

Innovating Agriculture and Natural Resources to 2025: Time for Action Implementation Plan

MOVING FORWARD

*These **30 recommendations** were accepted as ones that should immediately be moved in to the implementation mode at the leadership retreat in North Platte on July 23-25, 2011.*

1	EVALUATION REFORMATION -- Rec C
Recommendation	Provide faculty evaluation feedback more rapidly (shortly after eARFA is submitted). Notify faculty of any change in the final evaluation score after the Unit Head and Deans have met for their annual faculty review meeting.
Action	Change evaluation calendar to allow more rapid feedback to faculty.
Persons Responsible	IANR unit heads propose specific timetable for implementation in January 2012.
Timeline	Prior to October 31, 2011 / Refinement by Dean's Council by November 30, 2011
Expected Outcome	Feedback within 1 month of Annual Report submittal - Flexibility for larger units
First Step(s) and Notes	The eARFA, covering the 2011 CALENDAR YEAR, will be due on 15 January 2012. As needed, important deadline dates associated with the annual performance evaluation cycle will be adjusted and unlinked to the P&T timetable. A timetable to provide rapid feedback to faculty will need to be flexible. Lead Person responsible – IANR Associate Vice Chancellor.

2	EVALUATION REFORMATION – Rec G
Recommendation	Revamp staff evaluation process.
Action	Develop new staff evaluation form/process.
Persons Responsible	Staff, Faculty/Supervisor and HR Committee
Timeline	Draft- 12/2011, Final 6/2012, Implement for 2012 evaluation
Expected Outcome	Staff evaluation focused on: position/function. continuous improvement, and staff professional development
First Step(s) and Notes	Alan Moeller to appoint committee to develop this process and evaluation form. Suggest faculty member, unit head, staff member, business center manager, plus city campus HR.

3	ACQUIRING, DEVELOPING, and RETAINING HUMAN TALENT – Rec 1
Recommendation	Details of faculty hiring packages to be outlined in advance of interviews.
Action	Discuss with Unit Head(s) new-hire salary and start-up expectations and document these expectations. Allow flexibility for negotiation within the limits proposed without further approval.
Persons Responsible	First Draft: ARD Office / Approval by IANR Deans
Timeline	New hire approvals effective after 7/1/2011
Expected Outcome	Flexibility and responsiveness in hiring practice. Predictable startup packages that meet mission/science needs.
First Step(s) and Notes	David Jackson will work with Joyce Ore in the ARD Dean's Office to develop an initial draft template document for comment and improvement by IANR Deans (she can work with IANR F&P). Need to make sure steps allow for a science-based review of needs by faculty/unit head(s).

4	ACQUIRING, DEVELOPING, and RETAINING HUMAN TALENT – Rec 2
Recommendation	Choose a lead Dean for each faculty search.
Action	Lead Dean for each search will be primary contact for hiring issues. If necessary, it will be the Lead Dean’s responsibility to coordinate other administrative interaction.
Persons Responsible	IANR Deans
Timeline	New hire approvals effective after 7/1/2011
Expected Outcome	Flexibility and prompt responsiveness in hiring practice.
First Step(s) and Notes	Deans need to discuss (codify) how they will make sure others are consulted. Use template with hiring details to ID “Lead Dean” for search. Implement immediately.

5	ACQUIRING, DEVELOPING, and RETAINING HUMAN TALENT – Rec 3
Recommendation	Authorize unit administrators to carry out cluster hires.
Action	When strategic cluster hires are made, encourage more unit head involvement and authority to hire at flexible ranks (as funding allows); as appropriate, recruit w/o specific linkage to a particular unit.
Persons Responsible	DUH / VCIANR
Timeline	Immediately with water cluster hires.
Expected Outcome	Increased transparency relative to new hiring approvals, larger more diverse applicant pools leading to the selection of outstanding candidates.
First Step(s) and Notes	NU VP / VCIANR implements as appropriate.

6	ACQUIRING, DEVELOPING, and RETAINING HUMAN TALENT – Rec 5
Recommendation	Develop a salary pool for equity salary adjustments.
Action	Systematically survey for market equity (a modest salary pool already exists for state-funded positions).
Persons Responsible	IANR Finance and Personnel for data acquisition, analysis and reporting. IANR Deans Council for decision making. Unit heads responsible for evaluating individual staff, and considering reclassifications as appropriate.
Timeline	Yearly (rotating basis for employee classes).
Expected Outcome	Market equity for employee classes.
First Step(s) and Notes	Jeff Bassford -- Assign IANR F&P to develop an employee class evaluation schedule for the next 4 years and wording (provided yearly in evaluation materials) to remind unit heads and business center managers of the periodic need to assess individual employee classification status. Potential pool funding mechanisms will also be proposed. Complete for implementation by November 1, 2011.

7	AQUIRING, DEVELOPING, and RETAINING HUMAN TALENT – Rec 8-18
Recommendation	Establish and maintain formal mentoring and professional development programs for Assistant and Associate Professors.
Action	Establish a faculty committee to develop IANR mentorship program with linkages to existing opportunities for grant writing and program leader visits sponsored by ARD and ORED.
Persons Responsible	IANR Faculty Committee – coordinated with ARD/ORED. Unit Heads responsible for implementation and continued operation within departments.
Timeline	Proposal by December 2011; Unit acceptance or development of their own plans by May 2012.
Expected Outcome	High quality organizational and professional development leading to improved performance outcomes and job satisfaction.
First Step(s) and Notes	Faculty committee to be assigned to develop “best practice” document by December 2011. Committee should be made up of Jr. and Sr. faculty plus one unit head. Expectation that Deans will inquire with unit heads and P&T Committee Chair on status of mentoring as part of unit/unit head evaluation.

