Warner College of Natural Resources

2005-2010 Strategic Plan

Executive Summary
Our Vision

To be the global leader in sustaining and enhancing natural resources, the environment and human well-being.

Our Mission

To provide the people, knowledge, and human understanding needed to guide the responsible use and protection of renewable and non-renewable resources.
The following illustration represents the comprehensive and integrated approach that is taken within the College in addressing natural resource/environmental issues. Our strategic plan builds around the relationships depicted in this illustration.
OBJECTIVES, GOALS AND METRICS BY CATEGORY

Teaching and Learning

We will increase graduate, undergraduate, transfer and international student enrollment and diversity by responding to student educational and career goals and society’s need for natural resource professionals.

Objective 1: WCNR will provide the highest quality of instruction and advising to graduate and undergraduate students and continue to lead the nation in educating students who can solve contemporary problems in natural resources using interdisciplinary approaches.

Goal 1: Establish awards and monetary incentives to recognize and reward high quality teaching, mentoring and advising.

   Metric: Have incentive program in place by August 2006 and begin implementation during Natural Resources Days April 2007.

Goal 2: Provide state-of-the-art facilities and technology for instruction.

   Metric: Increase undergraduate student access to computer labs by August 2007.

   Metric: Complete renovation of space on second floor of Forestry building by December 2005. Establish a graduate student computer lab by December 2006.

   Metric: Complete renovation of space on first and second floor of Wagar by December 2006 (Phase II).

Goal 3: Maintain and enhance experiential learning through increased funding of field courses and internships.

**Metric:** Build a Field Geology fund in the Department of Geosciences to subsidize the Geology Field Camp.

**Goal 4:** Evaluate opportunities to increase interdisciplinary content of coursework in the College.

**Metric:** Establish a review committee with members from all departments to recommend where greater interdisciplinary teaching is appropriate by February 2006.

**Objective 2:** WCNR will increase enrollment of high quality undergraduate students through enhanced recruiting and improved student retention and graduation rates.

**Goal 5:** Increase the number of business oriented students through new business minor and joint MS and MBA programs with the College of Business.

**Metric:** Recruit at least 10 new undergraduate “Seeking Business” students in the WCNR by August 2007.

**Goal 6:** Build select community college relationships (e.g. Colorado Mountain College, Front Range Community College).

**Metric:** Invite select Community Colleges to WCNR open house, career fairs, and special presentations tailored to their programs beginning in fall 2006.

**Goal 7:** Create a compelling marketing strategy to attract graduate and undergraduate students to the College.

**Metric:** Retain a nationally recognized firm with expertise in marketing academic programs. With their help, distribute a plan for marketing the College to the faculty for comment, no later than June 2007.

**Goal 8:** Target open option students by aggressively supporting high quality teaching of introductory courses within each major.
**Metric:** Begin to place the College’s most passionate teachers into introductory courses, particularly IU 193s and NR 120, beginning in August 2006.

**Goal 9:** Establish student and Alumni Ambassador programs to build relationships and increase recruiting at targeted high schools and community colleges.

**Metric:** Create a student Ambassador Program by May 2006 and have ambassadors and other undergraduate students visit 20 high schools and/or community colleges by March 2007.

**Goal 10:** Increase student retention and graduation rates in the WCNR.

**Metric:** Appoint an interdisciplinary committee by August 2006 to determine why students leave the College and identify barriers to the successful completion of a degree in a timely manner.

**Goal 11:** Implement the Track 2 Honors Program throughout the College.

**Metric:** Have Track 2 Honors Programs approved in each Department by September 2006. Obtain enrollment of 20 students by 2008.

**Objective 3:** WCNR will stimulate interest in College programs throughout the campus and improve student scientific and environmental literacy for all CSU students by redefining and improving courses offered primarily for non-majors (i.e., service courses).

**Goal 12:** Create environmentally-focused core course(s) integrating the biological, physical and social sciences.

**Metric:** Develop a new section of NR 120 by August 2006 that will be taught by a University Distinguished Teaching Scholar from the College.

**Objective 4:** WCNR will enhance the integration of learning/discovery by increasing opportunities for undergraduate research.

**Goal 13:** Enhance student opportunities for discovery (e.g. REU’s, courses) with built-in research experience.
**Metric:** Add four (4) additional (existing or new) courses which include a research experience by August 2008.

**Metric:** NSF IGERT (Integrative Graduate Education and Research Traineeship) proposal submitted by 2007.

**Metric:** NSF REU (Research Experience for Undergraduates) site proposal submitted by August 2006.

**Objective 5:** WCNR will provide learning opportunities for alumni and other non-students by developing more mid-career plan C or B masters programs and certificate programs.

