**GRAND Vision Pillar #1**

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

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| **MIDFAC****HUB FOR INTEGRATIVE GLOBAL RESEARCH** |  **HODS****CENTERS OF EXCELLENCE FOR SUSTAINABLE ARID LAND AGRICULTURE & LIFE SCIENCES** | **HODS****ENHANCED R&D AND TECH TRANSFER WITH FEDERAL & PRIVATE ENTITIES** | **HODS****INTEGRATED, CONNECTED NETWORKS OF DIVERSE CALS STAKEHOLDERS** | **MIDFAC****INTEGRATED AND GLOBAL EXTENSION AND OUTREACH** | **MIDFAC****CALS SOUGHT OUT FOR STRATEGIC ALLIANCES** | **EC****PREMIER****BIO-MEDICAL/****BIO-ECONOMY****COLLEGE** | **EC****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 defined extension % FTE | Internationalstrategicalliances and centers, e.g. Global Change, Food Safety |  | Recognized as Trans-Border University |
| Global player in water security | Regional centersof 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**

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

**GRAND Vision Pillar #3: Efficient & Effective Organizational Structure**

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| **HODS****ADMINISTRATIVE RESPONSIVENESS AND** **FLEXIBILITY** | **MIDFAC****DYNAMIC STRUCTURE & FUNDING ALIGNED WITH STRATEGIC VISION** | **EC****LEANER & MORE ROBUST****COLLEGE –****WHILE PROGRESSIVE, PRODUCTIVE, & FLEXIBLE** | **MIDFAC****ADMINISTRAT’N FOCUSED ON FACILITATING SUCCESS & INNOVATION – (NOT 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 efficiencyStreamlined reporting processes | Structures for integration of research-based outreach |   | Accountability, vision, analysis, planning, execution, and planningare continuous processeswithin CALS |
| CALS using venture capital funding approach – funds a few strategic priorities |  |  |
| Students participating in a shared socialization experience to instill CALS21 vision for allSocial needs-based structure; e.g. poverty, water, sustainability |  |  |

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

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| **MIDFAC****STATE-OF-THE-ART** **INFRASTRUCTURE AVAILABLE** | **EC****ESSENTIAL****CUTTING-EDGE****INFRASTRUCTURE** | **HODS****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 |

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| **Grand Vision Pillar #5:****Financing** |  | **Grand Vision Pillar #6:****CALS as an Economic Engine for AZ** |
| **HODS****STAKEHOLDERS PARTICIPATING DIRECTLY IN CALS** |  **EC****FISCAL** **SOUNDNESS** **BASED ON** **RESOURCE-** **FULNESS** |  | **EC****ARIZONA’S****LEADING** **ECONOMIC****DEVELOPMENT****COLLEGE** | **MIDFAC****AZ PUBLIC****AND****LEGISLATURE****EMBRACE****RESEARCH & EDUC. AS ENGINES OF ECON. GROWTH** |
| Enhanced public awareness of CALS mission – the public is connected | Different financial mix to support our mission (CALS is mostly self-supporting) | Best metrics of economic impact in Arizona for any of the 3 institutions – jobs, dollars | AZ publicand legislatureembrace research & educ. as engines of econ. growth |
| Enhanced community engagement – “in-reach” | More development/industry dollars than the rest of UA combined | National leader in graduate job placement |
| Alumni, students, and faculty sharing a culture of philanthropy – giving back |
| Alumni engaged in more than raising dollars |