			Pillar 1						Р	illar	2				Pilla	ar 3		Р	illar	4		Pilla	ar 5	
	THE UNIVERSITY of ARIZONA	Driv	• Wild ving Stu apidly (dent Sเ	uccess f	for a	Ta	G ı ckling C	ritical I				s of	Advar Miss	Adva ncing ou ion to I ural, an	rizon ntage ur Land Drive So id Econd pact	Grant ocial,	Red Intel The U	Glob defin rnation A will sendard for univer digital	ing onal et the or a sity in	En: valu cul	Excelsuring Uses and	Itional lence JA lives innova for a his enterp	e s its ative igh
	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
	College Strategic Intents																							
1	Be a leading economic development engine for Arizona.				x		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					Х	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	х
4	Be the most sought-after place to be a part of.		x	X								Х		X				x			X	X	Х	

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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 Offer applied degrees that put science to work and	S1, S2,	S1 S4	S3, S4,	S1	S1								S1							S1	S2, S4		
Goal 1	lead to well-defined career paths	S1, S2, S3, S5, S6	S5, S6	S5, S6, S9	thru S9	thru S7, S9								thru S9							thru S9	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	х		х	х								x							х			
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	х								х							x	х		
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.	х		х	х	х								х							x			
Strategy 4	Bring industry and the community virtually into the classroom to enhance student learning		х	х	х	х								х							х	х		

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	THE UNIVERSITY of ARIZONA	Driv	ing Stu	dent Sı	Jour uccess f ng Worl	or a	Tad		ritical P			eS e Edges	; of	Advan Miss	Adva cing ou ion to I ural, an	rizon ntage ur Land Drive Sc od Econd pact	Grant ocial,	Reconstant Interest I	Glob defini nation will send adard for universidigital	ing onal et the or a sity in	En: valu cul	xcelsuring Ues and ture	Itional lence JA lives innovati for a his	e its tive gh
	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
Strategy 5	Career and Academic Services Strategic Goals Provide stronger "hands-on" learning where students participate in "real-world" or virtual practical experiences (e.g., internships; out-of-class	x	х	х	х	х								х							х	х		
Strategy 6	experiential learning) 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	х	х	х								х							x	х		
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				х	х								х							x	х		
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				х									х							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	х								x							х	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				

			Р	illar	1				Pi	llar 2	2				Pilla	ar 3		Pi	illar 4	4		Pilla	r 5	
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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																							
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.					x								x					x	x				
Strategy 2	Assist departments in developing relationships with UA Global, Arizona Online and UA Distance campus leaders and staff					х								х					х	х				
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	x				х								x					x	x				
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	х		х	х	х								х					x	x				
Goal 3	Transfer programs	S1, S2, S3, S5, 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
	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							х	х		
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		х		x								x							х	x		
Strategy 3	Increase number of CALS degrees, certificates and other programs offered through UA Distance campuses	х	х											x							х	х		
Strategy 4	Work with UA Office of Digital Learning (ODL) to improve the quality and smooth the delivery of existing and new distance offerings			х	х	х								х					x		х	х		
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							х	х		
Strategy 6	Identify and alleviate economic barriers to transfer	х	х	х										х							х	х		

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	THE UNIVERSITY of ARIZONA	Driv	Wild ing Stu apidly (dent Sເ	ıccess f	or a	Тас		ritical F		lengens at the		s of	Advan Miss	dval	rizon ntage or Land Orive So d Econd pact	Grant Ocial,	Red Inter The Uniter star	Glob defin rnation A will sendard for univer digital	ing onal et the or a sity in	En: valu cul	excel suring l les and ture	lence JA lives innova for a hi	e its itive igh
	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	х												х							х	х		
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	х	х	х										х							х	х		
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)	х	х											х							х	х		

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	THE UNIVERSITY of ARIZONA	Driv	Wilding Stuapidly (dent Sເ	iccess f	or a	Тас		ritical F			es e Edges	of	Advan Miss	he Al Adval Icing out ion to I Ural, an	ntage or Land Orive So	Grant Ocial,	Red Inter The Ustar global	Glob defin rnation A will sendard for univer digital	ing onal et the or a sity in	Ens valu cul	estitus Excel Suring Uses and ture orming	lence JA lives innova for a hi	e its tive gh
	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																							
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	х												х							х	х		
Strategy 5	Work with CALS schools and departments to improve the prospective and current student experiences on their units' websites	х		х										х							х	х		
Strategy 6	Support graduate recruitment through digital marketing	х												х							х	х		
Goal 5	Increase Retention, persistence, graduation	S1, S4, S5	S2, S3, S5	S1 thru S6	S6	S3, S5, S6								S1 thru S6							S1 thru S6	S1 thru S6	S4	
Strategy 1	Infuse our core culture of "CALS is family" in all we do	х		х										х							x	x		

