

STRATEGIC PLAN

A ROADMAP TO THE FUTURE | 2016-2021



Colorado State University

WARNER COLLEGE OF NATURAL RESOURCES

PLAN PURPOSE AND PROCESS

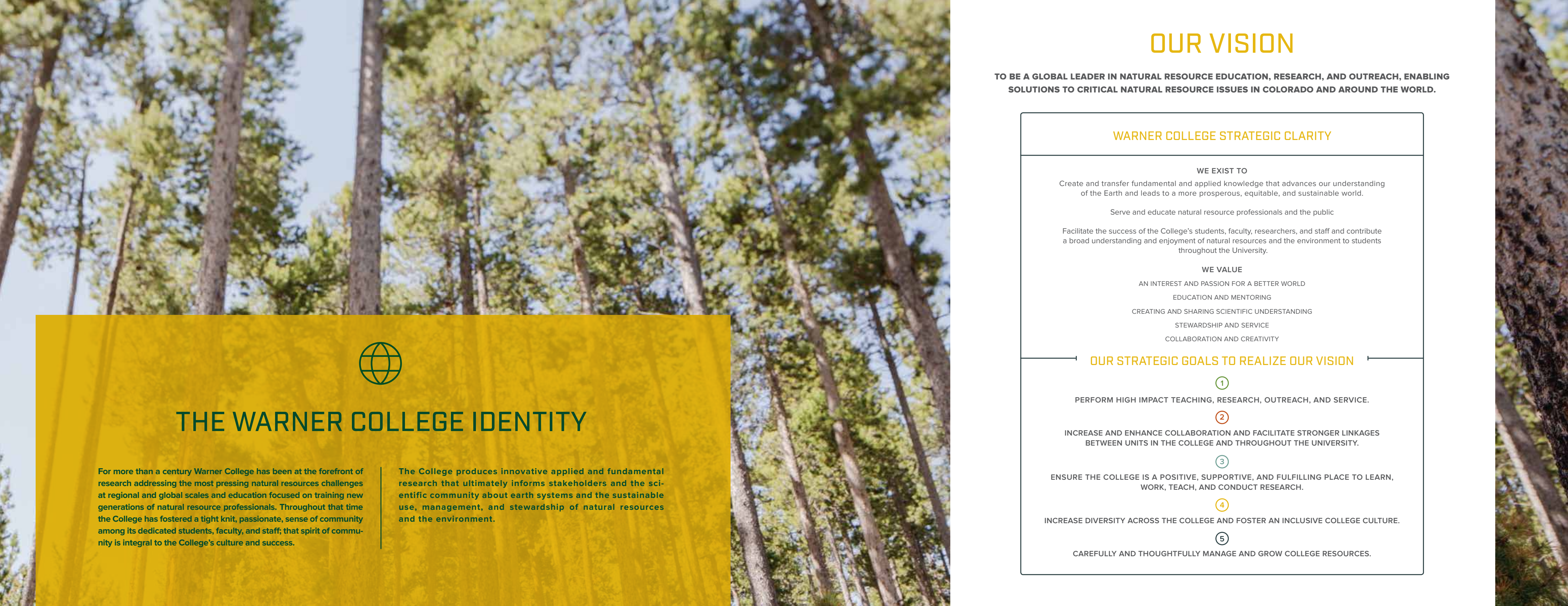
WARNER COLLEGE'S STRATEGIC DIRECTION IS OUR SHARED MISSION FOR THE NEXT FIVE YEARS. IT ESTABLISHES OUR GOALS FOR PROGRESS.

THE PLAN IS A TRULY COLLABORATIVE DOCUMENT, GENERATED WITH SIGNIFICANT INPUT FROM FACULTY, RESEARCHERS, STAFF, STUDENTS, STAKEHOLDERS, AND THE WARNER COLLEGE DEAN'S COUNCIL. THEIR PARTICIPATION IN COLLEGE-WIDE MEETINGS, WORKSHOPS, AND SURVEYS MADE THIS DOCUMENT POSSIBLE.



