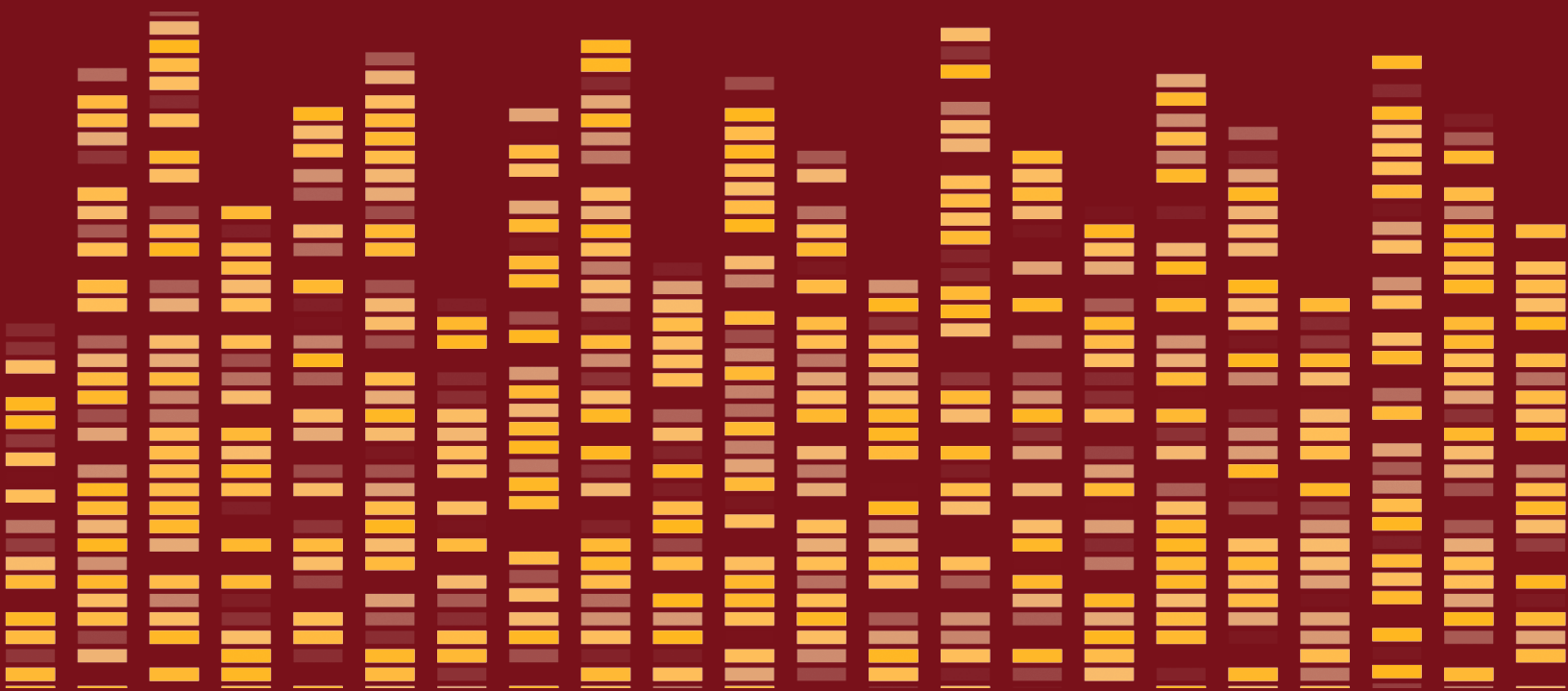




COLLEGE OF BIOLOGICAL SCIENCES  
**FY24 COMPACT**



## **B. STRATEGIES AND PLANNING**

### **B-1: Compact Materials**

#### **1. Top three priorities**

##### **1) Responsibly steward the college in preparation for a leadership transition**

The highest priority for the Dean's Office is responsibly stewarding the college by positioning ourselves financially and organizationally to ensure a new dean has a solid foundation to enact their leadership and vision along with the bandwidth to take action. In practice, this has resulted in continuation of current efforts and investments, and drawing a hard line in the sand to personnel or programmatic changes that would require a long-term commitment from the college. For example, we have prioritized continuing our investments in grassroots diversity, equity, inclusion and justice (DEIJ) initiatives while holding on hiring leadership-level DEIJ staff. Further, we have postponed making additional investments in graduate student and postdoc career development programming. At the same time, CBS has protected core collegiate funding and travel funding for graduate students. Finally, we have paused the expansion of workforce development training until we have clarity regarding the future plans of this area of outreach. Additionally, efforts have been focused on rebuilding community within the college in the wake of the pandemic. With an eye to faculty morale and filling open faculty positions due to retirements, the Dean's Office launched assistant professor searches in three of our five academic departments and invested approximately \$350,000 of one-time endowment funds in new shared research equipment.

