




## Executive Memorandum 24-025

June 24, 2024

**From:** Stephen Perez, President \_\_\_\_\_

**Subject:** Approval of the New Certificate in Team and Organizational Leadership in Agriculture

Upon the recommendation of the Academic Senate and with the concurrence of the Provost, I approve the new Certificate in Team and Organizational Leadership in Agriculture within the College of Agriculture. The new certificate will require 21 units and will be effective fall 2025.

|   |  |
|---|--|
| <b>Policy Title:</b>                            | EM 24-025 Certificate in Team and Organizational Leadership in Agriculture |
| <b>Contact:</b>                                 | College of Agriculture   |
| <b>Supersedes:</b>                              |  |
| <b>Revision:</b>                                |  |
| <b>Enabling Legislation or Executive Order:</b> |  |

# New Undergraduate Certificate Program

Team and Organizational Leadership in Agriculture

**Certificate Name:** \_\_\_\_\_

**Department Contact(s) w/phone #(s):**

Dr. Jessica Toombs (816) 294-6572

Dr. Thomas Henderson (559) 393-1616

## Required Signatures

Agriculture

**The Department of \_\_\_\_\_  
has reviewed and approved this new certificate program**

*Celina Phillips*

\_\_\_\_\_  
Chair, Department Curriculum Committee

Feb 26, 2024

\_\_\_\_\_  
Date

*Eric Houk*

\_\_\_\_\_  
Department Chair

Feb 26, 2024

\_\_\_\_\_  
Date

Agriculture

**The College of \_\_\_\_\_  
has reviewed and approved this new certificate program**

\_\_\_\_\_  
Chair, College Curriculum Committee

\_\_\_\_\_  
Date

*David M. Hassenzahl*

\_\_\_\_\_  
College Dean

Feb 27, 2024

\_\_\_\_\_  
Date

**Send signature page with proposal attached to Curriculum Services at  
Undergraduate Education, zip 128**

Curriculum Review Completed

3/5/2024

\_\_\_\_\_  
Date

*Kiara Gray*

Note: The department will be notified of the dates for EPPC, Academic Senate, and WASC review.

# Proposal for Undergraduate Certificate in Team and Organizational Leadership in Agriculture

Prepared by Jessica Toombs and Tommy Henderson

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## Section I. Proposed Title of New Certificate

We propose the title of Team and Organizational Leadership in Agriculture Certificate. This succinct name will provide transparency to students, employers, and stakeholders to easily grasp skills and knowledge gained through the certificate.

## Section II. Academic Year of Intended Implementation

We intend to implement the certificate in the 2024-2025 academic year. With quick approval from the college and university levels, the Agricultural Science program will work through the Spring 2024 semester to advertise and promote the certificate to current students.

## Section III. Department and College Submitting the Proposal

### Part A. Unit with Primary Responsibility for Certificate

The Agricultural Science program within the College of Agriculture will have primary responsibility for the certificate.

### Part B. Level of Certificate

This will be an undergraduate certificate.

## Section IV. Need and Demand

### Part A. Relation to the University Strategic Plan

CSU, Chico has adopted three overarching strategic priorities which include; Equity, Diversity, and Inclusion, Civic and Global Engagement, and Resilient and Sustainable Systems. This certificate program relates to sub-points within all three areas as listed below.

### **Equity, Diversity, and Inclusion**

1. Maximize the recruitment, retention, support, and graduation of diverse students
2. Eliminate achievement gaps by providing excellence in education and support to all students

### **Civic and Global Engagement**

3. Engage students, faculty, staff, and community members through experiential learning and internship opportunities with the communities of the North State and beyond
4. Instill a culture of philanthropy and social engagement
5. Broaden opportunities for civic and global engagement in our academic programs

### **Resilient and Sustainable Systems**

6. Recover and adapt to significant difficulties or challenges and recognize our responsibility to forge resiliency in the communities we serve

The aim of this certificate program will support the University Strategic Plan priorities listed above through delivering a robust and practical educational model which will be open to any student enrolled at Chico State. Our vision is that students would go through this program in cohorts where comradery and relationships will be built across colleges, and as a result, increase engagement and close achievement gaps through peer to peer collaboration. It is also a certificate goal to both inspire and prepare all of the Team and Organizational Leadership in Agriculture students to succeed in an industry climate where soft skill traits are becoming highly desired through industry based leadership curriculum. Through the completed certificate courses, students will be more knowledgeable and self aware of their leadership influence and how to better manage teams and organizations. Students will have the opportunity to practice these developing skills through a service learning opportunity where they will engage and benefit local community groups or organizations.

