

Adopted: May 26 2009

**ACADEMIC SENATE
of
CALIFORNIA POLYTECHNIC STATE UNIVERSITY
San Luis Obispo, CA**

AS-685-09

**RESOLUTION ON
PROPOSAL TO ESTABLISH COLLEGE OF AGRICULTURE,
FOOD AND ENVIRONMENTAL SCIENCES (CAFES) CENTER
FOR SUSTAINABILITY**

- 1 **RESOLVED:** That the Academic Senate endorse the attached proposal to establish **College of**
2 **Agriculture, Food and Environmental Sciences (CAFES) Center for**
3 **Sustainability.**

Proposed by: College of Agriculture, Food and
Environmental Sciences

Date: April 13 2009

State of California
Memorandum

CALPOLY

To: John Soares, Chair
Academic Senate

Date: April 13, 2009

From: Robert D. Koob 
Provost and Vice **President**
for Academic Affairs

Copies: Susan Opava
David Wehner

Subject: Request for Academic Senate Review of the
Proposal for the Establishment of the CAFES
Center for Sustainability

Attached is a copy of a preliminary proposal to establish the CAFES Center for Sustainability. In accordance with campus policy for the Establishment, Evaluation and Discontinuation of Centers and Institutes, this proposal received conceptual approval by the Academic Deans' Council at its meeting on April 6, 2009. I would now appreciate the Academic Senate's review of this proposal, if possible, prior to the close of Spring Quarter 2009. Simultaneously an *ad hoc* committee, appointed by me, will review organizational and financial aspects of the proposed center. Please feel free to contact Dean David Wehner, College of Agriculture, Food and Environmental Sciences, author of the proposal should you have any questions or would like him to make a presentation to the Academic Senate.

Thank you, and if you have any questions, please do not hesitate to contact my office.

Enclosure

CAFES Center for Sustainability Proposal

THE CAFES CENTER FOR SUSTAINABILITY

California Polytechnic State University

San Luis Obispo

Proposal to Establish a Center

Prepared By:

The Sustainable Agriculture Resource Consortium (SARC)

Members: John Phillips, Neal MacDougall, Dave Headrick, and Hunter Francis, with the assistance of Steve Moore, Jean-Pierre Wolff and Shirley **Bianchi**.¹

Contents

Introduction	2
Rationale for the Center	3
The Center's Role in the College of Agriculture, Food and Environmental Sciences (CAFES)	4
Organization of the Center	7
Financing of the Center	8
Participation in the Center	10
Appendix A: By-laws	11
Appendix B: Organizational Chart	15

¹ John Phillips is the current Faculty Director of the SARC, Neal MacDougall and Dave Headrick are faculty Program Directors, and Hunter Francis is the Program Associate. Steve Moore and Jean-Pierre Wolff are current members of SARC's Advisory Board, and Shirley Bianchi is a past member of SARC's Advisory Board.

CAFES Center for Sustainability Proposal

Introduction

This document has been written to satisfy the requirements for the creation of an officially-sanctioned center at the California Polytechnic State University in San Luis Obispo. Specifically, the Sustainable Agriculture Resource Consortium (SARC) wishes to become known as the CAFES Center for Sustainability. The SARC has been in existence since 2000, and started its movement towards becoming a permanent entity in 2002 when a faculty directorship was established. Since its inception, the SARC has been active in program development, outreach, and fundraising-all of which have allowed the SARC to create a presence on campus and in the community for sustainability-related activities such as the classes, projects, and conferences discussed below.

Given the SARC's success, the increasing relevance of sustainability concerns to the agricultural industry, and rising interest in the topic on the part of students, staff and faculty, there is now consensus within the College of Agriculture, Food, and Environmental Sciences (CAFES) to use the foundation SARC has laid to establish a new center-with a new name. The role of the current SARC in the process of the center's development will be to steward its establishment, and meld into the new center upon its inception. The new center will become a focal point for activities around the theme of sustainability within CAFES. This focus will include:

- Existing SARC initiatives
- Relevant projects in virtually every CAFES Department
- Tasks previously assigned to CAFES' Resource Conservation and Environmental Stewardship Committee
- Objectives generated by the 'Sustainability' strategic initiative, prioritized by CAFES' 2008 Strategic Visioning process"
- Collaborations with the College's Land Use Committee
- Fundraising, outreach, and recruitment for related programs

•• One of eight strategic visions identified was: "CAFES educates leaders in sustainable agriculture, food industries, and environmental stewardship by modeling state-of-the-art sustainable practices in all of its operations."

