College of Natural Science
STRATEGIC PLAN
2022-2026
2026 UPDATED PLAN

MSU

Dean's Message

Welcome to the College of Natural Science's (NatSci) refreshed strategic plan. This plan represents a shared vision shaped by the creativity, expertise, and dedication of the college community. It reflects who NatSci is today and its direction over the next five years, building on our strong foundation while aligning with MSU 2030: Excellence for Global Impact and the university's current priorities. This revision strengthens NatSci's focus on student and faculty success, transformative discovery, and innovation that creates real-world impact. Through the integration of education, research, and outreach, NatSci continues to empower its students and scholars to expand knowledge, spark innovation, and deliver solutions that benefit Michigan and communities around the world.

NatSci is home to more than 6,300 undergraduate students, over 1,100 graduate students, and over 750 faculty and staff, supported by a community of more than 63,000 alumni. Together, the college continues a legacy of discovery from the development of the cancer-fighting drug cisplatin, to breakthroughs in nuclear science at the Facility for Rare Isotope Beams (FRIB), to leadership in environmental and life sciences.

NatSci's strength comes from the talent, drive, and curiosity of its faculty, students, and alumni — individuals like you who understand the transformative power of scientific research. Whether it's exploring the frontiers of quantum physics, harnessing the power of AI and machine learning to advance research and education, developing climate-resilient crops, uncovering the origins of the solar system, or making discoveries that improve human health, we create meaningful change in Michigan and across the globe.

This plan is more than a strategic document. It is a living guide built for reflection, action, and collaboration. Together, we will ensure that the College of Natural Science remains a place where discovery thrives, students succeed, and science makes a lasting impact on our world.

Eric L. Hegg

Eric L. Hegg
Dean, College of Natural Science

Introduction

This integrated strategy states the College of Natural Science's collective view of the best paths forward for NatSci as we pursue our vision and mission. With it, we agree on core values, shared priorities, common goals, and intended outcomes so that the college can effectively channel its energy and resources.

This strategy aligns collaborative efforts and innovation around the college's mission to advance discovery across the natural sciences. Acting on this strategy advances the university's mission and supports MSU's vision of a thriving planet and healthy communities.

VISION

A thriving planet and healthy communities through scientific discovery.

MISSION

To use discovery, innovation, and our collective ingenuity to advance knowledge across the natural sciences. Through equitable, inclusive practices in research, education, and service, we empower our students, staff, and faculty to solve challenges in a complex and rapidly changing world.

CORE VALUES

Inclusiveness — Foster a safe, supportive, welcoming community that values diversity, respects difference, and promotes belonging. NatSci commits to providing equitable opportunity for all.

Innovation — Cultivate creativity and imagination in the quest for new knowledge and insights. Through individual and collaborative endeavors, NatSci seeks novel solutions to current and emergent challenges in the natural sciences.

Openness — Commit to honesty and transparency. By listening and being open to other perspectives, NatSci creates an environment of trust where ideas are freely shared and discussed.

Professionalism — Strive for excellence, integrity, and high ethical standards. NatSci holds ourselves and each other accountable to these expectations in a respectful and constructive manner.

In pursuit of these, NatSci seeks to articulate a five-year strategy to continue the growth of the college's local, national, and international impact.

NatSci Strategic Priorities

Based on the process and feedback from the NatSci community, six strategic priorities were identified to guide the college:

1 **Grow a safe, supportive, and welcoming NatSci community** that empowers the best outcomes for all.

2 **Prepare students and postdoctoral scholars for current and future careers** by building strong disciplinary expertise and the skills necessary to solve problems, engage as informed citizens, and adapt to emerging challenges.

3 **Maximize research excellence** in biological, mathematical, and physical sciences and blaze new frontiers at their intersections.

4 **Pursue scientific discoveries** that address societal grand challenges, including climate change, emerging diseases, and food/water security.

5 **Cultivate and strengthen the college's internal and external relationships** through engaging communication, development, and outreach efforts.
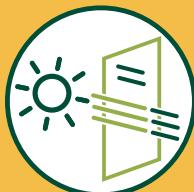
6 **Demonstrate transparency, professionalism, and respectful communication** in ways that contribute to the greater good of all.

Grow a safe, supportive, and welcoming NatSci community that empowers the best outcomes for all.

Access, community, and excellence (ACE) spur new perspectives and ideas, lead to innovation, and propel advances in NatSci's scientific, educational, and outreach missions. Creating an inclusive community that promotes access for all is vital for achieving excellence in scientific and educational missions.

