

STRATEGIC PLAN OVERVIEW ■ 2005-2009

College of Agriculture and Life Sciences

INTRODUCTION

The CALS strategic plan identifies areas where the college will focus and our relationship to the University of Arizona strategic plan. It is a strategic plan and therefore provides context and a roadmap for navigating what we see in the next 5 or so years. With the collaboration of our stakeholders we reviewed the major driving forces of change and their implications for CALS, and identified some near-certainties and uncertainties.

We will maintain traditional programs but the programmatic focus will change. Internal reallocation of resources will be an important financial tool in addition to funding by state appropriation or sponsored projects. We update annually a 10-year budget plan, also with the aid of our stakeholders, to continually reevaluate our focus. We also expect that collaboration and partnerships will increase but so will competition; thus market-based funding must increase if public support remains low. This Overview describes highlights of the plan, which includes our living in a VUCA world — volatile, uncertain, complex, and ambiguous (a concept developed by U.S. Military). In our college we can address these factors by focusing activities and using the FAIR approach — flexible, agile, innovative, and responsive.

Vision: To provide valuable learning experiences for our students and stimulate a richer and sustainable quality of life for people in Arizona, the nation and the world.

Mission: To develop, integrate, extend, and apply knowledge.

Values:

1. Mutual Respect in a Diverse and Inclusive Community
2. Excellence
3. Innovation and Entrepreneurial Action
4. Integrity
5. Partnerships

SIX FOCUS AREAS

At the broadest level, the college will be involved in learning (undergraduate and graduate), discovery (research), engagement (extension — off-campus education and applied research), and public service. Some activities cross all focus areas:

- *Programs involving an interdisciplinary or international scope* — where we cross borders of all types — International, Cultural, Ethnic and Disciplinary
- *Programs involving production agriculture* — Agriculture in this context includes plants and animals used for food or other commercial purposes
- *Programs involving the life sciences* — This area recognizes the changes in many of our activities that relate to plant and animal basic biology and genome structures and function.

CALS is organized along disciplinary departmental units and geographically oriented units, so the six focus areas below are the basis for budget allocations and annual program reviews as well as a way to organize the blending of disciplines that are involved in a holistic approach to learning, discovery, and engagement.

1. ENVIRONMENT, WATER, LAND, AND NATURAL RESOURCES

Is concerned with the issues related to protection, enhancement and sustainable use of our basic environmental resources. These are soil, air and water, and the conservation, management and use of renewable natural resources including wildlife, fisheries, rangelands, forests, watersheds, flora and fauna ecosystems, and other landscapes on lands in both private and public ownership. Our emphasis on the sustainable use of natural resources and environmental protection requires attention to public policy as well as resource assessment, monitoring and management. Approaches and solutions to environmental and natural resource issues seek to involve an integration of ecological principles in the design, planning, and implementation of the management of ecosystems and landscapes.

2. PLANT SYSTEMS

Addresses the production and biology of plants used for food, fiber, livestock feed, industrial products, and for environmental, aesthetic, conservation and ornamental purposes. Optimal and sustained productivity is based on best cultural management practices, the molecular genetics of plants and an understanding of molecular, plant, microbe and insect interactions. Emphasis will continue on integrated pest management, use of high value/specialty plants, and unique conditions of arid environments.

3. ANIMAL SYSTEMS

Encompasses contemporary methods of biology to improve productivity and increase the quality, composition, safety, and desirability of animal products; promotes the use of integrated and long term, sustainable production systems that are compatible with arid environments; enhances genetic diversity and biological performance; and improves the health and well-being of food and companion animals.

4. FAMILY, YOUTH, AND COMMUNITY

Focuses on economic, social, psychological, and biological factors affecting individuals, families, and groups over their lifespan. The audiences include families broadly defined, Indian communities (on- and off- American Indian Reservations), and rural/urban and border living areas. Discovery (research) contributes to the knowledge and understanding of family processes and transitions, interpersonal relationships, and developmental pathways of children, adolescents, and adults. Educational and outreach programs target diverse youth, family, and community needs including such topics as effective parenting, violence prevention, resource management, responsible decision-making, the economic well-being of families and consumers in the marketplace, leadership, and access to community support systems.

5. HUMAN NUTRITION, HEALTH AND FOOD SAFETY

These programs focus on the relationships of the life sciences to human health promotion, disease prevention and food safety. Programs use innovative interdisciplinary approaches to discovering, translating, and applying how nutrition and physical activity can prevent disease and promote good health and well-being. The safety and quality of food for human consumption is addressed by programs directed towards transportation, processing and consumer handling of food. Programs encompass a broad range of approaches from basic cellular and molecular research to clinical human research studies and educational programs. These programs enable people and communities in the state, nation and other countries to translate research based life sciences discoveries into nutrition, physical activity and food safety practices that promote health and prevent diseases.

6. MARKETING, TRADE, AND ECONOMICS

Deals with economic analysis and the resource allocation processes of businesses and /or consumers in the global marketplace. Also deals with the strategic analysis of the environments in which marketers and retailers operate—including competitive, consumer, economic, cultural, and technological environments—to create successful management strategies and tactics in the global, value-added chain for food, fiber, services, and other consumer goods. The results of these efforts will impact on economic development, on the marketplace and the communities, on global trade and on natural resources and the environment.

FIVE GOALS

The five goals below are taken from the University of Arizona Strategic Plan for FY 2006-2010. The College of Agriculture and Life Sciences uses the same goals so we are consistent with the university, but implements them in different ways to address our strategic choices. Specific objectives are not part of this strategic plan, but will be found in more detailed and short term operational plans.

1. *Build a world-class and diverse academic community at the forefront of discovery.*
2. *Increase student engagement, achievement, retention and graduation rates.*
3. *Extend the concept of a “land-grant university” to position the University of Arizona, across all colleges, as a model for linking scholarship and creativity to societal and community needs.*
4. *Achieve a strong financial foundation.*
5. *Increase recognition as a research university committed to an outstanding educational experience and connected to its community and the world.*

PUTTING THE PLAN TO WORK

CALS will use the three approaches to implement the plan and monitor results. These are:

1. *Guiding Principles for Making Decisions*
2. *Assessment Criteria*
3. *Performance Indicators*