Since 2000, SARC activity has encompassed a wide array of issues. Our work has taken on especially critical importance since President Warren Baker signed the Talloires Declaration on April 23, 2004 that committed Cal Poly to "respond to, serve, and strengthen" its community for "local and global citizenship." This has pushed us to maintain and strengthen our programs that serve both the local region and the state. In presenting this proposal for center status, we believe that the SARC has already attained a level of performance that is expected of centers and institutes at Cal Poly in terms of organization, fundraising, and recognition both inside and outside the University.

In the following sections, you will find text addressing the rationale, role, organization, financing and by-laws of the future center as currently planned.

CAFES Center for Sustainability Proposal

Rationale for the Center²

This section of the proposal addresses the mission of the new Center, its reason for being and the

The SARC has assisted the College of Agriculture, Food and Environmental Sciences (CAFES) in responding to student and public interest in sustainability, which is growing rapidly. This growth reflects a need for information. The new center can help Cal Poly meet this need by working with faculty and staff to develop curricula, resources, and infrastructure, and, importantly, to cultivate connections with external stakeholders. This will greatly enhance the educational experience of those seeking to play leadership roles within a quickly changing and increasingly competitive agricultural landscape.

The current mission of the SARC is "to advance sustainable food and agricultural systems through the College of Agriculture at Cal Poly." The SARC was formally conceived by two Cal Poly CAFES students in response to a desire to establish an umbrella organization at Cal Poly to promote sustainable agriculture. In particular, SARC was envisioned to coordinate activities at the Student Experimental Farm (SEF). The two-acre SEF was established in 1989 and was eventually certified as an organic farm in 1995. The SARC has helped the Farm maintain a high level of student interest, and has promoted faculty involvement. The current Cal Poly Organic Farm was established in 2000. It incorporates the original SEF site, plus an additional 9.5 acres within the Horticulture and Crop Science Department, both co-managed by that department.

Aside from the goal of maintaining and building programs around the Organic Farm, the SARC has been committed to creating numerous additional programs. This includes activities that go beyond the scope of certified organic agriculture. We believe a *bona fide* center based in CAFES is needed to advance similar activities. Our experience affirms that sustainability encompasses a broad range of practices, policies, and disciplines, to which the traditional academic department structure does not readily lend itself. The benefits of sustainability-related activities across departmental lines will deepen the understanding of students in each of the individual departments, and strengthen departments by promoting interdepartmental activities.

Furthermore, there is a need for an agriculture-based sustainability center to emphasize the agricultural aspects of sustainability in various forums at Cal Poly. Currently, other technical colleges such as engineering and architecture have well-established sustainability-oriented groups. Having an agriculture-based sustainability center will make it easier to partner with the existing groups in the other colleges to undertake multidisciplinary projects. It is important that the new center present itself as the agricultural face of sustainability when working with the University administration to implement the Talloires Declaration and other sustainability initiatives. Beyond providing a College presence in University-wide sustainability efforts, the new center will help link the College to external initiatives, and provide visibility for CAFES programs in the community and across the state (e.g., to prospective students, collaborators, and donors).

² Answers the questions: What will the proposed unit do (research, public service, etc.)? Why is it needed? Why is the present organizational structure not adequate?

CAFES Center for Sustainability Proposal

The Center's Role in the College of Agriculture, Food and Environmental Sciences³
This section of the proposal addresses how the center fits into the activities of the College of Agriculture, Food and Environmental Sciences, both at the college and the department level, and who the center's founding members are.

The new center will:

- Assist CAFES in providing leadership in the realm of sustainability
- Foster the development and funding of new curricula and research projects
- Compile existing information on sustainability in agriculture and resource management, and identify research needs and priorities for the future
- Increase the visibility of CAFES programs in sustainability (on and off campus)
- Assist CAFES in forging new partnerships with external leaders in sustainability
- Work with CAFES Advancement to identify funding sources for related projects
- Help CAFES to improve the sustainability of its operations
- Provide a CAFES voice in University-wide sustainability efforts

Members of the SARC have already developed a Sustainable Agriculture minor which is a broad set of courses introducing students to concepts of sustainability as they affect agriculture. The SARC has played a pivotal role in the growth of the Cal Poly Organic Farm, where students can participate via the Organic Farming Enterprise class, through student projects, and as paid staff or volunteers.

CAFES departments have made use of the Organic Farm via teaching and projects:

- Senior projects
- Numerous class field trip excursions
- Infrastructure improvement projects conducted by CAFES classes
- University-sponsored workshops (e.g., WOW and 'Make a Difference Day')
- Development of business and marketing plans (by AGB students)
- Studies in organic soil fertility, composting, and cropping systems

The SARC has also served CAFES goals by disseminating information on sustainable agriculture to the general public and various professional communities. It has done this through the hosting of an array of lectures, seminars and Continuing Education offerings. For example, every year since 2002, the SARC has hosted its annual Sustainable Agriculture Pest Management Conference in collaboration with CCOF (California Certified Organic Farmers). This professional development event has played a significant role in extending valuable information on sustainable practices, and in showcasing the work of CAFES faculty alongside the work of other researchers in this arena. The success of the conference has been made possible by a high level of involvement from industry partners. It provides an excellent model for the new center to expand this involvement.

