



College Strategic Plan Town Hall Social

May 2, 2022 | 3:30 to 6:30 PM | Morgan Hall Patio

Berkeley Rausser
College of Natural Resources

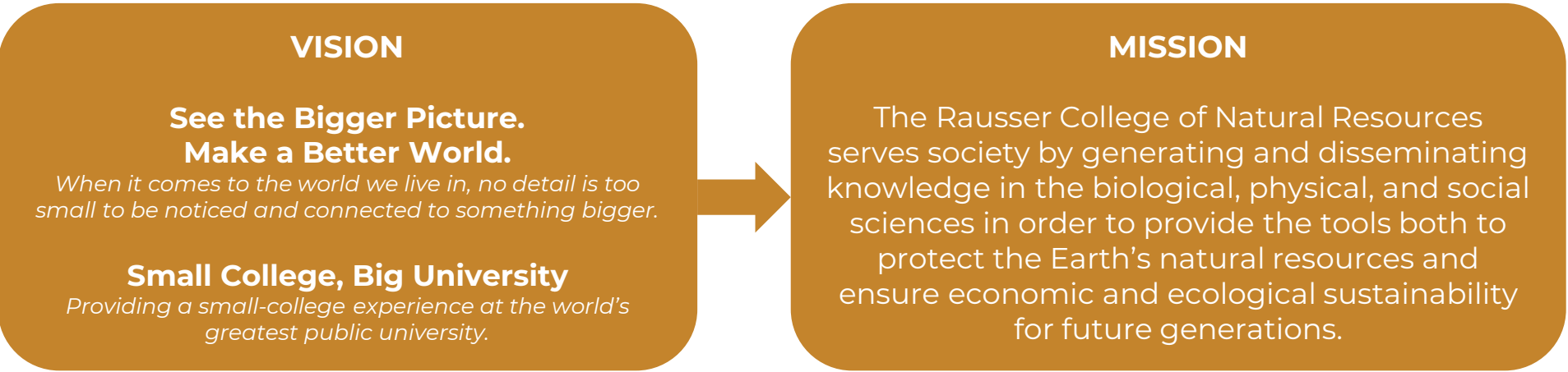
Welcome

RCNR is formulating a College Strategic Plan through an interactive and collaborative process that provides an opportunity to:

- Engage the community and constituencies in developing and implementing **initiatives and programs** that will ensure College success.
- Respond to research, academic, and **funding changes** within the UC system and beyond.
- Develop a **clear strategy moving forward** to deliver the College’s vision and mission . . . more than just planning—action!

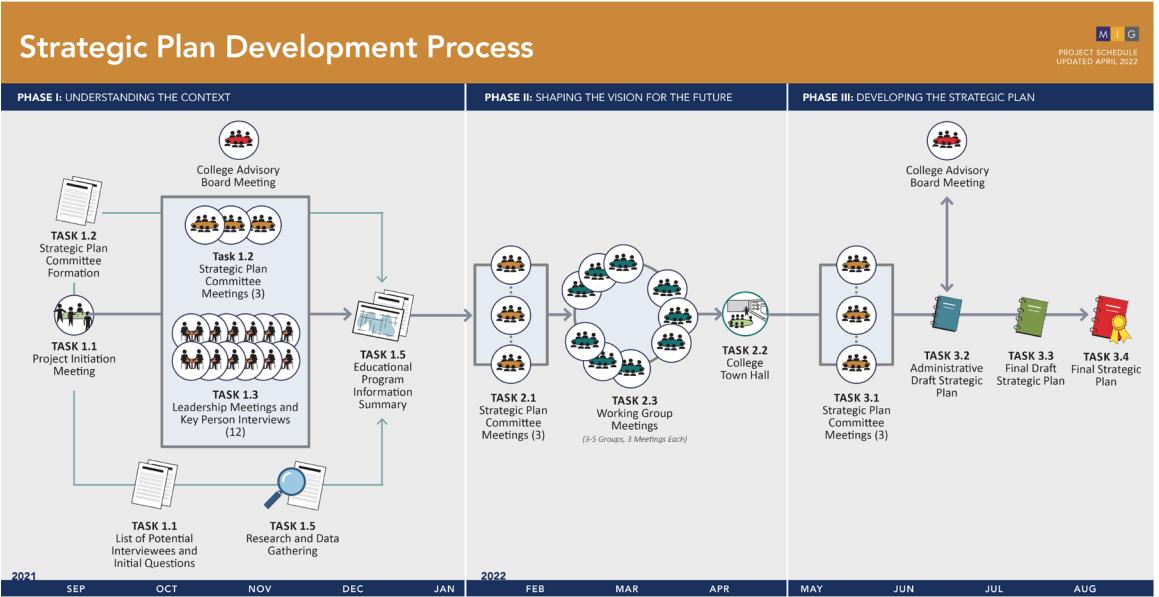
Current College Vision and Mission

Subject to further discussion and revision



Schedule

The process is envisioned to last approximately 12 months with a draft Strategic Plan available at the start of Fall Semester 2022.





