Penn State shield logo with black text and blue shield

Unit Strategic Plan**:   
College of Agricultural Sciences**

2014/2015 through 2018/2019

A more detailed version of this plan can be found at:

<http://agsci.psu.edu/about/strategic>



College of

Agricultural Sciences

**Strategic Plan 2014–2019**

**Condensed Version 4/8/15**

July 1, 2014, to June 30, 2019

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# EXECUTIVE SUMMARY

The Penn State College of Agricultural Sciences is now a quite different, and stronger, organization from that described in the last strategic plan of 2008–2013. In response to the Ag Futures process and the Core Council recommendations, the college has taken bold measures to reduce costs, increase operational efficiencies, and maintain the highest possible level of services to our students and stakeholders while strengthening its research programs.

The college has accommodated consecutive 5 percent and 19 percent budget reductions while simultaneously consolidating from twelve departments to nine in response to Core Council recommendations. We addressed the budget reduction in part by offering a voluntary retirement buyout to faculty and staff. These cuts have had a cumulative impact of reducing our college human resources by 25 percent from our state-funded core. We have been able to refill some of these positions on a fixed-term basis to meet critical needs.

This downsizing came amidst a significant increase in our student numbers, which has increased stress on departments and faculty to meet the demand for our educational programs.

Key changes include:

* We have consolidated our graduate/undergraduate degree programs under nine (from twelve) academic departments.
* Penn State Extension county offices have shifted to a district model for administrative services to improve operational efficiency, eliminate duplication, and maximize productivity.
* Extension also shifted from a geographically based extension program model to a program-team approach structured around areas of excellence, expertise, and agricultural sectors.
* We have based program priorities on core mission areas of the college; identified areas for disinvestment; and realigned resources and leveraged cost-share dollars from counties to add positions in Pennsylvania’s priority areas.
* We have cut more than $19 million out of the college’s permanent budget over the last six years and continue to consider implementing new technologies to increase effectiveness and efficiency, and shifting to private market solutions where outsourcing is appropriate.
* We have developed partnerships with the Pennsylvania Department of Agriculture to establish three resource centers to engage Pennsylvania stakeholders around the priority topics of food safety, plant protection, and animal care.

Even amidst all this change, our most recent assessment illustrates that we have reached or exceeded many of the targets set for the 2008–13 strategic plan.

* The number of undergraduates has increased 27.5 percent since 2008.
* In the senior undergraduate survey, 94 percent of respondents rated their Ag Sciences experience as excellent or good in 2013.
* Gifts, including scholarships and program funds, grew from $47.1 million in 2008 (475 awards) to $71.7 million (590 awards) in 2012, an increase of more than 53 percent. Scholarship funding is up by 21.6 percent.
* Extramural funding rose from $52.1 million in 2008 to $56.9 million in 2012, an increase of 9.2 percent.
* Revenue is on the rise. The college received more than $33 million in non-grant income in 2010–11 from county gifts and fund-raising, cost avoidance and program fees in the counties, sales and fees, discretionary fund gifts, and endowment earnings.
* Extension annual development funding grew from $17,000 in FY2005 to about $2 million in FY 2011–2012.

The College of Agricultural Sciences at Penn State has an international reputation for providing leading research and resident and extension education programs. We continue to be a leader for change and a place for students, faculty, and staff to be innovators for the future as a vital component of our land-grant university in the twenty-first century.

Our previous plan was centered around three systems and five strategic initiatives. Our 2014–2019 plan identifies five cross-cutting themes: advanced agricultural and food systems; biologically based materials and products; environmental stewardship and resilience; integrated health solutions; and human/community connections.

Extension activities within human/community connections will center around community resilience and capacity, and a positive future for youth, families, and communities.

We have also identified four super themes—topics that are embedded or integrated across all of the cross-cutting themes: sustainability, education, global engagement, and entrepreneurship. These new cross-cutting themes and super themes further our aim to implement our current goals and represent critical topics at the intersections of the college’s expertise. Our progress in these themes will enhance the sustainability of our agricultural system, our natural resources base, and citizens’ socioeconomic well-being.

Our focus on the food and fiber system, the ecosystems in which those products are produced, and the socioeconomic systems that give value to all these elements defines our unique niche and reinforces the relevance of our mission as we enter the next 100 years of agricultural extension and research. Our research will discover solutions that sustain food and energy supplies, protect and enhance natural resources, and revitalize economies and communities in Pennsylvania and beyond. Our educational programs— undergraduate and graduate resident education and extension education—will produce leaders who demonstrate not only scientific and technical excellence but also skills in critical thinking and communication, all packaged within an entrepreneurial spirit. With this vision, we can be a transforming force in society.