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	THE UNIVERSITY of ARIZONA	Driv	Wilding Stu	dent Sı	iccess f	or a	Тас		'and (ritical P Huma		s at th		of	Advan Miss	Adval cing ou ion to I ural, an	rizon ntage ur Land Drive So d Econo pact	e Grant ocial,	Reconstant Interest I	Glob defini nation will see dard for universed digital a	ing onal et the or a sity in	Ens valu cul	xcel suring U es and ture orming	lence JA lives innova for a hi) its tive gh
	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																							
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)		х	x										х							х	x		
Strategy 3	Develop and deliver programs and services to connect and network specific populations – new students, first generation, and probationary students - across all campuses		х	х		х								х							x	x		
Strategy 4	Advance quality academic advising that incorporates a developmental, proactive strengths-based philosophy as defined by NACADA	х		х										х							x	x	x	
Strategy 5	Leverage the peer mentor model to achieve 100% peer-to-peer connection for CALS students.	х	х	x		х								х							x	x		
Strategy 6	Increase awareness of club membership as a first step in career and leadership development				х	х								х							x			
Goal 6	Enhance Career development	\$1, \$2, \$4 thru \$7	S1 thru S7	S1 thru S5, S7	S2 thru S7	S1 thru S5, S7													S1, S2		S1 thru S7	S1 thru S7		

			Р	illar	1				Pi	illar	2				Pilla	ar 3		Р	illar	4		Pilla	ır 5	
	THE UNIVERSITY of ARIZONA	Driv	ing Stu	dent Si	Jour uccess t ng Wor	or a	Tad		ritical F		llengons at the		s of	Advan Miss	Adva cing ou ion to I	rizon ntage or Land Drive So d Econd oact	Grant Ocial,	Reconstant Interest I	Glob defin rnation A will sendard for univer digital	ing onal et the or a sity in	Ens valu cul	xcelsuring Uses and ture	Itional lence JA lives innovati for a his	e its tive gh
	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																							
Strategy 1	Raise student awareness of opportunities for post- graduate employment and career paths associated with CALS degrees	х	х	х		х													x		x	х		
Strategy 2	Work with Idustry to increase the number of available internships and other experiential learning opportunities.	х	х	x	x	х													х		x	х		
Strategy 3	Develop a committee of representatives from all CALS academic units to inform and guide career activities		х	х	х	х															x	х		
Strategy 4	Utilize input and feedback from CALS Career Center Industry Advisory Board to update and effectively implement career competencies	х	х	х	х	х															x	х		
Strategy 5	Through workshops and signature networking events, encourage students to interact with employers while improving essential career (soft) skills.	х	х	x	x	х															x	х		
Strategy 6	Partner with Student Engagement and Career Development to integrate technology with student experiences	х	х		х																x	х		
Strategy 7	Encourage students to gain advanced career, management, and business skills through activities of the Dean's Leadership 50	х	х	x	х	х															x	х		

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	THE UNIVERSITY of ARIZONA	Driv	• Wilding Stuapidly (dent Sı	uccess	for a	Та				ns at th	es le Edges	s of	Advan Miss	he Al Adval Icing out ion to I Ural, an Imp	ntage ur Land Drive So d Econ	e Grant ocial,	Red Inter The Unstar global	Glob defin rnation A will so dard for universidigital	ing onal et the or a sity in	Ens valu cul	xcelsuring Uses and ture	Itionallence UA lives Innova for a his	e s its ative igh
	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 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	х	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	х	х	х	х	х								x										
Strategy 3	Identify and engage possible appropriate donors, in collaboration with CALS Alumni and Development	х	х	х		x								x										
Strategy 4	Partner with CALS Alumni and Development to create an easier path to online giving	x	х	х										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
Strategy 5	Career and Academic Services Strategic Goals Develop a plan for doubling CALS scholarship endowments that will 1) encourage small dollar gifts from new CALS graduates, 2) create specific scholarship segments such as a CALS student "unexpected expense" fund, 3) endowed position for the Assistant Dean of Career and Academic Services, 4) restricted operational account to encourage donations to support student programming	x	х	x										x										
Goal 8	Faculty teaching excellence	S3 thru S6	S1, S3 thru S6	S2, S3, S6	S3 thru S6	S2, S3, S4, S6								х					х					
Strategy 1	Expand the criteria for documenting excellent teaching in the P&T process and promote the adoption of these criteria across CALS academic units		х									x												
Strategy 2	Increase the visibility of the Cardon Academy (CATE) fellows with representation across all 10 CALS academic units and a program for regular engagement with faculty in those units, including mentorship for new faculty			х	х	х						х												
Strategy 3	Initiate CATE sponsorship and leadership of CALS faculty learning communities focused on key CALS teaching initiatives such as promoting data literacy and other career skill competencies for all students	х	х	х	x	х						х												