8	ACQUIRING, DEVELOPING, and RETAINING HUMAN TALENT – Rec 20
Recommendation	Provide leadership opportunities to faculty.
Action	Provide one 0.25 FTE buy-out in each Dean’s Office for Internship/Professional Development of faculty interested in exploring administrative opportunities. Couple with external leadership program.
Persons Responsible	IANR Deans
Timeline	Create program during the Fall 2011, Program announcement November 2011, Participant(s) start January 1, 2012.
Expected Outcome	Increased opportunities for administrative professional development.
First Step(s) and Notes	CASNR Dean’s Office to develop a program outline for consideration/revision by ARD and Extension.

9	<p>AQUIRING, DEVELOPING, and RETAINING HUMAN TALENT – Rec 21-23</p> <p>STRATEGIC PARTNERSHIPS – Rec 6</p>
Recommendation	Acknowledge and communicate accomplishments.
Action	Create an overall awards strategy for faculty and staff that can be used to honor significant accomplishments throughout careers. Identify existing IANR, UNL, NU awards and "missing" award opportunities.
Persons Responsible	A member from existing individual award committees and Deans Offices form an IANR-Wide Awards Committee.
Timeline	Draft awards strategy by January 2012; Implementation on July 1, 2012
Expected Outcome	A portfolio of faculty and staff awards that span careers. A promotion and publication effort for those who are recognized.
First Step(s) and Notes	<p>Committee of three associate deans to take on this charge – (Heng-Moss (Chair), Koelsch, Powell) to develop new awards program using existing awards and suggesting new options. Have IANR F&P check and communicate currently available resources for IANR awards and provide to committee. Make sure committee knows that UNL and NU (system) awards should be part of the mix. Committee also needs to identify 1) who will identify potential awardees; 2) who will develop the more complex award packages; 3) how we move high-level faculty awardees into National Academy-type positions; and 4) how we identify and recognize leadership in professional societies.</p> <p>Awards need to recognize a broad array of faculty and staff accomplishments. Faculty: R/T/E, partnerships and mission integration. Staff: Innovation, “above and beyond,” professional accomplishment/contribution to professional development organizations.</p>

10	BUSINESS and FINANCIAL PROCESS REENGINEERING – Rec A
Recommendation	Electronic travel processing.
Action	Process the majority of travel authorizations electronically via SAP.
Persons Responsible	IANR Finance and Personnel/Business Offices establish process; Deans and Unit Heads establish who must approve and when (minimize approvals).
Timeline	Process in place by January 2012 - full implementation (staff training completed) by July 1, 2012.
Expected Outcome	Most travel authorizations done via SAP...reduce or eliminate paper handling. Minimization of travel approvals and number of approvers.
First Step(s) and Notes	Jeff Bassford -- Assign IANR F&P responsibility for determining best practices for all TA processing (also see blanket travel authorization item). Goal is to minimize total workload, minimize redundancy, minimize number of approvers, and to minimize reimbursement time; maintaining accountability, however, is also essential (approved electronic TAs result in automatic reimbursements without further approval if amounts are within tolerance). IANR F&P should also determine training needs, a solution for student travelers, and a process allowing unit head authorization to sign-off on pre-approved IANR funded travel (research travel fund, student travel funds, and IANR professional development funds) so as to not require Assoc. Dean signatures.

11	BUSINESS and FINANCIAL PROCESS REENGINEERING – Rec B, C
Recommendation	Use blanket travel authorizations and reduce the number of travel approvals where possible.
Action	Determine what is absolutely required for TAs...especially relative to multiple trips within state.
Persons Responsible	IANR Finance & Personnel for Proposal; IANR Deans' Council for Approval
Timeline	Proposal October 2011, Implementation ASAP, but no later than Jan. 1, 2012
Expected Outcome	Reduced paperwork/electronic data entry and approvals.
First Step(s) and Notes	Jeff Bassford with previous recommendation. IANR F&P will determine actual TA requirements for in-state travel - helping to inform electronic travel authorization process. (Combine with previous recommendation).

12	BUSINESS and FINANCIAL PROCESS REENGINEERING – Rec F, G, I, J
Recommendation	Use PeopleAdmin for faculty and staff hiring/position description changes / approvals / reclassifications, etc.
Action	Implement use of PeopleAdmin to the extent possible. Propose approval workflow for all new and revised positions; interact with campus-wide users for continuous improvement.
Persons Responsible	IANR Finance & Personnel and Vice Chancellor's staff; Deans/VC Approve Process
Timeline	Workflow and approvals: Fall 2011, Testing: Spring 2012, Full implementation: July 2012
Expected Outcome	Faster approvals Central record keeping
First Step(s) and Notes	Alan Moeller serves as point person. IANR Finance & Personnel and Vice Chancellor's staff will propose procedure (workflow and who approves) within the existing capabilities of the system as implemented at UNL. Ideal functionality additions (functionality in software but not implemented at UNL) to PeopleAdmin will also be outlined and prepared for UNL B&F/HR and VCIANR /B&F VC.

13	BUSINESS and FINANCIAL PROCESS REENGINEERING --- Rec H
Recommendation	Streamline PAF (Personnel Action Form) approval process.
Action	Propose and refine approval workflow for PAFs Implement streamlined PAF system
Persons Responsible	IANR Finance and Personnel / Dean Rep (seek input from signers)
Timeline	Workflow and approvals: Fall 2011, Testing: Spring 2012, Full implementation: July 2012
Expected Outcome	Faster approvals, more efficient administrative operation
First Step(s) and Notes	Alan Moeller serves as point person. IANR Finance and Personnel will propose PAF workflow for both Departments and for Ag. Hall. (Input in developing process will be obtained from Unit Head representative(s), business managers, and Deans/VC). Key elements should include: 1) minimizing approvals to those with functional and programmatic responsibility; 2) establishing a process that for small dollar changes, routine corrections, etc. does not require extensive PAF routing; and 3) establishing a process that appropriately (more fully) routes changes that represent funding alterations between units and/or represents significant changes in employment responsibility or funding.

