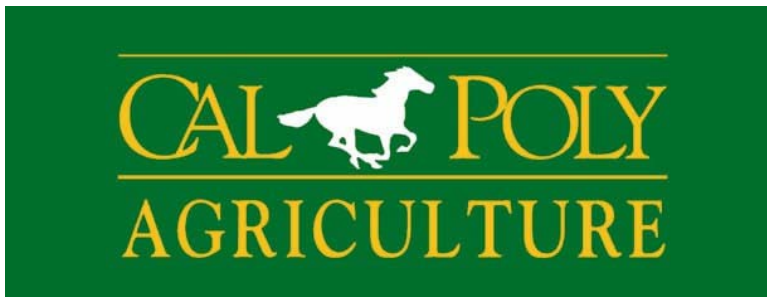


***COLLEGE OF AGRICULTURE  
STRATEGIC VISION THEMES***

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***Objectives and Tasks***

***June 11, 2004***



## Vision

The College of Agriculture is globally recognized as a center of excellence in applied sciences through responsive scholarship, leadership, and service to others.

## Mission

The College of Agriculture uses a "Learn by Doing" approach to prepare leaders in agriculture, food systems, natural resources, and life sciences who are equipped to address the diverse needs of society.

## Core Value Statements

|                           |                                                                                                                                                   |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Excellence</i>         | We are committed to excellence in teaching and learning in a polytechnic environment based on a "learn by doing" philosophy.                      |
| <i>Stewardship</i>        | We value stewardship of our environment and service to society.                                                                                   |
| <i>Accountability</i>     | We are accountable for behaviors that are ethical, professional, honest, and convey mutual respect.                                               |
| <i>Collaboration</i>      | We promote interdisciplinary efforts and collaborative partnerships within the public and private sectors.                                        |
| <i>Diversity</i>          | We embrace diversity and responsiveness to emerging global issues.                                                                                |
| <i>Life-long learning</i> | We are dedicated to professional development and lifelong-learning, which are hallmarks of the College of Agriculture.                            |
| <i>Innovation</i>         | We value an environment that fosters innovation.                                                                                                  |
| <i>Leadership</i>         | We emphasize student leadership and the development of management skills, particularly as they relate to communication, cooperation and teamwork. |

## ~ **CAGR VISION THEMES** ~ **OBJECTIVES & TASKS**

***TEACHING EXCELLENCE, GUIDED BY THE "LEARN-BY-DOING" PHILOSOPHY,  
IS A TOP PRIORITY IN OUR COLLEGE***

**Teaching Objective #1 - Mentoring:** Establish a college-wide mentoring program for new and interested faculty. The first phase of the program shall be implemented by Fall 2004, with enhancements identified and ready for implementation by Fall 2005.

- **Task 1:** Goals for the mentoring program are established and agreed upon by college faculty. [e.g., to introduce new faculty to the Learn-by-Doing philosophy; to help new faculty with guidance and feedback regarding their initial teaching activities].
- **Task 2:** Identify and recruit experienced faculty willing to serve as mentors. [e.g., previous winners of teaching excellence awards].
- **Task 3:** Arrange for assigned time for faculty serving as mentors.
- **Task 4:** Identify and document some of the content/information/techniques to be provided to those receiving mentoring.
- **Task 5:** Identify materials and opportunities to train mentors and arrange to provide mentor training.
- **Task 6:** Identify and implement reward mechanisms to recognize mentors.
- **Task 7:** Follow-up with mentors and those receiving mentoring to identify possible areas of program improvement.

**Teaching Objective #2 - Teaching Excellence and RPT:** Continued and expanded teaching development opportunities are sanctioned by the college, and are recognized in the RPT process. All college faculty participate in teaching enhancement activities or programs at least once every 5 years. Twenty percent of the faculty has participated in such activities or programs by Fall 2004.

- **Task 1:** Offer teaching development programs for faculty. [e.g., teaching methods courses].
- **Task 2:** Develop and implement a process to better utilize peer and student evaluations to enhance academic programs and teaching effectiveness. [e.g., sharing and discussing evaluation results with mentor; revise evaluation form to feed into assessment process, utilize professional development plans, as appropriate].
- **Task 3:** Make assigned time available for faculty to work on teaching excellence.

**Teaching Objective #3 - Interdisciplinary Cooperation:** Organizational aspects of the college are reconsidered and redesigned as necessary to emphasize the interdisciplinary nature of our student's future career opportunities. Factors considered should include: the college's name, administrative structure, interdisciplinary faculty and staff appointments, and procedures for administering team-teaching assignments. The naming decision should be made in time for use in the 2005-2007 catalog. Structural changes should be adopted in time for use in the 2007-2009 catalog.