Goals and Action Items

Build a community where people have a voice, a sense of belonging, and a desire to stay.

- Establish an office of Access, Community, and Excellence (ACE) to foster an inclusive environment where every individual can learn, grow, and thrive.
- Identify and eliminate cultural and structural barriers that lead to unequal access and outcomes for all.
- Build a sense of community and create connections for retention of faculty, academic specialists, postdocs, support staff, and students.

Enable a culture that aligns with MSU core values by increasing access and opportunities.

- Clearly articulate unit-level goals and expectations that are in alignment with university values and guidelines.
- Enable transparency in decision-making and open exchange of ideas in a culture where all contributors feel safe sharing their perspectives, and leaders consistently recognize and value those contributions.
- Develop and promote resources, training programs, and workshops that increase awareness and understanding of inclusive excellence while sharing principles, strategies, and practices that support inclusive environments at all levels.
- Improve the accessibility of physical, technological, and e-learning environments to maximize opportunity and wellness for all.

Grow the community in recruitment, admissions, hiring, career advancement, and retention via processes that ensure career growth.

- Expand and sustain workshops, resources, and trainings that align policies, structures, and processes with equitable and transparent practices across recruitment, hiring, and workplace culture.

- Build programs and activities that reinforce our committment to MSU core values of integrity, access, opportunity, and excellence.
- Increase investment in undergraduate research and mentoring programs designed to broaden participation in STEM and recruit these participants to NatSci graduate programs.

Develop and apply equitable and transparent systems of performance expectations and evaluation, rewards, and promotion decisions.

- Establish the College Office of Faculty and Academic Staff Affairs (COFASA) to support the development, refinement, and implementation of policies and processes for evaluation, reappointment and promotion, and professional development of faculty and academic staff.
- Develop unit-level leadership teams committed to NatSci values and the training, assessment, and implementation of such values in each unit.
- Support work-life balance by expanding access to flexible resources and policies, while recognizing and rewarding individuals engaged in the mentorship and service commitments that shape academic and professional advancement.
- Adapt and strengthen policies and bylaws to adapt to institutional priorities.
- Establish a structured, transparent process for the annual review and 5-year review of chairs and directors.
- Strengthen transparent communications about policies and academic processes to promote access, opportunity, and accountability.

Prepare students and postdoctoral scholars for current and future careers by building strong disciplinary expertise and the skills necessary to solve problems, engage as informed citizens, and adapt to emerging challenges.
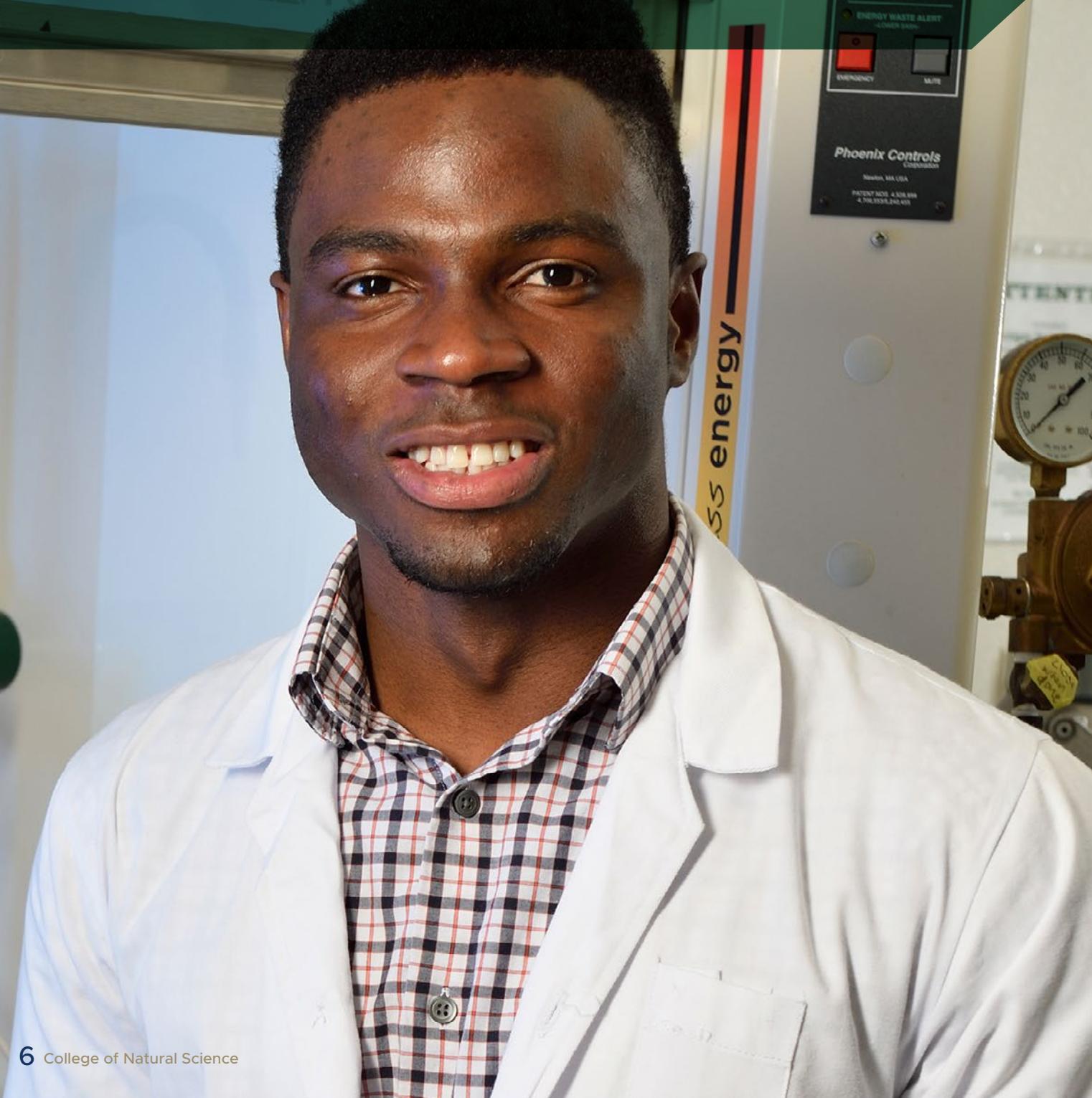
*T*he ability to think critically is central to a well-functioning, free, and democratic society. NatSci builds critical thinking skills by training students to make careful observations, analyze data, and apply logical reasoning. NatSci prepares its graduates to succeed in any career that requires the application of scientific knowledge to critically evaluate evidence.

