

NEW HEIGHTS OF IMPACT

WARNER COLLEGE STRATEGIC PLAN

Action Plan AY '24-'25

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WARNER COLLEGE
OF NATURAL RESOURCES
COLORADO STATE UNIVERSITY



Letter from the Dean

Thank you for engaging with Warner College of Natural Resources strategic plan, *New Heights of Impact*. This document not only defines our purpose and shared identity, but also includes our action plans for the upcoming academic year. These action plans were developed by our Strategic Plan Goal Teams and outline actions that will advance each goal area along with our measurements for success.

Input from throughout the College shaped these plans. We held college-wide meetings, workshops, surveys, and conversations. It was wonderful to see the community come together around our collective future. I am grateful to all the faculty, researchers, staff, students, and alumni who participated. I am particularly impressed by how the student body engaged and by their insights into our identity and future directions.

ADDRESSING CRITICAL EARTH SCIENCE AND NATURAL RESOURCES OPPORTUNITIES AND CHALLENGES:

Climate change, habitat fragmentation, biodiversity loss, and associated One Health issues at the intersection of wildlife and human disease are at the heart of the environmental challenges threatening all species on Earth. In all regions of the world, including the North American West, issues related to the quality and quantity of clean water for humans, wildlife habitat, energy development, and agriculture will continue to define critical challenges for generations to come. Communities must continue building resilience against wildfire and global environmental change. Mineral resources, wildlife, forests, rangelands, watersheds, and riparian areas must be effectively managed. Only then can we ensure equity in the distribution of the benefits of healthy economies and healthy biodiverse ecosystems.

Our work is oriented around education, science, discovery, problem-solving, and improving the world for humankind and all species. I believe Warner College is uniquely positioned to enhance society's understanding of the Earth – from the atmosphere to its core – and including its 4.5-billion-year history, its ecosystems, and all its inhabitants, human and nonhuman, as they relate to major natural resources, science, and environmental challenges and hazards.

WE ARE WARNER:

Warner College's academic departments, and associated agencies, research centers, and institutes span a variety of disciplines, and they help implement and deliver critical solutions to practitioners, policymakers, and the public. Our research advances basic knowledge and informs policy to effectively manage natural resources and solve challenges. We merge scientific disciplines to create novel solutions to complex problems through transdisciplinary excellence. We strive to effectively address issues with authentic community engagement and a growing emphasis on incorporating Indigenous science into our practices. We always aim to exemplify an inclusive and collaborative spirit, bent on making the world a better place for humankind and all species on the planet.

Thank you for joining our journey to make a positive difference in the world.



A. Alonso Aguirre, Dean
Warner College of Natural Resources



INTRODUCTION

The plan is a result of an engagement process that took place over the 2023-2024 academic year.

It aims to accomplish the following outcomes:

- ▲ Describe Warner College's collective purpose and shared identity and define its mission, vision, goals, and values.
- ▲ Identify major priorities that will move the College forward in a positive direction over the next five to ten years.
- ▲ Serve as a conduit to introduce the College and its priorities as we engage internal and external audiences and the communities we serve.

This document is intended to meet the needs of numerous audiences, both internally and externally.

Internal Audiences

- Students, Faculty, and Staff
- Dean's Advisory Council
- University and system leadership and administration
- Other colleges, centers, and institutes across CSU
- University partners

External Audiences

- Donors and alumni engaging deeply with Warner College
- Elected officials, policymakers, and government partners foundations, NGOs, Corporations, and other potential funders
- Local, state, and federal agencies
- Other universities, colleges, formal education institutes around the world
- Other partners and potential partners
- Stakeholders and communities we serve



In brief, this strategic plan includes:

- ▲ **THE VISION** | A desired future state the College strives to achieve as it fulfills its mission.
- ▲ **THE MISSION** | Warner College's reason for existence. The Mission states what we do and why we do it.
- ▲ **EIGHT VALUES** | Key principles that sustain the College and guide fulfillment of the Mission and Vision.
- ▲ **FIVE STRATEGIC GOALS** | Priority outcomes identified through engagement with the College community.

College goals will be measured through activities listed under the headings, "to achieve x..."

Additionally, there are some examples of tactics and actions that can and have supported advancing the College's goals.



MISSION, VISION, AND VALUES

OUR MISSION & VISION

We exist to

Advance and integrate scientific disciplines with transdisciplinary approaches that enable effective solutions to critical global challenges and make a positive difference in the world.

We envision

Our role as a leader in creating a sustainable and equitable world for all humankind by discovering and sharing knowledge of the Earth and its systems, including land and water, and the life they support. We deliver transformative solutions to society's urgent challenges and enlightened answers to crucial scientific questions.