This certificate program requires each student to complete an industry based internship which will provide students an opportunity to progress in a career field of interest prior to entering the job market. This experience will be purposeful and intentional for each student where they can question and challenge while building a professional attitude. This program will equip certificate completers with skills necessary to grow throughout their careers.

## **Part B. Rationale for Certificate**

Training and developing effective leaders prior to entering the job market is timely and will help set each student up with a competitive edge and provide a more seamless

transition from school to employment. Forbes.com wrote an article in 2022, that is entitled, “The Top 10 Most In-Demand Skills for the Next 10 Years.” Within this article, eight out of the ten skills that employers are needing from upcoming employees are soft skills, such as; critical thinking, emotional intelligence, creativity, collaboration, and leadership skills. This certificate program will help to close this gap in where industry needs our graduates.

CSU, Chico has also found itself with declining student enrollment. Campus can use this certificate program to draw in new prospective students to the student body that may be looking for a competitive edge in the workplace or an achievable pathway to build self confidence and value.

## Part C. Need for Certificate

We believe CSU, Chico is in need of a formalized leadership opportunity for students that is rooted in their educational pathway. This certificate program will help keep CSU, Chico at the cutting edge of program offerings when compared to other institutions nearby. Students who are looking to enhance themselves through leadership development have numerous options. UC Davis, CSU, Fresno, UC Merced, Cal Poly, San Luis Obispo, Oregon State, University Nevada, Reno, and countless on-line degree programs all offer well marketed and easy to navigate websites promoting formalized educational training through coursework. When the term “Leadership at CSU, Chico” is searched, the leadership offerings looked starkly different.

If this certificate program is approved, it is our hope that this will not only bring awareness to our campus by students searching for an institution, but also business partners to support this endeavor.

## Part D. Closely Related Chico State Curricula

Our College has been asked to create a more streamlined curriculum and certificate programs that would be desirable by others outside our College or partner with existing programs and industry to enhance our existing curricula offerings. This is where the Leadership certificate comes into fruition. While there have previously been leadership minors on the catalog at Chico State, those options are currently not available for students. By specializing in the agricultural industry, this certificate is able to prepare students for entry into their chosen career fields.

The College of Agriculture is already home to all four of the core classes required within the certificate. These courses include AGRI 380, AGRI 380 B, Innovations in Agriculture, and AGRI 389. It is our goal to create a more inclusive curriculum

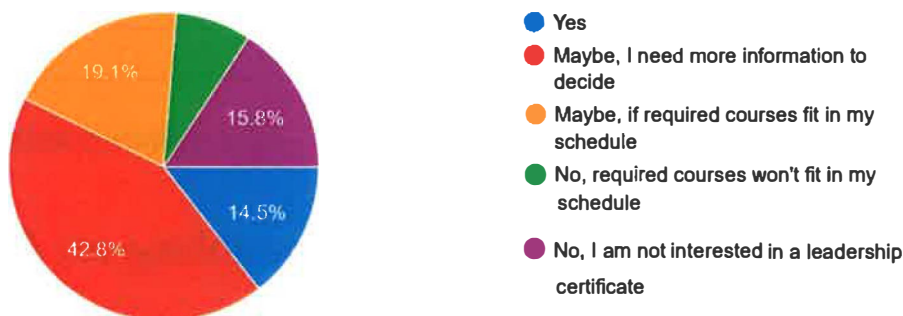
and course titles to ensure all students would feel like it would align with their professional goals regardless of their major. Completing an industry based internship (AGRI 389) is proposed to be the capstone class, where the concepts learned in the previous classes would be practiced, assessed, and reflected upon. The additional 9 units of option area such as Communications 131, Humanities elective, and USD/GC elective are courses that already exist on campus.

