



CAL POLY POMONA

AGRICULTURE

GROWING THE FUTURE:
CAL POLY POMONA
COLLEGE OF AGRICULTURE
STRATEGIC PLAN

DECEMBER 2015

I. Introduction

California has a vibrant set of related industries in agriculture, food and apparel that are critical to the California economy. To meet the need for professionals in these areas, the College of Agriculture (CoA) graduates students who are prepared for careers ranging from fashion buyer, dietitian, veterinary technologist, horticulturist to business managers. The college meets the demand for qualified graduates in highly specialized fields within the agricultural, food, apparel, health and animal industries. The college acknowledges its importance in developing industry responsive programs and the agriculture literacy of Cal Poly Pomona students and the community.

II. Vision/Mission Statement

The Cal Poly Pomona College of Agriculture will be a prestigious center of knowledge known for premier graduates and innovative agricultural, food and apparel solutions.

III. Goals

1. Prepare graduates to become innovators and leaders in their fields

- Integrate all disciplines necessary to move agriculture education forward
- Set our graduates on a pathway to success and value to society

2. Engage with our external community

- Maintain current relationships with stakeholders
- Connect culture to science—reconnect people to their food and fiber systems

3. Enhance existing and build new agriculture, food and apparel knowledge systems

- Evaluate and enhance urban agriculture systems
- Create new knowledge which is geographic and culturally specific to our SoCal region

4. Ensure human and physical resources to support our mission and goals

- Nurture our resources through innovative and entrepreneurial approaches
- Develop and maintain outstanding and diverse faculty and staff
- Protect our physical resources – particularly our agricultural land – so we can offer a comprehensive education for future generations of CoA students

IV. Core Values:

- Polytechnic Identity: Our college takes great pride in our polytechnic identity, realizing our unique role in higher education.
- Our college is committed to academic rigor and excellence in our teaching, learning and scholarship

- “Learn by Doing”: Our college is distinguished by our active, hands-on approach to learning
- Our college provides unique outreach and educational opportunities to our various audiences and publics to inform, educate and interact.

VI. Summary of Strengths, Weaknesses, Opportunities and Threats

A series of eight strategic planning sessions were held throughout 2014 and 2015. To date more than 200 key people have provided input to the plan. The groups went through facilitated strategic planning outlining the strengths, weaknesses (internal to the College of Agriculture) and opportunities and threats (external to the College of Agriculture). The following key themes emerged and have been combined for similar words and ideas.

<p>Strengths</p> <ul style="list-style-type: none"> • “Learn by Doing” approach • Unique Programs • Cultural diversity of student population • Dedicated staff and faculty • Student demand strong • Beautiful campus • Strong industry alumni • Small enough to be responsive when someone has ideas • As a campus, have ability to do a lot of different things • land resources • Cost of education is low, great value • 75 years of tradition, Kellogg Legacy and equine heritage • Uniqueness of urban location • Faculty have real world experience • Good reputation • Generating career ready grads • Graduates – good value to industry 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of recruiting students in some areas and need more outreach to high schools • Lack of major faculty ratio to student • Master’s program lacks resources • Lack of sufficient financial resources. • Lack of entrepreneurial culture • Weak and or inconsistent alumni relations • Insufficient and outdated traditional academic infrastructure • Weak branding • Excessive bureaucracy • Non-competitive faculty compensation • Poor faculty retention • Old facilities - labs and classrooms • Outdated equipment • Outdated facilities • Scattered academic infrastructure • Commuter campus, leaves out collegiate life (i.e. sports) • Class availability • Not keeping pace with change
<p>Opportunities</p> <ul style="list-style-type: none"> • Increase awareness • Urban location with latent demand for higher education • Ag biggest industry in the state and should draw more support • Urban ag starting can draw students • Fundraising potential, vendors & research • Foster relationships with young alumni • Large diverse alumni pool • On-line education -- extend education into other learning opportunities • Collaborations with industry • Latent global demand of programs • Global leader • Funding opportunity for research and other scholarly work • Interaction among students, faculty and industry • Internships • Societal interest in health, food, and environment 	<p>Threats</p> <ul style="list-style-type: none"> • Poaching of faculty • Decline in funding from Sacramento • Competition for resources within the State of California • Tuition do not reflect the cost of education • Affordability of tuition • Community colleges granting 4-year degrees • Instability and retention of land resources • Expenses on running an ag program, i.e. crops • High cost of living in California • Loss of physical resources, e.g., agricultural land, to development

1. Prepare graduates to become innovators and leaders in their fields

Objectives	Strategies	Success Indicators	Timeline
<p>1a. Integrate all disciplines necessary to move agriculture education forward</p> <p>1b. Set our graduates on a pathway to success and value to society</p>	<p>1a1: Initiate grants and projects that integrate more than one academic department</p> <p>1a2: Provide learning opportunities that are relevant to all disciplines</p> <p>1b1: Enhance the overall undergraduate and graduate experience through the implementation of high-impact education practices</p> <p>1b2: Encourage students to participate in regional and national-level competitions in their respective fields and recognizing the leaders of the teams</p> <p>1b3: Organize leadership seminar at college level</p> <p>1b4: Broaden the range of access to our academic programs</p>	<p>1a1: At least one grant submitted or projects involving students that includes two or more departments</p> <p>1a2: Hold at least two educational activities/events relevant to all majors</p> <p>1b1: Add at least two service learning classes or honors sections</p> <p>1b2: Achieve baseline measure (conduct a survey with a random representative sample) of percentage of CoA students participating in at least one high impact practice during their undergraduate experience at CPP</p> <p>1b3: Seek to increase this percentage of high impact classes by 5 percent by the following academic year</p> <p>1b4: Expand online course offerings by 5 percent each year to a maximum of 250 classes.</p>	<p>Aug. 1, 2016</p> <p>July 1, 2016</p> <p>June 15, 2016</p> <p>January 30, 2016</p> <p>January 30, 2017</p> <p>January 30, 2017</p>

