

INSIGHT, INNOVATION, IMPACT

THE COLLEGE OF SCIENCE 2008–2014 STRATEGIC PLAN

PURDUE UNIVERSITY
COLLEGE OF SCIENCE



Introduction from the Dean

It is with pleasure and pride that we present the Purdue College of Science's 2008–2014 strategic plan. This plan will build upon our traditions and success and, at the same time, create needed mechanisms for change to achieve our important goals.

Our previous strategic plan was notable for establishing a dual focus of disciplinary and multidisciplinary excellence, which is now deeply ingrained in our college culture. The planning process we followed was designed to build on the successes of the previous plan and to be highly interactive and bottom-up, engaging our entire community every step of the way. We took several preliminary measures in preparation with various stakeholder groups before beginning the formal planning process, including conducting focus groups and surveys. Feedback throughout the process helped the steering committee fine-tune strategies.

The planning process was guided by a steering committee, which incorporated input from our pre-planning activities and developed the key goals and characteristics to guide the college for our next six years. Four other working groups, called pillar groups, focused on the specifics of the three traditional hallmarks of a land-grant university — discovery, learning, and engagement — and, in addition, the fourth key area of diversity. The result is a College of Science strategic plan that is fully aligned with the University's *New Synergies* plan. Both contain three main goals: launching tomorrow's leaders, discovery with delivery, and meeting global challenges. Our college plan includes those three goals and, in addition, a fourth goal on building diverse communities of excellence.

We spent the past academic year celebrating the 100th birthday of the College of Science. We are enormously proud of the college's heritage and the significant role it plays in contributing to Purdue's mission as a great land-grant university. We have accomplished great things in the college's first 100 years. Please join with us in the College of Science as we launch this plan for an even more remarkable second century of science.

Jeffrey S. Vitter
Frederick L. Hovde Dean of Science

Jon Harbor
*Associate Vice President for Research 2002–2008
Interim Dean of Science*

Synergies in Science

The College of Science 2008–2014 Strategic Plan

The technologies that drive today's economy — ranging from the Internet and information technology to nanoscience and medical technology — are based on fundamental scientific discoveries made decades ago, sometimes without a hint of practical importance at the time, but always imparting knowledge and understanding about the world around us. What we do now in science is critically important because the basic research and educational system we develop today will be a basis for our future prosperity and livelihood and that of future generations.

This strategic plan is our roadmap for excellence and affirms our determination to retain our top ranking as one of the premier scientific hubs in the world. It represents our commitment to build alliances with our many partners both on and off campus. We will continue to aggressively advance the pursuit of fundamental knowledge and to continue the cycle of insight, innovation, and impact that is so vital for our future.

To develop these synergies, we focus on two overarching strategies — our people and our financial resources. Throughout the plan are strategies that demonstrate our commitment to our greatest resource — our faculty, staff, and students. Whether by providing mentoring, financial support, professional development, or recognition, enabling our people to succeed is a cornerstone of the development of our other goals. We are also focused on further developing our financial resources, including fulfilling our commitment to the University Access & Success campaign. Enhancing the focus on these and thereby increasing the funds available will be critical as we pursue other strategic goals.

Most importantly, this strategic plan reiterates our commitment to our core mission: to provide an exceptional education that prepares students to be tomorrow's leaders; to be a hub of scientific inquiry, discovery, and development; and to serve the state of Indiana, the nation, and the world by providing our expertise. Through synergies in science, we will not only achieve our mission but we will position ourselves to do it better than ever before.

Purdue University Statement of Integrity

At Purdue, integrity is indispensable to our mission. We act with honesty and adhere to the highest standards of moral and ethical values and principles through our personal and professional behavior, in every action and decision. Trust and trustworthiness go hand in hand with how we conduct ourselves, as we sustain a culture that is based upon ethical conduct. We expect our actions to be consistent with our words, and our words to be consistent with our intentions. We accept our responsibilities, share leadership in a democratic spirit, and subject ourselves to the highest standards of public trust. We hold ourselves accountable for our words and our actions.

