

1. Project Title	Horticulture Master Plan and Construction of Land Lab
2. Name	April Chastain
3. Email	april.chastain@clackamas.edu
4. Department	Horticulture
5. Please briefly describe your idea	<p>Horticulture just completed our 7-year re-accreditation site visit with the National Association of Landscape Professionals (NALP) for the Landscape Management AAS degree. The top recommendation was to build on the planning and assessment work we've been doing the past few years by conducting "a "visioning" exercise for the program with department faculty and staff. The plan will focus on identifying what the program should be 20 years in the future and a series of guideposts on progress in achieving the vision. A Master Plan for the Program will be the end result. Included in the plan would be curriculum goals, facility goals, community education, and outreach goals."</p> <p>This proposal focuses on the "facility goals" by creating a physical Master Plan for the Horticulture Land Lab. Horticulture uses outdoor space to teach much of our curriculum and allow students to practices hands-on skills such as pruning, landscape construction, equipment operation, irrigation installation and maintenance, vegetable production, and plant propagation. As one of the oldest Departments, housed in one of the oldest buildings on campus, we have a great need to redevelop our facilities to meet current industry standards. Our Advisory Committee believes we are poised to become a regional destination for education in horticulture, arboriculture, greenhouse/nursery, and organic farming.</p> <p>The timing for this request is crucial and coincides with the Campus Master Plan (CMP) currently underway. The Horticulture Department just met with Walker Macy about our classroom and other facility needs. Some of our needed improvements would be included in the future-oriented conceptual CMP. However, we have more detailed plans currently underway and are chasing or have recently won grants to (re)develop some our facilities. Therefore, we need Department-specific detailed design work for our land lab that is not covered in the scope of work for the CMP. I would like to use this grant to extend Walker Macy's scope of work to help us develop the master plan for the Horticulture Land Lab (including all programs within the Department). A scope of work and cost would have to be negotiated with them.</p> <p>Along with the planning and design work, my hope is that this grant could cover some of the implementation of the Land Lab. I have a particular interest in the landscape-specific outdoor lab stations that give students opportunities to develop skills such as: building patios and walls, setting boulders, repairing and installing irrigation, etc. We currently use the old LICT testing site located between Beaver creek and Clairmont Dr for some of these activities, but it was built as a state-wide testing site, not for class activities and some of the stations are either unused or functionally obsolete. Technology in the landscape industry has advanced and our facilities no longer meet industry standards or student needs. We have a site in mind for the Landscape-specific Lab stations and have recently cleared blackberries and started preparing a site in our Land Lab south of the Greenhouses, but it needs to be planned and designed to meet our curriculum needs.</p>
6. Indicate the strategic priority that this project supports.	<p>Excellence in Teaching and Learning</p> <p>Holistic Student Support</p> <p>Diversity, Equity &amp; Inclusion</p>

	<p>Organizational Health Community Connections Operational need</p>
<p><b>7. How does your idea support the College's strategic priorities?</b></p>	<p>Excellence in Teaching and Learning: We know (current student comments, surveys, feedback from the Accreditation interview with alumni) that Horticulture students find hands-on activities and practice with tools and equipment to be the most valuable part of their learning experience. Having Land Lab stations with cutting edge tools and equipment will create a “responsive learning environment for students and employees” to practice essential skills. Holistic Student Support: We know that our “Students’ sense of belonging and connectedness to CCC is increased” by the teambuilding activities incorporated into Horticulture classes. Again, feedback from Alumni tells us that they continue to feel a strong connection to the College long after they leave because of these hands-on activities with their peers. DEI: Horticulture has the ability to “Attract, retain, and uplift systemically non-dominant students and employees”. We already attract LGBTQ students and have worked with many DRC students with varying needs. The industry has a high percentage of Hispanic and non-native English speakers, many of whom do not have a College degree. One of our goals is to increase outreach to the Latinx population of employees that could benefit from the landscape degree, certificate, workshop training opportunities, or other industry credentials. In particular, Spanish speakers have a documented disadvantage when it comes to passing the State Landscape Contractors Board (LCB) exams. We would like to continue our work with the LCB to get more landscapers licensed, thereby increasing their earning potential. Organizational Health: The Horticulture Department has long been a leader in our efforts to “Strengthen our organizational culture, our systems, and our stewardship of resources in order to better empower employees to fulfill our central mission...” Insight gained from the continuation of our planning and assessment efforts into a Department Vision and Master Plan could be shared with others on campus. The visioning process itself could be considered a “pilot project”. Lessons learned from our effort could be repeated with other departments. We continually strive to be on the forefront of industry knowledge and training, contributing to a positive community reputation for the college. Community Connections: For many years, Horticulture has shown the ability to “cultivate and nurture responsive and sustainable community relationships”. We have a high number of non-credit workshops, community events, and articulate classes with high schools from Vancouver, WA to southern Oregon. Increasing the quality of our facilities to cement our role as a regional destination will continue to bring community members and others on campus and raise awareness of CCC. Although we already have strong support from many local employers and industry groups, these planning efforts will help strengthen existing relationships and build new ones. Operational Need: As one of the oldest Departments, housed in the oldest building on campus, many of our facilities are functionally obsolete, so we struggle to show students the latest technology in the industry. This planning and redevelopment process would help us meet current and future standards. Also, the Organic Farming and Arboriculture programs went into stage III of the ARE and were identified as needing additional college assistance to meet our goals, improve enrollment, etc. A robust master plan will enhance our capacity to improve these programs and continue to reach students with the knowledge and skills they are looking for.</p>
<p><b>8. What contribution would this project make to the Diversity, Equity and Inclusion Strategic Plan? How does it contribute?</b></p>	<p>Redevelopment of the Land Lab would contribute to Strategic Priority 3: “Align instructional culture with principles and practices of equitable and inclusive teaching and learning”, particularly Goal 3.2: “Build institutional capacity to implement equitable and inclusive teaching practices” and Goal 3.3: “Create and support instructional materials, resources, spaces, and environments that promote</p>