14	BUSINESS and FINANCIAL PROCESS REENGINEERING – Rec M
Recommendation	Use NUGrant for accepting and processing internal grants.
Action	All internal Grants for IANR faculty will be submitted, reviewed, and processed via NUGrant.
Persons Responsible	ARD and Office of Sponsored Programs
Timeline	Completed by December, 2011
Expected Outcome	Faster and more consistent processing of internal grants. Familiar user interface for faculty and staff.
First Step(s) and Notes	David Jackson will continue working with OSP staff to implement. Scheduled programming to be completed by late Fall 2011.

15	BUSINESS and FINANCIAL PROCESS REENGINEERING – Rec P
Recommendation	Develop Office of Sponsored Programs (OSP) user forum.
Action	Establish and have quarterly meetings of the OSP User Forum (Co-sponsored with Office of Research and various Associate Deans of Research).
Persons Responsible	Campus Associate Deans of Research in conjunction with Sponsored Programs (David Jackson and Deb Hamernik).
Timeline	First Meeting, Fall 2011
Expected Outcome	Direct input to the OSP from faculty and staff. Improved processing of grants and contracts (continuous improvement in NUGrant and other OSP areas).
First Step(s) and Notes	David Jackson and Deb Hamernik will confirm interest in holding forum and/or faculty-staff advisory council with OSP, and develop program with anticipation of quarterly meetings. Interest confirmed by September 2011, if agreeable, first meeting Fall 2011.

16	COMMUNICATIONS, BRANDING and EXTERNAL RELATIONS – Rec A-E ENTREPRENEURSHIP EDUCATION AND ENGAGEMENT – Rec 1b TRANSFORMING FOOD and NATURAL RESOURCE LITERACY – Rec A CAPTURING and MEASURING RETURN ON INVESTMENT – Rec 1
Recommendation	Make IANR communications “issues-based” and refine communications strategy.
Action	Develop a comprehensive branding and communication strategy for IANR that operationalizes the comprehensive recommendations in this area.
Persons Responsible	Deans, Outside Consultant, Educational Media, UNL Communications, buy-in from faculty/staff.
Timeline	Statement of Work by October 1, 2011. Consultant Report December 1, 2011. Implementation beginning in January 2012.
Expected Outcome	Clearer lines of communication to stakeholders (citizens, students, direct clientele) – more impactful and directed communication. Focal brand and mission statement.
First Step(s) and Notes	Committee of Mark Balschweid (Chair), Jill Brown, Meg Lauerman assisted by Judy Nelson. Determine overall scope of the effort (use team report as starting point), and potential value, needs, and costs of engaging consultant to develop or react to an internally developed strategy. Implement “obvious” recommendations from team, but also don’t lose opportunity to develop a more systematic and comprehensive strategy.

17	ENTREPRENEURSHIP EDUCATION AND INTEGRATION - Rec 2a, 2b
Recommendation	Develop opportunity for faculty to be directly mentored by entrepreneurs. Develop professional development opportunities in entrepreneurship (workshops, seminars, curriculum development).
Action	Develop a faculty entrepreneurship mentoring program proposal, with a business plan and funding.
Persons Responsible	Engler Program Director
Timeline	Fall 2011, and small scale implementation by July 2012
Expected Outcome	IANR faculty create entrepreneurial businesses and address research/education/extension problems with an entrepreneurial perspective.
First Step(s) and Notes	Mark Gustafson , Engler Program Director will develop program model during the Fall of 2011, seek faculty and Dean/VC input, and implement Spring/Summer 2012 with assistance of Tom Field .

18	TRANSFORMING FOOD AND NATURAL RESOURCE LITERACY – Rec A
Recommendation	Bring statewide agricultural leaders together to develop consistent messaging associated with agriculture and natural resources.
Action	Hold Agricultural and Natural Resource Literacy and Education Retreat/Forum
Persons Responsible	Initially, IANR appointed committee - broaden to include partners
Timeline	Planning Fall 2011/Spring 2012 Retreat/Forum - Spring 2012 or mid-summer
Expected Outcome	Create statewide educational goals and action plans for agricultural and natural resource literacy. (Note: Messaging should be consistent with IANR Communications Strategy.)
First Step(s) and Notes	CASNR will take primary responsibility for Ag. Literacy/Natural Resources/Food Security education program and establishing a committee to plan retreat. Anticipated that retreat would be Spring/Summer 2012 (See literacy item near the end of this document)

19 (tie to 20)	MULTIDISCIPLINARY INNOVATION and IMPLEMENTATION – Rec A ENTREPRENEURSHIP EDUCATION/INTEGRATION – Rec 3
Recommendation	Develop a "Multidisciplinary Monday" program.
Action	Develop a series of meetings and social gatherings around big-picture research, education, and outreach activities. Explore different formats to see what works best. Include all segments of the land grant mission, potential industry partners, and students.
Persons Responsible	ARD and VCRED with cooperation of other UNL units
Timeline	Fall, 2011
Expected Outcome	Meetings that synergize team development and networking.
First Step(s) and Notes	ARD Office (Dean/Associate Deans), in conjunction with other college Associate Research Deans and the Office of Research and Economic Development (Hamernik), will plan a series of gatherings around big picture research topics...seminar followed by faculty gatherings. Ideally, meetings would be focused on an upcoming (anticipated) RFP. Planning would begin immediately, and the first events held during Fall 2011.

20 (tie to 19)	CREATING AND FOSTERING a DYNAMIC COMMUNITY – Rec A STRATEGIC PARTNERSHIP DEVELOPMENT – Rec 4
Recommendation	Create a monthly faculty, stakeholder, staff, student, public networking activity. Formal high profile lecture followed by breakout and/or informal networking.
Action	Create a high-profile meeting series around agriculture and natural resources with a clear expectation of wide attendance. [It is essential that administrators attend, push and encourage faculty and staff attendance.]
Persons Responsible	NU VP / VCIANR Appoints Networking Planning Committee
Timeline	Planning Fall 2011/Spring 2012 for monthly events
Expected Outcome	IANR Wide Attendance, Community Participation, and Networking (Variety of topics and outcomes) Coordinate with Multidisciplinary Mondays.
First Step(s) and Notes	NU VP / VCIANR develops Heuermann Lecture Series and assigns event organization to VC staff and others as appropriate to kickoff in Fall 2011. Make certain to use technology for remote locations and/or (ideally) encourage in-person participation. Coordination of brainstorming around strategic partnerships around these events must be developed and coordinate with Multidisciplinary Mondays team.

