Mission and Values Task Force

Members:

Dean Pamela Scott-Johnson (Chair)

Hengchun Ye (Chair, Geosciences)

Dawn A. Dennis (Faculty, History)

Alex Espinoza (Chair, Chicana/o-Latina-o Studies)

Engaging our passions to make the difference in transforming society.

Mission of the College of Natural and Social Sciences



We are *agents of change*, promising to serve and transform greater Los Angeles and the global society through innovative and intentional learning environments, socially conscious and equity-minded civic engagement, and impactful and (inter)disciplinary research.

We are the College of Natural and Social SCIENCES:

***S**cholars who **C**onsciously and **I**ntentionally **E**ngage in **N**ovel, **C**ollaborative, and **E**quity-minded **S**olutions for **S**ocietal Transformation*

We Value

- **Each other**, our students, the community of scholars at Cal State LA, greater Los Angeles, and all who support our mission. We aspire to develop relationships that are inclusive, empowering, and engaging.
- **Scholarship**. We value the pursuit, discovery, and sharing of knowledge and information. We value the integration of knowledge and the excellence in its pursuit transforms our interactions with our learners; impacts our institutions, our scholarly and civic communities; and transforms our region through solution-oriented approaches.
- **Collaborations and interdisciplinarity.** Complex issues require complex solutions. Our individual strengths, added to the strengths of others creates synergies and solutions that change the world.
- **Education**. The learners at NSS and Cal State LA are unique. We appreciate and acknowledge our students, their communities, their global heritage and backgrounds. Our promise of transformation and service can only be completed through our commitm
  instruction that incorporates their lived experiences and expressions int
  interest.

A.G.E.N.T. OF CHANGE
Actively Generating Exceptional New Thinking

We Value

- **Intentionality.** We will be purposeful in developing high quality educational environments that facilitate upward intellectual, social, economic, and political mobility for our students, and the College community.
- **Innovation.** We commit ourselves to focus our energies on, not fighting the old, but building the new. Using the elements around us to use and create knowledge in novel approaches, that benefit our scholarship, teaching and learning, and our service.
- **Equity-mindedness and Inclusion**. We aspire to respect and acknowledge all scholarship, from those who research and publish, to those who focus on pedagogy, to those that support our mission. We aspire to be mindful of and eliminate patterns of unfairness, injustice, and partisanship that create barriers for our students' and our successes. Doing so will be data-oriented, with accountability in reaching our goals.
- **Civic-mindedness.** Our work will impact the world, because our community of Los Angeles reflects the global nature of our world. As scientists and scholars, we take responsibility for engaging our passions to producing work that makes a difference and impacts greater Los Angeles and the world.
- **Transformation** for ourselves and others. Sharing our academic and professional communities which are diverse, transforms Los Angeles and the world; the knowledge created through our communities becomes part of the canons that inform and transform.

A.G.E.N.T. OF CHANGE
Actively Generating Exceptional New Thinking

Main Ideas

- Focus on an inclusive and student-centered learning environment for all.
- Increase partnerships and funding to support scholarship, research and creativity, workforce access, and other economic opportunities that are both local and global.
- Cultivate our unique talents with intentionally-designed curricular and meaningful engagements.
- Prepare leaders that will transform the professions and community through mentoring and strategic planning.
- Support social/emotional, economic, and professional development of members of our community.
- Increase our global presence.



Strategy #1: Focus on an inclusive and student-centered Learning environment for all.

Action Step/Result	**Date**	**Responsibility**
Develop a taskforce to develop metrics for student-centered learning (e.g., define, identify best practices, identify training needs of faculty/instructional personnel) a. Diversity curriculum and para-curricular activities 1. Focus on curriculum that would support students participating in internships with employers (e.g., corporations, non-profits, government agencies) 2. Develop internal and external summer research opportunities for students	May 1	Faculty Committee established through "calls for participation"
Increase outreach programs that would better prepare and support under-represented and under-served students a. Assess current outreach activities within each department b. Develop a comprehensive outreach strategy c. Establish a funding stream to support faculty, high school and middle school teachers and student participation in outreach	August 2018 (Development) Jan 2019 (funding)	Associate Deans, OSPa, Unvieristy Outreach and Engagement
Broaden the entrepreneurial aspects or growth opportunities for the College (e.g., GIS Certificate, Cultural Resources Management Program, Science Management Executive Program, Non-profit and Social Justice Certificate in Environmental Studies, NSS Citizen Scientists) a. Assess interest b. Identify committee		
Create and strengthen the overall learning environment for students through more effective utilization of space on student learning and success a. Increase student collaboration and seating b. Assess student seating on learning (develop assessment)	May	

Strategy #2: Increase partnerships and funding to support scholarship, research and creativity, workforce access, and other economic opportunities that are both local and global.

Action Step/ResultACS	**Date**	**Responsibility**
Showcase (provide visibility) faculty research, and strengthen support at all levels (e.g., ORSCA and College) a. Feature faculty on NSS website b. Establish Alumnae Showcase Events (faculty talk) c. Newsletter (online) d. Annual Report – "State of the College"	Quarterly	Communication Specialist, DOD, Dean, and Faculty
Diversify the faculty by creating teaching faculty within the lecturers (that could support tenure faculty both in classroom and on research endeavors) a. Identify and increase disciplinary relationships that focus diversity within the fields (e.g., EDGE Program; FASEB Diversity in Science Program; National Postdoctoral Association, Diversity Committee; ACS Women in Chemistry; ChemDiversity and NOBCCHE; American Psychological Association	June 1	Scott-Johnson, Department Chairs, Vice Provost for Diversty
Develop NSS Advisory Board to bring visibility to faculty research, connect students and faculty to business, government, and philanthropic organizations	May 1	DOD, Dean, and Advancement
Establish 2 *endowed professorships* – one in the natural sciences and one in the social sciences a. Rotating position to bring in top scientists, government officials, philanthropist to the College	Developing;	DOD, Dean, and Advancement
Create signature events to showcase college's students a. Honors' Convocation b. Preview Day c. *Science Matters* Banquet		

Strategy #3: Cultivate our unique talents with intentionally-designed curricular and meaningful engagements.

