

Aloha, CTAHR 'Ohana,



I am pleased that the data for indicators tracked show there has been great progress in strengthening the college's capacity and infrastructure, developing excellence, and positioning CTAHR for greater success in the future.

In 2010, when I was appointed CTAHR's Interim Dean and Director, the nation was still in the throes of the most severe economic crisis since the Great Depression. There was a hiring freeze at the University; college budgets were reduced, as were the salaries of administrators, faculty, and staff. There were also reductions in federal funds, particularly earmarked funds, which terminated programs that provided millions of dollars for CTAHR's research and extension activities. Through those challenging times, five themes guided our administrative decisions and actions. These themes are used as the organizing framework of this report:

- Strengthen college organizational and fund capacity
- Enhance college culture
- Increase number of students served
- Foster collaborations within college and with external partners
- Track progress

This report, for the period July 2010–June 2012, is in keeping with the track progress theme and is the last of the progress reports issued semi-annually. I am pleased that the data for indicators tracked show there has been great progress in strengthening the college's capacity and infrastructure, developing excellence, and positioning CTAHR for greater success in the future. These achievements are certainly not mine alone but reflect the exceptional work of CTAHR's leadership team, faculty, and staff. Given space limitations, only highlights of the last two years are presented here. It has been a privilege to serve as the dean of a great college and to join you in helping Hawai'i diversify its economy, ensure a sustainable environment, and strengthen its communities.

Sylvia Yuen
Dean and Director



Established statewide programs such as the Master Gardeners.



Created interdisciplinary and inter-agency SWAT teams to swiftly address emergency situations (e.g., coffee berry borer, basil downy mildew) that affect Hawai'i's agriculture.

STRENGTHEN COLLEGE ORGANIZATIONAL AND FUND CAPACITY

Realigned and reallocated funds for greater impact

- Integrated research and extension funds to support projects that were competitively awarded and focused on programs with greater impact.
- Established statewide programs to provide critical pool of expertise and greater visibility to areas such as nutrition, Master Gardeners, cattle production and processing, sustainable agriculture, crop pollination, and food safety and agrosecurity.
- Created interdisciplinary and interagency SWAT teams to swiftly address emergency situations (e.g., coffee berry borer, basil downy mildew) that affect Hawai'i's agriculture.
- Approved filling of 21 faculty, 18 staff, and 2 Native Hawaiian cluster positions.

Improved facilities and upgraded equipment to enhance productivity and service

- Initiated improvements to training facilities and other enhancements at the Pearl City Urban Garden Center, Waimānalo Research Station, and Komohana Research and Extension Center.
- Began work with UHM Facilities Maintenance Office and Institute for Astronomy on a collective power purchase agreement regarding photovoltaic panels for CTAHR off-campus facilities to reduce energy costs.
- Secured widespread faculty and student support (i.e., resolutions adopted by the CTAHR Faculty Senate, Mānoa Faculty Senate, and Graduate Student Organization) and adoption of resolution by Hawai'i Senate and House of Representatives to retain the Magoon Research and Instructional Facility site for CTAHR's programs.
- Upgraded computers, classrooms, and laboratory equipment (e.g., anatomical specimens, thermocycler, microscopes, CAD system, AV equipment) across departments to enhance students' educational experience.
- Upgraded equipment across college (e.g., scanners, video-conferencing, fail-over hardware equipment software to support college servers) to enhance productivity and keep abreast with technology.

Strengthened fiscal foundation, staff professional development, and organizational capacity

- Reviewed/reconciled more than 15,000 accounts to cleanly transition to new Kualī electronic financial system.
- Initiated scanning and archiving of thousands of hard-copy fiscal documents.
- Completed 9 financial audits.
- Conducted 48 informational/training sessions for faculty and staff on fiscal/contracts and grants management, sexual harassment and workplace violence, recruitment, immigration/visas, managing change, new faculty orientation, and other topics.
- Established notary services for the college.

Reviewed/reconciled more than

15,000

accounts to cleanly transition to new Kualī electronic financial system.

48

informational/training sessions.

- Secured Board of Regents approval to establish Sun Grant Subcenter within CTAHR, which focuses on development of biofuels: to date the Subcenter has secured \$6 million in extramural grants.

Secured funds to support college programs and diversify funding base

Table 1. State and UH Foundation Funds to CTAHR

Source of Funds	July 2009– June 2010	REPORTING PERIOD	
		July 2010– June 2011	July 2011– June 2012
State Barrel Tax	--	\$500,000	\$500,000
Gifts and donations	\$654,779	\$1,085,883	\$1,305,488*
New scholarships	3	4	11

*July 1, 2011 – May 17, 2012

Table 2. Extramural Funds to CTAHR

	July 2008–June 2010	REPORTING PERIOD
		July 2010–June 2012
Extramural proposals funded	\$38,209,997	\$58,950,755

ENHANCE COLLEGE CULTURE

Enhanced internal and external communication

- Increased quantity and channels of communication by developing and disseminating 77 electronic issues of *CTAHR Notes* within college, 17 issues of *CTAHR Alumni & Friends* to community constituents, and 26 *New Funding Opportunities* newsletters.
- Increased transparency by posting college budgets and procedures on Web site and publicizing RFPs and awardees of college grants via *CTAHR Notes*.

