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The Wildcat Journey
Driving Student Success for a Rapidly Changing World

Grand Challenges
Tackling Critical Problems at the Edges of Human Endeavor

The Arizona Advantage
Advancing our Land Grant Mission to Drive Social, Cultural, and Economic Impact

UA Global - Redefining International
The UA will set the standard for a global university in the digital age

Institutional Excellence
Ensuring UA lives its values and innovative culture ... for a high performing enterprise

College of Agriculture and Life Sciences

Student Body	Engagement	Persistence & Completion	Student-Centered Teaching & Learning	Post-Graduate Outcomes	Funding	Space University	Physical Sciences	Social Sciences	Capabilities	Talent	Impact	Communities	Destination Arizona	Arts & Culture	Innovation & Partnerships	Global Impact	Global Education	Global Engagement	Values-Driven University	Service Excellence	Streamlining Solutions	Leading Sustainability
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College Strategic Intents

1	Be a leading economic development engine for Arizona.			X		X		X	X	X	X	X			X								
2	Produce employable graduates, who can do jobs that do not yet exist and create new jobs.	X	X	X	X	X						X					X	X	X	X	X		
3	Be the most effective, efficient, responsive, flexible, and financially sustainable college on campus.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4	Be the most sought-after place to be a part of.		X	X						X		X				X			X	X	X		



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Career and Academic Services	Student Body	Engagement	Persistence & Completion	Student-Centered Teaching & Learning	Post-Graduate Outcomes	Funding	Space University	Physical Sciences	Social Sciences	Capabilities	Talent	Impact	Communities	Destination Arizona	Arts & Culture	Innovation & Partnerships	Global Impact	Global Education	Global Engagement	Values-Driven University	Service Excellence	Streamlining Solutions	Leading Sustainability
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Career and Academic Services Strategic Goals

Goal 1	Offer applied degrees that put science to work and lead to well-defined career paths	S1, S2, S3, S5, S6	S1, S4, S5, S6	S3, S4, S5, S6, S9	S1 thru S9	S1 thru S7, S9							S1 thru S9							S1 thru S9	S2, S4 thru S9			
Strategy 1	Establish multiple channels for seeking regular feedback from industry representatives as to the changing needs of the marketplace and the qualifications of our students, both undergraduates and graduate students (e.g., industry advisory boards for each of our major degree programs; Career Center advisory board; regular networking opportunities for faculty and industry representatives)	x	x		x	x							x							x				
Strategy 2	Facilitate the translation of market feedback into departmental action plans that regularly refresh existing curriculum and develop new programs (degrees, subplans, minors) in response to the changing needs of our employers and communities	x			x	x							x							x	x			
Strategy 3	Encourage units to develop new programs (possibly through multi-unit collaboration on certificates or minors) that target non-majors in order to deliver knowledge and skills in small bites to facilitate credential stacking tailored to each student's career aspirations.	x		x	x	x							x							x				
Strategy 4	Bring industry and the community virtually into the classroom to enhance student learning		x	x	x	x							x							x	x			



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Career and Academic Services Strategic Goals																								
Strategy 5	Provide stronger “hands-on” learning where students participate in “real-world” or virtual practical experiences (e.g., internships; out-of-class experiential learning)	x	x	x	x	x								x							x	x		
Strategy 6	Create an engaging student environment within CALS that establishes an expectation of student participation in clubs, leadership and experiential learning activities as the norm	x	x	x	x	x								x							x	x		
Strategy 7	Develop and implement a set of CALS Career Skill Competencies to bake into existing CALS curriculum and guide the development of new courses, across all majors				x	x								x							x	x		
Strategy 8	Facilitate the launch of CALS faculty learning communities to raise faculty awareness of career skill competencies and develop techniques for building those skills in students				x									x							x	x		
Strategy 9	Help departments identify new career-oriented B.S. programs that could be offered as joint efforts or in concert with the Community Colleges and the new College of Applied Sciences			x	x	x								x							x	x		
Goal 2	Expand UG reach beyond Tucson campus	S3, S4		S4	S4	S1 thru S4								S1 thru S4						S1 thru S4	S1 thru S4			



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Career and Academic Services

Career and Academic Services Strategic Goals

Strategy 1

Encourage entrepreneurial program development throughout CALS by communicating to academic unit heads, faculty and advisors the opportunities and challenges (e.g., required resources, budgetary implications, potential enrollments) associated with expanded delivery of CALS instructional programs outside of Tucson.

