



**CAL POLY**

College of Agriculture, Food  
& Environmental Sciences

## **2021-22 Strategic Priorities Summary Report May 2022**

### **Overview**

The college collectively focused on five goals throughout the 2021-22 academic year to move the college forward in meeting its strategic vision as well as aligning with University and Academic Affairs strategic plans. Each goal and its tactic are listed below, along with a status update.

### **GOAL 1**

***Strengthen our Academic Programs, including General Education, to ensure they are current, distinctive and mission driven***

Dean sponsor: Cath Kleier

Leaders: Joey Gray, Peter Livingston, Jaymie Noland, Haley Marconett

### **Sub Goals and Tactics**

#### **Move forward new college majors and minors**

1. Food Safety minor
  - Submit proposal
    - a) A college-wide committee was convened to develop Learning Objectives (LOs) and map existing courses to those LOs. New courses are being developed for inclusion. The proposal is being finalized for submission.
  - Move forward certificate program
    - a) Cath Kleier and Peter Livingston met with Extended Education to discuss moving this forward. This will be revisited once the minor is finalized.
2. Sustainable Ecological Engineering major
  - Submit proposal
    - a) The college engaged Hanover Research to assess the competitive landscape and potential student demand for such a major. The data showed a strong demand for such a program so the department has mapped out a supporting course flow chart and anticipates moving forward a new major proposal in conjunction with the transition to semesters.
3. Sustainable Food Systems major
  - Re-establish committee
    - a. Matthew Grieshop, the new Grimm Family Center for Organic Production and Research at Cal Poly director, began his role winter quarter. He is currently assessing next steps.
  - Engage Hanover Research in qualitative/quantitative survey
    - a) This will commence following establishment of committee and specific next steps. A contract has been agreed to with Hanover Research to address.
4. Assess major name change or new major for Recreation, Parks and Tourism Administration
  - a) The department has worked through the process of changing the major name to reflect industry trends, student interest and the department name. The required paperwork was prepared this year and will be submitted Fall 2022 for approval.

5. Assess strength of program names utilizing Hanover Research
  - a) Agricultural and Environmental Plant Sciences: following Hanover's research and subsequent consultation with department faculty, staff, students and advisory council and industry, a proposal was created and approved to change both the department and major name to Plant Sciences, effective summer 2022.
  - b) Agricultural Systems Management: the college engaged Hanover Research to assess the competitive landscape and how this program name resonated with prospective students. Leveraging the data, the department will be following a prescriptive process, given it is an ABET-accredited program, for consulting with students, faculty and the industry advisory council on the matter.
  - c) Hanover Research is currently conducting a market analysis of the Food Science major and will address Agricultural Communications next.

### **Develop new college strategic vision and positioning**

1. Develop and articulate new college positioning to harness industry trends around climate smart and leverage existing work
  - a) In Fall 2021 the college engaged multiple stakeholders – including college faculty, staff, students and advisory councils – in conversations around how to better articulate what the college is doing in the areas of “sustainability” and “climate smart.” The college also engaged Hanover Research to assess the competitive landscape and student interest. The college presented its findings at the November Dean's Advisory Council meeting and Foundation Board meeting. The college has identified this as a programmatic need in its annual resource/budget planning process. Additional work will be conducted on this in Summer 2022, including work on development of a minor that would evolve into a degree major.
2. Update college strategic intent (six foci) as needed
  - a) The college will revisit its strategic intent in Summer 2022.
3. Complete Fall Action Plan for each department to ensure alignment with program review
  - a) All departments but one completed a Fall Action Plan within the new Academic Affairs template. The Associate Deans reviewed each and in conjunction with the dean, provided written feedback to the Department Heads.
  - b) The Environmental Management and Protection degree completed a program review.
  - c) The MS in Nutrition completed its self-study and site visit for its first-ever program review.

### **Continue contributions to University GE programs**

- a) Three new GE courses were added: ASCI 319 (Physiological Chemistry of Animals), BRAE 220 (Introduction to Biological Systems) and DSCI 229 (General Dairy Manufacturing). Five GE courses were recertified: AEPS 110 (People, Plants and Plagues), AG/ASCI 360 (Holistic Management), FSN 250 (Food and Nutrition: Culture and Customs), RPTA 201 (Sociological Dimensions of Work and Leisure) and RPTA 255 (Leadership and Diverse Groups).
1. Monitor new Ethnic Studies requirements and develop courses as relevant
  - a) All Ethnic Studies Area F courses must presently have an ES prefix, so there is not a process to propose new courses to meet this requirement.