OUR VALUES

- ▲ CREATE A MORE SUSTAINABLE AND EQUITABLE WORLD FOR HUMANKIND
- ▲ ENHANCE DIVERSITY, EQUITY, INCLUSION, AND ENVIRONMENTAL JUSTICE
- ▲ RECOGNIZE THE INTRINSIC VALUE OF ALL SPECIES ON THE PLANET
- ▲ HELP PEOPLE THRIVE THROUGH EDUCATION, EXPERIENTIAL LEARNING, AND MENTORING
- ▲ CREATE AND SHARE SCIENCE THAT ENHANCES UNDERSTANDING AND INFORMS POLICY
- ▲ STEWARD EARTH'S RESOURCES TO THE BENEFIT OF ALL PEOPLE AND SPECIES
- ▲ BE A COLLABORATIVE PARTNER AND HONOR DIVERSE PERSPECTIVES
- ▲ CULTIVATE TRANSDISCIPLINARY APPROACHES TO ADDRESSING SCIENTIFIC CHALLENGES



A person wearing an orange hard hat, safety glasses, a dark jacket, and orange pants is using a chainsaw to cut through a tree trunk in a forest. The person is positioned on the left side of the image, and the background shows a dense forest with tall trees under a clear blue sky.

WARNER COLLEGE IDENTITY

Community

For over a century, Warner College has promoted a tight-knit, passionate sense of community among dedicated students, faculty, and staff. This spirit of community has been integral to the College's culture and success. We have trained professionals through significant hands-on education and building a strong understanding of Earth and its ecosystems. Our teaching legacy runs deep, and we continue to innovate, support, and teach students the value of interdisciplinary connections and authentic engagement with communities. Our graduates have gone on to outstanding careers where they have tackled society's challenges and advanced their professions. They make a global difference every day.

Land-Grant Program

As a land-grant natural resources program, Warner College is at the forefront of education and research to understand the Earth from the atmosphere to the biosphere, and deep into its very core. Our science addresses the most pressing challenges of our time through our exciting fundamental and applied research. This creates a spectrum of engagement with our students, the public, our stakeholders, and the scientific community and promotes an in-depth understanding of the Earth and its ecosystems. We implement solutions to natural resource management, earth sciences, One Health, and conservation challenges throughout Colorado, the nation, and the world.

Land Acknowledgment

CSU's Land Acknowledgement holds us accountable to our founding responsibilities and legacy as a land-grant institution. The institution was established at a dire cost to Indigenous communities. Moreover, given our position in relation to the environment and natural resources, we must ensure we contribute to Indigenous communities in positive ways and learn from, and incorporate, Indigenous science into our teaching, research, engagement, and service.

Warner is Transdisciplinary

Society's most pressing challenges require novel solutions. These will emerge from transdisciplinary collaborations that bring together diverse perspectives. The intent is to create new ways of solving problems. Transdisciplinary approaches are based broadly on the inherently complex nature of Earth and environmental issues. Solving these problems also requires strong connections to human communities. Indigenous science and individual place-based, ecological knowledge should be honored and leveraged to identify solutions that can be successful and sustained effectively.

Creating Collaborative Partnerships

We believe collaborative and transdisciplinary approaches are fundamental to success. They strengthen our ability to live out our vision and achieve our mission. The College's academic departments, centers, and institutes incorporate interdisciplinary programs that encompass physical and earth sciences, natural and environmental sciences, social sciences, and policy. Our faculty, staff, and students collaborate extensively with CSU's seven other academic colleges, CSU's Division of Extension and Engagement, and other programs at CSU. As a result, we believe Warner College is uniquely positioned among its peers to excel in transdisciplinary education, research, outreach, and engagement.



WARNER COLLEGE DEPARTMENTS

Ecosystem Science and Sustainability

ESS seeks to understand ecosystem function and change across space and through time by examining interactions within and between natural and human systems. Through discovery and education, ESS contributes to understanding and sustaining ecosystems and their services in the context of stresses such as changing climate, species introductions, and land-use change and intensification.



Forest and Rangeland Stewardship

FRS develops knowledge to manage forest and rangeland systems for ecological and human benefits. FRS' applied research examines biological, social, and physical attributes of forests, woodlands, shrublands, and grasslands to create sustainable ecosystems.



Fish, Wildlife, and Conservation Biology

FWCB expands the frontiers of knowledge through our broad-based expertise in applied ecology, quantitative methods, and human dimensions in the conservation and management of fish and wildlife.

