**COMPACT FOR THE COLLEGE OF AGRICULTURAL, FOOD AND ENVIRONMENTAL SCIENCES**

**FY 2004-05**

A. Introduction:

The College of Agricultural, Food and Environmental Sciences conducts research, teaching, and engagement and Extension activities around six priorities that emerged in 2001 from a College community strategic planning process. The Compact continues to reflect challenges and innovations that are encompassed by the College priorities. Details are presented at [www.coafes.umn.edu](http://www.coafes.umn.edu). Notably, four of the President’s interdisciplinary initiatives that directly involved the College align with these priorities.

B. Major Long-Term Goals and Priorities:

The College’s goals build upon existing core strengths and evolve from synergies across departments and Research and Outreach Centers in research, teaching and Extension and engagement.

1. Emphasizing Exemplary Education:

A. Undergraduate and Graduate Education:

   i. Student Learning Communities

During FY04, first-year students from seven COAFES majors participated in the Student Learning Communities (SLC) initiative.

**Outcome:** Assessment of the initiative was conducted with the Center for Teaching and Learning Services (CTLS). At the end of the SLC initiative, 68% of participants indicated a strong “sense of belonging” as compared to 48% at the beginning of the initiative. This initiative has resulted in increased retention (93.7% retention from Fall to Spring term, an increase of 2%) and a significant increase in student satisfaction toward their instruction, course offerings, advising, and student services (t-test comparisons of responses to survey questions by those participating or not participating in SLCs).

For FY05, with support from the Office of First Year Programs, all COAFES majors and pre-majors will take part in SLCs for both new high school students (NHS) and new advanced students (NAS), and COAFES will again contract with the CTLS to provide assistance through workshops and assessment services. Goals are to increase overall participation and create a sense of “belonging” for all incoming COAFES students, resulting in increased retention and graduation of both NHS and NAS students.

   ii. Additional instructional initiatives to improve quality

All curricular revisions stated in the FY04 compact have been completed and forwarded to the Provost Office. During FY05 the following program and service initiatives are underway to continue our emphasis on exemplary education by meeting student and stakeholder needs while also working to increase the quality and diversity of incoming students and improve retention and graduation.

**Professional masters program in environmental science and management (with CNR):**

To meet student, employer, and agency needs, COAFES departments are in discussions with CNR departments to develop a jointly offered post-baccalaureate program in environmental science and management for working professionals. COAFES will receive $20,000 non-recurring Compact funding (to be matched by a request made by CNR) to implement the program (see also presidential initiative on the environment and renewable energy).

**Professional certificate program in pest management:**

COAFES will continue its development of this program through a certificate program with a possible professional masters program pending market demand. Entomology recently received $30,000 in support from the U.S. Department of Agriculture (USDA) for development of this program.

**Applied Econ with HHHI and CSOM:**

A new option within the M.S. degree program in Applied Economics will provide education in econometrics and its application to large data sets. This option, beginning in Fall 2004, will be targeted to adult learners who seek employment as economic analysts in the private and public sectors. A proposal for a Joint Graduate Program in Applied Economics, prepared by faculty in the Department of Applied Economics, Hubert H. Humphrey Institute of Public Affairs, Division of Health Services and Policy (School of Public Health), and the Department of Industrial Relations and Human Resources (CSOM), will be submitted to the Graduate School for approval during 2004-2005. The
proposed program will offer specialization in a wider range of fields, while increasing efficiency in recruiting, teaching and placement of applied economists. **COAFES will receive $100,000 in Compact funding for support of a DGS, staff support, and program marketing.**

**Joint program development in food science and nutrition (with CHE):**
COAFES will continue its joint work with CHE for increased recruitment, retention, and graduation of students in the Food Science and Nutrition programs. During FY05, COAFES and CHE will contribute equally to an admissions/advising counselor ($25,000 from each college) to assist these programs.

**Health careers center (HCC) in AHC:**
Points of collaboration with the HCC during 2004-2005 will include involvement in the Health Careers Center Internal Advisory Council, HCC program initiatives, links with the HCC website, technical assistance on health careers to key staff and faculty in COAFES, co-recruitment of high ability students into pre-health careers including nutrition, food science, applied plant science, and pre-vet programs, as well as collaboration on medical writing courses with COAFES' Scientific and Technical Communication programs. COAFES will pay the HCC $15,000 during FY05 for this service partnership.

**Writing intensive (WI) initiative:**
Based on discussions with IT, CBS, and CNR, COAFES is seeking support for the increased role of the Rhetoric Department in meeting the needs of students in WI courses in scientific and technical disciplines. WI funds have historically come to collegiate units based on a formula determined by the Office of the Vice Provost for Undergraduate Programs. Based on FY04 data, enrollment in WI courses in COAFES is up. In addition, a new WI outreach program in COAFES (Rhetoric) is providing increased services including tutoring, workshops, and outreach to faculty with a focus on scientific and technical writing. For FY05, COAFES will be working collaboratively with the Vice Provost Office and other collegiate units to offer a similar model of WI outreach with a focus on WI support to scientific and technical disciplines. Given Rhetoric’s increased leadership of writing outreach, and their work with CBS, CNR, and IT, the College will receive $33,000 in compact funding to support this initiative.

**Admissions/advising pilot project:**
The purpose of this two-year pilot project is to provide a local "one-stop personal link" for prospective students through their first year in college, with a clear transition to faculty advising. By the end of FY05, all COAFES major programs will have such an admissions/advising counselor (most are shared across 2-3 programs), and we are seeing gains in retention and graduation figures (both are now above the TC average). The College has invested $75,000 per year for the past two years for a total of $150,000 in this pilot project. The College will increase its investment to $155,000 in this initiative for FY05.

**Career services partnership with CNR and CHE:**
COAFES continues to work to increase access, improve efficiency, and improve quality of our Career Services by partnering with CNR and CHE for the purpose of locating a St. Paul Career Services office in the St. Paul Student Center. The Provost’s Office and the St. Paul Camps Renewal, Revitalization, and Reallocation Committee have provided a solution to ensure these space needs are met. The primary goal of the center is to provide direct career development service and programming to undergraduate and graduate students, positioning them for a successful transition from their academic program to professional career.