### **Focus on continuous improvement of curriculum**

- a) Continued to discuss current curriculum needs with all departmental industry advisory councils and the Dean's Advisory Council to ensure industry relevancy.
  - b) Started a \$4.8M CAL FIRE-funded project on workforce development in fire fuels management for current workers in the field and for undergraduates in Forestry and Fire Science at Cal Poly.
1. Complete curricular mapping to examine program learning outcomes to ensure curriculum delivers outcomes
    - a) Each department's assessment coordinator met quarterly with the Associate Dean and the University's Director of Assessment.
    - b) As the WSCUC TPR was on DEI, 11 out of 15 majors have mapped the required courses within their departments to the Diversity Learning Objectives (DLOs).
    - c) As Cal Poly plans for transition to semesters, departments will have to re-evaluate Program Learning Objectives to ensure backwards curriculum design.
    - d) Program Learning Objectives will be shared between departments.
  2. Improve annual assessment plan for each department
    - a) Annual assessment plans were submitted for each department and reviewed. Cal Poly has adopted a flexible model of assessment so that the assessment questions can be driven by the departments.

### **GOAL 2**

#### ***Enrich the campus culture of Diversity, Equity and Inclusion***

Dean Sponsor: Cath Kleier

Leaders: Neal MacDougall, Bree Hugins, Joey Gray, Haley Marconett

#### **Sub Goals and Tactics**

#### **Continue to engage CAFES students, staff, and faculty in creating an inclusive campus culture**

1. Formally launch DEI Strategic Action Plan
  - a) The college formally launched its DEI Strategic Action Plan at its Fall Conference session via a two-hour workshop that included an identity exercise and introduction to and engagement with the Plan. All faculty and staff were required to participate.
2. Develop and implement quarterly DEI workshops or events
  - a) The college hosted or sponsored multiple DEI-focused events throughout the year:
    - Fall quarter: DEI workshop for all faculty and staff during CAFES Fall Conference session
    - Winter quarter: First-Generation Student speaker panel; 4<sup>th</sup> annual Aspire to Grow Conference; 26 Hours of Science and Technology
    - Spring quarter: The Power of the Collective talk in partnership with LIA and the Latinx Center
  - b) Other workshops and events that were more targeted include:
    - In conjunction with Sarah Macdonald of CTLT and Leyla Cabugos of Kennedy Library, we developed a workshop to brainstorm with faculty best practices for meeting DLOs in their courses. This workshop was completed with the Food Science and Nutrition and Animal Science Departments.

- Assessment of the DLOs was completed for the Food Science, Environmental Management and Protection, and Agricultural Business majors.

### **Develop CAFES Student DEI Committee**

1. Explore best strategies for new student committee
  - a) In Fall quarter all students were invited to join the new CAFES Student DEI Advisory Council. There are now 10 students on the council with all but two departments represented. The council met once a quarter with two meetings in the spring quarter and a desire to meet twice a quarter next academic year. The Council provided several valuable suggestions including DEI training as part of CAFES student leadership and club training.

### **Finalize and implement CAFES DEI Strategic Action Plan**

1. Work with departments and faculty to improve their DEI goals and reporting methods
  - a) The Associate Dean worked with college departments to enhance these efforts. Most departments now have DEI formally identified in their action plans.
2. Curriculum map college courses to University diversity learning outcomes
  - a) This mapping was completed by 11 out of 15 majors.

### **Recruit, retain and develop diverse students, staff, and faculty committed to inclusive excellence**

1. Implement year 1 of new CAFES Orientation Adventure (COA) program and assess impact
  - a) Program was launched with a first cohort of six faculty and two staff. The cohort engaged in 10 activities throughout the year. Cohort 2 will be launched in September 2022.
2. Work towards developing a strategic high school and community college student recruitment program
  - a) The CAFES Ambassadors student leadership group hosted multiple tour sessions per week, hosting more than 1,000 prospective students as well as 1,200 parents/supporters during the 2021-22 AY through the University's Visit Days tour platform. The Ambassadors also hosted prospective students at multiple on-campus events, including Fall Preview, Open House, and PolyCultural Weekend, as well as off-campus, including FFA National Convention, FFA State Convention, World Ag Expo, and 10 high school and community college fairs. The college plans to develop a more robust off-campus schedule for the 2022-23 AY with external funding.
3. Re-activate faculty and staff development programs, e.g., LEAD21, FSLI and others
  - a) The college supported administrator's participation in FSLI and will support a faculty member in 2022-23. The college supported one faculty member in the LEAD21 program.
4. Determine need for AY 2021-22 faculty fellow(s)
  - a) The college utilized one faculty fellow (DeLay) in the 2021-22 AY to lead the college's transition to semesters. Her work will continue into the coming years.