To ensure our integrity, we safeguard academic freedom, open inquiry, and debate in the best interests of education, enrichment, and our personal and professional development. We embrace human and intellectual diversity and inclusiveness. We uphold the highest standards of fairness, act as responsible citizens, respect equality and the rights of others, and treat all individuals with dignity.

To fulfill our goals as a learning community, we insist that the objectives of student learning are not compromised. We treat all students equitably, and our evaluations of learning achievements are impartial based on demonstrated academic performance. As students, we understand that learning is the most important goal and we embrace ethical values and principles, and reject academic dishonesty in all our learning endeavors. In the realm of new discoveries, we place the highest value upon truth and accuracy. We acknowledge the contributions of others. We place a higher value on expanding and sharing knowledge than on recognition or ownership.

We work diligently drawing from the strong work ethic of our State of Indiana and are committed to always acting in the best interests of the University. We pledge to make wise use of our resources and to be responsible stewards of financial, capital, and human resources. We operate within the letter and spirit of the law and prescribed policies, and strive to avoid impropriety, conflict of interest, and conflict of commitment.

As members of the Purdue community, we demonstrate unyielding and uncompromised integrity in support of the highest standards of excellence for the University. As individuals, we all contribute to this Purdue standard of integrity as an exemplary model for all universities.

Mission

The mission of the Purdue University College of Science is to serve and support the citizens of Indiana, the United States, and the world by building pillars of excellence in the following four areas:

1. **Vibrant learning experiences and environments** that prepare students as technical leaders and lifelong learners and that build the pipeline of scientists and scientifically and globally literate citizens.
2. **Breakthrough discoveries** that contribute new knowledge, fundamental understanding of the world around us, and societal benefit.
3. **Public engagement** that develops a new generation of scientists, informs public policy, and impacts our global society through innovation.
4. **Diverse communities of excellence** that celebrate our multiple backgrounds, cultures, contributions, and strengths.

In its activities, The College of Science seeks to

- Foster independence, critical thinking, creativity, problem solving, collaboration, and life-long learning both inside and outside the University community.
- Recruit, educate, and graduate a diverse student body with strong academic achievement, global perspectives, and leadership experiences.
- Recruit and nurture a diverse faculty of individuals engaged in scientific research recognized worldwide for its excellence and impact.
- Enhance scientific education and research through collaborations on and beyond the campus, utilizing the most advanced technologies and pushing the frontiers of knowledge to solve global challenges.
- Provide leadership and support in the application and translation of new scientific knowledge toward the betterment of the state, the nation, and the world.
- Foster the development of scientific leaders and a scientifically literate citizenry by providing leadership and training for science education at the primary and secondary levels.
- Broaden and deepen the educational and research climate by increasing the diversity of our faculty, staff, and students.
- Invest in developing the human and financial capital essential to achieving success.

Vision

The Purdue College of Science will be recognized worldwide for the excellence of its programs and people. It will be acclaimed for its societal impact through fundamental scientific innovations and multidisciplinary solutions to challenges of global significance. The centrality of the college within the University will be strengthened by the excellence of our academic programs, as well as by our strategic collaborations and partnerships across campus. The college will be recognized within the state and beyond for preparing students with the critical thinking abilities and the knowledge needed to flourish in today's technological society, as well as the foundations to adapt to — and lead — tomorrow's world. College engagement with communities, K–12 schools, businesses, entrepreneurial activities, and government will promote the appreciation and application of scientific discovery for the benefit of society. The college will be a diverse community of faculty, staff, and students who use their backgrounds to achieve excellence.

Characteristics

- Internationally renowned research programs in our seven core disciplines.
- Multidisciplinary research initiatives that advance the scientific missions of the departments, the college, and the University.
- Innovative science undergraduate curricula enriched through hands-on research, multidisciplinary approaches, experiential learning, synergistic collaborations, and international perspectives.
- Partnerships and entrepreneurial activities that extend beyond the University to translate scientific discoveries to worldwide impact.
- Nationally recognized K–12 programs that engage pre-college students, enhance science teaching, and promote scientific literacy.
- A community of faculty, staff, and students with diverse backgrounds, perspectives, and experiences who conduct themselves with the utmost collegiality, professionalism, and mutual respect.