Strategy 2

Assist departments in developing relationships with UA Global, Arizona Online and UA Distance campus leaders and staff

Strategy 3

Serve as CALS liaison with partner campuses in the UA Global micro-campus portfolio and the Arizona community college network to explore demand for CALS degrees and facilitate the launch of partner programs

Strategy 4

Provide leadership to develop and improve distance, online and global curriculum delivery models that fit both CALS degree programs and niche student needs, including faculty training to effectively utilize these models

Goal 3

Transfer programs

	Student Body	Engagement	Persistence & Completion	Student-Centered Teaching & Learning	Post-Graduate Outcomes	Funding	Space University	Physical Sciences	Social Sciences	Capabilities	Talent	Impact	Communities	Destination Arizona	Arts & Culture	Innovation & Partnerships	Global Impact	Global Education	Global Engagement	Values-Driven University	Service Excellence	Streamlining Solutions	Leading Sustainability
					x								x					x	x				
					x								x					x	x				
	x				x								x					x	x				
	x		x	x	x								x					x	x				
	S1, S2, S3, S5, S6	S3, S6	S2, S4, S5, S6	S4	S2, S4								S1 thru S6							S1 thru S6	S1 thru S6		



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Career and Academic Services	Student Body	Engagement	Persistence & Completion	Student-Centered Teaching & Learning	Post-Graduate Outcomes	Funding	Space University	Physical Sciences	Social Sciences	Capabilities	Talent	Impact	Communities	Destination Arizona	Arts & Culture	Innovation & Partnerships	Global Impact	Global Education	Global Engagement	Values-Driven University	Service Excellence	Streamlining Solutions	Leading Sustainability
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Career and Academic Services Strategic Goals

Strategy 1	Increase collaboration with UA Distance and the College of Applied Sciences to identify pockets of demand for our applied degrees	x											x							x	x		
Strategy 2	Develop deeper relationships with community college staff and faculty to improve course alignments, identify post-degree career aspirations of CC students, and increase communication regarding CALS degree options (estimated time to degree; career opportunities, etc)	x		x		x							x							x	x		
Strategy 3	Increase number of CALS degrees, certificates and other programs offered through UA Distance campuses	x	x										x							x	x		
Strategy 4	Work with UA Office of Digital Learning (ODL) to improve the quality and smooth the delivery of existing and new distance offerings			x	x	x							x					x		x	x		
Strategy 5	Facilitate the smooth and predictable transfer of units with minimal duplication of effort, at the same time allowing for the reverse transfer of credits	x		x									x							x	x		
Strategy 6	Identify and alleviate economic barriers to transfer	x	x	x									x							x	x		



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Career and Academic Services		Student Body	Engagement	Persistence & Completion	Student-Centered Teaching & Learning	Post-Graduate Outcomes	Funding	Space University	Physical Sciences	Social Sciences	Capabilities	Talent	Impact	Communities	Destination Arizona	Arts & Culture	Innovation & Partnerships	Global Impact	Global Education	Global Engagement	Values-Driven University	Service Excellence	Streamlining Solutions	Leading Sustainability
Career and Academic Services Strategic Goals																								
Goal 4	Increase Recruitment of 1st-Year Students	S1 thru S6	S2, S3	S2, S5										S1 thru S6							S1 thru S6	S1 thru S6		
Strategy 1	Through major-specific digital marketing initiatives targeted to students and parents, increase awareness of how CALS degree programs prepare students to do jobs that do not yet exist and prepare them for 4IR	x												x							x	x		
Strategy 2	Educate current and prospective UA students about CALS major options to help them find the right major for them earlier in their college experience	x	x	x										x							x	x		
Strategy 3	Increase affinity for CALS degree programs through partnerships with youth development programs including 4-H, FFA, DECA (Distributive Education Clubs of America), FBLA (Future Business Leaders of America)	x	x											x							x	x		



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Career and Academic Services

Career and Academic Services Strategic Goals

Strategy 4

Increase likelihood that counselors will recommend CALS majors to students by reaching out to HS and college counsellors through various digital marketing and communications initiatives

Strategy 5

Work with CALS schools and departments to improve the prospective and current student experiences on their units' websites

Strategy 6

Support graduate recruitment through digital marketing

Goal 5

Increase Retention, persistence, graduation

Strategy 1

Infuse our core culture of "CALS is family" in all we do

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	x												x							x	x		
	x		x										x							x	x		
	x												x							x	x		
	S1, S4, S5	S2, S3, S5	S1 thru S6	S6	S3, S5, S6								S1 thru S6							S1 thru S6	S1 thru S6	S4	
	x		x										x							x	x		



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Career and Academic Services

Career and Academic Services Strategic Goals

Strategy 2

Utilizing a data-informed strategy of "precision retention", increase retention and graduation rates among all student groups (specifically FTFT, Schedule for Success, transfer, first generation, underrepresented minority, distance/online, and active non-enrolled students)

Strategy 3

Develop and deliver programs and services to connect and network specific populations – new students, first generation, and probationary students - across all campuses

Strategy 4

Advance quality academic advising that incorporates a developmental, proactive strengths-based philosophy as defined by NACADA

Strategy 5

Leverage the peer mentor model to achieve 100% peer-to-peer connection for CALS students.

