

PIEDMONT SOUTH ATLANTIC COAST CESU

STRATEGIC PLANNING RETREAT

March 1–2, 2004 * University of Georgia

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MISSION STATEMENT

The Piedmont-South Atlantic Coast Cooperative Ecosystem Studies Unit (PSAC-CESU) facilitates collaboration among university, non-governmental organization and federal agency partners to provide relevant research, education and technical assistance for stewardship of cultural and natural resources.

THREE-YEAR GOALS

2004-2007 • not in priority order

- ? Identify and begin to address the needs of the federal agencies**
- ? Share expertise and resources**
- ? Develop and implement a communication network**
- ? Enhance and promote participation by all partners**
- ? Achieve organizational effectiveness and efficiency**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
by March 5, 2004	Jim Sweeney	Distribute the retreat record to those unable to attend or who had to leave early.
Within 48 hours of receipt	All CESU members	Read the retreat record.
by April 1, 2004	Jim Sweeney	Clarify with the national CESU office whether extramural funds received can be filtered through the CESU.
April 2004 conference call	Executive Committee (Jim Sweeney – lead)	Review the “Problems and Challenges” list for possible action items.
Monthly	Executive Committee (Jim Sweeney – lead)	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Jim Sweeney	Prepare and distribute the Strategic Plan Update to the PSAC-CESU members via email.
March 2005	All PSAC-CESU members	Annual Meeting to assess progress on the Goals and Objectives, develop objectives for 3/05-3/06, report on CESU projects, and other items to be determined by the Executive Committee.

<p style="text-align: center;">S.W.O.T. ANALYSIS strengths – weaknesses - opportunities - threats</p>
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**ADVANTAGES OF HAVING A PIEDMONT-SOUTH ATLANTIC COAST CESU
(including the strengths/assets participants bring to the table)**

Brainstormed List

- The geography of the area
- Ease of contracting
- Collaboration
- Saves time
- Ability to address complex issues
- Nimbleness
- Economic efficiencies
- Academic expertise
- Political support
- Usable knowledge
- Provides diverse views within the region
- Access to current equipment and study sites
- Diversity of professional strengths
- Avoid duplication of effort
- Allows the putting together of expert teams
- Access to extensive outreach networks
- Long-term relationships
- Energy
- Promotion of solutions to problems
- Varying degrees of scientific expertise in various areas
- Synergistic effect
- Exposure of federal agencies to university students
- Better understanding of agency needs
- Carryover funding

POTENTIAL CHALLENGES/PROBLEMS WITH HAVING A PSAC-CESU

Brainstormed List

- Expertise gaps
- Cost to maintain the organization (time, money, effort)
- Problems meeting expectation – everyone wanting their fair share of the limited resources
- Logistics
- Communication across partners
- Additional work
- Difficulty identifying the real research needs of the managers
- Difficulty understanding opposite science differences
- Low indirect cost to universities
- Lack of understanding of the contracting process
- Coordinating collaborative work

- 'Free rider' effect
- Late getting started compared to other CESUs
- Inexperience in this kind of group setting
- Lack of full involvement of all partners
- Competition among universities
- Unclear about roles, needs and expectations of participants
- Challenge for the host university to provide quality and timely oversight for the start up of the CESU
- Overlapping expertise
- Dominance
- Perceived competition with Fish and Wildlife Cooperative Units
- Getting people to come together to address issues – critical mass
- Getting federal agencies involved
- Getting early success in time of decreasing budgets
- Sharing information in a timely and effective manner
- Small grants
- Uneven distribution of grants across partners
- Host university bears administrative costs disproportionately
- Not adequately resourcing the host institution
- Geography
- Regional rivalries

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE PIEDMONT SOUTH ATLANTIC COAST CESU IN THE NEXT 3 YEARS

Brainstormed List

- Experience with other CESUs
- Maturing of the CESU system
- Democratic president
- Having a political champion
- Continued push for streamlining the government
- Lower costs of available resources
- Rising public concerns about the environment
- Trend for interdisciplinary cooperative research
- Declining budgets (drives cooperative approaches)
- Public support for CESU mission and focus areas
- Tremendous number of federal employees retiring in the next few years
- Continued push by state and federal agencies for collaborative teams
- Enhanced lobbying by the National Council of Sciences and the Environment
- Involvement of non-profit organizations
- Increased recognition of environmental issues by the states