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	Career and Academic Services Career and Academic Services Strategic Goals	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
Strategy 4	Leverage CALS participation in campus wide Faculty Learning Communities (FLC's) to position CALS as a leader in active learning and assessment.	х	х		x	x																		
Strategy 5	Initiate a program for promoting nomination of faculty for college, university, regional and national instructional awards	х	х		х																			
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	х	х	x	х	x						x												
Goal 9	Graduate students (to be completed by November 30)	х	х											х						х				

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	CALS Research Office	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
	Research Strategic Goals																							
1	G1. BUILD ON EXISTING STRENGTHS AND IDENTIFY STRATEGIC NEW INVESTMENT AREAS TO MAXIMIZE RESEARCH ACHIEVEMENT.						S1, S2, S3, S4, S5		S1, S2, S3	S1, S2, S3	S1, S4, S5	S1, S5, S6	S1, S2	S 7			S6							
2	G2. OPTIMIZE CALS RESEARCH INFRASTRUCTURE TO SUPPORT THE CALS RESEARCH MISSION				S2						S4		S1, S3											
3	G3. DEFINE AND MEASURE RESOURCE GENERATION FOR RESEARCH						S1, S5				S2, S4, S5	S3	S3				S1, S2							
4	G4. EXPAND COMMUNICATION ON RESEARCH ACTIVITIES						S1, S2, S3						S1, S2, S3											

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	Business and Finance	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
	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		A2,6, 8,11					A2,5, 6,7,8, 9	A2,6,7,8 ,12,13	А9			A2,4, 6,7,8, 11	A9	A9	А9	A7,8,9			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

			F	Pillar	1				P	illar	2				Pill	ar 3		Р	illar	4		Pilla	ır 5	
	THE UNIVERSITY of ARIZONA	Dri	e Wil ving Stu Rapidly	ıdent Sı	uccess	for a	Tad		rand Critical I Hum		ns at th		s of	Advar Miss	Advancing or ion to lural, an	rizon ntago ur Land Drive So nd Econo pact	Grant	Red Intel The U star global	Glob defin rnation A will send dard for univer digital	ing onal set the or a rsity in	Ens valu cul	nstitu Excel suring L ues and Iture forming	lence JA lives innova for a h	e s its ative nigh
	Department of Agricultural and Resource Economics	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	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	\$1,\$2	S1, S3, S4	S4, S5			S1 - S5	S1 - S5	S4	S4, S5				S4	S3, S4, S5	S3, S4, S5	S3, S4, S5	S1, S4		S 5	S4, S5
3	Unit Goal: THE "GO TO" SOURCE OF RESEARCH-BASED, UNBIASED EXTENSION		S3, S5			S6	S 5	S3		S1 - S6	S1 - S6	S5, S6	S1 - S6	S1 - S4	S1 - S3		S4, S5	S1 - S3	S 5	S5	S4, S5	S4 - S6	S3	S3
4	Unit Goal: RESEARCH IN SUPPORT OF MULTIDISCIPLINARY GRANTS, EXTENSION, AND ON-CAMPUS TEACHING		S3		S3	\$3	S1			S1 - S6	S4 - S6	S6	S1, S3	\$3	S3		S4, S5	S1, S3	S3	S3	S1 - S6	S5, S6	S4	S6

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	Department of Agricultural Education, Technology and Innovation	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: 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	\$1, \$2, \$3	S1, S2, S3	S 3							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.	\$1, \$2, \$3, \$6	\$3	\$1, \$2, \$3, \$4, \$5, \$6	S1, S2, S3, S4	\$1, \$3, \$4,\$6	S5			S 5	S 3		\$3	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	\$3		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 UNIVERSITY of ARIZONA	Driv	₩il(ving Stu Rapidly (dent Sı	uccess f	or a	Тас		ritical F	Chal Problem an Ende	s at th	es e Edges	of	Advan Missi	he Ai dvar cing ou ion to D iral, and Imp	ntage or Land Orive So d Econe	Grant ocial,	Red Intel The Ustan global	Glob defin rnation A will sendard for univer digital	ing onal et the or a sity in	Ens valu cul	Stitu Excel suring L les and lture	lence JA lives innova for a hi	e its itive igh
	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.S2	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 UNIVERSITY of ARIZONA	Driv	ing Stu	dcat dent Su Changin	ıccess f	or a	Тас				ns at th	es e Edges	of	Advan Missi	he Al Adval cing out ion to E iral, an Imp	ntago Ir Land Drive So d Econ	e Grant ocial,	Red Intel The U	Glob defin rnation A will sendard for luniver digital	ing onal et the or a sity in	Ens valu cul	Excelsuring Uses and ture	Itional lence JA lives innova for a hi	e s its itive igh
	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																							
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										
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							

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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																							
14	Establish a School of Veterinary Medicine[THIS GOAL HAS BEEN PERMANENTLY REMOVED FROM OUR STRATEGIC PLAN]																							
15	Revise Undergraduate and Graduate Curriculum		G15.S2 G15.S3	G15.S2 G15.S3	G15.S1 G15.S2 G15.S3 G15.S4	G15.S2 G15.S3																		