2. Engage with our external community

Objectives	Strategies	Success Indicators	Timeline
Maintain current relationships with stakeholders	<p>Develop outreach strategies for each department</p> <p>Create a bi-monthly communique with stakeholders</p> <p>Department heads spend at least 5 percent of their time on outreach and dean 40 percent of time</p> <p>Greater interface with advisory boards and industry outreach through internships and expansion of professors of the day</p>	<p>Increased internship and job offers for students and greater meaningful interaction with industry. Relevant case studies, examples in teaching. Meeting the needs of industry by preparing students who are ready for employment.</p> <p>-At least five per department/year for professor for a day</p>	March 2016
Connect culture to science—reconnect people to their food and fiber systems	<p>Develop a robust outreach program for AGRIsapes with various publics</p> <p>Develop and implement community and school agricultural programs possible Expand Children’s Garden/Possible Mobile Children’s Garden</p>	<p>Number of visitors, increased Farm Store Danny’s Farm and other revenues</p>	March 2016

3. Enhance existing and build new agriculture, food and apparel knowledge systems

Objectives	Strategies	Success Indicators	Timeline
<p>Evaluate and enhance urban agriculture systems.</p> <p>Creating new knowledge which is geographic and culturally specific to our SoCal region</p>	<p>Industry outreach activities. Participation in professional organizations/ bodies. Conduct research into societal needs and solutions. Expand CPE Courses through the CEU. Develop relevant curricula with professional/ industry input.</p> <p>Research programs on issues especially relevant to the SoCal region (e.g. impact of climate change, urban agriculture, sustainable landscapes, sustainable textile and clothing production).</p>	<p>Number of companies directly engaged. Industry advisory board memberships. College representation on professional/ government organizations. Aggregate enrollment in CPE courses. Graduates placed with local employers.</p> <p>Scholarly publications. Media hits. Grants etc. income Number of funded research programs/ centers.</p>	<p>May 2016</p> <p>Ongoing</p>

4. Ensure human and physical resources to support our mission and goals

Objectives	Strategies	Success Indicators	Timeline
<p>Nurture our resources through innovative and entrepreneurial approaches, with an eye to protecting our agricultural land from further development</p> <p>Develop and maintain outstanding and diverse faculty and staff</p>	<p>Create entrepreneurial activities such as continuing education, renting of facilities, creating activities (tours of CA agriculture, etc.) to create additional monetary resources</p>	<p>Classes through Extended Education</p>	<p>Ongoing</p>
	<p>Understand and control expenses on farm enterprises. Determine strategies to create additional income (new products/markets to sell)</p>	<p>Budgets that reflect true realities and are updated monthly</p> <p>Develop a list of crops to sell to Dining Services</p>	<p>Ongoing</p> <p>Started and ongoing</p>
	<p>Cast a broad net during job searches. Whenever possible recruit people from outside CPP for positions to create additional diversity of thought and ideas.</p>	<p>Diverse set of applicants from throughout the U.S. and world</p>	<p>Ongoing</p>
	<p>Work with each faculty, lecture and staff member for development of a professional development plan.</p>	<p>All faculty, staff and lecturers will have an individualized professional development plan</p>	<p>Will begin in January 2016 and completed by December 2016</p>
	<p>Appreciate and communicate the successes of all members to ensure their contributions are noted</p>	<p>People will feel appreciated for their work and given assistance if needed</p>	<p>Ongoing</p>

VII: Next Steps

The final element of the strategic planning process will be honing the input and developing final goals. Goals that are emerging and need final outputs and outcomes using the Logic Model (Taylor-Powell, 1996) Inputs—Goals—Outputs—Outcomes/Impact are:

- Leverage unique location—importance of ports, export/import and California agriculture
- Renaming the college to reflect agriculture, food and apparel
- Equine heritage important
- Develop the growing of food currently imported to SoCal (urban ag opportunity)
- Make sustainability personal
- Engage more fully with external publics
- Link social, cultural, practical and scientific aspects in discussions aimed to discover new food delivery systems
- Engage multi-generationally—using college resources to pump the pipeline for agriculture
- Engage the potential of cultural diversity
- Cultural aspects and diversity of the area for development of new flavors, crops, etc., new materials—new designs (Innovation happening in California again in food, clothing)
- Engage by managing dynamics for creativity thus innovation

Bibliography:

Taylor-Powell, E., Steele, S., & Douglass, M. (1996). Planning a program evaluation. Retrieved May 2015, from University of Wisconsin-Extension-Cooperative Extension, Program Development and Evaluation Unit Web site: <http://www.uwex.edu/ces/pdande/evaluation/evaldocs.html>