³ Answers the questions: What is its relationship to the instructional program?

Who are the unit's founding members, and how does their expertise relate to its purpose?

What effect will the unit have on the department(s) (e.g. will it generate released time for faculty or support for student research or internships)?

CAFES Center for Sustainability Proposal

Outside of the University, the SARC has served as a key Cal Poly collaborator in several regional efforts to promote agricultural sustainability through:

- The Central Coast Ag Network and its 'Central Coast Grown' label;
- The Central Coast Agritourism Council's 'AgAdventures' agri-tourism program;
- Numerous 'farm-to-school' workgroups seeking to establish connections between local farms and schools;
- CSU-sponsored Cesar Chavez Day, AmeriCorps, and other youth activities;
- The College Farms Sustainable Agriculture Educators Working Group, founded with other California universities (e.g., UC Berkeley, UC Davis, CSU Chico);
- An Invasive Pest Coalition project to assess the economic impact of select invasive pests and eradication measures on California agriculture.

Beyond current SARC initiatives, there are numerous classes and projects currently existing within CAFES, which could be expanded, supported and/or better promoted with the help of a new center. These include classes, research, and projects for:

- Agricultural policy
- Agri-tourism
- Alternative energy
- Animal husbandry and grazing systems (including grass-fed beef)
- Cropping systems
- Cultural diversity
- Fair Trade chocolate
- Irrigation and water systems technology
- Long-term ecological monitoring
- Organic food production, processing and certification
- Pest bio-control
- Range and watershed management
- Sustainable silviculture
- Sustainable viticulture

A variety of the above activities are currently being conducted at Cal Poly's 3,000 acre Swanton Pacific Ranch, including an award-winning forestry program, an organic apple farm, a leased organic row crop operation, and a natural beef program. Given its distance from the San Luis Obispo campus, it has been a challenge to make CAFES students aware of the numerous sustainable agricultural opportunities at the Ranch. The new center would assist in this endeavor.

The SARC was founded by two CAFES students, Hunter Francis and Terry Hooker (both in ERSS), with the assistance of a faculty steering committee comprised of:

- John Phillips (HCS)
- Neal MacDougall (AGB)
- Tom Ruehr (ERSS)
- Doug Williams (BRAE)
- Mark Shelton (CAFES)

CAFES Center for Sustainability Proposal

Since 2000, additional faculty members have offered their assistance at critical junctures in the development of SARC and Organic Farm programs. Significant contributions have been made by:

- David Headrick (HCS)
- Rob Rutherford (ASCI)
- Tom Neuhaus (FSN)
- Lynn Moody (ERSS)
- Joe Montecalvo (FSN)
- Ramon Leon (formerly of the HCS, now at the EARTH University in Costa Rica)

As SARC initiatives have been largely soft-funded in the past, SARC participants are particularly grateful to the Horticulture and Crop Science, Agribusiness, and Earth and Soil Sciences Departments for their numerous in-kind contributions in the form of expertise, operational support, and staff time, as well as to the CAFES Dean for early seed funding.

The knowledge base of past, current, and future faculty involved with the SARC is, by necessity, diverse. However, SARC focus has been concentrated in the area of organic and sustainable crop production to date. Additionally, the SARC has worked closely with CAFES Farm Operations in the development and promotion of Cal Poly's compost facility. The idea of forming a CAFES Center for Sustainability is to combine these with similar efforts for sustainability within CAFES. We expect that the establishment of a new center will significantly step up the involvement of CAFES faculty and staff, many of whom are already pursuing related initiatives.

In the past, involvement in the SARC at the dean's office level has included participation by an Associate Dean in SARC oversight, and at the Assistant Dean level to help SARC find funding, and to help the college show off "learn by doing" concepts exemplified by SARC activities. There has been involvement by College accounting staff and by an accounting instructor in the Agribusiness Department to improve the organization and business operation of the SARC and the Organic Farm. Recently, the CAFES dean has engaged his department heads in providing consultation regarding the role a center for sustainability could play within the College, and he has committed to helping to underwrite the Director position for the center in the future.

It is expected that a new center would continue to draw the support and involvement of Cal Poly faculty to assist in the execution of its activities. The center would solicit on-going university support for faculty resources as well as look externally for project-oriented support. Faculty participation would be encouraged by the development of grant funding to provide release time for participants. The center would facilitate the generation of pertinent grants, by helping to identify grant opportunities, by cultivating relationships with grantors, and by serving as an umbrella organization capable of developing resources for grant writers and of building a grant history. Furthermore, a dynamic and highly visible center for sustainability within CAFES would help to attract private sponsorship of and industry partnership in CAFES projects.

