

2020

COLLEGE OF SCIENCE

Strategic Plan



VISION

The College of Science at the University of Utah is a welcoming and dynamic scientific community, internationally recognized for significant contributions and innovation in science research and its training of the next generation of STEM leaders.

MISSION STATEMENT

Through innovative **research, teaching, and mentoring**, the College of Science **advances** scientific discovery; **creates** opportunities and supportive communities for students and scientists; **promotes** the importance of basic and applied science; and **prepares** our graduates for impactful careers that will help address future challenges, locally, nationally, and globally.





Values

The following core values were identified in the spring 2020 strategic planning process:



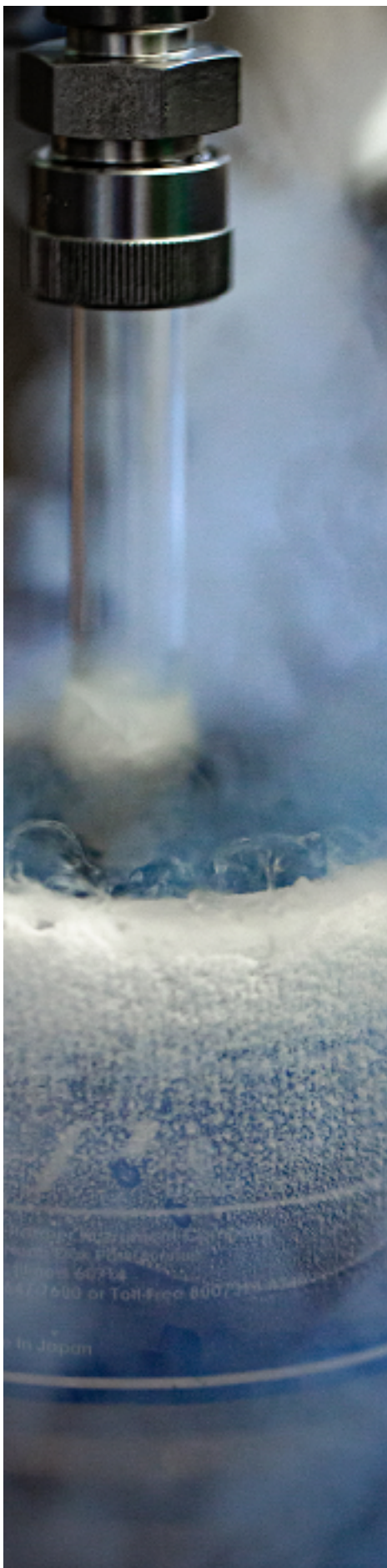


STRATEGIC GOALS

The College of Science plays a central role in STEM research and education at Utah's flagship R1 university. The following strategic goals are guided by our shared core values.

College of Science 2020 Strategic Goals

- 1. Advance scientific discovery** by supporting research, fostering creativity, and facilitating collaboration.
- 2. Create opportunities and supportive communities** for students, alumni, faculty, staff, and postdocs.
- 3. Promote the importance of basic and applied science** to academic communities, local and regional industries, and the public at large.
- 4. Prepare graduates for impactful careers** to meet the demands of the modern workforce and the increasingly interdisciplinary and global scientific enterprise.



