

Warner College Action Plan

2015-2016



Colorado State University

WARNER COLLEGE OF NATURAL RESOURCES

Goal 1: Ensure the College performs high impact teaching, research, outreach and service

Initiative 1. Hire outstanding faculty with excellent potential for research productivity and teaching.

Action: Implement the Dean's new Strategic Hiring Initiative, which includes input from Warner College Executive Committee regarding all new faculty hires. This input will include an evaluation of potential for research and teaching excellence. In recruitment of new faculty members, strong effort to attract and retain faculty members from under-represented groups (in support of Strategic Goal 4) will be made.

Timeframe: Ongoing

Responsible Individual: Dean

Initiative 2. Support faculty innovation in the classroom.

Action: Integrate lectures and discussion on teaching through College-wide bi-semester seminars. One or two sessions per year will be devoted teaching seminars or workshops addressing topics such as lessons learned, research about teaching tools, information from the University Master Teaching initiative, how to prepare a TILT proposal, or other issues.

Timeframe: Seminar series beginning Fall 2016, support for feedback for Fall 2016.

Responsible Individual: Associate Dean for Academic Affairs

Initiative 3. Implement College-wide committee for online education.

Action: Establish a College-wide committee on online education in order to support and coordinate online educational endeavors. The committee will be comprised of at least one representative from each academic department. The committee will foster communication between the departments

and DCE and review best practices for online course delivery. The committee will also explore opportunities for new online classes, certificates and degree programs.

Timeframe: Committee established and active by January, 2016.

Responsible Individual: Associate Dean for Academic Affairs

Initiative 4. Evaluate College curriculum to create efficiencies where possible.

Action: Review the College's course offerings in order to identify areas where courses overlap significantly, or may be duplicative, and optimize course delivery. Determine changes and needs for the courses identified through this process.

Timeframe: Review integrating department feedback complete by Spring 2016.

Responsible Individual: Associate Dean for Academic Affairs

Initiative 5. Create new Natural Resources Research Notes outreach publication series.

Action: Create a new online publication series featuring Warner College research. The Research Notes series will be directed at Colorado land owners and land managers. Each note will feature research that is pertinent to target audiences. These will be published in an outreach section of Warner College website, and promoted via social media and other means to reach intended audiences. During development process name of publication series will be discussed and alternatives considered.

Timeframe: Launch February 2016.

Responsible Individual: Research Associate Dean



Goal 1: Ensure the College performs high impact teaching, research, outreach and service

Initiative 6. Build an integrated vision for the College's programs at the Mountain Campus.

Action: In collaboration and partnership with CSU Housing and Dining Services, Facilities, the Provost office, faculty, and other key partners, build an integrated vision to maximize impact and potential of use of the CSU Mountain Campus by Warner College programs (and where appropriate, the broader academic community across campus).

Timeframe: Planning effort to be launched early calendar year 2016, with goal of a well-articulated vision by the end of 2016.

Responsible Individual: Dean.



Goal 2: Increase and enhance collaboration and facilitate stronger linkages between units in the College and throughout the University

Initiative 1. Create college-level forums, presentations, and events featuring nationally known and renowned speakers.

Action: Periodically host college-wide events, when appropriate in partnership with departments and programs. Social opportunities for informal networking will be created as a part of each event.

Timeframe: Initiate a pilot effort in Fall 2016.

Responsible Individuals: Associate Deans

Initiative 2. Enhance collaboration between College programs and centers with Colorado Extension and other outreach programs.

Action: Promote and support activities to enhance the College's outreach mission through increased linkages among centers and programs within Warner College that have significant outreach missions (e.g., Colorado State Forest Service, Colorado Natural Heritage Program, Colorado Forest Restoration Institute, Center for Collaborative Conservation, and others), and between these programs and Colorado Extension.

This will be accomplished by providing support for cross-program activities, holding targeted networking summits to encourage stronger collaboration between programs, encouraging information sharing to build awareness of efforts planned and underway, hosting tactical discussions around where collaboration can and should occur, and other efforts as appropriate.