CAFES Center for Sustainability Proposal

Organization of the Center⁴

This section of the proposal addresses the Center's organization, by-laws and its needs.

At present, the SARC is a small organization with one full-time staff member (the Program Associate) serving under the direction of a Faculty Director. The intention for the new center in the near term is to keep its organizational structure simple, and overhead low. With the establishment of the center, we suggest creating a full-time directorship as a permanent position with part-time support staff directly responsible to the CAFES Dean and under the guidance of a faculty Steering Committee and an external Advisory Board. Currently, the SARC has a 28 member Advisory Board comprised of some of California's leading voices in the realm of sustainable and organic agriculture. The existing SARC Advisory Board can be refined and built upon. For the new center, the relationship of staff to the Steering Committee, the Advisory Board and CAFES administration is described in the by-laws and organizational chart below.

The new SARC Director will help facilitate faculty interested in working on projects relating to agricultural sustainability, in particular in subject areas identified by the College as strategic priorities. Specifically, a group of fifteen CAFES faculty from eight different departments has committed to working towards the College's sustainability priority by way of an *ad hoc* CAFES Sustainability Committee, and it is expected many among them will play an active role in the new center. These and other faculty already engaged in activities related to sustainability could serve as center 'Project Leaders' with little additional assignment.

Currently, the facility needs of the SARC are minimal, and it is expected this will continue to be the case with the establishment of a center. The SARC uses office space in Building 11 furnished by the Horticulture and Crop Science Department, which is shared with Cal Poly Organic Farm staff. Facilities under the control of departments like Agribusiness, Horticulture and Crop Science, and Dairy Science are often available to SARC when they involve curriculum-related activities (e.g., meetings, lectures, field trips). In the future and where possible, we anticipate that CAFES departments will work with the new center to provide facilities and resources for sustainability programs that directly benefit their respective students.

⁴ Answers the questions: What is the organizational structure of the unit? What are its by-laws? What support is required for the unit? What facilities will be needed (space, equipment, etc.)?

CAFES Center for Sustainability Proposal

Financing of the Center⁵

This section of the proposal will address the Center's financing and sources of funding.

With funding for general support and for SARC projects, faculty have often been paid or compensated through release time. Students and staff have served the SARC through paid, work-study, volunteer or internship arrangements. The strategy for future funding of the new center will discriminate between program funding which will support the general, administrative work of the center, and project funding which will support specific projects that have specific outcomes and timelines.

Since its inception, the SARC has received substantial funding from external sources:

- The Columbia Foundation (\$150,000)
- The Clarence E. Heller Foundation (\$50,000)
- The Oreggia Family Foundation (\$50,000, which was matched 2:1 by SARC with \$100,000)

The SARC has also received numerous smaller grants from community and charitable organizations, such as:

- The San Luis County Board of Supervisors
- The San Luis Obispo Community Foundation
- The James Beard Foundation of New York

SARC has held four successful annual fundraising dinners in the past four years. These dinners have raised as much as \$50,000 each. The most recent dinner, held on October 2, 2008, featured special guest speaker Dr. Timothy LaSalle, former Cal Poly professor and current CEO of the Rodale Institute in Pennsylvania. The dinners highlight the work of leading figures in the sustainability movement, and have helped raise awareness of sustainability efforts within CAFES. Best-selling author and journalist, Michael Pollan, is scheduled to be the guest speaker at the next fundraiser dinner on October 15, 2009.

Every December, the SARC co-sponsors, with the Sustainable Agriculture Pest Management Conference. This continuing education event attracts up to 200 pest control advisors (PCAs), agricultural consultants and growers. The event has been held each year for the past seven years, raising approximately \$15,000 annually for the SARC.

In the future, the new center would expand activities through new projects managed by the center and funded, most likely, through project-related grants from external funding sources. For example, the center could expand the pest management conference to a second site, or develop new conferences around other themes. Funds are available through USDA and EPA to undertake new conferences dealing with the promotion of organic agriculture, community food systems, and the reduction of pesticide use, as well as other topics related to sustainability.

⁵ Answers the questions: How will the unit be financed in the short term and in the long term? What will happen if outside sources of funding are no longer available after the unit is formed?

CAFES Center for Sustainability Proposal

Other sources of project funding include:

- The Agricultural Research Initiative (ARI) funding
- State Faculty Support Grants
- Instructionally-Related Activities funds
- Kellogg Foundation and funding from similar charitable foundations
- Organic Farming Research Institute grants
- Sustainable Agriculture Research and Education (Western SARE) grants
- USDA Higher Education Challenge grants

The center should also be able to receive back from Grants Development, once it reaches the critical mass of grant awards, a portion of the overhead recovered on grant activity.