Strategy 6

Increase awareness of club membership as a first step in career and leadership development

Goal 6

Enhance Career development

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		x	x										x							x	x		
		x	x		x								x							x	x		
	x		x										x							x	x	x	
	x	x	x		x								x							x	x		
				x	x								x							x			
	S1, S2, S4 thru S7	S1 thru S7	S1 thru S5, S7	S2 thru S7	S1 thru S5, S7													S1, S2		S1 thru S7	S1 thru S7		



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Career and Academic Services Strategic Goals

Strategy 1	Raise student awareness of opportunities for post-graduate employment and career paths associated with CALS degrees	x	x	x	x													x		x	x		
Strategy 2	Work with Industry to increase the number of available internships and other experiential learning opportunities.	x	x	x	x	x												x		x	x		
Strategy 3	Develop a committee of representatives from all CALS academic units to inform and guide career activities		x	x	x	x														x	x		
Strategy 4	Utilize input and feedback from CALS Career Center Industry Advisory Board to update and effectively implement career competencies	x	x	x	x	x														x	x		
Strategy 5	Through workshops and signature networking events, encourage students to interact with employers while improving essential career (soft) skills.	x	x	x	x	x														x	x		
Strategy 6	Partner with Student Engagement and Career Development to integrate technology with student experiences	x	x		x															x	x		
Strategy 7	Encourage students to gain advanced career, management, and business skills through activities of the Dean's Leadership 50	x	x	x	x	x														x	x		



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Career and Academic Services Strategic Goals																						
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Goal 7	Increase Financial Support for instructional excellence	S1 thru S5	S1 thru S5	S1 thru S5	S2	S1, S2, S3							S1 thru S5							S4		
Strategy 1	Develop a "needs" assessment across Career and Academic Services functional areas	x	x	x		x							x									
Strategy 2	In partnership with CALS academic units, develop a needs assessment for remodeling and updating of instructional spaces including lab areas and equipment	x	x	x	x	x							x									
Strategy 3	Identify and engage possible appropriate donors, in collaboration with CALS Alumni and Development	x	x	x		x							x									
Strategy 4	Partner with CALS Alumni and Development to create an easier path to online giving	x	x	x									x							x		



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Career and Academic Services

Career and Academic Services Strategic Goals

Strategy 4

Leverage CALS participation in campus wide Faculty Learning Communities (FLC's) to position CALS as a leader in active learning and assessment.

Strategy 5

Initiate a program for promoting nomination of faculty for college, university, regional and national instructional awards

Strategy 6

Identify external donors to support professional development for faculty adapting to active learning techniques, cutting edge technology for distance delivery and related innovations in instructional delivery

Goal 9

Graduate students (to be completed by November 30)

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Strategy 4	x	x		x	x																			
Strategy 5	x	x		x																				
Strategy 6	x	x	x	x	x						x													
Goal 9	x	x											x						x					



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Business and Finance

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Business and Finance Strategic Goals

1	G3, S1: Maintain sound, efficient, effective and financially responsible college management.	A2,6,8		A2,6,8	A2,6,8						A2,5,6,7,8,9	A2,6,7,8,12,13	A9			A2,4,6,7,8,11	A9	A9	A9	A7,8,9	A1,3,4,6,7,8	A1,3,4,5,6,7,8,10	A1,3,4,6,7,8,11,12,13,14,15	
2	G3, S2: Decisions and accountability are to be as close to the point of delivery as possible.	A1	A1	A1	A1,2	A1	A1,2	A1	A1	A1	A1,2	A1,3	A1,3	A1	A1	A1	A1,2	A1	A1	A1	A1,2	A1	A1	A1
3	G3, S3: Deliver only in strategically critical and/or exceptional areas that are regionally important and globally relevant and where we either are national leaders or could be.										A2	A2	A2	A1			A1	A1	A1	A1	A2	A1,2	A2	A1,2



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Department of Agricultural and Resource Economics