## Part E. Student Demand for Certificate

A survey was developed to measure initial interest for a campus-wide leadership certificate across 6 different colleges on the Chico State campus. Survey links were sent to specific faculty or program advisors who then disseminated to select student groups. We allowed three weeks for students to respond to the instrument. Beyond asking basic demographic information, we set out to measure how likely students would want to add a leadership certificate to their area of study. The pie chart below depicts the survey options provided and the response percentage for each survey option.

Would you be interested in the Team and Organizational Leadership Certificate?

152 responses



The survey results show us that nearly 23 of 152 (15%) students who responded indicated that they would be interested in a Team and Organizational Leadership in Agriculture Certificate with very little information provided about the certificate on the survey. The largest percentage at nearly 43% ( $n = 65$ ) selected that they would consider the certificate if further information was provided. Over two-thirds of all students surveyed would consider or are very interested in adding the certificate to their degree program. Inversely, only 36 students indicated they would not be interested in the certificate based on interest or course schedules. Based on the survey results gathered and anecdotal evidence that have resulted from talking with faculty and staff across campus, there is enough interest and support to strongly consider the adoption of the Team and Organization Leadership Certificate at Chico State.

## Part F. Professional Uses for Certificate

The learning outcomes that will be embedded into this certificate will provide all student completers transferable work-place soft skills that will transcend within any industry. We plan to equip certificate students with tools to solidify their values, collaborate with peers, guide change, and establish a more robust self confidence to withstand conflict.

Research continues to depict that the number one priority that industry across all sectors is seeking in prospective employees are those who have competencies in soft skill development. Companies are seeking graduates who understand organizational leadership to manage challenging business environments while building intrapersonal relationships. According to St. Mary's University, corporate, non-profit, and governmental organizations are all looking for talented leaders who can manage change while navigating the needs of its stakeholders.

## Section V. Resources

### Part A. Faculty for Required Courses

#### AGRI 380A Agricultural Leadership

|                                  |   |
|----------------------------------|---|
| Faculty Name                     | Dr. Mollie Aschenbrener   |
| Rank                             | Professor   |
| Appointment Status               | Full Time, Tenured Faculty  |
| Highest Degree                   | PhD   |
| Date and Field of Highest Degree | Agricultural Education in 2008  |
| Professional Experience          | Dr. Achenbrener has a robust history of professional experience in agricultural education and leadership. She previously taught agricultural education at the high school level where she also advised a student leadership organization. |

#### AGRI 380B Leadership in the Workplace

|              |                         |
|--------------|-------------------------|
| Faculty Name | Dr. Mollie Aschenbrener |
|--------------|-------------------------|



|                                  |   |
|----------------------------------|---|
| Rank                             | Professor   |
| Appointment Status               | Full Time, Tenured Faculty  |
| Highest Degree                   | PhD   |
| Date and Field of Highest Degree | Agricultural Education in 2008  |
| Professional Experience          | Dr. Achenbrener has a robust history of professional experience in agricultural education and leadership. She previously taught agricultural education at the high school level where she also advised a student leadership organization. |

### **AGRI 310 Innovations in Agriculture**

|                                  |   |
|----------------------------------|---|
| Faculty Name                     | Dr. Jessica Toombs  |
| Rank                             | Assistant Professor   |
| Appointment Status               | Full Time, Tenure Track Faculty   |
| Highest Degree                   | PhD   |
| Date and Field of Highest Degree | Agricultural Education in 2021  |
| Professional Experience          | Dr. Toombs has taught at the secondary and post-secondary levels for 12 years. She has taught a variety of agricultural subjects. Additionally, Dr. Toombs incorporates many social science theories into class topics. |

### **AGRI 389 Internship in Agriculture**

|                                  |  |
|----------------------------------|--|
| Faculty Name                     | Dr. Jacob Brimlow  |
| Rank                             | Professor  |
| Appointment Status               | Full Time, Tenured Faculty   |
| Highest Degree                   | PhD  |
| Date and Field of Highest Degree | 2009 in Agricultural Economics   |
| Professional Experience          | Dr. Brimlow has supervised many student internships for the College of Agriculture. He has |

|  |  |
|--|--|
|  | a passion for experiential learning and mentors students as they complete and reflect on their internship experiences. |
|--|--|

## Part B. Faculty for Elective Courses

### **Oral Communications A1 General Education Course**

Students will be able to double count their Oral Communications A1 course as both a General Education requirement and an elective course for the Leadership Certificate. Any course designated as A1 by the university would fulfill this elective for the Leadership Certificate. As the Oral Communications A1 course is a General Education requirement for all Chico State students, there are no additional resources needed to be included as an elective course for the certificate.