Human Dimensions of Natural Resources

HDNR's vision is to reimagine learning and discovery to benefit people and the natural world. Our focus is on understanding and attending to the needs and values of humans, human society, and culture as they relate to conservation and enjoyment of the natural environment.



Geosciences

The Geosciences Department's research, teachings, and engagements span the surface and subsurface geosciences. Geosciences develops and disseminates knowledge to advance the understanding and management of Earth's physical processes and resources.



WARNER COLLEGE CENTERS

Center for Collaborative Conservation

The CCC was created to make university research and education fully relevant to conservation practice. The Center's approach is to transform conservation into a uniting force through collaboration.

Center for Environmental Management of Military Lands

CEMML is an interdisciplinary team of environmental and social scientists. We work closely with the Department of Defense and other agencies to manage natural and cultural resources that accomplish mission-specific goals benefiting the entire nation.

Center for Human Carnivore Coexistence

CHCC integrates transformative science, education, and outreach to minimize conflict and facilitate coexistence between humans and carnivores.

Colorado Natural Heritage Program

CNHP is Colorado's only comprehensive source of information on the status and location of Colorado's rarest and most threatened species and plant communities.

Colorado State Forest Service

CSFS strives to achieve stewardship of Colorado's diverse forest environments for the benefit of present and future generations.

Center for Protected Area Management

CPAM extends the CSU land-grant mission by contributing to the conservation, planning, and management of the world's protected areas and the landscapes and seascapes that connect them.

Environmental Learning Center

ELC connects people with nature by facilitating educational, inclusive and safe experiences in the natural environment and advances the field of environmental education through sound research and practice.

Colorado Cooperative Fish & Wildlife Research Unit

CCFWRU supports research, education, and science related to fisheries and wildlife management in Colorado and throughout the United States. A part of the United States Geological Survey wildlife co-op units, the Colorado unit has been at CSU since 1947.

Larval Fish Laboratory

LFL is a nonprofit research, service, and educational facility whose purpose is to draw together, advance, and disseminate knowledge on methods of study, biology, ecology, and taxonomy of freshwater and anadromous fishes with particular emphasis on early-life-history stages and fish reproduction.

Colorado Forest Restoration Institute

CFRI's purpose is to develop, synthesize, and apply the best available science to achieve forest restoration and wildfire hazard reduction goals.

Natural Resource Ecology Laboratory

NREL is an interdisciplinary ecology research and teaching unit at Colorado State University. Our mission is to improve understanding of the complex interactions between ecosystems, humans, and management activities.

LOCAL TO GLOBAL IMPACTS FOR A SUSTAINABLE FUTURE



COLORADO

COLORADO STATE UNIVERSITY
COLORADO STATE FOREST SERVICE OFFICES
CSU MOUNTAIN CAMPUS
CSU SPUR CAMPUS



THE WEST

WE HAVE EXPERTISE IN MANAGING THE UNIQUE
WORKING LANDS AND PROTECTED AREAS
OF THE REGION.



THE WORLD

WE WORK IN OVER 80 COUNTRIES
AND ON EVERY CONTINENT.