Other sources of financing may come from business opportunities generated by the center's activities. For example, the center could work with the Organic Farm to begin supplying more produce to Cal Poly's Campus Dining, thus shifting some of its production to Cal Poly customers as well as brokering with local organic growers to meet the complete demand of on-campus eateries. The farm currently generates approximately \$300,000 of revenue from its annual, subscription Community Supported Agriculture (CSA) program, most of which is put directly back into operating the Organic Farm.

The SARC currently enjoys the use of funds generated by the Annstrong Endowment, which were granted for use by the SARC by Dean David Wehner. In the past, this endowment was used to cover the quarter-time release of SARC's Faculty Director throughout the regular academic year. The SARC will also receive distribution of the Dr. Sonya Woods Anderson Sustainable Agriculture Resource Consortiwn Endowment, a \$100,000 permanent endowment established as part of Dr. Woods' estate plan. Revenue generated from this endowment in the future will be used exclusively for the purposes of meeting the greatest needs of the Sustainable Agriculture Resource Consortium (and, eventually, the new center).

The center will continue to undertake general, non-event-oriented fundraising throughout the year to supplement the other fundraising activities. As mentioned above, the center will play an active role in grant facilitation for faculty, and in collaborating with CAFES Advancement staff to cultivate private sponsorship. Through increased public awareness, the new center will build upon existing endowments to ensure an increasingly secure flow of funds to cover administrative costs. In the future, assistance in covering the center's administrative operating expenses will be furnished by the CAFES Dean through partial underwriting of the Director position.

CAFES Center for Sustainability Proposal

Participation in the Center⁶

This section of the proposal will address the Center's membership and its Advisory Board.

The Center shall be comprised of a center Program Director, a faculty Steering Committee, center Project Leaders and Program Assistants reporting to the Dean of the College of Agriculture, Food and Environmental Sciences with the support of the center Advisory Board, all under the general oversight of the Dean of Research and Graduate Programs.

Faculty participating in center functions and projects will receive credit for these contributions in their reviews for retention, tenure and promotion as such participation can be classified readily as research, other scholarly activity, or service to the college or university. Professional development and service are recognized avenues for demonstrating merit in Cal Poly's faculty review process.

Oversight and governance of the SARC, as well as selection and responsibilities of its members, are described in the By-laws below.

⁶ Answers the questions: What constitutes membership in the unit? What is its advisory board? How is the board selected? How will the unit ensure that participating faculty receive credit for their contributions in the review for retention, tenure, and promotion?

Appendix A: By-laws of the CAFES Center for Sustainability

ARTICLE I - NAME

The name of this organization shall be the *CAFES Center for Sustainability* referred to in these By-laws as *the center*.

ARTICLE II - PURPOSE

Section 1 - Purpose: The center is a non-profit, non-partisan organization established for educational, research, and service purposes. The center will advance sustainable food and agricultural systems through the College of Agriculture at Cal Poly through a process of the:

- Education of students and the general public on the principles and specific techniques for implementing sustainable practices related to food, agriculture and natural resource management;
- Demonstration of holistic approaches to sustainable agriculture and resource management on Cal Poly land;
- Investigation of sustainable farming, food systems, and natural resource management through the use of undergraduate senior projects, graduate theses and faculty research; and,
- Facilitation of collaborative efforts among students, faculty, staff, and community members interested in managing and promoting sustainable food, agricultural, and natural systems.

The center will be financed by grants, contracts, and revenue generated by center activities. The center will serve as a vehicle for securing industrial sponsorship and support to sustain projects at the center.

Section 2 - Policies: The policies of the center shall be in harmony with the policies of the California State University and the California Polytechnic State University, San Luis Obispo ("University"), and the California Polytechnic State University Corporation ("Corporation").

ARTICLE III - PARTICIPANTS

Section 1 - Class of Participants: Participants may be faculty, staff, and students of the California Polytechnic State University, San Luis Obispo, and consultants, research associates, and others interested in the center.

- a. Faculty: Faculty participants are persons appointed by the University to faculty rank and participating in the activities of the center.
- b. Staff: Staff participants are persons employed by the University or Corporation and participating in the activities of the center.
- c. Students: Student participants are persons engaged in study at the University on a full-time or part-time basis, and participating in the activities of the center.
- d. Affiliated Researchers: Affiliated researchers are faculty or other persons from outside the University who carry out or collaborate on research and/or other projects under the auspices of the center.
- e. Industry Representatives: Industry representatives are persons actively engaged in the agricultural industry as practitioners, vendors, or industry advocates.

CAFES Center for Sustainability Proposal

- f. Association Representatives: Association representatives are persons affiliated with a professional or trade association/organization representing center interests and activities.

