



Search for the Dean of the College of Agriculture, Food and Environmental Sciences
California Polytechnic State University
San Luis Obispo, California

California Polytechnic State University (Cal Poly) seeks a highly collaborative and entrepreneurial leader with the ability to build distinct connections with industry to serve as the next dean of the College of Agriculture, Food and Environmental Sciences (CAFES). Nestled among nearly 10,000 acres of some of the most fertile soil in the United States on the Central Coast of California, CAFES boasts one of the nation's most prestigious undergraduate agricultural programs at a polytechnic institution that inspires whole system thinkers to serve California and solve global challenges. The dean will build on the successful reputation of Cal Poly and CAFES to reach new levels of distinction and national prominence while supporting their renowned "Learn by Doing" philosophy.

Founded in 1901 as one of 23 universities in the California State University (CSU) system, Cal Poly has consistently been named the best public masters-level university in the West by both *U.S. News & World Report* and *Forbes Top Colleges*, and *Money* magazine gave Cal Poly a 5-star ranking, an honor that places Cal Poly among the top 34 universities in the nation. Since 1901, agricultural programs at Cal Poly have used the Learn by Doing approach to prepare leaders in sustainable agriculture, food systems, and environmental and life sciences who are prepared to address challenges related to food security and meet increasing environmental demands at both the state and global level. Students have access to laboratories in a broad variety of disciplines as well as to vast ranchland, orchards, vineyards, and forest. These laboratories and living laboratories provide extensive Learn by Doing opportunities, which are supplemented by a curriculum informed by close connections with industry leaders. Given Cal Poly's polytechnic emphasis and its location in California, the #1 ranked state for agricultural production with a \$45-50 billion industry that produces over 400 agricultural commodities, the institution is ripe ground for preparing students to be future leaders in their fields.

The dean will be joining Cal Poly at an opportune time for impact, as the institution has had stable leadership for some time, including the President who formerly served as an agriculture dean, and the institution is well-poised for growth and innovation. The dean will have the opportunity to build upon CAFES' impressive record of success by augmenting programming; leveraging strong ties to local, regional, and state industries; and partnering with the internal leadership team and external advisory council to achieve new levels of excellence. As the University pursues enrollment growth in the coming years, the dean will play a leading role in attracting and retaining diverse and talented students, faculty, and staff, and in securing the facilities, support structures, and other financial and operational resources for their success, including seeking development opportunities and building a donor pipeline. To achieve these ambitions, the dean will address the following key opportunities and challenges, which are enumerated in detail later in this document:

- Drive an ambitious vision that builds upon CAFES' strengths and positions the college for growth and further prominence
- Champion CAFES externally to sustain and expand partnerships, particularly with the industries employing CAFES graduates, and grow revenue
- Thoughtfully steward CAFES' physical, financial, and human resources, while continuing to ensure a strong foundation to build upon
- Advance student recruitment and success initiatives in support of a diverse student body
- Grow the teacher-scholar model and research opportunities, and enable the recruitment and retention of a diverse and talented faculty
- Serve as a collaborative and strategic University partner to fulfill University goals

A list of the desired qualifications and characteristics of the dean, prepared by CAFES stakeholders with assistance of Isaacson, Miller, a national executive search firm, can be found at the conclusion of this document. Background information and key opportunities and challenges related to the position are also included below.

ABOUT CAL POLY

Cal Poly is a nationally-ranked public university located in San Luis Obispo, California, and known for its **Learn by Doing** philosophy. Each year more than 20,000 top-tier students come to San Luis Obispo to put knowledge into action, taking their learning outside the classroom as they prepare for careers in engineering, agriculture, science, business,

humanities and the built environment. Cal Poly's hands-on philosophy, small class sizes and close student-faculty mentorships result in graduates ready from day one to impact their communities, California and the world. At the heart of all that Cal Poly values is a core commitment to student success. Cal Poly students graduating with undergraduate or graduate degrees are expected to have met the following learning objectives:

- Think critically and creatively
- Communicate effectively
- Demonstrate expertise in a scholarly discipline and understand that discipline in relation to the larger world of the arts, sciences, and technology
- Work productively as individuals and in groups
- Use their knowledge and skills to make a positive contribution to society
- Make reasoned decisions based on an understanding of ethics, a respect for diversity, and an awareness of issues related to sustainability

The current 2019-2024 Strategic Plan (<https://www.calpoly.edu/strategic-plan>) has seven strategic priorities that focus on the themes of its people, programs, and support infrastructure.