	<p>equitable and inclusive teaching and learning”. As mentioned above, we know that hands-on activities promote a sense of belonging and increase employee confidence when students leave the program. Hands-on activities make learning accessible to students of varied abilities, learning styles, and language levels. For example, the lab stations will allow for more skills-based assessment of learning where written tests may not be appropriate. This allows us to ensure that our graduates are capable, skilled potential employees upon degree or certificate completion. The Assessment Committee has been researching ways of embedding “equity” in assessment. Most of the recommendations revolve around student-centered approaches that are culturally responsive and allow students to be involved in the assessment process. Students get immediate feedback when they practice a hands-on skill and can even be encouraged to give and receive peer feedback about their experiences.</p>
<p><b>9. What problem, need or gap in service will be addressed? What evidence is readily available to illustrate the need or support the goal(s) of the project? Please include links to data sources if known.</b></p>	<p>As one of the oldest Departments on campus, many of the facilities have become outdated or obsolete and in need of upgrading. In 2021 the Horticulture Department held a Planning Charrette focused on space and facility planning, enlisting the services of a local Landscape Architecture firm, Mayer/Reed to help identify opportunities. A series of maps and list of needed upgrades came out of that process and has been shared with Walker Macy as part of the CMP. We are in the process of enacting many of the recommendations, including identifying funding sources and educational opportunities for students to be involved in the process. We anticipate that it will take 5-10 years or more to complete all of the needed upgrades.</p>
<p><b>10. What is the benefit of this project (e.g. revenue potential, impact on student enrollment, retention, completion, etc.)?</b></p>	<p>Students come from far and wide for the variety of experiences and hands-on activities in the Department. This would increase our ability to support that experience. Horticulture has generally experienced greater growth than the College average over the past 3 years, with the exception of the early terms of the pandemic when we canceled classes. With additional support in planning and investment in facilities and equipment, we are well positioned to continue that growth trajectory.</p>
<p><b>11. What activities will be proposed in the project?</b></p>	<p>The main activity will be the Master Plan for the Horticulture Land Lab. Other activities include the construction of Land Lab stations or other needed improvements identified during the planning process</p>
<p><b>12. Identify stakeholders who will likely be involved in the project planning or delivery.</b></p>	<p>Internal stakeholders include: Horticulture Department, Campus Services, CCC Foundation and possibly College Relations &amp; Marketing. External stakeholders include: Advisory Committee, alumni, local landscape companies, industry associations, suppliers, and others.</p>
<p><b>13. What qualitative or quantitative measures would be meaningful in evaluating the success of this project?</b></p>	<p>These measures should be developed as part of the master plan process, much like process used for the Strategic Planning process.</p>
<p><b>14. Describe the investment (time, funds, etc.) that would probably be needed to get this project off the ground.</b></p>	<p>The costs need to be determined as part of the planning project. Given the short turn around between the end of the accreditation visit and this application being due, I don’t have hard numbers to share. A change order to the CMP or additional scope of work would need to be negotiated with Walker Macy. I propose the maximum amount of \$50,000 that could be spent on the master plan for the Land Lab and implementation of part of the plan. More funds will likely be needed for the long-term implementation of our Master Plan, but we have additional funding sources and grant applications underway to supplement some of the costs (see below). The Horticulture industry is very generous toward educational institutions and has partnered with us many times over the years. If we have a solid plan in</p>

