

KNOWLEDGE WITH PUBLIC PURPOSE IN A CHANGING WORLD

CALS Strategic Plan 2014

Vision

Leading science and education toward a resilient future

Mission

CALS is a community dedicated to discovery, teaching and translation of knowledge with public purpose, that

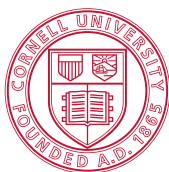
- ◆ Imparts a world-class education and instills passion for life-long learning
- ◆ Furthers agricultural systems to ensure food and nutrition security, human health, and sustainability
- ◆ Advances knowledge in the life sciences about the unity and diversity of life
- ◆ Fosters the understanding of the economy and society for individual and community well-being
- ◆ Stewards environmental resources and sustainable energy solutions

Values

Underpinning Cornell University's Land-Grant Mission, CALS shares the [core values held by the University](#) and strives to reflect those in all aspects of our teaching, research, and extension.

Core values are defined as inviolable commitments that express “who we are as an institution” and what principles or qualities should infuse all practices and activities within the institution.

- ◆ Seek knowledge
- ◆ Support free and open intellectual inquiry and expression
- ◆ Sustain excellence in teaching, research, and public engagement
- ◆ Use knowledge to enlighten ourselves and benefit the world
- ◆ Reward and recognize merit, creativity, and innovation
- ◆ Treat all individuals with dignity, respect, and fairness
- ◆ Embrace difference and diversity
- ◆ Promote cross-cultural and cross-national understanding
- ◆ Be a collaborative, collegial, and caring community
- ◆ Be accessible and affordable to all who meet high academic standards



Timeline and Implementation

This strategic plan has identified 10 overarching aspirational goals. We will pursue these aspirations by achieving more than 50 objectives over the next five years. Because of its range and magnitude, implementation of the strategic plan will be a systematic multi-year effort. We will begin immediately to take actions in four broad areas of interest to CALS and Cornell University: 1) the academic stature of our programs; 2) engaged learning and research involving students, faculty and stakeholders, true to the Land-Grant Mission; 3) a scholarly community broadly inclusive of persons from a diversity of backgrounds; and 4) stewardship of our human, physical and financial resources. In 2014-2015 academic year CALS will directly address the following 20 specific objectives as the first step in a five year plan of action. The full plan is available at (<http://strategicplanning.cals.cornell.edu>).

Academic Stature

1. Faculty hiring in priority theme areas
2. Establish the School of Integrative Plant Science (SIPS) and encourage additional collaboration with nearby plant science units (e.g. the Boyce Thompson Institute, Agricultural Research Service)
3. Strengthen the Environmental Science and Sustainability (ESS) major and lead its expansion to other colleges
4. Strengthen food systems research and teaching by building closer collaboration among nutritional, plant, animal, food, economic, and management sciences

Engaged learning and research: the Land-Grant Mission

5. Increase engaged learning through the identification, coordination and expansion of student internship and externship opportunities
6. Increase the number of CALS undergraduates participating in international experiences
7. Facilitate faculty and staff participation in media and other outreach opportunities and provide the tools and trainings to equip them with the skills to succeed
8. Connect research and extension faculty with local, state, and federal policy makers, assuring that policy debates and regulatory actions are scientifically informed
9. Support current and foster new regional and statewide extension teams by building upon existing university and local Cornell Cooperative Extension capacity

Inclusion

10. Attract a diverse and top-tier student body through the undergraduate admissions process
11. Provide a supportive and inclusive environment on campus in support of the CALS Diversity and Inclusion Committee and University Diversity Council recommendations
12. Increase the proportion of underrepresented populations among faculty and staff
13. Develop and implement effective strategies for recruiting underrepresented minority graduate students to Cornell

Stewardship of our human, physical and financial resources

14. Expand opportunities for career advancement, professional development and skill renewal
 15. Assess resources and implement mechanisms to foster work-life balance and opportunities for wellbeing
 16. Continue to improve facilities infrastructure to support research, teaching and extension utilizing the CALS Master Plan as a guiding framework
 17. Improve undergraduate teaching laboratories and maximize efficiencies by creating flexible and comprehensive lab space
 18. Champion the efficient and responsible use of physical and energy resources while supporting CALS goals and objectives
 19. Ensure that strategic plan goals and objectives guide annual operating and capital budget decisions
 20. Enlarge our financial resources through attention to both revenue enhancement and cost control including evaluation of additional MPS programs and professional and executive education programs
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