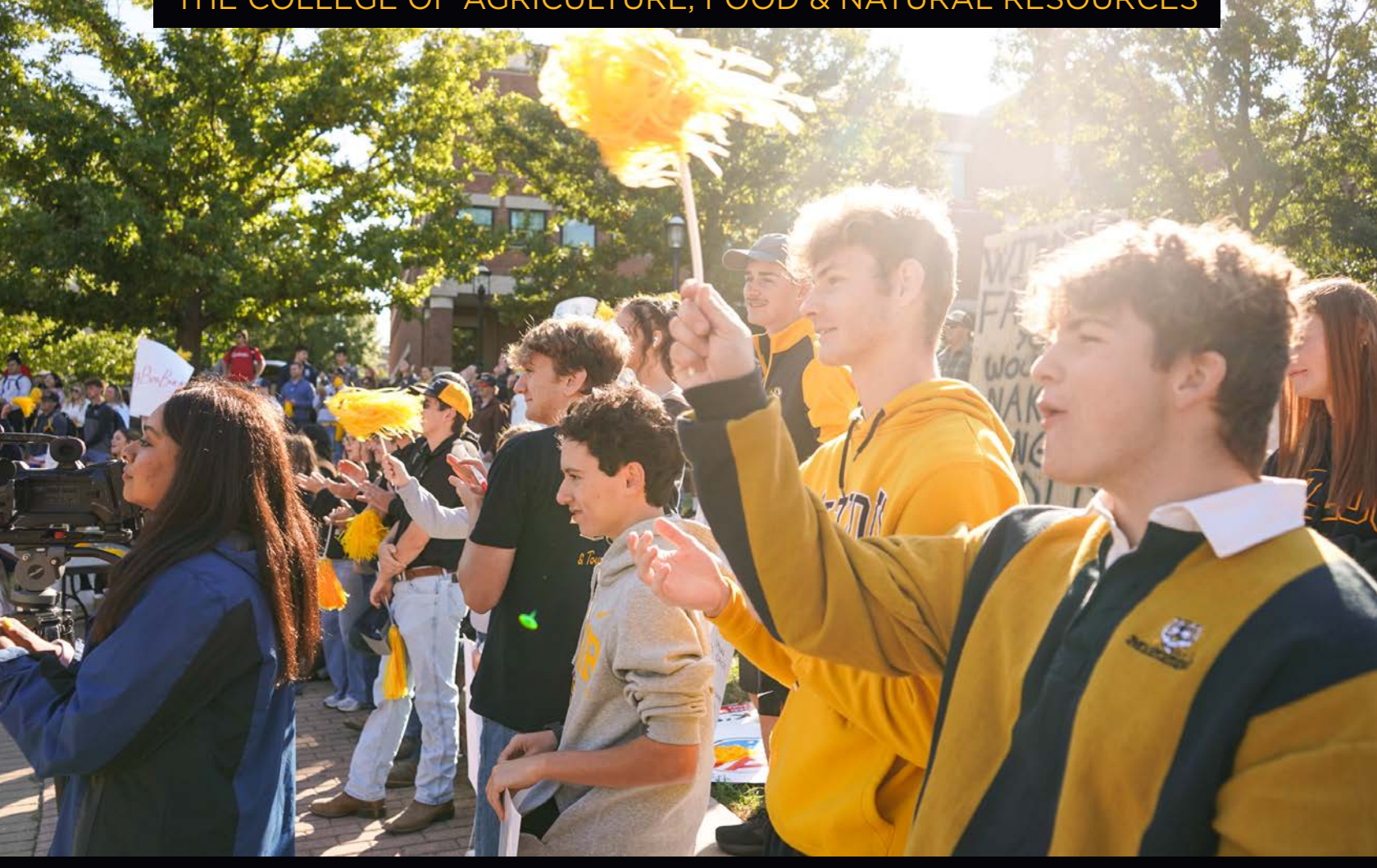




THE COLLEGE OF AGRICULTURE, FOOD & NATURAL RESOURCES



# CAFNR STRATEGIC PLAN

## 2026-2030



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## 2026-2030



### TABLE OF CONTENTS

Letter from the Dean.....	2
Accelerating the Drive to Distinction.....	3
Six Divisions.....	4
The Planning Process.....	5
Vision, Mission and Values.....	7
How You Can Accelerate the Drive.....	8
Strategic Priorities	
Ensuring Student Success.....	10
Advancing Research and Innovation.....	18
Empowering Missourians With Ag and Environment Extension....	23
Programs of Distinction.....	29
Grand Ideas.....	30
Appendix.....	35
Thank You.....	36



Dear Colleagues,  
Friends and Students  
of CAFNR,

The land-grant mission, in our world today, has never been more important.

Together, we prepare students, discover knowledge and extend our solutions to Missouri and beyond. Our foundational and applied research means food security for our country and

economic development for our state. We teach the next generation of agriculture, food and natural resource leaders - the backbone of a state with agriculture as its biggest economic driver and hospitality and recreation as top industries. We are in your communities and at your farms listening to your challenges and opportunities - and then jumping in to help, whether at an individual level or via new programs, initiatives or research.

Missouri agriculture, natural resources and rural communities face mounting pressures from evolving markets, technologies, workforce demands, drought and floods, and infrastructure needs. As Missouri's land-grant college for a healthy world, CAFNR advances knowledge and solutions that strengthen agriculture, natural resources, food systems, economies and communities throughout the state and across the world.

Today, that historic mission is a guidepost for every college and every unit at Mizzou. CAFNR actively lives that mission, extending our work to every community across the state. That's the modern-day land-grant, for the 21st century!

It was with this knowledge that upholding our three-pronged mission in support of Missourians remains of utmost importance that we came together nearly a year ago to develop our next roadmap for the Mizzou College of Agriculture, Food and Natural Resources.

"Accelerate the Drive," our new strategic plan, builds directly on the momentum of "Drive to Distinction," our first plan launched in 2019, and focuses in directly on

our land-grant priorities. Many of you played a pivotal role in that success, even amid a global pandemic and its daunting challenges.

As we turn to the future, I am grateful for the time, ideas and feedback you shared in shaping "Accelerate the Drive." We held seven listening sessions, visiting with students, staff, faculty, CAFNR alumni leadership, REEC teams and Missouri partners. These conversations help ensure the final plan reflects our collective perspectives, goals and aspirations.

Grounded in values of service, collaboration and multidisciplinary excellence, the pages that follow position CAFNR as the indispensable partner for innovation, talent development and resilient communities in support of Missouri's top economic drivers.

### Strategic priorities for 2026-2030

Our Priorities reflect our commitment to fulfilling the historic promise of the land-grant mission.

- ▶ Ensuring Student Success. Drives enrollment growth, retention and high-impact R.I.S.E. experiences. USDA reports confirm strong, growing demand for food, agriculture, natural resources and environmental careers.
- ▶ Advancing Research and Innovation. Scales team science against Missouri's grand challenges while growing funding for essential research.
- ▶ Empowering Missourians with Ag and Environment (A&E) Extension. Delivers statewide solutions through technology adoption, economic growth and recommendations for region-specific challenges.

I am proud to be the land-grant dean at Mizzou - we really do work for all Missourians, and, I like to think that what we do matters for all Missourians. Today, that original spirit of our land-grant heritage is alive and strong in CAFNR!

Your dedication on campus and across the Show-Me State is the foundation of this plan and the key to its success. Together, we will build a brighter, bolder future for CAFNR and Missouri agriculture, food systems and natural resources.

CAFNR Proud,

Christopher Daubert  
Vice Chancellor and Dean



## ***Accelerating*** the Drive to Distinction

“Accelerate the Drive” isn’t my plan or the planning committee’s plan — it’s CAFNR’s plan. It belongs to you, our students, staff, faculty, alumni and communities across Missouri. When you bring it to life in your programs, labs, fields, farms offices and counties, that’s when this vision becomes real. Together, we don’t just talk about a stronger future for CAFNR and Missouri agriculture and natural resources; we build it.