Action Step/Result	**Date**	**Responsibility**
Establish Corporate/Faculty Research Program a. Develop relationships with corporations. Strengthen and formalize mentorships for students. 1. Pharmaceuticals, cosmetics, food companies, governmental agencies, non-profits, technology) b. Develop peer-to-peer program with senior and freshman students	August 1	Dean, DOD, Faculty Scholars, Career Center
Create an Office for Student Internship and Engagement		
Increase students' competitiveness in the marketplace by supporting their graduation in 4 years		
Broaden faculty base to support increasing support/mentoring support a. Work with FERP Faculty		
Utilize CIRP data to identify key areas based on students' intentions for enrolling in college a. a. Intentionally design components of course that increase written communication and quantitative literacy		Chairs and Institutional Effectiveness

Strategy #4: Support a productive, dynamic, and collaborative faculty that articulates model of student engagement in research endeavors and training

Action Step/Result	**Date**	**Responsibility**
Provide meaningful incentives to increase and maintain external research that includes students a. Increase the number of research supplements and undergraduate research funds b. Development of corporate partnerships		
Establish a Center for Faculty Research Synergy and Collaboration a. Increase NSS student aboard through integrated course work and travel (Mosaic) b. Identify clusters in hiring to develop faculty synergies (e.g., Environment (Marine/Ocean; Urban Landscapes), Social Justice, Quantitative Reasoning and Analyses)	August (idenfy committees and establsih ledership)	Association Dean, Faculty Clusters, PaGE Study Abroard Office
Establish Research and Scholarship Committee a. Establish and expand seed funding	Funding cycle (3x annually)	Committee Chairs
Utilize findings from research funds on training to improve curriculum		

Strategy #5: Support social/emotional, economic, and professional development of members of our community.

Action Step/Result	**Date**	**Responsibility**
Develop mechanisms to reward *outstanding* work (e.g., faculty at all levels and staff)		
Develop coordination and training for all instructional personnel a. Specialize training to support teaching and learning b. Develop career planning for staff in the college so they could move from one level to another (e.g., from ASA I to ASA II or ASC)		
Establish social event or ways to gather personnel in the college	Annually (Dec)	Coordinators / Faculty (Committee)
Foster an appreciation for interdisciplinary learning, research, and pedagogy. (Our disciplines can and always will stand alone. However the economic, social, and political dynamics of this world is changing daily; to adapt to this and leave an imprint on this world, NSS needs to work across the discipline to prepare our students for real world experience. Our theories and research will make a more meaningful impact on our students if we invoke praxis.)	Annually (May)	NSS Steering Committee
Invest in faculty research and scholarship that is synergistic, collaborative, and sustainable a. NSS Research and Scholarship Committee b. Create *centers of excellence* (e.g., Global Excellence, Quantitative Reasoning, Spatial Analyses and Sensors) that are endowed		
Identify space, equipment, and budget to facilitate faculty engagement		Associate deans, chairs, Dean, and Academic Affairs

Education Task Force

Members:

- Libby Lewis, Chair
- Edward Eivers, Co-Chair
- Bill Bollinger
- Gilbert Garcia
- Wendy Layco
- Aaron Ledesma
- Michelle Lovasz
- Luis Nuno
- Pamela Regan
- Jillian Tromp
- Candice Varnado

Distinctive Capability

NSS provides an educational foundation enriched by the diverse sociocultural experiences of our community, global learning, collaborative projects, theoretical and practical expertise, that motivates student success

Measures

- Measure 1: **Global fluency**: Recurring NSS wide survey to assess the global fluency of our students
- Measure 2: **Senior level courses**: Assess the impact of newly developed courses (student surveys, feedback from partners, rubric evaluating e-portfolios quantitively)
- Measure 3: **Bottleneck course reduction**: Assess the outcomes of, hybrid course offerings, peer mentoring/supplemental instruction, increasing course offerings, changes to pre-reqs
- Measure 4: **Interdepartmental Courses**: Assess the scope and type of courses offered, what worked and what didn't. Assess student self reflection of the experience
- Measure 5: **NSS lecture series**: Over time assess the growth of the series network, participant involvement, quality of presentations, awareness in the community

Strategies

- **Strategy 1:** Educate students in global fluency
- **Strategy 2:** Create a senior level course in all departments "capstone/culminating experience"
- **Strategy 3:** Identify bottleneck courses as roadblocks to graduation
- **Strategy 4:** Development of more interdepartmental themed curriculum
- **Strategy 5:** Create alumni-network NSS lecture series open to campus and community

- **Big Hairy Audacious Goal (BHAG):** Establishment of a peer-reviewed Cal State LA Student NSS journal

Action step/Result: Bottleneck courses
Count numbers of hybrid courses offered now and in 3 years Incentivize faculty to redesign bottle neck courses into hybrid courses Strategical incentivize senior undergraduate and grad students with seed investment for peer mentoring support Survey departments with courses with high DFW rates, are correct pre-reqs enforced, does a course need a pre-req Incentivize Los Angeles wide area colleges and universities to establish a LA area consortium of course offerings to allow our students to take low enrollment/cancelled courses not offered at CSULA

Action step/Result: Senior level courses
Survey departments already offering senior level/capstone courses, what works/what doesn't Identify departments that would like to participate in developing senior courses such as, research experiences, internships, capstone courses etc…. Incentivize faculty with course release time to help develop senior level courses Have departments reach out to the center for engagement service and the public good to build partnerships with community organizations to facilitate student internships etc….