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Unit Strategic Goals

1	Unit Goal: OUTSTANDING UNDERGRADUATE EDUCATION EXPERIENCE	S3, S7	S6, S7	S1, S2, S3, S6	S1, S2, S3, S6	S5, S7													S5, S6			S4		
2	Unit Goal: PREMIER GRADUATE EDUCATION	S2, S3, S5	S2, S3	S4	S1, S2	S1, S3, S4	S4, S5			S1 - S5	S1 - S5	S4	S4, S5			S4	S3, S4, S5	S3, S4, S5	S3, S4, S5	S1, S4		S5	S4, S5	
3	Unit Goal: THE "GO TO" SOURCE OF RESEARCH-BASED, UNBIASED EXTENSION		S3, S5			S6	S5	S3		S1 - S6	S1 - S6	S5, S6	S1 - S6	S1 - S4	S1 - S3		S4, S5	S1 - S3	S5	S5	S4, S5	S4 - S6	S3	S3
4	Unit Goal: RESEARCH IN SUPPORT OF MULTIDISCIPLINARY GRANTS, EXTENSION, AND ON-CAMPUS TEACHING		S3		S3	S3	S1			S1 - S6	S4 - S6	S6	S1, S3	S3	S3		S4, S5	S1, S3	S3	S3	S1 - S6	S5, S6	S4	S6



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Department of Agricultural Education, Technology and Innovation

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Unit Strategic Goals

1	G1: To prepare thoughtful, informed, marketable individuals for careers in agricultural education, technology, innovation and related fields	S1, S2, S3, S4, S5	S2	S1, S2, S3, S4	S3, S4, S5	S1					S5	S1, S2, S3, S4, S5	S4					S4	S2	S4	S3	
2	G2: To prepare individuals to plan, and deliver and advance agriculture, food, natural resources, and related content	S1, S2, S3	S3	S1, S2, S3	S1, S2, S3	S1, S2, S3	S3					S1, S2, S3								S2		
3	G3: To advance knowledge of and competencies in agricultural technology and systems through implementation, maintenance, and management	S1, S2, S3	S1	S1, S2, S3	S1, S2, S3	S1, S2, S3	S3					S1, S2, S3										
4	G4: To be the principle platform in CALS for entrepreneurial leadership and innovation to include students, faculty, and community stakeholders.	S1, S2, S3, S6	S3	S1, S2, S3, S4, S5, S6	S1, S2, S3, S4	S1, S3, S4, S6	S5		S5	S3	S3	S1, S2, S3, S4, S5, S6	S2, S3		S3, S5					S3, S4, S6		
5	G5: Contribute to the knowledge base in the agricultural education, technology and innovation profession	S1, S2, S3	S3		S1	S3	S1		S1, S2, S4	S1		S3	S1									
6	G6: To generate sufficient resources to sustain and advance program goals	S5	S1, S2, S4, S5		S1	S2, S4	S1, S2, S3, S4, S5		S1, S2, S4			S1, S2, S3, S4, S5	S2		S2, S4	S3	S3	S3				



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The Wildcat Journey
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The Arizona Advantage
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Institutional Excellence
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School of Animal and Comparative Biomedical Sciences

Student Body

Engagement

Persistence & Completion

Student-Centered Teaching & Learning

Post-Graduate Outcomes

Funding

Space University

Physical Sciences

Social Sciences

Capabilities

Talent

Impact

Communities

Destination Arizona

Arts & Culture

Innovation & Partnerships

Global Impact

Global Education

Global Engagement

Values-Driven University

Service Excellence

Streamlining Solutions

Leading Sustainability

Unit Strategic Goals

1

Enhance food safety education and research through development of a food safety center

G1.S2

G1.S1

G1.S1

G1.S2

G1.S2

G1.S6

G1.S1

G1.S4

G1.S5

G1.S3

G1.S5

G1.S5

G1.S1

2

Maintain and strengthen the Environmental Biology Program (Physiology, Nutrition, Reproduction/Perinatal Environment) that utilizes the unique facilities at the ARC

G2.S1

G2.S2

G2.S3

G2.S4

3

Strengthen and Support Existing Genomics and Bio-Informatics Endeavors

G3.S1

G3.S1

G3.S3

G3.S2

G3.S3

G3.S3

4

Maintain and Strengthen Reproductive Physiology Discipline In Animals and Humans

G4.S9

G4.S1

G4.S4

G4.S7

G4.S5

G4.S1

G4.S2

G4.S3

G4.S6

G4.S8

G4.S5

G4.S1

G4.S1

G4.S2

G4.S1

G4.S2

5

Maintain Existing Unique Shrimp Pathology and Aquaculture Program

G5.S1

G5.S1

G5.S2

G5.S1

G5.S2

6

Expand international focus of Race Track Industry Program (RTIP)