— Christopher Daubert  
Vice Chancellor and Dean





# CAFNR's *Six* Divisions



## **Animal Sciences**

Advancing animal health, nutrition and production systems that strengthen Missouri's livestock industry while preparing students for careers in veterinary medicine, meat science and animal agriculture.



## **Applied Social Sciences**

Connecting research and communities through agriculture, food, finance and hospitality. Creates effective and practical solutions for farmers, families and food systems across Missouri.



## **Biochemistry**

Unlocking molecular solutions for agriculture. Fuels research innovation from crop protection and nutrition security to biofuels and biotechnology at the cellular level.



## **Food Science, Nutrition and Exercise Physiology**

Advancing food safety, human health and physical performance through research, education and innovation. The division spans farm-to-fork food quality, nutrition science and exercise physiology to improve health and wellbeing.



## **Plant Sciences and Technology**

Developing resilient crops, sustainable production systems and bioenergy solutions to address weather-related challenges and feed a growing world.



## **School of Natural Resources**

Protecting Missouri's forests, fisheries, soils and water through science-based stewardship and conservation. Research and education support environmental resilience for agriculture, ecosystems and communities.

# The *Planning* Process

Vice Chancellor and Dean Christopher Daubert spearheaded the 2026–2030 planning process in summer 2025, building on the lessons learned and the successes of “Drive to Distinction.” The prior plan reinforced that focused communications, engaged partnerships and dedicated teamwork can and will produce measurable impact.

To foster a clear, open process and invite all perspectives, the 2025-2026 strategic plan committee gathered ideas and feedback from the CAFNR community: students, faculty, staff, alumni, donors, advisory boards, industry and other partners. Input included discussion at committee meetings and segmented focus groups for each audience.

The associate deans looked ahead to challenges and opportunities in their land-grant mission areas. They collaborated with committees, including the CAFNR Policy Committee, the CAFNR Research Council and more.

The process was facilitated by strategic communications consultant and CAFNR alumna, Ashley Craft of Crafted Communications.

## THE JOURNEY TO “ACCELERATE THE DRIVE”

- **Summer 2025:** Associate deans and division directors map out strategic goals and grand ideas
- **Fall 2025:** Associate deans gather insights from team leaders to begin building a collective voice of ideas & committee began reviewing various strategic planning materials.
- **December 2025:** Associate deans and division directors submitted draft goals, strategies and tactics as well as grand ideas.
- **January 2026:** Planning committee refines goals, strategies and tactics in internal retreat.
- **February 2026:** First refined working draft, seven listening sessions and follow-up messages.
- **March-April 2026:** Final refinements to the overall strategic plan.
- **May 2026:** Official “Accelerate the Drive” launch



# STRATEGIC PLAN BY THE NUMBERS

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**11 MONTHS**

OF COLLABORATION FOR  
“ACCELERATE THE DRIVE”

**6 LEADERSHIP WORKSHOPS**

(ONE PER ASSOCIATE DEAN'S  
LEADERSHIP TEAM)

**7 LISTENING SESSIONS**

WELCOMING THE ENTIRE CAFNR  
COMMUNITY

**2,291 INDIVIDUALS**

RECEIVED INITIAL EMAIL INVITATIONS +  
2 ADDITIONAL EMAILS

**3 MEETINGS**

STRATEGIC COMMITTEE MEETINGS TO  
REFINE THE PLAN BASED ON FEEDBACK

**1 FAQ SHEET**

ADDRESSING QUESTIONS PRE-LAUNCH

**250+ HOURS**

ENGAGING WITH THE CAFNR  
COMMUNITY FINALIZING THE PLAN



# CAFNR's *Vision For Our Strategic Plan*



## CAFNR'S VISION

*As Missouri's land-grant college for a healthy world*, CAFNR builds on a transformative legacy of solutions for healthy agriculture, natural resources, food systems, economies and communities — statewide, nationwide and around the globe. We pledge a commitment to the land-grant promise of developing a talented workforce, creating new knowledge and disseminating innovations and technologies to Missouri.



## CAFNR'S MISSION

To serve Missouri and contribute toward a healthy world, we are dedicated to...

### **Preparing students for a complex, interconnected planet**

To thrive in tomorrow's society, students must be adaptable learners and informed citizens to make purposeful contributions to society. CAFNR provides these opportunities through exceptional experiential and practical learning experiences based on cutting-edge science and needs of agriculture, food systems and nutrition, natural resources, conservation and tourism.

### **Discovering and disseminating new knowledge**

Through research and scholarly endeavors, CAFNR discovers and disseminates new scientific information and innovations through both traditional and contemporary approaches to reach the broadest audiences.

### **Developing human and societal potential**

CAFNR's ultimate vision is to create healthy communities which includes improving socioeconomic status, self-esteem, well-being and leadership abilities. We are dedicated to providing educational

opportunities and science-based information to the public to meet grand challenges. CAFNR's programs examine how research, education and public policy in agriculture, food systems and natural resources affect individuals and societies.

### **Enhancing the conservation of agriculture and natural resources**

Food, feed, fuel and fiber generation depend on the efficient and sustained use of soil, water and air. CAFNR improves the management and conservation of Missouri's agricultural and natural resources that affect human welfare through education, research and service. We share best practices beyond our borders to create a healthy world.

### **Contributing to our land-grant mission through entrepreneurial impact and economic development**

CAFNR empowers Missouri's citizens and communities to create value-added products, events and services that leverage the state's agricultural commodities. Through workshops, field days, partnerships, grants, technology assessment and more, we inform Missourians to best practices to aid creation, development and success.



# How You Can *Accelerate the Drive*

The success of this strategic plan depends on the collective work of the entire CAFNR community. Students, faculty, staff, alumni and partners each play an important role in advancing our plan.

## STUDENTS



Take advantage of R.I.S.E. experiences, student organizations, internships and research opportunities to shape the future you envision. Connect with faculty, staff and mentors who can support your growth throughout your CAFNR journey and prepare you for a meaningful career.

## REEC TEAM MEMBERS



Help bring our efforts to life across Missouri by hosting field days, demonstrations and youth programming while supporting applied research and experiential learning opportunities across your community. Your work connects CAFNR innovation with producers, industry, communities and the next generation of agricultural leaders.

## STAFF



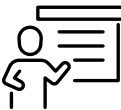
Support the college's core missions by providing expertise in student services, communications, finance, operations and other areas that enhance CAFNR's teaching, research and extension efforts. Your work strengthens the foundation that allows the entire CAFNR community to thrive.

## ALUMNI



Stay engaged by mentoring students, offering internships, sharing industry insights and serving on advisory boards. By continuing your CAFNR story and investing in our college, when possible, you strengthen opportunities for current and future students.

## FACULTY



Teach and mentor the next generation of leaders while advancing your research or creative collaborations. Through innovative curriculum, competitive grants and meaningful partnerships, you grow mindsets and deliver solutions that can impart meaningful impact.

## PARTNERS



Collaborate with CAFNR through research partnerships, workforce development, career engagement and philanthropic support. Your expertise helps shape the future of agriculture, food systems and natural resources while preparing students to meet the needs of tomorrow.

This strategic plan provides a framework for growth, coordination and impact across divisions, research centers, partnerships and student experiences. We invite you to engage with the plan where your work naturally aligns. Together, we can move CAFNR forward and build a stronger future for all.

## OUR VALUES: THE CAFNR CODE

The CAFNR Code reflects who we are and how we serve: a community grounded in care, driven by discovery and united by a shared commitment to advancing agriculture, food systems and natural resources.

**C**are shapes every connection we make.  
CAFNR cultivates a supportive community across classrooms, laboratories, research farms and the 114 counties we serve throughout Missouri.

**A**spiration fuels our boldest visions.  
CAFNR turns ambitious ideas into research and innovation that strengthens Missouri and contributes solutions nationally and globally.