Cal Poly is the second largest land-holding university in California, second only to UC Berkeley, and one of the largest land-holding universities in the nation. Cal Poly acknowledges that its campus sits on land that carries the heritage and culture of the Indigenous People of San Luis Obispo County, the yak tit̓u tit̓u yak tiłhini, Northern Chumash tribe. The Cal Poly community honors the Indigenous People's connection to these territories and respects the land on which they gather.

Leadership

Dr. Cynthia Jackson-Elmoore joined Cal Poly as Provost and Executive Vice President for Academic Affairs in August 2020. Prior to Cal Poly, Dr. Jackson-Elmoore served as the dean of the Honors College at Michigan State University, where she oversaw the university-wide program for high-achieving undergraduates, as well as the Academic Scholars Program, the National/International Fellowships & Scholarships Office, and the MSU Debate Program. Dr. Jackson-Elmoore was also a professor with affiliations in the MSU School of Social Work and the Global Urban Studies Program. She also co-chaired a university level Diversity, Equity,

and Inclusion Steering Committee and was appointed to the MSU Strategic Planning Committee.

President Jeffrey D. Armstrong began his tenure as Cal Poly's ninth permanent president on February 1, 2011. Before joining Cal Poly, Dr. Armstrong served as dean of the College of Agriculture and Natural Resources at Michigan State University, as head of the Animal Sciences Department at Purdue University, and in various roles at NC State University. He participates in numerous California State University (CSU) committees, including the CSU Agricultural Research Initiative, CSU Water Resources and Policy Initiatives, CSU Technology Steering Committee, and CSU Council on Ocean Affairs, Science & Technology (COAST). Dr. Armstrong will join the APLU Food System Leadership Institute (FSLI) Commission in 2024. Cal Poly is one of three FSLI partner institutions (along with North Carolina State University and The Ohio State University) hosting a week-long residential session. As a first-generation college graduate, Dr. Armstrong is particularly passionate about nurturing a campus climate that embraces inclusion and diversity and has focused on improving graduation rates and bolstering student success, particularly through expanded university-industry partnerships.

Current Context

In October 2021, the University began the process of converting from a quarter calendar to a semester calendar system. This transition will occur at the start of the 2026-2027 academic year. The conversion is an opportunity to achieve greater pedagogical depth, rethink how to balance teaching and research for faculty, review and discuss the curriculum, and simplify academic pathways for transfer students. The campus is currently in the process of finalizing curriculum proposals and performing curricular review. After Cal Poly converts to a semester calendar, the entire California State University (CSU) system of 23 campuses will be on semesters.

Enrollment at Cal Poly is expected to grow in the coming years to support CSU system goals and to align with system-wide financial incentives. The most recent master plan calls for a maximum student head count on-campus during any term to about 25,000 students by the year 2035. This growth includes leveraging a new summer term for year-round operations. Beginning in the 2024-2025 academic year, new students will be able to opt into starting at Cal Poly in the summer of their first year and spend a second summer on campus in a later year, agreeing to spend two typical academic terms off-campus and engaged in a High-Impact Practice.

California State University System

The California State University (CSU) system spans the state of California and has an annual budget of more than \$7 billion. It is not only the largest four-year university system in the nation, but also one of the most diverse and affordable. With 23 campuses, more than 350,000 students, and 53,000 faculty and staff, CSU is a leader in high-quality, accessible, student-focused higher education. A student success initiative in the CSU system, the Graduation Initiative 2025 (GI 2025), is the CSU's ambitious effort to increase graduation rates for all CSU students while eliminating opportunity and achievement gaps.

ABOUT THE COLLEGE OF AGRICULTURE, FOOD AND ENVIRONMENTAL SCIENCES

CAFES is globally recognized as a center of excellence in applied sciences through responsive scholarship, leadership, and service to others. With 4,200 students enrolled, CAFES has the fifth-largest undergraduate enrollment in agriculture and renewable resources programs in the nation. In addition, the college ranked fifth in the nation for agriculture degrees awarded to Latinx/e students, according to *Diverse Issues in Higher Education*.

CAFES has nine undergraduate departments that offer 15 individual majors and 22 minors. Departments include: Agribusiness, Agricultural Education and Communication, Animal Science, BioResource and Agricultural Engineering, Experience Industry Management, Food Science and Nutrition, Military Science, Natural Resources Management and Environmental Sciences, Plant Sciences, and Wine and Viticulture. In addition, CAFES offers a Master of Agricultural Education and four Master of Science degrees in Food Science, Nutrition, Environmental Sciences and Management, and Agriculture. The Master of Science in Agriculture has eight specializations: BioResource & Agricultural Systems, Animal Science, Crop Science, Dairy Products Technology, Environmental Horticultural Science, Irrigation, Plant Protection Science, and Water Engineering.

