plan was completed summer of 2021.

# GOALS FOR AN ADDITIONAL TERM.

Building on the foundation of this cornerstone college, and through intentional engagement with the entire CFAES community, I have worked toward creating an organization with clear focus that sets us up for success in our next 150 years. Our work focuses on the complex interlocking systems which are at the core of sustaining life. Our college is ready, our people are dedicated, productive, and engaged. We are aligning our systems, processes, and facilities. We are preparing students to become future scientists and leaders, and we are advancing industry, science, knowledge, and most importantly people – locally, throughout the state of Ohio, across our country, and around our world. We are living up to our purpose — **We Sustain Life.**

## GOAL ONE: STUDENT-FIRST PHILOSOPHY



- Align decisions to ensure the learning, success, health and well-being of students is a high priority.
- Structure our college environment and academic processes so that anyone who wants to study with us finds us accessible, affordable, welcoming, and inclusive.
- Provide more experiential learning opportunities for students, such as including students in the work of our college (co-creators) in the teaching, research, and Extension missions.
- Enhance and reward excellent teaching and advising with training, resources, and recognition.

## GOAL TWO: INNOVATIVE SCHOLARSHIP TO SUSTAIN LIFE



- Identify and create breakthrough scientific research to advance solutions to the most pressing global challenges facing humanity.
- Utilize basic, applied, action, and convergent research to solve critical issues for society.
- Enhance processes for creating, testing, and improving knowledge, synthesizing ideas, and innovation, as well as strengthening opportunities for inter- and transdisciplinary research, teaching, and Extension programs.
- Effectively and efficiently translate and communicate our research to make it accessible, usable, and impactful.

## GOAL THREE: CAPACITY BUILDING OF OUR PEOPLE AND COMMUNITIES



- Embrace the richness and value of a diverse environment by welcoming and supporting diverse people, experiences, and ideologies.
- Design educational programming and professional development that is future-oriented, immersive, transcends boundaries (e.g., age, prospective employers, industry, program type, distance), and meets the needs of our people (stakeholders and employees, and the broader community).
- Support the workforce pipeline in food, agricultural, and environmental sciences by engaging prospective students in childhood and being a part of their development after they graduate.
- Build leadership capacity within our college (faculty/staff/students) and across Ohio communities.

## GOAL FOUR: PARTNER OF CHOICE



- Be a partner of choice focusing on transformational as opposed to transactional relationships.
- Fulfill our commitment as a part of a cooperative (e.g., federal, state, county/city) in an ever changing world.
- Engage our entire community (internal and external stakeholders) in various relationships, decisions, policies, and practices.

## GOAL FIVE: RESOURCE STEWARDSHIP IN A ONE-COLLEGE MODEL



- Deploy a one-college model that standardizes decision-making and procedures across our three campuses and multiple units.
- Transform and improve the physical environment across all of our campus locations to support, inspire, and improve the way we work.
- Develop infrastructure that aligns with our commitment to sustainability (including our building and ecological footprint).
- Align spending with priorities and focus decisions with programmatic strategy.
- Maintain strong base funding from federal, state, and local governments and grow other sources of revenue for transformational impact.



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