**F**orward-thinking mindsets binds us through our work & support.  
CAFNR embraces curiosity and collaboration to meet the evolving needs of agriculture, food systems and natural resources.

**N**urturing minds across Missouri drives our daily work.  
CAFNR prepares the next generation of leaders while developing solutions that support the wellbeing of Missourians and communities around the world.

**R**esolve turns challenges into triumphs collaboratively.  
CAFNR collaborates to deliver expertise, advance discoveries and empower leaders who will shape the future of our state and planet.



## Goals and Measures for ***CAFNR Strategic Plan 2026-2030***

-  Strategic Priority 1  
***Ensuring Student Success***
-  Strategic Priority 2  
***Advancing Research and Innovation***
-  Strategic Priority 3  
***Empowering Missourians with Ag and Environment Extension***



# Strategic Priority 1

## ***Ensuring Student Success***

Mizzou's College of Agriculture, Food and Natural Resources offers distinct academic programs across six divisions, giving students the flexibility to pursue the future they envision, whether in the lab, in the field, in the boardroom, in an entrepreneurial endeavor or managing finances.

From year one, students can dive into innovative courses and signature experiences through R.I.S.E. (Research, International, Service and Experiential Learning). They can participate in CAFNR-focused study abroad and leadership programs and choose from more than 40 clubs to explore their passions and expand their skills.

Over the past seven years, these investments in student success have resulted in 95 percent or more of our graduates securing employment or continuing their education through graduate or professional programs within six months of graduation. As a result of this focus on workforce development, employers attending CAFNR career fairs have observed improvement in the preparedness and readiness of our students.

### **GOAL 1: SUSTAIN OVERALL UNDERGRADUATE ENROLLMENT AND GROW ENROLLMENTS IN TARGETED PROGRAMS**

#### **STRATEGIES AND TACTICS**



#### ***Marketing and Communications***

- Launch program-specific marketing campaigns targeting parents and students with tailored messages highlighting career pathways connected to credentials.
- Update marketing materials to new Mizzou branding, highlighting degree programs in four focus areas:
  1. Food Systems
  2. Environment and Natural Resources
  3. Food and Health
  4. Business, Leadership and Communication
- Leverage digital campaigns, such as Show-Me emails and regional events, to reach a broad range of student demographics, especially for under-enrolled programs.
- Highlight CAFNR's distinct degree portfolio to showcase programs beyond agriculture within various communications efforts.
- Update the CAFNR website with messaging aligned to degree focus areas, providing mailers and other content to resonate with students across all interest areas.
- Develop a student leaders' guide and training to assist designated students with creating content for social media featuring student experiences, events and key deadlines.
- Emphasize key features, career pathways, experiential opportunities and student stories in updated degree profiles.
- Launch parent-focused communications for admitted first-time college and transfer students to support enrollment and engagement with degree programs.
- Implement program-specific recruitment efforts to increase in under-enrolled programs through customized emails, social media and specialized events.

**S2****Recruitment Events and Experiences**

- Host prospective students for specialized events (Human and Animal Health Day, Admit Day) and personalized visits with degree program advisors.
- Engage prospective student through Career Exploration Days at MU Research, Extension and Education Centers (REECs); regional and local college fairs; community college visits; and key Mizzou events (Mizzou to You, Countdown to Mizzou, Mizzou Sneak Peak).
- Encourage CAFNR degree programs to participate in cross-disciplinary summer academies and exploration experiences for high school students.
- Promote and host campus visits for high school agriculture and science programs to facilitate student exploration of degree pathways.
- Partner with the Missouri FFA Association to host the annual State FFA Convention and Career Development Events on campus.
- Engage high school counselors and teachers and community college advisors through on-campus experiences to increase their awareness of CAFNR degree programs and career pathways.

**S3****Outreach and Relationship Building**

- Strengthen relationships with designated high schools through on-site visits and engagement with students, teachers and guidance counselors.
- Partner with agriculture and environment extension personnel to identify and connect with prospective students.
- Collaborate with the Missouri Department of Agriculture to sustain sponsorship of Life Sciences Quest, supporting students interested in biotechnology, agriculture and natural resources.

**S4****Community College Transfer Pipelines**

- Strengthen transfer pathways for community college students in Missouri and neighboring states through clear transfer guides and coordinated advising.
- Collaborate with MU Admissions to identify previously admitted students now attending community colleges (via the National Clearinghouse) and offer advising for a smooth transition to Mizzou.



## ADVANCING STUDENT SUCCESS

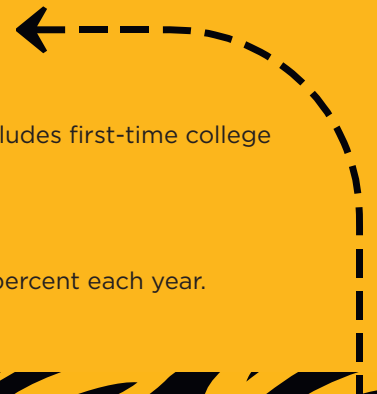
### GOAL 1 PERFORMANCE INDICATORS



Enroll 750 new undergraduate students annually. This includes first-time college and transfer students. *(Previous four-year average: 730)*



Increase enrollment in targeted degree programs by 7.5 percent each year.



## GOAL 2: ENHANCE GRADUATE STUDENT EXPERIENCE

### STRATEGIES AND TACTICS

S1

#### **Marketing and Communications**

- Create targeted marketing campaigns to draw student interest.
- Highlight graduate advisors in newsletters, online platforms and social media posts.
- Showcase graduate student experiences on social media.

S2

#### **Expand Market-Aligned Credentials**

- Increase offerings of online graduate credentials, primarily at the master's level, in high demand fields across agriculture, food systems and natural resources.
- Conduct regular market scans to refine portfolio priorities and ensure alignment with workforce needs in food, agriculture, natural resources and environmental careers.

S3

#### **Accessible Pathways and Funding**

- Develop accelerated pathways with clear advising maps supporting streamlined progression from undergraduate to graduate study.
- Optimize assistantships, scholarships and grants to reduce tuition costs and increase access to graduate programs.



### **ADVANCING STUDENT SUCCESS** GOAL 2 PERFORMANCE INDICATORS



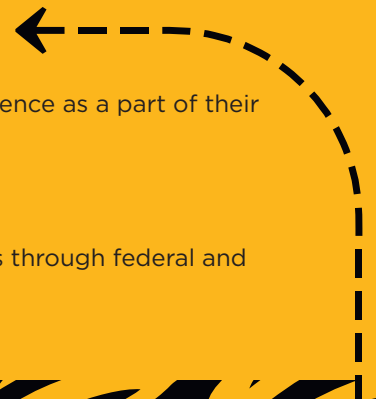
Enroll 450 graduate students annually. (*Previous four-year average: 429*)



Expect every graduate student to have a teaching experience as a part of their educational program.



Pursue and grow graduate student funding opportunities through federal and industry-sponsored fellowship programs.



## GOAL 3: STRENGTHEN FIRST-YEAR RETENTION, ENHANCE YEAR-TO-YEAR PERSISTENCE AND ACCELERATE TIME TO DEGREE COMPLETION

### STRATEGIES AND TACTICS

S1

#### ***Strengthen Advising Through Data-Informed Engagement***

- Leverage predictive analytics and early alert systems to proactively identify at-risk students.
- Implement proactive outreach and individualized success plans.
- Promote adoption of *Stellic* for academic planning, progress tracking and course selection.
- Develop advising-focused training modules to enhance student self-efficacy.
- Provide advisors with unregistered advisee lists following early registration and guidance for outreach; refer students exploring majors or alternative degree options to the Office of Academic Programs.
- Use annual advising survey results to inform recognition and professional development.

S2

#### ***Enhance Academic Support in Foundational Courses***

- Expand instructional resources to strengthen student achievement in high-enrollment gateway courses.
- Integrate supplemental instruction, tutoring and learning assistance.
- Align syllabi and assessments with transparent, measurable learning outcomes.
- Increase availability of second eight-week courses for mid-semester adjustments.