Section 2 - Approval to Participate:

- a. Eligibility to Participate: All interested faculty, staff, and students of the California Polytechnic State University, San Luis Obispo, are eligible to participate in the center, if so requested by the individual and approved by the center. Any faculty, staff, student, or outside participant may recommend individuals for participation in the center. Such recommendations shall be made to the Director.
- b. Request for Participation: Any qualifying individual interested in a center program may request to participate (see Class of Participants for criteria for participation).
- c. Acknowledgment of Participation: The Director of the center shall acknowledge participants.

Section 3 - Terms and Conditions: Terms and conditions of participation shall be determined by the center Director and shall conform to the duration of center project(s) in which participants are involved.

Section 4 - Role of Participants: Participants are encouraged to be actively engaged in the activities of the center. They may propose programs to be implemented by the center. If approved, these programs will receive center support as necessary and possible. Participants are expected to support the programs of the center and assist the Director in program development.

ARTICLE IV - CENTER ADMINISTRATION

Section 1 - Administration: The administration of the center shall consist of the center Director, the faculty Steering Committee, center Project Leaders, the Program Assistants, and the external Advisory Board. Their collective goal is to ensure that the center works toward fulfilling its mission.

- a. The center Director: The center shall be administered by a Director appointed by the CAFES Dean in conjunction with center Steering Committee members. The Director may be an active Cal Poly faculty or staff member or may be hired from outside the University. The Director will report to the CAFES Dean. The Director is responsible for the oversight and management of all center activities. This includes working with the dean and center Steering Committee members to develop a comprehensive strategy for center programming, as well as specific annual workplans. Specific responsibilities include the coordination of fundraising, grant development and grant proposal writing, event management, bookkeeping and budgeting, outreach, web management, and maintaining and tracking all paperwork pertaining to the center. The center Director is responsible for identifying, recruiting, scheduling, and managing any part-time help. The Director shall submit an annual report following each academic year to the Provost and Vice President for Academic Affairs, the CAFES Dean, and the Dean of Research and Graduate Programs. The report shall include a summary of the year's activities and a financial report, as well as information on scholarly

CAFES Center for Sustainability Proposal

publications and technical reports, students supported by the center, theses, and senior projects completed under the auspices of the center, honors and awards to faculty and students, and any other noteworthy achievements.

- b. The Project Leaders: The Project Leaders must be part of the full-time faculty and staff of Cal Poly (and not necessarily of the College of Agriculture, Food and Environmental Science). They shall direct specific projects developed in collaboration with the center Director, the Steering Committee, and the team of Project Leaders. This includes developing and managing annual program workplans, and coordinating, with the assistance of the center Director, projects identified in the workplans. Project Leaders shall not be compensated directly for their work as Project Leaders but it is expected that they will incorporate compensation for specific projects undertaken within their program for which funding has been provided.
- c. The Program Assistants: As funding allows, the Program Assistants assist the center Director in maintaining and tracking correspondence (mail and e-mail), phone calls and in-person contacts; handling general questions about the center from the university, the community and the general public; and facilitating the staging of center events.

ARTICLE V - FACULTY STEERING COMMITTEE

Section 1 - Membership: There shall be a faculty Steering Committee numbering no more than twelve Cal Poly faculty. The Steering Committee shall be made up of a group of faculty representing an array of disciplines relevant to sustainable agriculture, food and environmental sciences. These faculty members may concurrently participate in center activities as Program Leaders, though this is not a requirement. In fact, it is expected that many Steering Committee members will be drawn from Program Leader ranks. The center Director, in consultation with the College Dean and center Project Leaders, shall choose the membership of the Steering Committee. Terms of the individual members of the Steering Committee shall be three years with the possibility of renewal at the end of the three years. There is no limit as to the number of renewals an individual member might have. The center Director, in consultation with the Project Leaders, shall determine whether individual Steering Committee members shall have their membership renewed.

Section 2 - Duties: The Steering Committee is responsible for working with the Director in strategizing and implementing center programs. This includes providing leadership by *prioritizing* lead initiatives, providing direction and oversight of Project Leader activity, helping to identify and to pursue sources of funding, and assisting in the operation of the center.

Section 3 - Meetings: The Steering Committee shall meet a minimum of once per quarter. A report of the meetings shall be made available to the Steering Committee, center Project Leaders, the Advisory Board, the CAFES Dean, and the Dean of Research and Graduate Programs.

Section 4 - Number Constituting a Quorum: A majority of Committee members shall constitute a quorum.