### **GOAL 3**

#### ***Fulfill the goals of the Graduation Initiative 2025***

Dean Sponsor: Bill Hendricks, Cath Kleier

Leader: Jeremy James, Stephanie Jung, Ben Swan

#### **Sub Goals and Tactics**

##### **Assess each academic program**

1. Complete and submit review of essential data; analyze how to close equity gaps
  - a) The college conducted a review of essential data, which indicated that equity gaps still exist in all departments, though some are closing.
  - b) A document was created with FTF and NTR URM graduation gap analysis for each CAFES major.
  - c) To facilitate the closure of gaps, Cath Kleier applied for a USDA Multicultural Scholars Program grant that would primarily support tuition for 10 students within the college; these students would also receive one on one faculty mentoring, modelled after the BEACoN program.

##### **Determine strategic direction of CAFES Advising Center and MAP Center**

1. Complete centralization of all academic advisors into CAFES Advising Center
  - a. This centralization was completed during the academic year. There is a current recruitment for a professional advisor for the Animal Science and Dairy Science majors.
2. Develop strategic action plan
  - a. This project was put on hold pending completion of the recruitment for a professional advisor for the Animal Science and Dairy Science majors.
3. Administer survey to determine best practices for advising appointments
  - a. A survey was distributed to students during the academic year. Data suggested that the majority of students prefer online advising appointments.
4. Assess whether peer advisors can support students across all majors
  - a. Peer advisors were cross-trained to answer general advising questions for students across the college. Following analysis, it was determined that the *one major / one advisor / one expert* advising model remains the most appropriate one for the college given the complexity of its programs.
5. Develop strategic plan for MAP Center
  - a. This project was put on hold pending completion of the recruitment for a professional advisor for the Animal Science and Dairy Science majors. Programming of the MAP Center is listed under the job responsibilities of this role.

##### **Enhance relationships with community college partners**

1. Partner with Transfer Student Center to support college transfer students in achieving success and improve graduation rates
  - a. Advisor Meagan Groom was identified as the college's Transfer Student Center liaison to support college transfer students in achieving success and improving graduation rates.
2. Identify how CAFES Advising Center and MAP Center can work synergistically with Transfer Student Center
  - a. This work will resume next academic year once the CAFES Advising Center is fully staffed and the university Transfer Student Center is more fully solidified.

3. Develop plan for department heads to work directly with community colleges
  - a. Each department head has established relationships with leaders from their lists of top transfer student community colleges.
  - b. The college has engaged in outreach to Allan Hancock Community College to establish a 2+2 program for the Agricultural Systems Management major. We will be submitting a formal proposal with an identified start date of 2026, following the campus conversion to semesters.
  - c. The Food Science and Nutrition Department has invested significant time and resources into strengthening our relationship with Allan Hancock Community College. The department head and a faculty are members of their Culinary Arts and Food Science/Nutrition Advisory Committee. They hosted numerous students on campus for educational sessions about the program as well as classes needed in order to transfer.
4. Formalize articulation agreements
  - a. The college has a total of 80 articulated agreements with community colleges.

**Expand the use of dashboard data by college and department leaders to analyze key performance indices**

1. Launch baseline metrics as a norm for each department to evaluate improved effectiveness and efficiencies in SCU generation and SCU/WTU ratios
  - a. SCU/WTU faculty ratios were tracked over the past three years and a three-year average was calculated for each department as a baseline ratio.
  - b. Total SCUs were tracked over the past three years by department and a three-year average was calculated.
  - c. The college conducted an analysis of department budget/SCU ratios and department budget/WTU ratios.
2. Review CSU dashboard data on student success and determine ways to incorporate
  - a. The college conducted several trainings with the department heads to increase usage and comfort level with CSU student success dashboards.

**GOAL 4**

***Champion Excellence in Teaching and Scholarship***

Dean Sponsor: Jim Prince

Leaders: Joey Gray, Scott Steinmaus, Jaymie Noland

**Sub Goals and Tactics**

- a. College faculty submitted 89 research and grant proposals and secured \$20.1M in funding, as of the end of May. This includes \$4.2M from CAL FIRE to support workforce training in fire fuels management and \$4.8M for fuel treatment and related research at Swanton Pacific Ranch.

**Develop system to analyze data for all release/assigned time. Establish guidelines for release/assigned time across college**

1. Conduct quarterly analysis of workload for all departments; work with departments to reduce assigned time that does not provide solid rationale
  - a. The college conducted a quarterly analysis and provided consultation with department heads as necessary for acceptable and unacceptable assigned time.