**Freshman seminars:**
For FY05, COAFES faculty will be offering 15 credits of freshman seminars. Under current policy, we will be receiving $30,000 ($2,000/credit) to support this effort. During 2004-2005, we plan to evaluate these seminars with CTLS using methodology similar to that used in ongoing evaluation of our SLC first year colloquia.

**iii. Partnerships with other institutions**
COAFES goals for our partnerships with other institutions include the following: expanding access to and increased participation in agricultural, food, and environmental science programs by students in K12, MnSCU, and other institutions; improving the quality of COAFES teaching and learning; and meeting current and future needs in our state by aligning our partnership work with the College’s six priorities and, in turn, the presidential initiatives highlighted within the compact.

**Agriculture and Food Sciences Academy (AFSA):**
COAFES continues its partnership agreement with the AFSA.
Outcomes: During 2003-2004, over 100 COAFES faculty, staff, and students participated in this partnership, providing workshops and other experiences for visiting AFSA students. Funded by a USDA-Secondary Ed Challenge Grant, COAFES offered a “Cognitive Discovery Labs” program, providing experiential learning in four areas: Animal Science, Food Science, Plant Sciences, and Environmental Sciences. COAFES also contributed 50% time of an admissions counselor to this partnership, providing AFSA students, parents, and staff with ongoing recruitment and retention support. The resulting learning communities provided AFSA instructors with a greater understanding of agricultural research; provided AFSA students with customized post secondary educational options (PSEO) offerings; and promoted a seamless transition for students from the secondary setting to their potential enrollment and completion of University programs and subsequent employment in agricultural sectors.

During 2004-2005 COAFES will continue this partnership and the experiential lab concept. COAFES also plans to expand our involvement with other K12 schools.

Common X / Critical X [2(CX)] Initiative with CBS and CNR
The University (CBS, COAFES, and CNR) and the Saint Paul Public Schools (SPPS), together with their supporting partners, have proposed a National Science Foundation (NSF) Math and Science Partnership (MSP) Institute, Common X / Critical X, to be funded by NSF. Common X refers to the common experiences of university and public school teachers that will foster greater articulation between secondary and college teaching and learning of science; Critical X refers to identifying critical factors that contribute most significantly both to improving science teaching and learning, and also to sustaining these improvements.

The major role of COAFES (along with CBS and CNR) will be to provide scientific expertise for a summer science institute for secondary school teachers. Our activities will fall predominantly within the first week of the institute, during which St. Paul teacher participants will be immersed in a particular science content area. The proposal also includes additional opportunities to interact with teachers either in our labs at the University or in their own classrooms.

Partnerships with MnSCU institutions:
Outcomes: During 2003-2004, COAFES developed and created transfer guides for all of the metro community colleges, which include Anoka Ramsey Community College, Century College, Inver Hills Community College, Minneapolis Community and Technical College, Normandale College, North Hennepin Community College and St. Paul College. COAFES also created transfer guides for greater Minnesota community and technical colleges, including Rochester Community and Technical College, Ridgewater College, and South Central Technical College. COAFES, in collaboration with the Office of Admissions, visited every community college in the state of Minnesota. COAFES co-hosted the Community College Counselors Conference at the University of Minnesota-Twin Cities Campus in March, sponsored by the Office of Admissions. COAFES has worked with the CLA on the great service initiative.

During 2004-2005 COAFES plans to increase the number and quality of transfer students who visit the College and University, creating an automated communication cycle for transfer students, and developing transfer guides for the remaining community and technical colleges in Minnesota.

Partnership with Minnesota Agricultural Education Leadership Council (MAELC)
The College continues to host the office for the Executive Director of the Minnesota Agricultural Education Leadership Council, a council appointed by the state legislature. The purpose of the council is to promote agricultural education in the state. The location in COAFES allows both MAELC and the college to leverage its efforts in this important area and to increase recruitment and retention of higher quality students in this field.

B. Extension and Outreach:

See Section E. Outreach and Civic Engagement

2. Promoting Safe and Healthy Foods:

i. Healthy Foods, Healthy Lives: A presidential initiative
The Healthy Foods, Healthy Lives (HFHL) initiative currently draws expertise and core strengths in research, teaching and outreach from four University
units: COAFES, CHE, CVM and SPH. The initiative will unite activities within four priority areas to address a number of critical health issues. Nutrition research is generally under-funded relative to medical and pharmaceutical research. Further, it is difficult to obtain nutrition research funding for that does not follow the accepted "medical model" of the study of a single nutrient or dietary component. CHE and COAFES last year requested funding to support one new tenure line in the Department of Food Science and Nutrition to address the emerging needs of nutrition sciences. The colleges were asked to carry the request forward to 2005 in the context of the emergence of the HFHL initiative. COAFES will receive $30,000 non-recurring and $100,000 recurring for the one new faculty position in the Department of Food Science and Nutrition.

Fostering interdisciplinary work among faculty across multiple units of the University is essential to the success of the initiative. The existing Center for Plants and Human Health is a foundation for continuing research that reaches across colleges. Currently, COAFES, CBS, CHE, Pharmacy; the Cancer Center; and the Schools of Medicine and Public Health are contributing $50,000 in this 2004-2005 compact process as bridge funding for the Center.

3. Improving Environmental Quality:

i. Environment and Renewable Energy: A presidential initiative

The University’s Commission on Environmental Science and Policy, in its June 2002 report, identified opportunities for the University to capitalize on its inherent, but unrealized strengths in environmental learning, discovery, and public engagement. Through greater synergy between interested units and improved communication, coordination, and capacity, the University can leap to the forefront of national and international activities related to environmental science and policy.

As a co-leader on this Presidential Initiative with CBS and CNR, the College is expanding the University’s potential in environmental science and policy and environmental education. A planning grant of $20,000 was just awarded (2003-04) to assess current curricula for potential creation of an undergraduate minor in sustainability, and to assess ways the University can offer unique policy analysis services to local, state, and national decision makers.

