

May 4, 2012

Dear Colleagues:

I am very pleased to share DRAFT CALS21 Grand Vision Pillars that have been generated by CALS members who represent diverse groups of units and programs in the college. As part of the strategic planning process, I am now seeking CALS-wide input with respect to these draft vision pillars. But, first, let me explain the process which we have used to create these vision pillars.

During the past six weeks, three groups of CALS members participated in facilitated visioning sessions:

1. 22 mid-career faculty members;
2. 20 department heads/directors/representatives from Extension, Agricultural Experiment Station, Administrative Cabinet, and special programs; and
3. 6 Executive Council members (see attached representatives for each group).

The goal of each session was to create a shared practical, long-range vision of where we want CALS to be in 2021.

Individuals brainstormed their visionary ideas and then worked in teams to share ideas and develop several vision statements. They were asked to think boldly, realistically, creatively, and representatively, and to describe hopes and dreams of future outcomes, new realities, and long-range accomplishments that are vital to achieve. In a word, participants were asked to articulate what they want their “legacy” to be in CALS over the next ten years – what they want to “leave in place” by their efforts to build a stronger institution.

Seven to eight vision pillars were identified by each group through the consensus-building process of the workshop, which utilized a visual, participatory, and structured methodology to achieve a clear and useful result. Based on the themes that emerged, the Executive Council reviewed all vision pillars and classified them into six Grand Vision Pillars. **You may disagree with this grouping and if so please tell us.**

Attached you will find these six Grand Vision Pillars with examples and/or ideas under each. You will also note a code of a group identity (MIDFAC - mid-career faculty group; HODS - heads of departments/directors, and EC - Executive Council).

With this background, I would greatly appreciate it if you would review these DRAFT Grand Vision Pillars and respond to the following questions:

1. Is something missing from these Grand Vision Pillars? Conversely, should something be removed?
2. Are there Grand Vision Pillars that need to be added?
3. Which pillars should be realized in the immediate- (1 year), short- (2-3-years), mid- (4-5 years), and long- (6-10 years) terms?
4. What are some goals, strategies and actions that CALS needs to undertake to advance our shared vision? The Phase III Goals template is attached to help you with this.

Please respond to Bethany Rutledge (rutledge@cals.arizona.edu) by no later than noon on May 18. The document is in Word format so you can directly edit if you like. **BUT PLEASE MARK UP THE TEXT IN SOME WAY SO BETHANY CAN SEE WHERE THE CHANGES HAVE BEEN MADE.** Your input will be given serious consideration by the EC as we finalize the CALS21 Grand Vision Pillars and as we develop CALS specific strategic plans.

I want to thank those of you who have already spent considerable time working on this. I also want to thank you all in advance for your input. Finally, I want to recognize Associate Dean Soyeon Shim for her leadership in getting this process to where it is today.



Shane C. Burgess
Vice Provost and Dean

GRAND Vision Pillar #1

Global Center of Excellence in Integrative R&D/Tech Transfer and Extension

MIDFAC	HODS	HODS	HODS	MIDFAC	MIDFAC	EC	EC
HUB FOR INTEGRATIVE GLOBAL RESEARCH	CENTERS OF EXCELLENCE FOR SUSTAINABLE ARID LAND AGRICULTURE & LIFE SCIENCES	ENHANCED R&D AND TECH TRANSFER WITH FEDERAL & PRIVATE ENTITIES	INTEGRATED, CONNECTED NETWORKS OF DIVERSE CALS STAKEHOLDERS	INTEGRATED AND GLOBAL EXTENSION AND OUTREACH	CALS SOUGHT OUT FOR STRATEGIC ALLIANCES	PREMIER BIO-MEDICAL/ BIO-ECONOMY COLLEGE	REGIONALLY RESPONSIVE AND GLOBALLY RELEVANT
World class center of excellence: technology, info, innovation in agro. production in arid & semi-arid	World leader in sustainable systems for human/ environmental interaction	Robust Research & Development relationships with federal and private agencies	Technologically-linked state-wide teams working together on critical issues relevant to Arizona stakeholders	CALS expanded to a global mission of research, extension, and outreach	High quality, high value academic programs	Key life science partner with medicine and human biology	Recognized expertise in sustainable management of arid and semi-arid regional societies
Center for integrative research in Vet. Sci. that collaborates w/ public health & medicine	Destination for arid lands research, education, and training	Technology Transfer Office: appreciative of CALS applied research	Global engagement of faculty and students in advancing people and communities	Faculty has <u>defined</u> extension % FTE	International strategic alliances and centers, e.g. Global Change, Food Safety		Recognized as Trans-Border University
Global player in water security	Regional centers of excellence statewide; e.g. Yuma Vegetable Production	Leading deployment of innovative technologies (ASZ, RTE, global)	Mechanisms in place for bridging "silos"				