G6.S1

G6.S4

G6.S3

G6.S5

G6.S2



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The Wildcat Journey Driving Student Success for a Rapidly Changing World					Grand Challenges Tackling Critical Problems at the Edges of Human Endeavor						The Arizona Advantage Advancing our Land Grant Mission to Drive Social, Cultural, and Economic Impact			UA Global - Redefining International The UA will set the standard for a global university in the digital age			Institutional Excellence Ensuring UA lives its values and innovative culture ... for a high performing enterprise		
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School of Animal and Comparative Biomedical Sciences		Student Body	Engagement	Persistence & Completion	Student-Centered Teaching & Learning	Post-Graduate Outcomes	Funding	Space University	Physical Sciences	Social Sciences	Capabilities	Talent	Impact	Communities	Destination Arizona	Arts & Culture	Innovation & Partnerships	Global Impact	Global Education	Global Engagement	Values-Driven University	Service Excellence	Streamlining Solutions	Leading Sustainability
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Unit Strategic Goals

7	Expand current human health research, collaboration, and teaching in the area of microbiology		G7.S1	G7.S1	G7.S1							G7.S2					G7.S3 G7.S4							
8	Revitalize virology program		G8.S2		G8.S2	G8.S3						G8.S1												
9	Increase undergraduate enrollment and program diversity	G9.S3	G9.S4	G9.S2 G9.S3 G9.S5	G9.S3 G9.S4							G9.S1		G9.S6										
10	Maintain and expand focus of core research, teaching, and extension programs in dairy, beef, and equine sciences	G10.S3												G10.S2			G10.S2					G10.S2		G10.S1
11	Direct teaching efforts to address lack of knowledge of production animal systems in a student population that comes from predominantly urban centers.		G11.S1 G11.S2	G11.S1 G11.S2	G11.S1 G11.S2	G11.S1 G11.S2								G11.S1 G11.S2										
12	Reorganize Graduate Programs and Increase Graduate Student Base	G12.S1		G12.S3	G12.S2																			
13	Expand Extension Programs and Integrate Research to Meet Extension Needs													G13.S1 G13.S2 G13.S7 G13.S9	G13.S4		G13.S3 G13.S6 G13.S8							



		Pillar 1					Pillar 2						Pillar 3			Pillar 4			Pillar 5						
		The Wildcat Journey Driving Student Success for a Rapidly Changing World					Grand Challenges Tackling Critical Problems at the Edges of Human Endeavor						The Arizona Advantage Advancing our Land Grant Mission to Drive Social, Cultural, and Economic Impact			UA Global - Redefining International The UA will set the standard for a global university in the digital age			Institutional Excellence Ensuring UA lives its values and innovative culture ... for a high performing enterprise						
Department of Biosystems Engineering		Student Body	Engagement	Persistence & Completion	Student-Centered Teaching & Learning	Post-Graduate Outcomes	Funding	Space University	Physical Sciences	Social Sciences	Capabilities	Talent	Impact	Communities	Destination Arizona	Arts & Culture	Innovation & Partnerships	Global Impact	Global Education	Global Engagement	Values-Driven University	Service Excellence	Streamlining Solutions	Leading Sustainability	
Unit Strategic Goals																									
1	Prepare marketable individuals for careers in the next generation of Biosystems Engineering, Science, and Technology																		G1,S1						
		2. Provide educational and professional experiences for students and practicing professionals for workforce development.			G1,S2	G1,S2	G1,S2														G1,S2				
		3. Develop and strengthen communication channels with alumni, constituents, industry, and funding sources.		G1,S3									G1,S3												
		4. Engage under-served communities.	G1,S4		G1,S4									G1,S4						G1,S4	G1,S4				
		5. Secure more internship opportunities, both intramural and extramural.				G1,S5							G1,S5												
		6. Require and encourage students to publish, make presentations, work on projects, develop intellectual property.			G1,S6	G1,S6												G1,S6							
		7. Secure industry-sponsored funding to support senior projects (both BE and BAT).			G1,S7	G1,S7							G1,S7					G1,S7	G1,S7						
		8. Foster soft skills for students (i.e., leadership, presentations, team work, etc.).			G1,S8	G1,S8																			
		9. Increase data literacy for all students.			G1,S9	G1,S9						G1,S9													G1,S9
		10. Continue to investigate new degree programs in collaboration with other departments			G1,S10	G1,S10							G1,S10							G1,S10					
2	Have world-class infrastructure and resources to be the go-to place for education, research, and extension				G2,S1			G2,S1	G2,S1			G2,S1	G2,S1				G2,S1		G2,S1	G2,S1				G2,S1	



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Department of Entomology

Student Body	Engagement	Persistence & Completion	Student-Centered Teaching & Learning	Post-Graduate Outcomes	Funding	Space University	Physical Sciences	Social Sciences	Capabilities	Talent	Impact	Communities	Destination Arizona	Arts & Culture	Innovation & Partnerships	Global Impact	Global Education	Global Engagement	Values-Driven University	Service Excellence	Streamlining Solutions	Leading Sustainability
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Unit Strategic Goals

6

Unit Goal 6: Make the University of Arizona's Insect Collection the world's best source of arthropod data and specimens from the Sonoran Desert Region and a global center for insect research

S8

S8

7

Unit Goal 7: Raise \$2M from private donors to support our programs by FY25.

