WARNER COLLEGE OF NATURAL RESOURCES
COLORADO STATE UNIVERSITY

Strategic Plan Update
Recap 23-24 | Action Plans 24-25
May 1, 2024
Open House 4/30 and Digital Engagement

Goal 1: Excellence in the Land Grant Mission
Created a Goal 1 Implementation team led by Research Associate Dean Mark Paschke

Accomplishment Highlights
- Geosciense climate curriculum changes and grant award from CSU Climate Initiative
- Created Transdisciplinary Grants program – made first awards
- Launched Climate Adaptation and Risk Management program (FRS, ESS, HDNR)
- Completed program review processes for the Geosciences and Ecosystem Science and Sustainability Departments
- Dr. Ellen Wohl, professor in the Department of Geosciences received the prestigious G K Warren Prize from the National Academy of Science
- Formalized CSU and College partnerships with Butterfly Pavilion with MoU
- CNHP received an $8M grant from Great Outdoors Colorado to level up Colorado environmental data
- Secured partial funding for McCallum Geosciences Lab build-out (also Goal 5 related)
- Society of American Foresters Alpha Chapter received the Chapter of the Year Award

Objectives:
- Develop systems to track progress and impacts across Land Grant Mission Areas of teaching, research, and engagement

Actions | '24 – '25 Academic Year:
- Catalog and assess student success metrics
- Build a Research Excellence Dashboard tracking publications, grants, contracts, and Faculty/P.I. Awards
- Catalog engagement actions – Ex. #'s of projects completed, hectares treated, new techniques and processes delivered to managers, where our science influenced management and/or policy

Evaluation:
- Student success metrics for recruiting, retention rates, graduation rates, and satisfaction from:
    - CSU Institutional Research IR Interactive

- - CSU Career Center First Destination Survey
- Research data from:
  - Google Scholar
  - Office of Sponsored Programs
  - New Academic Analytics software (launching SU24)
- Engagement Data Sources:
  - Digital Measures/Interfolio
  - Media Stories – internal and external sources (SOURCE, ECOPRESS, Conversation)

Goal 2: Internationalization
Charged International Affairs Committee with overseeing Goal 2 Implementation
Team led by Co-Chairs Stacy Lynn and David Knight

- Diversified the IAC committee makeup and established structures to support the implementation process
  - Cataloged global engagement by our faculty and researchers
  - Hosted two informal International student and scholar social events
  - Piloted coffee hour engagement sessions for departments & units to share
  - Compiled a team interested in Colombian university partnership & exchange
  - Compiled a team interested in collaborating on WCNR program development at Todos Santos (led by OIP)
  - IAC Field trip to visit Spur IMPACTO wall; Compiling initial international partnership stories for IMPACTO wall display
  - Establishing a Warner College IMPACTO display to highlight engagement and research around the world
- Hosted International Biodiversity Network with members from 18 countries on main campus
- Natural Resource Ecology Lab hosted UN Environmental Program Effects Assessment Panel
- Center for Protected Areas Management hosted Sustainable Tourism Conference with participants from 13 countries
- Created an academic position at Todos Santos Campus to evaluate opportunities for research, education, and engagement
- Established new International Memoranda of Understanding with several international institutions, including:
  - Universidad Autónoma de Baja California Sur, La Paz (renewal as it expired during the pandemic)
  - Universidad de Ibagué, Colombia
  - And from Dr. Paul Evangelista's laboratory, related to work on cheetahs:

    1. Djibouti Ministry of Environment and Development

    2. DECAN Wildlife Sanctuary (Djibouti)

    3. Jigjiga Univesity (Ethiopia)

    4. Ethiopian Wildlife Conservation Authority (Ethiopia)

    5. Bureau of Environmental Protection and Rural Land Administration, Somali Regional State (Ethiopia)

    6. Puntland Ministry of Environment and Climate Change (Somalia)

    7. National Museum of Somalia

    8. Somaliland Ministry of Environment and Climate Change (Somaliland)

Objectives:

Objective 1. Celebrate and champion WCNR's international diversity while providing a welcoming, safe, and culturally enriching environment.
   a. **Welcome** (e.g., community building)
   b. **Familiarize, share and celebrate** (e.g., environment, culture of US and northern CO; international cultures)
   c. **Advocate** (e.g., student personal/familial, professional, academic; faculty/mentor advising)

Objective 2. Promote transformative international partnerships
   a. **Assist** WCNR international partnerships
   b. **Assess** engagement
   c. **Inform and Build** internal WCNR connections
   d. **Share** international activities within WCNR (e.g., research, teaching, and service)
   e. **Publicize** international partnerships & activities

Actions | '24 – '25 Academic Year:
1) Continue to catalog global engagement by our faculty and researchers (Obj. 2b, 2d)
2) Host informal international student and scholar social events in Fall & Spring. (Obj. 1a)
3) Hold two coffee hour engagement sessions for departments & units to share about their international partnerships and projects, and their international students and scholars (Obj. 1a, 1c, 2d, 2e)
4) Compile a representative (by global location and WCNR Department/unit) array of international partnership project stories for IMPACTO wall display to publicize WCNR's global impact (Obj. 2c, 2d, 2e)
5) Hold 1-2 field trips to northern Colorado ecosystems (Obj. 1a, 1b)
6) Establish a Google Group for international students and scholars for sharing news, activities and accolades. (Obj. 1a, 1b)
7) Encourage faculty and researchers to establish new MOUs with global partners based on partnership form contributions (Obj. 2a)

Evaluation:
Objective 1.
- # Field Trips, and # students and scholars attending IAC-run field trips
- # Students and scholars joining Google Group
- # Social events hosted by IAC and # students and scholars attending

Objective 2.
- # new MOUs with international partners
- # WCNR-wide IAC-led coffee hour engagement sessions, and # attendees
- Develop a Colombian university partnership & exchange (Obj. 2a, 2c)
- # Activities/Students impacted by Colombian partnership (similar metric to be used for other global partnerships and MOUs)
- # Partnership stories created for the IMPACTO wall

Goal 3: Enhance Experiential Education
Created Goal 3 Implementation team led by Associate Dean for Academic Affairs Monique Rocca

Accomplishment Highlights:
- Established college award for experiential education
- Grew CSFS internship program from 6 to 22 and growing
- Grew CNHP Siegele internship program from 12 to 24, and to triple in AY25
- Created a framework to promote Warner College unit internships
- ID other areas where we can account for internships in courses etc.

Objectives:
Objective 1. Every undergraduate student has the opportunity to have a meaningful internship or undergraduate research experience
Objective 2. Increase the number and variety of hand-on experiential courses for credit (labs, field courses, community-engaged projects, etc)
Objective 3. Increase the number and variety of co-curricular experiences that develop skills or provide certifications

Actions:
Objective 1.
- Conduct a survey or focus group to identify the barriers that students experience in completing an internship
- Work with departments to identify ways for research/internship credit to count towards degree completion
- Create a template internship guide that departments can adapt to formalize internships
- Outline a mechanism that will allow donor/sponsor funding to flow to students for internship placements outside of CSU
- Outline a mechanism to support or avoid students' summer tuition expenses when they take internship credits over summer
- Expand or replicate the success of Skills for Undergraduate Participation in Ecological Research (SUPER) at the college level (resources required)
- Provide centralized college support to Warner departments and centers in their internship programs (resources required)

Objective 2.
- Survey departments to provide baseline of what is currently offered, and identify gaps
- Task a faculty group to explore the development of new NR 220-type courses in Fort Collins and/or at other CSU campuses (SPUR/Todos Santos)
- Provide seed money for faculty to develop new experiential courses (requires resources)

Objective 3.
- Tap student organizations to document the professional development opportunities already happening.
- Compile a list of the professional certifications that undergraduate students can receive during their time at CSU
- Identify skills students need for natural resource careers and identify gaps between what is needed and what is available locally.

Evaluation:

Objective 1.