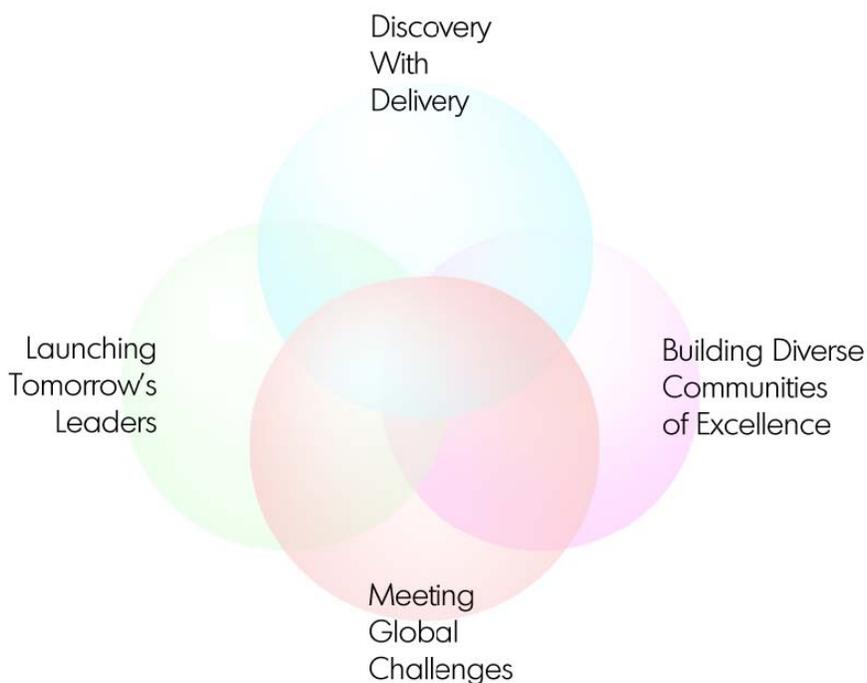
Overview of Strategic Plan Goals

The goals of the College of Science are aligned with the University's *New Synergies* plan. The college will organize and implement its strategic plan around four goals:

1. Launching Tomorrow's Leaders
2. Discovery with Delivery
3. Meeting Global Challenges
4. Building Diverse Communities of Excellence

These goals and the strategies that support them are designed to ensure the college's success in fulfilling higher education's traditional roles of learning, discovery, and engagement. We recognize that addressing some of the greatest societal challenges — such as the energy problem, building a sustainable environment, preventing and curing disease, harnessing the ubiquity of information, and advancing science education — will require a deep commitment to developing the requisite human and financial resources. A key component is building a community of scholars from diverse perspectives and cultures who have the ability to meld their expertise and forge productive relationships.

While the four goals have their own characteristics and strategies, they are also highly interdependent. Each informs and supports the work of the others. Many of our progress measures therefore apply to multiple goals. In many respects, the college's overall success in achieving these four goals will be built upon the overlapping synergies among them.



Overarching Strategies

To realize the college's vision and achieve our four strategic goals, we are committed to developing two fundamentally important resources:

1. People — who will lead and implement the strategies.
2. Financial resources — to fuel our progress.

The overarching strategies to achieve these objectives include:

1. Utilize a balanced scorecard during the annual review of faculty and staff to assess and reward the variety of their contributions in the areas of learning, discovery, engagement, and diversity.
2. Enthusiastically recognize and celebrate our faculty and staff whose contributions move the college towards our strategic goals, through communications, awards, compensation, and promotion.
3. Offer professional and personal development programs for faculty and staff, including training and leadership opportunities, especially for women and underrepresented groups.
4. Significantly increase financial resources from private philanthropy, corporate investment, foundations, agencies, and state and federal government.
5. Expand and create scholarship programs; increase the number of graduate stipends and the level of financial support for these stipends.

Elaboration of Goals and Strategies

Goal: Launching Tomorrow's Leaders

The College of Science will promote excellence in learning experiences and outcomes — fostering intellectual, professional, and personal development — to produce scientists and leaders ready to tackle tomorrow's global challenges.