STRATEGIC PRIORITIES

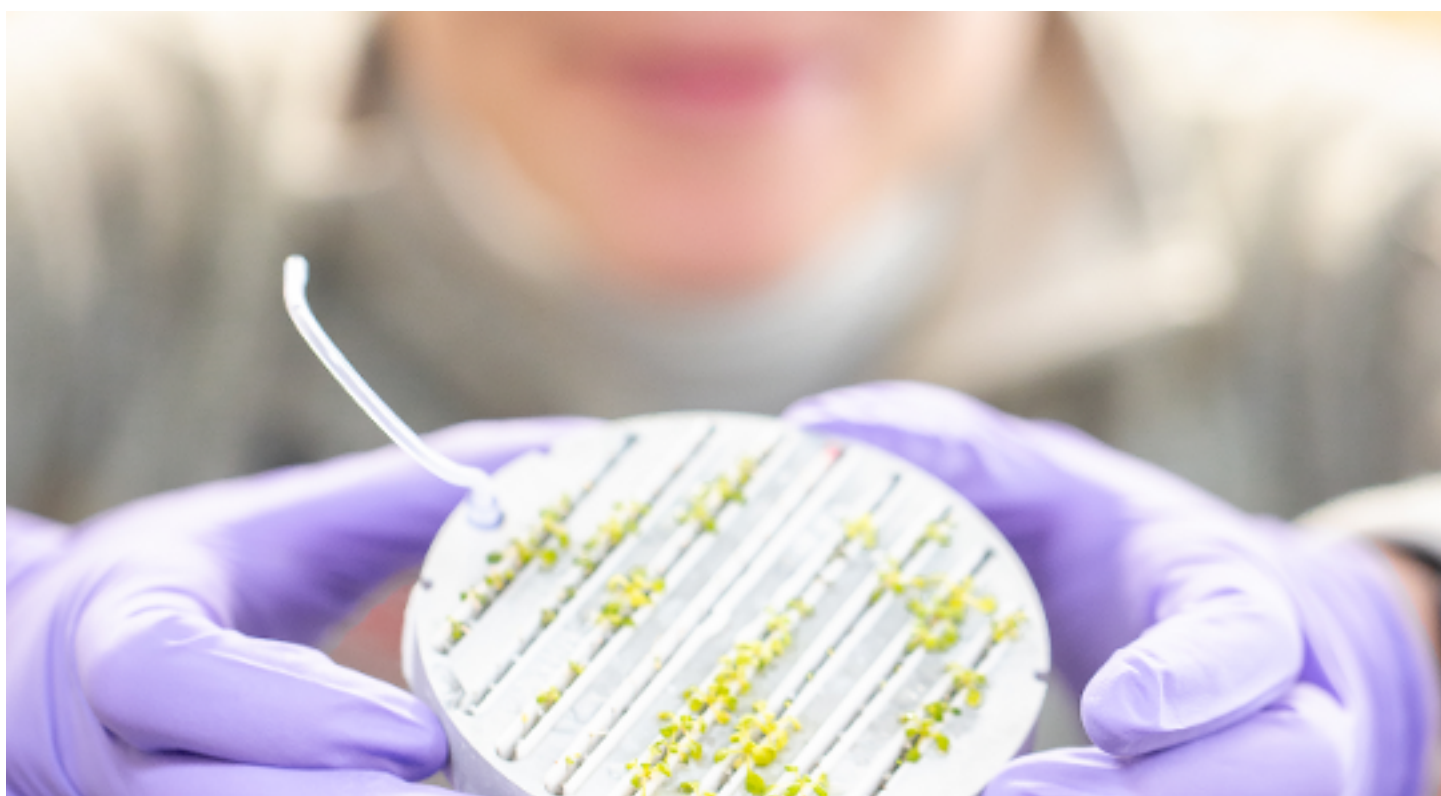
Strategic goals addressed by each priority are shown in brackets.

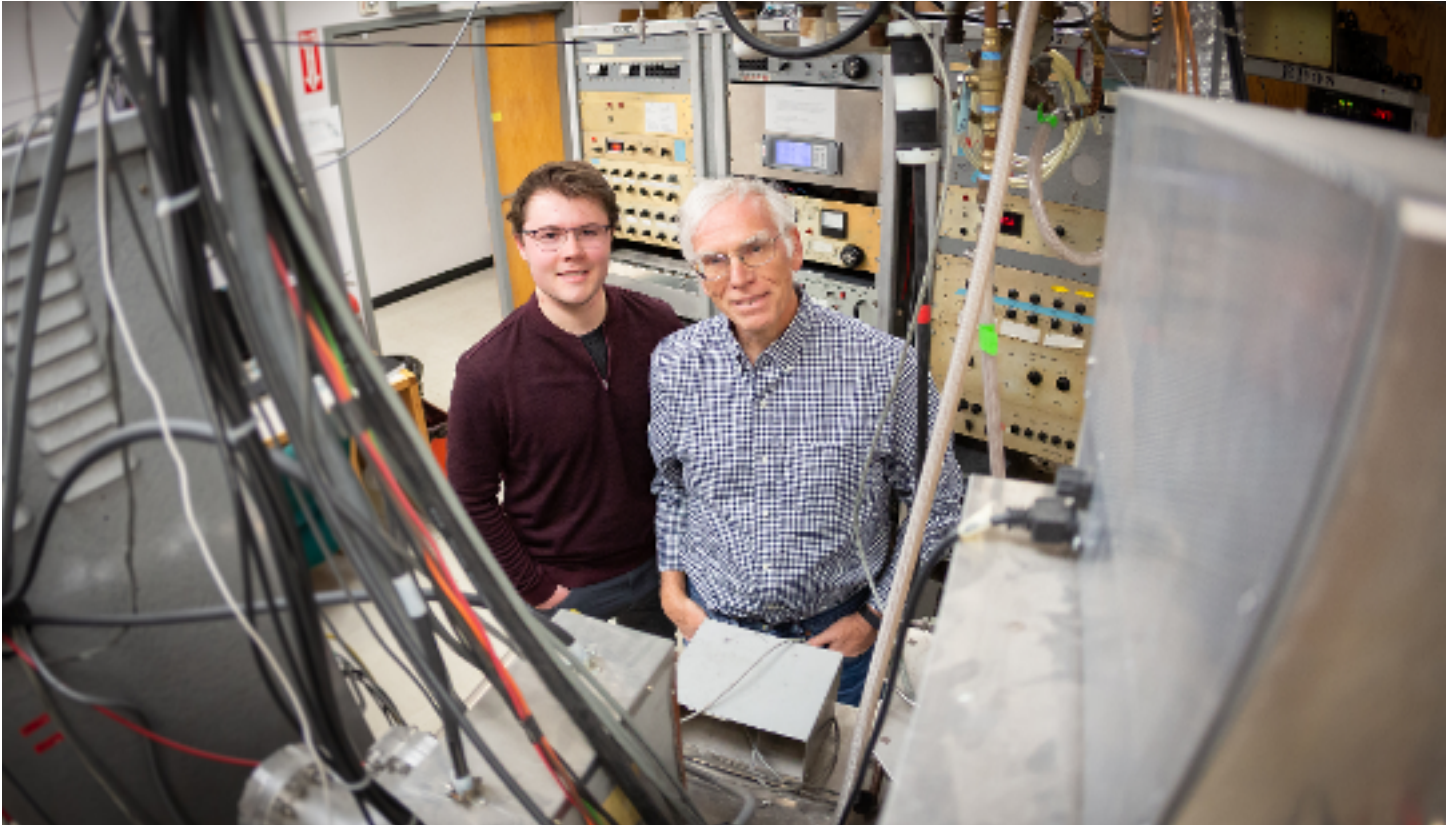
Student Opportunities and Success:

