

**University of Wisconsin Madison College of Agricultural & Life Sciences**  
**[Department] Five-Year Plan**  
**Member of [Collaborative]**  
**2019 – 2023**

The University of Wisconsin Madison College of Agricultural & Life Sciences adheres to the following mission, vision, guiding principles, and goals.

**Mission:** To advance and share knowledge, discover solutions and promote opportunities in food and agriculture, bioenergy, health, the environment and human well-being.

**Vision:** To lead in science, innovation and collaboration that improves life and sustains the natural world.

**Guiding Principles:** Innovative and relevant research is the basis of CALS activities and provides the foundation for excellence in our teaching and outreach. We strive to:

1. Invest in research, teaching and outreach activities in scholarly domains in which the college has acknowledged strengths or demonstrable potential;
2. Create opportunities and respond to 21st century challenges by drawing on our strategic advantages in basic and applied sciences;
3. Reciprocate the trust placed in us by our stakeholders, in Wisconsin and around the world, through a commitment to excellence and relevance in all activities;
4. Honor and engage the ideas, enthusiasm and commitment of our students through excellence in teaching and learning experiences;
5. Foster diversity and equity through a climate of respect and inclusion;
6. Seek new sources of revenue with which to maintain and improve the quality of our programs, faculty, staff and facilities;
7. Encourage and reward innovation and activities that leverage synergies across units within CALS or the UW–Madison campus; and
8. Communicate CALS’ mission and value with internal and external partners to foster mutual understanding and support.

**Goals:** The following are goals for all departments in the College of Agricultural & Life Sciences:

1. Grow the Research Portfolio
2. Strengthen Academic Programs
3. Strengthen Extension Programs and Outreach Activities
4. Foster Diversity and an Inclusive Climate
5. Enhance Administrative, Service and Governance Efficacy
6. Increase Philanthropic Support
7. Enhance Collaboration on Shared Priorities
8. Increase Revenue Generating Activities

Because departments should be enhancing collaboration on shared priorities as part of all other goals, goal 7 will be embedded into the strategies, actions, and measures of goals 1-6. Similarly, increasing revenue generating activities (goal 8) should be embedded into the strategies, actions and measures of goals 1-6. Naturally, these strategies will vary by department.

## **[Collaborative]**

Overview of Collaborative

**[Collaborative Mission]**

**[Collaborative Vision]**

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**[Department]**

Overview of Department

**[Department Mission]**

**[Department Vision]**

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## Goal 1: Grow the Research Portfolio

A vibrant research program requires adequate external funding, space, infrastructure and appropriate administrative support. Please consider growing research funds (a revenue generating activity included in Goal 8) when developing strategies and action plans for this goal.

*Department discusses what this goal means to them, which should include priority research topics and funding streams.*

### Strategies and Action Plan

The [Department] has developed the following strategies and actions to grow their research portfolio:

Strategy 1:					
Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader
Strategy 2:					
Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader

**Strategy 3:**

Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader

**Performance Measures**

The following measures will demonstrate the [Department's] grown research portfolio:

Measure	5-Year Target

## Goal 2: Strengthen Academic Programs

Robust and relevant graduate and undergraduate academic programs have adequate enrollment, sufficient resources, and an active and effective quality management and improvement process. Please consider revenue generating activities – expanding summer semester, growing master’s degrees and certificate programs for professionals, and exploring student mix and numbers (from Goal 8) – when developing strategies and action plans for this goal.

*Department discusses what this goal means for them and any revenue generating activities they will be pursuing related to academic programs.*

### Strategies and Action Plan

The [Department] has developed the following strategies and actions to strengthen its academic programs:

Strategy 1:					
Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader
Strategy 2:					
Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader

**Strategy 3:**

Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader

**Performance Measures**

The following measures will demonstrate the [Department's] strengthened academic programs:

Measure	5-Year Target

### Goal 3: Strengthen Extension Programs and Outreach Activities

A robust extension and outreach program starts with active two-way communication with stakeholders and clientele to determine educational needs and suitable delivery mechanisms. The program should respond to the educational needs of clientele with a well-planned curriculum, delivered appropriately. Departments should also speak to the outreach activities performed by faculty and staff not funded by Cooperative Extension.