A Bush Foundation grant proposal has been funded ($900,000 over four years) to develop an integrated teaching, research, and outreach program in ecosystem science and sustainability. The aim is to provide fundamental scientific knowledge about the environment and hands-on learning about research on ecosystems and sustainability while exploring the costs, benefits and tradeoffs of alternative practices and policies, and the choices that society faces. Additionally, the College enriches the overall presidential initiative and broad collaboration and engagement through its multi-state Mississippi River Basin initiative (see below).

ii. Multi-state Mississippi River Basin initiative

Green Lands, Blue Waters is a long-term comprehensive effort whose mission is to support development and adoption of a new generation of agricultural systems in the Mississippi River Basin that increase perenniality on the agricultural landscape. The vision is to improve water quality in the Mississippi River and elsewhere, increase economic options and profitability for farmers, improve wildlife habitat, reduce flooding potential, strengthen rural vitality, and enhance human health.

This initiative brings the emerging discipline of sustainability science and the considerable resources of the land-grant institutions of the Mississippi Basin to bear on the challenges of developing and implementing agricultural systems based on perennial plants and annual cover crops and better understanding their impact on the Mississippi River and the Gulf of Mexico. The goals of this ten-year regional initiative are to provide profitable cropping options for producers and increase rural economic vitality, while simultaneously improving water quality and habitat diversity, enhancing human health, and reducing the size of the hypoxic zone in the northern Gulf of Mexico.

A multi-state consortium consisting of land-grant institutions in the Mississippi Basin (University of Minnesota, University of Wisconsin, North Dakota State University, Iowa State University, University of Illinois, University of Missouri, and Louisiana State University, initially), non-profit organizations, and governmental agencies active in the Mississippi River Basin will be responsible for overall project planning and monitoring, funding and budget oversight. The total budget of the initiative is $105 million over ten years. In addition any compact funds, funding will be secured from a variety of public and private sources, with a goal of at least one-quarter of total dollars coming from private foundations.

iii. Initiative on Renewable Energy and the Environment

A major accomplishment for the College and the University last year was the legislature’s authorization of $20 million over 5 years to support research on energy and the environment. The synchronicity of available funds from Xcel
Energy and the capacity of researchers across the University to harness those funds was timely. The Dean serves on the executive committee and 5 faculty members serve as cluster co-leaders. In addition, several faculty have initiated funding proposals to the IREE. Summaries of IREE-funded proposals are posted at www.iree.umn.edu

iv. Renewable Energy at the West Central Research and Outreach Center (WCROC)

The University’s Demonstration Center at Morris has three goals: 1) provide a model for rural communities and agricultural producers to integrate renewable energy systems into their economies, 2) establish systems research that provides information to stimulate the renewable energy industry, and 3) develop recurring funding to help sustain the WCROC. The Renewable Energy Research and Demonstration Center is a community-scale, research and demonstration center focusing on wind, biomass, biofuels, methane digestion, hydrogen generation and the use of fuel cells.

4. Enhancing Agricultural Systems:

i. Biosciences-Biotechnology (biocatalysis): A presidential initiative

The Graduate School, taking the lead on behalf of the participating colleges for the President's initiative on biocatalysis, includes a request for $1 million of nonrecurring funding for FY05 in its compact. Participating units will use these funds to establish research collaborations among groups with differing expertise, basing these collaborations on the new scientific platforms that are revolutionizing biological science and providing the opportunity for the translation of biological discoveries into economically promising products and processes. The request includes funding for personnel to bridge between faculty research groups to carry out the collaborations, and for maintenance and utilization of the platforms. Funds are also requested for training, conferences, and curriculum development. The College is poised to contribute expertise in genomics research and automated analyses to strengthen the overall scientific platform, and to bridge research foci during initial stages of the initiative.

ii. Bioinformatics

The University has invested strongly in expertise and resources in genomics. On the St. Paul Campus, these investments are paying off with enhanced research productivity and training opportunities in COAFES, CBS and CVM. The data generated from diverse genome projects in these disciplines is fuel for fundamental advances in life sciences in the 21st century, which has been called the ‘Century of Biology’. Moreover, the understanding of gene function and regulation obtained from genomic approaches will enable applied research impacting human, animal and environmental health, agricultural practices, food safety and production of biomaterials.

We propose that a coordinated, campus-wide development of bioinformatics capabilities would best serve the University. Although genomics data is applied to different ends in different units, the requirements for data mining are similar. Such a plan would have several components, including centralized resources (software and hardware) and technical expertise for their use, and faculty and staff positions dispersed in departments where genomics research occurs. As a step towards a campus-wide initiative, we propose establishing a strategic investment in bioinformatics in St. Paul. We envision that the bioinformatics program will focus on three broad areas, 1) project development and implementation of new applications (programming for efficient data mining), 2) teaching and training (undergraduate and graduate students, and faculty when necessary) and, 3) research.

iii. Center for Biorefining

The Center for Biorefining is affiliated with the University’s Initiative for Renewable Energy and the Environment in order to coordinate efforts and resources to conduct exploratory fundamental and applied research; provide education on bioenergy, biochemicals and biomaterials; stimulate collaboration among the University researchers, other public sector investigators, and private investigators involved in biobased production technology development; promote technology transfer to industries; and foster economic development in rural areas.

v. Law and Values: A presidential initiative

In 2003-04 President Bruininks named the University’s Consortium on Law and Values in Health, Environment & the Life Sciences one of his Presidential Interdisciplinary Initiatives. This promises to increase work on the legal, ethical, and policy questions raised by the life sciences and secure University preeminence in this domain. The College is a key partner in the Consortium.

Agricultural Ethics:

The Agricultural, Food and Environmental Ethics Program goal highlights the interrelationships among the College’s six priorities. The rapid growth in agricultural technology and changes in the rural landscape require a stronger academic presence to generate knowledge and offer public information and
education. Pursuit of questions regarding consumer attitudes, values, religious beliefs, ethics, regulatory issues and public policy in a public forum are a component of the leadership this College must offer to citizens and scientists alike.

**Outcomes:** The program is intercollegiate and interdisciplinary and welcomes a range of perspectives and values that reflect the concerns and interests of its audience. There are currently 65 undergraduate and graduate courses in COAFES that contain content that addresses agricultural, food, and environmental ethics, either in whole or in part. The Program in Agricultural, Food, and Environmental Ethics is a member of the Consortium on Law and Values in Health, Environment & the Life Sciences. Additional information on the advisory committee and activities of the Program can be found on the website: [http://www.agricola.umn.edu/ethics/](http://www.agricola.umn.edu/ethics/)

5. **Revitalizing Minnesota’s Rural Communities:**
The College priority, which addresses regional economic development as well as increasing social capital and public engagement supports the President’s overarching emphasis on the University’s role in economic development.