What makes our college unique is the socioeconomic and sociocultural aspects that are always present in the issues we address and our connections through extension to the community. These countless connections position the college to help meet societal needs. As such, the college interfaces with virtually every other college at Penn State. The College of Agricultural Sciences, as the foundational unit in the land-grant university, serves as the basis on which all other colleges at the University have grown. We will continue to build on our past success to work synergistically with other colleges and institutes at Penn State to advance our research and educational programs to continue to meet the needs of our stakeholders and clientele.

## Mission

The mission of Penn State’s College of Agricultural Sciences is to discover, integrate, translate, and disseminate knowledge to enhance the food and agricultural system, natural resources and environmental stewardship, and economic and social well-being, thereby improving the lives of people in Pennsylvania, the nation, and the world.

## Core Values

* Passionately pursuing excellence and innovation across all functions, using a team approach for solving complex problems to serve the common good.
* Fostering diversity, multicultural understanding, cross-cultural competency, and an atmosphere of mutual respect.
* Demonstrating integrity, honesty, openness, shared responsibility, and mutual accountability.
* Engaging students and stakeholders through listening, experiential learning, and problem solving.
* Stewarding resources responsibly and sustainably.
* Nurturing personal and professional growth and development.

## Vision

Penn State’s College of Agricultural Sciences aspires to be a regional, national, and international leader in understanding the natural and human systems underlying agricultural sciences, translating that understanding to enhance quality of life, and educating the leaders of today and the future.

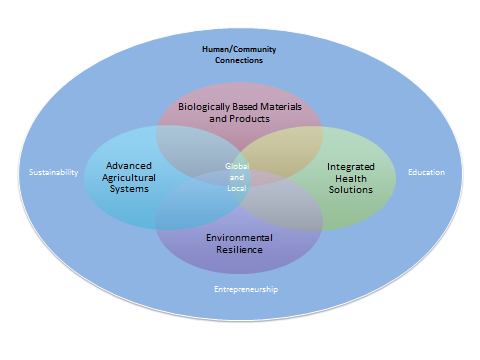
# INTRODUCTION TO THE COLLEGE OF AGRICULTURAL SCIENCES AND CURRENT CROSS-CUTTING THEMES

The College of Agricultural Sciences is unique among other colleges at Penn State in that we conduct research and educational activities at the intersection where people and communities connect through environmental, social, and economic issues. Our extension education programs translate and disseminate new knowledge and technology to our stakeholders. A major strength of our college is the integration of resident education, research, and extension through joint appointments. We connect in research with resources across the University through the Penn State Institute system (Life Sciences, Materials, Social Science, Environment and Energy, Sustainability, Rock Ethics), and the statewide extension teams provide a mechanism to connect with and leverage research expertise from across campus. Within Penn State Extension, we continue to work with the state extension teams that serve to unite faculty and county-based educators in common goals of generating new knowledge; offering high quality, focused extension education programs; and identifying and addressing science gaps on the basis of feedback from our stakeholders.

The College of Agricultural Sciences is addressing complex societal issues that transcend disciplines to improve people’s lives on scales ranging from local to global. We will organize our approach to teaching, research, and extension/outreach around five cross-cutting themes: advanced agricultural and food systems, biologically based materials and products, environmental resilience, integrated health solutions, and human/community connections. The cross-cutting themes utilize the interdisciplinary expertise of our faculty, extension educators, and staff in all mission areas to generate and disseminate knowledge that can be translated into solutions for these critical issues.

Figure 1 shows how the various major research themes in the college interrelate. The bubbles (Figure 1) correlate to the cross-cutting themes identified above. Today’s burgeoning areas of scientific exploration occur at the intersections of these cross-cutting themes, requiring interdisciplinary teams and new approaches to achieve progress. Exploration of phytobiomes—the microorganisms living in association with plants—is an example of one such emerging research area holding great promise. To address many of these advanced societal topics, the college must consider the need to increase sustainability, address new entrepreneurial opportunities, provide lifelong learning opportunities, and develop individuals and communities. The work of the College of Agricultural Sciences occurs at multiple scales—from a local field or community in central Pennsylvania to the needs of other countries around the world. Our research, education, and extension work benefits urban, suburban, and rural populations by addressing issues that cut across this continuum.