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	THE UNIVERSITY of ARIZONA		Driv	ing Stu	dcat dent Su Changir	ıccess f	for a	Tad		rand (Critical P Huma		s at the		s of	Advano Missio	dvai	rizona ntage or Land of Drive So d Econo pact	Grant cial,	UA G Rede ntern The UA s stand slobal u the di	efinii atio will set ard for niversi	ng nal t the r a ity in	Exce Ensuring values ar	for a h	es its ative
	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	Continue to develop Biosystems Analytics & Technology major.																	G	1,51				
		Provide educational and professional experiences for students and practicing professionals for workforce development.			G1,S2	G1,S2	G1,S2													(G1,S2			
		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				G	I,S4 G	61,54			
		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 G	1,57					
		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							G	I,S10				
2	Have world-class infrastructure and resources to be the go-to place for education, research, and extension	Update and modernize BE facilities for research and education				G2,S1			G2,S1	G2,S1			G2,S1	G2,S1				G2,S1	G	2,S1 G	52,S1		G2,S1	

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ť	THE UNIVERSITY		Driv	ing Stu	dent S	Jour Success ing Wo	for a	Ta	G ackling (Critical I	Chal Problem an Ende	ns at th		s of	Advar Miss	he A Adval ncing ou sion to I ural, an Imp	ntage or Land Orive So d Econe	Grant ocial,	Reconstant Intervention	A will s dard fo	ing onal et the or a sity in	Ensi value cult	xcell uring U es and i ure f	tiona ence A lives nnovat or a hig enterp	e its tive gh
	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													'		'									
		2. Provide research experiences for students				G2,S2		G2,S2						G2,S2							G2,S2				
		3. Increase the number of online courses to reach a broader student base	G2,S3																1	G2,S3					
		4. Increase research expenditures for equipment & diversify sources of funding						G2,S4	G2,S4	G2,S4		G2,S4													
		5. Increase collaborative efforts within UA and other institutions both nationally and internationally						G2,S5	G2,S5	G2,S5			G2,S5							G2,S5	G2,S5				
		6. Monetize services provided by the BE Fabrication Laboratory & Shop																G2,S6							
		7. Increase development activities (endowments, gifts, etc.) to support infrastructure		G2,S7				G2,S7	G2,S7	G2,S7			G2,S7						G2,S7						
		8. Promote research and teaching activities in off-campus centers (i.e., MAC, YAC)						G2,S8	G2,S8	G2,S8		G2,S8	G2,S8	G2,S8	G2,S8				G2,S8	G2,S8	G2,S8		C	G2,S8	32,S8
		Establish learning centers for workforce training in the use of digital tools for agricultural production	G2,S9		G2,S9	G2,S9	G2,S9		G2,S9	G2,S9		G2,S9	G2,S9	G2,S9	G2,S9	G2,S9			G2,S9	G2,S9			(G2,S9	
		10. Explore monetizing innovative research outcomes/products with patents and licensing to generate revenue						G2,S1	0 G2,S10	G2,S10		G2,S10	G2,S10					G2,S10							G2,S10
in	ocial impacts in Arizona and the southwest region	1. Build agricultural production capacity that will, in time, sustain our collaborative efforts in arid land agriculture; combine the efforts of multi-disciplinary researchers and Extension agents working at existing centers within the college, in USDA, and with local farmers and growers. These include CEAC, MAC, YAC, ARC, Meat Science Laboratory, Water and Environmental Technology Center, WRRC, and Food Safety Consortium; USDA facilities (ALARC, SWRC) and others; industries of cotton, leafy greens, greenhouse production, animal products, and others.						G3.S1	G3,S1	G3,S1			G3,S1	G3,S1										(G3,S1
		2. Develop and promote sensing, automation, and alternative energy systems for agricultural operations to reduce inputs (labor, water, fertilizer), while improving food quality, safety, and production primarily for semi-arid environments.								G3,S2		G3,S2	G3,S2					G3,S2						(G3,S2
		Support the growth and public perception of locally grown food and community agriculture through research, Extension, and instruction.								G3,S3															G3,S3
		Develop internationally recognized education programs in arid land agriculture including CEA production, sensing and automation, and irrigation using marginal water and reclaimed water onsite wastewater treatment.							G3,S4	G3,S4		G3,S4	G3,S4						ı	G3,S4	G3,S4			(G3,S4
		5. Assist growers, farmers, and the community through dynamic, timely, and unique extension programs.								G3,S5		G3,S5													G3,S5
		Promote and facilitate international collaboration. Develop tools for the detection of pathogens in the environment and in patient						G3,S6	G3,S6			G3,S6	G3,S6					62.5-		G3,S6	G3,S6			02.67	
		care. 8. Facilitate the ability to acquire and visualize, process, analyze, model, and simulate							G3,S8	G3,S7 G3,S8		G3,S7 G3,S8	G3,S8					G3,S7						G3,S7 G3,S8	