*Department discusses what this goal means for them.*

#### Strategies and Action Plan

The [Department] has developed the following strategies and actions to strengthen extension programs and outreach activities:

Strategy 1:					
Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader
Strategy 2:					
Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader



**Strategy 3:**

Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader

**Performance Measures**

The following measures will demonstrate the [Department's] strengthened extension programs and outreach activities:

Measure	5-Year Target

## Goal 4: Foster Diversity and an Inclusive Climate

CALS departments demonstrate a commitment to building a culture that embraces diversity, inclusion, and equity. These values are foundational elements of our excellence and fundamental components of a positive and enriching learning and working environment for all students, faculty, and staff.

*Department discusses what this goal means for them.*

### Strategies and Action Plan

The [Department] has developed the following strategies and actions to foster diversity and an inclusive climate:

Strategy 1:					
Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader
Strategy 2:					
Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader

**Strategy 3:**

Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader

**Performance Measures**

The following measures will demonstrate the [Department's] commitment to fostering diversity and an inclusive climate:

Measure	5-Year Target

## Goal 5: Enhance Administrative, Service and Governance Efficacy

A robust department has capacity to cover its responsibilities, critical mass to serve on governance and other important service committees and efficiencies in administrative support, with the goal of maximizing the time of faculty and staff.

*Department discusses what this goal means for them.*

### Strategies and Action Plan

The [Department] has developed the following strategies and actions to create efficiencies:

Strategy 1:					
Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader
Strategy 2:					
Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader

**Strategy 3:**

Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader

**Performance Measures**

The following measures will demonstrate the [Department's] enhanced efficiencies:

Measure	5-Year Target

## Goal 6: Increase Philanthropic Support

A successful department has engaged stakeholders who can be called on to volunteer, help with research initiatives and make gifts. Given the changing financial landscape for higher education, it is important for departments to increase philanthropic support and stewardship of donors.

*Department discusses what this goal means for them.*

### Strategies and Action Plan

The [Department] has developed the following strategies and actions to increase philanthropic support:

Strategy 1:					
Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader

Strategy 2:					
Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader

**Strategy 3:**

Collaborative Strategy? (Y/N)	Action	Description	Target Start Date	Target Completion Date	Action Leader

**Performance Measures**

The following measures will demonstrate the [Department's] increased philanthropic support:

Measure	5-Year Target

## **Goal 7: Enhance Collaboration on Shared Priorities**

Because departments should be enhancing collaboration on shared priorities as part of all other goals, goal 7 will be embedded into the strategies, actions, and measures of goals 1-6.

## **Goal 8: Increase Revenue Generating Activities**

The Chancellor has articulated six potential activities (below) to generate additional revenue. Please incorporate the strategies, actions and measures for these activities in each goal section as is appropriate for your department, and summarize the relevant strategies and actions for revenue generation here. Include the anticipated revenue generated. If you are planning additional revenue-generating activities that are not on the chancellor's list, please include them here also. These new revenues should, in part, be used to increase faculty and staff numbers. Departments are not expected to pursue all of the activities listed below.

- Expanding summer semester (Goal 2: Strengthen Academic Programs)
- Growing master's degrees and certificate programs for professionals (fund 131 programs) (Goal 2: Strengthen Academic Programs)
- Bringing tuition for out-of-state and professional students up to market levels (fund 131 programs) (Goal 2: Strengthen Academic Programs)
- Exploring the student mix and numbers (e.g. increasing enrollment and out-of-state recruitment) (Goal 2: Strengthen Academic Programs)
- Building alumni (and other philanthropic donor) support (Goal 6: Increase Philanthropic Support)
- Growing research funds (Goal 1: Grow the Research Portfolio)

## **Resources Outlook: Action Plan to Meet Your Goals**

What are your priorities for utilizing resources that may become available to the department over the next five years (including for new resources you plan to generate)? What academic, scientific, or other investments are you hoping to make during this period to support your goals? Are you anticipating any departures during this period that would result in resources for reinvestment in the department? What are your priorities for investment of resources in faculty and staff? How will these investments support your goals?



## **[Collaborative] Five-Year Plan**

**This section should summarize the above referenced strategies and actions that will be pursued as a collaborative, by applicable goal. Any performance measures that will be used to demonstrate collaborative success should be referenced by applicable goal as well.**

Goal 1: Grow the Research Portfolio

Goal 2: Strengthen Academic Programs

Goal 3: Strengthen Extension Programs and Outreach Activities

Goal 4: Foster Diversity and an Inclusive Climate

Goal 5: Create Efficiencies by Enhancing Administrative, Service and Governance Capacity

Goal 6: Increase Philanthropic Support