ADDRESSING EARTH'S ENVIRONMENTAL CHALLENGES

WHERE WARNER EXCELS | EDUCATION, RESEARCH, AND ENGAGEMENT

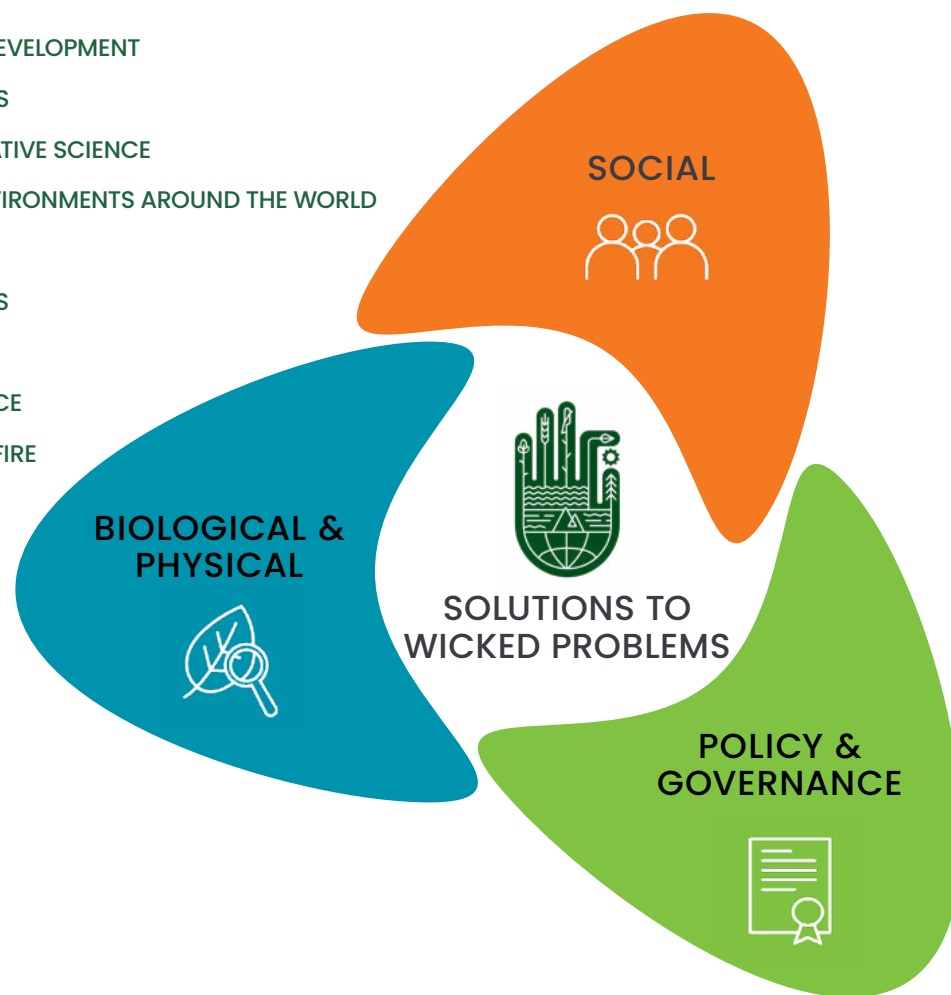
- ▲ ADDRESSING THE CHALLENGES OF PARKS AND PROTECTED AREAS MANAGEMENT AND GLOBAL TOURISM
- ▲ ADVANCING THE ENVIRONMENTAL LITERACY OF THE PUBLIC AND FUTURE DECISION-MAKERS THROUGH SCIENCE COMMUNICATIONS
- ▲ COLLABORATING WITH A VARIETY OF PARTNERS ON CONSERVATION ISSUES
- ▲ COMPREHENDING HUMAN AND WILDLIFE COEXISTENCE
- ▲ CREATING STATE-OF-THE-ART TECHNIQUES TO OPTIMIZE ALL KINDS OF ENERGY DEVELOPMENT
- ▲ DISCOVERING THE INTRICACIES OF THE EARTH'S GEOLOGY AND NATURAL SYSTEMS
- ▲ ENSURING WATER QUANTITY, QUALITY, AND THRIVING WATERSHEDS WITH INNOVATIVE SCIENCE
- ▲ EVALUATING THE IMPACTS OF CHANGING CLIMATE ON PEOPLE, WILDLIFE, AND ENVIRONMENTS AROUND THE WORLD
- ▲ HELPING SUSTAIN HEALTHY WILDLIFE POPULATIONS AND DIVERSE HABITATS
- ▲ INVOLVING COMMUNITIES TO SOLVE COMPLEX NATURAL RESOURCES CHALLENGES
- ▲ RESTORING LANDSCAPES FOLLOWING DISTURBANCE OR INTENSIVE HUMAN USE
- ▲ STUDYING FOREST AND RANGELAND ECOSYSTEMS, THEIR BENEFITS, AND RESILIENCE
- ▲ UNDERSTANDING THE IMPACTS, ECONOMICS, ECOLOGY, AND BEHAVIOR OF WILDFIRE

GLOBAL CHALLENGES

ADAPTATION THROUGH RESILIENCE
CLIMATE CHANGE
ECOSYSTEM HEALTH
HUMAN, WILDLAND, WILDLIFE, AND
NATURAL RESOURCE INTERACTIONS
LOSS OF BIODIVERSITY
MITIGATING NATURAL HAZARDS
SUSTAINABLE WATER, ENERGY, AND
MINERAL RESOURCES

PRACTICES FOR SUCCESS

APPLIED AND FUNDAMENTAL RESEARCH
COLLABORATION
COMMUNITY ENGAGEMENT
EDUCATION AND TRAINING
EQUITY AND INCLUSION
ONE HEALTH
TRANSDISCIPLINARITY





INTEGRATING WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Warner College of Natural Resources education, research, and outreach aim to build an understanding of the natural world and environmental science to improve the world by addressing critical challenges and contributing to sustainable development. The 2030 Agenda for Sustainable Development, adopted by all U.N. member states in 2015, provides a blueprint for peace and prosperity for all people and the planet, now and into the future.