Goals and Action Items

Collaborate to deliver a broad and cohesive education in natural science.

- Articulate clear student learning outcomes for all majors and courses and continually improve instruction based on assessment of those outcomes.

- Connect the disciplines of natural science to deliver a coherent science education.

- Promote adoption of research-based teaching and advising practices to support the learning, development, and academic success of all students.

- Respond to the impact of generative AI on teaching and learning by adapting instructional approaches and learning goals, using AI tools to support student learning, and educating students on the appropriate and responsible use of generative AI in academic and professional settings.

- Ensure accountability for progress toward a graduate degree through annual mentoring meetings and written progress reports for each graduate student.

Raise student awareness of careers that apply scientific skills and expand opportunities for deliberate career planning.

- Ensure that undergraduates, graduate students, and postdocs are well-informed about the diversity of careers for which their training prepares them.

- Expand opportunities for internships, externships, shadowing, research, education abroad, and service/community-engaged learning to build career-relevant skills for undergraduates, graduate students, and postdocs.

- Expand the college's career services mission to encompass graduate students and postdocs.

Strengthen NatSci's growing programs focused on human health.

- Reimagine the college's curricula for health science undergraduate students to optimize their preparation for both post-graduate medical training and the full breadth of careers that further human health.

- Collaborate with health-related units throughout the university to establish a partnership that serves students pursuing health careers.

Maximize research excellence in biological, mathematical, and physical sciences and blaze new frontiers at their intersections.

The biological, physical, and mathematical sciences are core to understanding the natural world and are fundamental to advancing society's health and wellbeing. Research teams whose members reflect a diversity of expertise, opinions, and life experiences often arrive at creative solutions to the most difficult challenges. Multidisciplinary and interdisciplinary research across colleges, universities, and the private sector provides new opportunities for innovation and for student careers.

Goals and Action Items

Build on existing research strengths that are foundational to the college's research, education, and service missions.

- Empower all faculty to pursue research directions with the greatest potential to further our mission.
- Enhance continued growth as a global research leader through infrastructure that increases funding success.
- Optimize the college's strategic investments by coordinating resources.
- Engage the broader community in NatSci's research mission through communication and outreach.

Incentivize multidisciplinary collaborations that create new opportunities.