Figure 1 should be viewed as a three-dimensional construct, with the super themes of sustainability, entrepreneurship, global engagement, and education overlying and engulfing the five cross-cutting themes. All three missions (extension, research, and resident education) are highly integrated, with new knowledge and technology solutions and emerging societal issues feeding back into each other in a continuous cycle.



**Figure 1:** Our college’s intellectual vision shows the intersection of major research themes engulfed in super themes to illustrate the high degree of interconnectedness of the complex issues our college must address to meet society’s needs and goals.

## Cross-Cutting Themes

The College of Agricultural Sciences is committed to conducting research and implementing solutions that address society’s needs and expectations. For example, our researchers seek to improve human and animal health, develop value-added products, examine alternative forms of energy, and investigate the effects of global climate change on biological systems.

Conducting these types of large-scale and complex research projects requires a multidisciplinary approach that integrates the role of institutions, markets, demographics, social norms, laws, and policies with natural science and engineering. Such an approach enables the college’s researchers to examine problems from all angles and to use information from this basic research to develop new technologies and solutions to address the challenges facing people in Pennsylvania, the nation, and the world.

The College of Agricultural Sciences includes nine academic departments for ease of management, but the nature of agricultural and environmental issues requires cross-cutting themes around which to foster our resident education, research, and extension programs. Almost every issue is complex, requiring the collaboration of new and changing team members. Advancements in research, for example, can help advance resident education and update our extension programs.

### Advanced Agricultural and Food Systems

We are entering a new era in which decisions made and actions taken within agricultural and food systems are affecting the nutritional quality of food as well as our environment, with the most noticeable impacts on water quality and land use. As a result, society is increasingly demanding that agricultural and food systems activities be conducted in a socially and environmentally responsible manner.

Researchers in the college aim to transform thinking and practice in agricultural and food systems through research on agricultural productivity, sustainability, and adaptability. This entails coupling the college’s strong expertise in the fundamental agricultural sciences (plant sciences, soil sciences, animal sciences, and food sciences) with engineering and precision technologies (agricultural and biological engineering, for example), economics, and social sciences. This work also includes the use of field-level data in conjunction with climate models to increase understanding of the interplay between human activity, agricultural production, and the environment.

### Biologically Based Materials and Products

The demand for biorenewable resources—materials made from living organisms, often converted into value-added products—continues to rise as a result of the need to reduce our dependency on fossil fuels. Likewise, biobased products that improve human health are becoming increasingly important as safe alternatives to chemically derived medications and personal-care products. To meet these needs, researchers in the college are using their expertise in plant and microbial genetics and biotechnology to investigate novel approaches to using genetic systems and biological materials to create value-added commercial and consumer products.

### Environmental Resilience

Humans are changing the environment at an unprecedented rate, from introducing chemicals into ecosystems, to polluting freshwater supplies, to altering the climate. Providing innovative solutions to enhance and protect managed and natural ecosystems, ecosystem services, and human health and well-being is a major focus of researchers in the college.

### Integrated Health Solutions

The health of an individual is dictated by genetics, but is also largely influenced by behavior and the environment. For example, the environment can affect human health by influencing food choices. In addition, as the world population continues to rise, plants and animals used in agriculture will be grown in increasing densities, presenting a variety of issues, such as the concentrated use of chemicals and the increased risk of spread of infectious diseases, that may affect human health. Another threat to human health is low genetic diversity among food plants, which can make these species susceptible to environmental perturbations. Researchers in the college advance and improve the health of humans, animals, and communities through research into preventive, corrective, diagnostic, and predictive solutions to the challenges presented by lifestyle, diseases, pests, and toxins.

### Human/Community Connections

Humans form socioeconomic systems that are outgrowths of and dependent on the environment in which they live. Their consumption choices (food, clothing, housing, etc.), health, education, employment, quality of life, and ability to cope economically vary, depending on their sociodemographic characteristics, and are affected by the communities in which they live. Communities in turn are strongly affected by socioeconomic forces that play out at the local, regional, and global levels. A socioeconomic system has three levels: (1) individual and household, (2) local community and regional economy, and (3) the various levels of government where policies related to food, land use, and economic and social development affect human outcomes.

Many major issues that society faces today are social or economic in nature. The national and international energy situation and need for alternative energy sources, rising food prices and impacts on food security and public health, and human population growth and its impacts on the natural environment represent three examples. Solutions to each of these societal problems require an understanding of the economic and social behaviors that comprise the socioeconomic system. Further, the major issues that we face in Pennsylvania, the Northeast, nationally, and internationally will in almost all cases require integration among the socioeconomic system and the natural and physical sciences. The problems are complex, as are the systems that must deal with them.