Characteristics

- A. Superior undergraduate and graduate students in all of the science disciplines.
- B. Enhanced science literacy among students throughout the University.
- C. Freedom to seamlessly combine disciplines within the College of Science and the rest of the University into a single degree.
- D. Globally aware graduates who appreciate the diverse cultures of the international community they will be joining.

Strategies

6. Maintain an expanded professional recruiting effort responsible for evaluating and implementing “best practices” for attracting diverse and accomplished undergraduate and graduate students; increase scholarships and fellowships; and coordinate increased involvement of faculty, staff, and students in the college. (Progress measures 4, 22, 24)
7. Re-evaluate, redesign, and rejuvenate service courses where the College of Science has an opportunity to inspire many students to appreciate science, scientific thinking, and scientific methods; utilize the best research-based science education techniques and technologies. (Progress measure 5)
8. Retain undergraduate majors and graduate students with enhanced mentoring; offer greater undergraduate research opportunities, and attractive introductory courses taught by outstanding faculty. (Progress measures 1, 6, 17)
9. Create a strengthened interdisciplinary undergraduate degree program with a solid, scholarly foundation and with strong faculty input. (Progress measure 8)
10. Significantly expand participation in semester-long study abroad programs, international conference and research exchange programs, and community-based service learning opportunities for all students in science. (Progress measures 7, 9, 20)

Goal: Discovery with Delivery

The College of Science will advance the frontiers of scientific knowledge and innovate new technologies that address the grand challenges of society to serve humanity and improve the quality of life around the world.

Characteristics

- A. Each of the college's seven departments recognized nationally and internationally for excellence in scientific research.
- B. An embedded culture of research distinguished by identification of challenges of global importance, cross-fertilization of ideas, and collaborative solutions.

Strategies

- 11. Invest in our human capital to attract and retain experienced leadership and develop new faculty. (Progress measures 1, 2, 19, 27)
- 12. Invest in the state-of-the-art facilities, equipment, and multi-user services required to enable world-class research. (Progress measure 12)
- 13. Dramatically increase research funding from private and public sources. (Progress measures 3, 11)
- 14. Facilitate the development of large-scale research programs through administrative support, technical infrastructure, and leadership development. (Progress measures 10, 11)
- 15. Create synergies with other colleges and schools across campus and with groups nationwide — including other universities, private industry, and communities — to pursue large-scale projects. (Progress measures 10, 11, 21)

Goal: Meeting Global Challenges

The college will create mutually-beneficial, long-term partnerships — local and global — to provide key support to establish Purdue as a global, land-grant research university in the 21st century.

Characteristics

- A. Global impact through discovery and its translation to practice, especially in the multidisciplinary priorities of energy, climate/environment, health, ubiquity of information, and science education.
- B. Active pathways for faculty, students, and staff to share their scholarly knowledge and expertise and to partner with the community, state, nation, and world, including:
 - Innovative partnerships and exchanges, including study abroad
 - Service learning opportunities
 - Dissemination programs
 - Technology transfer
 - Entrepreneurship
- C. A college engaged with diverse groups, both inside and outside the University, to build a stronger pipeline of future scientists and scientifically and globally literate citizens who will develop tomorrow's innovations and impact the world.

Strategies

16. Facilitate strategic connections and partnerships between faculty, staff, and students and external entities around the state, nation, and world to translate discovery into societal benefits. (Progress measures 14, 18, 19, 20, 21, 25)
17. Provide new and enhanced opportunities for faculty, staff, and students to become entrepreneurs in partnership with the Burton Morgan Center for Entrepreneurship. (Progress measure 16)
18. Support and enhance K–12 science education in the state through sustained contact to develop experiences and programs with and for teachers and students. (Progress measures 15, 25)
19. Create broader service learning and international opportunities for faculty, undergraduate and graduate students, and staff. (Progress measures 7, 9)
20. Develop new opportunities for college faculty to inform public policy related to scientific discovery and delivery. (Progress measure 25)

Goal: Building Diverse Communities of Excellence and Impact

The College of Science will engage its entire membership in promoting the shared responsibility for diversity so that we can build a community of excellence within the college that reflects the diversity of Indiana and the nation and where underrepresented groups achieve a self-sustaining critical mass of faculty, students, and staff with opportunities for growth and professional success.