- S1** Expand the Science Research Initiative (SRI) to provide opportunities for at least 50% of entering and transfer College of Science (CoS) students to engage in undergraduate research by 2025. [1,2,4]
- S2** Expand peer mentoring, such as the Learning Assistant (LA) program, so that all 1000- and 2000-level classes in the CoS have access to peer mentoring support. [2,3,4]
- S3** Support student success by identifying and implementing early interventions for at-risk students to help them complete CoS courses, leveraging technology to increase the frequency of interactions with advisors, and monitoring success rates. [4]
- S4** Support career readiness for all students and postdocs with professional development opportunities, internships, and by utilizing alumni networks. [2,4]
- S5** Increase focus on recruiting and retaining CoS undergraduate and graduate students. Make data-driven improvements to college-wide recruiting and retention activities. Continually update and modernize curricula. [2,4]
- S6** Create and communicate clear pathways to CoS majors for students of all backgrounds, including transfer and returning students, and any level of math readiness. [4]
- S7** Implement interdisciplinary certificate programs with clear pathways for CoS majors as well as students from outside of the College. [2,3,4]
- S8** Improve communication between the College and all students and postdocs. Play a more substantial role in fostering community. [2]

Research (see also S1; FS1,3; CPE 1,4; IA 1,2,3,4,6):

- R1** Increase research activity and extramural funding by further investing in seed grant programs, proposal development support, and award administration. [1,2,3,4]
- R2** Support PIs in leading and joining large-scale collaborations, centers, and research networks. [1,2,3]
- R3** Increase support to retain outstanding faculty. [1,4]
- R4** Support strategic hires in areas of strength and mechanisms to accommodate hires across disciplines. Continue to leverage the Center for Cell and Genomic Science (CCGS) to recruit leading interdisciplinary researchers. [1,2,4]
- R5** Invest in graduate student training and improve financial support models. [1,4]





Faculty and Staff:

- FS1** Focus resources on hiring and recruiting practices to achieve departmental strategic hiring goals, attract top candidates, diversify the faculty, and support our commitment to excellence in research and education. [1,4]
- FS2** Increase CoS support for instructors by leveraging Center for Science and Mathematics Education (CSME) initiatives and faculty learning communities to improve educational experiences, inclusivity, and outcomes. [2,4]
- FS3** Continue CoS programs for junior faculty and career-line faculty, and enhance opportunities and development for mid-career faculty. [1,2,4]
- FS4** Foster a climate of respect and recognition for service and leadership contributions of all members of the CoS community. [2,3]
- FS5** Support department leaders in identifying growth opportunities, career trajectories, and professional recognition for faculty and staff across the College. [2]



Equity, Diversity, and Inclusion:

EDI1

Form a college-level Diversity, Equity, and Inclusion committee to share information and knowledge, advance equity and inclusion with data-driven policies and practices, and support students, postdocs, faculty, and staff in the CoS. [1,2,3,4]

EDI2

Host regular events for faculty and staff to discuss modern language, knowledge, and practices related to equity and inclusion, as well as CoS and other on-campus resources to support members of underrepresented groups. [2,4]

EDI3

Create a list of resources and organizations of interest to members of the CoS, available on the CoS website. [1,2,3,4]