Warner College's work addresses many of these goals and integrating our efforts around this framework helps to underscore the global relevance of our faculty, staff, and students' important work.

GOAL 3 | GOOD HEALTH AND WELL-BEING

Research in the college demonstrates the important connections between environmental, animal, and human health (One-health approaches).

GOAL 4 | QUALITY EDUCATION

Warner College is committed to providing high-quality education and supporting life-long learning.

GOAL 5 | GENDER EQUALITY

Active research in the College considers gender equity in conservation and parks and protected area management.

GOAL 6 | CLEAN WATER AND SANITATION

Numerous research groups in the College are actively working to understand water from the perspectives of policy and practice as well as quality and quantity, particularly within the Western U.S. and worldwide.

GOAL 10 | REDUCED INEQUALITIES

Warner College is committed to addressing longstanding inequality in environmental policy, practice, science, and management through research, teaching, engagement, and the proactive approaches of the College's Diversity, Equity, and Inclusion Program.

GOAL 13 | CLIMATE ACTION

CSU is a climate solutions university, with numerous Warner College scientists and many others at CSU dedicated to addressing climate change through adaptation, enhancing resilience, and identifying solutions.

GOAL 15 | LIFE ON LAND

Understanding and conserving biodiversity and habitat are among the College's longstanding legacies and are significant areas of focus today.

GOAL 1

Excellence as a natural resources land-grant college

Address society's urgent challenges through transformative teaching, research, outreach, engagement, and service.

THE LOGIC

As a land-grant institution, CSU is charged with contributing to society in positive ways. It provides and facilitates access to education, research, and discovery that increases our understanding of the world and addresses urgent societal challenges. We need to be transformative as we serve students through impactful teaching, society through innovative research and service, and communities through outreach, direct action, and capacity building.

TO ADDRESS SOCIETY'S CHALLENGES, WE WILL:

- Equip students with a scientific understanding of the Earth, its environment, and natural processes and prepare them to thrive as citizens and professionals by giving them competitive skills so they can have success in the workforce today and into the future.
- Produce peer-reviewed, fundamental, and applied research, communicating results to improve the collective understanding of the Earth, its 4.5-billion-year history, its interconnected systems, and the human relationship to the planet.
- Partake in service, engagement, and outreach activities that build capacity in communities and solve natural resources challenges in Colorado, the nation, and around the world.

ACCOMPLISHMENTS | '23-'24 ACADEMIC YEAR:

- 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 Sciences
- 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

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:

