



**GRAND VALLEY  
STATE UNIVERSITY**

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**COLLEGE OF LIBERAL  
ARTS AND SCIENCES**

**Biology Department (May 12, 2011)**

# **Strategic Plan Revision and Alignment 2010-15**

## Mission

### What is the College of Liberal Arts and Sciences' reason for being?

The College of Liberal Arts and Sciences is a student-centered and diverse learning community that engages in critical inquiry extending knowledge to enrich and enliven individual and public life.

## Vision

### What is the desired future for the College of Liberal Arts and Sciences?

The College of Liberal Arts and Sciences will set a standard of excellence in liberal education. We will prepare our students to be responsible citizens, productive professionals, and lifelong learners with global perspective. We will foster a diverse community of inquiry, discourse, discovery, expression and reflection.

## Value Statements

### What are the core values for the College of Liberal Arts and Sciences that guide our actions and priority-setting?

We value excellence in liberal education facilitated through active student-teacher engagement and academic achievement supported by appropriate class size and a high proportion of permanent faculty. We believe in the value of intellectual inquiry and discourse fostered by an engaged and diverse community of learners which rests upon academic freedom, integrity, collaboration, and collegiality.

Access to a quality education for a broad range of students.

Excellence in a broad range of scholarly and artistic activities supported by appropriate resources.

University and community service valued for its contribution and effectiveness.

Student development as citizens in a democratic society and as members of the global community of the 21st century.

## Strategic Positioning 2010-2015 University Goals and CLAS Aligned Goals

**GVSU Goal 1. Grand Valley is a comprehensive university grounded in the tradition of liberal education with well-integrated undergraduate and graduate programs appropriate to its Carnegie classification as a “Master’s Large” institution through which students earn accredited degrees.**

**Aligned CLAS goal:** The College of Liberal Arts and Sciences will set a standard of excellence in liberal education. We will foster a diverse community of inquiry, discourse, discovery, expression and reflection.

**GVSU Goal 2. Grand Valley provides a rich, inclusive learning and working environment that attracts, retains, and supports a diverse community.**

**Aligned CLAS goal:** CLAS is and must be a model of inclusiveness and the source of creative solutions to challenges we face as a diverse learning community. Not only does CLAS support the GVSU Inclusion Plan, it also has many ongoing initiatives of its own.

**GVSU Goal 3. Grand Valley provides a student-centered liberal education experience that fosters academic success and prepares students for careers through degree programs at the graduate and undergraduate level that have clearly defined learning outcomes and a rigorous level of academic challenge.**

**Aligned CLAS goal:** CLAS facilitates excellence in liberal education through active and rigorous student-teacher engagement and academic achievement through intellectual inquiry and discourse. We will prepare our students to be responsible citizens, productive professionals, and lifelong learners with global perspective.

**GVSU Goal 4. Regular and rigorous assessment results inform decision-making at Grand Valley.**

**Aligned CLAS goal:** CLAS conducts regular, reflective and rigorous assessment of its activities and uses the results to guide decision-making.

**GVSU Goal 5. Grand Valley has the human resources and the physical and pedagogical infrastructures it needs to promote effective learning and teaching in all disciplines at all levels.**

**Aligned CLAS goal:** CLAS participates actively in the planning process of the university for human resources and the physical and pedagogical infrastructures.

**GVSU Goal 6. Grand Valley educates well-prepared and well-rounded graduates who positively contribute to West Michigan, the state, the nation, and the world.**

**Aligned CLAS goal:** CLAS educates well-prepared and well-rounded graduates of GVSU who positively contribute to West Michigan, the state, the nation, and the world.

**GVSU Goal 7. Grand Valley’s stakeholders are aware of and supportive of the university’s financial decisions.**

**Aligned CLAS goal:** CLAS contributes to the awareness of and support for the university’s financial decisions by CLAS stakeholders; and CLAS makes its financial decisions with transparency on grounds aligned with strategic goals.

**GVSU Goal 8. Grand Valley has extensive relationships with current and new constituencies that lead to these constituencies’ involvement with, participation in, support of, and contribution of resources to the university community.**

**Aligned CLAS goal:** CLAS reaches out to its current and new constituencies to engender their support of and participation in our college community.