Strategic international center of excellence on bio-energy, bio-informatics, bio-systems	Leader of sustainability in ag and resources for arid environments						
Leader in integrative arid agri. in US and abroad	Selected excellence in a limited number of aspects, w/ int'l recognition						
World leader in climate change adaptation and solutions							
Integration of agricultural/ food systems with bio-medical							

GRAND Vision Pillar #2: Novel, Innovative, Global Paradigms of Learning

MIDFAC		HODS	EC
NOVEL, INNOVATIVE EXPERIENCE-BASED LEARNING WITH A GLOBAL PERSPECTIVE		NEW PARADIGMS OF LEARNING	NEW MODEL FOR GRANTING DEGREES
<p>Global practical learning experience for <u>all</u> undergrads</p> <p>Top ranking in graduates known for researching/teaching/ managing <u>change</u></p>	<p>Seamless online & on-site learning experience for students</p>	<p>Modern learning spaces – technology supporting “blended” instruction</p>	<p>Inter-disciplinary undergrad degrees (offered in different venues)</p>
	<p>Leader in utilizing our point of presence (research) learning</p>	<p>Undergrad education – re-structured gen ed requirement, reflect major & career interests</p>	<p>Be known as the nation’s leading university for re-inventing higher education curricula</p>
<p>Collaborative experience-based undergrad and grad learning (less lectures)</p> <p>Leader in innovative distance learning</p> <p>Partnership with international institutions for 1) dual degree for UGs, & 2) sandwich program for grad.</p>	<p>Students develop experience with knowledge base to grow into industry leaders</p>	<p>Professional Vet Medical Education; 4 year start to finish</p>	<p>Program delivery without boundaries of any kind: dep’ts, geography, etc.</p>
		<p>A “School” approach of shared interests</p>	<p>Satellite Education Centers</p>
		<p>High employer demand for CALS graduates</p>	

GRAND Vision Pillar #3: Efficient & Effective Organizational Structure

HODS	MIDFAC	EC	MIDFAC
ADMINISTRATIVE RESPONSIVENESS AND FLEXIBILITY	DYNAMIC STRUCTURE & FUNDING ALIGNED WITH STRATEGIC VISION	LEANER & MORE ROBUST COLLEGE – WHILE PROGRESSIVE, PRODUCTIVE, & FLEXIBLE	ADMINISTRAT’N FOCUSED ON FACILITATING SUCCESS & INNOVATION – (<u>NOT</u> REGUL’N)
10% -- 20% smaller college with a more limited focus	Matrix organization – instructional dep’t with cross-disciplinary research/outreach/extension teams	CALS has a small number of clearly defined schools consistent with our broad-based areas of contribution	College-wide business administration approach; focused on success rather than regulation
CALS recognized as efficient, effective, responsive, flexible, and with a limited bureaucracy	Research centers that are responsive to global issues		Streamlined grant/ administration routing processes – fewer steps and signatures
CALS and unit administrative functions merged for optimal efficiency Streamlined reporting processes	Structures for integration of research-based outreach		Accountability, vision, analysis, planning, execution, and planning are continuous processes within CALS
	CALS using venture capital funding approach – funds a few strategic priorities		
	Students participating in a shared socialization experience to instill CALS21 vision for all Social needs-based structure; e.g. poverty, water, sustainability		

GRAND Vision Pillar #4: Physical and Human Capital Infrastructure for Excellence

MIDFAC	EC	HODS
STATE-OF-THE-ART INFRASTRUCTURE AVAILABLE	ESSENTIAL CUTTING-EDGE INFRASTRUCTURE	RECOGNIZED AS PROMOTING A CULTURE OF FACULTY EXCELLENCE
Inter-disciplinary and trans-disciplinary centers with shared physical spaces	Tele-life sciences, tele-agriculture; in extension, research and academic program	Rotating endowed chairs – research, instruction
		Multiple ways for faculty to be successful & rewarded
World-class analytical and computing infrastructure	Physical and technology infra-structure; accessible, adaptive, multi-use	Faculty salaries in top 25% for land-grant colleges
State-of-the-art buildings, labs and other infrastructure		Reforming P&T and CA to embrace integrated scholarship
		CALS endowed research/teaching assistantships/fellowships
Competitive faculty compensation		25 endowed chairs
		Fair, objective meas. mechanism for evaluation with commensurate compensation