21	STRATEGIC PARTNERSHIP DEVELOPMENT – Rec 2
Recommendation	Designate - IANR Business "Contact Person" with broad knowledge of programs and capabilities.
Action	Publicly identify "business" point person.
Persons Responsible	NU VP / VCIANR Appoints
Timeline	Fall 2011
Expected Outcome	An available contact individual with broad knowledge to shepherd business partnerships within the complex academic environment
First Step(s) and Notes	NU VP / VCIANR implements in concert with ARD Dean / Associate Deans in fall 2011. Appointee need not have faculty designation.

22 – Aug 31	STRATEGIC PARTNERSHIP DEVELOPMENT – Rec 5
Recommendation	Highlight and implement partnerships with farmers/ranchers for access to capabilities, knowledge, technology, equipment, etc.
Action	Deans and appropriate Unit Heads identify 2-3 potential farmer/rancher participants that might be interested in a partnership with IANR
Persons Responsible	IANR Deans and unit heads lead identification process; solicit interested faculty.
Timeline	Fall 2011
Expected Outcome	One or two initial partnerships, shared research, education and outreach
First Step(s) and Notes	Leadership by Extension and ARD Deans . Have unit heads and deans identify those faculty that already have strong relationships and meet with those faculty to discuss how those relationships were started and what IANR can do to strengthen/leverage efforts in this area. Initial meetings and brief reporting in Fall 2011. Also need stakeholder feedback, but this feedback would be most beneficial if there were a plan to respond to.

23	CAPTURING and MEASURING RETURN on INVESTMENT – Rec 2
Recommendation	Collaboratively invest in Return on Investment (ROI) assessments/white papers with other land grant/Big 10, etc. institutions.
Action	Periodically invest in Regional/National ROI Studies (consistent with eventual communications strategy).
Persons Responsible	IANR Deans
Timeline	On-going
Expected Outcome	Continue existing practice to communicate ROI
First Step(s) and Notes	No additional steps necessary.

24	CAPTURING and MEASURING RETURN on INVESTMENT – Rec 3
Recommendation	Support academically relevant ROI studies to assess selected IANR program impact(s).
Action	The Department of Agricultural Economics will develop a graduate student focused educational experience designed to allow ROI measures of selected IANR programs. (Initial commitment \$35K/yr for 3 years)
Persons Responsible	Proposal: The Department of Agricultural Economics IANR Deans: Final decision to move forward
Timeline	3-Year trial program starting in January 2012
Expected Outcome	Provide opportunities for assessment of ROI, while building academic capabilities
First Step(s) and Notes	New ARD Dean/Dean’s Office takes leadership in interacting with Department of Agricultural Economics to develop program by November 2011 (including first programs to evaluate). Implementation (and funding decision...shared between Extension, ARD, CASNR) by January 2012.

25	RENEWING FOCUS on the FUTURE of RURAL NEBRASKA – Rec 1
Recommendation	Through a process of stakeholder interaction, develop specific long-term goals for supporting and shaping the future of rural Nebraska.
Action	Hold a series of mini-summits with stakeholders; implement suggested actions.
Persons Responsible	IANR Deans and NU VP
Timeline	Complete summits by December 2011 and focus groups by Spring 2012; create action plan by Summer 2012
Expected Outcome	Provide leadership in the development of the new “Institute for the Rural Future,” which will be a University of Nebraska system-wide effort to address how the societal and financial landscape of rural Nebraska needs to develop in the coming decades.
First Step(s) and Notes	NU VP / VCIANR and Extension take responsibility for development of action plan by Summer 2012. Initial summit completed on beef in July 2012. Must interplay and synergize with the development of the Institute for the Rural Future team who will be conducting focus group and feedback sessions in to early 2012.

26 – Sept 12	CREATING AND FOSTERING a DYNAMIC COMMUNITY – Rec B
Recommendation	Hold informal listening sessions to gain ongoing input from faculty, staff, students, etc. Open session to air and address issues.
Action	Hold at least one general listening session per semester. Have starter topic(s) to create participation - allow for anonymous questions.
Persons Responsible	Organized by Liaison Committee
Timeline	Fall 2011 and every semester thereafter
Expected Outcome	Increase comfort level to raise issues. Follow-up report and, as appropriate, action on items/issues discussed.
First Step(s) and Notes	NU VP / VCIANR requests Liaison Committee to sponsor activity at least once a semester.

27	CREATING AND FOSTERING a DYNAMIC COMMUNITY – Rec C
Recommendation	Create an informal gathering place.
Action	Propose gathering place for faculty and staff for informal interactions.
Persons Responsible	Committee appointed by NU VP /VC IANR - consider private donor.
Timeline	Proposal by November 2011
Expected Outcome	Proposed gathering space for brainstorming.
First Step(s) and Notes	NU VP/ VCIANR coordinates with Barry Shull, Steve Waller, Marjorie Kostelnik, Michael James and Rolando Flores. Options to make a student project (maybe Food Science Club) or a city campus student group could “design” a space. Consideration given to new development project on Holdrege.

28	CREATING AND FOSTERING a DYNAMIC COMMUNITY – Rec D
Recommendation	New IANR faculty/staff orientation.
Action	Develop and hold an orientation for New IANR Faculty/Staff.
Persons Responsible	VCIANR Staff and Associate Deans
Timeline	Program developed by December, 2011 First Orientation Program – Jan/Feb, 2012
Expected Outcome	New IANR Staff/Faculty Orientation with increased awareness of UNL/NU policies and services for faculty and staff.
First Step(s) and Notes	Assign Associate Deans group – chaired by Dann Husmann to develop by December 2011 / administrative support by VCIANR staff. Coordination of program by VCIANR staff. Hold first session in Jan/Feb 2012.