- Sponsor conversations and forums that encourage faculty, postdoctoral, and graduate student researchers to reach across disciplinary boundaries.
- Enhance support for innovative funding proposals that establish new cross-disciplinary collaborations.
- Promote and maintain flexibility to enable interdisciplinary approaches in graduate training.

Encourage collaborations that connect with emerging research priorities.

- Support research initiatives that broaden the college's participation in emerging research trends.
- Encourage collaborations that capitalize on expanding research areas, including promoting planet and human health, driving the digital revolution, and uncovering principles of nature across scales.

Pursue scientific discoveries that address societal grand challenges, including climate change, emerging diseases, and food/water security.
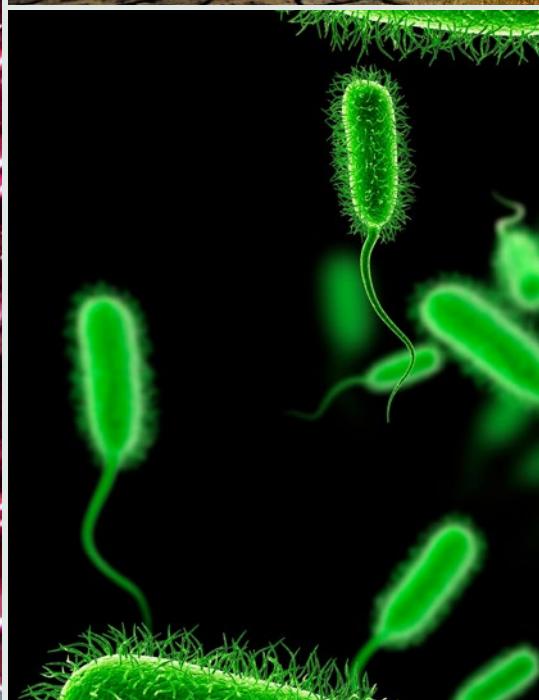
The world's global society must pursue many different scientific and technological approaches to achieve a thriving planet and healthy communities. Part of MSU's mission is to engage in that pursuit through research that addresses grand challenges impacting our state, nation, and world. NatSci must disseminate research findings widely, provide expertise to help implement real world solutions, and engage in translational work.

Goals and Action Items

Tackle challenging problems facing the planet, its people, and the sustainability of society.

- Engage MSU researchers at all levels of experience in the university's land grant and Association of American Universities (AAU) missions.
- Invest in established research strengths with the potential to discover solutions to societal grand challenges.

Collaborate with partners both internal and external to MSU to develop and apply research-based solutions to challenging problems.

- Partner with industry, healthcare, and local businesses to commercialize MSU inventions, enhance economic development, and create internship opportunities.
- Partner with other colleges at MSU to establish collaborations that bring together a diversity of technical expertise, opinions, and life experiences to address societal grand challenges.

Pioneer new approaches to emerging global problems.

- Respond swiftly to emerging global problems through innovative applications of scientific research.
- Invest in both applied and fundamental research to address emerging grand challenges.
- Accelerate AI/Machine Learning/Data-driven discovery.

Cultivate and strengthen the college's internal and external relationships through engaging communication, development, and outreach efforts.

Effective communications, development, and outreach activities are vital to the success of any academic enterprise. As a public institution and scientific community, NatSci is obligated to share — in a clear and accessible way — discoveries and innovations, particularly those supporting the public's understanding of how science is important in their everyday lives. In turn, engagement will strengthen stakeholder relationships to ensure that: (1) research and educational pursuits remain relevant, (2) the college's accomplishments and contributions are elevated in ways that attract external funding from individual donors, foundations, and corporations, and (3) the value of the college is conveyed to the broader community.

Goals and Action Items

<u>Extend</u> the reach, influence, and efficacy of the college's scientific and educational endeavors through innovative, compelling communications.

- Emphasize MSU's core values of integrity, access, opportunity, and excellence into college themes, messages, and storytelling to authentically represent the college population and communicate actions and activities.

- Convey NatSci's vision, mission, values, and research endeavors to support the recruitment and retention of outstanding students, staff, and faculty.

- Strengthen relationships with donors and other external funders by clearly communicating NatSci's priorities, impact, and research excellence.

- Position NatSci as a leader in providing science-based solutions to people's problems and enriching their lives.

<u>Identify</u> development efforts and initiatives that enrich the student experience, cultivate affinity among alumni and donors, and enhance the reputation of the college.

- Build and strengthen relationships with alumni and donors through current and new, innovative forms of engagement.

- Increase fundraising success with alumni and friends of the college as well as with corporate and foundation partners.

- Steward donors with strategic and intentional activities that focus on impact.