Timeframe: Ongoing

Responsible Individual: Dean

Initiative 3. Create and implement an intra-university communications strategy to ensure campus community is aware of Warner College's competencies and opportunities for partnership.

Action: Develop communications plan targeted at internal CSU audiences that highlights Warner's competencies in various areas of research and teaching with the intent of fostering increased collaboration between Warner and other units at CSU. Strategy will also focus on ensuring Warner College is routinely highlighted for its excellence in University-wide promotions and advertisements.

Timeframe: Develop strategy in Fall 2016; implementation ongoing.

Responsible Individual: Director of Communications

Initiative 4. Provide additional opportunities for informal networking among faculty and staff through targeted social events.

Action: Recognizing the importance and value of informal networking opportunities where discussion can lead to stronger collaborations the College will engage in and encourage additional social events periodically throughout the year. The events will occur in partnership with departments and units and the College will provide some funding to support these efforts. The College will aim to hold 4-6 such events each calendar year. This effort will be conducted in a way to complement and advance both Strategic Goal 2 and Strategic Goal 3.

Timeframe: Ongoing.

Responsible Individual: Dean



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Goal 3: Ensure the College is a positive, supportive, and fulfilling place to learn, work, teach, and conduct research and outreach

Initiative 1. Inventory and enhance use of high impact curricular and co-curricular practices.

Action: Prepare an inventory of high impact practices used in the College to promote student success, and analyze the practices for their effectiveness. Partner with the Office of Institutional Research, Planning and Effectiveness to garner important data around which of these practices are most effective in contributing to student success for Warner College. Increase implementation of the most impactful practices throughout the College.

Timeframe: Inventory produced by end of Fall 16 semester; Analysis from Institutional Research complete within 2 months of inventory generation.

Responsible Individuals: Associate Dean for Academic Affairs (lead) and Director of Undergraduate Affairs

Initiative 2. Provide faculty and staff with resources to ensure undergraduate and graduate student health, well-being, and safety.

Action: Begin regular communications and dissemination of resources to faculty and staff so that they can direct students to the proper University resources when they are in need. These communications will take place at least one time per year in coordination with the Office of Student Affairs at the University. These resources will include protocols for handling student serious injury or death, how to respond to a student in need of mental health assistance, how to direct students in need of conflict resolution services, and other safety related concerns.

Timeframe: Ongoing and annually beginning Spring 16 Semester.

Responsible Individuals: Director of Communications

Initiative 3. Improve faculty career mentoring activities.

Action: Review current faculty career mentoring activities and where appropriate, develop and implement a plan for improvement. Gather information on career mentoring activities in other Colleges at CSU and from peer institutions and seek input from students (from past and upcoming surveys), Warner College partners, alumni, and employers of efficacy of the approaches currently used. Based on these data, we will develop a set of best practices and options for improving practices within the College.

Timeframe: Internal and external reviews and surveys completed by Spring 2016. Recommendations to the Dean by Summer 2016.

Responsible Individuals: Associate Dean for Academic Affairs (lead responsibility), Director of Undergraduate Programs, Warner College Career Liaison



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Goal 4: Increase diversity across the College and foster an inclusive College culture

Initiative 1. Implement College-level structures to advance diversity and inclusion.

Action: Establish a Warner College Diversity and Inclusion Advisory Committee. The committee will consist of at least one representative from each academic department, CEMML, NREL, CSFS, and representative student organizations. The committee will provide advice regarding diversity and inclusion issues to the Dean and, when appropriate, College Executive Committee, College service offices, or other individuals, committees, or programs. Initial tasks for the committee may include coordination of diversity and inclusion efforts across units, assessment of needs to advance diversity and inclusion goals, and other topics.

Timeframe: Committee established January, 2016.

Responsible Individual: Dean

Initiative 2. Enhance outreach, recruitment, and retention of students from under-represented populations.

Action: Develop an outreach and recruitment plan and implement portions as appropriate.