29	ENTREPRENEURSHIP, EDUCATION/ENGAGEMENT – Rec 3 MULTIDISCIPLINARY INNOVATION and IMPLEMENTATION – Rec D
Recommendation	Institutionalize team, industry and pilot-grant programs.
Details	Better establish teams/promote competitiveness for external awards/strengthen industry partnerships through entrepreneurial activities.
Outcomes	Strengthened overall research, extension, and teaching funding portfolio.
First Step(s) and Notes	<p>The consensus was to elevate this topic to a campus-wide discussion. Key points were that current programs (IANR Strategic Investments and UNL Life Sciences) need to be evaluated for impact and that efforts need to continue to link people together that can be competitive on a national level. Those receiving funding need to make significant efforts to obtain extramural support, and should be held accountable if no extramural funding is pursued.</p> <p>New ARD Dean to lead evaluation of current programs with interim associate VCRED. Identify pool of permanent funds to use for this purpose and grow the pool to allow minimum of \$500,000 allocation per year on an ongoing basis.</p>

30	STRATEGIC PARTNERSHIPS + Others – NEW
Recommendation	Institutionalize through appropriate staffing and resources an IANR Global Engagement culture and approach.
Details / Issue	The international activities of IANR are scattered and not cohesive strategically while the needs are growing and new opportunities are escalating.
Outcomes	Strengthened, focused, and strategic investments in international collaboration and partnerships in research, student programs, and extension of IANR impact globally.
First Step(s) and Notes	NU VP/ VCIANR to develop staffing plan with the Deans Council to move forward starting with IANR Director of Global Engagement. Goal to have this person in place in January 2012.

REMOVING ROADBLOCKS

These **10 recommendations** were considered and discussed at the leadership retreat July 23-25, 2011 and were accepted to move forward with further diligence to determine how they should be implemented.

31	EVALUATION REFORMATION – Rec A, C
Recommendation	Change content of eARFA submission.
Action	Move toward simplifying and standardizing how faculty accomplishment data is collected. Implemented process should include both a short-term solution using existing software, plus a longer-term solution that improves upon existing mechanism. Ultimately, “new” system should allow for the creation of a CV and provide opportunities for faculty to provide 1) A yearly summary statement (essentially an abstract) and 2) One page summary of accomplishments, including impacts (ROI-like information). New approach should still allow for reporting capabilities, have options for potential campus-wide adoption, and be able to import data from other systems (for example, teaching data). The future inclusion of the teaching eARFA should be considered and if not warranted, eliminated.
Persons Responsible	New “Annual Report of Faculty Accomplishments” (ARFA) committee for recommendations (shared/refined by faculty groups and administrators). IANR Deans/VC for final decision.
Timeline	Draft recommendation and sharing by October 31, 2011, faculty consultation and discussion November & December 2011. If new system: transitioning/testing in 2012; or modify existing system for reporting in 2012.
Expected Outcome	A simpler faculty reporting process that is scalable, robust, provides faculty benefits and useful administrative reports.
First Step(s) and Notes	Committee of Brewer (Co-Chair), Jackson (Co-Chair), Wilhite, Black, Waller, and Kostelnik will coordinate this effort. Needs to include both faculty and administrators (unit head and Dean/Assoc. Dean level). Include someone at the campus-level as an observer. Create sub-committee that would report to larger group to facilitate the rapid development of options and allow exploration of existing commercial software systems (for example, ActivityInsight by Digital Measures). Options explored should not preclude using the existing software system and the overall goal will be to both simplify faculty reporting and increase system utility. This must be coordinated with discussions at Office of SVCAA.

32	EVALUATION REFORMATION – Rec B
Recommendation	Change evaluation frequency.
Action	For fully promoted faculty who are performing at or above “meets expectations,” unit heads need not meet formally (in person) for an evaluation session; unit heads could also prepare a very brief written evaluation (“Short Form” to meet BOR requirements). For faculty not fully promoted, and all faculty at their request or at least once every three years, a more complete written and in-person evaluation would be performed ASAP after an annual report is submitted by the faculty member.
Persons Responsible	Unit heads, in consultation with faculty, prepare a draft proposal, including new “short form.” Approval by Deans’ Council.
Timeline	Draft recommendation and sharing with at least some faculty by October 2011, modification(s) by Deans’ Council made and more extensive faculty consultations conducted in time for 2012 implementation.
Expected Outcome	More time for unit administrators to interact with non-fully promoted faculty and those needing additional coaching. More time for faculty to discuss non-evaluation issues (general program goals) with unit head. Periodic meetings with individual faculty are still expected.
First Step(s) and Notes	Unit heads prepare draft proposal, including draft “Short Form” for consideration by October 2011 (with at least some initial consultation with faculty). After the Deans’ Council comments on first draft, have additional faculty consultation before approach is finalized in time for 2012. Point person new IANR associate vice chancellor.