## Super themes

Our college’s super themes overlie all of the cross-cutting themes.

**Sustainability**—The University’s vision is that sustainability is thoroughly integrated throughout teaching, research, and service. Given our college’s focus on agriculture, natural resources, and rural communities, we have a long history of work on sustainability issues. Our extension mission takes sustainability to a higher level through direct engagement with stakeholders on issues affecting their health and well-being, the quality of the environment, and the economic vitality of current and future generations.

**Global Engagement—**By 2050, a world population of more than 9 billion people will result in a twofold increase in the demand for agricultural products. Simultaneously, threats to agricultural systems, such as water scarcity and climate change, will reduce the likelihood that these demands will be met. Our faculty members and students address issues of food security, poverty, environmental sustainability, and economic opportunity by seeking out international collaborations and partnerships and by researching innovative solutions to these global problems. Their efforts are scalable; the work they do in a particular location can be applied toward finding solutions for the world at large. Researchers in the college are improving the outlook for people in Pennsylvania, the nation, and the world.

**Entrepreneurship**—Entrepreneurship and innovation are essential for everyone involved in food and agriculture as we continue to tackle our challenges of feeding the world, advancing human and animal health, and providing the next generation with biorenewable energy and materials—all while being stewards of the earth’s natural resources. This super theme aligns with President Barron’s entrepreneurship initiative.

**Education**—Education in our college occurs within the three branches of our mission—resident education, research, and extension. We educate not only students on campus but also, through extension, citizens throughout the Commonwealth and beyond. Our engaged scholarship activities and opportunities involve students in high-impact hands-on learning, often with direct potential applications to their later careers. Our support for pre-collegiate organizations such as the FFA, 4-H and other youth organizations provide a connection to excite youth and strengthen their resolve to pursue a career in the food, agricultural, and natural resource sciences.

# FUTURE STRATEGIC INITIATIVES

Although we visualize the college through the above cross-cutting themes, the intersections of those themes provide fertile ground for addressing pressing and difficult questions important to advancing agriculture. The following areas have been submitted as possible initiatives in which the college could make investments to build programs where we already have some critical mass. Although there is a solid base already in the college, key investment in a few of these areas will enhance our efforts, fill some voids, and increase our competitiveness for attracting external funding.

## Microbiomes

Plants, animals, and humans do not live in isolation, but in the context of microbial communities termed the microbiome. It is now recognized that the microbiome constitutes an important component of any organism’s phenotype. Thus, characterization of the microbiome is a key to understanding the health of an organism. The ability to manipulate an organism’s microbiome will enable profound opportunities to improve human and animal health and to improve agricultural productivity and sustainability.

Faculty members across multiple departments within the college broadly conduct microbiome research in important environmental, agricultural, and biomedical arenas. Research may focus on microbial ecology, microbial communities, microbial surveys, metabolomics or genomics, and/or the impacts of the microbiome on human, animal, and plant health, as well as plant and animal production. Scientists in the college work in a dynamic environment that brings together basic and applied scientists and encourages them to study and characterize the microbiomes of a variety of organisms and learn how they contribute to, and vary, in health and disease. The synergies resulting from this blending of diverse approaches yields profound insights into the complexity of interactions of environmental factors such as nutrients, toxins, or pathogens on the successful microbiome. We will use advances in these areas to improve food production and human and animal health and well-being, promote sustainability, and foster entrepreneurship and profitability. College faculty in the Center for Molecular Immunology and Infectious Disease recently sponsored a popular microbiome workshop, and several were involved in initiating a gnotobiotic facility for the production of germ-free mice.

The college contains a broad spectrum of expertise in these areas and is well prepared to lead microbiome studies. To better integrate and expand this focus, it is essential to continue to support and extend the expertise of our current faculty and increase our capabilities in the areas of metagenomics, metatranscriptomics, metabolomics, and bioinformatics.