Scholarship Task Force

Members:

- Yong Ba
- Ana Fernandez
- Nate Lanning
- Nancy McQueen
- Anthony Ratcliff
- Carol Roberts-Corb
- Melody Singleton
- René Vellanoweth

Distinctive Capability

NSS develops locally engaged and globally minded scholars. We foster inclusion, diversity, equity, and community involvement; innovative and transformational social and scientific teaching and learning; discipline-specific and interdisciplinary research, scholarship, and creative activities on the natural world and the human condition.

Measures

- Assess:
  - the number of students involved in faculty-led research, scholarship, and creative activities.
  - the number of research/scholarship-related grants, and federal, foundation and philanthropic awards, and the level of funding, to students and faculty.
  - the amount and level of involvement in community-engaged activities.
  - the number and quality of scholarly presentations and publications by students, faculty, and staff.
  - the proportion of courses integrating innovative and transformational teaching and learning into the course content.
  - student job placement rates in their discipline or related fields.
  - the number of students gaining entrance into higher educational programs.
  - the proportion of NSS students across demographics directly involved in research and scholarship, with specific emphasis on identifying the number of historically underrepresented students included.

Strategies

1. Support discipline-specific and interdisciplinary faculty, graduate, and undergraduate basic and applied research programs.
2. Encourage community-based and social justice-oriented research.
3. Engage in research, scholarship, and creative activities that apply to real-world issues.
4. Recognize and award faculty and students for scholarly and creative activities.
5. Curricular integration of participatory, high-impact learning practices as individual or course-based research experiences.
6. Develop and promote accessible mechanisms of disseminating the results of scholarly and creative activities.
7. Increase student participation in research, scholarship, and creative activities.
8. Develop and promote robust internship opportunities for students on campus, in the community, and world-wide.
9. Big Hairy Audacious Goal (BHAG): Institute a 3-3 workload for research active faculty.

STRATEGY # 1: Support discipline-specific and interdisciplinary faculty, graduate, and undergraduate basic and applied research programs		
Actions	Timeline	Responsibility
1. Educate students about distinct research opportunities through the Introduction to Higher Education course	Ongoing	NSS 1001, Advisement Center, NSS Resource Center
2. Support grant writing activities to bring more external research funding to support student research programs	Ongoing	ORSCA, NSS, Resources Committee
3. Create a user-friendly campus webpage or other medium through which faculty can advertise/list open research positions/projects	2018-2019	Communications Specialist, Departments, Faculty
4. Promote an environment which recognizes the important value of faculty-led student scholarship	Ongoing	All
5. Create and enhance collaborations with R1 institutions with the view of developing our students into prime candidates for their graduate programs	Ongoing	Faculty
6. Provide 'bridge-funds' to faculty who desire to be research-active but are between or lack external funds	2018-2019	NSS, Resources Committee, University
7. Work closely with CSULA ORSCA to support and enhance technology transfer	Ongoing	ORSCA, Faculty
8. Develop the appropriate space required to support research and scholarly work	Ongoing	NSS, University
9. Provide appropriate start-up funds for new faculty	Ongoing	NSS, University Departments
10. Provide appropriate amount of indirect costs from extremal funding to support maintenance of research infrastructure and instruments.	Ongoing	NSS, University, Departments

STRATEGY # 2: Encourage community-based and social justice-oriented research		
Actions	Timeline	Responsibility
1. Leverage alumni contacts to identify and develop these opportunities	Ongoing	Director of Development, Communications Specialist, Faculty
2. Promote collaborative or team-based research/scholarship through mini-grants	2018-2020	NSS, Resources Committee
3. Facilitate ORSCA contact with students regarding opportunities	Ongoing	ORSCA, NSS 1001, Faculty, Departments
4. Develop summer workshops which engage high school and college students with our scholarship	2018-2020	Departments, Faculty
5. Seek community-based and social justice-oriented grant/contract support projects	Ongoing	Faculty
6. Encourage student social activities to disseminate awareness of social, environmental, and health issues impacting both local and global populations	Ongoing	Students, Student Affairs Committee, Advisors

STRATEGY # 3: Engage in research, scholarship, and creative activities that apply to real-world issues		
Actions	Timeline	Responsibility
1. Highlight relevant NSS ongoing projects and promote projects that extend from or relate-to these issues	Ongoing	Communications Specialist, NSS, Departments
2. Incorporate current real-world issues into curricula and provide release time and resources to develop scholarly and creative activities that address these issues	Ongoing	Faculty, NSS
3. Recognize and build upon the strengths and experiences of our students to prepare them to successfully navigate the professional world	Ongoing	Faculty, Advisement Center, CETL

STRATEGY # 4: Develop and promote accessible mechanisms of disseminating the results of scholarly and creative activities		
Actions	Timeline	Responsibility
1. Community events showcasing NSS/CSULA scholarship. Develop our own and/or participate in existing events	Ongoing	Faculty, Communications Specialist, Director of Development
2. Regularly highlight research accomplishments on website	Ongoing	Communications Specialist, Departments, Faculty
3. Create internal NSS scholarship publication	2018-2020	Communications Specialist, NSS, Steering Committee
4. Support for hosting regional or national research symposia/conferences	Ongoing	NSS, Resources Committee Faculty, Departments
5. Support student, faculty, and staff travel for attending national conferences	Ongoing	NSS, Resources Committee, University
6. Financially support publications in internationally-recognized journals	Ongoing	NSS, Departments