	place, we can work with the Foundation on fundraising efforts to supplement the cost.
<b>15. Have you identified a grant or other funding source to help cover related expenses?</b>	Yes
<b>16. If yes to 15, please provide more information about the grant or other funding source.</b>	Horticulture has several funding sources. The Horticulture industry in general is very supportive of the program and indicated during the Re-accreditation visit that they just need to be asked. If we have a plan in place, with associated costs, we can hold fundraising events with the support of the Foundation. Additionally, several funding applications are currently underway: Frank Kilders is currently working with the Foundation to apply for a grant from Ball Seed to rebuild Greenhouse 2, which is still being evaluated but will likely cost \$100,000 or more. The Arboriculture Industry pledged \$200,000 at the start of the program to build a climbing facility (in addition to the \$60,000 they raised for equipment) and have the ability to raise more. We are at risk of losing this funding to another school if we don't act soon! Chris Konieczka applied for and was awarded an Innovation Grant to build a heated Hoophouse for the Organic Farming program. During the re-accreditation visit, NALP indicated that schools can earn \$100,000 to \$200,000 for hosting the annual National Collegiate Landscape Competition event, if we have adequate space and facilities to be a host. It has never been held in Oregon, although there is a lot of industry interest in coming to a state that supplies much of the country with plant material (Oregon is 3rd behind California and Florida in exports of horticultural products). Also, the Horticulture Department has been saving money in our Horticulture FFX account held by the Foundation, with just over \$50,000 that could be used as matching funds to leverage other fundraising efforts. My sabbatical plan this spring is to act on the recommendations coming out of the Accreditation Report. I would like to focus that energy on interviewing faculty, students, and local landscape companies to better understand the specific skills employees need, particularly on the landscape construction and irrigation. I would then use that information to determine the kinds of lab stations and equipment needed for the Landscape-specific part of the Land Lab.
<b>17. Beyond the start-up costs, is additional or ongoing funding required to maintain this project in the future? If so, please describe the costs (amounts, frequency, etc.) as well as if you have identified sources for ongoing funding.</b>	Most of our need for funding is a one-time expense. However, we have identified a need for additional support from another Lab Assistant to help maintain our land lab and facilities.
<b>18. What level of urgency best fits your idea?</b>	Immediate, needs to be explored within next 1-3 months. Coincides with the Campus Master Plan and other grant awards underway.
<b>19. If you answered "other" in question 18, please describe.</b>	
<b>20. Please include additional information you would like to share:</b>	The Horticulture Department is an underutilized asset within the human infrastructure of the College. We are a group of well-organized, functional, and collaborative faculty and staff who are maturing from a Department of "new faculty" into a seasoned Department capable of achieving results and providing leadership and inspiration to others. We have been recognized for our innovative assessment and relationship with our Advisory Committee. Horticulture has the ability to leverage investment from the College with funds from our industry

	<p>partners. We have strong connections to local, regional, and national associations that have recognized a crucial need for well-trained employees and are willing to put time, energy, and money into supporting educational efforts to provide them. The timing of this request is critical given the Campus Master Plan and our own planning and grant-seeking efforts underway. A little investment and support from the College at this key moment in time could help us capture that momentum and position us for long-term growth in the future.</p>
<p><b>21. Please share any questions you have for the Innovation Team:</b></p>	<p>Is there a way to incorporate the Horticulture Land Lab Master Plan into the Campus Master Plan currently underway? Since the College purchased the property to the south of Clairmont, Horticulture would like to consider consolidating our operations closer to our classrooms and equipment by expanding into that area. This is a very timely issue, because we are looking at rebuilding the greenhouse and building a new hoop house for the organic farming program. We have a site selected for those, but if a new opportunity arises with the purchase of this property then would it change the location of these structures? Taking this into consideration at this point in time is critical to make the most of our investment for the long-term.</p>

Survey to share feedback on this Innovation Fund proposal: <https://forms.gle/UudFerf5e8DqVSqB8>