- # students enrolled in internship credit (from Aries or depts, HDNR, ESS, FWCB -fisheries concentration) and research credit
- # students participating in Warner-run and CSU-run internship experiences (from centers)
- CSU career center reports: Internship Survey, First Destinations reports
- Ed abroad data for international field study programs
- # students participating in OURA's Mentored Research and Artistry distinction
- # students presenting in MURALS, CURC
- Research employment of field/lab assistants (pull from budget office)

Objective 2.

- # and variety of lab, field, and project-based courses
- # of student credit hours in the above types of courses

Objective 3.

- # and variety of professional certifications offered on campus or through collaborators

Goal 4: Elevating Diversity Equity and Inclusion
Charged DEI Commission with overseeing Goal 4 Implementation
Commission led by Assistant Dean for Diversity and Inclusion Rickey Frierson

Accomplishment Highlights:
- Increased collaborations with Historically Black Colleges, Tribal Colleges, and Alliance Partnership High Schools in Colorado
- Engaged with Warner College students, faculty, and staff with the University Student Disability Center to help improve the effectiveness of the accommodations process
- Multiple departments participated in inclusive mentoring training to better inform graduate advisors on supporting students and their well-being
- Created an inclusive event guide checklist to help programs create welcoming spaces at Warner College events and incorporate diverse people and perspectives
- Engaged with student organizations to discuss intentional ways to increase collaboration between diverse student organizations and majority-based student organizations
- Multiple college units have conducted visual audits of art and photography in their spaces to evaluate showing more representation of the community

Objectives:
- Enhance the diversity of Warner College's student body, faculty, and staff
- Build cultural capacity for all members of the Warner College Community
- Create and maintain a welcoming, supportive, and inclusive culture and environment.
- Serve as a resource to address issues related to bias

Actions | '24 – '25 Academic Year:
- Enhance onboarding experience of faculty and staff
- Offer more frequent "mini" trainings that address DEI issues within faculty meetings
- Increase offerings for on-demand trainings (online library)
- Train student organizations on collaboration and volunteering with Student Diversity Program Services offices and underrepresented student organizations within Warner College
- Create MOU template for pathways agreements between HBUCs and Tribal Colleges and Universities
- Emphasize upcoming University Climate Survey participation to generate helpful data about College culture

Evaluation:
- Output metrics related to engagements and trainings
- Bias reports
- Demographic data available within CSU IR Interactive
- University Climate Survey
- Data available through Office of Equal Opportunity and Office of Inclusive Excellence

Goal 5: Culture & Funding Resources
Charged College Leadership Team with overseeing Goal 5 Implementation
Team led by Dean Aguirre and Managing Director of Development Danielle Young

Accomplishment Highlights:
- Opened Harbison Research and Education building at CSU Mountain Campus
- In CY 2023, the Development Team raised $4,459,344 in philanthropic dollars despite significant staff turnover.
- Hosted a successful scholarship dinner to celebrate donors of scholarships, fellowships, and internships and our deserving student recipients.
- Created new College Visual Brand Language to align Warner College brand with new University branding
- Expanded NR Days to three weeks (from one) to build community – added networking events to highlight research throughout College
- Reorganizing business services operations
- Established new internal communications systems for stronger email communication to faculty and staff
- Engaged College Executive Committee and faculty and staff to generate proposals for utilizing Dean's Start-Up Funds
- Business Services held an hourly hiring workshop for faculty and staff
- Completed processes to refill College leadership positions in Fish, Wildlife, and Conservation Biology; and Geosciences

Objectives:
- Foster a strong organizational culture
- Steward, leverage and enhance College resources
- Provide effective critical services for College operations

Actions | '24 – '25 Academic Year:
- Continue fundraising efforts to garner additional philanthropic support
- Continue stakeholder engagement and develop systems to remain in touch with local agencies to strengthen partnerships
- Develop strategies to raise participation rates in CSU Climate Survey
- Complete reorganization of Warner College Business Services
- Refresh College media, including College website, in light of new visual brand
- Continue enhancements to internal communications via email and development of new College intranet page
- Enhance onboarding experience of faculty and staff

Evaluation:
- Fundraising data available from University Advancement
- Climate survey data available in CSU Institutional Research
- External and internal media metrics