- **Task 1:** Agree on goals for possible new name for the college. (e.g., most inclusive vs. most attractive to non-traditional students vs. most expressive of career opportunities).
- **Task 2:** Brainstorm possible new names and evaluate relative to goals.
- **Task 3:** If it is decided that the CAGR will change its name, adopt and implement new name in time for use in the 2005-2007 catalog.
- **Task 4:** Identify existing barriers, impediments or disincentives to smoothly functioning team teaching assignments.
- **Task 5:** Identify existing barriers, impediments or disincentives to smoothly functioning interdisciplinary appointments.
- **Task 6:** Agree on criteria for a forward-looking administrative structure for the college.
- **Task 7:** Identify recommended structural/procedural improvements to better support interdisciplinary cooperation.
- **Task 8:** Implement recommended structural changes in time for use in 2007-2009 catalog.

*Note: It is important to obtain "buy-in" for recommended changes from affected constituencies [e.g., alumni, University, faculty, staff] by involving them in the foregoing tasks.*

**Teaching Objective #4 - Financial Resources for Learn-by-Doing:** Financial support is enhanced for: lab-based courses; technical and administrative staff; "start-up" packages for new faculty; endowed faculty positions; and department operating and equipment funds.

Specifically;

- **Task 1:** By 2008, increased personnel budgets are sufficient to award 1 WTU for each contact hour of instruction.
- **Task 2:** By 2008, technical and administrative staffing levels are adequate to support our programs.
- **Task 3:** By 2008, the college is able to provide \$20,000 each to new tenure track faculty to help start their teaching and research programs.
- **Task 4:** By 2008, each department has 10% of its faculty positions funded by non-State sources.
- **Task 5:** By 2008, each department's State funds are supplemented from non-State sources by an amount equal to their student's College-Based-Fee contributions.

**CURRICULUM ENHANCEMENT PREPARES STUDENTS FOR DYNAMIC,  
FUTURE-ORIENTED CAREERS**

**Curriculum Objective #1 - Student “Career Success” Skills:** All departments incorporate student learning outcomes for career success skills into the curriculum by Fall 2005 and demonstrate satisfactory achievement of these outcomes by Spring 2007. Success skills include communication (reading, writing, speaking, and visual), interpersonal skills, leadership skills, critical thinking, problem solving and life-long learning skills.

- **Task 1:** A critical list of learning outcomes for student “success skills” will be developed by representatives from all departments by the beginning of Fall 2003.
- **Task 2:** Faculty adopt common learning outcomes as appropriate for their programs.
- **Task 3:** Departments will complete initial assessment of programs, identifying where “success skills” are presently being taught and develop plan for incorporation of remaining success skills into curriculum by June 2004. Concurrently, assessment plans will be developed for the success skills with focus on methods for programmatic improvements using assessment data.
- **Task 4:** All departments will demonstrate satisfactory achievement and/or programmatic improvements in these outcomes by June 2007.

**Curriculum Objective #2 - College-Wide Major:** A college-wide major that will allow students to explore and be exposed to the variety of science-based disciplines in agriculture will be available by Fall 2006 with an appropriate number of freshman entering the program by Fall 2008.

- **Task 1:** Departments will identify goals for how this new major could enhance or merge into their programs.
- **Task 2:** Department representatives will meet to determine common courses in the curriculum that would allow students to enter into any major in the college or complete this new major.
- **Task 3:** This curriculum would include course(s) based on a systems-integrated approach using problem-based learning and involving interdisciplinary issues and faculty.
- **Task 4:** This curriculum would include an orientation course that would include career options available in all the majors in the college, professional growth and development plans for each student, and internship opportunities to provide students experience in several disciplines.

**Curriculum Objective #3 - Key Strategic Areas:** Ensure a sufficient number of faculty and staff exist in “Key Strategic” areas to provide a core group and sustainable base.

- **Task 1:** Identify the targeted “strategic areas” that will be embraced by the college and departments by June 2004. Continue to review focus of college and new strategic areas for development yearly.
- **Task 2:** Industry and private partners will endow five new faculty and five new staff positions in new technologies areas by 2008.
- **Task 3:** Develop recruitment plans to attract a diverse pool of students that highlights “strategic areas”, new majors and concentrations in various majors for the college by Fall 2004, and update yearly.
- **Task 4:** Utilize alumni and industry supporters in various ways in the recruitment plan including development of endowments.

**OUR COLLEGE IS RECOGNIZED AS HAVING A STATE-OF-THE-ART ACADEMIC ENVIRONMENT AND AS THE INTERDISCIPLINARY LEADER IN TECHNOLOGY DEVELOPMENT AND APPLICATION**

**Academic Objective #1 - Technology Facility:** Development of a new Interdisciplinary Technology Center includes facilities for teaching new technology applications, for applied research, for conferences and office support for visiting experts.