   **i. Center for the Study of the Minnesota Economy**
A University-based center will be initiated that will serve as a neutral, credible, and professional source for collecting, developing, analyzing and disseminating information on the state and regional economy. It will serve as the entry point to the University for information on the Minnesota economy. The Department of Applied Economics faculty will contribute 1.2 FTE of existing faculty time to research and outreach through the center, including the time of a faculty member to serve as director. The College will be seeking annual operating funds ($340,000) from private fundraising. This initiative will contribute to COAFES’s two community-oriented priorities: Revitalizing Minnesota’s Rural Communities and Serving Urban Communities.

6. **Serving Urban Communities**

   **i. UMORE Park**
UMore Park occupies 7500 acres and is located in Dakota County adjacent to the city of Rosemount. Approximately 3000 acres is managed by the Rosemount Research and Outreach Center and accommodates the research of about 50 faculty and their students and technical support personnel. UMore Park's proximity to the St. Paul Campus makes it an extremely important venue for field-based research carried out by faculty from COAFES, CVM, CNR and CALA. A President’s UMORE Park Executive Committee has been established under the leadership of Vice President Muscoplat.

   **ii. Arboretum**
The University of Minnesota [Landscape Arboretum](http://www.umn.edu/arboretum) is an urban research and outreach activity of COAFES’s Department of Horticulture Science. Since its inception in 1908, the department’s Horticultural Research Center (HRC) has been a strong contributor to Minnesota's "green" industry, generating more than 80 plant introductions, many of them internationally known and in demand.

Children's educational programs reach more than 34,000 students and teachers each year through the Arboretum's award-winning Marion Andrus Learning Center and its innovative science and nature programs, popular Plantmobile and Urban Gardening program. The Arboretum's Therapeutic Horticulture Program – a joint program with AHC - has become an international leader in incorporating horticulture into a process that fosters individual and community health and well-being.

C. **New Long-Term Goals/Priorities**
The College’s efforts and innovations are soundly built upon existing strengths. In that sense, we do not define the initiatives and goals described in this compact as ‘new.’ More important, they mature from our research, education and engagement core.

D. **Diversity Assessment and Planning**
The College is committed to promoting the principles of equal opportunity, affirmative action, and multiculturalism where all individuals are valued, respected, and unobstructed in their pursuit of excellence. Our goal is to create a workplace and classroom environment that embraces diversity and is free of intolerance. Multiculturalism promotes an understanding that the human experience includes, but is not limited to, age, culture, ethnicity, gender, sexual orientation, disabled status, race, or religion.
The College is dedicated to broadening our diversity goals, which include the following efforts:

- Continue to monitor and build on our affirmative action goals with respect to faculty and staff hires. New ways of recruiting through networking and a variety of minority and women’s publications continue to afford new opportunities in this area.

- Continue to provide leadership within the University community to support programs such as “A Working Respect”, which explored topics of gender, power, equality and diversity.

- Expand opportunity for University faculty and staff to participate in diversity and disability workshops. During 2003-2004, all staff in the Academic Programs and Student Affairs area participated in a series of workshops on diversity and initiated a diversity plan (see section on enrollment management).

- Initiate a diversity recruitment plan with our new urban partner, the Agricultural Food and Sciences Academy, to support and encourage enrollment of underrepresented groups into the new high school.

- Initiate a diversity recruitment plan as part of our overall work in attracting higher quality transfer students.

- Develop a baseline assessment of the college culture with respect to diversity.

- Support the efforts of the College Diversity Working Group in identifying ways to continue to build capacity and awareness among the staff and faculty.

- Develop diversity training awareness modules for College departments and student organizations.

As a part of our existing commitment to sustain and encourage cultural diversity and biodiversity leading to the long-term resiliency of human communities and ecosystems, the College emphasizes recruiting and retaining undergraduate and graduate students, as well as faculty from culturally diverse ethnic backgrounds, consistent with its overarching priority: Emphasizing Exemplary Education.

i. College programs

- Diversity and Food Systems Scholars’ Program: a scholarship program for undergraduate students
- Minorities in Agriculture, Natural Resources and Related Sciences: an extracurricular student organization
- Minnesota Agricultural Student Trainee Program: an exchange program bringing students from diverse international locales for multi-week learning opportunities and experiences
- Off-campus study programs: faculty-led study abroad experiences that afford students the opportunity to learn about diverse cultures in a variety of international contexts
- Woodlands Wisdom Confederation: an undergraduate joint degree program that offers baccalaureate degrees in food science, dietetics and nutrition using American Indian culturally-based curriculum. The joint degree program is affiliated with the College, partner colleges within the University of Minnesota and six tribal colleges in the region.
- Student Excellence in Academics and Multiculturalism: a partnership with the Central initiative to offer two to three classes with a common theme and build a learning community that fosters a sense of belonging, values diversity, and promotes academic success.
- USDA-NRCS Asian-Pacific Islanders Scholarship Program: The University is one of two land grant universities named as a potential recipient in this program that provides full tuition, room, board, and fees plus internship employment for Asian and Pacific Island students interested in pursuing careers in agricultural and environmental sciences within the USDA-NRCS. In conjunction with the NRCS State Outreach Coordinator, COAFES plans to aggressively recruit high potential Asian and Pacific Island students for our programs in agricultural and environmental sciences.
- A new Tribal Scholarship Program pilot will have similar eligibility requirements to the Asian-Pacific program and will be available to students at 1994 Tribal Land Grant Colleges.

In addition, the College offers the undergraduate honors program featuring courses that provide curricular opportunities to learn more about diverse cultural approaches and traditions. Specific courses have included "Native
The College also sponsors programs that provide unique outreach opportunities to diverse communities. They include:

- **Office of International Programs** -- implements programs and creates partnerships that address agricultural, food and environmental sciences issues internationally and enjoys partnerships with countries from China to Russia to Senegal.
- **New Immigrant Farmers Program** -- Based at the Rosemount Research and Outreach Center, this successful program provides land, tools and gardening advice to new immigrants from traditionally agricultural cultures (Somalia, Southeast Asia, East Africa and others).