S3

#### ***Fostering Belonging and Support Transitions***

- Cultivate engaging, inclusive first-year experiences that promote connection and persistence.
- Expand first-year seminars, learning communities and peer mentoring.
- Implement a first-year experience course focused on student success for all degree programs.
- Tailor orientation programs to meet the needs of transfer, first-generation and rural students.
- Partner with student organizations to host mid-year engagement events reinforcing involvement and belonging.

**S4**

### **Clarify Degree Pathways and Academic Progress**

- Ensure students have access to clear, navigable academic pathways supporting timely graduation.
- Publish structured degree maps with course rotations and prerequisites.
- Align curriculum to facilitate progression and reduce barriers.
- Identify and address roadblocks impeding degree completion.
- Support parallel planning for students considering major changes or additional credentials.
- Use *Stellic* to flag students off-track and prompt advisor outreach.

**S5**

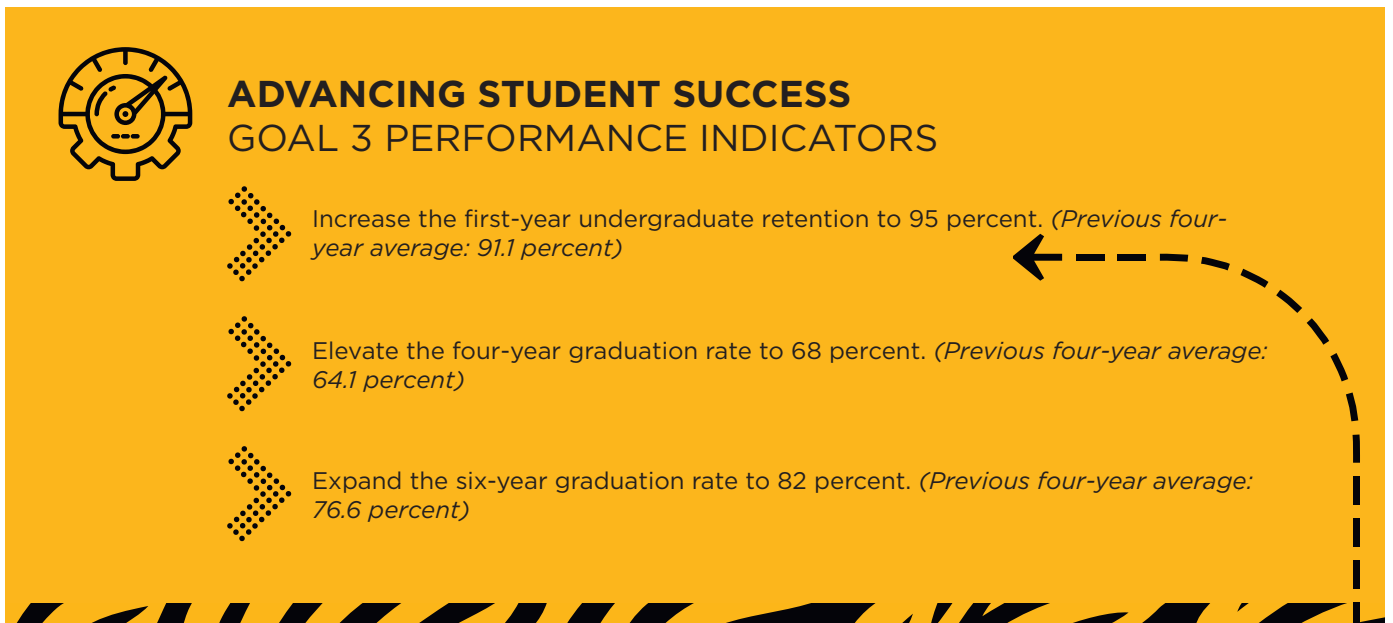
### **Address Financial Barriers to Completion**

- Increase annual scholarships offered from \$2.1 million to \$2.5 million.
- Provide clear and timely scholarship notifications.
- Collaborate with Advancement to grow the Student Experience (R.I.S.E.) Fund and the broader scholarship portfolio.

**S6**

### **Simplify Academic Policies and Processes**

- Streamline administrative procedures to reduce friction in academic progression.
- Improve efficiency in course substitutions and transfer credit evaluations.
- Publish commonly approved exceptions and suggest course lists to reduce audit delays.
- Ensure degree program information and requirements are reviewed and updated annually in the University Academic Catalog.



## GOAL 4: ENHANCE HIGH-IMPACT SIGNATURE EXPERIENCE OPPORTUNITIES

### STRATEGIES AND TACTICS

**S1**

#### ***Marketing and Communications***

- Showcase unique R.I.S.E. experiences through CAFNR and Mizzou communications channels.
- Leverage existing CAFNR newsletters to engage alumni partners in expanding R.I.S.E. opportunities for students

**S2**

#### ***Expand Access and Capacity for Signature Experiences***

- Increase undergraduate research engagement through expanded scholarships, course-embedded research and zero-credit enrollment options.
- Promote *ForagerOne* to faculty and students to broaden participation in research opportunities.
- Grow study abroad participation by promoting plateau tuition benefits and scholarships.
- Increase study abroad participation by optimizing program capacity and enhancing promotion.
- Boost enrollment in “Go Global” courses and increase students earning the Minor in International Agriculture, Food and Natural Resources.
- Market opportunities with REECs (Research, Extension and Education Centers) to expand students’ awareness and access to high-impact experiences.

**S3**

#### ***Strengthen Leadership and Service-Learning Opportunities***

- Enhance leadership development through integrated curricula and co-curricular programming.
- Expand community-engaged learning through partnerships with extension, nonprofit organizations and service agencies.

**S4****Align Internships and Experiential Learning with Program Outcomes**

- Ensure required internships and practicums align intentionally with academic program learning outcomes.
- Promote Handshake as the centralized platform for internship and experiential learning opportunities.
- Encourage participation in semester and summer study abroad internships to integrate global experience with professional development.



### ADVANCING STUDENT SUCCESS

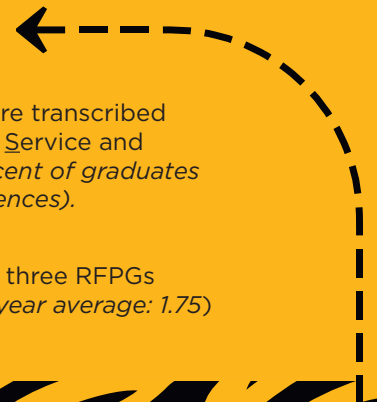
#### GOAL 4 PERFORMANCE INDICATORS



Advance the number of graduates completing two or more transcribed Signature Experiences in R.I.S.E. (Research, International, Service and Experiential learning). *(Previous four-year average: 81 percent of graduates completed an average of 1.9 transcribed signature experiences).*



Support undergraduates and advisors to average at least three RFPGs (Research Fellowship Programs) per year *(Previous four-year average: 1.75)*



## GOAL 5: ELEVATE CAREER OUTCOMES

### STRATEGIES AND TACTICS

**S1****Marketing and Communications**

- Highlight all post-graduation opportunities, typical and non-typical, via CAFNR and Mizzou communications channels.
- Showcase how industry internships and CAFNR signature experiences help students secure careers after graduation.

**S2*****Integrate Career Readiness Across Academic Programs***

- Align National Association of Colleges and Employers (NACE) career readiness competencies with curricula and authentic assessments.
- Embed the CAFNR Student Development Plan across courses from first year through advanced study.
- Launch a Professional Healthcare Programs Expo to connect students in biochemistry, food science and human nutrition and nutrition and exercise physiology with pathways in human medicine.
- Develop career pathway maps for each major outlining job titles, required skills and alumni examples.

**S3*****Expand Employer and Alumni Engagement***

- Strengthen partnerships with employers to increase access to internships and first-destination employment.
- Leverage alumni networks to support mentoring, career exploration and job placement.
- Host employer networking events focused on emerging careers in agriculture, food systems and natural resources.
- Use program advisory boards to inform curriculum updates, credentials offered and workforce expectations.