BY THE NUMBERS

RAUSSER COLLEGE TODAY

Student Composition



Spring 2021: Largest graduating class
661 graduates



Fall 2021: Largest ever incoming class
637 First-year students **131 Junior transfers**



Rausser College has a diverse student body*

70%	Of undergrads identify as female	66%	Of domestic undergrads identify as URM or Asian
59%	Of grad students identify as female	34%	Of domestic grad students identify as URM or Asian

*All percentages have increased since last year

Faculty Awards

20	members of the National Academy of Sciences	30	American Association for the Advancement of Science Fellows	6	Guggenheim Fellows
3	Wolf Prize Winners	7	members of the American Academy of Arts and Sciences	7	Macarthur Fellows

2021-22 Honors and Awards (so far!)

- 11 College graduate students received **National Science Foundation** awards
- Temple Byars received the **Chancellor's Outstanding Staff Award**
- President Biden appointed Inez Fung to the **Science Advisory Council**
- Patrick Gonzalez was appointed to advise the **White House** on climate change and biodiversity
- Three faculty members named **California Academy of Sciences Fellows**
- Two faculty members became **American Association for the Advancement of Science (AAAS) Fellows**
- Whendee Silver was elected as an **American Geophysical Union (AGU) Fellow**
- Dan Kammen to advise **USAID** on sustainable energy development
- Arthur Middleton to join **USDA** as senior advisor
- Ana Paula Arruda named **Chan-Zuckerberg Biohub** investigator
- Alum Pamela Ronald awarded **Wolf Prize** in Agriculture
- Five College researchers were recognized for **advising excellence**
- Ksenia Krasileva received **NIH New Innovator Award**
- Mary K. Firestone received 2022 **Philippe Duchaufour Medal**
- NST's Justin Lee won first prize in the **Grad Slam** competition

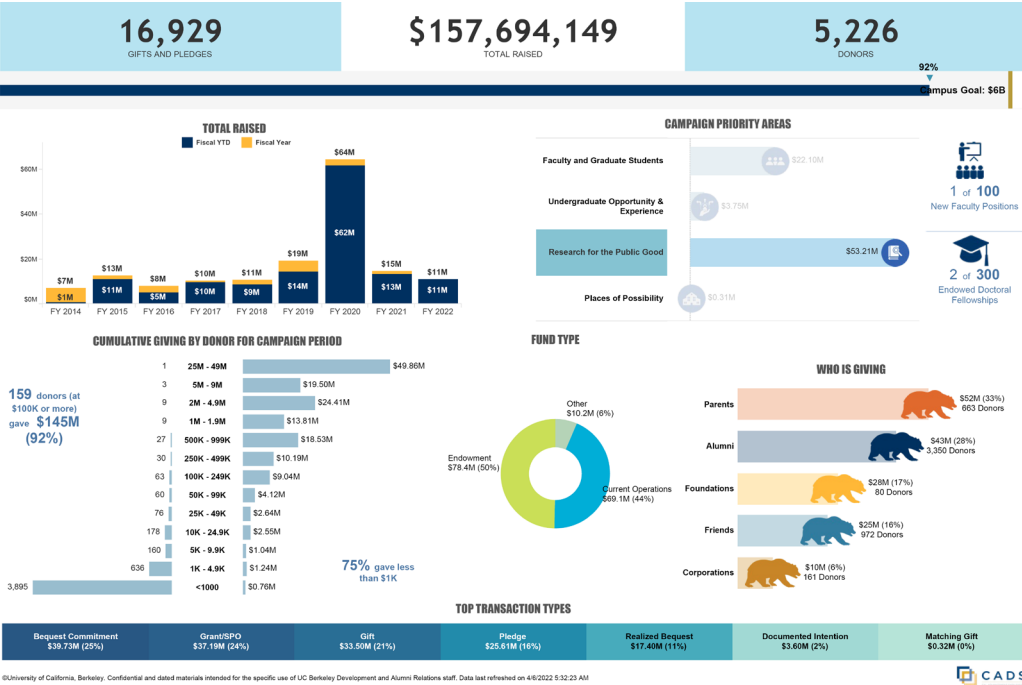
Department Overview

	ARE Agricultural & Resource Economics	ERG Energy & Resources Group	ESPM Environmental Science, Policy & Management	NST Nutritional Sciences & Toxicology	PMB Plant & Microbial Biology
# Faculty/CE Specialists	15.5/1	6/-	51/15	12.5/1	25/1
Graduate Degrees	PhD	PhD Master's	PhD Forestry & Range Master's	2 PhD Metabolic Bio Master's	2 PhD
Undergrad Majors	EEP		S&E, CRS, MEB, EMF, ES	NS (D, PM, Tox)	MB, GPB
Undergrad Minors	EEP	Energy & Resources, Sustainability*	CRS, FS, FNR, GIST	NS, Tox	

Campaign Summary

\$52M Operating budget (reduced from prior years)	\$44.2M Sponsored research funding (highest ever)	\$190M Endowment (and growing!)