**Goal 14:** Develop additional Plan C masters programs.

**Metric:** Implement Plan C masters program in FWB by December 2005.

**Metric:** Implement Human Dimensions Certificate Program by 2006.

**Metric:** Implement joint MS and MBA programs with the College of Business by 2008, with 10 students in each program.
**Research and Discovery**

WCNR will continue to be recognized as the premier research institution in natural resources. We will amplify that recognition by increasing the number, size and quality of externally funded research projects and the number of faculty and research scientists participating in external research.

**Objective 1**: WCNR and the University will be recognized as the premier research institution linking natural resources, the environment, and its human dimensions.

**Goal 15**: Continue to establish innovative, world-renowned interdisciplinary research programs in natural resources and the environment by providing explicit rewards to faculty, research scientists, and students for interdisciplinary participation.

**Metric**: Establish reward system by August 2006 and implement faculty, research scientist, and student awards by May 2007.

**Goal 16**: Actively participate in University-wide research initiatives and develop successful models that support University initiatives.

**Metric**: Identify one major University initiative by June 2006 and implement plan to support initiative by September 2006.

**Metric**: Identify other priority University initiatives by December 2006 and implement joint programs by 2008.

**Goal 17**: Strengthen support for and participation in existing international programs within the College and expand into new programs as opportunities arise.

**Metric**: Reinstitute the International School of Natural Resources as umbrella for international programs and appoint director within the College by December 2006.

**Goal 18**: Enhance the role and ownership of stakeholders in our research by being open to and encouraging their direct participation.
Objective 2: WCNR will develop and maintain a world-class environment for research and scholarship.

Goal 19: Recognize research as a fundamental part of the CSU core mission through investments and incentives for both faculty and research scientists.

Metric: Develop a comprehensive incentive plan for faculty and research scientists using various College resources by 2007.

Goal 20: Foster intellectual/creative exchange of knowledge across departments through seminars, collaborative courses and the reward system.

Metric: Continue to offer department and College seminars during the academic year that promote exchange of knowledge across campus (ongoing). Provide funds to support invitations to speakers from other institutions.

Goal 21: Invest in state-of-the-art research and technological infrastructure by identifying new funding opportunities for facilities and technical support.

Metric: By 2006, be prepared to initiate College capital campaign.

Objective 3: WCNR will attract outstanding graduate students by establishing and maintaining programs and opportunities that will provide the best educational experience possible.

Goal 22: Increase research output, quality and educational accomplishments by increasing the number of Ph.D. graduates and postdoctoral appointees through increased support and effective recruiting.

Metric: Increase number of Ph.D. students in the College by 10% per year for the next three years. Increase the number of postdocs in the College by 5% per year for the next three years.

Goal 23: Create an environment that will attract outstanding graduate students to the College by increasing funding opportunities, fostering a more intellectually stimulating environment, and promoting a culture among graduate students that is inviting to prospective students.
Metric: Develop a College wide plan for implementation in December 2006 that establishes annual social events at the department and college level that will promote an inviting culture and provide opportunity for greater exchange among students and interactions with faculty in a social setting throughout the College.
Service and Outreach

WCNR will lead in redefining the mission of a land grant institution and remain a respected and trusted voice for natural resources and environmental issues in Colorado, the United States and the world.

Objective 1: Establish WCNR as the leader in redefining the land grant institution’s mission.

Goal 24: Work with a WCNR Advisory Council to develop actions that place WCNR in the forefront of an enlarged and renewed land grant mission.

Metric: By December 2007, the WCNR Advisory Council, in cooperation with the Executive Committee, will establish a vision for the modern land grant institution and recommend at least one significant action to redirect College efforts.

Objective 2: Position WCNR as a respected and trusted voice for natural resources and environmental issues across Colorado and beyond.

Goal 25: Develop a communications plan for dissemination of key message to targeted audiences (at all levels) and to position WCNR in the forefront of new CSU environmental/natural resource initiatives.


Metric: Produce at least one written communication per faculty per year that informs the general public and stakeholders of research results (on going).

Goal 26: Increase availability of faculty expertise to constituencies in communities, as well as on campus, through conferences, seminars and workshops.
**Metric:** Increase number of faculty participating in conferences, workshops and seminars by 10% by December 2007.

**Objective 3:** Expand and increase support for outreach efforts within WCNR.

**Goal 27:** Focus and enhance programmatic ties to WCNR outreach partners (Colorado State Forest Service, Cooperative Extension, Agricultural Experiment Station) on natural resources issues.

**Metric:** Increase the number of faculty in the College who are involved in outreach activities by 10% by September 2007.

**Objective 4:** WCNR will establish a Lifelong Learning Center.

**Goal 28:** Develop and implement a plan that will enable WCNR Lifelong Learning Center to operate on a self-sustaining basis and support a Center Director.