EDI4

Invest in, assess, and continually improve programs, such as the ACCESS and EDGES, that enhance the diversity of the undergraduate and graduate student populations in the CoS through financial assistance, professionals and career development opportunities, and cohort-based mentoring. [1,2,3,4]

EDI5

Reaffirm and prioritize our commitment to diversifying our faculty and staff, including developing and implementing practices that support recruitment, retention, and professional advancement. [1,4]





Collaboration, Partnerships, and Engagement:

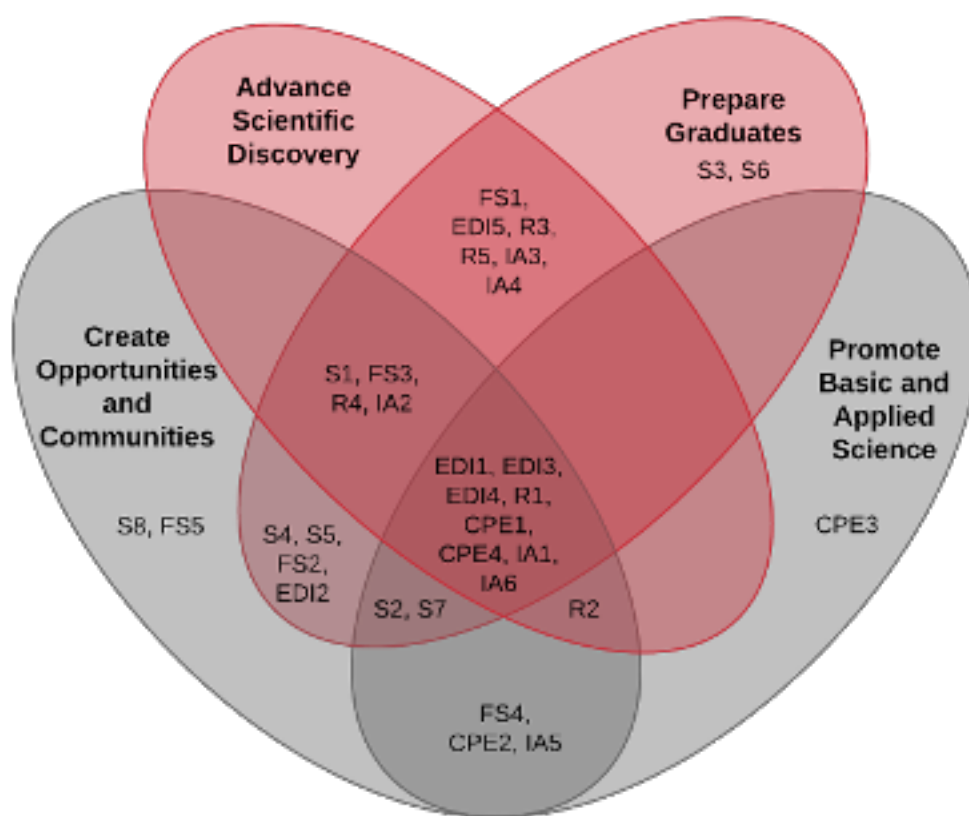
- CPE1** Strengthen relationships with corporate and foundation partners to support research collaborations and provide internships and training opportunities for students and postdocs. [1,2,3,4]
- CPE2** Strengthen connections with alumni and philanthropic partners and further develop engagement opportunities. [2,3]
- CPE3** Develop a concerted strategy to demonstrate the value of basic and applied science research, improve public understanding of science, and support K12 science educators. [3]
- CPE4** Support research and education collaboration within the College and campus-wide, in the spirit of One U. [1,2,3,4]

Infrastructure and Administration:

- IA1** Sustain progress on the Applied Sciences Building, which was funded by the Utah State Legislature in March 2020. In addition to Physics & Astronomy programs, it will also house faculty from Atmospheric Sciences, which will foster new collaborations between the two departments and colleges while supporting the One U vision. [1,2,3,4]
- IA2** Complete the third floor of the Crocker Science Center, which will provide infrastructure to support the SRI, additional space for the CCGS, and future space for the CSME. [1,2,4]
- IA3** Invest in core instrumentation and organism growth facilities, modernize them, and expand their use. Pursue a continuous cycle of renovation of aging spaces. [1,4]
- IA4** Leverage recent investment in joint initiatives with Environmental Health & Safety to maintain the highest level of safety for faculty, staff, and students in our labs and working environments. [1,4]
- IA5** Increase transparency, communication, and accountability at the college and department levels. Whenever possible, streamline administrative practices. [2,3]
- IA6** Continue strategic development efforts to increase endowments and other giving to support priorities such as student scholarships, research, and infrastructure. [1,2,3,4]



STRATEGIC PRIORITIES





THE UNIVERSITY OF UTAH

College of Science