complex data to close the data-to-knowledge gap

			Pi	llar	1				Pi	illar 2	2				Pilla	ar 3			illar			Pilla	ar 5	
	THE UNIVERSITY of ARIZONA	Dri	Wild wing Stud	lent Su	ccess fo	or a	Tacklin		al Prob	Chal lems at ndeavo	the Ed	es ges of Hu	uman	Advar Miss	Advancing outline to I	rizor ntago ur Land Drive So nd Econ pact	e Grant ocial,	Red Intel The U star global	Glob defin rnation A will sendard for luniver digital	ing onal et the or a esity in	En: valu cul	xcelsuring Ues and ture	Itional lence JA lives innova for a hi	e s its otive igh
	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
	Unit Strategic Goals																							
1	Unit Goal 1: Increase Entomology research productivity 30% by 2025.						S1-S6					S2-S3	S5								S2			
2	Unit Goal 2: By FY25, greatly enhance effectiveness of Integrated Pest Management (IPM) research, education, and Extension programs for teaching students and stakeholders, and for solving health, environmental, and economic problems caused by pests.						\$1-\$3					\$1-\$2									S1			
3	Unit Goal 3: Increase the yearly undergraduate student credit hours taught 30% by FY25.			S2	S1																			
4	Unit Goal 4: Double the stable funding for Entomology & Insect Science (EIS) graduate students by FY25.		S4				S1, S5																	
5	Unit Goal 5: Double the number of people served each year by FY25 through sustainable outreach programs to meet public demand for insect information, to support K-12 science education and to connect underserved communities to UA Entomology and CALS.		S4																					

			Pi	illar	1				Р	llar 2	2				Pilla	ar 3			illar			Pilla	ar 5	
	THE UNIVERSITY of ARIZONA	Driv	Wild wing Studen Capidly C	dent Su	ccess fo	or a	Tacklin		al Prob			⊖S ges of H	uman	Advan Miss	Advai cing ou ion to D	rizon ntage ur Land Drive So d Econd pact	e Grant ocial,	Red Intel The U	Glob defin rnation A will so ndard for l universidigital	onal set the or a rsity in	En: valu cul	Excel suring U ues and Iture	Itiona llence UA lives innovati for a his enterp	e s its tive igh
	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
	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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	THE UNIVERSITY of ARIZONA	Driv	ing Stu	dcat . dent Su Changin	ccess f	or a	Tac		Critical I	Chal Problem an Ende	ns at th		s of	Advan Miss	he A Advalacing out ion to I ural, an	n tag Ir Land Drive S d Econ	e Grant ocial,	Red Intel The U stai	Glob defin rnation A will sendard for univer digital	ing onal et the or a sity in	En: valu cul	excel suring l es and ture orming	lence JA lives innova for a hi	e its tive gh
	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
	Unit Strategic Goals																							
1	G1.S1Maintain ENVS as a leader in UA-wide and multi-institutional, inter- and trans-disciplinary efforts that collectively span basic-applied-research-extension-education continua to address grand challenges in land, water and environmental quality and sustainability		А4	А3	А3	А3	A1, A2		A1, A2		A1, A2	A1, A2	A1	A4			A1, A2							A4
2	G1.S2Enhance research capacity and resource base by pursuing faculty development and funding opportunities at the intersection of environmental and human health			А3	A1		A1, A2		A1, A2	A1, A2	A1, A2	A1, A2	A1	A4			A1, A2							A4
3	G1.S3Expand ENVS activities in resolving and communicating the roles of climate and land-use change, increased urbanization, and energy production on water resources, agricultural soil and water management, food safety, and environmental remediation			А3			A1, A2		A1, A2	A1, A2	A1, A2	A1, A2	A1, A2	A4			A1, A2							A4
4	G2.S1Enhance pedagogy of a systems-level approach to environmental science	A1-A5		A1-A5	A2	A1								A 5				A6						
5	G2.S2Translate efficiently new knowledge and tools into the curriculum	A1-A5		A1-A5		A2, A5																		

			P	illar	1				Р	illar	2				Pilla	ar 3			illar			Pilla	ar 5	
Г	THE UNIVERSITY of ARIZONA	Driv	ing Stu	dcat (Ident Si Changir	uccess f	or a	Тас		ritical F	Chal Problem an Endo	ns at th	J es ne Edge:	s of	Advar Miss	Adva cing ou ion to I ural, an	rizon ntago ur Land Drive So od Econo pact	e Grant ocial,	Red Intel The U	defin	onal set the for a rsity in	En valı cu	nstitu Excel Insuring Uues and Ulture Iforming	lence UA lives innova for a hi	e s its itive igh
	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
	Unit Strategic Goals																							
6	G2.S3Provide 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.S4Provide outreach to and interact with Arizona high schools and community colleges for student recruitment and curriculum coordination	A1-A5	A5	A1-A5																				
6	G3.S1Enhance outreach and enrollment of non-traditional students in ENVS programs		A5				A1-A3					A1-A3		A1-A3				A2-A3	А3	А3		A1-A2		
6	G3.S2Enhance interdisciplinary research and education opportunities				A2													A2-A3	А3	А3		A1-A2		
6	G3.S3Develop instructional structures to facilitate non-traditional student education		A1-A3	A1-A4			A1-A3					A1-A3		A1-A3				A2-A3	А3	А3		A1-A2		
6	G3.S4Increase teaching efficiency by focusing certain teaching efforts on online courses			A1-A4			A1-A3					A1-A3		A1-A3				A2-A3	А3	А3				
	G4.S1Develop new revenue streams for department from instruction.						A1-A3, A5- A6											A6	A6	A5-A6				