Student success is of paramount importance to the college: the 19:1 student-faculty ratio ensures that professors are able to build close relationships with students; students work closely with a specialized team of academic advisors and peer advisors, and students take advantage of opportunities in enterprise projects to get hands-on business experience, undergraduate research to advance the field and solve real-world problems, and more than 50 student clubs and organizations. 90% of CAFES graduates go on to jobs directly related to their major.

The college maintains close relationships with industry partners, ensuring the curriculum effectively prepares students for the workforce and building trust with major employers. The CAFES Dean's Advisory Council, made up of dedicated industry leaders many of whom are alumni of CAFES, provides counsel, focus, and direction and assists the University President and college dean in carrying out the Learn by Doing mission of the college and the University. With nearly 40 members, this group is an invaluable resource to the college and to the dean. Similar advisory groups are in place for many of the college's centers and departments, providing further expertise to CAFES.

CAFES brings together industry, government, and academia to address real-world issues through many multidisciplinary centers and institutes. Faculty conduct applied, problem-solving research alongside students preparing for careers in various industries. CAFES Centers and Institutes are included in Appendix I at the conclusion of this document.

CAFES has an opportunity to continue to embrace diversity, equity, and inclusion in its communities and foster a socially just, respectful, and welcoming environment for all students, staff, and faculty. The college has developed a DEI Strategic Action Plan to focus its efforts to achieve this. The Multicultural Agriculture Program (MAP) supports undergraduate students with a peer mentor-based structure and serves historically underserved and traditionally underrepresented students. Students are paired with a faculty mentor, enroll in Introduction to Agricultural Leadership, and participate in a summer field trip and other program events, with the aim of diversifying students prepared for leadership roles.

The college has extensive facilities and is currently engaged in several projects to improve and enhance facilities and operations. This includes the construction of a new animal healthcare facility, principally designed for large animals, and a new plant sciences complex. Additionally, initial planning has begun for a 60,000 square foot high-tech greenhouse facility adjacent to the plant sciences complex. Agricultural Operations (Ag Ops) encompasses Cal Poly's 6,000-plus acres of farming and ranching operations and also supports the Bartleson Ranch, which includes 450 acres of avocado and lemon groves in Arroyo Grande, and Swanton Pacific Ranch, comprised of an additional 3,300 acres of forest, range, and watershed resources in Santa Cruz County. More information about the facilities and Agricultural Operations unit is available in Appendix II at the conclusion of this document.

ROLE OF THE DEAN

The dean reports directly to the Provost and Executive Vice President for Academic Affairs and is the lead academic and administrative officer for the college. The dean leads and executes strategic planning and visioning for the college. The dean provides support for the faculty of CAFES by creating a positive environment for teaching, scholarship and professional engagement, and service to the University and community. The dean is also expected to foster a healthy organizational culture for that enables the recruitment and retention of diverse and talented faculty, staff, and students. The dean is responsible for the quality of academic programs and for managing the fiscal resources, human resources, and the physical facilities of CAFES. The dean is expected to build partnerships with alumni and the business community, ensuring a close alignment around academic and industry needs, and will provide supplemental financial support for both new and existing programs. As the chief spokesperson for the college, the dean will foster deeper connections with industry, government officials, and leaders across campus to build mutually beneficial partnerships.

The dean oversees an administrative team composed of a senior associate dean, two associate deans, two assistant deans, and 10 department heads and manages a complex budget of more than \$31 million. CAFES includes approximately 90 tenure-track faculty, 90 lecturers, 4 ROTC faculty, and 80 staff.