Campaign Details





Goal

Establish major “themes” to focus College resources, the research agenda, strategic faculty and staff hiring, and necessary supporting actions.

Challenges and Opportunities

- The College can go beyond supporting individual department success and bring them together in new research and teaching initiatives.
- The College can encourage cross-cutting themes and shared interests among departments, such as climate change and sustainability (including access and equity issues), energy and the environment, agriculture (including resource management, food, and food security), environmental risks (including health and natural disasters), and others.
- RCNR and UC Berkeley share many common interests with the potential to generate new collaborations.

Potential Ideas and Direction . . .

- A1.** Develop a **future faculty hiring process** (cluster hiring and department-specific hiring).
- A2.** Encourage **collaborative, interdisciplinary research** across RCNR departments through interactive workshops, seed funding, and support for faculty.
- A3.** Identify opportunities to **update or expand RCNR facilities** so they can better support current and emerging education and research needs.
- A4.** Support **collaborations that bring people together** to work on projects that address the most critical issues—a cross-cutting educational objective.

Reactions, Comments and Feedback

Add Your Post It Notes Here



Goal

Support students' education at all stages of their undergraduate journey to ensure they have the background, resources, skills, and training necessary to undertake 21st century challenges.

Challenges and Opportunities

- STEM majors in RCNR are structured so students are not exposed to the content of their major until late in their undergraduate career. As a result, most cannot complete introductory biology until their second year, leaving only the third and fourth years for upper-level biology courses.
- Availability of undergraduate research may not meet demand.
- Research opportunities are easier to pursue for students who are better off, creating an additional equity concern.

Potential Ideas and Direction . . .

- B1.** Create RCNR-led **introductory biology course(s)** that does not require chemistry as a prerequisite.
- B2.** Create opportunities for **experiential learning** in RCNR courses that will foster students' ability to apply foundational knowledge from their undergraduate education to real-world problems.
- B3.** Offer **CURE/capstone courses in the core curriculum** of every major so every undergraduate student has a mentored discovery experience.
- B4.** Expand **financial support** for students pursuing research.

Reactions, Comments and Feedback
Add Your Post It Notes Here



Goal

Define the principles that would determine the appropriate size for each graduate program to maintain excellence and access while also ensuring adequate funding and fulfillment of the University's five-year funding guarantee.

Challenges and Opportunities

- Graduate programs are administered and structured differently within the College, which makes finding one set of principles or approach applicable to all programs and departments challenging.
- All units currently feel that Ph.D. enrollments are below ideal program size, and in many cases, near the minimum threshold necessary to maintain storied and successful graduate programs.
- University support for graduate students plays an important role in many departments.

Potential Ideas and Direction . . .

- C1.** Create a set of principles and questions for **self-study** that can flexibly respond to diverse unit structures.
- C2.** Organize a process where departments can highlight the **potential costs of any further reductions** in cohort size.
- C3.** Identify **key bottlenecks** in current support, administration, and transparency in future funding allocations that might allow graduate programs to grow or be administered more effectively.

Reactions, Comments and Feedback
Add Your Post It Notes Here



Goals

Maximize the College's impact and influence in expanding the scientific boundaries in our fields of research and study, and on environmental and social policy.

Engage and empower communities through research, teaching, and practice.

Challenges and Opportunities

- As a public university and part of the California Agricultural Experiment Station, RCNR has an obligation to direct attention to topics of relevance to California while being fully engaged in national and international challenges.
- A key challenge is defining RCNR's "community" and the role faculty, centers, and facilities play in strengthening the Agricultural Experiment Station/ Cooperative Extension continuum.

Potential Ideas and Direction . . .