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	THE UNIVERSITY of ARIZONA	Driv	• Wild ring Stu apidly (dent Si	uccess f	or a	Та		ritical F		llengons at the		s of	Advar Miss	Advancing or ion to lural, an	rizon ntage ur Land Drive So nd Econo pact	Grant	Red Inter The Unstar global	Glob defin rnation A will sendand for univer digital	ing onal et the or a sity in	Ens valu cul	Excel suring U les and lture	Itional lence JA lives innovati for a his enterp	e s its tive igh
	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
	Unit Strategic Goals																							
6	G4.S2Cultivate 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.S3Publicize the research, teaching and extension activities of ENVS to expand the base of departmental support		А7	A7																	А7		A5	

			Р	illar	1				Р	illar 2	2				Pilla	ar 3		Р	illar	4		Pilla	ır 5	
	THE UNIVERSITY of ARIZONA	Driv	ing Stu	ident S	Jour uccess f ng Worl	or a	Тас		ritical I	Chal Problem an Ende	ns at th		s of	Advan Miss	Adval cing ou ion to I	rizon ntage or Land Orive Sc d Econd pact	Grant	Red Intel The U	Glob defin rnation A will sendard for univer digital	ing onal et the or a sity in	Ens valu cul	stitu Excel Suring U es and ture orming	lence JA lives innova for a hi	e s its tive igh
	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										S 5				
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												

			Р	Pillar	1				Р	illar	2				Pilla	ar 3		Р	illar	4		Pilla	ar 5	
	THE UNIVERSITY of ARIZONA	Driv	ing Stu	dcat sident Si Changir	uccess	for a	Tad		ritical	Chal Problen an Ende	ns at th		s of	Advar Miss	Adval cing ou ion to I	rizon ntage or Land Orive So d Econd oact	Grant Ocial,	Red Inte The U	Glob defin rnation A will sendard for luniver digital	ing onal et the or a esity in	En valu cu	Stitu Excel suring l les and lture	lence JA lives innova for a hi	e s its ative igh
	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																							
6	G7: Become a major component of the CALS Global Commerce Program																							
6	G8: Create the most effective Student Service Center on campus.	S7	S6							S1, S2, S3		S4										S1, S2, S3, S4	S5	
6	G9: Increase endowments such that the school can become financially self-sufficient		S4				S 5																	

			Р	illar	1				Р	illar :	2				Pilla	ar 3		Р	illar	4		Pilla	ar 5	
	THE UNIVERSITY of ARIZONA	Driv	ing Stu	dcat Ident Si Changir	uccess f	for a	Tac		ritical I	Chal Problem an Ende	ns at th	es ne Edges	s of	Advan Missi	he Al dval cing ou ion to I ural, an Imp	ntag ur Land Drive S	e Grant ocial,	Red Inte The U stan	Glok defin rnation A will sendard for luniver digital	onal set the or a rsity in	En valu cu	EXCE suring lues and lture	Itional Ilenco UA lives I innova I for a h	e s its itive igh
	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																							
1	Ensure that the School of Natural Resources and the Environment maintains robust and complete programs in instruction, research, extension and service.																							
	S1 Replace high quality faculty with unique expertise critical to our mission.						S1		S 1	S1		S1	S 1							S 1				S 1
	S2 Increase flexibility of faculty assignments to increase the breadth and depth of teaching and research partnerships.	S2		S2	S2		S2	S2	S2	S2	S2	S2	S2	S2		S2	S2		S2	S2			S2	S2
2	Strengthen and diversify revenue streams to support the educational, research, and service mission of SNRE.																							
	S1 Introduce new general education offerings, produce new recruitment videos, introduce student oriented website & social media, partner w/ community colleges, introduce new courses for majors, new internships and graduate learning opportunities.			S1	S1	S1					S 1			S1					S1	S1	S1	S1	S1	S 1
	S2 Maintain and enhance revenue from sponsored research.						S2	S2	S2	S2		S2	S2										S2	