KEY OPPORTUNITIES AND CHALLENGES FOR THE DEAN

The dean will be joining CAFES as they prepare for their next chapter after celebrating many successes and distinctions over the years. The next dean will be expected to leverage the unique and diverse array of disciplines within the college, draw on the deep talent of faculty, staff, and students, and build on extensive industry partnerships and an impressive fundraising record to effect an even greater impact by addressing the following opportunities and challenges:

Drive an ambitious vision that builds upon CAFES' strengths and positions the college for growth and further prominence

The dean will join a CAFES community ready to build on their strong foundation to plan for the future. Upon joining Cal Poly, the dean will work closely with faculty, students, staff, industry partners, the Dean's Advisory Council, and University partners to inspire and unite

the community around common goals and work collaboratively to actualize those ambitions. In doing so, the dean will ensure CAFES is aligned with University and CSU goals, including enrollment growth and the Graduation Initiative 2025, and respond to the rapidly-changing landscape in agriculture, food, and natural resources while seeking new ways to collaborate across Cal Poly's many academic units and with industry and government partners to promote innovation. The dean will work closely with CAFES faculty to adapt the curriculum to the rapidly changing needs of complex environmental, food, water, and agricultural industries and will seek opportunities for applied research that will enhance the teaching and learning opportunities for CAFES students. To be successful, the dean will be a champion for equity, diversity, and inclusion efforts to promote a culture of inclusive excellence and uphold the college's core commitment to recruit, retain, and graduate diverse and outstanding students. The dean will be entrepreneurial and a strong collaborator who will inspire the college to adapt regularly to changing priorities while also ensuring faculty and staff are well-supported and empowered in their work and that students are trained to succeed in a variety of industry roles.

Champion CAFES externally to sustain and expand partnerships, particularly with the industries employing CAFES graduates, and grow revenue

The next dean will continue to have a large external role, augmenting existing relationships and finding new opportunities to partner, especially with industry, and will work closely with the President and the CAFES development team for broad exposure for fundraising. Given the college's central role in preparing California's diverse workforce, the importance of collaborating with industry partners and donors cannot be overstated. The next dean will sustain and expand partnerships that benefit CAFES faculty, students, and staff through applied research opportunities, curricular developments to match advancements in various fields, internship and employment opportunities, and resources that support the various programs and Centers in CAFES, including access to the latest equipment and technologies. This will include fundraising in support of scholarships for an ever-more-diverse student body to provide for workforce needs. The dean will be a creative and entrepreneurial fundraiser and friend-raiser, telling the CAFES story well to best support the community.

Further, the dean will steward the college's reputation with a variety of stakeholders and audiences and ensure CAFES remains known as one of the most prestigious undergraduate programs in the nation. In addition to industry connections, the dean will build relationships

with state and federal government officials and engage nationally and internationally in the fields of agriculture, natural resources, food systems, and environmental sciences.

Thoughtfully steward CAFES' physical, financial, and human resources, while continuing to ensure a strong foundation to build upon

The next dean of CAFES will inherit a complex array of resources and a talented and dedicated faculty, staff, and administrative leadership team, and the CAFES community will be looking to the dean to strategically steward resources while inspiring them for the future. Given the scale and diversity of the college's academic and agricultural operations, the next dean will need to be a savvy manager with an acute sense of business, able to prioritize and creatively make the most of available resources. The dean will ensure current capital projects are completed while making strategic investments for future growth.

The dean will provide the financial resources and infrastructure necessary for CAFES to best support teaching, applied research, and hands-on experiences for students across the college's many disciplines, ensuring all departments and CAFES Centers feel supported and valued in the college. While the dean's main focus will be on strategy, they will cultivate and empower their leadership team to lead and implement new and existing goals and initiatives, while fostering a culture of collaborative and transparent decision making in the college. The dean will also encourage innovation and leverage the expertise of CAFES' talented community when pivoting to achieve new objectives. The dean will promote professional development opportunities and be a strong advocate for faculty and staff.

Advance student recruitment and success initiatives in support of a diverse student body

Cal Poly is committed to recruiting and retaining a more diverse student body to better reflect California's demographics. CAFES will play a vital role in these initiatives while also ensuring students' success and their entry into the workforce. The next dean will support these efforts by working closely with CAFES Advisors, the Provost's Office, Strategic Enrollment Management, Student Affairs, and other student support offices to close financial and achievement gaps and continue to foster a socially just, respectful, and welcoming environment for students from all backgrounds. The next dean must ensure students are able to take full advantage of CAFES' extensive curriculum and impactful Learn by Doing philosophy. The next generation of CAFES students are poised to experience significant

curricular change as the campus transitions from the quarter system to the semester system and begins offering year-round instruction, and the dean will prepare CAFES for a smooth transition. Further, as Cal Poly seeks to become a Hispanic-Serving Institution (HSI), the next dean will work with faculty to develop culturally inclusive pedagogy and college support structures. Given the college's prominent role in educating the workforce, the dean will also ensure Cal Poly graduates remain highly sought-after for their ability to combine professional skills and technical competence with a big-picture vision and innovative spirit.

