

## BIOENERGY VISION STATEMENT TASK FORCE MEETING

May 20, 2008

### Minutes

The third Bioenergy Vision Statement Task Force Meeting was held on May 20, 2008, at 3 p.m. The **next meeting** is scheduled for Tuesday, June 3, 2008, at 3 p.m., in the **Plant Biotech Building, Room 223**.

Attendees at the May 20 meeting were as follows:

#### **Task Force Members:**

Joe Bozell, Forestry, Wildlife and Fisheries  
David Harper, Forestry, Wildlife and Fisheries  
Lorna Norwood, Marketing and Communications, chair  
Neal Stewart, Plant Sciences  
Mark Windham, Entomology and Plant Pathology

#### **Absent:**

Caula Beyl, College of Agricultural Sciences and Natural Resources  
Burt English, Agricultural Economics  
Doug Hayes, Biosystems Engineering and Soil Science  
Pat Keyser, Forestry, Wildlife and Fisheries  
Neil Rhodes, Plant Sciences  
Daniel De Le Torre Ugarte, Agricultural Economics

#### **Support Staff:**

Patty McDaniels, Marketing and Communications

Lorna Norwood, Task Force chair, opened the meeting by noting that given attendance and the short time frame that this meeting would be devoted to finalizing the Vision and Mission statements and that the SWOT analysis would be tackled another day.

The draft of the vision statement reads as follows after revisions from the May 1 meeting:

The University of Tennessee, Institute of Agriculture will become the national and international leader in **sustainable** cellulosic bioenergy and bioproducts research and education within 5 years **enhancing the state's economy** through:

- Excellence in scholarly reputation and visibility among higher education institutions, private sector companies and government entities
- Research accomplishments that produce
  - Economically viable biofuels utilized by industry and citizens
  - Advanced **science** and technology that results in new products entering U.S. and world markets
  - Publications in highly respected refereed journals and intellectual property worthy of patent and licensing
- Programs fostering economic growth, rural community development and sustainable use of natural resources
- Undergraduate, graduate, **public** and other educational programs that meet the needs of private, government and university entities

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- Partnerships that leverage resources and build relationships

Lorna thanked Dr. Bozell for the vision statement resources he recommended and distributed materials outlining characteristics that distinguish vision statements from mission statements and a revised draft vision statement for the UTIA Bioenergy Program.

Lorna then guided the group through a series of characteristics designed to distinguish vision statements from mission statements:

1. Is it brief? The group's consensus was no. The draft statement read more like a mission statement. Dr. Stewart noted that the first two sentences could be the vision statement.
2. Is it memorable? Stewart thought so; no one else much commented.
3. Is it verifiable? The group's consensus was no.
4. Is it understandable among all level of employees within the Institute? Lorna thought so, with the exception of the words "sustainable and cellulosic, and bioenergy" and wondered if non-food plant materials might be more easily understood by all. There was some debate about this as the scientists tended to think those words were, or should be, understandable to all involved.
5. Is it inspirational? Dr. Bozell emphatically agreed that the statement was inspirational for researchers and leaders in the Institute/University.
6. Is it future focused and does it include a set time period? The group's consensus was yes.
7. Is the statement focused on key customers and clientele? The group's consensus was yes, within the UTIA community.

Dr. Wyndham asked to whom the Vision Statement should be directed, and he commented that if it is the UTIA community that the items in the statement were in the proper order. However, he interjected that if the statement is written for folks outside the UTIA community that it should emphasize the state's economy first.

Lorna concurred and asked the group to refer to her suggested wording.

Stewart commented that he liked the new wording as is and Harper also agreed, if the statement is internally directed.

Discussion then ensued about the wording, particularly moving the words "sustainable" and "cellulosic bioenergy" to the mission statement. The scientists present disagreed with moving the words and Lorna commented that the meaning of "sustainable" was broader than a lay person might understand.

Dr. Bozell offered a compromise to include a new bullet in the mission statement: "Develop technology to make cellulosic feedstock the nation's primary source of

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sustainable biofuel”; however, Stewart disagreed with the compromise. He felt strongly that “sustainable cellulosic biofuels” needs to remain in the Vision statement.

Dr. Wyndham offered the suggestion that “sustainable” be expanded upon in the mission statement.

It was agreed that a new bullet would be included under the strategy section: “Develop technology for sustainable and responsible cellulosic resources to become a strategic source of the nation’s fuels.

Additional comments on the vision statement included capitalizing “extension” and subsequently substituting “outreach” for “extension.”

Dr. Stewart suggested that “intellectual property” should be its own bullet.

Lorna asked whether the core statements of the Mission were too exclusive. The group’s consensus was no.

The group’s consensus was also to change the word “strategies” to something like “how we will accomplish the mission” or “to achieve the mission we will...”

Dr. Bozell expressed concern about the ordering of the bullets, and it was decided to address that when a new draft was developed.

Dr. Stewart suggested totally revising the educational programs bullet and after some debate from the group the suggested wording settled on “Training the future bioenergy workforce through appropriate, targeted educational programs.”

The group asked Lorna and Patty to edit the draft for consistency, etc.

Lorna promised to send a revised draft of the statement for everyone’s review, and a revised vision statement, per the discussion, is attached.

The meeting concluded at 4:30 p.m.