<u>Broaden and amplify</u> the sharing of NatSci's research discoveries and innovations, transformative teaching, and student learning through outstanding outreach and education activities.

- Engage NatSci's diverse audiences and communities by sharing information and expertise and inviting idea exchange around transformative research, teaching, and learning activities.

- Support and broaden existing connections — both online and in-person — with people, groups, and organizations outside of the science community to foster mutually beneficial relationships that encourage the exchange of ideas, resources, and expertise.

- Attract prospective students by sparking an interest in, and passion for, science.

- Leverage existing outreach and education activities at the college and university levels to enhance overall efforts and better harness department/faculty activities toward a common goal.
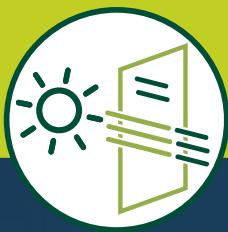
Demonstrate transparency, professionalism, and respectful communication in ways that contribute to the greater good of all.

Transparent, inclusive practices are essential to dismantling structural biases, establishing a more equitable environment, promoting a sense of belonging, increasing participation, and building trust. This strategic priority strives to create a climate and culture within NatSci that makes it possible to accomplish the college's strategic priorities and to respond with more agility to external pressures and crises. When all members of the community feel heard, valued, and respected, they operate at their fullest potential, thereby making human capital NatSci's greatest asset.

Goals and Action Items

Promote professionalism and accountability.

- Establish a NatSci Human Resources Director position to provide strategic leadership in talent management, employee engagement, and organizational effectiveness.

- Facilitate collaboration between HR Director, Office for Access, Opportunity, and Excellence (ACE), and newly established College Office for Faculty and Academic Staff Affairs (COFASA).

- Develop a college-wide code of professional standards and behavior that aligns to university policies.

- Develop an onboarding process for chairs and directors that includes training in conflict resolution and bystander intervention.

Increase and practice transparency and respectful communication.

- Provide guidance to chairs and directors on leading constructive and transparent conversations during annual evaluations that reinforce shared expectations for respectful and professional conduct within units.

- Effectively communicate with all community members to ensure understanding of their roles, rights, and responsibilities.

- Cultivate a culture and climate where all can thrive through transparency, accountability, and inclusive practices.

Empower personal development through mentoring relationships.

- Explore establishment of a mentoring policy for faculty and academic specialists (FAS) to align with evaluation and promotion processes.

- Establish college-level guidelines for training and supervision of undergraduate learning assistants.

- Educate graduate and undergraduate students on characteristics of healthy and unhealthy mentoring relationships.

Appendix

Phil Duxbury, upon his arrival in August 2018 as dean of the College of Natural Science (NatSci), set as one of his top priorities creating a new strategic plan for the college. As he geared up for starting the strategic planning process, he built on activities and approaches already ongoing in the college.

These activities included the development of a co-created vision, mission, and core values package for the Dean's Office to establish accountability and intentionality at the top of the organization. The establishment of a Task Force on Inclusive Initiatives charged with conducting a collegewide climate survey to identify areas where NatSci was doing well and areas in need of improvement.

These threads of co-creation, consensus, and access-focused touch points were incorporated into the broader planning process and helped shape the college's approach as it began the development of its five-year strategic plan (2022-2026).

A foundational tenet of such endeavors is that the process is as important as the final product. Such a framework cultivates community cohesiveness and seeks to ensure that all voices are heard and perspectives considered in charting the college's actions, activities, and efforts.

In September 2024, the newly appointed dean, Eric L. Hegg, led refinements to the strategic plan to reflect evolving federal guidance and ensure alignment with the MSU 2030 Strategic Plan starting in April 2025.

A recap of the process and timeline for the strategic plan's development:

January 2019
o NatSci Dean Phil Duxbury kicks off a collegewide strategic planning process with NatSci's chairs and directors, invites units to submit plans, and establishes working groups to define strengths, concerns, and opportunities in five key areas: Vision, Mission, Values; Diversity, Equity, and Inclusion; Graduate Education; Research; and Undergraduate Education.

February/March 2019
o NatSci chairs and directors nominate working group members.
o Working groups begin a six-month work period to prioritize the most critical opportunities and issues and make recommendations about how NatSci might direct resources to strategically advance its vision and mission.

June/July 2019
o Unit chairs and directors submit their final plans to the dean.

August/September 2019
o Working groups submit reports of priorities and recommendations for their respecive areas to the dean.