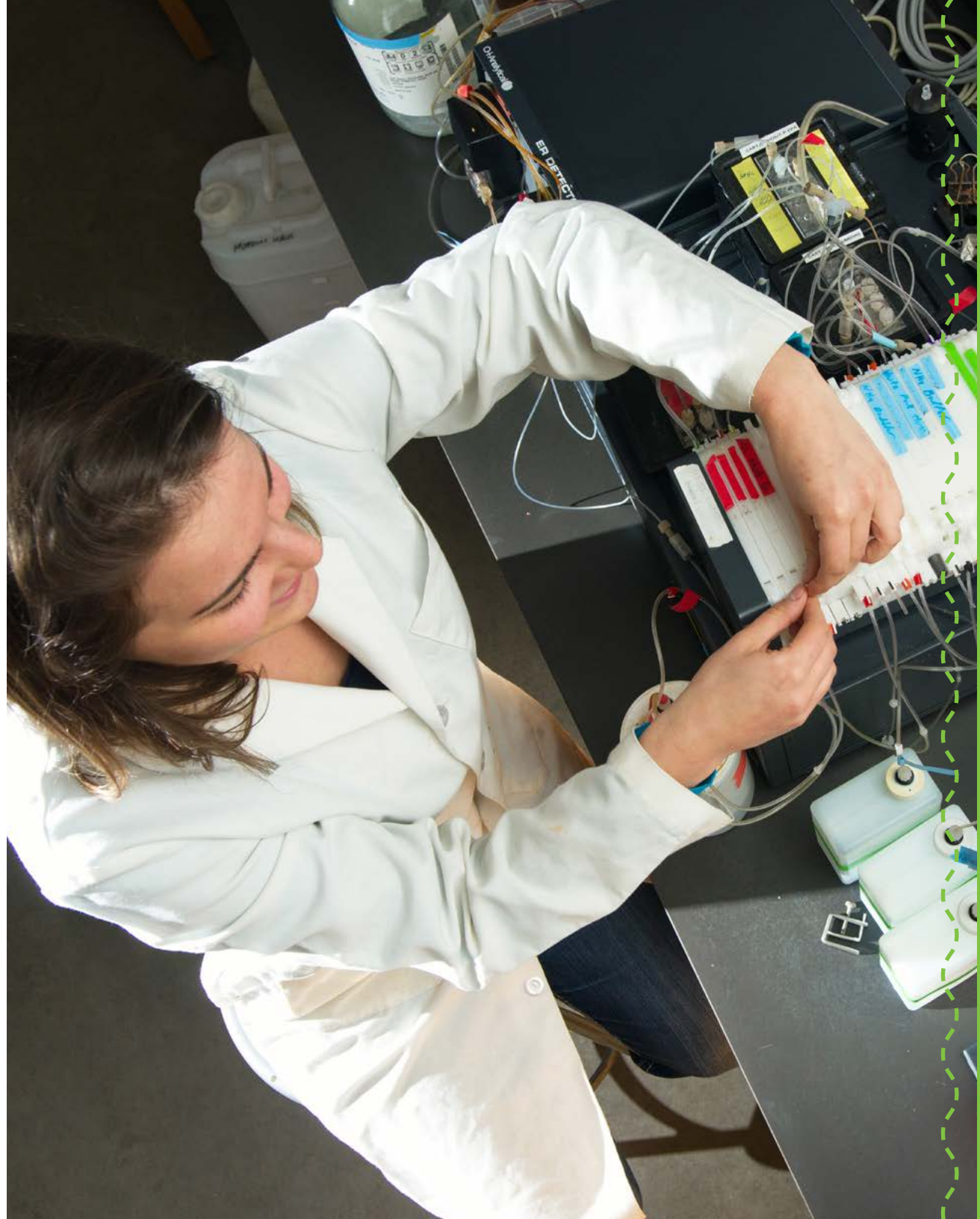
- CSU Institutional Research IR Interactive
- CSU Career Center First Destination Survey

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

Global natural resources leadership

Demonstrate global leadership in creating a sustainable and equitable world by increasing the international nature of our research, teaching, outreach, and service.

THE LOGIC

To enhance our international impact and meaningfully address global challenges, the College must build on longstanding existing strengths in international work with additional investments and resources. New partnerships with international institutions can provide significant experiential education opportunities to students for studying abroad and participating in internships in diverse settings. Increasing the utilization of CSU's international Todos Santos Center across the College offers additional opportunities for international engagement. In this way, everyone will see the importance of the role they play in advancing the College and its strategic goals.

TO DEMONSTRATE GLOBAL LEADERSHIP, WE WILL:

- Increase partnerships with international institutions to enhance educational programming and our research enterprise.
- Incentivize joint publications with international colleagues focused on transnational issues.
- Increase the international student population of the College in all programs and at all student levels.
- Expand academic exchanges of scholars and students.
- Define and develop international extension programs and conduct advising and consulting activities internationally.

ACCOMPLISHMENTS | '23-'24 ACADEMIC YEAR:

- 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: Djibouti Ministry of Environment and Development, DECAN Wildlife Sanctuary (Djibouti), Jigjiga University (Ethiopia), Ethiopian Wildlife Conservation Authority (Ethiopia), Bureau of Environmental Protection and Rural Land Administration, Somali Regional State (Ethiopia), Puntland Ministry of Environment and Climate Change (Somalia), National Museum of Somalia, Somaliland Ministry of Environment and Climate Change (Somaliland), University of Hargeisa (Somaliland)
- Center for Collaborative Conservation supported and funded Cohorts 13 and 14 through their CCC Fellows Program.

ACTIONS | '24-'25 ACADEMIC YEAR:

- Continue to catalog global engagement by our faculty and researchers (Obj. 2b, 2d)
- Host informal international student and scholar social events in Fall & Spring. (Obj. 1a)
- 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)
- 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)
- Hold 1-2 field trips to northern Colorado ecosystems (Obj. 1a, 1b)
- Establish a Google Group for international students and scholars for sharing news, activities and accolades. (Obj. 1a, 1b)
- Encourage faculty and researchers to establish new MOUs with global partners based on partnership form contributions (Obj. 2a)