- b. The college conducted an analysis of department head/chair appointments across all six colleges and departments; CAFES department head SCU/WTU ratio, department head adjusted workload hours (total actual WTUs including teaching and administrative time); and department head generated SCUs.
2. Finalize overall guidelines
  - a. The college has continued progress on developing its overall guidelines and has plans to finalize them during Summer 2022.

### **Develop ways to reward and improve teaching excellence**

1. Consider assessment, student evaluations and potential strategies for rewarding excellent teaching
  - a. Teaching excellence is the most essential criterion for the college's RPT and lecturer review processes.
2. Review options for providing assigned time to enhance teaching
  - a. Assigned time has been minimal due to significant budget constraints.
3. Consider ways to incorporate CTLT and other trainings to enhance teaching
  - a. Sarah Macdonald and Cath Kleier partnered to present a CAFES specific cohort of Introduction to Inclusive and Equitable Teaching. There are presently 10 faculty participating in this cohort.
  - b. Patrick O'Sullivan is working with CAFES to develop a workshop of teaching instruction for CAFES Instructional Student Assistants. Plans are to implement for fall quarter 2022.

## **GOAL 5**

### ***Increase capacity of data and technology to inform decision-making***

Dean Sponsors: Jim Prince, Bill Hendricks

Leaders: Jaymie Noland, Jeremy James, Benoit Lecat

### **Sub Goals and Tactics**

#### **Continue to utilize dashboard data to effectively inform decisions**

1. Incorporate dashboard data into relevant processes
  - a) The college expanded its dashboard usage to include analysis of enrollment data including:
    - Cumulative percentage of NTR applicants above 3700 MCA score
    - Comparison of Fall 2021 to Fall 2022 application summary data mid-April to May 1 deadline with analysis of admits, percentage of confirms based on admits, and percentage of confirms based on target for each major and CAFES Utilized tenure density, SCU/WTU ratios, program enrollment, and applicant trends to inform admissions targets for each major
    - Developed Excel document for all departments that includes 9-year FTF enrollment and application data, 6-year NTR enrollment and application data, major enrollment 6-year trends, change of major imports and exports, and grad student admissions and enrollment data. Document provides specific directions for each sheet for department heads to follow up with IR and dashboard data
    - Created table to track change of majors for all departments with difference ratio between imports and exports, ICMA GPA, and demand
    - Analysis of top feeder schools for each CAFES major



2. Include ongoing trainings for college leadership
  - a) The college leadership team engaged in multiple dashboard training sessions throughout the year.

## **GOAL 6**

### **Other**

Dean Sponsors: All

Leaders: All

### **Sub Goals and Tactics**

#### **Strengthen supply chain of all CAFES food products and sales**

1. Launch recruitment for associate dean of infrastructure and business operations
  - a) The recruitment for this position was formally launched in March 2022 as an associate dean of teaching and research operations and infrastructure. The recruitment is active as of May 2022.
2. Move CAFES Farm Market plans forward
  - a) This initiative is on hold until the associate dean of teaching and research operations and infrastructure position is filled.

#### **Finalize and implement strategic plan for recovery and rebuilding of Swanton Pacific Ranch**

1. Finalize strategic intent
  - a) The Swanton Pacific Ranch strategic intent was finalized and shared out in Fall 2021.
2. Develop and finalize five-year roadmap
  - a) The Swanton Pacific Ranch five-year roadmap was finalized and shared out in Fall 2021. The college submitted a request for \$35M in one-time state funding to support this as well as the development of an Education Center to meet critical training needs in fire and forest health. This funding request has been championed by Senator John Laird.

#### **Remodel key labs for research usage**

1. Remodel labs at 11-103 (organics, soil/water/air lab), 11-105 and 52-D18; renovate the Crops Unit classroom in Bldg. 17 for use as a studio classroom
  - a) These projects are slowly underway due to limited staffing in Facilities, but progress should be made during Summer 2022. Much of the funding (\$1.5M) is non-state funding, outside of about \$70,000 for the Bldg. 17 classroom remodel.
2. Assess need and ability to remodel computing labs
  - a) Following analysis, \$400,000 in one-time funds were used to purchase 200-plus computers to replace old units in 10-203, 10-204, 10-215 11-304, 180-230, and 8A-03E. Computers have not been replaced in 18-200, 8A-03C, and 10-214. 10-214 will be analyzed as a potential active, flexible student learning space.