DEFINING OUR PLANNING SUCCESS

- Achieving stronger unity through a shared College identity.
- Increasing opportunities for collaboration within the College and across the University.
- Achieving excellence in and advancing the land grant mission.
- Increasing diversity and inclusion within the College.
- Preserving the College's quality and solvency.
- Preserving and enhancing experiential education and field-based learning.
- Providing opportunities for professional growth.
- Ensuring that the College is positioned to continue solving complex environmental problems.



THE WARNER COLLEGE IDENTITY

For more than a century Warner College has been at the forefront of research addressing the most pressing natural resources challenges at regional and global scales and education focused on training new generations of natural resource professionals. Throughout that time the College has fostered a tight knit, passionate, sense of community among its dedicated students, faculty, and staff; that spirit of community is integral to the College's culture and success.

The College produces innovative applied and fundamental research that ultimately informs stakeholders and the scientific community about earth systems and the sustainable use, management, and stewardship of natural resources and the environment.

OUR VISION

TO BE A GLOBAL LEADER IN NATURAL RESOURCE EDUCATION, RESEARCH, AND OUTREACH, ENABLING SOLUTIONS TO CRITICAL NATURAL RESOURCE ISSUES IN COLORADO AND AROUND THE WORLD.

WARNER COLLEGE STRATEGIC CLARITY

WE EXIST TO

Create and transfer fundamental and applied knowledge that advances our understanding of the Earth and leads to a more prosperous, equitable, and sustainable world.

Serve and educate natural resource professionals and the public

Facilitate the success of the College's students, faculty, researchers, and staff and contribute a broad understanding and enjoyment of natural resources and the environment to students throughout the University.

WE VALUE

AN INTEREST AND PASSION FOR A BETTER WORLD

EDUCATION AND MENTORING

CREATING AND SHARING SCIENTIFIC UNDERSTANDING

STEWARDSHIP AND SERVICE

COLLABORATION AND CREATIVITY

OUR STRATEGIC GOALS TO REALIZE OUR VISION

1

PERFORM HIGH IMPACT TEACHING, RESEARCH, OUTREACH, AND SERVICE.

2

INCREASE AND ENHANCE COLLABORATION AND FACILITATE STRONGER LINKAGES BETWEEN UNITS IN THE COLLEGE AND THROUGHOUT THE UNIVERSITY.

3

ENSURE THE COLLEGE IS A POSITIVE, SUPPORTIVE, AND FULFILLING PLACE TO LEARN, WORK, TEACH, AND CONDUCT RESEARCH.

4

INCREASE DIVERSITY ACROSS THE COLLEGE AND FOSTER AN INCLUSIVE COLLEGE CULTURE.

5

CAREFULLY AND THOUGHTFULLY MANAGE AND GROW COLLEGE RESOURCES.



GOAL 1

PERFORM HIGH IMPACT TEACHING, RESEARCH, OUTREACH, AND SERVICE.

Goal Vision: Excellence in teaching, research, service, and outreach so that the College achieves its maximum impact in addressing the varied needs of students, stakeholders, and society.

Warner College strives to achieve excellence in its land grant mission of teaching, research, outreach and service.

Teaching in the College is steeped in a long tradition of relevant, experiential learning opportunities close to campus and around the world and strong mentorship of students by faculty members and advisors. This tradition is fundamental to continuing the success the College has had in training an outstanding cadre of alumni.

Continued growth of the College’s teaching programs enhances the impacts and stability of the College, but maintaining the experiential focus of our educational programs without commensurate increases in faculty and staff is challenging as the student body grows. The College recognizes the need to remain nimble in the face of changing landscapes in teaching and technology and will strive to adapt and continually meet changing student needs.

Research is prolific across Warner College’s programs with researchers’ work regularly disseminated through technical journals, scientific meet-

ings, and other outlets. External funds coming into the College to support research have steadily increased over time, and maintaining strong extramural funding is critical for the long-term success of the research enterprise in the College. The College has active research throughout the world touching on a wide variety of natural resource and environmental issues. Warner College researchers are internationally known for the work they do. Building on the legacy of strong research and further enhancing research impact is critical to achieving the College’s full potential.