October 2019
o Discussions begin about bringing in a third party facilitator to lead the next phase of the process, which involves the creation of three deliverables — a 2-page overview, a strategic plan, and a strategy implementation document.
o A steering committee (Phil Duxbury, Val Osowski, Cheryl Sisk and Mark Voit) forms and meets with the potential facilitator to begin to frame the path forward, map key milestones and stakeholder touchpoints, and identify and establish the NatSci Strategy Integration Team (SIT) and its charter.

November 2019
o Department chairs, directors and others make recommendations on SIT membership, which includes representatives from the NatSci Dean's Office, each of the working groups, and a cross-college representation of faculty and staff members who hadn't formally participated in the process to date.
o The college secures the facilitation services of the East Lansing-based firm, Coetic. Karen DeShon, partner and organizational development and effectiveness lead, joins the effort.

December 2019

o Dean Duxbury announces the 15-member Strategy Integration Team (see list on page 18), the steering committee and facilitator, and previews the process at the NatSci Chairs and Directors meeting.

o The SIT holds a Dec. 16 kick-off meeting to review the group's charge and deliverables and uses the working group reports as a starting point.

January/April 2020

o The team begins meeting for two hours bi-weekly on Fridays in January 2020, with the steering committee holding one-hour meetings on the following Mondays (meetings to continue through May 2021).

o In addition to meeting as a whole group, breakout groups and subgroups meet and do homework between meetings throughout the process.

May/July 2020

o The SIT sends out early draft strategic priorities, action items, and metrics for feedback from the college community (see list on page 19).

o The SIT receives more than 100 responses from across the college, deliberates on the feedback and adjusts priorities and action items, including the addition of a sixth priority related to communications, development.

August/September 2020

o The SIT turns its attention to final refinement of the strategic priorities, action items and metrics, and circles back to the working group reports to check alignment.

o Strategic priority teams circle back with NatSci groups and individuals for additional feedback.

o The team begins work on the first deliverable — a 2-page NatSci overview — which includes the new NatSci vision, mission, and values; a NatSci "At a Glance" section; the six strategic priorities, and aspirational metrics.

October/December 2020

o The SIT shares the overview with NatSci chairs and directors to gather additional feedback.

o The SIT reviews the first draft of the strategic plan (including graphic design and layout elements), along with another iteration of the 2-page overview.

January 2021

o Additional iterations of the 2-page overview and strategic plan are shared with the team based on ongoing feedback.

o Work commences on the strategy integration document, with leads identified for each strategic priority and SIT members signing on to assist with writing and review as needed.

February/June 2021

o Each strategic priority team works on refining content by adding the following sections: "Where we Are," Next Steps," "Primary Metrics," and "Related Metrics."

o Input is also solicited from relevant external sources as the pieces are written.

o Work on the strategy implementation document continues with feedback from SIT members discussed and incorporated and ongoing refinement of format.

July/October 2021

o An editorial team consisting of leads for each of the six strategic priorities, the dean, and the NatSci DEI assistant dean is established and begins meeting bi-weekly to incorporate feedback and continue refining the strategy implementation document.

o Editorial team collectively reviews the entire document and provides feedback/discusses final issues to be resolved before sharing with the chairs and directors and other NatSci groups.

November/December 2021

o 2-page overview and strategic plan are finalized and prepped for roll out.

o Final tweaks to strategy implementation document are made by the editorial team.

o Full document is sent to chairs and directors to kick off the implementation process.

January/April 2022

o NatSci chairs and directors participate in Phase One of the strategic plan implementation by completing a survey sent to them in January to identify plan priorities and first steps ahead of a series of meetings.

o NatSci officially announces its strategic plan; rolls out 2-page overview and strategic plan in April.

April/September 2025

o With the arrival of Dean Eric L. Hegg, the NatSci Dean's leadership team convened to review and update the college goals and actions to ensure continuity in communication and priorities.

o NatSci Dean's leadership team reviewed and updated the college's goals and actions to align with the MSU 2030 Strategic Plan.

January 2026

o An updated 2022-2026 NatSci strategic plan was launched on the NatSci website.