- **Task 1:** Identify focus areas for the new technology facility such as: biotechnology, viticulture, and environmental stewardship by Spring 2005.
- **Task 2:** Design the building by Fall 2005.
- **Task 3:** Open new technology facility in Fall 2007.

**Academic Objective #2 - Facilities and Equipment:** State-of-the-art facilities and equipment are available to support teaching, research, and interdisciplinary (and where possible) international participation in newly renovated teaching laboratories and classrooms.

- **Task 1:** Renovate at least one existing technology laboratory each year using a variety of funds, such as general funds, matching funds from College Based Fees and support from industry partners.

**Academic Objective #3 - Applied Research:** Technology transfer and research activities with an applied focus are widely used within the college to enhance problem-based learning by our students.

- **Task 1:** Look for ways to increase existing utilization of the Cal Poly Farm and Swanton Pacific Ranch for applied research projects.
- **Task 2:** Showcase ARI and other research to industry and the campus by hosting an Ag Research Showcase in Spring 2004.
- **Task 3:** Ensure that faculty engaged in such activities transfer/integrate the research/technology appropriately into the classroom.

**Academic Objective #4 – Financial Support:** Financial support is available to enhance facilities, equipment, and technology environments.

- **Task 1:** Establish the fundraising effort for the new technology building by June 2004 including fundraising goals, publicity, and identification of industry leaders and drivers to initiate fundraising.
- **Task 2:** Each department, with a technology lab, will work with development staff to develop a funding plan.

***OUR COLLEGE IS THE PREFERRED INDUSTRY PARTNER IN HIGHER EDUCATION IN CALIFORNIA. THESE PARTNERSHIPS HAVE ENHANCED PROGRAMS AND ENSURED OUR REPUTATION AS THE PLACE WHERE DYNAMIC, FUTURE-ORIENTED CAREERS START***

**Career/Industry Objective # 1 - Career Awareness:** All departments, working in concert with Career Services Center staff, have established career awareness goals and implemented a career awareness program for their students by June 2005.

- **Task 1:** Departments define career awareness goals and programs for their own students.
- **Task 2:** All departments work together to maximize the opportunities for all students in the CAGR.
- **Task 3:** An ongoing, funded, professional development program with student involvement for senior projects and M.S. theses is established.

**Career/Industry Objective # 2 - Recruitment:** A career-oriented component is incorporated into ongoing and new recruitment efforts sufficient to achieve a 15% growth in the applicant pool by Fall 2006.

- **Task 1:** Fully implement an overall recruiting program that attracts a diverse pool of applicants by Spring 2004 and continue it throughout the duration of this strategic plan.
- **Task 2:** Involve alumni and industry supporters in recruitment programs to entice prospective students with career opportunities.

**Career/Industry Objective #3 - Industry Exchanges:** At least 10% of faculty and staff within the CAGR participate in industry exchanges each year.

- **Task 1:** Develop an exchange program for faculty, visiting scholars, and industry representatives.
- **Task 2:** Develop a program that allows both academia and industry to cost-share.
- **Task 3:** Identify 10 “preferred industry partners” to participate in a College-wide faculty exchange program.
- **Task 4:** Utilize the Executive-in-Residence program in order to bring high level executives into the CAGR.

**Career/Industry Objective # 4 - Split Appointments:** Pursue industry funding to provide the opportunity to have split appointments (e.g., predominantly teaching, with up to 25% release for research) in order to foster and develop industry interaction & research at the department level by 2008.

- **Task 1:** Capture value from enhanced innovation through continuing education, certification courses, and short courses for industry.
- **Task 2:** Develop a CAGR web site to communicate faculty and program innovation to industry and government.

**Career/Industry Objective # 5 - Strategic Industry Partnerships:** All CAGR programs have two or more external partners by 2005, and each department has a sustaining relationship with two or more companies in its industry.

- **Task 1:** Define “strategic external partnership” requirements by January 2005.
- **Task 2:** Identify current industry partners, with goal to increase by 20% per year.
- **Task 3:** Develop faculty contacts and participation within industry and government agencies by providing release time or appointment changes.
- **Task 4:** Train faculty on techniques to interact and deal with industry.
- **Task 5:** Develop a strategy to attract the attention of appropriate government individuals/entities (at a College level) and industry representatives (at a department level).

**OUR COLLEGE IS A MODEL FOR RESOURCE MANAGEMENT AND ENVIRONMENTAL STEWARDSHIP**

**Stewardship Objective #1 - Ag/Eco-Tourism:** Develop outreach, communication and AG/Eco-tourism program to increase awareness of Cal Poly Agriculture, our practices and resources.