Knowledge generated, compiled, or synthesized by the College is often transferred to practitioners to enable knowledgeable use and stewardship of natural resources in Colorado and around the globe. While many of the programs and units in the College have significant outreach and service missions, this responsibility is integral to our land grant mission and heritage and extends across all programs in the College. Building stronger and more effective mechanisms for outreach and engagement is key to fully realizing the College’s mission.



GOAL 2

INCREASE AND ENHANCE COLLABORATION AND FACILITATE STRONGER LINKAGES BETWEEN UNITS IN THE COLLEGE AND THROUGHOUT THE UNIVERSITY.

Goal Vision: Collaboration among individuals and programs across the College and University are commonplace, advancing all programs and enhancing program success and impact.

Natural resources issues and management are inherently interdisciplinary. While disciplinary depth and understanding is critical, programs that build on disciplinary understanding and integrate across disciplines are often especially impactful and effective in addressing natural resource questions.

The College's academic departments, centers, institutes, and programs encompass biological, physical, and social sciences and a number of

programs and efforts within the College are interdisciplinary in nature. As a result, Warner College is uniquely positioned to excel in transdisciplinary research, education, and outreach.

While interdisciplinary structures and vision are already well established in the College, strengthening and building increased interdisciplinary engagement within the College and across the University are paramount to helping the College realize its full potential.





GOAL 3

ENSURE THE COLLEGE IS A POSITIVE, SUPPORTIVE, AND FULFILLING PLACE TO LEARN, WORK, TEACH, AND CONDUCT RESEARCH AND OUTREACH.

Goal Vision: Students, faculty, and staff are supported in their work, have high levels of satisfaction, and have the means to advance personally and professionally. The workplace is viewed as positive and individuals' achieve a healthy balance between their work and personal lives

All of the College's activities, impacts, and successes rely on its students, faculty, and staff. Warner College strives to be an organization where every member of its community is supported and can advance to personal and professional success.

The Warner College is known for the strong feeling of community that exists between its faculty, staff, and students. This culture demonstrates both the commitment that students and faculty have to their fields but also an infectious passion for the important work the College does to advance understandings of the earth and its systems.

Warner College will effectively communicate plans and decisions with its members so that progress is not hindered by poorly formed

expectations or misunderstandings. In this way, everyone will see the importance of the role they play in advancing the College and its strategic goals.

Warner College is a workplace that values personal and professional growth as well as employees' ability to balance their work and personal lives. Similarly, the College supports the delivery of the highest possible quality educational experience for students at all levels, and will take steps to maintain those experiences so that graduates of the College are well prepared for meaningful careers in their fields.



GOAL 4

INCREASE DIVERSITY ACROSS THE COLLEGE AND FOSTER AN INCLUSIVE COLLEGE CULTURE.

Goal Vision: Warner College has an inclusive culture that embraces diversity in the gender, sexual orientation, backgrounds, culture, ethnicity, and experiences of faculty, students, and staff. The College is a national and international leader in training undergraduate and graduate students from underserved and under-represented populations in natural resources.

Natural resource professions and academic programs have historically drawn from a relatively narrow demographic segment of society. While significant strides have been made in recent decades to increase diversity in natural resource programs and professions these still continue to lag behind many disciplines, significantly lacking demographic diversity.

Diversity in thought, gender, ethnicity, life experiences, cultural heritage, attitudes, and opinions in our classrooms, offices, and programs provides a richer environment for all resulting in stronger programs and more informed decision-making.

As the demographics of the United States are rapidly shifting, and for natural resources to maintain relevancy in future public dialogue and decision-making, broader representation of societal diversity within the College is crucial.

As the region's flagship academic program in natural resources, Warner College has a special role and responsibility to cultivate the next generation of leaders in the field. Increasing the diversity of Warner College students, faculty, and staff and fostering a fully inclusive culture are fundamental to meeting this responsibility. Achieving this goal will ultimately help fulfill the promise of the Land Grant mission and maximize positive societal and disciplinary impact.