STRATEGY # 5: Recognize and reward students and faculty for scholarly and creative activities		
Actions	Timeline	Responsibility
1. Develop annual NSS Outstanding undergraduate researcher award	2018-2019	NSS Student Affairs Committee
2. Develop annual NSS emerging scholar award(s) for students	2018-2019	NSS Graduate Affairs Committee
3. Develop annual Outstanding faculty research and scholarly activities awards for Natural Sciences faculty Social Sciences faculty	2018-2019	NSS Faculty Affairs Committee
4. Highlight outstanding student scholars at graduation	2018-2019	NSS, Student Affairs Committee
5. Highlight research and creative activities in NSS publication (see Strategy 4)	2018-2020	Communications Specialist, NSS Steering Committee

STRATEGY # 6: Increase student participation in research, scholarship, and creative activities		
Actions	Timeline	Responsibility
1. Implementation 3-3 workload for research-active faculty (BHAG)	2018-2020	All
2. In line with Strategy 1, promote awareness for student opportunities	Ongoing	Communications, Faculty, Departments
3. Integrate training on communicating and translating research and scholarship for diverse audiences	Ongoing	Faculty
4. Promote academic entrepreneurship by teaching students how to translate their scholarly work into positions in policy work and corporate social responsibility work	Ongoing	Faculty
5. Increase opportunities for students from historically underrepresented backgrounds to engage in meaningful research activities	Ongoing	Faculty, Departments, NSS

STRATEGY # 7: Curricular integration of participatory, high-impact learning practices as individual or course-based research experiences		
Actions	Timeline	Responsibility
1. Provide release time to develop these courses	Ongoing	NSS, Departments
2. Encourage participation in national conferences that showcase/teach these methods	Ongoing	NSS, Departments, Faculty
3. Capstone courses which apply scholarship in respective departments	Explore 2018-2020	Departments, Educational Policy Committee
4. Provide NSS Departments and faculty with CUREnet resources and similar programs related to other NSS disciplines	2018-2019	Departments, NSS, Faculty
5. Promote related workshops and curricula from National Center for Science and Civic Engagement	Ongoing	Departments, NSS, Faculty
6. Provide resources specifically for faculty attendance at CURE-based and similar workshops and meetings	Ongoing	NSS, Departments

STRATEGY # 8: Develop and promote robust internship opportunities for students on campus, in the community, and world-wide		
Actions	Timeline	Responsibility
1. Create a website promoting relevant external internship opportunities	2018-2019	NSS, Communications Specialist
2. Leverage alumni contacts to identify these opportunities	Ongoing	Communications Specialist, Development Director
3. Proactively develop relationships with area businesses, institutions, community organizations, and other entities which can support appropriate internships	Ongoing	Development Director, Faculty

BHAG: Institute a 3-3 workload for research active faculty		
Actions	Timeline	Responsibility
1. Develop equitable S-factor policy	2018-2019	All
2. Provide RT matches for externally funded scholarship	2018-2019	All

People Task Force

Members:

- Cheryl Koos (Chair, NSS Associate Dean)
- Nancy Verduzco (Vice-Chair, ANTH Grad Student)
- Maria Anzaldo (Staff, NSS Advisement Center)
- Dawn Dennis (Faculty, History)
- Gabriela Fried-Amilivia (Faculty, Sociology)
- Siegrun Freyss (Emerita Faculty, Political Science)
- Christopher Johnson (Student Affairs)
- Vicki Kubo-Anderson (Staff/Faculty, MORE/Chemistry & Biochemistry)
- Rosemarie Rodriguez (Staff, Sociology)
- Susan Terebey (Faculty, Physics and Astronomy)

Distinctive Capability

NSS is a diverse academic community that is inclusive, accessible, and welcoming. It encourages personal and professional growth, and empowers its members to actively transform our educational and working environment.

Measures

- Measure 1: Increase in job satisfaction.
- Measure 2: Increase in recruitment, retention, and quantity of diverse faculty and staff.
- Measure 3: Improvement in graduation rates of NSS students
- Measure 4: Strengthened identity as a college.
- Measure 5: Increase in trust and collegiality across staff, faculty, students and administrators.
- Measure 6: Improvement in department/office working environment.

Strategies

- Strategy 1: More hiring; recruit and retain a diverse faculty and staff that reflects our students' needs.
- Strategy 2: Invest in professional development for staff and faculty across rank to increase job performance and satisfaction.
- Strategy 3: Create an integrated and communication-oriented organizational culture to promote inclusion and transparency.
- Strategy 4: Empower faculty and staff as proactive agents of change in their work environments.
- Strategy 5: Practice a consultative, goal-oriented, and developmental evaluation and reflection process for staff and faculty.