NatSci Strategy Integration Team *(2020–2021)*

Jerry Caldwell, Director, Charles Drew Science Scholars program; Undergraduate Working Group member

Phillip Duxbury,* NatSci Dean and Professor, Department of Physics and Astronomy

Danielle Flores Lopez, NatSci Director of Academic Advising and Student Success Initiatives

Eric Hegg, NatSci Associate Dean of Budget, Operations and Research; Professor, Department of Biochemistry and Molecular Biology

Gina Leinninger, Associate Professor, Department of Physiology

Elizabeth Munch, Assistant Professor, Department of Computational Mathematics, Science, and Engineering

Val Osowski,* NatSci Communications Director, Vision, Mission, Values Working Group member

Jeffrey Schenker, Professor, Department of Mathematics; Director of Graduate Studies; Graduate Working Group member

Danny Schnell,^ Professor, Department of Plant Biology; Diversity, Equity, Inclusion Working Group member

Richard Schwartz, NatSci Associate Dean for Graduate Studies; Professor, Department of Microbiology and Molecular Genetics, Graduate Education Working Group member

Cheryl Sisk,* NatSci Associate Dean for Faculty Development; Professor, Department of Psychology and Neuroscience Program; DEI Working Group member

Mark Voit,* Professor, Department of Physics and Astronomy; Undergraduate Education Working Group member

Angela Wilson, NatSci Associate Dean for Strategic Initiatives; Professor, Department of Chemistry; Mission, Vision, Values Working Group member

Willie Wong, Assistant Professor, Department of Mathematics

Elise Zipkin, Associate Professor, Department of Integrative Biology; EEB Director; Research Working Group member

Facilitator: Karen DeShon, Coetic, East Lansing, Mich.

* *NatSci Strategy Integration Team Steering Committee Member*

X *No longer at MSU/NatSci*

^ *Deceased*

NatSci Working Groups *(2019)*

DIVERSITY, EQUITY, AND INCLUSION

Diana Bello-DeOcampo, Associate Professor, Department of Integrative Biology

Jerry Caldwell, Director, Charles Drew Science Scholars program (liaison)

Denae Friedheim,X Assistant Director, Residential Initiative on the Study of the Environment (RISE)

Sara Garnett, Research Associate, Department of Integrative Biology/KBS/EEB

Erynn Green, B.S., alumnus, human biology, 2020

Kendall Mahn (co-chair), Associate Professor, Department of Physics and Astronomy

Lazarius Miller, B.S., alumnus, biological science-interdepartmental, 2017

Kendra Pyle (co-chair), NatSci Coordinator for Diversity, Equity, and Inclusion

Daniel Pfau, (co-chair), Ph.D., alumnus, neuroscience, 2019

Ariel Robbins, Assistant Director and Advisor, Charles Drew Science Scholars program

Cheryl Sisk, NatSci Associate Dean of Faculty Development; Professor, Department of Psychology and Neuroscience Program

Danny Schnell,^ Professor, Department of Plant Biology

Stephen Thomas, NatSci Digital Curriculum Coordinator

Kevin Walker, Professor, Department of Chemistry

GRADUATE EDUCATION

Gary Blanchard, Professor, Department of Chemistry

Susan Conrad (co-chair), Professor Emeritus, Microbiology and Molecular Genetics

Andrea Doseff, Professor, Department of Physiology

Jon Kaguni, Professor, Department of Biochemistry and Molecular Biology

Brenden Longfellow (co-chair), graduate student, Department of Physics and Astronomy

Cecilia Martinez Gomez,X Assistant Professor, Department Microbiology and Molecular Genetics

Reshma Menon,X graduate student, Department of Mathematics

Allan McNamara, Professor, Department of Earth and Environmental Sciences

Kathryn Miller,X graduate student, Neuroscience Program

Rachel Morris, Continuing Specialist, Biomedical Laboratory Diagnostics Program

Lyudmila Sakhanenko (co-chair), Interim Chair, Department of Statistics and Probability

Jeffrey Schenker, Professor, Department of Mathematics

Richard Schwartz, Professor, Department Microbiology and Molecular Genetics and NatSci Associate Dean for Graduate Studies

Megan Shiroda, Research Associate, CREATE for STEM (Research liaison)

Alex Wright, graduate student, Department of Integrative Biology

RESEARCH

Bruno Basso, Professor, Department of Earth and Environmental Sciences

Andrew Christlieb, Professor and Chair, Department of Computational Mathematics, Engineering and Science

Daniel Ducat, Associate Professor, Department of Biochemistry and Molecular Biology/PRL

James Galligan, Director, Neuroscience Program

Lisa Lapidus, Professor, Department of Astronomy and Physics

David Lowry, Assistant Professor, Department of Plant Biology

Tapabrata Maiti, Professor, Department of Statistics and Probability

Laura McCabe, Professor, Department of Physiology

Amy Ralston (chair), Associate Professor, Department of Biochemistry and Molecular Biology