**ii. College participation in national diversity initiatives**

COAFES is a partner in a national diversity effort for land grant colleges of agriculture. The goal is to enhance the capacities related to cultural diversity of agricultural colleges, agricultural science societies and their partners. Institutional partners include colleges representing the 1890 land grant institutions, Hispanic Serving Institutions, Tribal Colleges and 1862 land grant institutions.

**E. Outreach and Civic Engagement**

The College is committed to continuing its strong emphasis on outreach to the citizens of Minnesota. While all faculty in the College are expected to contribute to outreach programs throughout the year, which is evaluated in their annual performance review, the backbone of the outreach effort in the College is through the relationship with the University of Minnesota Extension Service.

As of January 5, 2004, Extension has implemented a major structural change in how it maintains its field presence that has direct bearing on the College. In addition to the structural change, there is a gradual operational model emerging, which incorporates a business model to Extension's work plans in addition to its traditional knowledge model. The ultimate impact of both the new regional structure and the entrepreneurial model is that the role of the College and its faculty are more critical than ever before. There are formal program teams formed within Extension in the College that are primarily led by departmental Extension specialists. The new regional Extension faculty, located at 18 regional centers, are also on these program teams and this combination is linking our College to constituents throughout Minnesota in an efficient manner.

In addition, the College also provides Extension and civic engagement through its interdisciplinary centers, departmental programs, Minnesota Landscape Arboretum, and through the College's six Research and Outreach Centers located in Crookston, Grand Rapids, Lamberton, Morris, Rosemount and Waseca.

Current Extension emphases in the College revolve around: a) safe and bountiful food production systems, b) technology-enhanced agricultural production systems; and c) environmentally-friendly gardens and "green space." Virtually 75% of the College's faculty will be directly or indirectly involved with these priority outreach efforts. The majority of the Extension efforts conducted by the College are enhanced and/or supported by external constituents, from state regulatory agencies to state commodity groups to local advocacy groups. Partnering with these constituents provides a stronger outreach voice and creates numerous logistical efficiencies and increases impact effectiveness. Extension programs gain efficiencies via the statewide Extension infrastructure that provides an education dissemination system using regional and local personnel and offices.

Performance measures for the Extension efforts of the College will be evaluated with a combination of indicators. A relatively new, and integral, indicator will be revenue generation. The College is endorsing a business model that will relate the value of our Extension programs with revenue generation. All of our Extension programs must be financially accountable based on the value each program provides, thus, seeking revenue via educational grants, registration fees, and/or sponsorships will make our programs combine aspects of both the knowledge and business model. Program evaluations, which are expected with all of our major Extension programs, will provide indicators as to the impact of the information being delivered.

The College actively supports and participates in the Council on Public Engagement (COPE), through its College liaison and faculty participation. The College incorporates public engagement into its contributions to the presidential initiatives as well as through its six priorities. Statewide priority listening sessions in December 2000 and July 2003 and public programming such as the popular Classes Without Quizzes event that brings "research you can use" to the public are examples of engagement efforts.
F. Enrollment Management:

Over the past two years COAFES has implemented student learning communities; revised major program tracks; eliminated some majors and initiated new ones; and developed a model and accompanying procedures for “quality control” advising as we work to increase recruitment of higher quality students and improve retention and graduation rates.

Changes in Majors and Minors in COAFES from Fall 2002 through Spring 2005

Majors:

A) The following four majors were given “Last Term Active” dates during this period, and are no longer admitting new students:

- Animal Plant Systems (An/Pl Sys) 2002-2003 academic year
- Crop, Soil, Pest Management (CSPM) 2003-2004 academic year
- Science in Agriculture (ScAg) 2003-2004 academic year

B) The following two majors were both approved in the 2003-2004 academic year and began admitting students in Fall 2004:

- Animal Science (AnSc)
- Applied Plant Sciences (APS)

A comparison of the two lists will indicate what the college has achieved. The opportunities that were available for studying animals and plants in the four majors that were “retired” have been restructured into two new majors, one for animals and one for plants.

The number of students in these majors reflects the changes:

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<th>An Prod Sys</th>
<th>An/Pl Sys</th>
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* The number of students in CSPM includes 4 -6 students who are/were doing the major through our joint program at Southwest Minnesota State University. We are currently in year two of a four-year phase out of this program.

New Degree Programs and Minors Planned:

Joint Master of Science program in Scientific and Technical Communication with UW-Stout and Metropolitan State University

Undergraduate Minor program in Environmental Science; target date to begin: Fall 2005

New Tracks Planned within Major Programs:

New tracks in the Undergraduate Scientific and Technical Communication Program: Technical Communication in the Health Sciences; Scientific and Technical Communication Law Track

Outcomes (Indicators for Undergraduate Students)

These efforts are showing gains in all student “indicator” areas. These results come about through our partnerships with Central Admissions; the Office of First Year Programs; the Heath Careers Center; and the Center for Teaching and Learning Services; as well as through new and emerging partnerships with other colleges (CNR, CHE, CBS, IT, Law School, Vet Med, CSOM).

- Selectivity of undergraduates: The overall quality of incoming students is increasing (see analysis from Admissions).
- Diversity: COAFES shows consistent gains in recruitment of students of color and is the only college with 100% retention of SOC (analyses from Admissions and the Office of Multicultural Programs). COAFES also continues to partner with the Student Excellence in Academics and Multiculturalism (SEAM) program to increase diversity of curricular offerings and involvement of students in SEAM seminars.
First and second year retention: Both areas show increased retention, and retention for first year students (from Fall to Spring) is now 93.7% (above the Twin Cities campus average).

Student satisfaction: Our second annual COAFES student satisfaction survey (N=328) shows increased satisfaction overall as well as for quality of instruction, course offerings, advising, and overall service. In addition, students in student learning communities indicate significantly higher satisfaction (t-tests of survey responses) in all categories as compared to students who were not in learning communities.

Internationalization: COAFES is on target to complete curriculum integration for all majors, and overall participation is increasing as a result. COAFES is also participating in the University international scholarship program, the USDA-NRCS scholarship program for students from Asian Islands and American Indian populations, and the NASULGC and USDA initiatives to diversity agricultural science curricula.

Impact of undergraduate initiatives/investments: COAFES has begun an “environment living learning community” in partnership with CNR; we have begun a “writing intensive outreach” program for faculty; and our planned participation in freshman seminars is a 100% increase from FY04.