Big Hairy Audacious Goal (BHAG)

- Create the NSS Center for Student Excellence

STRATEGY # 1: More hiring; recruit and retain a diverse faculty and staff that reflects our underrepresented students' needs.		
Actions	Timeline	Responsibility
1. Increase tenure-track faculty and staff hiring	Ongoing	Provost, Dean
1. Utilize best practices as outlined in Faculty Affairs recruitment procedures (i.e. active recruitment strategies including outreach to doctoral programs with higher concentrations of underrepresented students and faculty; recruit faculty with experience serving our underserved student populations with strong research and scholarly activities.) a) Use equity-minded approach to hiring (examining unconscious/implicit bias, etc) b) Structure campus recruitment visits to highlight college synergies	Ongoing	Dean Chairs Hiring Committees Faculty Faculty Affairs
2. Obtain and keep data on faculty retention (exit interviews, surveys) for evidence-based decisions	TBD	Deans Deans' Staff Chairs/ASC's
3. Develop structured mentoring programs and resources: a) College-wide new probationary faculty mentor orientation b) Mentoring of new tenure-track faculty (college and department-level) c) NSS new probationary faculty orientation d) Monthly gatherings/workshops e) Mentoring of new lecturers through training and development f) Development of lecturer/new probationary tenure-track faculty handbooks	Ongoing	Deans Chairs Faculty Staff
4. Active department outreach to area doctoral programs and community colleges to recruit lecturer faculty; outreach to community colleges to facilitate student transfers	Ongoing	Chairs Advisement Center
5.Develop visiting scholar, visiting assistant professor, and post-doctor teaching opportunities to attract underrepresented faculty	TBD	Provost, Deans Chairs. Faculty

Measures:

Measure 1: Increase in job satisfaction by increasing staff and tenure-track faculty hires for more equitable workloads, preventing attrition and burnout
Measure 2: Increase in recruitment, retention, and quantity of diverse faculty and staff
Measure 3: Improvement in graduation rates of NSS students by meeting underrepresented students' needs through effective pedagogy.
Measure 5: Increase in trust and collegiality across staff, faculty, students and administrators through more diversity and inclusion.
Measure 6: Improvement in department/office working environment through more equitable workloads, preventing attrition and burnout.

STRATEGY 2: Invest in professional development for staff and faculty across rank to increase job performance and satisfaction.

Actions	Timeline	Responsibility
1. Support for faculty development in pedagogy (CETL, campus/college-based teaching-oriented colloquia and symposia, webinars)	Ongoing	Deans, Chairs, Faculty, CETL,
2. Support for faculty development in disciplinary research and conferences (tenure-line) and currency in the field (lecturer, including research-oriented colloquia and symposia on campus)	Ongoing	Deans, Chairs, Faculty, Office of Graduate Studies, ORSCA, AVP for Research
3. Access to professional development of communication and interpersonal skills (faculty/chairs/staff)	TBD	Deans, DSSA, Fiscal Manager
4. Development for professional advancement for staff, chairs, mid-career faculty, MPPs	Ongoing	Provost, Deans, Chairs, AVP Faculty Affairs, DSSA, Fiscal Manager, HRM
5.Leverage campus resources for professional development, i.e. Library, Office for Diversity and Engaged Learning, CETL, CAPS, Health Center, Student Affairs, Director for Strategic Planning and Quality Improvement)	Ongoing	Deans, DSSA, Fiscal Mgr, Library, Office for Diversity and Engaged Learning, CETL, CAPS, Health Center, Student Affairs, Director for Strategic Planning and Quality Improvement)

Measures:

Measure 1: Increase in job satisfaction through training and development in relevant skills and aptitudes
Measure 2: Increase in recruitment, retention, and quantity of diverse faculty and staff through growth and development
Measure 5: Increase in trust and collegiality across staff, faculty, students and administrators-- better equipped faculty and staff will work together
Measure 6: Improvement in department/office working environment through better skilled, confident staff and faculty

STRATEGY 3: Create an integrated and communication-oriented organizational culture to promote inclusion and transparency.		
Actions	Timeline	Responsibility
1. Encourage and practice effective transparent decision-making at all levels through open communication and effective dialogue.	Ongoing	All
2. Enhance college-level social media presence and website content a) Utilize Facebook, Twitter, Instagram, Snapchat a) Utilize YouTube videos and channels for initiatives and outreach	Ongoing	NSS Communications Specialist, NSS ITS,
3. Establish student-oriented college e-newsletter a) Spotlight student achievements b) Feature internship and community service opportunities	TBD	NSS Communications Specialist, Chairs, Faculty
4. Expand Advisement Center e-newsletter a) Spotlight student success tools b) Spotlight important dates c) Spotlight departments and faculty	Ongoing	Advisement Center Retention Workgroup
5. Institutionalize faculty and staff college e-newsletter(s) a) Spotlight professional and community service b) Increase social media presence c) Create and encourage dialogue opportunities (Letters to the Editor, for example)	Ongoing	NSS Communications Specialist, faculty, staff
6. Encourage increased department and Advisement Center use of social media and newsletters	Ongoing	Advisement Center, Departments

Measures:

Measure 1: Increase in job satisfaction with more access to information and more cohesion
Measure 3: Improvement in graduation rates of NSS students due to better informed staff and faculty
Measure 4: Strengthened identity as a college through creation of communication platforms
Measure 5: Increase in trust and collegiality across staff, faculty, students and administrators
Measure 6: Improvement in department/office working environment through better communication and sharing of information

STRATEGY 4: Empower faculty and staff as proactive change agents in their work environments.		
Actions	Timeline	Responsibility
1) Implement a culture of continual process improvement, e.g. obtaining periodic feedback (all-level climate surveys, for example) to inform improvements	Ongoing	Deans, Fiscal Mgr, DSSA, Chairs, Staff, CETL, ITS,
2) College recognition of excellence in faculty and staff performance: a) College-based awards for excellence in teaching, research, and service (tenure-track) b) College-based awards for outstanding lecturers (social science/natural science) c) College-based award for staff excellence	TBD, 2018-19	Deans, Fiscal Mgr, DSSA, Faculty
3. Recognition and validation of faculty and staff contributions to college/department/community service	TBD	Deans, Fiscal Mgr, DSSA, Chairs
4. Sponsor annual college mixer for staff, faculty, administrators	2016-17	Deans' Office
5. Expand yearly "All-College Meeting" to all staff and faculty	2016-17	Steering Committee, Dean
6. Increase access to professional development	Ongoing	Deans, DSSA, Fiscal Mgr