## Environment and Health

Faculty members in the college conduct research on the broad impacts of the environment on health. We foster a dynamic environment that brings together basic and applied researchers and encourages them to look for important problems that can be solved collaboratively. The synergies resulting from this blending of diverse skills and approaches yields profound insights into the complexity of interactions of environmental factors such as nutrients, toxins, or pathogens on human and animal health. For example, several new cross-cutting proposals in the college focus at the boundaries of nutrition, microbiology, and metabolomics, in areas such as the effects of foods or nutrients on intestinal health, or the effects of natural products on the gut microbiome. Other studies focus on environment and health in the applied areas of livestock health and on-farm food safety, or may focus on integrated health, one health, food safety and security, and environmental stewardship and resilience.

The college contains a broad spectrum of expertise in these areas and is well prepared to address both macro and micro effects of environmental factors on human and animal health. To better integrate and expand this focus, we should continue to support and extend the expertise of our faculty in these areas, and we should increase our capabilities in the areas of bioinformatics, medicinal chemistry, and metabolomics.

## Applied Evolution

Much of modern agriculture, medicine, and public health is about attacking the life forms that harm us. Yet these life forms are extremely adept at evolving back, and this counter-adaptation is generating some of the most significant agricultural and health challenges for the twenty-first century.

Pathogens rapidly evolve drug resistance, and there is a serious risk that some will evolve around vaccines. Antibiotic-resistant food-borne pathogens are contaminating our food supply. Emergent infectious diseases are frequently the result of adaptation to new hosts or new environments. Cancer too is an evolutionary process: the evolution of drug-resistant cell lines is a major cause of death.

There is another context in which the problems of counter-adaptation have played out: agriculture. Insect pests, weeds, and plant pathogens all rapidly evolve resistance to insecticides, herbicides, fungicides, and even genetically modified crops. Many of these problems are decades-old, meaning that agricultural scientists are often well ahead of medicinal scientists in thinking about resistance management. Globally, problems of resistance and emergence of infectious diseases are perhaps even more pressing. In short, evolution matters to human health and well-being.

## Human and Community Resilience

We cannot fully accomplish the three missions of the college without considering the connection between what we do and the people, businesses and communities that are impacted by our work. We help people improve the quality of their life by assisting them make better decisions regarding consumption choices (food, clothing, housing, etc.), health, education, employment, and ability to cope economically. We help businesses navigate the many issues that influence their viability and sustainability. The following two themes address how the college engages with people, businesses and community to address issues that influence their well-being.

**Community Resilience and Capacity** – Helping communities improve their economic resilience, create sustainable infrastructures and promote their local economy through value-added opportunities, new business development, and improved efficiency in established operations.

**Positive Future for Youth, Families, and Communities** – Providing a wide range of evidence-based programming to support healthy families, build positive youth skills, and strengthen intergenerational relationships within rural and urban communities.

## Landscape Stewardship: Optimizing Water and Land Use

Human, community, and environmental health are directly affected by availability and quality of water and land worldwide. Water will most likely be the main factor limiting food production sufficient to feed the world’s population. The utilization of water and land for growing crops, while concurrently protecting the water from nutrient runoff and hormone and pharmaceutical contamination, and the land from sediment loss and nutrient depletion, are challenges for which the college has a broad range of expertise. Competition for land and water is becoming increasingly intense due to population and economic growth, among other factors. Climate change will amplify these effects, and development of new supplies and water-saving technologies and institutions will become priorities. This links in many ways to advanced agricultural systems and to social policies and institutions to address these issues and thus requires the integration of knowledge from every department in the college. The expertise in the College of Agricultural Sciences will be enhanced by strong collaborations with other colleges (e.g., Engineering, Earth and Mineral Sciences, Eberly College of Science), as well as relevant University centers and institutes.

# GOALS

## Goal A: Enhance Student Success and Optimize Enrollment

Optimizing enrollment and enhancing student success is of prime importance to the success of our college. To do this we will need to enhance some of our programs, making them more attractive to potential students. The student population in the College of Agricultural Sciences includes undergraduate and graduate students, as well as lifelong learners. Key indicators of student success include placement of our graduates with employers, the graduate/professional schools that enroll our students, and entrepreneurial opportunities provided to students.

1**.** Determine and achieve appropriate enrollments for each undergraduate program while seeking to recruit and retain high ability and diverse undergraduate students.

2. Review undergraduate curricula to ensure graduation of students with multiple opportunities.

3. Increase funding for scholarships and program support.

4. Recognize and reward faculty, staff, and graduate students for their excellence in teaching and advising as well as in their leadership of co-curricular activities.

5. Continue to develop graduates who are highly competitive and actively recruited for employment, graduate/professional school, leadership opportunities.

6. Enhance available learning opportunities and support student participation in engaged scholarship at the curricular and co-curricular levels.