Characteristics

- A. Core beliefs in collegiality, professionalism, and mutual respect, which are central to developing positive relationships and productive environments.
- B. A college community composed of faculty, staff, and students with diverse perspectives and experiences based upon, among other factors, race, ethnic heritage, socioeconomic background, gender, sexual orientation, and disability.
- C. A culture that nurtures nationally underrepresented groups, such as African Americans, Hispanic/Latino Americans, Native Americans, Asian Americans, Native Pacific Islanders, and women.

Strategies

21. Annually commit College of Science funds for targeted opportunities to increase the diversity of our faculty, staff, and students, including scholarship funds for financial support of students and monies for hiring faculty and staff. (Progress measures 1, 4, 6, 22, 23, 24)
22. Develop written departmental plans for achieving diversity, including the development and implementation of programs aimed to recruit and retain women and underrepresented faculty, staff, and students. Climate issues, including those related to families, must be addressed in these plans in order to retain students, staff, and faculty. (Progress measures 1, 23, 24, 26)
23. Provide opportunities in the college and its departments for growth and professional success for faculty, staff, and students, including leadership training and leadership opportunities for women and underrepresented faculty and staff and increased educational opportunities for students. (Progress measures 2, 22)

24. Institutionalize diversity within the existing leadership committee structure in the college, departments, and student groups. (Progress measures 25, 28)
25. Create a College of Science External Advisory Committee to meet periodically with faculty, staff, and students to assess workplace climate and report to the dean the results and recommended actions for improvement. (Progress measure 26)

Measuring Goals and Strategies

Numbers in the table indicate which strategies correspond to each progress measure.

	Progress Measures	Strategies				
		Launching Tomorrow's Leaders	Discovery with Delivery	Meeting Global Challenges	Building Diverse Communities	Overarching
1	Faculty, staff, and student retention rates, including specifically women and underrepresented groups	8	11		21, 22	5
2	Number of faculty and staff, including specifically women and underrepresented groups, participating in personal, professional, and leadership development training		11		23	3
3	Annual gifts income from private philanthropy, corporations, foundations, and government agencies		13			4
4	Incoming class ranks; special skills, accomplishments, test scores, diverse backgrounds	6			21	
5	Percentage of students earning grades of A, B, or C in service courses, course evaluation scores, teaching awards	7				
6	Percentage/number of science majors continuing on to second year, third year, and who graduate within four years, five years, and six years; percentage/number of students attracted into Science from other colleges	8			21	
7	Number of undergraduate and graduate students participating in recognized service learning projects	10		19		1
8	Number of students enrolled in a formal College of Science interdisciplinary degree plan	9				1

	Progress Measures	Strategies				
		Launching Tomorrow's Leaders	Discovery with Delivery	Meeting Global Challenges	Building Diverse Communities	Overarching
9	Number of undergraduate science majors participating in study abroad; number of science graduate students who travel abroad for professional activities	10		19		1, 2
10	Number of proposals submitted and awarded valued at \$1.5 million or more		14, 15			
11	Number of proposals and dollar amounts that are submitted, awarded, and expended		13, 14, 15			
12	Faculty research productivity measures by department, funds spent on research facilities, equipment, and services		12			
13	Rankings in national publications					1, 2
14	Number of licensing agreements			16		1
15	Funding levels for K-12 outreach			18		
16	Number of funded startups with at least one full-time employee			17		1
17	Number of students participating in undergraduate research projects, doing internships, and involved with Science-based learning communities	8				
18	Number of publications based upon community-based projects			16		1
19	Number of faculty who receive service learning development grants; number of faculty selected to be in the Community of Science Learning Faculty Fellows		11	16		1, 2