Graduation rates: With the Vice Provost’s approval, we have now begun a program for students with 90+ credits; and our graduation rates are increasing.

Career placement rates: Placement stands at 95% for the third year; last year (2003 graduates) showed 100% placement in seven of the majors.

Student technology: We have begun a technology fee committee with over half of the representatives being undergraduate and graduate students; all COAFES students have access to wireless cards and MS office software.

Enrollment:
Undergraduate enrollment for 2003-2004 is 1121 students. Enrollment projections for 2004-2005 show slight increases in Animal Science, Environmental Science, Nutrition, and Agricultural Industries and Marketing, with the remaining programs holding steady. One program, Applied Plant Science (pending Regents approval) will begin Fall 2004. College enrollment projections cluster into these areas: animal science (300); applied plant/horticultural science and environmental science areas (300 students); food science and nutrition (150 students); applied economics and industry areas (300); and remaining areas (S&TC, AFEE, BAE, for 150 students). The College plans to increase enrollment in each of these cluster areas, using the College priorities for structure and alignment. We also continue to meet specific needs of out-state and urban areas and providing programs unique to the state (animal science; agricultural industries and marketing) and in partnership, through transfer guide agreements, with MnSCU institutions (environmental horticulture; AIM, environmental science, animal science, scientific and technical communication).

Impact of anticipated COAFES enrollment growth on high demand courses
Concern was raised recently by the Vice Provost for Undergraduate Programs regarding COAFES enrollment in high demand courses. Working with the EVPP office to identify the specific courses under question, we then examined every COAFES major and track to identify any demand issues. Of the ten courses in question, only two (Chem 1021 and Chem 2301) show a steady increase in students coming from the College. Projections from Central Admissions indicate that, even with additional COAFES enrollment projected at the highest possible level for Fall 2004, the greatest increase in seats needed in these two courses would be 18.

As Central Admissions has stated, COAFES has “turned a corner” and can now work to increase quality of incoming students by increasing incoming standards (this work is underway) and considering the use of wait lists for some majors, Nutrition, for example.

Graduate student enrollment:
Graduate student enrollment for 2003-2004 remains steady at 470 students. This number includes students in M.S., M.A., Ph.D., and Master of Agriculture in Horticulture programs. Enrollment projections for 2004-2005 continue to remain modest across the programs, with most programs planning to maintain current enrollment levels and grow by only a few students per year. Overall retention and graduation rates in COAFES graduate programs are high (90%+). Programs annually evaluate the degree program status of the graduate students. Changes in the cost of supporting graduate students, additional TA funding to bring in a pool of students who have flexibility in their choice of research programs, and alternative funding streams for competitive students continue to be identified as needs by all of our graduate programs. For FY05, we plan to work with the Graduate School in identifying and implementing additional
recruitment and retention initiatives. Graduate student support and funding is extremely important and is being addressed on a University-wide basis. The Senior Vice President for Academic Affairs and Provost has charged a task force to examine this issue and report back with recommendations by the start of the 2004-05 academic year.

**Admissions:**
COAFES has submitted materials and is working with the Office of the General Counsel to ensure that their admissions programs meet constitutional standards as set forth by the United States Supreme Court.

**G. Facilities Issues:**

**Capital/Facilities improvements currently in the construction/bid phase:**

- **a)** Phase I – Visitors Centers Arboretum, site development
- **a)** Phase II – Plant Growth Facility – St. Paul Campus (bids accepted Jan. 2003)
- **b)** Remodeling/Expansion of Administrative Building – SROC- Waseca (bids released April 2004)
- **c)** Lab and Office Building – NWROC – Crookston (Bids accepted April 2004)

The following projects are/will be included in the FY05-06 COAFES Capital Priority list for inclusion into the six-year Capital Plan.

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and Outreach Centers:</td>
<td></td>
</tr>
<tr>
<td>Energy Demonstration/Research Facility – WCROC, Morris</td>
<td>$2,500,000</td>
</tr>
<tr>
<td>Remodel/Addition, Admin Building – WCROC, Morris</td>
<td>$2,500,000</td>
</tr>
<tr>
<td>Feed Mill – SROC, Waseca</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Turkey Facilities – UMORE Park, Rosemount</td>
<td>$300,000</td>
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<tr>
<td>Field Lab Building – UMORE Park, Rosemount</td>
<td>$450,000</td>
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<tr>
<td>Beef Facilities – UMORE Park, Rosemount</td>
<td>$200,000</td>
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<tr>
<td>St. Paul campus:</td>
<td></td>
</tr>
<tr>
<td>FSN Building Renovation</td>
<td>$15,000,000</td>
</tr>
<tr>
<td>Renovation of McNeal Hall Food Science and Nutrition Lab</td>
<td>$510,000</td>
</tr>
<tr>
<td>Hodson Hall Renovation/Replacement</td>
<td>$15,000,000</td>
</tr>
<tr>
<td>Soil Science Building Renovation</td>
<td>$15,000,000</td>
</tr>
<tr>
<td>Biosystems and Ag Eng. Building Renovation</td>
<td>$15,000,000</td>
</tr>
<tr>
<td>BL3 Facility</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Turf Research and Education Center</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Crop Germplasm and Reservation/Storage Facility</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Honey Bee Facility</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>HEAPR facility needs:</td>
<td></td>
</tr>
<tr>
<td>ROCs – Building Maintenance</td>
<td>$4,200,000</td>
</tr>
<tr>
<td>St. Paul Campus:</td>
<td></td>
</tr>
<tr>
<td>Classroom and teaching lab upgrades</td>
<td>$800,000</td>
</tr>
<tr>
<td>McNeal Hall Food Science and Nutrition Laboratory</td>
<td>$510,000</td>
</tr>
<tr>
<td>Window in Stakeman Hall</td>
<td>$700,000</td>
</tr>
<tr>
<td>Animal Facilities</td>
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<tr>
<td>Windows in Soils Building</td>
<td>$700,000</td>
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<tr>
<td>Ventilation in Hodson Hall</td>
<td>$700,000</td>
</tr>
<tr>
<td>Ventilation in Christensen Labs</td>
<td>$300,000</td>
</tr>
</tbody>
</table>

**Summary of Capital Improvement Projects:**

**Research and Outreach Centers:**

**Energy Demonstration/Research Facility – WCROC, Morris:**
University of Minnesota Renewable Energy Research and Demonstration Center at Morris has three goals: 1) provide a model for rural communities and agricultural producers to integrate renewable energy systems into their economies, 2) establish systems research that provides information to stimulate the renewable energy industry, and 3) develop recurring funding to help sustain the WCROC. The University of Minnesota Renewable Energy Research and Demonstration Center at Morris is a community scale, research and demonstration center focusing on wind, biomass, biofuels, methane digestion, hydrogen generation and the use of fuel cells.