7. Strengthen and enhance infrastructure to support teaching, learning, and advising.

## Goal B: Empower the Engines of Discovery and Application

As one of the premier research universities in the country, Penn State must conduct research valued at local, national, and international scales. It must help illuminate and solve agricultural, environmental, and social problems. The college’s research efforts build from the continual discovery through fundamental science at all levels, to the application and subsequent commercialization of some findings.

Through the development of this strategic plan, the college identified cross-cutting research themes that affect the whole of the college. We are moving forward to enhance our research infrastructure and meet the societal challenges of the future.

A key component of building for the future is improving the quality of our graduate students and the education they receive within the college. We strive to prepare our graduate students for a variety of careers by teaching them to meet life’s challenges with diverse tools such as excellent writing skills, a sense of intellectual independence and autonomy, an appreciation for the importance of ethical behavior and diversity, the ability to work in teams, and an understanding of technology development and commercialization.

1. Maintain a robust portfolio of fundamental science to generate new knowledge.

2. Translate knowledge into real world applications through innovation and technology development.

3. Develop research programs that result in scalable, local-to-global impacts.

4. Strengthen institutional capacity to address complex societal issues.

5. Train the next generation of scientists and educators to be competitive and successful in the new economy.

## Goal C: Create Dynamic, Customer/Stakeholder-Focused Educational Products, Services, and Impacts

We celebrated the one-hundredth anniversary of Cooperative Extension on May 8, 2014. As it enters its second 100 years, Cooperative Extension is undergoing a dramatic transition into an organization that can adapt rapidly to the changing needs of our 21st-century customers. These changes are driven by a multitude of external and internal pressures. We will collaborate with diverse statewide, national, and international partners and provide stakeholders universal access to research-based information through high-quality, consistent educational programs delivered using diverse technologies and formats through a county-based presence. The new Cooperative Extension will consequently be a more unified, agile organization that focuses on strategic areas of excellence and uses a team approach to address local needs.

1. Provide relevant, high quality products and customer service.
2. Create an environment that rewards innovation and risk taking that explores emerging areas and new products and expands markets and revenues.
3. Improve the integration of new knowledge discovery, translation, dissemination, adoption, and evaluation.
4. Advance a systems approach to address integrated, complex, and emerging issues.

## Goal D: Be a Trusted Source of Information and Provide Collaborative Solutions that Balance Agricultural Productivity and Sustainability

The College of Agricultural Sciences is uniquely positioned to identify and teach socially acceptable solutions to a pressing 21st-century concern: how we can meet increasing demands for food and fiber, while also ensuring high levels of environmental quality and human well-being. We believe that the work of our college can be centered at this important intersection of rising demands for sustainably managed food and fiber products, healthy ecosystems, and human well-being, and an increasingly resource-constrained planet.

The food and agricultural system is increasingly being called on to provide more than food directly eaten by humans. For example, it is estimated that nearly 10 percent of all global crops are now used for fuels, and more than a third are used as feed for other animals.

The overall goal of this initiative should be to make the college a world-recognized leader in sustainability as it relates to the agricultural and natural resources space. Strategies to meet this goal include:

1. Make sustainability a strategic initiative with support and use the initiative to improve prospects for recruiting high-quality faculty, conducting funded research, developing and teaching new courses, and inspiring stakeholders to pledge more gifts and endowments.
2. Appoint a sustainability leader/champion.
3. Appoint a task force to write a comprehensive sustainability strategic plan.

## Goal E: Strengthen Leadership, Innovation, Participation, and Recognition within the College

Providing faculty and staff the opportunity to develop as leaders and take an active part in department, county, college, and university governance is a critical commitment and goal in the College of Agricultural Sciences. Given our unique connection to stakeholders as well as upholding the land grant mission of the college and university we have the opportunity to link research, resident education, and extension to lead more effectively in an increasingly complex global environment.  We will strive to accomplish this through the following objectives.

1. Promote and build on our culture of innovative and translational science to serve society long into the future
2. Adopt a culture of shared governance in decision making and planning that leverages the wisdom and creativity of diverse members of the college
3. Recognize and reward faculty, staff, and students when their values and service improve the mission of the college
4. Promote and support the growth and development of faculty, staff, and students

For the full length strategic plan that includes the Diversity Plan, promoting a culture of integrity and ethical behavior, highlights of the last strategic plan and learning outcomes, please go to our website <http://agsci.psu.edu/about/strategic>.