- D1.** Develop **Principles of Practice for Community Engagement** by leveraging work in existing reports, including the UC Land Grab report.
- D2.** Develop a nexus for **Community-Engaged Research** following the models provided by the Stanford Community Engagement office, the Stanford Institute for Economic Policy Research (SIEPR), and the Wharton Public Policy Initiative.
- D3.** Better highlight the role of **Centers and Institutes in promoting policy-relevant and community engagement** work. This could be done via existing communication outlets.
- D4.** Better integrate AES faculty with the Cooperative Extension system and the UC ANR continuum by **strengthening ties with County-based advisors.**
- D5.** Develop incentives for and recognition of **policy, outreach, and community-engaged research** in faculty merits and promotions.

Reactions, Comments and Feedback

Add Your Post It Notes Here



WORKING GROUP E

STRENGTHENING THE COLLEGE COMMUNITY

Goal

Create more social support, cohesion, and inclusion for students, researchers, faculty, and staff, building on the work of the College Climate Committee.

Challenges and Opportunities

- Loyalty tends to be at department level, not College level. People do not have opportunities or incentives to interact with other departments.
- Organizing Diversity, Equity, and Inclusion (DEI) and other activities to bring people together is a challenge for smaller departments (difficult to organize or understaffed).
- People are not typically taught “how” to mentor students and young researchers.
- Currently, DEI policies and initiatives help to get new people hired and attract new faculty, but many current faculty do not participate; thus, the burden of work falls on new untenured faculty.

Potential Ideas and Direction . . .

- E1.** Expand the “buddy system” and other **mentoring programs** to help staff adjust and understand the best career paths.
- E2.** Host **networking workshops and creative events** for new faculty (mentoring events, lunch meetings, presentations with moments of reflection and breakout conversations, etc.).
- E3.** Host **graduate student mentoring workshops**, building on the “Path to Professoriate” program while also encouraging peer mentoring.
- E4.** **Connect with alumni** and bring them back for panels and other events, so they stay involved and are more active with the College.
- E5.** Expand Berkeley Connect for undergrads and transfer students. Also support workshops on **navigating the environmental field**, resume building, career skills, etc.
- E6.** Support and expand the **ESPM 290 Antiracism class**.
- E7.** Fund **dissertation writing programs** to help advanced grad students finish while connecting across different departments.
- E8.** Support **affinity groups** that bring students, faculty, and staff together.

Reactions, Comments and Feedback
Add Your Post It Notes Here



Goals

Garner the resources necessary to attract the best researchers, faculty, staff, and students.

Increase revenue opportunities through new programs and partnerships.

Expand non-degree revenue-generating opportunities and online/hybrid programs.

Leverage additional funding streams.

Challenges and Opportunities

- Diversified programming and revenue sources will strengthen the College's long-term financial resilience.
- New ventures must be aligned with our academic and outreach mission and will benefit from novel types of engagement with a diversity of stakeholders.
- The benefits (academic and financial) of new programs should advance the College broadly and be aligned with our DEI goals.

Potential Ideas and Direction . . .

- F1.** Expand **industry engagement** to include research funding, institute sponsorship, and industry alliance programs (IAPs). The latter could have the greatest potential for broad-based engagement with a range of researchers and programs within the College.
- F2.** Enhance **education programs** to include pre-college programming, expanded summer sessions and concurrent enrollment, and certificate or other non-degree executive and professional education.
- F3.** Build and deliver content through **several modes to different audiences** (e.g., online courses packaged as certificate programs).
- F4.** Explore **new areas to invest in**, such as Plant-based or Alt-foods, Metabolic Disease, Carbon Removal and Management, Nature-Based Solutions, etc.
- F5.** Identify how to **build programming that draws on the best of Berkeley**, including partnerships with other units, that will strengthen our campus leadership. External partners want to engage with Berkeley as a whole; not just the College.

Reactions, Comments and Feedback

Add Your Post It Notes Here



Goals

Leverage the strengths of our individual Departments, our College, and the UC Berkeley campus.

Develop a cohesive narrative describing the value of having five strong departments housed within one college.

Challenges and Opportunities

- RCNR can build on the strengths of its academic disciplines to disrupt barriers to innovation and shorten the pathway from discovery to policy.
- Our vision coincides with the post-pandemic rethinking of traditional ways of doing virtually everything, including research and teaching. It involves rethinking ways to harness the talents of a diverse student population and provide avenues for their participatory engagement and hands-on contributions.

Potential Ideas and Direction . . .

- G1.** Initiate a **social media campaign** to draw worldwide attention to the research and learning opportunities at RCNR; create a “buzz” by drawing in social media activists and influencers, etc.
- G2.** Host a **major high-profile conference**, e.g., “The State of the Planet Conference”, and invite major media influencers to attend and interact with RCNR faculty, researchers, and students.
- G3.** Conduct **informal learning conversations** with potential donors in a small group and/or one-on-one format to explore ideas and possibilities for new research initiatives.

Reactions, Comments and Feedback
Add Your Post It Notes Here