CAFES Center for Sustainability Proposal

ARTICLE IV – EXTERNAL ADVISORY BOARD

Section 1 - Membership: There shall be an Advisory Board numbering no more than twenty members drawn from industry, community and government. The Advisory Board shall be made up of a group of people representing the diversity of activities in the agricultural industry including, but not limited to, production, services, inputs, marketing, finance, energy, and labor. This diversity should also address the scale of activity in that representatives from very small to very large organizations should be considered. The Advisory Board should also include representatives from the communities of the Central Coast of California and from local and regional government. The center Director, in consultation with the College Dean and center Steering Committee members, shall choose the membership of the Advisory Board. Terms of the individual members of the Advisory Board shall be three years with the possibility of renewal at the end of the three years. There is no limit as to the number of renewals an individual member might have. The center Director, in consultation with the Steering Committee members, shall determine whether individual Advisory Board members shall have their membership renewed.

Section 2 – Duties: The Advisory Board will endeavor to provide the center with fundraising assistance, feedback on its workplans, and guidance on its strategies via its formal meetings and via any informal consultations.

Section 3 - Meetings: The Advisory Board shall meet a minimum of once a year. A report of the meetings shall be made available to the Advisory Board, the Steering Committee, Project Leaders, the CAFES Dean, and the Dean of Research and Graduate Programs.

Section 4 - Number Constituting a Quorum: A majority of Board members shall constitute a quorum.

ARTICLE VII - EXECUTIVE COMMITTEE OF THE ADVISORY BOARD

Section 1 - Composition: There shall be an Executive Committee consisting of four members drawn from the membership of the Advisory Board. The center Director will request those Advisory Board members interested in serving on the Committee to submit their names for consideration. In consultation with Steering Committee members, the center Director shall appoint the members of the Committee. The terms of the individual members of the Executive Committee shall be four years with a staggered membership such that every two years, two new members shall be brought onto the Committee and the two senior members rotated off. There shall be no renewal of Executive Committee membership.

Section 2 - Purpose: The Executive Committee will assist the center Director in putting together agendas for the Advisory Board meetings; will formulate potential policy discussions for Advisory Board meetings; will act as a sounding board for the center Director in matters related and relevant to the Advisory Board; and will serve to advise on tactical issues related to the operation of the center.

CAFES Center for Sustainability Proposal

Section 3 - Meetings: The Executive Committee will meet at least as often as the Advisory Board and in advance of the Advisory Board meeting.

ARTICLE VIII - FISCAL POLICIES

Section 1 - Fiscal Year: The fiscal year shall be in accordance with that of the Cal Poly Corporation.

Section 2 - Accounts and Audits: The books and accounts of the center shall be kept by the Cal Poly Corporation in accordance with sound accounting practices, and shall be audited annually in accordance with Corporation policies.

Section 3 - Funding: Funding for the center shall come from private or governmental grants and contracts, gifts, and fees from center-generated short courses, conferences, and center-generated publications.

Section 4 - Dissolution: In the event the center is dissolved, any assets remaining after payment of all debts and liabilities shall be distributed to the Corporation in trust for College of Agriculture, Food, and Environmental Sciences. If debts and liabilities exceed assets, the College of Agriculture, Food, and Environmental Sciences will be responsible for said debts and liabilities.