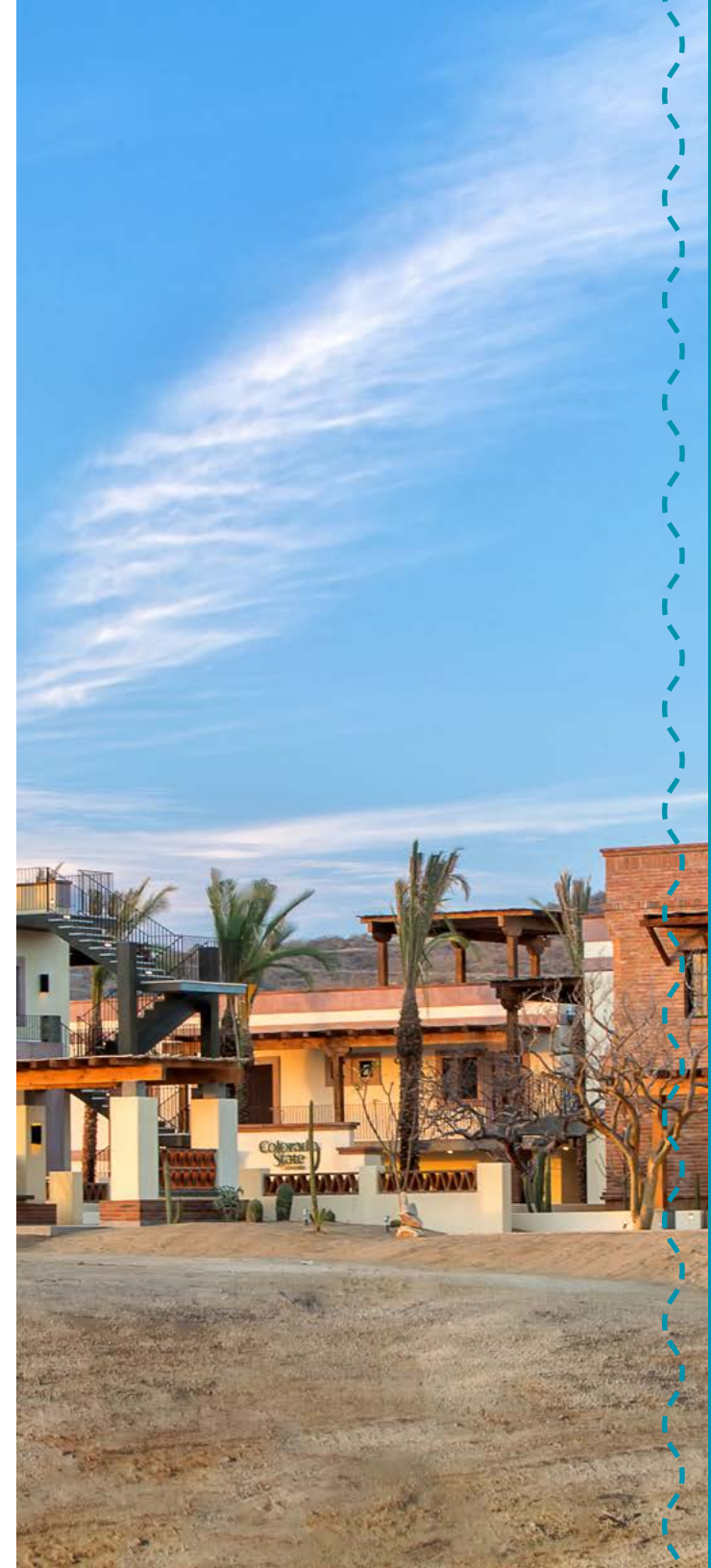
EVALUATION:

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

Give students critical hands-on training to connect knowledge and skills to real-world applications.

THE LOGIC

The College has an impactful legacy of laboratory and field education that emphasizes practical and hands-on teaching and training. It is imperative that we sustain this emphasis and create new opportunities for students in field courses, internships, undergraduate research, and other experiential opportunities. Fostering these opportunities helps effectively prepare students to become future scientists and natural resource professionals. Additionally, high-impact learning experiences, such as field and laboratory courses, are proven to enhance student retention, graduation rates, and job placements. Leveraging CSU's facilities: the CSU Environmental Learning Center, CSU Mountain Campus, Todos Santos Center, and SPUR will be critical for achieving this goal.

TO REACH THIS GOAL, WE WILL:

- Build new opportunities for field study, skills development, and project-based learning.
- Sustain and expand students' access to engaging co-curricular experiences including internships, externships, undergraduate research, fellowships, and educational opportunities abroad.
- Create partnerships to enhance pipelines for student employment.
- Leverage exchange programs for faculty at diverse and international institutions to build, increase, and enhance opportunities for experiential education for students, faculty, and instructors through workshops, short courses or other training opportunities.