- **Task 1:** Train Poly Reps and have Ag Ambassadors accompany them on campus tours – initiate annual training – ongoing.
- **Task 2:** Develop a resource inventory for Ag/Eco-tourism by June 2004.
- **Task 3:** Develop recreation plan for College Farm and Swanton Pacific Ranch to manage use and impacts by June 2005.
- **Task 4:** Develop Ag/Eco-tourism interpretive plan for stops on campus and at Swanton Pacific Ranch to start in June 2006.
- **Task 5:** Develop a web page for College Farm and Swanton Pacific Ranch that includes Ag/Eco-tourism opportunities – initiate Fall 2004, then ongoing.
- **Task 6:** Secure funding to implement Ag/Eco-tourism – ongoing.

**Stewardship Objective #2 - Master Plan:** Through interdisciplinary collaboration, develop plans for coordination of land uses and water resources with clear management goals. Create, develop, and fully implement a Master Plan for the College Farm and Swanton Pacific Ranch.

- **Task 1:** Identify a college-based group of faculty and staff to: 1) Determine the types of assessment needed to evaluate the current use, activities, and conditions, and 2) Compile completed assessment activities by June 2005.
- **Task 2:** Identify additional data necessary to complete the current use, activities, and conditions assessment and develop a timeline for completion of the data collection by January 2006.
- **Task 3:** Certify forestry operations at Swanton Pacific Ranch by September 2004.
- **Task 4:** Draft Master Plans by Fall 2006.
- **Task 5:** Approve Master Plans by June 2007.
- **Task 6:** Reduce non-point source pollution associated with roads and land management practices with ongoing activities and fully implement a reduction plan in high impact areas by June 2007.
- **Task 7:** Coordinate development and implementation of Master Plans with industry partners (Gallo, Mission Produce, Jacob Farms, Big Creek Lumber, and others as appropriate).
- **Task 8:** Integrate management of donated lands into the Master Plans within one year of acceptance of a donation.
- **Task 9:** Secure funding to develop and implement the Master Plans.

**Stewardship Objective #3 - Sustainability:** Integrate sustainability into our programs. Incorporate effective environmental stewardship practices in land management activities and programs in the College.

- **Task 1:** Write a grant proposal by June 2004 to fund an initial sustainable agriculture workshop for CAGR faculty and staff to be held in academic year 2005-2006. Learn from this experience how best to offer such workshops on an ongoing basis.
- **Task 2:** Create an inventory of existing classes that address sustainability and/or environmental stewardship. Collect syllabi and course descriptions that explicitly show the sustainable agriculture/environmental stewardship content. Consider the creation of a minor in Sustainable Agriculture. These to be accomplished by Fall 2004.
- **Tasks 3:** Create a website that showcases the many existing CAGR activities in the areas of sustainable agriculture and environmental stewardship. The purpose of the website will be to inform CAGR students, staff, and faculty, as well as interested parties external to the CAGR, about effective environmental stewardship principles and practices being demonstrated on the College Farm. Complete an initial version of the website by Spring 2005.
- **Task 4:** Continue implementing the incorporation of organic farming into the curriculum, through offerings of the organic farming enterprise project and the General Education course, Organic Agriculture (AG 315). Maintain organic certification on campus fields (Student Experimental Farm and Field 25-1) as well as at Swanton Pacific Ranch.
- **Task 5:** Secure funding for the Sustainable Agriculture Resource Consortium<sup>1</sup> for 2004 to aid in accomplishing Tasks 1-4.

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<sup>1</sup> The Sustainable Agriculture Resource Consortium (SARC) was founded through faculty and student initiative in the summer of 2000 to advance sustainable food and agricultural systems through the College of Agriculture.

**FUNDING IS NO LONGER A BARRIER TO INNOVATION IN  
TEACHING AND CURRICULUM**

**Funding Objective #1 - Advancement:** Advancement activities support the realization of the strategic vision in the College of Agriculture.

- **Task 1:** A development plan for each of the objectives in the strategic vision that require outside funding is designed by January 2005.

**Funding Objective #2 - Faculty/Staff Involvement:** Faculty and staff are actively involved in the development of outside sources of support for our programs. Department chairs/heads will take a lead role in these efforts.

- **Task 1:** A program to prepare faculty and staff for their role in resource development is designed by January 2005.
- **Task 2:** A minimum of 40% of the faculty and staff have participated in the program to prepare them for their role in resource development by January 2005.
- **Task 3:** Faculty and staff have been assigned to work with the development plans for specific objectives in the strategic vision by January 2005. The timelines for each objective will be followed.