33 (tie to 34, 35)	EVALUATION REFORMATION – Rec 1 ACQUIRING, DEVELOPING, and RETAINING HUMAN TALENT – Rec 19
Recommendation	More clearly define faculty performance criteria (including entrepreneurship and IP creation).
Action	Better define excellence, acceptable, poor performance.
Persons Responsible	Unit heads (and faculty)
Timeline	Collection of rubrics (CEHS) and best practices (from other institutions) by October 31, 2011. Project goals clearly articulated by unit heads/deans.
Expected Outcome	A simpler faculty reporting process that is scalable, robust, provides faculty benefits and useful administrative reports.
First Step(s) and Notes	<p>The Unit Heads group will convene a faculty taskforce to develop principles of what constitutes excellence. The taskforce should develop guidelines/principles for all faculty (including non-tenure track Extension Educators, Postdoctoral Fellows, Professor of Practice, and Research Professors). The task force will collect rubrics from CEHS and examples at other institutions (general performance and for how IP and entrepreneurship are handled by October 31, 2011).</p> <p>Agree on goals of the effort with Deans/VC; agree on general approach for faculty interaction (November 30, 2011).</p> <p>Specific next steps depend upon goals, etc. Three initial goals (as possibilities) were discussed 1) More clearly define expectations and 2) allow incorporation of entrepreneurship/risk taking, IP creation, and team leadership/followership 3) “reset” <i>meets expectations</i> as a satisfactory performance criteria.</p> <p>This discussion will also incorporate and address recommendations 34 & 35.</p>

34 (tie to 33, 35)	EVALUATION REFORMATION – Rec I ACQUIRING, DEVELOPING, and RETAINING HUMAN TALENT – Rec 19
Recommendation	Broaden promotion and tenure guidelines to include intellectual property (IP).
Details	Recognition that IP is an acceptable research output.
First Step(s) and Notes	This discussion will be incorporated into the work of the task force outlined for recommendation 33.

35 (tie to 33, 34)	ENTREPRENEURSHIP, EDUCATION/ENGAGEMENT – Rec 1a
Recommendation	Add entrepreneurship and risk-taking to position descriptions (faculty and staff).
Details	Develop a spirit of risk-taking and entrepreneurship that facilitates team-building partnerships, and novel thinking. Key questions include: 1) what does entrepreneurship and risk-taking mean in an academic environment (i.e. if a TTF assistant professor takes risk and fails, how is that handled in P/T); 2) should all positions include this as a criteria?
First Step(s) and Notes	This discussion will be incorporated into the work of the task force outlined for recommendation 33.

36	EVALUATION REFORMATION – Rec E
Recommendation	Given a fixed pool of research/teaching/extension FTE provided to a unit, manage and negotiate individual R/T/E FTE (apportionment) at the unit level.
Details	Allow FTE changes to be negotiated between the Unit Head and faculty.
First Step(s) and Notes	It was acknowledged that it is already accepted practice for unit heads and faculty to interact with Deans/VC to adjust and swap FTE within their unit to address the best needs of the unit and individual faculty member. The discussion within the retreat was informational to some. Unit heads will bring up again in the course of regular DUH meetings if they have difficulty with the current process. To be monitored by new IANR associate vice chancellor.

37	MULTIDISCIPLINARY INNOVATION and IMPLEMENTATION – Rec B
Recommendation	Establish team-based Hatch Projects. No longer require Hatch projects from faculty who do not have research expectations consistent with the Hatch Act.
Action	Convert the majority of single PI Hatch projects to multiple and/or team-based Hatch projects.
Persons Responsible	ARD (with guidance from ARD faculty advisory council).
Timeline	Immediate implementation (strategies to encourage and roll-out by November 2011).
Expected Outcome	Facilitate team building and multi-disciplinary approaches to solving agricultural issues. Reduction in faculty reporting. Positioning groups of researchers to be more competitive for funding agency initiatives focused on solving significant societal problems.
First Step(s) and Notes	<p>New ARD Dean is point person -- ARD is no longer mandating single PI Hatch projects (although they are still possible). ARD will develop strategies, examples, and programs to encourage multiple PI projects. For example, team Hatch projects would be encouraged to be multi-disciplinary (“Stress Biology,” “Food Safety”), or disciplinary (“Cereal Grain Crop Breeding,” “Allergies”). As requested, ARD will facilitate bringing together PIs to discuss topics of common interest consistent with USDA priorities and/or Nebraska’s agricultural/family/nutrition needs.</p> <p>[Team projects for other formula funds, as long as they exist, will also be encouraged.]</p>

38	MULTIDISCIPLINARY INNOVATION and IMPLEMENTATION – Rec C
Recommendation	Award Hatch-multistate funds on a competitive basis.
Action	Determine participation and funding levels for Hatch-multistate projects on a competitive basis.
Persons Responsible	ARD (with guidance from ARD faculty advisory council who would discuss with IANR faculty).
Timeline	Draft policy to ARD faculty advisory council by November 1, 2011. Feedback by December 15, 2011. Implementation on a timetable as approved by the Director of the Nebraska Agricultural Experiment Station
Expected Outcome	Increased impact and funding leveraging focused on projects important to Nebraska and the region
First Step(s) and Notes	ARD will develop draft policy, in concert with DUH and ARD faculty advisory council . Draft implementation strategy will be shared and refined using input from unit heads and the faculty elected ARD advisory council. Advisory Council members <i>and</i> unit heads will be responsible for collecting faculty input. New policy will balance need to be fair to those currently being funded (graduate students), with the desire to best leverage the funding available as soon as possible.

39	ENTREPRENEURSHIP, EDUCATION/ENGAGEMENT – Rec 4
Recommendation	Develop an “Engler Entrepreneurship Learning Laboratory”.
Action	Establish a flexible degree program (BS+1 MS Degree) designed with experience in building businesses. [IANR Major with added courses to provide MS degree with business/entrepreneurship classes and experiences.]
Persons Responsible	CASNR/Engler Program Director, and participating units (majors).
Timeline	Prototype curriculum available by January 15, 2012. Implementation pending faculty, unit, and various required approvals.
Expected Outcome	Innovative program that combines business entrepreneurship with discipline-based expertise; students with an entrepreneurial spirit to create their own businesses or enhance the business of their employer.
First Step(s) and Notes	Mark Gustafson and Tom Field , CASNR/Engler Program Director develops prototype 4(BS) + 1 MS program curriculum for consideration by units by January 15, 2012. (There was also consideration that these students would eventually be in a position to offer expertise/workshops to IANR faculty).