Recognized achievements and contributions

- Recognized faculty and staff retirees at annual CTAHR Christmas luncheon.
- Sponsored first CTAHR appreciation reception to honor donors and supporters.
- Refocused CTAHR Awards Banquet to recognize outstanding performance and raise funds for student scholarships; 2012 event filled ballroom to capacity and garnered record number of sponsors and amount of funds raised.

Table 3. CTAHR Awards Banquet

	2010	REPORTING PERIOD	
		2011	2012
Number of sponsored tables	7	11	16
Number of attendees	420	380	510
Funds raised	\$3,988	\$17,358	\$35,000



Secured over \$1.3 million in donations.



Refocused CTAHR Awards Banquet to recognize outstanding performance and raise funds for student scholarships.



Established new Hawaii Dietetics Internship Program to provide RD certification for students.



Initiated development of 8 online courses in 4 departments.



Partnered with Hawaii Business Magazine to produce Common Ground, a publication about Hawai'i's agriculture.

Produced 7 Impact Reports.

Enhanced public image

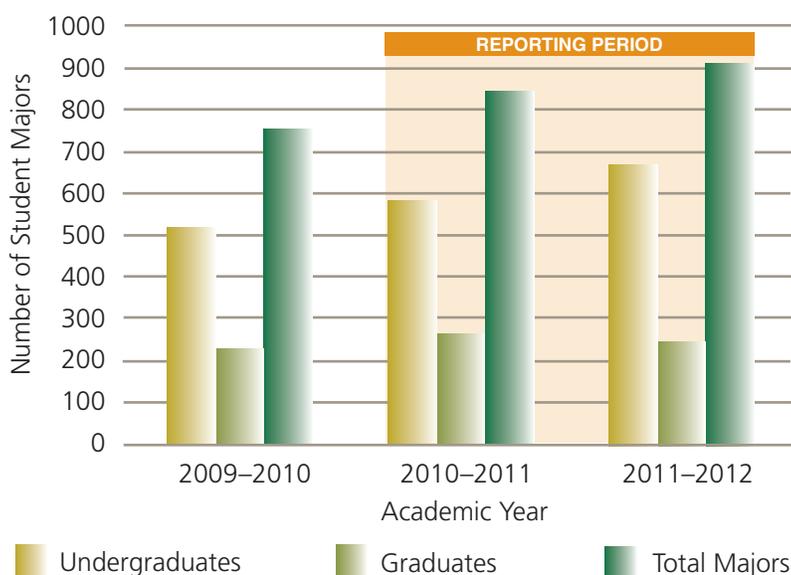
- Developed and disseminated 7 *Impact Reports*, 25 press releases, and 26 CTAHR publications to the public.
- Organized, with the Department of Agriculture, a seminar on food security and safety at the APEC Conference of international government and business leaders.
- Partnered with *Hawaii Business Magazine* (HBM) and secured sponsors to develop and disseminate 17,000 copies of *Common Ground*, a publication on Hawai'i's agriculture, to HBM's readership, plus 7,000 copies to the general community.
- Hosted successful Regional Joint Summer Meeting of Western Deans and Directors of Land-Grant colleges.
- Organized onsite visits of FDA, USDA-NIFA, and USDA-FAS officials, including Dr. Catherine Woteki, Chief Scientist and Under Secretary, the highest-ranking director from USDA to visit CTAHR; and Program Leaders of Forestry Research, Food Production and Sustainability, Climate Change, Bioenergy and Environment, International Agribusiness, and NIFA Awards Management.

Rated positively by faculty and staff on performance

- Received positive evaluations by a majority of the 140 faculty and staff who anonymously responded to a CTAHR Faculty Senate and Dean survey on performance. Respondents rated the college administration as very satisfactory or satisfactory on professionalism (67%), leadership (66%), accomplishments (66%), communication (58%), and morale (58%).

INCREASE NUMBER OF STUDENTS SERVED

Figure 1. CTAHR Student Enrollments



- Initiated development of 8 online courses in 4 departments to serve more students.
- Established new Hawaii Dietetics Internship Program to provide RD certification for students who previously had to seek such training on the mainland.
- Established articulation MOA with Leeward Community College to facilitate matriculation of students to CTAHR.
- Developed first CTAHR Entrepreneurial Competition to nurture creativity and technology transfer.
- With the CTAHR Club, expanded career advisement efforts within the college to include careers in animal sciences, nutrition, and family resources.
- Increased student enrollments.

FOSTER COLLABORATIONS WITHIN COLLEGE AND WITH EXTERNAL PARTNERS

Enhanced relationship with Native Hawaiian community

- Created a more positive college environment with supportive mentors for Native Hawaiian students.
- Partnered with other colleges to develop Native Hawaiian cluster hires in health and sustainability; CTAHR secured 2 joint-faculty positions which were funded by the Chancellor: HNFAS/Public Health and NREM/SOEST.
- Secured Department of Hawaiian Home Lands funds to provide educational outreach to Native Hawaiians.
- Served on the UHM Native Hawaiian Advancement Task Force
- Working collaboratively on projects with the Hawaii Taro Security and Purity Task Force.