Jeffrey Schenker,^ Professor, Department of Mathematics

Shinhan Shiu, Professor, Department of Plant Biology

Danny Schnell,^ Professor, Department of Plant Biology (DEI liaison)

Milton Smith, Professor, Department of Chemistry

Guowei Wei, Professor, Department of Mathematics

Kefei Yu, Associate Professor, Department of Microbiology and Molecular Genetics

Elise Zipkin, Associate Professor, Department of Integrative Biology/EEB Director

UNDERGRADUATE EDUCATION

Diana Bello-DeOcampo, Associate Professor, Department of Integrative Biology (DEI liaison)

Jerry Caldwell (co-chair), Director, Charles Drew Science Scholars program

Laura Chomiuk, Associate Professor, Department of Physics and Astronomy

Lee Cox, Professor and Chair, Department of Physiology

Jennifer Roberts, Secretary, Department of Physics and Astronomy

Ariel Robbins, Assistant Director and Advisor, Charles Drew Science Scholars program (DEI liaison)

Cori Fata-Hartley, NatSci Assistant Dean for Fixed-Term Faculty and Academic Specialist Development/Human Biology Program Director

Laura Mortensen, B.S., alumnae, mathematics, 2019

Gabe Ording (co-chair), Associate Professor and Director, Center for Integrative Studies in General Science

Kanchan Pavangadkar, NatSci Assistant Director of Student Success

Lynmarie Posey, Professor, Department of Chemistry; NatSci Associate Dean of Undergraduate Studies

Ben Schmidt, Associate Professor, Department of Mathematics

Megan Shiroda, Research Associate, CREATE for STEM Institute

Brian Telfor, Career Services and Placement Coordinator, NatSci Academic Student Affairs

Stephen Thomas, NatSci Digital Curriculum Coordinator

Stacy Vo, alumnae, human biology; Student Advisory Council

VISION, MISSION, VALUES

Danny Caballero, Professor, Department of Physics and Astronomy

Victor DiRita, Professor and Chair, Department of Microbiology and Molecular Genetics

Denae Friedheim,ˣ Assistant Director, Residential Initiative on the Study of the Environment (RISE) (DEI liaison)

David Hyndman,ˣ Professor and Chair, Department of Earth and Environmental Sciences

Teena Gerhardt, Associate Professor, Department of Mathematics

Robert Last, Professor, Department of Biochemistry and Molecular Biology

Val Osowski (chair), NatSci Communications Director

Kanchan Pavangadkar, NatSci Assistant Director of Student Success

Heidi Purdy, NatSci Assistant Dean, Academic and Student Affairs

Devin Silvia, Specialist and Director of Undergraduate Studies, Department of Computational Mathematics, Science and Engineering

Angela Wilson, Professor, Department of Chemistry; NatSci Associate Dean for Strategic Initiatives

Feedback Participants *(2020–2021)*

In addition to the cross-college representation on the Strategy Integration Team and working groups, other NatSci groups providing feedback to the NatSci strategic plan throughout the process are:

o **Dean's Board of Advisors**
o **Department Chairs and Program Directors**
o **Diversity, Equity, and Inclusion Advisory Council**
o **Faculty Advisory Council**
o **Graduate students** (via email request)
o **NatSci Advisors**
o **Staff Advisory Committee** (adhoc)
o **Student Advisory Council** (undergraduates and graduates)
o **Working Group members**

2025 Strategic Planning Revisions Committee

Norman Birge, Interim Associate Dean of Budget, Planning, Research, and Administration

Heather Eisthen, Faculty Excellence Advocate

Cori Fata-Hartley, Associate Dean, Fixed-term Faculty and Academic Specialist Development

Danielle Flores Lopez, Director of Academic Advising and Student Success Intiatives

Eric L. Hegg, Dean, College of Natural Science

Ryan Kilcoyne, Chief Marketing Officer

Steve Plemmons, Director of Information Technology

Lynmarie Posey, Associate Dean, Undergraduate Studies

Jessie Pung, Senior Director of Development

Heidi Purdy, Assistant Dean, Academic and Student Affairs

Amy Ralston, Associate Dean, Graduate Studies

Gemma Reguera, Associate Dean, Faculty Affairs and Development

Teresa Vicary, Associate Director of Human Resources

Karen Wenk, Senior Associate Director of Development

Angela Wilson, Associate Dean, Strategic Initiatives

Rosa León-Zayas, Assistant Dean for Access, Community, and Excellence

WE ARE SPARTANS OF DISCOVERY