S3-S4



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Department of Environmental Science

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Unit Strategic Goals

6	G2.S3...Provide a complement of foundational depth in parent disciplines with effective integration and applied coursework to provide an education that meets future societal demand for solutions to complex environmental problems	A1-A5		A1-A5		A1																	
6	G2.S4...Provide outreach to and interact with Arizona high schools and community colleges for student recruitment and curriculum coordination	A1-A5	A5	A1-A5																			
6	G3.S1...Enhance outreach and enrollment of non-traditional students in ENVS programs		A5			A1-A3				A1-A3		A1-A3				A2-A3	A3	A3		A1-A2			
6	G3.S2...Enhance interdisciplinary research and education opportunities				A2											A2-A3	A3	A3		A1-A2			
6	G3.S3...Develop instructional structures to facilitate non-traditional student education		A1-A3	A1-A4		A1-A3				A1-A3		A1-A3				A2-A3	A3	A3		A1-A2			
6	G3.S4...Increase teaching efficiency by focusing certain teaching efforts on online courses			A1-A4		A1-A3				A1-A3		A1-A3				A2-A3	A3	A3					
	G4.S1...Develop new revenue streams for department from instruction.					A1-A3, A5- A6										A6	A6	A5-A6					



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Department of Environmental Science	Student Body	Engagement	Persistence & Completion	Student-Centered Teaching & Learning	Post-Graduate Outcomes	Funding	Space University	Physical Sciences	Social Sciences	Capabilities	Talent	Impact	Communities	Destination Arizona	Arts & Culture	Innovation & Partnerships	Global Impact	Global Education	Global Engagement	Values-Driven University	Service Excellence	Streamlining Solutions	Leading Sustainability
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Unit Strategic Goals																						
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6	G4.S2...Cultivate relationships with key stakeholders in Arizona and the nation who recognize the importance of ENVS activities in research, teaching and extension	A1-A7																				A1-A7
6	G4.S3...Publicize the research, teaching and extension activities of ENVS to expand the base of departmental support	A7	A7																	A7		A5



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Norton School of Family and Consumer Sciences

Student Body

Engagement

Persistence & Completion

Student-Centered Teaching & Learning

Post-Graduate Outcomes

Funding

Space University

Physical Sciences

Social Sciences

Capabilities

Talent

Impact

Communities

Destination Arizona

Arts & Culture

Innovation & Partnerships

Global Impact

Global Education

Global Engagement

Values-Driven University

Service Excellence

Streamlining Solutions

Leading Sustainability

Unit Strategic Goals

1

G1: Achieve global prominence in retailing undergraduate education; become the school known for producing retailing and business leaders

S6

S1, S2

S5

2

G2: Provide nationally recognized family studies and human development undergraduate education measured in terms of students placed in professional positions, top graduate schools and the human services sector

S1, S2

S3, S7

S7

S5

3

G3: Achieve national and global prominence for the Ph.D. program in FCS with two concentrations

S6

S3, S4, S5

S3, S4, S5, S8

4

G4: Provide the most innovative, high quality, and locally relevant online degrees

S2

S5

5

G5: Double funded research and outreach activities related to consumers, families, and communities

S1, S2, S5, S6, S7

6

G6: Continue to position Extension and outreach activities as a competitive advantage for funding and partnership building

S1, S2, S3

S4



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School of Natural Resources and the Environment		Student Body	Engagement	Persistence & Completion	Student-Centered Teaching & Learning	Post-Graduate Outcomes	Funding	Space University	Physical Sciences	Social Sciences	Capabilities	Talent	Impact	Communities	Destination Arizona	Arts & Culture	Innovation & Partnerships	Global Impact	Global Education	Global Engagement	Values-Driven University	Service Excellence	Streamlining Solutions	Leading Sustainability	
		Unit Strategic Goals																							
S3 Implement short courses for outside professionals.			S3			S3							S3		S3		S3		S3						
S4 Participate in outreach college programs/UA Online/UA Global for revenue return.		S4								S4				S4	S4				S4						
S5 Increase summer course offerings for revenue return and improving undergraduate 6th year completion rate.		S5		S5	S5									S5					S5	S5				S5	
3	Strengthen relationships with constituents.																								
S1 Re-establish an advisory board with members from private land managers from Arizona, Federal and State agencies we serve, and non-government agencies.			S1			S1							S1					S1	S1						S1
S2 Create a new development board that can facilitate developing support from private donors.			S2		S2		S2		S2			S2	S2	S2		S2	S2	S2	S2		S2			S2	S2
S3 Create an SNRE alumni group to support School; create support and opportunities for graduates.			S3			S3								S3					S3						