Grow the teacher-scholar model and research opportunities, and enable the recruitment and retention of a diverse and talented faculty

As the lead academic officer of CAFES, the next dean will seek to expand the College's already robust research opportunities. In line with the University's teacher-scholar model, the dean will emphasize the importance of applied research that solves industry and societal problems, builds connections across disciplines, and empowers students to meaningfully engage in scholarly activities and learn how to solve practical, real-world problems. Further, the dean will keep a careful eye on faculty workloads, ensuring that faculty are able to devote appropriate time to research, teaching, and service. They will be responsive to faculty needs, ensuring a healthy culture that enables the recruitment and retention of talented, diverse, and dedicated faculty across all of CAFES academic areas.

Serve as a collaborative and strategic University partner to fulfill University goals

The dean will be a highly collaborative leader who will support University-wide ambitions along with CAFES objectives. This will include helping the University prepare for enrollment growth, supporting the conversion from a quarter to semester calendar, encouraging new interdisciplinary and innovative initiatives, and promoting Cal Poly's mission and values. The dean will work across the University on strategy and ensure alignment around goals and execution.

As a premier polytechnic university, the dean will be expected to work across colleges and disciplines to build innovative partnerships and identify areas for collaboration, such as Agtech, data science, artificial intelligence and sustainability, that both benefit the next generation of students and solve global challenges. The dean will rely on the expertise and creativity of CAFES' dedicated faculty in building out these innovative programs and help provide the infrastructure to make them possible to continue to ensure academic

programming that prepares future leaders in their fields. In a rapidly changing environment, both in higher education and agriculture and natural resources, the next dean will be responsible for ensuring that CAFES remains on the cutting edge and maintains its prominence.

QUALIFICATIONS AND CHARACTERISTICS

The next dean will have a record of academic accomplishment and administrative experience. An earned doctorate and academic accomplishments appropriate for the rank of Full Professor in one of the academic disciplines of CAFES are required. The dean will also have a proven record of engaging with industry leaders to build meaningful partnerships and support, a demonstrated commitment to diversity, equity, inclusion, and student success, and the ability to work effectively with the various stakeholders associated with CAFES, including academic leaders across Cal Poly.

The ideal candidate will also possess many, if not all, of the following qualifications and characteristics:

- Experience in crafting and leading an entrepreneurial vision and strategy
- Demonstrated experience and commitment to supporting the teacher-scholar model and faculty research and scholarship, particularly of the applied nature
- Demonstrated commitment to the importance of hands-on experiences for students and an enthusiasm for Cal Poly's Learn by Doing philosophy
- The ability to work effectively with a diverse campus community and to support inclusive excellence for faculty, staff, and students
- Demonstrated experience expanding diversity, equity, and inclusion in academic programs and developing new programs in support of DEI goals
- Demonstrated commitment to and a record of being a good university citizen and working towards shared goals with a variety of university partners
- Demonstrated experience with initiatives that support student success
- Demonstrated ability to manage resources effectively in a complex environment, an aptitude for fundraising, and the ability to develop partnerships and secure external support for programs, facilities, and personnel
- Understanding of the value of industry relations and a clear commitment to maintaining and enhancing relationships with a diversity of industry partners

- An understanding of physical facilities and equipment needs within an agricultural and natural resources environment, and a strategic approach to managing limited resources
- Demonstrated ability to cultivate a strong team of leaders who can ensure the effective management of a complex organization
- A deep appreciation for and broad knowledge of agriculture, food, and environmental sciences. An understanding of the diversity of agricultural products in California could be helpful
- Experience resolving personnel issues in a complex, unionized environment
- Excellent communication skills in a wide range of settings and a transparent, empathetic leadership style that fosters community building and augments partnerships

Compensation and Location

The anticipated salary range for the position is \$260-300K. Cal Poly is located in San Luis Obispo, California, a coastal city halfway between Los Angeles and San Francisco. The San Luis Obispo community is nestled close to the Pacific Ocean, has a population of over 46,000, and is an area with an extraordinary quality of life and a temperate, Mediterranean climate that is comfortable year-round. The economy is based largely on agriculture and tourism and the region is known for producing world-class wine.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/california-polytechnic-state-university-san-luis-obispo/dean-college-agriculture-food>. Electronic submission of materials is required.

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At California Polytechnic State University, San Luis Obispo, we believe that cultivating an environment that embraces and promotes diversity is fundamental to the success of our students, our employees and our community. Cal Poly's commitment to diversity informs our efforts in recruitment, hiring and retention. California Polytechnic State University is an affirmative action/equal opportunity employer.