**Biology Department Strategic Plan Alignment Source Documents: BIO SP – Biology Strategic Plan (includes BIO BS and Departmental Objectives), BIO MS SP – Biology Masters Program Strategic Plan, NRM SP – Natural Resources Management Strategic Plan.**

Unit Objectives include specific objectives from existing BIO and NRM strategic plans as well as objectives representing activities we currently engage in. **New objectives that we propose to implement are shown in bold.** Within each CLAS Objective category, all complementary/supporting Unit Strategic Plan Objectives are listed, along with the relevant Unit Measures and Strategies. In many cases, multiple Unit Strategic Plan Objectives are associated with a smaller subset of Unit Measures and Strategies. All current Unit Strategic Plan Objectives are represented in this document.

**Goal 1.** [Grand Valley is a comprehensive university grounded in the tradition of liberal education with well-integrated undergraduate and graduate programs appropriate to its Carnegie classification as a “Master’s Large” institution through which students earn accredited degrees.]

**Aligned CLAS goal:** The College of Liberal Arts and Sciences will set a standard of excellence in liberal education. We will foster a diverse community of inquiry, discourse, discovery, expression and reflection.

**Aligned Unit goal(s):** The Biology Department will set a standard of excellence in biology and natural resources education within a liberal arts context.

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Measure (Metric)	Unit Strategy(ies) Action(s) [verbs]	Responsible Person/Group	Resources	Status as of alignment
1.1 Align CLAS and unit strategic plans with University strategic plan.	Revise CLAS strategic plan and set goals/objectives as appropriate.	Revise and align Unit Strategic Plan with CLAS strategic plan.	Submission of aligned strategic plan on or before deadline.	Allocate necessary time and effort to align unit plan.	Unit Faculty, Unit Committees, Unit Head	Faculty time and effort.	In progress. <i>Final aligned unit strategic plan due 8/15/2011.</i>
	Complete external or internal unit self-studies as scheduled and revise strategic plan based on outcomes of self-study.	Complete next unit self study according to schedule.	Submit unit self study on or before deadline.	Allocate necessary time and effort to complete self study.	Unit Faculty, Program Committees, Unit Head	Faculty time and effort.	<i>Unit self-study due 5/15/2015</i>
1.2 Implementation of the CLAS Inclusion plan.  1.2.1 All units' strategic plans reflect inclusion, as aligned with GVSU, CLAS plans	Continue to encourage participation in inclusion advocate program. Meet with units as needed.	<b>Unit maintains at least two faculty with current inclusion advocate status at all times.</b>	<b>Number of faculty qualified as inclusion advocates.</b>	<b>Encourage BIO faculty to participate as inclusion advocates, report on Digital Measures and annual FARs.</b>	Unit Faculty, Unit Head	Faculty time and effort.	<b>Planned for 2011-2012.</b>
1.3 Refine and reaffirm principles of shared governance	Improve communication and transparency between CLAS, other colleges, and university governance. *ECS representative on	BIO faculty serve on CLAS and University Governance Committees.	Number of faculty serving on CLAS and University Governance	Encourage BIO faculty to participate in shared governance,	Unit Faculty, Unit Head	Faculty time and effort. <i>University and CLAS salary allocations to recognize exemplary</i>	Implemented and ongoing.

	CLAS Faculty Council. *Regular meeting of CLAS committee chairs. *Posting of CLAS governance information on website.	NRM SP, Faculty Goal 3, Objective 1. Faculty will serve the GVSU academic community.	Committees.	report activity on Digital Measures and annual FARs, recognize faculty accomplishments during annual salary reviews.		efforts.	
1.4 Align all policies governing graduate and undergraduate degrees/programs/courses  1.4.1 Infrastructure for graduates 1.4.2 Hiring & workload for faculty 1.4.3 Hiring/promotion/tenure policies based on best practice 1.4.4 Balance workload	Review and align relevant CLAS policies	Unit policies and procedures conform to University and CLAS policies and procedures.	Alignment of policies and procedures to be completed on or before stated deadlines.	Review and align relevant unit policies and procedures as necessary.	Unit Faculty, Unit Committees, Unit Head	Faculty time and effort.	Implemented (e.g., Unit Personnel Policy, Unit Head Election Procedure) and ongoing.
1.5 Secure re-accreditation for any currently accredited discipline-specific graduate and four discipline-specific undergraduate degree programs	Maintain list of departments scheduled for accreditation.	No current objectives.					
1.6 Seek accreditation for all currently unaccredited graduate and undergraduate programs, as appropriate	Inquire of units if additional accreditation options exist	<b>Undergraduate BIO and NRM Program graduates who complete the required coursework can be certified through relevant professional societies.</b>	<b>Coursework developed that satisfies professional certification requirements.</b>	<b>Review curriculum and identify existing courses that satisfy certification requirements. Develop new coursework as needed.</b>	<b>Unit Faculty, Program Committees, Unit Head</b>	<b>Faculty time and effort. Additional resources will be requested through CLAS as needed.</b>	<b>Implemented (BIO/NRM wildlife certification requirements in place) and in progress (BIO/NRM Fisheries certification requirements in review).</b>

