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## **James C. Hageman Sustainable Agriculture Research and Extension Center 2018-2023 Strategic Plan**

**Vision:** SAREC will facilitate research and education on sustainable agricultural systems that discovers, generates, and synthesizes new knowledge and its application to meet Wyoming's emerging technological, scientific, and social needs.

**Mission:** SAREC will serve the citizens of Wyoming, the region, and nation by facilitating innovative discovery, dissemination, and engagement of integrated agricultural systems that are ecologically sound, economically viable, and socially acceptable

### **Introduction**

The James C. Hageman Sustainable Agriculture Research and Extension Center (SAREC) was established in 2002 with the purchase of the property and began operations in about 2006. SAREC was established to be different than a traditional research and extension center by explicitly incorporating a systems approach with production, economics, and social components. SAREC operates under a federal Hatch proposal with all of the resident researchers being involved.

In the context of SAREC, the term “sustainability” means agricultural practices that remain viable in perpetuity for the land, economy, and families. Sustainability infers the maintenance or enhancement of resources that serve as a foundation for the production and management of renewable resources in a manner that is profitable and socially acceptable.

Our focus going forward is to fully implement the sustainability aspect of the center. This involves a change in what we do and how we do it. The overarching goal of SAREC is to provide science-based information to our stakeholders. Our primary stakeholders are the farmers and ranchers in a 6 county region, but also include other farmers and ranchers, communities, and the general public.

The University of Wyoming has adopted a new strategic plan titled “Breaking Through: 2017-2022.” The College of Agriculture and Natural Resources has developed its strategic plans that tier off of the university plan and the Wyoming Agricultural Experiment Station that tiers off both. The strategic plan for SAREC similarly must tier off all of those plans to fulfill our vision and mission.

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## **Strategic Goals**

### **Goal 1: Research Enterprise**

- 1. Enhance the AES research enterprise and portfolio**
  - Create the infrastructure and environment for scientists, undergraduate, and graduate students to conduct research projects
  - Focus on sustainability research by integrating environment, production, economics, and social acceptability
- 2. Increase research engagement**
  - Strengthen a research-first culture at SAREC
  - Engage with researchers from UW, other universities, and the private sector
- 3. Diversify collaborative research**
  - Promote intra, inter, multi, and transdisciplinary research teams
  - Strengthen relationships with other researchers and Eastern Wyoming College

### **Goal 2: Service to the State**

- 1. Enhance research relevance to the region**
  - Ensure research fits within the Wyoming Production Agriculture Research Priorities (PARP)
  - Create and listen to a SAREC Advisory Board
- 2. Enhance economic development and community engagement**
  - Actively participate in the Goshen County Economic Development Corporation and such groups in the 6 county region as appropriate
  - Service to the communities in which we operate
  - Contribute to the local economies of Goshen, Platte, Laramie, Niobrara, Albany, and Converse counties, specifically, and Wyoming, generally
- 3. Enhance outreach and communications**
  - Improve marketing and promotion
  - Participate in appropriate professional and industry meetings and activities

### **Goal 3: Efficient and strategic operations**

- 1. Enhance research facilities and resources**
  - Develop and implement an equipment replacement plan
  - Develop and implement an equipment maintenance plan
  - To the extent possible, use Federal Excess Personal Property plan
- 2. Enhance AES system integration**
  - Develop and implement a budget with plans for system-wide integration
  - Develop and implement a plan to share resources among centers
- 3. Expand AES research and educational impact**
  - Create a culture of research-first in the area of sustainable agriculture
  - Collaborate with Eastern Wyoming College in developing innovative and creative degree and certificate programs
  - Investigate potential new faculty positions at SAREC and how to fill those

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**Measuring Success** – Indicators are tied to the AES indicators. SAREC will contribute to the appropriate AES Performance Indicators.

**Goal 1:** Increase the research enterprise to serve the people and communities of Wyoming, the nation, and the world.

<b>Performance Indicators</b>	<b>Baseline</b>	<b>2022 Target</b>
Grantsmanship and procurement of external funds	Plot fees	Plot fees and systems grant
Participation by undergraduate and graduate students gaining research experience at R&E Centers	0 research assistantships, 1 graduate fellowship, and 2 research internships	2 research assistantships, 1 research fellowships, and 3 research internships
Number of PIs and research projects performed	Average annual counts in Study Area Research Request Application (SARRA) and Field Days Bulletins (FDB)	Increase by 10%
Percentage of resources utilized at the R&E Centers	Average usage of acres and livestock used for research	Increase by 10%
Participation by non-UW researchers, extension educators, community college partners, and industry	Average annual counts in SARRA and FDB	Increase by 10%
Research projects conducted at the R&E Centers that have strong educational components	Average annual counts in SARRA and FDB, Field Days	Increase by 10%
Input received and utilized to revise Wyoming Production Agriculture Research Priorities (PARP)	Initial input received from advisors, targeted stakeholders, and through listening sessions	Participate in new listening sessions in Northeast and Western Wyoming
Projects involving more than a single investigator	Average greensheet numbers and publications	Increase by 10%
Projects involving non-college affiliates and community college partners	Average greensheet numbers, publications, presentations, and programs	Increase by 10%

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**Goal 2:** Be involved throughout the state to provide service to farmers, ranchers, consumers, and communities.

<b>Performance Indicators</b>	<b>Baseline</b>	<b>2022 Target</b>
Grants requiring stakeholder involvement	Average number of grants and grant awards	Increase by 10%
Membership and involvement	Involved with Goshen County Economic Development Corporation which includes Chamber of Commerce	Continued and enhanced involvement
Memberships on Associations, Boards, Councils, Task Forces, Working Groups, etc	Number of AES system employees participating	Increase by 10%
Employment opportunities throughout the AES system	Inventory of permanent and seasonal employees	Fully staff and hire temporary employees as needed
Amount of business transactions conducted in R&E Center areas and throughout Wyoming	Average of last 3 years	Increase by 10%
Recognition as a source of research-based information and educational programs	Average attendance at the last 3 field days; average of the last 3 years usage of the FDB, social media, and websites	Increase attendance and usage by 100%
Recognition of AES and R&E Centers	Confused with Extension	Be recognized as AES not Extension

**Goal 3:** Assure the long-term strength and viability of the Wyoming Agricultural Experiment Station by maintaining or enhancing our system and impact.

<b>Performance Indicators</b>	<b>Baseline</b>	<b>2022 Target</b>
Acquisition of government property	Limited Federal Excess Personal Property	Increase inventory as opportunities arise
Ensure base-level staffing and infrastructure at all units	Staff, Faculty, Facilities, Equipment, Instrumentation, Land base	Make existing AES enterprises whole
Produce a business and operational plan	Crop income is retained by individual R&E Centers; Inventory existing resources	Centralize income for annual budgeting purposes; Share inventory where it makes sense
Recognize the importance of production agriculture endeavors in supporting research on the centers as well and encourage ways to enhance that support	Production may be prioritized creating the impression of being profit centers	Change impressions about the primary function of the centers
Degree and certification programs led by the AES system	None	At least one certificate program
Facilities expansion	None	Feasibility reports for expansion and development of a Food Innovation Center
Create an AES and/or R&E Center faculty affiliate designation	None	Relocate or place 1 faculty members in Rangeland Ecology and Watershed Management