**S4*****Enhance Career Outcomes Tracking and Continuous Improvement***

- Increase *First Destination Survey* response rates through coordinated faculty and advisor engagement.
- Use career outcomes data to refine curricula and experiential learning opportunities.



**ADVANCING STUDENT SUCCESS**  
**GOAL 5 PERFORMANCE INDICATORS**



Ensure 98 percent of graduates achieve successful career outcomes. *(Previous four-year average: 96.1 percent)*





# Strategic Priority 2

## ***Advancing Research and Innovation***

Bold questions lead to bold results at CAFNR. Faculty, students and staff tackle Missouri's most pressing challenges across campus and at the Agricultural Experiment Station's four Research, Extension and Education Centers. Our researchers address both fundamental and applied questions to deliver solutions with Missouri roots and global reach, making a meaningful difference for society, both at home and around the world.

CAFNR's commitment to research has fueled remarkable growth, with both awards and expenditures more than doubling during the last strategic plan (2019–25). These accomplishments set the stage for the next phase of discovery and innovation.

**GOAL 1: DRIVE INNOVATION AND INTERDISCIPLINARY BASIC AND APPLIED RESEARCH TO ADDRESS MAJOR CHALLENGES FACING AGRICULTURE, FOOD AND NATURAL RESOURCE SYSTEMS LOCALLY, NATIONALLY AND GLOBALLY**

### **STRATEGIES AND TACTICS**

#### **S1** *Target Grand Challenges*

- Target grand challenges in Missouri that align with both U.S. and global priorities such as food and nutrition security, biosecurity, water resources, supply chain resilience, global food safety and development of resilient ecosystems and evidence-based policy recommendations.
- Create seed funding to promote team science approaches to pursuing large, multi-institution funding opportunities.
- Organize professional development opportunities to promote systems thinking, incorporating global experts and case studies.
- Partner with national and international organizations to accelerate solutions to agricultural challenges.

#### **S2** *Promote Innovation*

- Create an “emerging research priorities” task force that includes global scanning component to identify worldwide trends in biotechnology, artificial intelligence-driven agriculture, climate monitoring and sustainable intensification.
- Identify cutting-edge and emerging research areas (genomics, artificial intelligence, data analytics, bioengineered traits and microbiome) to guide strategic investment in developing resilient agricultural systems for U.S. and global markets.
- Expand the Joy of Discovery funding for high-risk, high reward projects that position CAFNR as a global thought leader.



### **Increase Interdisciplinary and International Collaboration**

- Foster cross-divisional, cross-college and cross-institutional projects and international projects that combine expertise and geographic context.
- Pursue joint hires across CAFNR divisions and with other colleges; explore dual appointments or visiting scholar exchanges with international partner institutions.
- Develop interdisciplinary seed grants that encourage globally relevant solutions.
- Establish incentives recognizing both domestic and international collaboration as well as scholarly impact.
- Form CAFNR-specific research interest groups.

**ADVANCING RESEARCH AND INNOVATION**  
**GOAL 1 PERFORMANCE INDICATORS**

- Enhance large proposal submissions (over \$1 million), including global or multi-country proposal, by 20 percent. *(Previous four-year average: 132)*
- Increase research expenditures per FTE by 30 percent. *(Previous four-year average: \$350k/FTE)*
- Expand peer-reviewed publications by 20 percent. *(Previous four-year average: 810)*
- Boost peer-reviewed citations by 20 percent. *(Previous four-year average: 81,666)*

## GOAL 2: STRENGTHEN PATHWAYS FOR TRANSLATIONAL RESEARCH AND ECONOMIC DEVELOPMENT

### STRATEGIES AND TACTICS

**S1**

#### ***Accelerate Translational Research***

- Strengthen partnership with Technology Advancement Office to streamline processes for invention disclosures, patents and startups serving both domestic and global applications.
- Boost partnership with the Missouri Innovation Center while also exploring global agritech hubs as partners for faculty-led startup scale-up.
- Offer business development and commercialization workshops for faculty and students.
- Expand the scope of the CAFNR AgCelerator for Agriculture Technologies (CAAT) to include exploratory funding for translational research ideas.
- Attract philanthropic and international donor funding (foundations, development banks) to support globally impactful translational research.

**S2**

#### ***Enhance Private Sector Partnerships***

- Create and sustain robust, mutually beneficial faculty-led relationships with domestic and global private-sector partners.
- Lower barriers for private-sector to engage in building public-private partnerships with CAFNR.
- Establish industry partnerships through the Research, Extension and Education Centers and their farm network.
- Develop mini sabbaticals for faculty and industry scientists to co-develop globally applicable innovations and explore each other's research programs to identify areas of mutual interest.

**S3**

#### ***Empower Economic Growth***

- Strengthen workforce development and talent pipelines by creating domestic and international research internships for undergraduate students and funding opportunities for graduate students.
- Incentivize faculty for translating research into new technologies, value-added products and market opportunities supporting both Missouri agriculture and international markets.
- Partner with MU Extension to provide research-based education, tailored training and support to businesses, entrepreneurs and communities using the Research, Extension and Education Centers.
- Expand global engagement, leading to additional translational research and expanded market opportunities.



## ADVANCING RESEARCH AND INNOVATION GOAL 2 PERFORMANCE INDICATORS



Increase the share of industry and philanthropic funding to 8 percent of the total research portfolio, including international or multinational partners. *(Previous four-year average: 5 percent)*



Train 10 faculty and 5 students annually for commercialization success. *(Previous four-year average: 0)*



Boost Intellectual Property outputs by 20 percent. This goal includes disclosures, patents and technology licenses and options. *(Previous four-year average: 80)*



## GOAL 3: CULTIVATE A VIBRANT AND SUPPORTIVE RESEARCH ENVIRONMENT

### STRATEGIES AND TACTICS



#### *Marketing and Communications*

- Enhance communication of research outcomes and impacts to stakeholders, policymakers and the public across Missouri while highlighting global partnerships that increase science reach and impact through social media.
- Conduct additional farm tours and field days in partnership with MU Extension at the Agricultural Experiment Station (AES) Research, Extension and Education Centers.
- Publish more stories and increase national presence of CAFNR research on LandGrantImpact.Org.
- Expand the scope of annual research symposium to include stakeholders and partners.
- Involve CAFNR Foundation communications channels for promotion of research impacts.
- Update research communications pieces to reflect the new Mizzou brand.
- Showcase the graduate student experience on CAFNR social media.
- Elevate the scope of AES Podcast to include more local, regional and global research impact stories.

S2

### Invest in People

- Recruit, retain and reward faculty and staff through innovative programs that promote excellence and recognize and incentivize research and technology transfer.
- Honor excellence in research and innovation among faculty, staff and students by creating new awards and recognitions, including those celebrating global research excellence, international mentorship and globally engaged scholarship.

S3

### Support Research Infrastructure

- Ensure a dynamic and collaborative research ecosystem with resources attracting world-class faculty and staff.
- Invest in facility renovations on and off campus annually.
- Capitalize on the Research Facilities Act funding for major construction and renovation projects.



## ADVANCING RESEARCH AND INNOVATION GOAL 3 PERFORMANCE INDICATORS



Increase research faculty FTE by 5 percent. *(Previous four-year average: 98)*



Renovate at least one to three lab spaces annually. *(Previous four-year average: 1)*



Increase faculty awards and recognitions by 10 percent. *(Previous four-year average: 126)*



Double research impact stories released annually, highlighting national and international relevance. *(Previous four-year average: 20)*





## Strategic Priority 3

# ***Empowering Missourians with Ag and Environment Extension***

Through MU Extension’s Agriculture and Environment program – a vital CAFNR partnership – faculty, specialists and staff deliver research-based tools, training and demonstrations that boost farm profitability, protect natural resources, support livestock and crop resilience and foster lifelong learning. These efforts provide more than \$1 billion in annual statewide impact while delivering solutions adopted nationally and internationally.

