CNAS Strategic Goals

CNAS Mission

- To transform lives through discovery, communication, translation, application, and preservation of knowledge.

CNAS Vision

- To enhance our position as a preeminent research college that epitomizes excellence in all that we do:
  - Advancing and communicating knowledge
  - Developing and inspiring future leaders
  - Transforming communities
  - Demonstrating that diversity is both a measure of excellence and a means of achieving it

Dean's Vision

- Excellence in Inclusivity: Enhancing our diversity, equity, and inclusion efforts in CNAS and across campus
- Graduate Programs: Strengthening support and resources for students in our graduate programs
- Science of Sustainability: Sharing, educating, and informing our local, regional, and global communities of our research to improve the world we live in

Strategic Goal I Support Faculty and Staff Success

Objectives	Initiatives	Action Items	Metrics
Promote Faculty Success	• Increase staff: faculty ratios	• Hire more staff	• Staff: faculty ratios
	• Increase faculty diversity	• CNAS actively reviews applicant pools	• Faculty diversity data (gender, URG)
	• Grow endowed funding for SoS initiatives	• CNAS identifies donors and corporations	• track donor and corporate support
	• Increase research funds for faculty	• Create at least one endowed chair per Department	• # endowed chairs
Promote staff success	• Frequently assess work environment (remote/in-person/hybrid)	• Quarterly survey	• Quant: % of time spent remote/in-person/hybrid • Qual: relative happiness
	• Promote professional development	• Incentivize/reward enrollment in courses	• # of staff who took classes (LMS/UCR/LinkedIn)
	• Increase staff diversity	• CNAS actively reviews applicant pools	• staff diversity data (gender, URG)

Strategic Goal II Enhance Graduate Student Success

Objectives	Initiatives	Action Items	Metrics
Create robust financial support	• Increase # of graduate students training grants	• Sufficient support staff for C&G and administering grants & fellowships	• Successful submissions of GAANN, NIH T32 and related proposals
	• Increase # of graduate fellowships	• Create one endowed fellowship fund per Department	• # Fellowships, impact on applications and yield
Increase # of MS students	• Increase # of students in MS programs	• Promote MS programs through communication plan & updated websites	• # of MS applications, % yield • Programs & communications that facilitate learning about graduate degrees • Success of graduating MS Students
	• Increase # of MS programs, including 4+1 BS/MS programs	• Support faculty with process of program development & submission	• # of MS applications in new programs
	• Create work-flexible MS programs (e.g., remote, PT, weekends)	• Support market research, MS program approval process	• # of MS applications in work-flex program
Increase # of PhD students and support success	• Engage faculty in recruitment, admissions best practices	• Review outreach, admissions rubrics and practices, student experience	• # of PhD applicants & demographics, yield, student surveys
	• Support best practices in mentoring and networking	• Facilitate transparent communications & mentoring networks, career connections	• Student persistence, time to degree, equity gaps, career placements

Strategic Goal III Improve Undergraduate Student Success & Experience

Objectives	Initiatives	Action Items	Metrics
Improve graduation rates & time to degree	• Build advising capacity	• Hire advisors to reach 350:1 student: advisor ratio • Support & expand peer advising • Efficient & effective structures, strategic communications	• Student: Advisor Ratio • Peer advising utilization metrics • Outreach metrics
	• Course offerings facilitate degree progression	• Course planning projections • Share waitlist & registration data • Map & operationalize student degree milestones	• Course waitlists & enrollment pressure • # credit units/quarter • Frequency of key course offerings
Improve student success & persistence in STEM	• Expand high impact experiences	• Increase engagement in student research • Increase faculty participation in LCs • Increase paid external internships • Generate funds to support summer research stipends • Expand and support peer mentoring	• # students engaging in research • # students in LCs, faculty teaching commitment • # students with internships • # students supported with summer stipends • # students with peer mentor engagement
	• Integrate inclusive practices & pedagogies	• Support innovation and integration of authentic inquiry in courses	• Curricular/course design, assessment of impact
	• Improve retention in CNAS majors	• Connect students with alumni and career pathways through programming and courses	• # courses, programs

Strategic Goal III Improve Undergraduate Student Success & Experience

Objectives	Initiatives	Action Items	Metrics
Enhance student diversity	• Identify, reduce barriers and equity gaps	• Faculty, grad student engagement on inclusive pedagogy and practices	• Demographics of yield, retention, %AB equity, and degree progression
	• Grow NR enrollment	• Communications & outreach activities	• # of non-resident students
	• Pipelines for transfer students	• Community College outreach, connections, & support	• # transfer students enrolled; time-to-degree