**Remodel/Addition, Administrative Building – WCROC, Morris:**
The Administration Building Expansion has been on the ROC bonding priority list for several years. A pre-design for a Solar Research and Demonstration building addition that complements and adds strength to the Renewable Energy Center has been funded. The building expansion has become an even higher priority as the WCROC has become a Regional Extension Center.

**Feed Mill – SROC, Waseca:**
Construct a state-of-the-art feed mill at the SROC-Waseca that will provide research and maintenance diets for farm animal facilities located at Waseca, St. Paul, Rosemount and potentially other University units. This feed mill will be the only one in the University system that will have the capability of producing research quality diets within the desired 1% to 2% variation.

**Turkey Facilities – UMORE Park, Rosemount:**
Repairs are needed to improve structure and function, maximize efficiency, control energy costs, control feeding costs, provide healthy and safe environment for animals and improve exterior appearances.

**Field Lab Building – UMORE Park, Rosemount:**
Field Laboratory 3025 sq. ft., specimen introduction area (dirty lab), clean examination lab, technician office space (3), computer office, and combination lunchroom-study area. All areas heated and air-conditioned with exception of specimen introduction area. Field laboratory requires dust evaluation.

**Beef Facilities – UMORE Park, Rosemount:**
Repairs are needed to improve structure and function, maximize efficiency and control energy costs, control feeding costs, provide healthy and safe environment for animals, improve exterior appearances.

**St. Paul Campus:**

**FSN building renovation:**
Renovate the interior of the FSN building. This building is in serious need of repair and renovation. **Project justification:** The Food Science Building has a number of serious problems, including rotten window frames and sills, roof leaks, and substandard laboratory health and safety features. This project will modernize the FScN building, bringing it up to current industry and building code standards. The project was originally proposed as a one-time, $15 million full building renovation project. COAFES and CHE would like to explore options for phased upgrades using available HEAPR funds as well as permission to explore outside, industry funding for lab and pilot plant upgrades as well as continuing to seek capital funds for a full building renovation. The College proposes a combination of small HEAPR funded projects in FY04-06 for FScN and an overall renovation of the building as a bonding project in 2008-2010.

**Renovation of McNeal Hall Food Science and Nutrition Laboratory:**
This project will modernize the teaching kitchen/lab for core Food Science and Nutrition undergraduate courses. It will provide ADA compliant workstations and update outmoded teaching equipment. It will improve the demonstration/lecture area and make needed code upgrades. These changes will impact all FScN undergraduates and will improve faculty and graduate student research space. The project may be accomplished using available HEAPR funds and/or industry donations for equipment updates. The initial project estimate is $510,000.

**Hodson Hall Renovation/Replacement:**
Create additional space (through renovation, addition, or new construction) to accommodate the needs of either Entomology or Fisheries and Wildlife. Both departments are currently housed in Hodson Hall. Hodson Hall is only 32 years old but was never totally completed (for example, a ceiling was not installed in a substantial area). The amount of space is inadequate for the activities in the building; employed graduate assistants are housed in cubicles in the corridors.

**Soil Science Building Renovation:**
Renovate the interior of the Soil Science Building. This building, which is approximately 50 to 60 years old, is in serious need of repair and renovation. **Project justification:** The Soil Science Building has a number of serious problems, including rotten window frames and sills, roof leaks, and substandard laboratory health and safety features. The building lacks central air conditioning and the temperature fluctuates wildly in both winter and summer.

**Biosystems and Ag Eng. Building Renovation:**
Renovate the interior of the Biosystems and Agricultural Engineering Building. This building, which is approximately 50 to 60 years old, is in serious need of repair and renovation. **Project justification:** The Biosystems and Agricultural Engineering Building has a number of serious problems, including rotten window frames and sills, roof leaks, and substandard laboratory health and safety features. The building lacks central air conditioning and the temperature fluctuates wildly in both winter and summer.
**BL3 Facility:**
The BL3 facility would be an addition to recently completed Biocontainment Facility. The BL 3 addition would consist of 3 HEPA-filtered, air-conditioned greenhouse compartments with a connecting corridor built atop a basement mechanical space. For the greenhouse to operate as a BL3 facility, a shower in/out vestibule is required, as are preparatory laboratories. Research and sterilization equipment located in the current HSCF would be shared, as would office and mechanical space outside of containment. Alterations to the waste water system and additional basement mechanical space would also be required. A licensed quarantine officer will be located in the HSCF to serve all programs. All other staffing would be from USDA, MDA, and University of Minnesota sources. Funding is being requested from federal sources.

**Turf Research and Education Center:**
Construct a Turf Research Facility, which includes a building of approximately 5,000 sq.ft. This new facility will be located on what is currently pasture land, north of Larpenter and east of Cleveland, across from Elizabeth Lyle Robbie Soccer Stadium. A total of 16 acres will be converted to a research and outreach site for turf. Central to the research facility is the construction of a building, which would include the following spaces: cold storage, heated storage, bathroom, and a common area to plan field research and outreach activities. **Project justification:** A world-class research, outreach, and education center dedicated to turfgrass and related landscape issues are necessary to meet the research, education and outreach expectations of the turf industry in Minnesota. Faculties at the University need a modern facility to conduct research that will enhance teaching and form the basis of outreach to the turfgrass industry. Present facilities are inadequate to support 11 faculty from the departments of Horticulture, Agronomy, Plant Pathology, Entomology, and Soil Water and Climate.