Developed stronger international relationships

- Developed 9 memoranda of understanding with international institutions to promote international cooperation through collaborative research and exchange of faculty and students, including the Chinese Academy of Tropical Agricultural Sciences, China; Universiti Malaysia Sarawak, Malaysia; Thai Nguyen University of Agriculture and Forestry, Vietnam; Korea Food Research Institute, Korea; and Meiji University, Japan.

Facilitated resolution of long-standing research barrier

- Chaired Permit Review Committee, comprised of UH faculty and representatives from the Departments of Agriculture, Health, and Land and Natural Resources, which identified actions to resolve problems related to the import/export of microorganisms for research purposes.

Developed stronger partnerships within the University

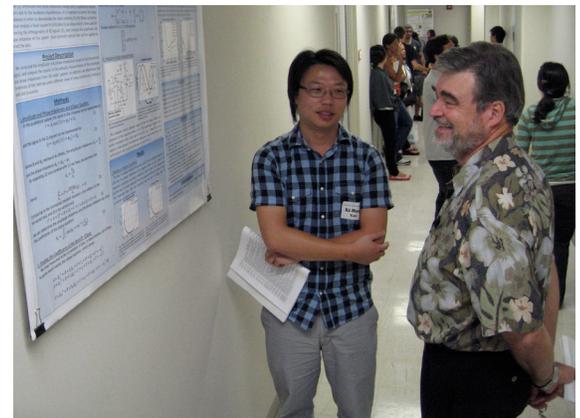
- Convened consortium of Chancellors from community colleges and UH-Hilo to collaborate on statewide articulation of academic programs, student recruitment, and other educational issues.
- Partnered with Shidler Pacific Asian Center for Entrepreneurship on a market feasibility report on Hawai'i-grown tea.
- Collaborated with the College of Engineering to include its students in the CTAHR Research Symposium.
- Worked collaboratively with units across the University system to develop a strong UH presence and exhibit at the APLU 2012 Smithsonian Folk Life Festival.



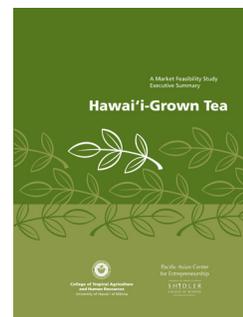
Developed 9 memoranda of understanding with international institutions.

SRS | 2012

STUDENT RESEARCH SYMPOSIUM



Collaborated with the College of Engineering to include its students in the CTAHR Research Symposium.



Partnered with Shidler Pacific Asian Center for Entrepreneurship on a market feasibility report on Hawai'i-grown tea.



Conducted Hawaii AgDiscovery program, which delivered training to high school students who were recruited nationwide.



Expanded the scope of CTAHR's Food Safety Program.

UH offers “significant and positive differences in the lives of the people of Hawai‘i...demonstrating appropriate leadership of limited resources during challenging budget appropriations.”

NIFA review of Annual Report of Accomplishments

Strengthened partnerships with external agencies and groups

Below is a sample of the partnerships developed:

- Hawaii Economic Development Task Force (DBEDT, DOA, DLNR, HFBF, and various public and private entities): developed report to legislature on agriculture and energy.
- Commission on Water Resource Management (DCCA, DLNR, DOA, NRCS): participated on development of policy, licensing, and regulations regarding water resources.
- Hawaii AgDiscovery (USDA-APHIS): delivered training to high school students recruited nationwide.
- Coffee Berry Borer Task Force (DOA, USDA, and industry associations): developed partnership to address invasive pest that causes severe economic loss to farmers.
- Food Safety Partnership (DOH, DOA, FDA): working collaboratively to prevent food contamination and keep food safe from farm to fork.
- Landscape Industry Council of Hawaii (leadership of landscape industry): strengthen CTAHR support of important industry association.
- Food and Agriculture Protection Training Consortium (FAPTC): Partnering with 8 university-based training centers focused on developing and delivering food protection training to U.S. government regulatory officials at the federal, state, and local levels along with others responsible for food safety.
- HOKU (Hawaii Food System Partnership): working with new coalition of government agencies, agriculture industries, and food manufacturers and retailers to support and improve Hawai’s food system).

TRACK PROGRESS

- Issued semi-annual Dean’s progress reports on college achievements to CTAHR’s faculty and staff.
- Developed first phase of an electronic extension data system, which will enable users to efficiently collect, analyze, and report reliable and valid data on their programs and clients.
- Improved reporting system to enhance efficiency in preparing and forwarding college research and extension reports to USDA/NIFA.
- Developed electronic data system for CTAHR-UH Foundation accounts that enables data review and reporting in a timely manner.



**College of Tropical Agriculture
and Human Resources**
University of Hawai'i at Mānoa