**Metric:** Have plan developed by 2007 and piloted by 2008.

**Goal 29:** Offer workshops and short courses to maintain professional accreditation, provide re-tooling for career changes, or to teach the latest technologies and methodologies.

**Metric:** Encourage faculty to offer short courses through the development of a reward system by May 2007 that includes release time from teaching or supplemental pay.

**Metric:** Pilot Professional Leadership Program by 2007.

**Goal 30:** Create learning opportunities about natural resources and the environment for alumni and the lay public.

**Metric:** Continue to support College programs such as the Environmental Learning Center (on going).
**Objective 5:** WCNR will strengthen partnerships with industry, government agencies, and non-profit organizations to support research and education.

**Goal 31:** Use Advisory Councils to improve understanding of partner needs (both programmatic and workforce) and WCNR’s ability to meet those needs, and to assist in establishing working relationships with partners.

  **Metric:** Establish Advisory Councils for each department by December 2006.

**Goal 32:** Sustain and build partnerships providing internships and potential careers for students and graduates.

  **Metric:** Increase the number of students in internships and Student Career Experience Programs (SCEP) by 10% by September 2007.

**Objective 6:** Develop a Colorado Forest Restoration Institute to bring the best available science to land managers for restoring the health of Colorado Forests and reducing the risks of catastrophic wildfires.

**Goal 33:** Obtain federal and other funding to support the activities of the Institute.

  **Metric:** Have funding base in place by October 2006.

**Objective 7:** WCNR will develop a Community-Based Conservation Center to promote conservation of natural resources.

- **Goal 34:** Develop and staff Community-Based Conservation Center.
  
  **Metric:** Select Center director and fund Center by May 2006.

- **Goal 35:** Secure research support for Conservation Center.
  
  **Metric:** Secure $75,000/year research support for conservation activities by September 2006.
**Diversity**

WCNR is committed to providing a diverse environment and supports the infusion of multicultural and global perspectives in the curriculum.

**Objective 1**: Commit to diversity and ensure a diverse faculty, staff and student body that creates a rich College environment.

**Goal 36**: Conduct a comprehensive College-wide study that identifies existing and projected barriers related to ethnicity, gender, and disability.

**Metric**: Complete study by December 2007.

**Goal 37**: Aggressively recruit minority and female faculty, particularly in under-represented areas of excellence.

**Metric**: Complete recruitment plan by May 2008 and increase minority and female faculty.
Community

Create a welcoming environment for alumni, constituents and friends (the “Big Tent Community”) that engages them as active, lifelong members of the College.

Objective 1: Offer activities and programs that create a sense of community and build lifelong relationships.

Goal 38: Create a strong alumni program that builds a sense of tradition and pride.

Metric: Publish a quarterly newsletter to inform alumni of accomplishments and events within the College (ongoing).

Metric: Establish annual summer Alumni and Friends program at Pingree Park by 2006.

Goal 39: Create special summer programs at ELC that appeal to children and grandchildren of College alumni.

Metric: Begin summer program in summer of 2007 and continue annually.

Objective 2: Create a welcoming and vibrant social and physical environment that enriches the work and lives of faculty, students and staff.

Goal 40: Offer opportunities for more connection between faculty, staff and students.

Metric: Redesign NR Days in 2006 to foster more connection.

Goal 41: Promote the professional growth of students, staff, and faculty.

Metric: Develop a funding source by 2007 to provide travel support to professional meetings.

Goal 42: Encourage mentoring of junior faculty and staff by senior faculty and staff members.
Metric: Implement a mentoring program in the College by fall 2007 where all junior faculty and staff have designated mentors. For faculty, these would be individual mentors that would be in addition to current promotion and tenure committees.

Goal 43: Create a more inviting physical setting in WCNR buildings.

Metric: Each department will update hallway displays to present a more relevant and inviting environment for students by December 2006.

Development

WCNR will place strong emphasis on the acquisition of private giving and endowment funds to sustain (in perpetuity) scholarships, fellowships, endowed chairs, and College programs consistent with strategic priorities.

Objective 1: WCNR will increase private giving to support its programs and priorities.

Goal 44: Develop a College Advisory Council that is representative of its major constituents (alumni, friends, NGOs and corporate executives) managed by the Dean.

Metric: Advisory Council Bylaws will be drafted by July 2006 and seven (7) board members will be in place by September 2006. Remaining members (up to 12) will be in pace by FY07/08.

Goal 45: In conjunction with CSU’s Development Office, WCNR will set fundraising goals that are consistent with strategic priorities and donor capabilities.

Metric: Set specific goals/metrics by 2006.

Metric: Establish five (5) new endowed faculty chairs by 2010.

Metric: Increase alumni giving by 5% by 2008.