40	TRANSFORMING FOOD and NATURAL RESOURCES LITERACY -- Rec B, C, D, E, F
Recommendation	Educate all Nebraskans (and UNL Students) about natural resources and agriculture....educate the world.
Action	Establish an internationally recognized science-based program designed to educate society on key issues associated with natural resources, agricultural production and food security.
Persons Responsible	CASNR Deans (Tiffany Heng-Moss, Dann Husmann, John Markwell, Jack Schinstock)
Timeline	Suggested CASNR course revisions by December 2011. Statewide discussion Fall/Spring 2011/12, with programmatic goals set by Spring 2012.
Expected Outcome	Development of a comprehensive approach to agricultural, food and natural resources literacy (broadly speaking, general science literacy) that impacts and educates University of Nebraska students, K-12 educators/students, and society.
First Step(s) and Notes	Requires initial modifications to required CASNR course(s), leading to UNL ACE certification in courses associated with natural resources, agriculture, and foods. Plan agriculture and natural resource summit for Fall/Spring 2011/12 to engage stakeholders in ag/nr/food conversation and excite them about ARDC global educational center. Also provides an opportunity for UNL to lead on a discussion centering on food security and natural resources, creating an exciting scientific and political dialogue.

ITEMS to ELEVATE

These **11 recommendations** were discussed at the leadership retreat and were determined to require further definition before elevating to a University-wide discussion at UNL.

41	ACQUIRING, DEVELOPING, and RETAINING HUMAN TALENT – Recs 24-30
Recommendation	Establish bridge funding mechanism.
Details/Outcomes	Temporarily maintain successful grant-funded programs that have had adverse grant funding decisions. Allow for the continued collection of data. Ramp up to \$1,000,000 per year (max of 10 \$100,000 awards).
First Step(s) and Notes	<p>The consensus was to elevate this topic to a campus-wide discussion. Key ideas were to “bill” some grants via salary savings and to seek funds from private donors to develop the needed pool of funds, in concert with support from the office of the VCRED. There was an admonition that funding must be granted on projects that have a realistic re-funding potential and that the process and criteria developed need to be clearly defined prior to implementation. In addition, the process should be open, transparent, and peer reviewed.</p> <p>New ARD Dean / Interim ARD Dean to develop proposal to allow UNL-wide discussion with VCRED by December 15, 2011.</p>

42 (tie to 43, 44)	STRATEGIC PARTNERSHIPS – Rec 7
Recommendation	Develop business and university-friendly IP policies.
Details	Reformulate IP policy so that extensive resources are not spent negotiating unlikely or unrealizable intellectual property. (Recognizes that the “total relationship” with a business might be more valuable than IP alone).
Outcomes	Streamlined partnership development, increased partnerships for research programs.
First Step(s) and Notes	<p>The consensus was to elevate this topic to a campus-wide discussion (probably in conjunction with a general discussion in recommendation 43 including F&A, Royalty, Conflict of Interest, etc.).</p> <p>IANR needs to identify specific instances or case studies when UNL policies do not work well for the institution. Need two groups: 1) Discussion of business unfriendly processes; and 2) Research administrators plus selected faculty (best practices for F&A). Need a transparent discussion of what F&A is currently paying for. Not much value in revisiting F&A policy if most funds are already allocated/mortgages for long-term needs/projects.</p> <p>Dan Duncan, David Jackson, and Jeff Noel to develop case study materials for further discussion with VCRED and Chancellor no later than January 15, 2012. Suggested faculty to include in the team’s work include: Andy Benson, Sally McKenzie, Steve Baenziger, Galen Erickson, and Blair Siegfried. Draft of report to be submitted to NU VP/ VCIANR by December 15, 2011.</p>

43 (tie to 42, 44)	STRATEGIC PARTNERSHIPS – Rec 8 BUSINESS and FINANCIAL PROCESS REENGINEERING – Rec Q
Recommendation	Conduct a review of structures and administrative policies that may be negatively impacting entrepreneurship, innovation, and science investments.
Details	Review F&A, IP, Royalty, Conflict of Interest, etc. policies and compare with best practices of aspirational universities (peers/Big Ten) to position ourselves for future aggressive growth for the benefit of Nebraska and the US. Maximize investments in initiatives such as Innovation Campus, Water for Food, Food for Health, RED Meat Genomics, Gut Function Initiative, NGN, etc.
First Step(s) and Notes	<p>The consensus was to elevate these topics to a campus-wide discussion in concert with recommendation 42. The same team will include case study examples that point to any needed changes to incentivize teams and clear the path for greatest success.</p> <p>Dan Duncan, David Jackson, and Jeff Noel to develop case study materials for further discussion with VCRED and Chancellor no later than January 15, 2012. Draft of report to be submitted to NU VP/ VCIANR by December 15, 2011.</p>

44	BUSINESS and FINANCIAL PROCESS REENGINEERING – Rec N
Recommendation	Clarify financial interactions with businesses.
Action	Need to clarify (and make consistent) how businesses should expect to interact with faculty to: 1) provide gift support; 2) provide support for fee-for-service and evaluation/demonstration activities; and 3) sponsor research.
Persons Responsible	ARD and Extension drafts initial policy, refines policy based on recommendations from faculty ARD Advisory Council, and presents to DUH meeting.
Timeline	Draft policy by 1 October 2011.
Expected Outcome	Corporate financial support is provided to faculty in a clear, legal and transparent manner.
First Step(s) and Notes	Two phase proposal: First Phase - deals with directing gifts to the NU Foundation; Second Phase - deals with a two-tier F&A system that captures some funds from gifts and small projects dollars received directly by UNL. Phase one can be enacted within IANR, but phase two requires elevation to VCRED. Dan Duncan, David Jackson, and Jeff Noel to develop case study materials for further discussion with VCRED and Chancellor no later than January 15, 2012. Draft of report to be submitted to NU VP/ VCIANR by December 15, 2011.