**Grand Vision Pillar #5:
Financing**

HODS	EC
STAKEHOLDERS PARTICIPATING DIRECTLY IN CALS	FISCAL SOUNDNESS BASED ON RESOURCE-FULNESS
Enhanced public awareness of CALS mission – the public is connected	Different financial mix to support our mission (CALS is mostly self-supporting)
Enhanced community engagement – “in-reach”	More development/industry dollars than the rest of UA combined
Alumni, students, and faculty sharing a culture of philanthropy – giving back	
Alumni engaged in more than raising dollars	

**Grand Vision Pillar #6:
CALS as an Economic Engine for AZ**

EC	MIDFAC
ARIZONA’S LEADING ECONOMIC DEVELOPMENT COLLEGE	AZ PUBLIC AND LEGISLATURE EMBRACE RESEARCH & EDUC. AS ENGINES OF ECON. GROWTH
Best metrics of economic impact in Arizona for any of the 3 institutions – jobs, dollars	AZ public and legislature embrace research & educ. as engines of econ. growth
National leader in graduate job placement	

CALS21

Visioning Session for Mid-career Faculty
Friday, April 20, 11:30am-3pm

PARTICIPANT LIST

Agricultural and Biosystems Engineering

Chris Choi
Murat Kacira

Agricultural and Resource Economics

Satheesh Aradhyula

Agricultural Education

Ed Franklin

Animal Sciences

Sean Limesand

Entomology

Yves Carriere
Patricia Stock

Family and Consumer Sciences

Anita Bhappu
Lynne Borden
Stephen Russell

Natural Resources and the Environment

Donald Falk
David Moore
Barron Orr

Nutritional Sciences

Randy Burd
Donato Romagnolo

Plant Sciences

Barry Pryor
Ramin Yadegari

Soil, Water and Environmental Science

Craig Rasmussen
Channah Rock
Markus Tuller

Veterinary Science and Microbiology

Gayatri Vedantam
V. K. Viswanathan

CALS21

Visioning Session for Department Heads or Representatives
Tuesday, April 17, 11:30am-3pm

PARTICIPANT LIST

Agricultural and Biosystems Engineering

Mark Riley

Agricultural and Resource Economics

Gary Thompson

Agricultural Education

Bobby Torres

Animal Sciences

Bob Collier

Arizona Agricultural Experiment Station

Steve Husman, Tucson Area

Kurt Nolte, Yuma

Arizona Cooperative Extension

Rick Gibson, Pinal County

Susan Pater, Cochise County

CALS Development and Alumni Affairs

Jim Davis

CALS International Programs

Kevin Fitzsimmons

Educational Communications and Technologies

Barb Hutchinson

Entomology

Bruce Tabashnik

Family and Consumer Sciences

Soyeon Shim

Natural Resources and the Environment

Bill Matter

Nutritional Sciences

Scott Going

Plant Sciences

Brian Larkins

Soil, Water and Environmental Science

Jon Chorover

UA Defense and Homeland Security Institute

Joe Hiller

Veterinary Science and Microbiology

Chuck Sterling

Water Resources Research Center

Jean McLain

CALS STRATEGIC GOAL ONE: _____

Please note that all goals must be specific, measurable, achievable, affordable, realistic, time-bound (i.e. you need to put a time by which you will achieve the goal in the statement). Limit to one page per goal.

A. Current situation (i.e. problem to overcome/opportunity to capitalize on) **and gap between current situation and desired situation:**

B. Strategy/ies to achieve goal (list if more than 1):

C. Actions

Time Period (Fiscal Years)

D. Inputs needed to achieve the goal (do not limit to financial inputs):

E. Objective Metrics that will be used to track progress towards attaining goal:

Notes (if any):

STRATEGIC GOAL TWO: _____

Please note that all goals must be specific, measurable, achievable, affordable, realistic, time-bound (i.e. you need to put a time by which you will achieve the goal in the statement). Limit to one page per goal.

A. Current situation (i.e. problem to overcome/opportunity to capitalize on) **and gap between current situation and desired situation:**

B. Strategy/ies to achieve goal (list if more than 1):

C. Actions

Time Period (Fiscal Years)

D. Inputs needed to achieve the goal (do not limit to financial inputs):

E. Objective Metrics that will be used to track progress towards attaining goal:

Notes (if any):