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE PIEDMONT SOUTH ATLANTIC COAST CESU IN THE NEXT 3 YEARS

Brainstormed List

- Declining budgets
- Environmental issues not a strategic focus
- Administrative changes at the university level
- Homeland security draining federal funds
- Lack of integration of the job and mission with the mission of the CESU
- Reduced personnel with increased responsibilities
- Agency policies vs. academic freedom
- Federal deficit
- Differential in planning timelines: the federal level asks us to think years out into the future; the university does much shorter planning (e.g. next semester)



BRAINSTORMED THREE-YEAR GOALS:

Brainstormed list of potential goals from which the Three-Year Goals were developed

- Share scientific expertise and resources
- Identify the needs of the federal agencies
- Build accountability and expertise in administrative and operational aspects
- Communicate contract procedures so they are familiar to all partners
- Facilitate logistics
- Build awareness of marketing capabilities
- Develop a means for overcoming institutional barriers
- Assess capabilities of member institutions
- Have all university partners full engaged
- Close gaps in expertise
- Enhance communication and recruitment of potential partners
- Facilitate logistics
- Develop and implement a communication network
- Have active participation by all federal partners
- Organize and hold an annual research conference
- Develop collaboration among culturally diverse institutions
- Garner great federal support for CESUs

EXECUTIVE COMMITTEE OPERATING PRINCIPLES

COMPOSITION

The Executive Committee will be composed of seven members, with the first Executive Committee members listed below:

- The representative from the host institution
 - **Jim Sweeney, University of Georgia (permanent)**
- Another university representative
 - **Nancy Peterson, University of Florida, 2004-2006**
- Two federal agency representatives identified by the Managers Committee, (Managers Committee identification beginning in 2005)
 - **Ray Albright, National Park Service, 2004-2006**
 - **Mimi Williams, USDA, Agriculture Research Service, 2004-2005**
- One NGO representative
 - **Mark Kraus, Audubon, 2004-2005**
- Two at-large members
 - **John Sweeney, Clemson, 2004-2005**
 - **Upton Hatch, Auburn, 2004-2006**

TERM

- Committee members will serve staggered, two-year terms, beginning with half the Executive Committee having a 1-year term. Terms will begin and end at the appropriate annual meeting.
- The representative from the host institution is a permanent member.

RESPONSIBILITIES

- Bring recommendations to the Partnership Committee regarding overall management of the PSAC-CESU.
- Facilitate day-to-day management of PSAC-CESU.
- Plan the annual PSAC-CESU meeting.

MANAGERS COMMITTEE OPERATING PRINCIPLES

COMPOSITION

- All federal partners (one voting representative from each agency), with additional participants at agency discretion.

RESPONSIBILITIES

- The purpose of the Managers Committee is to provide general advice and guidance.
- The Managers Committee will assist the CESU Council in evaluating the PSAC-CESU every five years.
- Agency members of the Managers Committee are responsible for ascertaining and coalescing research needs from within their agency and bringing these needs, as appropriate, to the GC-CESU.
- The Managers Committee will select federal representative replacements to serve on the Executive Committee.

MEETINGS

Meetings will be held in conjunction with Partnership meetings.

PARTNERSHIP COMMITTEE OPERATING PRINCIPLES

PURPOSE

The purpose of the Partnership Committee is to provide guidance for the PSAC-CESU.

COMPOSITION

There will be one voting member from each partner institution, determined by the partner institution. Additional CESU member representatives are encouraged to participate.

TERM

Term is determined by each partner

MEETINGS

The Partnership Committee will meet at least yearly.

RESPONSIBILITIES

- University and NGO members of the Partnership Committee are responsible for ascertaining and coalescing research, education, and technical assistance expertise within their institution and making this information available to the PSAC-CESU.
- All members of the Partnership Committee will attend the committee's annual meeting or send an appropriate voting representative to the meeting.

DECISION MAKING

- The Partnership Committee will, whenever possible, operate on a consensus basis. If consensus is not possible, a simple majority can carry a decision of recommendation forward (with the exception of approving new partners/agencies and the following item). Any decision or recommendation or recommendation carried forward without consensus will include information about dissenting arguments.
- All PSAC-CESU members must approve admission of new partners or agencies to the CESU as stipulated in the Cooperative and Joint Venture Agreement, Article III, Section D.1.

PIEDMONT-SOUTH ATLANTIC COAST COOPERATIVE ECOSYSTEM STUDIES UNIT

REPORTING PROCESSES

- Updates on the status of CESU projects will occur at the Annual Meeting.
- Jim Sweeney will report monthly via email to the PSAC-CESU members the progress on the Goals and Objectives.