Looking ahead, MU Extension A&E will build on its trusted role across all 114 counties. The team will continue to modernize program delivery and strengthen statewide partnerships. They also aim to expand the reach and accessibility of support for Missouri producers, landowners and rural communities to rapidly respond to emerging challenges.

### **GOAL 1: EXPAND THE REACH AND IMPACT OF MU EXTENSION’S AGRICULTURE AND ENVIRONMENT MISSION**

#### **STRATEGIES AND TACTICS**



#### ***Marketing and Communications***

- Showcase extension’s work in crop and livestock production, land stewardship, value-added agriculture, food systems and community-connected agriculture through targeted communications that highlight statewide impact and collaboration.
- Develop standardized communication and reporting tools to reduce burden and reinforce consistent statewide messaging, including templates for program promotion, stakeholder updates, evaluation summaries and impact narratives.
- Produce professional communications products, such as extension impact reports/ articles and short videos, to document and market extension’s contribution to CAFNR priorities and Missouri agriculture.
- Feature CAFNR Programs of Distinction and Grand Ideas through a consistent cadence of communication, supported by a common story template (problem → solution → results), distributed through MU, CAFNR and extension channels, regional newsletters and partner networks.

**S2**

### ***Strengthen Faculty Capacity and Professional Growth***

- Host a statewide In-Service Education Summit equipping faculty with practical approaches to strengthen partnerships, improve program delivery and increase measurable impact aligned with CAFNR priorities.
- Provide targeted professional development opportunities focused on applied skills, enabling faculty to improve Reach and Resource metrics. Training would focus on partnership development, digital engagement, evaluation and compelling science communication.
- Strengthen recruitment, onboarding, mentoring and retention strategies for field-based and specialist roles to ensure local and regional communities continue to have access to high-quality front-line expertise.

**S3**

### ***Align Extension Effort with CAFNR Programs of Distinction and Grand Ideas***

- Each year, identify which CAFNR Programs of Distinction and Grand Ideas will be emphasized, the key topics to highlight the REEC and EEC sites that will host demonstrations, and the faculty teams responsible for delivery and reporting.
- Connect Extension, Research and Education efforts through REECs, EECs and interdisciplinary teams by tying priority Programs of Distinction and Grand Ideas to producer demonstrations or field events, a digital or hybrid learning activity, and at least one measurable outcome or adoption indicator that can be reported through existing systems.

**S4**

### ***Build Strategic Resource Growth***

- Expand statewide program support capacity by leveraging contractors and long-term partnerships (including Mizzou Online where appropriate) to translate faculty expertise into scalable curricula, micro-courses and producer-ready tools, enabling faculty to focus on content, partnerships and impact.
- Develop a focused portfolio of external partnerships with commodity groups, agencies and industry partners. Prioritize collaborations that directly advance CAFNR priorities, technology adoption and statewide extension delivery.
- Pilot fee-based program expansions aligned with CAFNR priorities to strengthen financial sustainability while expanding access to advanced, practice-oriented education.
- Build on the success of prior value-added agriculture efforts by supporting programs that strengthen processing, domestic market development, entrepreneurship and producer profitability.



## ADVANCING REACH AND IMPACT OF THE A&E MISSION GOAL 1 PERFORMANCE INDICATORS



Increase the median faculty Resource Index by 15 percent. *(Previous four-year average: 1.78)*



Increase the median faculty Reach Index by 25 percent. *(Previous four-year average: 5.3)*



Ensure 75 percent of extension faculty and specialists will score above the previous four-year median in both Resource and Reach. *(Previous four-year average: 32 percent)*



## GOAL 2: MODERNIZE EXTENSION DELIVERY AND ACCELERATE TECHNOLOGY ADOPTION

### STRATEGIES AND TACTICS



#### *Expand Digital and Hybrid Program Options*

- Develop a targeted set of high-impact digital micro-courses aligned with CAFNR priorities, providing faculty scalable options that extend program reach, reduce travel barriers and support consistent statewide delivery.
- Use digital and hybrid formats to extend access to high-demand topics and reduce duplications across regions.
- Design digital offerings in formats that are practical and accessible for diverse audiences, including mobile-friendly, low-bandwidth and asynchronous options when appropriate, so all Missourians can participate, even if lacking access to high-speed internet.

**S2****Standardize Tools, Platforms and Workflows to Reduce Burden**

- Support faculty adoption of digital tools through focused training and shared resources that improve efficiency, consistency and quality in online delivery.
- Standardize approved delivery platforms and workflows for digital and hybrid programming (MU Extension web presence, common webinar tools and Mizzou Online where appropriate) to expand reach without increasing administrative burden.
- Evaluate delivery formats and user experience regularly to ensure digital education products remain accessible, practical and responsive to changing audience needs and technologies.



## ADVANCING REACH AND IMPACT OF THE A&E MISSION

### GOAL 2 PERFORMANCE INDICATORS



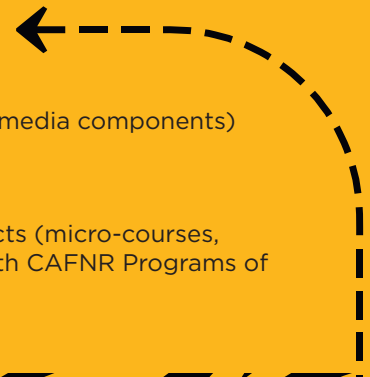
Increase participation in A&E Extension digital and hybrid offerings by 30 percent. *(Previous four-year average: 1,800)*



Increase annual media reach (as reflected in Reach Index media components) by 25 percent. *(Previous four-year average: 1.3 billion)*



Develop and deploy five scalable digital education products (micro-courses, short courses, decision guides, decision tools), aligned with CAFNR Programs of Distinction and Grand Ideas.



## GOAL 3: ENHANCE COUNTY, REGIONAL AND STATEWIDE PARTNERSHIPS

### STRATEGIES AND TACTICS

**S1****Marketing and Communications**

- Equip faculty with standardized engagement materials to strengthen communication with councils, commissioners, advisory boards and regional partners.
- Provide partners with concise updates, connecting local programming to CAFNR priorities and statewide outcomes.

**S2**

### ***Deepen Regional Engagement and Responsiveness***

- Convene regional listening sessions using advisory boards and local stakeholder groups to refine extension priorities, identify emerging issues and improve responsiveness while maintaining alignment with CAFNR strategic priorities.
- Use consistent meeting prompts and documentation to capture needs, opportunities and follow-up actions across regions.

**S3**

### ***Use REECs and EECs as Visible Hubs for Statewide Connection***

- Enhance REECs and EECs presence as visible hubs for engagement, including youth and career-focused events that connect extension, education and research and help build long-term workforce pathways.
- Leverage technology demonstrations at REECs and EECs to showcase new innovations and build confidence in their practical application.
- Engage REECs, EECs and on-farm sites to elevate work across crop systems, livestock systems, stewardship, food systems, value-added agriculture and entrepreneurial opportunities linked to Missouri agriculture.



## **ADVANCING REACH AND IMPACT OF THE A&E MISSION**

### **GOAL 3 PERFORMANCE INDICATORS**



Conduct one structured listening sessions per region annually (minimum of six statewide), using REEC and EEC advisory boards and additional stakeholder groups as appropriate to refine priorities and strengthen responsiveness.



Host at least three annual statewide youth or career-focused events at REECs and/or EECs.



## GOAL 4: STRENGTHEN MISSOURI'S AGRICULTURE RESILIENCE AND RESPONSIVENESS

### STRATEGIES AND TACTICS

**S1**

#### *Identify and Respond to Missouri's Most Pressing Agriculture Challenges*

- Use REEC and EEC advisory boards, regional listening sessions, faculty expertise and partner data to identify and communicate the most pressing issues affecting Missouri agriculture, with attention to production, livestock systems, stewardship, food systems, value-added opportunities and other emerging risks.
- Establish a process to move priority issues to the forefront of our efforts, so extension remains nimble and responsive to changing conditions, opportunities and stakeholder needs.