1.7 Support university efforts to determine strategic intent with respect to online education.	Participate in university discussions related to online education. Review CLAS online courses with respect to online degree programs.	<b>Support university and CLAS efforts to determine strategic intent with respect to online education and degree programs.</b>	<b>Checklist of completed activities, when appropriate.</b>	<b>Participate in university discussions related to online education. Review CLAS online courses with respect to online degree programs.</b>	<b>Unit Faculty, Program Committees, Unit Head.</b>	<b>Faculty time and effort. Additional resources will be requested through CLAS as needed.</b>	<b>To be implemented when requested.</b>
1.8 Explore relevance of interprofessional health education to CLAS programs	Begin exploration with Master's in Health Communication in School of Communication ; Find connections with the new Cultural Competence certificate program	No current objectives.					
1.9 Support university efforts to integrate Office of Charter School's activities within CLAS	Participate in formulation of strategy.	No current objectives.					
1.10 All community engagement efforts on campus involving CLAS are well documented and coordinated	Document and coordinate community engagement through strategic planning at unit level. Highlight community service in CLAS publication. Maintain record of service learning.	Unit faculty engage in substantive community service activity as part of their annual activities.  NRM SP, Faculty Goal 3, Objectives 1-3. NRM faculty will be recognized as leaders in scientific public service within the university, within the academic community, and throughout West Michigan.	Number of unit faculty engaged in substantive community service activities by major categories of service.	Encourage unit faculty to participate in community service activities, report on Digital Measures and annual FARs, recognize faculty accomplishments during annual salary reviews.	Unit Faculty, Unit Head	Faculty time and effort. <i>University and CLAS salary allocations to recognize exemplary efforts.</i>	Implemented and ongoing.
1.12	CLAS Standards for	Unit faculty engage	Number of unit	Report service	Unit Faculty	Faculty time and	Implemented and

Faculty service to be recognized through systematic processes based on best practice	Tenure and Promotion awaiting approval by Provost and Board of Trustees. CLAS service publication	in substantive community service activity as part of their annual activities.  NRM SP, Faculty Goal 3, Objectives 1-3. NRM faculty will be recognized as leaders in scientific public service within the university, within the academic community, and throughout West Michigan.	faculty engaged in substantive community service activities by major categories of service.	activities on Digital Measures and annual FARs, recognize faculty accomplishments during annual salary reviews.	Unit Head	effort. <i>University and CLAS salary allocations to recognize exemplary efforts.</i>	ongoing.
1.13 Staff performance criteria (HR)	Utilize the new online ePDP process	All unit staff participate in the ePDP process.	Number of staff successfully participating as reported by HR.	Provide staff with adequate work time to complete ePDP process.	Unit Staff, Unit Head	Unit Staff and Unit Head time and effort during normal work day.	Fully implemented, all five BIO staff participate in ePDP process.
1.14 College to model sustainable practices	<ul style="list-style-type: none"> <li>Lower paper use</li> <li>Make documents available on the web site</li> <li>Support Paperless Classroom Project and similar programs</li> <li>Recycle</li> <li>Make secure recycling available to the college units</li> </ul> periodically for routine document purging College to continue to print, when necessary, on FSC and Green Seal Certified paper containing postconsumer content manufactured using chlorine-free	Unit BIO and NRM undergraduate and BIO MS programs educate students in the scientific aspects of biological, ecological, and environmental sustainability.  Unit faculty engage in community service and outreach associated with sustainability.	List of relevant courses and number of faculty and students participating in these courses.  Number of faculty involved in sustainability-related service and outreach.	Maintain and improve existing courses and programs in both BIO and NRM.  Encourage faculty participation in sustainability-related service and outreach, report on Digital Measures and annual FARs, recognize faculty accomplishments during annual	Unit Faculty, Program Committees, Unit Head  Unit Faculty, Unit Head	Existing budget allocations, request additional resources from CLAS to support improvements in these programs as needed.  Faculty time and effort, <i>University and CLAS salary allocations to recognize exemplary efforts.</i>	Existing courses and programs implemented, improvements in programs ongoing.  Implemented and ongoing.