Appendix I: CAFES Centers and Institutes

- The Strawberry Center is a partnership between Cal Poly and the California Strawberry Commission. The Center focuses on applied research in plant pathology, entomology, and automation designed to reduce labor inputs. The Center conducts disease diagnostics on hundreds of strawberry plants each year. Students have opportunities to prepare for careers in agriculture by participating in the “Strawberry Academy” designed to provide hands-on learning opportunities in strawberry production and research.
- The Grimm Family Center for Organic Production and Research is a unique learning model that will develop research and innovation across disciplines, focusing on real-world issues that directly impact California’s \$3.5 billion organic farmgate. The center will support transdisciplinary research and teaching opportunities in topics related to organic soils, plant nutrition, pest management, agricultural education, and marketing.
- The Wildland-Urban Interface (WUI) Fire Institute is a mission-driven organization that seeks solutions to the Wildland Urban Interface fire problem through innovative research, training, and education to create safe and more fire resilient communities in California and the West.
- The Dairy Innovation Institute (DII) supports the maintenance, growth, and continued economic health of the dairy foods industry. To accomplish this mission, DII conducts timely research that provides the scientific and technological basis for new and improved dairy food products and processes which utilize dairy-based ingredients.
- The Brock Center for Agricultural Communication creates a bridge of communication between the agricultural industry, the media, and the public.
- The Center for Sustainability’s purpose is to advance sustainable food and agriculture systems through education, demonstration of sustainable agricultural practices, investigation, and facilitation of collaborative efforts for sustainability, both on campus and in our community.
- The Coastal Resources Institute is dedicated to resolving issues involving the management of natural resources such as land, water, timber, flora, and fauna. It provides a wide range of services, including management plans, habitat audits, environmental/social impact inventories and analyses, and policy planning.
- The Food Systems Leadership Institute (FSLI) offers leadership development to upper-level leaders in higher education, government, and industry. The FSLI experience develops or reinforces a series of core leadership competencies identified by a team

of top-level leaders including university presidents and chancellors and leaders from industry and the non-profit sector who understand the requirements of food systems leadership. FSLI is supported by the Kellogg Foundation and is jointly hosted by the Ohio State, North Carolina State, and Cal Poly.

- The Irrigation Training and Research Center (ITRC) was established in 1989 as a center of excellence, building on a history of contributions to the irrigation industry.
- The Urban Forest Ecosystems Institute (UFEI) was developed by Natural Resources Management and Environmental Sciences faculty to address the increasing need for improved management of the urban forests in California.

Appendix II: Agricultural Operations and CAFES Facilities

Agricultural Operations (Ag Ops) is a large, diversified ranching and farming support department within CAFES. Ag Ops encompasses Cal Poly's 6,000-plus acres of farming and ranching operations, including Peterson, Serrano, Escuela, Walters, and Chorro Creek Ranches, most of which are adjacent to the San Luis Obispo campus core and easily accessible from campus. Ag Ops also supports the Bartleson Ranch, which includes 450 acres of avocado and lemon groves in Arroyo Grande, and Swanton Pacific Ranch, comprised of an additional 3,300 acres of forest, range, and watershed resources in Santa Cruz County.

CAFES also operates 18 specialized production operations, many of which are student run. These production operations generate more than \$5M in annual revenue and provide an extension of the classroom for faculty to bring Learn by Doing to life and for students to put into practice what they learn, a place to conduct applied, agriculturally related research in support of faculty, senior projects, and graduate students, and a place to demonstrate principles and new technologies of modern agricultural practices to industry partners and others through short courses and field days. These facilities include:

- Justin and J. Lohr Center for Wine and Viticulture
- Oppenheimer Family Equine Center
- Boswell Ag Tech Center within the Frost Center for Research and Innovation
- Cal Poly Dairy
- Creamery
- Beef Operations
- Poultry Center
- Swine Center
- J and G Lau Family Meat Processing Center
- Animal Nutrition Center
- Food Pilot Plant

Much of the campus infrastructure at the Swanton Pacific Ranch was destroyed in August 2020 by the CZU Lightning Complex Fire. The rebuilding is being funded by a state grant and insurance, and some operations are expected to be resumed by the spring. On the ranches closer to campus, CAFES is modernizing the composting operation, replacing 1,000 miles of fencing, incorporating new roads to connect facilities, and actively replacing rolling stock.