**HEAPR facility needs:**

**Animals on campus:**
The St. Paul campus farm animal facilities are urgently in need of capital investments. These facilities serve faculty in the MAES, including COAFES and CVM. These facilities are also used for teaching and youth development events (4H, FFA, Minnesota Royal, Homecoming, Gopher Dairy camp, U Kids’ summer camp, and other educational activities). No major capital investments have been made to these facilities since the late 1980s. We estimate that we will need to invest $350,000 in facility improvements over the next two years. There is also a need to provide greater security for all animals on the St. Paul campus. New fencing is needed for all the pasture and barn area on the St. Paul campus. The estimated cost for this project is $75,000.

**Manure management:**
Manure management on the St. Paul campus remains a challenge. We are currently paying a vendor to remove most of the manure generated to an off-site location. The development of a manure digester system for the St. Paul campus would be economically beneficial for the MAES and all the cooperating colleges. In addition, there is a need to develop manure digester systems that are adequate for small-to mid-size dairy operations throughout Minnesota. A faculty interdepartmental and multi-college committee is focusing on the potential to implement a manure biodigester. The biodigester would produce methane fed to a microturbine to generate electricity and heat.

**Classrooms:** Several of the classrooms used for undergraduate instruction are in need of remodeling and technology upgrades. These classrooms are located in the following buildings and should be considered for HEAPR funds and other classroom improvement funds.

1. Hayes Hall – Department of Agronomy
2. Soils Building – Department of Soil Science
3. Classroom Office Building – Department of Rhetoric
4. Alderman Hall – Department of Horticulture Science

**Crop Germplasm Preservation/Storage Facility:**
Improved storage facilities are required to ensure long-term preservation, viability and security of valuable crop germplasm (primarily seeds) developed over years of breeding and biotechnology work. In many cases, the stored seeds are either not replaceable at all or could only be redeveloped over many years with high expense. The current storage facilities are in frequent need of repairs and are too unreliable and small for adequate preservation and security of the crop germplasm on hand today. These facilities are totally inadequate for the ongoing and future research in crop breeding, genomics and biotechnology. Over 100 graduate students, faculty and staff use these facilities.

**Honey Bee Facility:**
The University has maintained an internationally recognized research and Extension program on honey bees since 1918. Since 1992, the Department of Entomology has supported the only bee research and Extension program within five contiguous states (MN, WI, ND, SD, IA), and has developed a unique,
regional extension program that receives strong support from professional/commercial and hobby beekeeping associations in these states. Project Justification: Currently, the bee research facility is split between two locations.

H. Other Financial Issues

1. The College is currently developing a financial plan to fund new opportunities and goals. Options under consideration include:
   a) Internal reallocations - including an assessment on all funds to “reinvest” in new opportunities.
   b) Increased revenues from non-public sources such as grants and gifts to invest in new opportunities.
   c) Increased total Indirect Cost Recovery (ICR) by seeking grants that pay total allowed ICR. This increase in ICR would be invested in new opportunities.
   d) Increased number of endowed chair faculty positions. Our goal is to have at least one endowed chair per department.
   e) Redirection grants for faculty members who are willing and able to redirect their research/extension/teaching to new opportunities.

2. Extension:

The University of Minnesota Extension Service will transfer all funding and administrative responsibilities for all Regional Educators and Local Educators, Technical Advisors, and Program Coordinators in the Agriculture, Food, and Environment Capacity Area on July 1, 2004. This will increase our funding by approximately $3 M and will add approximately 70 FTEs. We must develop a plan to manage these new budget lines in an efficient manner as many of these funds previously were handled in county budget systems. In addition, administration of these new FTEs within the College will require additional time and effort.

3. College Leadership:

In 2004, the College will need to recruit and hire five department heads and one assistant dean position. Three other department head positions have been filled within the last three years. This is a change of over 50% in the administrative leadership of the College. This change in leadership will bring on increase in costs as salaries and set-ups for new heads are typically higher than the retiring position. This change in leadership will also present several other challenges – especially under these uncertain budget times.

4. Tuition – The agreed upon tuition revenue estimate for the College is $8,920,453 for fiscal year 2004-05.

5. ICR – The agreed upon total ICR revenue estimate for the College is $2,068,769 for fiscal year 2004-05.

I. Compact Development

In 2004, all units in the College were required to submit a compact to the Dean’s office. The unit compacts were to include goals, outcomes and measures of impact of the Unit and the programs within each unit. Funding requests were also included. The College then used these unit compacts to develop the overall compact for 2004-2005. Unit compacts are shared and discussed through the College Leadership Council meetings to highlight similarities across departments and encourage creativity in management, scholarship instruction and outreach.

J. Date Profile – to be supplied by Central

For fiscal year 2003-04 the College budget (based on expenditures) was $95M. Sources of funding for the College were:
- State of Minnesota 40%
- Tuition 8%
- Sponsored Projects 19%
- Federal 5%
- Gifts (Foundation) 10%
- Internal Services 18%

Sponsored projects and contracts have been increasing approximately 5% a year. State funding, in the form of the “Ag State Special” continues to decrease as a percent of the overall budget.

Undergraduate enrollment continues to increase and the 2003-2004 enrollment was 1121 students. Graduate student enrollment for 2003-2004 remained steady at 470 students.
The number of tenure/tenure track faculty (281 FTEs), professional and administrative academic (127) and other support staff (425) continue to decrease in response to the decrease in state funding.

### K. Report Summary and Allocation Summary

<table>
<thead>
<tr>
<th>Central Allocations Summary FY04-05</th>
<th>Recurring</th>
<th>Nonrecurring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advising</td>
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<tr>
<td>Prof. Masters/Env Sci &amp; Mngmt</td>
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<tr>
<td>Gen Mills Chair-Genomics</td>
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<tr>
<td>Genomics Equipment *</td>
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<tr>
<td>MS degree Econ/HHH faculty</td>
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<td><strong>Committed by Craig Swan:</strong></td>
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<tr>
<td>Writing Intensive Courses</td>
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<td>Freshmen Seminars</td>
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<td>1st. Yr. Learning Grant</td>
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<td><strong>Presidential Initiatives:</strong></td>
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<td>New faculty line in Food, Sci &amp; Nut **</td>
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<td><strong>Facilities: St. Paul Career Center</strong></td>
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<td>Grad. School /VP Research Support ***</td>
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<tr>
<td><strong>TOTAL</strong></td>
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<td>$1,584,254</td>
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* To be transferred to CBS
** Pres. Initiative shared 50/50 with TCHE
*** As of October 2004