**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 | 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**

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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 undergrads  Top 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 learning  Partnership 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 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**

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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 public  and legislature  embrace 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 |