**S2**

#### *Drive Practice Adoption and Demonstrate Measurable Improvement*

- Lead coordinated education, demonstration and decision-support efforts that help producers and communities adopt proven practices to improve profitability resilience and stewardship.
- Prioritize programming that addresses major Missouri needs and emerging issues identified through the plan's engagement process.
- Document measurable outcomes through adoption indicators, demonstration results, partner reporting and other standardized evidence of change.



### **ADVANCING REACH AND IMPACT OF THE A&E MISSION** **GOAL 4 PERFORMANCE INDICATORS**



Identify and communicate a set of priority agricultural issues affecting Missouri (by 2027). These priorities will be informed by Extension expertise, partner agencies and stakeholder input, and review and update those priorities annually.



Document measurable progress at least biannually in producer or community adoption of practices that improve agricultural resilience, profitability and stewardship in priority program areas.



Each REEC and EEC will host at least one annual living classroom demonstration showcasing new or proven best management practices developed by CAFNR faculty, with evidence of increased awareness, confidence or adoption among participants.





# CAFNR *Programs of Distinction*

CAFNR's Programs of Distinction recognize teams whose research, teaching and extension work improve lives and landscapes across Missouri and around the world. These programs embody Mizzou's values of respect, responsibility, discovery and excellence as Missouri's land-grant college for a healthy world.

A hallmark example is the Center for Regenerative Agriculture (CRA), where CAFNR researchers and extension experts secured Mizzou's largest-ever grant, a \$25 million USDA partnership, to expand conservation practices such as cover crops, rotational grazing and silvopasture with the goal of accelerating market opportunities for agricultural products. Working with 14 state partners, the initiative helps farmers steward soil, strengthen profitability and build resilience for generations to come. Today, that recognized investment has positioned Mizzou as an international leader in regenerative agriculture and the development of virtual fencing technologies.

## CAFNR RECOGNIZED PROGRAMS OF DISTINCTION:

1. Center for Tree-Ring Science: Advancing multidisciplinary research in fire science, climate and natural resources management.
2. Financial Research Institute: Providing applied research and executive education on regulated utility policy and regulation.
3. Food and Agricultural Policy Research Institute: Delivering objective analysis of agricultural markets policy and economic outlooks.
4. Graduate Institute of Cooperative Leadership: Preparing cooperative leaders through executive education and governance training.
5. Interdisciplinary Plant Group: Fostering collaborative plant biology research and education across disciplines.
6. Interdisciplinary Reproduction and Health Group: Advancing multidisciplinary research and training in reproduction and health.
7. Missouri Climate Center: Serving Missouri through climate monitoring weather data and research-based outreach.
8. MU Forage-Livestock Group: Supporting sustainable livestock production through research teaching and extension.
9. MU Livestock Engineering Team: Facilitating the production of genetically engineered livestock for science medicine and agriculture.
10. National Center for Applied Reproduction and Genomics: Applying reproductive technologies and genomics to strengthen beef production.
11. Show-Me-Select™ Replacement Heifer Program: Improving beef herd genetics and profitability through science-based heifer development.
12. Center for Agroforestry: Advancing sustainable land management through interdisciplinary agroforestry research and outreach.



### Note

This list reflects CAFNR Programs of Distinction as of January 1, 2026, and may evolve during the 2026-2030 plan period.

Together with CAFNR's Grand Ideas, these programs generate multiple layers of impact across the state, from farms and businesses to classrooms and laboratories. They inspire students, strengthen Missouri's workforce and advance agriculture and natural resource management for a more resilient future.



# CAFNR *Grand Ideas*

Grand Ideas complement the Programs of Distinction by taking on societal concerns and further elevating the college's legacy. These are concepts, that with nurturing and leadership, have incredible potential to accelerate CAFNR as authorities in new and exciting fields and disciplines. These bold initiatives were chosen through a faculty-driven process to highlight visionary concepts rooted in CAFNR's strengths across agriculture, environment, food and human systems.

Proposals were evaluated for alignment across CAFNR's land-grant commitment to discovery, teaching and service. Selected Initiatives are intended to unite CAFNR scientists, educators, students and partners to address modern-day challenges. The following themes span across high-resolution biology, artificial intelligence, data science, ecosystem resilience, interdisciplinary program-solving, rural health equity and sustainable processing.

When successful, these grand ideas may uncover how genes, cells and ecosystems can shape healthier food, lives and environment.

## THEME 1: RESEARCH CAPACITY IMPROVEMENTS

### 1 *REEC Facility Investments*

Modernizes labs, data systems and computing on campus, while upgrading Agricultural Experiment Station facilities with expanded capacity for long-term experiments to drive high-impact discoveries, attract top talent and compete for federal and industry funding. Links campus expertise to pressing agricultural and environmental challenges through state-of-the-art facilities and industry partnerships. This grand idea accelerates innovation, strengthens partnerships and elevates impact statewide, nationally and globally. One example includes a new 20,000-square-foot multipurpose building at Bradford Research Farm, hub of CAFNR's Central Missouri Research, Extension and Education Center, featuring labs, a classroom, conference room and offices. Open to students, faculty, farmers and the public, it would provide a shared space for hands-on training, experiments and collaboration on discovery, engagement and service.

### 2 *Research Laboratory Renovations*

Focuses on replacing outdated spaces with modern, collaborative laboratories that promote team science. By creating versatile, reconfigurable "smart labs," CAFNR aims to foster multidisciplinary collaboration between faculty. The project also expands key infrastructure for advanced high-tech experimentation that bridges the gap between field and laboratory, ensuring researchers have the best tools to advance their work. Ultimately, this modernization ensures CAFNR remains a national leader in agricultural innovation, serving Missouri farmers and the global community with impactful, sustainable solutions.

**3*****Missouri Food Entrepreneur Center (MO-FEC)***

Culminates with an entrepreneur-centered operation that builds on successes from the Show-Me State Food, Beverage and Forest Products Initiative. Programs like the Missouri Agriculture, Food and Forestry Innovation Center, the Missouri Grape and Wine Fermentations Center and the Michael L. Parson Meat Science Education and Training Laboratory are strong examples of services provided to support the development and success of Missouri agriculture through value-added food processing. MO-FEC is proposed as a pilot scale manufacturing center to assist aspiring food entrepreneurs develop Missouri's commodities into businesses for the retail market

**THEME 2: BIO-FRONTIER****1*****MU Institute of High-Resolution Biology***

Advances an emerging field that studies individual cells at the molecular level to reveal gene functions in humans, animals and plants. Building on MU's advanced genomic, cellular, biochemical and microscopic technologies, the institute will unite animal and plant scientists. It creates a globally recognized research community focused on cell-specific genetic solutions like cancer gene therapies and climate-adapted crops.

**2*****PlantMet MU Consortium***

Strengthens MU's plant metabolomics expertise across the Interdisciplinary Plant Group (IPG) and the Divisions of Plant Science and Technology and Biochemistry through an inter-departmental consortium. Researchers will study how plants transform compounds into energy, food and medicine. The team will engineer crops for stronger yields and resilience and bioproducts like bioplastics, biofuels and pharmaceuticals while serving CAFNR's land-grant mission.

### THEME 3: ECO-RESILIENCE

#### 1 ***THRIVE - Transforming Health, Resilience and Innovation Through Vital Ecosystems***

Treats ecosystems as a health and resilience infrastructure where biodiversity, clean water and energy-efficient design strengthen community well-being. THRIVE will improve quality of life through nature-based solutions like wetland restoration, shade trees, green roofs and resilient landscapes. It offers trails and parks for recreation, tourism and learning, while also training future leaders through artificial intelligence, data analytics and interdisciplinary science.