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School of Natural Resources and the Environment

Student Body

Engagement

Persistence & Completion

Student-Centered Teaching & Learning

Post-Graduate Outcomes

Funding

Space University

Physical Sciences

Social Sciences

Capabilities

Talent

Impact

Communities

Destination Arizona

Arts & Culture

Innovation & Partnerships

Global Impact

Global Education

Global Engagement

Values-Driven University

Service Excellence

Streamlining Solutions

Leading Sustainability

Unit Strategic Goals

4

Enhance pre-professional experience and employability of students.

S1 Create capstone course to help prepare the highest quality students for professions in natural resources sciences and management.

S1

S1

S1

S1

S1

S1

S2 Work with agency and organization personnel to find, create and enhance pre-professional experiences and internships. Provide opportunity for enhanced student mentoring by agency/organization personnel and SNRE faculty.

S2

S2

S2

S2

S2

S2

S2

S3 Create opportunities for students to share their experiences with other students and faculty.

S3

S3

S3

S3

S3

S3

S3



Pillar 1

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School of Plant Sciences

Student Body	Engagement	Persistence & Completion	Student-Centered Teaching & Learning	Post-Graduate Outcomes	Funding	Space University	Physical Sciences	Social Sciences	Capabilities	Talent	Impact	Communities	Destination Arizona	Arts & Culture	Innovation & Partnerships	Global Impact	Global Education	Global Engagement	Values-Driven University	Service Excellence	Streamlining Solutions	Leading Sustainability
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Unit Strategic Goals

Unit Goal 1: Expand/enrich Undergraduate Experience and Success

Strategies:

1. Ensure that the CALS recruitment team conveys an appropriate, effective message about our SPLS majors as they work to promote CALS majors, career opportunities, and courses to prospective students.
2. Support the CALS Recruitment team by interacting with prospective students directly at targeted events.
3. Ensure that the required courses we offer promote the acquisition of 4IR-appropriate skills, such as collaboration, leadership, data-engagement, digital and technical competency, problem-solving, and creativity.
4. Develop special activities (e.g., posters, arts, panel discussion, research symposia) and incorporate additional research-based teaching practices to promote personalized, collaborative and interactive learning.

S1
S2

S3
S4

S3

1



Pillar 1

Pillar 2

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School of Plant Sciences

Student Body

Engagement

Persistence & Completion

Student-Centered Teaching & Learning

Post-Graduate Outcomes

Funding

Space University

Physical Sciences

Social Sciences

Capabilities

Talent

Impact

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Global Education

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Service Excellence

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Unit Strategic Goals

Unit Goal 2: Participate Collaboratively in the Administrative Leadership of the Microbiology Undergraduate Major

Strategies:

1. Participate in cross-unit Microbiology committee to help chart the future of the Microbiology program.
2. Continue our strong tradition of teaching in microbiology.
3. Encourage SPLS faculty to seek joint positions in the School of ACBS.
4. Continue to cultivate appreciation of microbiology-related sciences and personnel in SPLS.

S2

2



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School of Plant Sciences

Student Body

Engagement

Persistence & Completion

Student-Centered Teaching & Learning

Post-Graduate Outcomes

Funding

Space University

Physical Sciences

Social Sciences

Capabilities

Talent

Impact

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Global Education

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Service Excellence

Streamlining Solutions

Leading Sustainability

Unit Strategic Goals

Unit Goal 3: Enhance Graduate Education

Strategies:

1. Recruitment: Attract nationally competitive applicants directly, as well as through the umbrella recruitment program ABBS.
2. Financial support: Standardize and stabilize funding expectations for 12-month support at nationally competitive levels.
3. Training: Enhance student and advisor training opportunities and outcomes in the context of a broad range of careers, technological advances, and societal transitions.
4. Community building: Provide an inclusive, supportive environment with clear expectations of tolerance and respect.
5. Program expansion: Consider new degrees, including applied or accelerated MS or dual degrees.

S1
S2
S5

S4

S3

S5

S4

3



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Space University

Physical Sciences

Social Sciences

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Service Excellence

Streamlining Solutions

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Unit Strategic Goals

Unit Goal 4: Increase Research Funding and Productivity

Strategies:

1. Support and strengthen research programs of current faculty by increasing communication and collaboration.
2. Hire new tenure-track faculty to replace those retiring or leaving the unit, and to expand our research portfolio in areas of strength.
3. Increase interdisciplinary and/or intramural collaborations within the School, College, and University to enhance funding from traditional and non-traditional extramural sources (local, state, national, international, industry, commodity, foundations, private investors, and philanthropic organizations).