#### **Continue to make progress establishing WUI FIRE Institute**

1. Push forward for formal Academic Senate approval
  - a) A formal proposal to establish the WUI FIRE Institute is under review by the Provost as of May 2022.
2. Launch website and other communications and marketing materials
  - a) A website was launched in Winter quarter to communicate to stakeholders.



- b) A position description and four-year budget plan have been developed and submitted to the dean for consideration.
- c) Recruitment of the director position will begin during summer 2022.
- d) The dean will meet with the funding agencies during summer 2022 to ensure continued support for the institute.

### **Formally launch the Grimm Family Center for Organic Production and Research at Cal Poly**

- 1. Complete recruitment and hiring of Center director
  - a) Matthew Grieshop was hired as director and began his role in January 2022.
- 2. Develop vision and strategic intent
  - a) The Center vision and strategic intent is under iterative development by an advisory council and will be finalized in in early AY 2022-23.
  - b) The Center has applied for \$32M in funding so far this year from USDA and plans to submit a \$15M grant proposal in the next two months.
- 3. Develop communications and marketing materials
  - a) A strategic communications plan was developed in Winter quarter. A center website was launched in May 2022. A logo is currently under development, which will inform other communications materials.

### **Finalize plans for Boswell Ag Tech Center within the William and Linda Frost Center for Research and Innovation**

- 1. Finalize infrastructure needs
  - a) Construction on the project was delayed several times throughout AY 2021-22. The college is still finalizing its infrastructure needs and plans as a result.
  - b) Plans are well underway for moving faculty offices, equipment, supplies, and chemicals into the Frost Building.
- 2. Complete needed funding
  - a) The college continues to work toward finalizing the funding for this facility.

### **Launch the JUSTIN and J. LOHR Center for Wine and Viticulture**

- 1. Complete all construction and infrastructure projects
  - a) The facility is largely complete, with some remaining punch-list items to be addressed. The college held a donor commemorative grand-opening in Fall quarter and has opened it to limited usage.
- 2. Transition all related work and courses into facility
  - a) Classes and labs began in the facility in Spring quarter.
- 3. Complete needed funding
  - a) The college continues to work toward finalizing the funding (\$1M) for this facility. An additional \$2M was raised in 2021-22.

### **Establish vision for CAFES Farm Market**

- 1. Determine project vision
  - a) This initiative is on hold until the associate dean of teaching and research operations and infrastructure position is filled.
- 2. Develop funding plan
  - a) Several prospective donors have some level of interest in this project.

### **Establish vision for Plant Sciences Complex**

1. Determine project vision
  - a) The college has met with several industry experts and partners to determine the best path forward. An initial programming plan was funded (~\$1.2M) by CAFES donors and completed during FY 2021-22 to address site plan, size and scope of the greenhouses, plant science lab building and the fruit and vegetable processing building.
2. Determine project funding plan
  - a) A funding assessment was done as a result of initial programming (see above) and determined to be approximately \$60M. The primary roadblock for the project is the need for state funding for site development and construction of the much-needed greenhouses. Donors have told us they are not interested in supporting the project until at least half of the total funding (~\$60M) is provided by the state.

### **Establish vision for Animal Health Center**

1. Determine project vision
  - a) The college completed the initial programming efforts with an architect, faculty and staff during AY 2021-22. Once total funding is established (\$~30M), the final project planning can be completed.
2. Develop potential funding plan
  - a) The college received a \$13M planned gift from the estate of Chuck and Claire Jacobson toward the project. Additional funding opportunities are being developed.

### **Refresh vision for Dairy Products Technology Center (DPTC)**

1. Continue meetings with California Milk Advisory Board (CMAB) and the California Dairy Research Foundation (CDRF)
  - a. College leadership held several meetings with these industry groups to advance the shared vision and mission of this Center.
2. Complete re-articulation of Institute's focus
  - a. While work toward this goal was advanced this year, a Center director is needed to champion this effort.
3. Determine funding source for director/faculty
  - a. Jaymie Noland and Jim Prince submitted a proposal, in conjunction with Fresno State, which is managing a large Dairy Innovation Grant from the USDA to support the dairy industry on the west coast. This \$800,000 grant was funded and will largely support the hiring of a new DPTC Director for four years.
4. Determine relationships with industry partners
  - a. The industry advisory board has met to help Jaymie Noland and Dean Thulin move forward on multiple fronts to support the DPTC.

### **Meet fundraising target of \$14M**

1. Implement FY 2021-22 development and stewardship plan
  - a. As of May 2022, the college has raised more than \$7.1M, and anticipates a \$13M planned gift to be recorded. We anticipate meeting our target this year and continue to provide leadership to the university in this area.