Timeframe: Plan developed by February, 2016 with elements implemented before beginning of 2016-2017 academic year; full implementation during 2016-2017 academic year.

Responsible Individual: Director of Undergraduate Programs

Initiative 3. Implement a pre-collegiate program targeting under-represented populations.

Action: Build a proposal for a pre-collegiate program to inform students from under-represented programs on opportunities in Warner College, potential careers in natural resources, and pathways into CSU and the College. Initiate a pilot effort in 2016 in partnership with the CSU Access Center, with goal of evaluating success in year one and potential scaling up in future years.

Timeframe: Plan developed by February, 2016 with pilot program implemented Summer, 2016.

Responsible Individual: Dean

Initiative 4. Build partnerships with programs focused on under-represented populations.

Action: Partnerships and joint actions with university cultural centers, the Office of Student Affairs, Admissions, the Office of the Vice-President for Diversity, other colleges, and other relevant programs will be explored and implemented when appropriate and impactful in advancing the College's strategic goal.

Timeframe: Ongoing.

Responsible Individual: Dean



Goal 4: Increase diversity across the College and foster an inclusive College culture

Initiative 5. Support existing College and University programs focused on under-represented populations.

Action: College will foster success of existing efforts within the College and University, such as Minorities in Agriculture and Natural Resource, and Related Sciences and Strategies for Ecology Education, Diversity and Sustainability Clubs and initiatives undertaken by the Student Diversity Programs and Service Offices and other programs.

Timeframe: Ongoing

Responsible Individual: Dean

Initiative 6. Develop communication tools and efforts to increase diversity and inclusion.

Action: Materials targeting particular under-represented populations will be created to improve recruitment efforts. These materials will include, but not limited to, translation of College recruitment materials into Spanish. Although Latino students being recruited to Warner College have excellent English speaking skills, this is not always the case for their family members or important members of their community, and translation of key recruiting and promotional materials documenting program strengths and characteristics for Spanish-speaking audiences will be helpful to address this need.

Timeframe: A portfolio of materials to be developed by end of Summer, 2016, with anticipated expansion and modification thereafter.

Responsible Individual: Director of Communications

Initiative 7. Engagement on NSF ADVANCE grant.

Action: Drs. Sutton and Hayes to serve as co-PIs on University submission of NSF grant focused on issues facing women Professors. If funded, College support in implementation thereafter.

Timeframe: Proposal preparation Fall 2015 with possible implementation in 2016 (pending funding).

Responsible Individuals: Sally Sutton and John Hayes



Goal 5: Carefully and thoughtfully manage and grow College resources

Initiative 1. Work to increase support from and strengthen the College's network of alumni, foundations, corporations, and friends.

Action: Identify potential opportunities for creating and expanding relationships with individuals and organizations capable of providing financial assistance or collaborative partnerships. Increase philanthropic contributions to the College and its programs for student scholarships, research and outreach efforts, faculty and staff positions, infrastructure, and other needs.

Timeframe: Ongoing, with special emphasis during current 2020 Campaign

Responsible Individual: Executive Director of Development

Initiative 2. Strengthen Development Culture among Faculty and Staff.

Action: Expand college-wide collaboration with College development office by proactively sharing information on fundable projects, proposing leads, joining donor meetings, assisting with stewardship, attending donor functions, and similar activities.

Timeframe: Ongoing, special emphasis during current 2020 Campaign

Responsible Individual: Executive Director of Development

Initiative 3. Enhance Business Office Systems

Action: Enhance internal Business Office systems by creating online tracking systems for cell phones, vehicles and making upgrades to other portions of the site that will accommodate the large number of off campus employees.

Timeframe: System upgrades complete May 2016.

Responsible Individual: Director of Information Technology

Initiative 4. Create decision structure to manage and allocate physical space in the college among units.

Action: Create a strategic space allocation plan establishing criteria for allocating space to accommodate growth in units.

Timeframe: Plan completed by Fall 2017.

Responsible Individual: College Executive Committee



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