	Progress Measures	Strategies				
		Launching Tomorrow's Leaders	Discovery with Delivery	Meeting Global Challenges	Building Diverse Communities	Overarching
20	Number of students enrolled in courses or working in a group with a community-based project, including those in another country	10		16		
21	Number of partnerships initiated with corporate/community organizations, including funded research, MOUs, training programs, development of coursework		15	16		
22	Annual expenditures for scholarships to increase diversity	6			21	
23	Funds spent for hiring women and underrepresented groups				21, 22	
24	Percentage of faculty and student applicants, interviews, offers, and yields from women and underrepresented groups in each department	6			21, 22	
25	Number of faculty and staff listing engagement, public policy, and diversity activities in the annual performance review			16, 18, 20	24	1
26	Climate surveys, including the percentage of staff, students, and faculty who rate the overall climate as good or higher				22, 25	
27	Number of women and underrepresented faculty in leadership positions		11		23	3
28	Departmental diversity plans developed within one year of the strategic plan implementation				24	

Next Steps — Framework for the Future

In the same way that the college plan supports the University plan, strategic plans from the college's seven departments will also be developed and will support both initiatives. The dean's office will take a leadership role in the college plan's implementation, providing the necessary administrative support for key initiatives and budgetary planning in coordination with the University and our seven departments.

Some new committees will be formed as a result of the plan, including an external advisory committee for diversity with a direct line to the Dean of Science. We will also form a Strategic Planning Oversight Committee (SPOC) — formed from members of the steering committee, faculty, staff, alumni, and corporate partners — to monitor implementation of the plan and recommend midcourse corrections when appropriate.

Acknowledgements

This plan is ultimately about our people. The College of Science is a vibrant community of scholars, educators, staff, students, and alumni. We want to thank the hundreds of individuals who played an active role in creating this strategic plan, especially those who served on the strategic planning committees, attended Town Hall meetings, participated in surveys, gave input via faculty or staff meetings, or filled out evaluations. We list the committee members below with our heartfelt thanks.

Strategic Planning Steering Committee

Jeffrey S. Vitter, committee chair, Frederick L. Hovde Dean and professor of computer science
Angel Acosta-Colon, graduate student representative
Molly Amstutz, undergraduate student representative
Mikhail (Mike) Atallah, Distinguished Professor of Computer Science, associate head of
Center for Education and Research on Information Assurance and Security (CERIAS)
Ragu Balakrishnan, professor of computer science and electrical and computer engineering and
associate dean for research in the College of Engineering
Rodrigo Bañuelos, professor and head of mathematics
Mary Ellen Bock, professor and head of statistics
Jeffrey Bolin, professor of biological sciences and associate dean for research
Larry Braile, professor and head of earth and atmospheric sciences
Jean Chmielewski, Alice Watson Kramer Distinguished Professor of Organic Chemistry and
Chemical Biology and associate dean for graduate education and international programs
Kathy Davis, member of the Dean's Leadership Council and owner of the Davis Design Group
Rebecca Doerge, professor and acting head (eff. 8/18/08) of statistics, professor of agronomy,
and director of the Statistical Bioinformatics Center
Stephen Durbin, professor of physics
Tammy Emilson, director of financial affairs
Zenephia Evans, director of multicultural science programs and associate director of science diversity
Joseph Francisco, William E. Moore Distinguished Professor of Earth and Atmospheric Sciences and
Chemistry
Nick Giordano, Hubert James Distinguished Professor of Physics and head of physics
Julie Goonewardene, director of business development of the Purdue Research Foundation and
associate director of the Burton D. Morgan Center for Entrepreneurship
Steve Hare, director of information technology, College of Science
Pete Kissinger, professor of analytical chemistry, member of the Dean's Leadership Council, and
chairman and CEO of Prosolia Inc.
Richard Kuhn, professor and head of biological sciences and director of the Bindley Bioscience
Center
Aditya Mathur, professor and head of computer science
Marnie Maxwell, strategic planning facilitator, Maxwell Associates Inc.
George McCabe, professor of statistics and associate dean for academic affairs
Scott McLuckey, John A. Leighty Professor of Analytical Chemistry
Rab Mukerjea, professor of landscape architecture and director of strategic planning assessment in
the Office of the President
Lisa Robertson, director of strategic relations and special assistant to the dean
Christie Sahley, professor of biological sciences and associate dean for undergraduate education
Paul Shepson, professor of chemistry and earth and atmospheric sciences, head of (eff. July