Measures:

Measure 1: Increase in job satisfaction through validation and recognition of work, staff/faculty input
Measure 2: Increase in recruitment, retention, and quantity of diverse faculty and staff –faculty and staff with agency tend to be happier and retained with more frequency
Measure 4: Strengthened identity as a college through recognition and inclusion.
Measure 5: Increase in trust and collegiality across staff, faculty, students and administrators through inclusion and communication.
Measure 6: Improvement in department/office working environment – empowered employees are more collegial.

STRATEGY 5: Practice a consultative, goal-oriented, and developmental evaluation and reflection process for staff and faculty.		
Actions	Timeline	Responsibility
1. Training for supervisors in developmental evaluation, utilizing HRM as a resource.	Ongoing	Deans, Chairs, DSSA, Fiscal Mgr, HRM
2. Workshops for faculty (all ranks) and staff to aid in preparing for the evaluation process	Annual	Deans, DSSA, Fiscal Mgr, Chairs, Faculty Affairs
3. Develop annual planning process for faculty and staff; determine professional goals, assistance and training needed through pre-evaluation planning	Annual	Deans, DSSA, Fiscal Mgr, Chairs, Faculty Mentors,
4. Mentoring program for lecturers and probationary tenure-track faculty focusing on the evaluation process.	Ongoing	Deans, Chairs, Dept Personnel Committees
5. Explore feasibility of Individualized Success Plans at the college level for staff based on dialogue between staff and supervisor.	TBD, 2018-19	Deans, DSSA, Fiscal Mgr, Chairs, Staff representatives

Measures:

Measure 2: Increase in recruitment, retention, and quantity of diverse faculty and staff through developmental not punitive or box-checking evaluation
Measure 5: Increase in trust and collegiality across staff, faculty, students and administrators through positive reinforcement and development
Measure 6: Improvement in department/office working environment – less anxiety about work environment when employees feel encouraged and have goals.

Big Hairy Audacious Goal (BHAG):
Create the NSS Center for Student Excellence as a service and resource hub for our students. It will house NSS transfer student resources, provide information on undergraduate research opportunities, career and internship opportunities, study abroad, funding for campus-based, national, and international scholarships, and mentorship opportunities.

Actions	Timeline	Responsibility
1. Explore development opportunities to establish center and fund initiatives (staff funding, study abroad, undergraduate research, career/internship opportunities, mentor program,	TBD	NSS Development Director, Deans, Chairs, Faculty
2) Hire CSE staff coordinator	TBD	Deans, Fiscal Mgr
3) Leverage campus partnerships for CSE initiatives: Advancement, NSS Advisement Center, Undergraduate Studies, ORSCA, Career Development Center, Office of National and International Scholarship and Fellowships, Center for Engagement, Service, and the Public Good, Student Affairs, Dreamers Center	TBD	Deans, Development Director, Communications Specialist, DSSA, Advisement Center Workgroups

Measures:

Measure 3: Improvement in graduation rates of NSS students through access to high impact practices
Measure 4: Strengthened identity as a college for students

External Relations Task Force

Members:

- Emily Ramirez
- Marla A. Parker
- Wai Kit Choi
- Patrick Lynch
- Alex Espinoza
- Hengchun Ye
- Maria Ubago
- Bill Taylor

Distinctive Capability

In partnership with our external community, College of NSS creates reciprocal relationships with alumni, public, and private sectors, outside academic institutions and other community stakeholders to leverage science for positive social change that will impact both CSU-LA and the Greater Los Angeles community.

Strategies

STRATEGY 1: Transform Cal State L.A into a network with multi-sectoral stakeholders able to provide entrepreneurial opportunities for students, faculty and staff.

STRATEGY 2: Work closely with the Career Development Center, Center for Innovation and Business and Alumni Relations to ensure community stakeholders have consistent connection with faculty, staff, and students, and normalize explicit professional development as part of core curriculum.

STRATEGY 4: Increase Alumni Participation through a wide scope of programs, consistent outreach and communication and philanthropic opportunities.

STRATEGY 4: Connect media stakeholders (e.g. reporters, web content creators, podcast hosts) with faculty experts concerning a range of leading issues including LA based youth/student activism, food insecurity, and fostering critical pedagogy in public education.

Measures

- MEASURE 1: Number and quantified value of collaborations with entities and people outside and on campus;
- MEASURE 2: Number of alumni programs offered and percentage of alumni attending these activities;
- MEASURE 3: Number and cost of donations from external partners;
- MEASURE 4: Number of views/hits on social media links/podcast features;
- MEASURE 5: Level of socially conscious, equity-mindedness and civic engagement among students, faculty and staff;
- MEASURE 6: Levels of contribution by students, faculty and staff to their communities (e.g. number of jobs they may provide through entrepreneurial endeavors); and
- MEASURE 7: Number of jobs attained by student that align with degree.