MPACT action items:

- Commitment 2.1 - Increase high-impact discovery and scholarship - Target growth for research awards of 5% per year (stretch 7%) for next five years; Increase percentage of graduate students and postdocs employed in positions that use their degree
- Commitment 4.1 - Increase percentage of underrepresented faculty and staff hired year over year

##### **2) Maintain strength of undergraduate programming**

CBS remains committed to growing our undergraduate incoming freshman class to at least 700. Despite a slight drop this past fall, CBS saw growth over the fall 2020 numbers in undergraduate enrollment in both new freshmen and new transfers. CBS continues to have higher retention and graduation rates than the University average.

We are committed to identifying and meeting the evolving needs of our undergraduate student body. Over the last year, the college has aimed to enhance the undergraduate experience through investments in curriculum, research opportunities, and financial support. A CBS-appointed task force overhauled the curriculum for our signature first-year program, Nature of Life, to better align timing, resources, and content for the first year and a half of students' transition into the University. The college finalized a biotechnology minor set to launch in fall 2023, a first step in expanding curricular offerings and experiential learning for students interested in pursuing a career in industry. CBS launched a bridge fundraising campaign with two

primary foci: undergraduate research and transfer student scholarships. In FY22, the college offered its first round of transfer student scholarships, and for academic year 2023–24, we will be able to more than double the number of scholarships awarded, resulting in approximately half of our incoming NAS students receiving a CBS two-year transfer scholarship. Through a recurring investment from the college and continued fundraising efforts, we are able to offer fall, spring, and summer cohorts of the Dean’s Research Program, matching approximately 50 students per cohort with faculty labs to conduct research for the first time while earning \$15/hr for up to 20 hours a week for 14 weeks. These efforts support our continued goals of providing a world-class education in biology while seeking to afford all students the opportunity to engage actively in research, career preparation, and exploration, and to do so in an inclusive and welcoming environment.

MPACT action items:

- Commitment 1 – Student Success: Action Items (1.1) – Increase freshman to sophomore retention; Close gaps in retention and graduation rates for BIPOC, underrepresented, and Pell-eligible students
- Commitment 2 – Discovery, Innovation & Impact: Action Items (2.1) – Increase research opportunities for all undergraduate students
- Commitment 5 – Fiscal Stewardship: Action Items (5.1) – Enhance on campus employment opportunities for all students

### 3) Research

**Update to FY23 goal:** With BioMADE intended to serve as a catalyst for the college’s growth in the bioeconomy, the dissolution of that relationship has resulted in a pivot for the college’s ongoing commitment to building industry partnerships and serving as a key stakeholder in biomanufacturing and the University’s bioeconomy efforts. The college is reevaluating investments in workforce development programming and has tabled these efforts for the time being.

**Current priorities:** CBS views the new Microbial Cell Production Facility as a catalyst for growth in visibility for the BioTechnology Institute and the Biotechnology Resource Center, increased revenue, and industry partnerships. The college is also focused on continued partnership with OVPR and securing additional funding from federal funding sources investing in the bioeconomy, including Department of Defense. CBS continues to expand a productive and impressive research portfolio, growing research expenditures by 20% in FY22 to \$34 million in total research expenditures. A few strategic areas of focus for the college currently include moving the needle on research to expand our impact in genomics, biotechnology, inclusive pedagogical methods in STEM, and the environment. A key priority for the college is enhancing the graduate student and postdoc experience as it is a key driver of the research ecosystem in CBS.

MPACT action items:

- Commitment 2.1 – Increase high-impact discovery and scholarship – Target growth for research awards of 5% per year (stretch 7%) for next 5 years; Increase percentage of graduate students and postdocs employed in positions that use their degree
- Commitment 2.3 – Elevate national and international profile and standing while addressing societal needs
- Commitment 2.1 – Advance career outcomes for graduate students and postdocs