GOAL 5

CAREFULLY AND THOUGHTFULLY MANAGE AND GROW COLLEGE RESOURCES.

Goal Vision: Resources and services provided by the College allow faculty and staff to excel and provide students with an exceptional learning environment.

Strong stewardship and growth of College resources are vital to engender success and impact of the College community and its programs. These encompass a wide array of efforts, including an effective and efficient administrative environment, successful attainment of program funding, and securing and maintaining high quality space and infrastructure.

Business operations, information technology needs, fund development, and strategic communications are all centralized services within Warner

College. These teams work with units throughout the College to ensure the effective use and growth of resources.

The College aims to be an organization that continually evaluates these structures and identifies areas for improvement, added efficiency, and new opportunities for growth of the College's resources.

MOVING FORWARD ACTION PLANS AND INITIATIVES

Using College input, the Dean will periodically put forth action plans and initiatives that advance the College’s strategic goals. Ideas and proposals for the action plans will be weighed relative to strategic goals as a means of prioritization and selection.

The 2015-16 academic year action plan was developed and vetted with feedback from members of the College as a part of the strategic planning process. While there is not an initiative that relates to each and every aspect of a particular goal, the first set of initiatives were selected using the following criteria.

EACH SELECTED INITIATIVE

- + IS A HIGH PRIORITY EFFORT THAT WILL SIGNIFICANTLY ADVANCE ACHIEVEMENT OF THE COLLEGE’S STRATEGIC GOALS.
- + IS FEASIBLE TO ACCOMPLISH OR INITIATE WITHIN THE 2015/16 ACADEMIC YEAR
- + IS APPROPRIATE TO ADDRESS AT THE COLLEGE-LEVEL (AS OPPOSED TO ISSUES MORE EFFECTIVELY AND APPROPRIATELY ADDRESSED AT THE UNIVERSITY, DEPARTMENT, OR PROGRAM LEVEL).
- + RECEIVED POSITIVE FEEDBACK FROM THE COLLEGE DURING THE PLANNING PROCESS.

Subsequent action plans will cover additional aspects of the strategic goals as the needs for advancing those particular aspects are identified. Ideas submitted through feedback in this planning process will be catalogued and referred to during the development of subsequent action plans.

The action plan and institutional profile are not included in this plan document, but can be found in separate documents.

MEASURING SUCCESS AND EVALUATION

THE COLLEGE WILL EVALUATE THE SUCCESS OF ITS STRATEGIC GOALS USING AN INTEGRATED SET OF SUCCESS MEASURES THAT CONSTITUTE A WARNER COLLEGE INSTITUTIONAL PROFILE.

Growth in these measures correlates with the advancement of strategic plan goals, that the college is performing its mission well, and that each goal’s initiatives are improving the ways the College operates.

This profile will give important information about which areas need attention and help generate ideas for additional action plan initiatives in future academic years.

Evaluation of strategic initiatives for action planning will regularly occur in vetting ideas, proposals, and projects with the College’s strategic goals in mind.

Individual success measures for each initiative in the action plans will be created to ensure accountability and the ability to evaluate their success. These evaluations will occur based on the timeframes and needs of that particular initiative.

A formal review of the strategic plan will occur annually where the College’s institutional profile will be considered and compared to previous years and the progress or success of individual initiatives will be evaluated. The Dean will undertake these reviews with the Executive Council, members of the College Administrative Council, and others as deemed appropriate.

The College and stakeholders will receive annual updates on progress toward meeting the plan goals at All-College meetings and in print and electronic communications.





BUILDING ON YESTERDAY'S
FOUNDATION – SHAPING
TOMORROW'S FUTURE.

FOR MORE INFORMATION CONTACT

Warner College of Natural Resources

COLORADO STATE UNIVERSITY
101 Natural Resources Building
1401 Campus Delivery

WARNERCNR.COLOSTATE.EDU • 970-491-6675

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