2008), and director of the Purdue Climate Change Research Center
Candiss Vibbert, associate director for engagement in Discovery Park
Timothy Zwier, M. G. Mellon Distinguished Professor of Chemistry and Physical Chemistry and
head of chemistry (until June 2008)

Learning Pillar Committee

Steve Durbin, committee co-chair, professor of physics
Jean Chmielewski, committee co-chair, Alice Watson Kramer Distinguished Professor of Organic
Chemistry and Chemical Biology and associate dean for graduate education and international
programs
Jason Arnold, undergraduate student representative
Bruce Craig, professor of statistics and director of the Statistical Consulting Service
Kerry Daley, director of undergraduate programs
Buster Dunsmore, associate professor of computer science
Ellen Gundlach, continuing lecturer of statistics
Jacob Hale, graduate student representative
Andrew Hirsch, professor of physics
Chris Hrycyna, associate professor of chemistry
Guy Meadows, member of the Dean's Leadership Council and professor of naval architecture and
marine engineering and atmospheric, oceanic, and space science at the University of Michigan–
Ann Arbor
Greg Michalski, assistant professor of earth and atmospheric sciences
Fabio Milner, professor of mathematics
Nancy Pelaez, associate professor of biological sciences
Eric Riggs, associate professor of earth and atmospheric sciences and curriculum and instruction and
co-director of the Center for Research and Engagement in Science and Mathematics Education
(CRESME)
Chris Staiger, professor of biological sciences

Discovery Pillar Committee

Scott McLuckey, committee co-chair, John A. Leighty Professor of Analytical Chemistry
Jeffrey Bolin, committee co-chair, professor of biological sciences and associate dean for research
Erik Barton, assistant professor of biological sciences
Elisa Bertino, professor of computer science and director of research of the Center for
Education and Research on Information Assurance and Security (CERIAS)
Mike Everly, instrumentation scientist of chemistry
Julie Feng, professor of mathematics
Katie Margalef, graduate student representative
Maureen McCann, associate professor of biological sciences
Harry Morrison, professor of chemistry
Leonid Rokhinson, associate professor of physics
Bob Santini, director of instrumentation of chemistry
Anne Schowe, member of the Dean's Leadership Council and (retired) vice president for major
account quality at Sun Microsystems
Freydoon Shahidi, Distinguished Professor of Mathematics
Fuqiang Wang, associate professor of physics

Hao Zhang, professor of statistics and forestry and natural resources

Engagement Pillar Committee

Mikhail (Mike) Atallah, committee co-chair, Distinguished Professor of Computer Science, associate head of computer science, professor of electrical and computer engineering, and associate director of Center for Education and Research on Information Assurance and Security (CERIAS)

George McCabe, committee co-chair, professor of statistics and associate dean for academic affairs

Ed Bartlett, assistant professor of biological sciences and biological engineering

Lynn Bryan, associate professor of curriculum and instruction of physics

Bente Fein Weitekamp, director of advancement

Melvin Leok, assistant professor of mathematics

Gayla Olbricht, graduate student representative

Dan Raftery, professor of chemistry

Bill Walker, director of K-12 outreach and executive director of I-STEM

Mark D. Ward, assistant professor of statistics

Curt Worsley, member of the Dean's Leadership Council and IT business consultant

Mary Ann Zeller, undergraduate student representative

Diversity Pillar Committee

Joseph Francisco, committee co-chair and William E. Moore Distinguished Professor of and Atmospheric Sciences and Chemistry

Christie Sahley, committee co-chair, professor of biological sciences and associate dean undergraduate education

Patti Bauman, professor of mathematics

Minou Bina, professor of chemistry

Daniela Bortoletto, professor of physics

Cristina Carbajo, graduate student representative

Barb Clark, director of diversity and director of women in science programs

Zenephia Evans, director of multicultural science programs and associate director of science diversity

David Goldberg, professor of mathematics

Jean Jackson, manager of corporate relations in the Department of Computer Science

Laura Pyrak-Nolte, professor of physics

Kerry Rabenold, professor of biological sciences

Ashley Robbins, undergraduate student representative

Supporting Staff

Mary Franklin, administrative assistant

Amira Zamin, communications coordinator