45	BUSINESS and FINANCIAL PROCESS REENGINEERING – Rec I
Recommendation	Automate time entry system using SAP.
Action	SAP (via Firefly) would be used to track time for hourly employees.
Persons Responsible	IANR Finance and Personnel
Timeline	Viability determination by 9/30/2011. If viable, proposed expense and timeline will also be determined. IANR VC/Deans accept/reject by 10/31/2011.
Expected Outcome	Eliminate multiple data entry points and paper processing of hours worked.
First Step(s) and Notes	Jeff Bassford -- IANR F&P consults with campus and SAP leadership. May be too costly to implement and/or may take too long. Shadow system possible, but likely almost as expensive.

46	BUSINESS and FINANCIAL PROCESS REENGINEERING – Rec D, E
Recommendation	Improve SAP Data interfaces and approval routing flexibility.
Action	Enable employees to track/enter expenses while traveling; streamline approval processes.
Persons Responsible	IANR Finance and Personnel
Timeline	Viability determination by 9/30/2011.
Expected Outcome	Reduce paperwork and multiple data entry points.
First Step(s) and Notes	Jeff Bassford -- IANR Finance and Personnel - determine viability of this recommendation by consulting with SAP administrators (NU System) by 9/30/2011. There are Computer Science classes where students are doing App programming on mobile devices, etc. So, if viable, the next step would be to explore if this could become a student class project.

47	BUSINESS and FINANCIAL PROCESS REENGINEERING – Rec O
Recommendation	Improve grant submitting process.
Action	Faculty and staff team develop a policy for on-time IANR grant submissions that allows for review and processing by all responsible parties.
Persons Responsible	ARD in consultation with IANR F&P, OSP, and IANR Business Center Grant Staff
Timeline	Draft policy by October 1, 2011.
Expected Outcome	Improved understanding of grant process for both faculty and staff, better grant processing support, improved use of staff time/efficiency.
First Step(s) and Notes	ARD, in consultation with IANR grant staff , to draft a policy requesting notification of incoming proposals. Work with IANR grant staff to develop an expectations timeline to be considered as a recommendation; consult with faculty and refine timeline. See if situation improves during the next year. Need to have IANR F&P look at providing some flexibility in handling load during peak processing periods.

48	BUSINESS and FINANCIAL PROCESS REENGINEERING – Rec Q STRATEGIC PARTNERSHIPS – Rec 3
Recommendation	Review all policies for potential elimination or simplification.
Action	Policies within IANR & throughout campus are reviewed/updated/eliminated periodically.
Persons Responsible	Barry Shull develops a listing of policies associated with facilities that inhibit IANR’s mission. VC Staff identifies all IANR policies and shares facilities listing with other UNL senior administrators. NU VP/VCIANR assigns committee to review all IANR policies.
Timeline	Draft policy by January 1, 2012.
Expected Outcome	Improved operations focused on IANR’s mission. Modernization of polices to ensure sensible flexibility and operational accountability.
First Step(s) and Notes	Barry Shull , in consultation with others, to coordinate a listing of facilities policies that inhibit the academic mission of UNL by November 1, 2011. Alan Moeller, in concert with VC office staff to identify all IANR SOP. DUH to review groups monthly through February 2012. Involve faculty and staff as appropriate when revisions are recommended by the DUH. Once review is complete of SOP by category, elevate to UNL campus leadership as a potential model to follow.

49	EVALUATION REFORMATION – Rec H ACQUIRING, DEVELOPING, and RETAINING HUMAN TALENT – Rec 6
Recommendation	Proactively identify associate and full professors that can lead multi- and inter-disciplinary teams.
Action	Support teams through a variety of actions (leadership development, sponsoring interaction around a specific RFA, discussion among faculty and P&T committees to develop culture that values team leadership).
Persons Responsible	IANR Associate Deans’ group for IANR. ARD & Extension continue to support interaction with the VCRED’s Office when multidisciplinary RFA’s are released.
Timeline	Draft policy by November 1, 2011.
Expected Outcome	Increased support for new and existing teams, and their leaders -- focused on making team-based research, education, and extension the cultural norm. Positioning IANR to be more competitive for increasingly common “big problem” RFAs and integrated grants.
First Step(s) and Notes	IANR Associate Deans group develops a series of programs and strategies that will provide professional development (related to teamwork), and start conversations around how team-based research is valued (conversations with P&T committees). ARD & Extension continue to support interaction with the VCRED’s Office when multidisciplinary RFA’s are released. [Part of a wider effort...recognized in several team recommendations.]

50	EVALUATION REFORMATION – Rec H ACQUIRING, DEVELOPING, and RETAINING HUMAN TALENT – Rec 6 BUSINESS, PROCESS, and FINANCIAL REENGINEERING – Rec R
Recommendation	Fully implement NU-Values system to allow in-job promotion/promotion in rank. Also reward professional development activities that improve employee impact.
Details	Without reclassification, it is almost impossible to recognize highly skilled employees that develop significant expertise and improved efficiencies. (Forcing the best staff to leave their current job to be promoted.)
First Step(s) and Notes	The consensus was to elevate this topic to a campus-wide discussion. Initial step is for Alan Moeller and Jeff Bassford (with assistance from DUH) to develop a brief white paper that outlines specific concerns with our current staff employment system...areas where the system has negatively impacted UNL’s ability to best serve its mission.

51 (tie to 50)	ACQUIRING, DEVELOPING, and RETAINING HUMAN TALENT – Rec 4 BUSINESS, PROCESS, and FINANCIAL REENGINEERING – Rec R
Recommendation	Make staff Human Resources system more closely resemble a private business model (hiring and salary flexibility, recognition of unique job types).
Details/Issue	Current HR classification system does not recognize uniqueness in positions or provide the flexibility to seek the best people at wages comparable to the private sector.
First Step(s) and Notes	The consensus was to elevate this topic to a campus-wide discussion. Best to combine with NUValues discussion in recommendation 50. Persons responsible: Alan Moeller and Jeff Bassford.