### **Upper Division General Education Social Science Course**

Students will be able to double count their Upper Division General Education Social Science course as both a General Education requirement and an elective course for the Leadership Certificate. Any course designated as Upper Division General Education Social Science by the university would fulfill this elective for the Leadership Certificate. As an Upper Division Social Science course is a General Education requirement for all Chico State students, there are no additional resources needed for these courses to be included as an elective course for the certificate.

### **Global Cultures Designated Course**

Students will be able to double count their Global Cultures designated course as both a graduation requirement and an elective course for the Leadership Certificate. Any course designated as Global Cultures by the university would fulfill this elective for the Leadership Certificate. As a Global Cultures course is a graduation requirement for all Chico State students, there are no additional resources needed for these courses to be included as an elective course for the certificate.

## Part C. Resources for Years 1-5

### **Faculty**

The most vital resource for the Team and Organizational Leadership in Agriculture Certificate will be the faculty, staff, and administrators to recruit and support students through the certificate requirements. The faculty members of the Agricultural Science program will take on the primary roles in relation to the certificate area. These four tenured and tenure track faculty members will advertise the certificate and recruit students. Promotional materials may incur minimal costs to be included in the Agricultural Science program budget. Once students are enrolled, the Agricultural Science faculty will advise students and track the completion of certification requirements.

In addition to the supportive roles of the Agricultural Science faculty, the Leadership Certificate is dependent on teaching faculty of the abovementioned required and elective courses. As the university general education requirements change over time, subsequent changes to certificate requirements would follow.

### **Staff**

The Student Success and Retention Office (SSRO) of the College of Agriculture will play supporting advising and recruitment roles. The SSRO staff will be able to include the Leadership Certificate into their preexisting recruitment efforts and advise students towards certificate completion during mandated advising sessions. We foresee College of Agriculture students to be the primary audience for certificate recruitment, but also plan to expand efforts university-wide, namely to the College of Business and College of Communication and Education, both of which have expressed interest in this opportunity for their students. Staff from these colleges will serve as a contact point in recruiting their students.

### **Facilities**

No additional facilities are required for this certificate.

### **Library Resources**

There exists sufficient library resources to support the certificate. See Appendix A for consultation with the library staff.

### **Equipment**

No equipment is required for this certificate.

## **Specialize Material**

No specialized material is required for this certificate.

## **Part D. Additional Support Resources Required**

Another resource of note is the inclusion of industry partners in the curriculum development of required courses and internship experiences. The Agricultural Science program will continue to rely on their industry partners while also fostering new relationships. These stakeholders are crucial to provide authentic experiential learning opportunities for the culminating internship requirement of the certificate. Additionally, these industry connections provide employment opportunities for certificate graduates.

# **Section VI. Curriculum**

## **Part A. Total Units Required**

This certificate requires a total of 21 units, with 15 upper division units, 3 lower division units, and 3 units which could come from upper or lower division courses.

## **Part B. Criteria for Admission and/or Continuation**

All CSU Chico students are eligible for admission to the certificate program. While it is preferred that students complete the certificate during their undergraduate studies, the certificate program will follow all university guidelines for continuation.

## **Part C. Special Program Characteristics**

As a whole, the Team and Organizational Leadership in Agriculture Certificate is a straightforward proposal. It meets the various unit requirements by incorporating easily aligned general education requirements. Perhaps the most unique requirement is that of the experiential learning experience in the form of the AGRI 389 Internship in Agriculture. The College of Agriculture is known for our experiential learning opportunities to give students a practical, real-world education. Students will be responsible for positioning themselves within a team where they will need to work with others to achieve shared goals. This internship could be a paid, unpaid, temporary, or permanent position. Students will reflect during and after their internship on conflict resolution and leadership traits observed and employed. At the culmination of the Leadership Certificate, graduates will possess both book knowledge of leadership theories and practical experience utilizing this knowledge in a real world environment.