			Р	illar	1				Р	illar	2				Pilla	ar 3			illar			Pilla	ar 5	
	THE UNIVERSITY of ARIZONA	Driv	• Wild Ving Stu Bapidly	dent S	uccess f	or a	Tac		rand Critical F Hum		ns at th		s of	Advar Miss	Advancing out ion to I ural, an	rizon ntago ur Land Drive So nd Econ pact	e Grant ocial,	Re- Inte The U sta globa	Glok defin rnati A will s ndard f I univer	onal onal set the or a rsity in	En valu cu	EXCE suring ues and Iture	Itional Ilenco UA lived Innova for a h	e s its ative igh
	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											_										_		
S	Implement short courses for outside professionals.		S3			S3							S3		S3		S3		S3					
I	Participate in outreach college programs/UA Online/UA lobal for revenue return.	S4								S4				S4	S4				S4					
	Increase summer course offerings for revenue return and approving undergraduate 6th year completion rate.	S 5		S 5	S 5									S 5					S5	S 5			S 5	
3 S	trengthen relationships with constituents.																							
р	Re-establish an advisory board with members from rivate land managers from Arizona, Federal and State gencies we serve, and non-government agencies.		S1			S1							S1				S1	S1						S1
	2 Create a new development board that can facilitate eveloping support from private donors.		S2		S2		S2		S2			S2	S2	S2		S2	S2	S2		S2			S2	S2
	3 Create an SNRE alumni group to support School; create apport and opportunities for graduates.		S 3			S 3								S 3				S 3						

		F	Pillar	1				Р	illar	2				Pilla	ar 3			illar			Pilla	r 5	
THE UNIVERSITY of ARIZONA	Driv	ing Stu	dcat Ident Si Changii	uccess	for a	Та		rand Critical F Hum		ns at th		s of	Advan Miss	dva cing ou ion to I ural, an	rizon ntage ur Land Drive So nd Econo pact	Grant ocial,	Red Intel The U	Glok defin rnati A will s ndard f univer digital	onal set the for a rsity in	Ex Ensu value cult	xcelluring Uass and in	ence A lives innovat for a hig enterp	eits tive gh
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 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.	S 3		S3	S3									S3						S 3	S3 :	S3		

Pillar 1 Pillar 2 Pillar 3 Pillar 4 Pillar 5

T T	HE UNIVERSITY OF ARIZONA
4	OF ARIZONA

The Wildcat Journey Grand Challenges

Driving Student Success for a Tackling Criti
Rapidly Changing World

Tackling Critical Problems at the Edges of Human Endeavor

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

The Arizona

Advantage

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

															Шр				digita	ı age				
	Department of Nutritional Sciences	Student Body	Engagement	Persistence & Completion	Student-Centered Teaching & Learning	Post-Graduate Outcomes	Funding	Space University	Physical Sciences	Social Sciences	Capabilities	Talent	Impact - Big Partnerships	Communities	Destination Arizona	Art & Culture	Innovation & Partnerships	Global Impact	Global Education	Global Engagement	Values-Driven University	Service Excellence	Streamlining Solutions	Leading Sustainability
	Unit Strategic Goals																							
1	G1: Deepen the Department Financial Foundation	S1	S1, S2, S3, S4, S5	S3, S4		S3, S4	S1,S2, S3, S4				S4	S1, S2, S3, S4		S1, S2, S3, S4				S1, S2, S3, S4	S 5	S 5				
2	G2: Expand access and Enhance Educational and Career Success of Undergraduate Students	S1, S2, S3, S4, S7	S 9	S3, S4, S1, S5, S7, S8	S3, S5, S9	S3, S4, S5, S6, S7, S8								S1, S2, S3					S5, S7	S2, S5, S7				
3	G3: Expand Access and Enhance Education Success of Undergraduate Students: Improve Placement in Viable Post-Graduate Careers Including Dietetic					S1, S2, S3, S4, S5, S6																		
4	G4: Expand Access and Enhance Educational Success of Students: Enhance Graduate Student Recruitment		S1		S4	S4	S4					S4												
5	G5: Expand Access and Enhance Educational Success of Students: Double Graduate Student Funding by 2025		S2				S1, S2, S3, S4					S1, S2, S4		S1			S4			S1, S2, S4				
6	G6: Expand Access and Enhance Educational Success of Students: Enhance Mentoring of Graduate Students		S1			S1																		
7	G7: Expand Access and Enhance Educational (and Professional) success of undergraduate and graduate students: Develop Future Education Practice Model; increase number of successful applicants to supervised practice programs; increase enrollment in Professional Programs (PSM; GCAN)	S1		S1	S1	S1																		