S1

S2

S3

S2

S3

UA Strategic Plan Goals

Pillar 1	Pillar 2
<p>The Wildcat Journey: Driving Student Success for a Rapidly Changing World</p>	
<p>Grand Challenges: Tackling Critical Problems at the Edges of Human Endeavor</p>	
<p>Student Body - We will transform our student body: Increase the percent of enrolled Pell Grant recipients from 33% to 38%; Increase the percent of enrolled students with 3.75+ unweighted, core GPA from 25% to 32%; Increase the share of students in the top 10% of their high school class from 32% to 40; Increase average composite ACT from 25 to 27; Increase average SAT from 1228 to 1248-1253; Recruit 150+ National Merit Scholars each year (from 40/year today) and 150+ National Hispanic Scholars (from 96/year today).</p> <p>Engagement - Double the number of engaged alumni (e.g., service, advocacy, giving) and increase alumni giving rate to 12%.</p> <p>Persistence & Completion - Close the achievement gap in graduation rates between all Pell Grant recipients and non-Pell Grant eligible students (currently 7% difference), and lead nationally in Pell-recipient degree completion; Increase our FTFT first-year to second-year retention rate from 81% to 91%; Increase our 4-year FTFT graduation rate from 49%-61; Increase our 6-year FTFT graduation rate from 65%-75% .</p> <p>Active Student-Centered Teaching & Learning - All UA students will graduate with a common foundation of competencies and skills to help them succeed in the 4IR; Increase the share of faculty teaching courses through active or applied teaching to 20%of the faculty by 2020 and to 40%.</p> <p>Post-Graduate Outcomes - 90% of students will be employed or enrolled in graduate school within 6 months of graduation</p>	<p>Funding - Top 25 ranked university in total R&D expenditures by increasing our current spend of \$622M to \$800M.</p> <p>Space University - #1 ranked in Space and Planetary Science and Technology in the world with research investments of \$100M a year.</p> <p>Physical Sciences - Top 25 ranked university in total R&D expenditures by increasing our current spend of \$622M to \$800M.</p> <p>Social Sciences - Top 20 ranked Social Sciences funding by increasing our research investments from \$23M to \$30M.</p> <p>Capabilities - 90th percentile in research productivity across network science, machine learning, artificial intelligence, and digital computation.</p> <p>Talent - Recognized leader in attracting and retaining star faculty that represent academic excellence within their respective disciplines and also integrates diverse and inclusive backgrounds to research areas.</p> <p>Impact - 10 signature partnerships with the public and private sector (Northrop Grumman, Gates Foundation).</p>

UA Strategic Plan Goals

Pillar 3				Pillar 4		Pillar 5		
The Arizona Advantage: Advancing our Land Grant Mission to Drive Social, Cultural, and Economic Impact				UA Global: Redefining International: The UA will set the standard for a global university in the digital age		Institutional Excellence: Ensuring UA lives its values and innovative culture....for a high performing enterprise		
Communities - Top performing HSI and AIANSIAAU university across key educational attainment and relevant research indicators: 75% 6-year graduation rate for Hispanic students (from 60% today); Close retention gap for Native Students (from 70% today to 91%).				Global Impact - Reach \$10m in annual funding for development projects.		Values-Driven University - Foster an innovative and high-performing culture as measured by university-wide climate survey. 100%of Wildcats will be able to articulate how they live the university's values.		
Destination Arizona - 200K+ attending an annual UA grand challenge themed event.				Global Education - Establish 20 micro-campuses with 10,000students –with regional hubs of excellence in Latin America, Africa, the Middle East and Asia.		Service Excellence - Provide best in class customer service. 90%of faculty, students, and staff would recommend UA based on interactions with respective academic and administrative services (e.g., course registration).		
Arts & Culture - Raise \$150M for a new arts center that will galvanize a unified UA arts and culture district and “invite the world to Tucson”.				Global Engagement - Become a top 10 national research university for students studying, working, or conducting research abroad; Become a top producer of competitive international fellowships; Celebrate and support multilingualism to reach a 75% multilingual student body.		Streamlining Solutions - 100% student technology adoption and consistent use metrics for UA “student success” suite, with technology driven solutions academic and administrative services where appropriate.		
Innovation & Partnerships - Become the premier innovation center in the Southwest, consistently placed among the top 5 research institutions on key commercialization metrics (e.g. invention disclosures, licenses, startups) and a top 25 UBIncubator program.						Leading Sustainability - Achieve carbon neutrality by 2040 and significantly reduce energy use, water use, waste output, and increase sustainability practices and learning in our community.		