Big Hairy Audacious Goal (BHAG)

- ***Transform Cal State LA into critically acclaimed, rich source of students who go on to be world leaders, and go-to global innovators that impact the Greater LA area and beyond.***

STRATEGY # 1: Transform Cal State L.A into a network with multi-sectoral stakeholders able to provide entrepreneurial opportunities for students, faculty and staff

Actions	Timeline	Responsibility
1. Enhance media mechanisms (e.g. social media platforms and website) to highlight student and faculty work and specifically indicate how external partners can be helpful. 1b. Invite partners to have relevant events on campus	Ongoing	Communications Alumni Relations
2. Develop appreciation events and mechanisms for partners and donors.	Ongoing	Marketing Alumni Relations
3. Create a high profile faculty service liaison position in each department that would involve relationship building with business stakeholders (including alumni and non-alumni)	Ongoing	All
4. Create a maker space within each department of NSS to encourage entrepreneurship and innovation.	Academic Year	Faculty
5. Encourage students, faculty and staff to partake in external and internal competition opportunities focused on cross-discipline and organizational collaboration (e.g. Mayor's Cup, LA2050, LA Business Pitch).	As available	Faculty Students Staff
6. Create a presence in DTLA that facilitates interaction of alumni within the CSU-LA space, which can help them be more connected to and vested in CSU LA activities (e.g. create a California Club).	Ongoing	Marketing Alumni Relations

Measures:

MEASURE: Number and quantified value of collaborations with entities and people outside and on campus.
MEASURE: Number and cost of donations from external partners.

STRATEGY 2: Work closely with the Career Development Center, Center for Innovation and Business and Alumni Relations to ensure community stakeholders have consistent connection with faculty, staff, and students, and normalize explicit professional development as part of core curriculum.		
Actions	Timeline	Responsibility
1. Invite CDC, CEI, alumni and representatives from organizations to briefly speak to classrooms about professional development and job opportunities.	Academic Year	CDC Faculty CEI
2. Pursue RFPs for community work that can be incorporated into curriculum and create entrepreneurial maker spaces (either virtual or physical) for each department to foster entrepreneurship and innovation that can be incorporated into curriculum.	Ongoing	Faculty CEI
3. Incorporate work-for-credit arrangements into the curriculum across all NSS disciplines and create partner based curriculum (where applicable).	Academic Year	Faculty Administration CEI CDC
4. Develop college advisory board that includes alumni industry	Ongoing	Administration
5. Encourage faculty to have job talks as part of curriculum delivery	Academic year	Faculty

Measures:

MEASURE: Number of jobs attained by student that align with degree.

Strategy 3: Increase Alumni Participation through a wide scope of programs, consistent outreach and communication and philanthropic opportunities.		
Actions	Timeline	Responsibility
1. Highlight alumni relationships and activity via media platforms (e.g. send out alumni newsletter and highlight strong alumni donors with events).	Ongoing	Alumni Relations Marketing
2. Partner with alumni to offer internship opportunities to students.	Ongoing	Alumni Relations CDC
3. Establish alumni mentoring program that connects students with former students	Ongoing	Alumni Relations

Measures:

MEASURE: Number of alumni programs offered and percentage of alumni attending and participating in these activities.

STRATEGY 4: Connect media stakeholders (e.g. reporters, web content creators, podcast hosts) with faculty experts concerning a range of leading issues including LA based youth/student activism, food insecurity, and fostering critical pedagogy in public education .		
Actions	Timeline	Responsibility
1. Create a podcast where expert faculty address leading community issues	2018-2019	Faculty Public Affairs/Communications
2. Set up partnerships for features on other prominent media platforms for conversations from student leaders/faculty on these issues as well as CSULA's role in creating innovative solutions	Annual & Quarterly	Public Affairs
3. Offer NSS as a site for community activities with media traction (e.g. political debates, community engagement activities	Ongoing	Public Affairs
4. Maintain consistent upkeep with popular social media platforms (e.g. Instagram, Twitter, Snapchat etc.)	Ongoing	Faculty Marketing

Measures:

MEASURE: Number of views/hits on social media links/podcast features.

Big Hairy Audacious Goal (BHAG):

Transform Cal State LA into critically acclaimed, rich source of students who go on to be world leaders, and go-to global innovators that impact the Greater LA area and beyond.

Actions	Timeline	Responsibility
1. Create more opportunities through alumni as well as internal and external organizations for students, faculty and staff to connect the classroom and research space with real-world activities in the short term and long term.	Ongoing	ALL
2. Make NSS an attractive partner to collaborate with and invest in because it is evident that partners and donors are valued and a return will be realized because of the resources they provide.	Ongoing	ALL
3. Promote NSS as a significant source of innovation, action, intellectual prowess and community improvement.	Ongoing	ALL

Measures:

MEASURE: Level of socially conscious, equity-mindedness and civic engagement among students, faculty and staff.
MEASURE: Levels of contribution by students, faculty and staff to their communities (e.g. number of jobs they may provide through entrepreneurial endeavors).

Internal Operations Task Force

Members:

- William Wimberley, Co-Chair; Chemistry and Biochemistry
- Amy Miller, Co-Chair; NSS
- Katie Dingeman; Sociology
- Bianca Guzman; Chicana/o and Latina/o Studies
- Tommy Luong; NSS
- Alison McCurdy; Chemistry and Biochemistry
- Leda Ramos; Chicana/o and Latina/o Studies
- Susan Saul; Anthropology

Distinctive Capability

NSS Internal Operations provides effective and transparent support systems within shared governance that is inclusive and participatory to support the College of Natural and Social Sciences.

Measures

1. Support

- RTP Criteria redefined and expanded. Update and review of files is available electronically.
- Number and diversity of hires.
- Greater availability of research and internships.
- Unpaid labor is reduced.