ACCOMPLISHMENTS | '23-'24 ACADEMIC YEAR:

- Established college award for experiential education
- Grew CSFS internship program from 6 to 22 and growing
- Grew CNHP Siegle internship program from 12 to 24, and to triple in AY25
- Created a framework to promote Warner College unit internships

ACTIONS | '24-'25 ACADEMIC YEAR:

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

Elevate diversity, equity, and inclusion

Increase and sustain DEI efforts by fostering an inclusive culture and broadening participation in our professional and scientific fields.

THE LOGIC

Human society and all life on Earth thrive when natural resources are sustainably managed to the benefit of all people, species, and future generations. Everyone fundamentally deserves equitable access to the benefits of a healthy environment. Science has demonstrated that diverse ecosystems are more resilient than homogeneous ones. Similarly, organizations like Warner College are more robust and successful when diverse perspectives are honored and engaged with at every level.

Warner College's aspirations to be a leader in creating a sustainable and equitable world begin at home within our community. Our commitment to diversity, equity, inclusion, and environmental justice is grounded in CSU's Land-Grant Mission and Principles of Community: Inclusion; Integrity; Respect; Service; and Social Justice.

In alignment with our land-grant mission, we seek to merge scientific education with cultural considerations and context, so that our students excel as leaders and advocates for equity and service to those often underserved in natural resources.

TO MEANINGFULLY ADDRESS THIS GOAL, WE WILL:

- Create and maintain a welcoming, supportive, and inclusive culture and environment.
- Enhance the cultural competencies of all Warner College community members.
- Broaden participation of traditionally marginalized communities in Warner College programs through partnerships and collaborations with diverse individuals, organizations, and institutions such as Hispanic-serving, Tribal, and Historically Black Colleges and Universities (HBCUs).
- Implement a comprehensive recruitment strategy that will increase the racial and ethnic diversity of the students, faculty, and staff in the College to mirror the demographics of the state of Colorado.
- Systematically address bias incidents in the College and take consistent and appropriate actions to prevent, mitigate, and resolve issues.

ACCOMPLISHMENTS | '23-'24 ACADEMIC YEAR:

- 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

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

Cultivate a healthy culture and generate resources

Foster organizational health and culture by providing an exceptionally positive, supportive, and fulfilling place to learn and work, and cultivate and grow crucial resources.

THE LOGIC

The mission of Warner College emphasizes collaboration and meaningfulness. Its vision sets an expectation for leadership and impact, as the College is committed to transdisciplinary research, learning, and engagement.

These will be achieved only when students, faculty, staff, alumni, donors, and partners feel connected to an extraordinary organizational culture. Warner College strives to be an organization where everyone feels supported and can advance to personal and professional success. We are known across CSU as a College with a strong community. This demonstrates the commitment community members have and reflects an infectious passion for working across disciplines to advance humankind's understanding of the Earth and its systems and its ability to solve difficult challenges. With focused effort, we can harness our strong existing culture and build on it to make it truly exceptional.

Strong stewardship and growth in College resources are vital to success. This necessitates an effective and efficient administrative environment, successful attainment of program funding, and securing and maintaining high-quality space and infrastructure. Advancement activities are vital to provide resources beyond College-based funding and support programs, students, and facilities. Embracing and fostering strategic partnerships and engagement with campus leaders, alumni, community members, stakeholder organizations, Federal, State, and local agencies, non-governmental organizations, and policymakers can help extend the College's resources and increase its impacts.

TO FOSTER AN EXCEPTIONAL HEALTH AND CULTURE AND CULTIVATE RESOURCES, WE WILL:

- Remove barriers and constraints and enhance support for processes, policies, resource growth, and facilities for students, faculty, and staff.
- Increase College resources so programs can achieve their funding and engagement potential, scholarships can aid students, and College facilities can grow and improve to meet the needs of faculty, staff, and students.
- Maintain consistent engagement and communications among the College's internal audiences and bring awareness to opportunities that encourage collaborations and resource production.
- Support university goals for addressing compensation challenges and pathways for professional growth.
- Create strategic partnerships to leverage College resources and increase our impacts.

ACCOMPLISHMENTS | '23-'24 ACADEMIC YEAR:

- 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 from one to three weeks 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
- Appointed Interim Department Head for Human Dimensions of Natural Resources

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
- Develop alumni communications vehicles to strengthen connections to the College

EVALUATION:

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



FOR MORE INFORMATION, CONTACT:

Warner College of Natural Resources

**COLORADO STATE UNIVERSITY
410 Michael Smith Natural Resources Building
1401 Campus Delivery**

WARNERCNR.COLOSTATE.EDU • (970) 491-6675

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