#### 2 ***Show-Me Forestry Innovation, Sustainability and Economic Development***

Leads sustainable forest management innovations by addressing wildfire threats, invasive species and multiple-use demands through remote sensing, artificial intelligence and big data. MU forestry faculty will pioneer precision tree modeling, wildland fire ecology, silviculture and forest biophysics while extension specialists deliver programs to landowners and professionals. The initiative integrates teaching, research and extension by developing shared strategies, campus partnerships with engineering and informatics, enhanced workforce training and a forestry innovation area at Baskett Forest research area adjacent to Mark Twain National Forest.

### THEME 4: AI IN AGRICULTURE INNOVATIONS (AI2)

#### 1 ***Geospatial AI for Water Extremes and Food Systems***

Fuses satellite and airborne data with soil moisture networks and producer records to forecast flood and drought risks plus agriculture impacts. MU researchers will deliver decision tools for agencies and growers. Efforts will leverage proven centers and partnerships with the National Geospatial Intelligence Agency, National Oceanic and Atmospheric Administration and others.

#### 2 ***Heartland Digital and Climate-Smart Agriculture Network***

Creates a multistate, producer-embedded testbed combining Internet of Things, drones and artificial intelligence with agroforestry and regenerative systems. The network will improve yield stability, soil health, water quality and carbon outcomes. It leverages CAFNR's Digital Agriculture Research and Extension Center, Center for Agroforestry and MU Extension with partners like John Deere and Bayer.

**3*****Data Science and AI in the Life Sciences***

Establishes a new 3-credit undergraduate course introducing classical statistics, machine learning and artificial intelligence for large life science datasets. Building on STAT 1200, it will walk students through hypothesis testing, regression, deep learning and responsible AI use. Designed for multiple CAFNR programs, faculty from three disciplines will collaborate on this consensus course.

**4*****Center for AI in Food and Health (CAFH)***

Forms the Center for AI in Food and Health to pioneer generative artificial intelligence applications in food science, nutrition and human health. The center will integrate expertise from food science, public health and data science to advance food safety, personalized nutrition and food-as-medicine approaches. The center fosters collaborations across academia, industry and communities while training students and positioning MU as a global leader in sustainable food systems. Strategic efforts will include federal grant pursuits, high-impact publications, industry partnerships, patents and international symposia on AI-driven health solutions.

**THEME 5: NOURISHING MISSOURI****1*****CAFNR LifeZou***

Establishes CAFNR LifeZou to unite Food is Medicine (NutriZou) and Exercise is Medicine (FitZou) for delivering precision nutrition, functional foods and wearable-guided fitness for rural Missouri health parity. This partnership will leverage MU research, food science innovations and extension programming to reduce chronic disease disparities while securing NIH, USDA and CDC funding. Positions CAFNR as national leader linking agriculture to public health.

**2*****CAFNR Impact Studios***

Launches cross-disciplinary, project-based hubs where students, faculty, staff and industry collaborate to solve timely agriculture challenges through integrated teaching, research and engagement. Studios will deliver policy briefs, business models and decision tools under themes like Missouri Ag Sales, Animal Health Market Dynamics and Plant Innovation Supply Chains. Additional initiatives build biosecurity credentials, rural hospitality accelerators, farm financial resilience networks and autistic engagement in agricultural technology.



# Grand Ideas Alignment with *CAFNR Strategic Priorities and MU Strategic Themes*

Each of the CAFNR Grand Ideas and Themes were intentionally chosen to advance all three of the college’s strategic priorities while aligning with all three University of Missouri strategic themes.

The following matrix demonstrates deliberate strategic alignment between the college and the university: no siloed initiatives, just comprehensive solutions that simultaneously prepare students, generate discoveries and deliver national and international impact.

CAFNR Grand Idea Themes	CAFNR Strategic Priorities			MU Strategic Themes		
	Ensuring Student Success	Advancing Research & Innovation	Empowering Missourians with A&E Extension	Promote Student Success	Elevate High-Impact Research	Foster Outreach & Engagement
RESEARCH CAPACITY IMPROVEMENTS	✓	✓	✓	✓	✓	✓
BIO-FRONTIER	✓	✓	✓	✓	✓	✓
ECO-RESILIENCE	✓	✓	✓	✓	✓	✓
AI IN AGRICULTURAL INNOVATIONS (AI2)	✓	✓	✓	✓	✓	✓
NOURISHING MISSOURI	✓	✓	✓	✓	✓	✓



# Appendix

**AES:** Agricultural Experiment Station. CAFNR's on-campus labs and statewide network of research farms delivering high-impact discoveries.

**CAAT:** CAFNR AgCelerator for Agriculture Technologies. Funding to accelerate faculty innovations from lab to market.

**CAFNR Code:** Core values guiding the CAFNR community. Reflects who we are and how we serve Missouri.

**ForagerOne:** Technology to help faculty mentors and students find each other for research collaborations.

**Grand Ideas:** Faculty-led initiatives tackling Missouri's grand challenges in agriculture, food systems and natural resources.

**MyExtension:** Platform tracking extension program activities, engagement and statewide impact.

**PEARS:** Program Evaluation and Reporting System. MU Extension's tool for measuring outcomes and performance.

**Programs of Distinction:** CAFNR's elite research and extension programs meeting rigorous criteria for identity, impact and recognition.

**R.I.S.E.:** Research, International, Service and Experiential learning. CAFNR's signature high-impact student experiences.

**Reach Metrics:** Measures Agriculture and Environment Extension engagement via myExtension and PEARS, reported per FTE.

**REEC:** Research, Extension and Education Center. CAFNR's four regional hubs located in the central, northern, southwest and Delta regions.

**Resource Metrics:** Tracks Agriculture and Environment Extension investments toward the statewide effort goal.

**R<sup>2</sup> Scorecard:** Resources plus Reach. MU Extension's metric-driven performance model.

**Stellic:** Academic planning and progress tracking platform used by advisors and students to support degree completion and timely graduation. Platform chosen by Mizzou.

**Student Leaders:** Definition pending from Michelle and Gen; replaces the term "student influencers."

## ADDITIONAL PLANNING PROCESS DETAILS

Associate deans shared working draft goals, strategies and tactics with six division directors and 14 program leaders before scheduling the seven listening sessions. Drafts also went to academic advising, degree program leaders, CAFNR Research Council members and CAFNR Policy Committee members throughout the beginning stages of planning.

Dr. Garton engaged with 48 CAFNR students at a student council meeting in fall 2025 to discuss Strategic Priority 1, answer questions and gather feedback.

Email invites for the Feb. 12-13 listening sessions were sent to CAFNR Foundation/Alumni Boards (38), REEC Staff (49), Faculty/Staff (769), Graduate and Undergraduate Students (1,345) and REEC Advisory Boards (90).



# Thank *You!*

“Accelerate the Drive” embodies 11 months of collective effort from our CAFNR community. I’d like to extend a huge thank you to the students, faculty, staff, alumni, donors, industry partners and advisory board members who stepped forward to help take this plan from working draft to a final vision. We called for your voice, and you delivered. Your insights from leadership workshops, CAFNR community listening sessions and email feedback were invaluable. Our strategic plan committee worked through your thoughts and questions — refining every goal, strategy and Grand Idea before you.

Your dedication powers CAFNR’s service to Missouri’s land, people and future.

— Christopher Daubert , Vice Chancellor and Dean  
College of Agriculture, Food and Natural Resources

### ***Special Thanks to Our CAFNR Strategic Planning Committee***

Chris Daubert – Vice Chancellor and Dean

Kathy Haynes – Chief Financial Officer

Bryan Garton – Senior Associate Dean and Director of Academic Programs

Shibu Jose – Associate Dean for Research and Director of the Agricultural Experiment Station

Rob Kallenbach – Associate Dean of CAFNR Extension and Senior Program Director,  
Agriculture and Environment Extension

Michelle Enger – Director of CAFNR Marketing and Communications

Genevieve Howard – Web and Social Media Consultant

Ashley Craft – Strategic Communications Consultant

Stay Connected. ***Accelerate with Us.***





**Accelerate**

**the drive.**



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