2. Space and facilities:

- Overcrowding and bottlenecks reduced or eliminated.
- Equitable redistribution of existing facilities, such as office space and labs.
- Classroom functionality and aesthetics.
- Facility upgrades for more healthy environment.

3. Participatory Culture

- Monitor perception through focus groups and/or surveys.
- Quantify the number of meetings and attendance.
- The inclusion of part time faculty and staff.

4. Communication

- Improved communication between NSS and Departments.
- Websites are consistent across departments and up to date with info regarding events, research and internships positions, alumni outreach, and employment opportunities.
- The number of hits on YouTube, etc

Strategies

1. **Provide support of NSS Strategic Plan initiatives and other NSS initiatives.**
2. **Make best use of our space and facilities. Address highest priority needs equitably.**
3. **Improve NSS Culture & Morale.**
4. **Support more effective communication within NSS and between NSS and stakeholders**.

STRATEGY 1: Provide support of NSS Strategic Plan initiatives and other NSS initiatives		
Actions	Timeline	Responsibility
A. Produce streamlined and well-defined policies for RTP.		
1. Purchase software to make RTP an electronic process	Ongoing	College Faculty Affairs Committee and UNIV Faculty Affairs Committee
2. Produce clearly defined standards for achievement of different levels for Categories A, B, C for retention, tenure, and promotion (i.e. how many publications, how many committees, advisement time, etc.)		Departments, Dean
B. Ensure equitable and reliable administration of S-factor.		
1. Rewrite the policy manual for S Factor course.	TBD	
C. Increase the number and diversity of full time faculty.		
1. Assessment of staff hiring needs in the college and within departments.	TBD	Departments, college
2. Compete with the other colleges for the Presidents "50 new hires per year".	Ongoing	Departments, college
3. Use networking and advertising targeted to increase the diversity of new hires.	Ongoing	Departments
D. Reduce unpaid "labors of love" in research, advising, mentoring, etc.		
1. Identify potential sources of flexible funding within departments and college.		Departments, College, CRC
2. Set up guidelines for distribution of funds.		CRC
3. Advocate for university discretionary funds.		Dean

STRATEGY 2: Make best use of our space and facilities. Address highest priority needs equitably.		
Actions	Timeline	Responsibility
A. Build additional facilities or obtain mobile lab spaces to reduce overcrowding (esp. in natural sciences)		
1. Identify areas for new construction, for example former Bio Science garden, parking lot behind Health Center, or adding 4th floors to Annenberg Sciences Complex. 2. Compare prices of new construction to modules. 3. Lobby the Provost Office for money and space to rent the mobile labs for our bottleneck courses.	Ongoing	Departments, College, Provost
B. Redistribute NSS space, (i.e. faculty offices and labs to meet changing needs and promote equity across departments.		
1. Review existing space surveys with attention to underutilized space. 2. Determine chain of command for space requests and decision-making. 3. Determine the costs of remodeling labs to convert from one course to another. 4. Prioritize providing all new full time faculty an office. 5. Create spaces to bring together students and faculty within and across departments.		College, Departments
C. Update labs, lecture rooms, and technology		
1. Identify rooms/spaces in need of upgrade and type of upgrades needed. 2. Garner funds to upgrade spaces. 3. Replace chalkboards, blinds, old technology, etc.		Departments, Facilities Facilities
D. Improve health and safety of working spaces / environment		
1. Test “black rubbery soot” in King Hall. 2. Assess health concerns among faculty and staff related to working environment/conditions.		Facilities
E. Improve aesthetics of college to promote a distinctive NSS identity/image		
1. Explore core features of NSS identity/image collaboratively with students, faculty, staff (i.e. town halls, focus groups, surveys). 2. Hire designer / architects to assess and reimagine spaces. 3. Incorporate student voices on how to improve spaces (i.e. surveys, focus group, design competition). 4. Identify space for a community garden to provide fresh food for college/NSS food pantry.		College

STRATEGY 3: **Improve NSS Culture & Morale**		
Actions	Timeline	Responsibility
Move toward a transparent culture in decision making.		
1. Provide clear rationale for decisions	On-going	
Allow more opportunities for participation at department and college levels for faculty (full time and lecturer), staff, and students.		
1. Include part-time faculty and staff in more meetings at department and college level. 2. Increase opportunities for students to interact with the Dean 3. Provide opportunities for faculty and staff to meet with the Dean, Associate Deans, and each other.	On-going On-going On-going	Departments, NSS Dean Departments, NSS
Increase recognition for our faculty, staff, and students		
1. Create events to celebrate the successes of our faculty, lecturers, staff, and students	Yearly	Dean's office

STRATEGY 4: **Support more effective communication within NSS and between NSS and stakeholders**		
Actions	Timeline	Responsibility
A. Strengthen two-way communication in NSS		
1. Provide opportunities for anonymous feedback (i.e. via electronic surveys) 2. Create a Moodle site that we can use to provide updates regarding any polices and procedural changes for our College 3. Dean and Associate Deans attend at least one departmental meeting once a year.	On-going On-going On-going	… Dean's Office Departments, Deans Office
B. Improve NSS and department websites and media		
1. Departments meet with our Communication Specialist regarding their websites 2. Provide training and written procedures on how to update websites. 3. Create a NSS newsletter that highlights all of the accomplishments of our faculty, lecturers, staff, and students.	On-going On-going On-going	Departments, Dean's office, communications specialist

Big Hairy Audacious Goal (BHAG)

(See Strategy 2A, 2B and 2E)
Reduce bottlenecks and overcrowding in the natural sciences through new construction and/or repurposing and remodeling of existing laboratory space.