Additionally, students must earn at least a C- in AGRI 380A, AGRI 380B, and AGRI 310. They must pass or earn credit for the remaining courses. This expectation of student success in coursework will provide evidence of leadership knowledge and skills to potential employers and industry partners. This expectation will be clearly communicated to all students as they enter the certificate program.

## Part D. New Courses Created for Certificate

Though not created specifically for this certificate, the AGRI 310 Innovations in Agriculture class is currently under development. The class is being offered in the Fall 2023 semester as AGRI 398, a special topics course. Following the 2023-2024 school year, it will be offered as a 3-unit lecture course in the spring semester.

## Part E. Required Course Rationale

### **AGRI 380A Agricultural Leadership, 3 units**

This course is the first of two foundational classes in the certificate program. Students focus on the individual leader's role in group dynamics through the study of leadership theory and interpersonal relationships. AGRI 380A is intended to be the first required class students would take in the certificate program. The course will provide the theoretical foundation for the practical application of leadership concepts included in the remaining required courses. It aligns to the University Strategic Plan goal of Resilient and Sustainable Systems, specifically to *recover and adapt to significant difficulties or challenges and recognize our responsibility to forge resiliency in the communities we serve*. This is an upper division course and requires a grade of C- or better.

### **AGRI 380B Leadership in the Workplace, 3 units**

This course builds on the knowledge gained in AGRI 380A. Students apply leadership theories to real-world agricultural workplaces and team situations. The class covers important job search skills such as resumes and interview practices. Students will use knowledge and skills gained in AGRI 380B throughout the internship requirement for the certificate program. The course aligns to the University Strategic Plan goal of Resilient and Sustainable Systems, specifically to *recover and adapt to significant difficulties or challenges and recognize our responsibility to forge resiliency in the communities we serve*. This is an upper division course and requires a grade of C- or better.

### **AGRI 310 Innovations in Agriculture, 3 units**

The focus on this class is the adoption of new ideas and technologies in agriculture. In addition to exploring cutting edge innovations, students will develop skills to influence the diffusion of innovations across the agricultural industry. Students will produce an innovation plan to influence adopters through the decision making process. This course will provide students an opportunity to apply leadership and communication skills in a new environment. It aligns with the University Strategic Plan under Civic and Global Engagement, specifically to *broaden opportunities for civic and global engagement in our academic programs*. This is an upper division course and requires a grade of C- or better.

### **AGRI 389 Internship in Agriculture, 3 units**

The culminating experience of the certificate program is the leadership internship. Students will organize an internship in an organization of their choice. They must work in a team environment where they will complete reflections on their own and others' leadership skills and abilities. This internship will provide students a hands-on experience of important leadership concepts. This class aligns with University Strategic Plan in Civic and Global Engagement, specifically the aim to *engage students, faculty, staff and community members through experiential learning and internship opportunities with the communities of the North State and beyond*. This is an upper division course.

## **Part F. Elective Course Rationale**

### **Oral Communications A1 General Education Course, 3 units**

Effective oral communication is vital to impactful leadership. The oral communications general education courses teach students to organize ideas into cohesive presentations to meet various communication goals. Students will hone their oral communication skills through peer presentations. This course will provide the foundation to important leadership skills to be used throughout the certificate program. It aligns to the University Strategic Plan goal of Resilient and Sustainable Systems, specifically to *recover and adapt to significant difficulties or challenges and recognize our responsibility to forge resiliency in the communities we serve*. This is a lower division course.

### **Upper Division General Education Social Science Course, 3 units**

Leaders must be aware of social issues to effectively influence their environment. The upper division social science general education requirements allow students to dive

deep into a variety of social issues. By allowing students to choose from the various upper division social science general education courses, students are able explore personal interest areas. The ability to consider others' viewpoints while also acting as an agent of change is a trademark of an effective leader. The course aligns with the University Strategic Plan under Civic and Global Engagement, specifically to *broaden opportunities for civic and global engagement in our academic programs*. This is an upper division course.