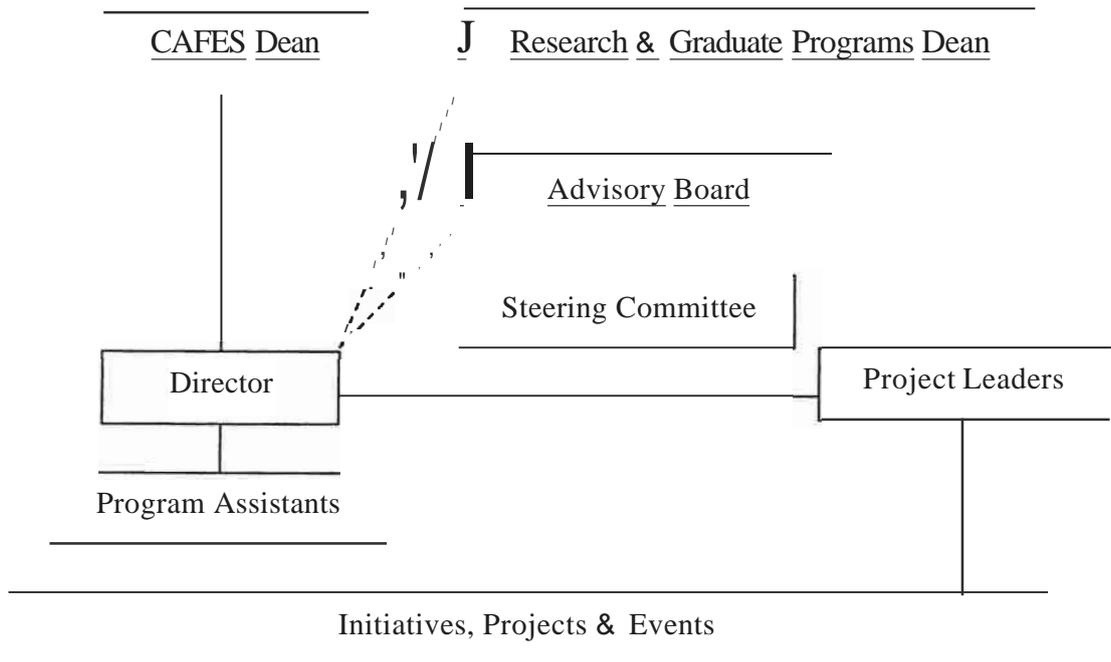
ARTICLE VIII - OPERATING GUIDELINES

The Advisory Board may develop operating guidelines to implement these By-laws.

ARTICLE IX – AMENDMENTS

The By-laws may be amended by a 2/3 vote of the members of the Steering Committee, faculty Project Leaders, and full-time, non-student center staff voting at any meeting of the faculty Project Leaders. All relevant staff and faculty shall have two (2) weeks advance written notification of the proposed amendments. Any changes to the By-laws adopted by the faculty and staff must be approved by both the CAFES Dean and the Dean of Research and Graduate Programs before incorporation into the By-laws.

Appendix B: Organizational Chart



THE CAFES CENTER FOR SUSTAINABILITY

ACADEMIC SENATE SUMMARY

MAY 5, 2009

General Considerations

- CAFES-focused
- Interdisciplinary
- Links numerous existing initiatives within College
- Uses SARC as a point of departure (with CP Organic Farm example)
- Response to burgeoning interest in sustainability

CAFES Link to Campus Sustainability

- Talloires Declaration
 - Collaboration with Centers / Initiatives in other Colleges
 - Focal point for ideas pertaining to food/ag sustainability
 - Campus-wide sustainability events
 - Assistance in working with Facilities
-
- Foster the development and funding of new curricula and research projects
 - Compile existing information on sustainability in agriculture and resource management, and identify research needs and priorities for the future
 - Increase the visibility of CAFES programs in sustainability (on and off campus)
 - Assist CAFES in forging new partnerships with external leaders in sustainability
 - Work with CAFES Advancement to identify funding sources for related projects
 - Help CAFES to improve the sustainability of its operations

Organization

- Responsible to CAFES Dean
- Oversight by Dean of Research & Graduate Programs
- Guided by Faculty Steering Committee
- Advised by external Board

Viability

- Seed funding from SARC reserves
- Revenue generating activities meet current needs
- Additional annual support from CAFES Dean
- Program vs. project funding
- Potential sponsors currently under cultivation
- Growing opportunities to fund projects in this realm

REFERENCE MATERIAL

DATE: May 5 2009

TO: John Soares, Chair of the Academic Senate

RE: CAFES Center for Sustainability

We, the members of the Academic Senate Sustainability Committee support the proposal to establish a CAFES Center for Sustainability. The Center is in alignment with a majority of the IO Action Items laid out in the Talloires Declaration, a pledge signed by university administrators to foster environmental sustainability in higher education. The proposal's authors have clearly demonstrated the important role the Center will play in supporting the College's effort to emphasize the agricultural aspects of sustainability in various forums at Cal Poly. Committee members agree establishment of the Center will assist the College in achieving the strategic vision of educating "leaders in sustainable agriculture, food industries, and environmental stewardship by modeling state-of-the-art sustainable practices in all of its operations."

Careful use of the earth's natural resources is critical to our species' survival. As a steward of Cal Poly's diverse agricultural lands, CAFES is uniquely positioned to serve as a model of multidisciplinary curriculum and research addressing various issues of sustainability. As noted in the proposal, other technical colleges such as engineering and architecture have sustainability-oriented groups. This proposed Center will complement these and has the potential to serve as a catalyst for the multidisciplinary curriculum, research, and student projects necessary to address complex sustainability issues and prepare Cal Poly's students to address many of today's compelling issues.

Sincerely,
Kate Lancaster, Chair, Academic Senate Sustainability Committee

State of California
Memorandum

To: Rachel Fernflores
Chair, Academic Senate

Date: February 25, 2010



From: Warren J. Baker
President

Copies: R. Koob, S. Opava,
D. Wehner, H. Francis

Subject: Response to Academic Senate Resolution AS-685-09
Resolution on Proposal to Establish College of Agriculture, Food and Environmental
Sciences (CAFES) Center for Sustainability

Based upon the above-subject Resolution, the positive endorsement by the Academic Deans' Council at its February 22, 2010, meeting, as well as the recommendation of Provost Robert Koob, I am pleased to approve the establishment of the CAFES Center for Sustainability.