T T	HE UNIVERSITY OF ARIZONA
6	OF ARIZONA

The Wildcat Journe
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

Advancing our Land Grant
Mission to Drive Social,
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	Department of Nutritional Sciences	Student Body	Engagement	Persistence & Completion	Student-Centered Teaching & Learning	Post-Graduate Outcomes	Funding	Space University	Physical Sciences	Social Sciences	Capabilities	Talent	Impact - Big Partnerships	Communities	Destination Arizona	Art & Culture	Innovation & Partnerships	Global Impact	Global Education	Global Engagement	Values-Driven University	Service Excellence	Streamlining Solutions	Leading Sustainability
	Unit Strategic Goals																							
8	G8: Strengthen Alliances and create new Strategic Alliances with other units at UA that will support attainment of Strategic Directions	S6	S7	S4, S6	S6	S3, S4, S7	S3, S8																	
9	G9: Provide Infrastructure to support Excellence in discovery, learning and engagement - Build for the future						S1				S1	S1					S1							
10	G10: Advance in signature research areas and support a strong culture of research productivity					S1, S4	S1, S2, S3, S4					S1, S2, S3, S4												
11	G11: Maintain and Expand NSC Extension and Outreach Programs in support of solutions to the state and nation's food, nutrition and health behaviors related to health promotion and disease prevention.				S2	S1, S2	S1																	

	Pillar 1 Pillar 2								Pilla	ar 3		Pillar 4			Pillar 5								
THE UNIVERSITY of ARIZONA	Driv	ing Stu	dent Si	Jour uccess fing Worl	or a	Tad		rand Fritical F		ns at th		s of	Advan Miss	Advalicing out ion to I ural, an	rizon ntage or Land Orive So d Econd oact	e Grant ocial,	Red Inte The U stai	Glok defin rnation A will sendard for luniver digital	ing onal set the or a rsity in	En: valu cul	Excelsuring Uses and	Itional lence JA lives innova for a his	e s its itive igh
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
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							

	Pillar 1						Pillar 2							Pill	ar 3		Pillar 4			Pillar 5			
THE UNIVERSITY of ARIZONA	Driv	ing Stu	ıdent Sı	Jour uccess t	for a	Тас		rand Critical F Hum		ns at th		s of	Advar Miss	Advancing or ion to lural, an	rizon ntago ur Land Drive So od Econo pact	e Grant ocial,	UA Global - Redefining International The UA will set the standard for a global university in the digital age			Ensuring U the values and i culture f			e its tive igh
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
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																			

		Р	illar	1				Р	illar	2				Pilla	ar 3		Р	illar	4		Pilla	ar 5	
THE UNIVERSITY of ARIZONA	Driv	ing Stu	d cat dent Si Changii	uccess f	for a	Ta		rand Fritical F		ns at th		s of	Advan Miss	Advalicing out ion to I ural, an	rizon ntage ur Land Drive So d Econo pact	e Grant ocial,	Red Intel The U star global	Glok defin rnation A will sendard f duniver digital	onal set the for a rsity in	Ens valu cul	xcelsuring Ues and ture	Itional lence JA lives innova for a hi	e s its itive igh
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
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			

		Р	illar	1				Р	illar	2				Pilla	ar 3			illar			Pilla	ar 5	
THE UNIVERSITY of ARIZONA	Driv	ing Stu	dent Si	Jour uccess t ng Wor	for a	Та		rand ritical F Huma		ns at th		s of	Advar Miss	Adval ncing ou ion to I	rizon ntage or Land Drive So d Econd pact	Grant ocial,	Red Inter The Unstar global	A will s ndard fo	ing onal et the or a sity in	En: valu cul	Excel suring Uses and Iture	Itiona Ilence UA lives innova for a hi g enterp	e its tive igh
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
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	S 3											

UA Strategic Plan Goals

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).	The Wildcat Journ	
Engagement - Double the number of engaged alumni (e.g., service, advocacy, giving) and increase alumni giving rate to 12%.	ney: Driving Sto	
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 65%-75%.	udent Success for a R	Pillar 1
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%.	apidly Changing	
Post-Graduate Outcomes - 90% of students will be employed or enrolled in graduate school within 6 months of graduation	World	
Funding - Top 25 ranked university in total R&D expenditures by increasing our current spend of \$622M to \$800M.		
Space University - #1 ranked in Space and Planetary Science and Technology in the world with research investments of \$100M a year.	Grand Challeng	
Physical Sciences - Top 25 ranked university in total R&D expenditures by increasing our current spend of \$622M to \$800M.	es: Tackling Critic	
Social Sciences - Top 20 ranked Social Sciences funding by increasing our research investments from \$23M to \$30M.	cal Problems a	Pillar 2
Capabilities - 90th percentile in research productivity across network science, machine learning, artificial intelligence, and digital computation.	t the Edges of H	
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.	uman Endeavor	
Impact - 10 signature partnerships with the public and private sector (Northrop Grumman, Gates Foundation).		

UA Strategic Plan Goals

	Pill	ar 3			Pillar 4	T		Pil	lar 5	
	dvantage: Adva e Social, Cultura	ancing our Land			defining Interna ndard for a glob the digital age				nsuring UA lives its high performing	
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%).	Destination Arizona - 200K+ attending an annual UA grand challenge themed event.	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".	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 UBlincubator program.	Global Impact - Reach \$10m in annual funding for development projects.	Global Education - Establish 20 micro-campuses with 10,000students –with regional hubs of excellence in Latin America, Africa, the Middle East and Asia.	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.	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.	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).	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.	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.