### **Global Cultures Designated Course, 3 units**

Leaders must be able to work with individuals from diverse backgrounds. The global cultures designated courses teach students about people groups from various cultural, geographic, racial, sexual, and religious identities. Team and Organizational Leadership in Agriculture Certificate students will use this class to build skills in order to better understand and form relationships with others from diverse backgrounds. The course aligns with the University Strategic Plan under Civic and Global Engagement, specifically to *broaden opportunities for civic and global engagement in our academic programs*. This course could be upper or lower division.

## **Part G. Articulation with Community College Courses**

The certificate will honor all preexisting community college articulation agreements including, but not limited to, general education courses in A1, and global cultures requirements. Other transferable courses may be approved on a case by case basis.

## **Part H. Catalog Copy**

The Team and Organizational Leadership in Agriculture Certificate will provide a foundation of soft skills needed in the 21st century workplaces. Through theory and application, learn to identify leadership skills in yourself and others, resolve conflict, and work within teams to achieve a common goal.

All Chico State students are eligible for enrollment in the program.

### **Required Courses (12 units)**

AGRI 380A Agricultural Leadership  
AGRI 380B Leadership in the Workplace  
AGRI 310 Innovations in Agriculture  
AGRI 389 Internship in Agriculture

AGRI 380A, AGRI 380B, and AGRI 310 require a grade of C- or better.

**Elective Courses (9 units)**

Oral Communications A1 General Education Course

Upper Division General Education Social Science Course

Global Cultures Designated Course

**Total 21 units**



# Appendices

## Appendix A Library Resources

**Meriam Library  
California State University, Chico**

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### **MEMORANDUM**

**To: Dr. Jessica Toombs**

**From: Jodi Shepherd**

**Date: June 26, 2023**

**Subject: Library materials support for Agriculture program Leadership Certificate**

Agriculture covers a broad range of disciplines. Since the Leadership Certificate would be utilizing existing the library will be able to support it as proposed. To support agriculture, the library holds:

Print Books: 5,769 titles

Print journals: 497 titles

E-books: 2,909 titles

E-journals: 627 titles

Databases: Agricola, CAB Abstracts, Academic Search, American Chemical Society, Science Direct

In addition to resources currently held in the Library, Agriculture is allotted an annual book budget to purchase new library materials. Selection of these new materials is overseen by the Library's Agriculture Librarian, who also makes available information literacy instruction for all Agriculture classes.

The Meriam Library currently provides adequate access to both electronic and physical library and learning resources that would support the new Leadership Certificate.

## Appendix B Interest Survey

To collect student interest, we developed and distributed a Google Form. These are the items included on the instrument.

### Leadership Certificate Interest Survey

We are collecting opinions from the student body on their interest in a Team and Organizational Leadership in Agriculture Certificate program. This certificate would display your dedication to personal development of 21st century workplace skills to future employers. We anticipate the certificate to be available in Fall 2024. The required courses would be...

- AGRI 380A Agricultural Leadership
- AGRI 380 B Leadership in the Workplace
- AGRI 310 Innovations in Agriculture (currently AGRI 398)
- AGRI 389 Internship in Agriculture (current or past internships could fulfill this requirement)

1. What is your current class standing?

- a. Freshman
- b. Sophomore
- c. Junior
- d. Senior
- e. Graduate Student

2. What college is associated with your major?

- a. College of Agriculture
- b. College of Behavioral and Social Sciences
- c. College of Business
- d. College of Communication and Education
- e. College of Engineering, Computer Science, and Construction Management
- f. College of Humanities and Fine Arts
- g. College of Natural Resources
- h. Other

3. Would you be interested in the Team and Organizational Leadership in Agriculture Certificate?

- a. Yes
- b. Maybe, I need more information to decide
- c. Maybe, if required courses fit in my schedule

- d. No, required courses won't fit in my schedule
- e. No, I am not interested in a leadership certificate
- f. Other

4. Please share any additional thoughts you have about the Team and Organizational Leadership in Agriculture Certificate.

Appendix C Signature Page