	<p>processes with vegetable-based inks</p> <p>Promote sustainable practices and green research in PR activities</p> <p>Promote links between faculty researching and teaching in fields relevant to sustainability</p> <p>Showcase the "sustainability" activities that its units have been engaged in all along in terms of teaching, service, and scholarship.</p>	<p>Unit faculty engage in scholarship related to sustainability.</p> <p>NRM SP, Program Goal 1, Objective 4. Play a lead role in environmental sustainability initiatives on and off campus.</p> <p>NRM SP, Faculty Goal 2, Objective 2. Enhance opportunities for service-oriented scholarship.</p>	<p>Number of faculty involved in sustainability-related scholarship, number of internal grants funded, number of external grants funded, number of presentations at professional conferences, number of peer-reviewed publications produced, service to professional societies.</p>	<p>salary reviews.</p> <p>Encourage faculty participation in sustainability-related scholarship, report on Digital Measures and annual FARs, recognize faculty accomplishments during annual salary reviews.</p>	Unit Faculty, Unit Head	<p>Faculty time and effort, adequate access to research space and internal funding sources, continued institutional support for seeking external funding, <i>University and CLAS salary allocations to recognize exemplary efforts.</i></p>	Implemented and ongoing.
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**Goal 2. [Grand Valley provides a rich, inclusive learning and working environment that attracts, retains, and supports a diverse community.]**

**Aligned CLAS goal:** CLAS is and must be a model of inclusiveness and the source of creative solutions to challenges we face as a diverse learning community. Not only does CLAS support the GVSU Inclusion Plan, it also has many ongoing initiatives of its own.

Aligned Unit goal(s): The Biology Department supports the University and CLAS goals for inclusion, equity, and further development of a diverse learning community.

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Measure (Metric)	Unit Strategy(ies) Action(s) [verbs]	Responsible Person/Group	Resources	Status as of alignment
2.1 CLAS students will have the opportunity for achieving intercultural competence training that is officially certified.	CLAS units and programs contribute courses and support to intercultural competency certificate Encourage rates of participation	No current objectives.					



2.2 100% of CLAS faculty and staff will have had the opportunity to participate in graduated levels of intercultural competence training.	Document effort to assist promotion of university training Encourage rates of participation	No current objectives.					
2.3 Expand the diversity of CLAS faculty and staff as demonstrated by the workforce utilization analysis.	Promote best hiring practices Develop and implement retention strategies, including: mentoring, affinity groups, community outreach, cultural programming	Expand the diversity of unit faculty and staff as part of regular searches.  BIO SP, BIO MS SP, NRM SP, Student, Faculty, and Program Goals.	Document results with approved metrics in use by University and CLAS.	Continue following approved affirmative action guidelines for all searches and hiring.	Unit Staff, Unit Faculty, Search Committees, Unit Head	Faculty time and effort, continued support from University and CLAS.	Implemented and ongoing.
2.4 CLAS will monitor the EDPAC Plan on an annual basis.	Identify and reduce bottlenecks affecting retention and time to graduation, esp. in curriculum and program design Allocate advising resources upon targeted groups Coordinate efforts of admissions, orientation and advising for entering students Establish benchmarks for optimal progress in degree plans by program Establish measures that take into consideration affirmative student choices like double-majoring and other transcript enhancements	Complete curricular changes to reduce bottlenecks in existing Major and Minor programs in BIO and NRM.  BIO SP, BIO MS SP, NRM SP, Program and Student Goals.	Progress and approval of needed curriculum revisions.	Continue review of unit curriculum, a need identified in most recent self study.	Unit Faculty, Unit Committees, Program Committees, Unit Head	Faculty time and effort.	NRM Program Change completed, BIO Program Change for BIO Minor and restricted theme courses in progress.
2.5 CLAS will	Implement CLAS	Unit supports	Number of faculty-	Encourage faculty	Unit Faculty,	Faculty time and	Implemented and

increase its outreach efforts in order to enhance the diversity of its student body.	<p>Inclusion Plan</p> <p>2.5.1. Identify and leverage faculty and staff connections overseas</p> <p>Pursue international exchange opportunities</p> <p>2.5.2 Promote faculty-led programs abroad, internationalization of courses, and study abroad opportunities.</p> <p>2.5.3 Develop service learning and community outreach for targeted groups</p>	<p>faculty-led programs abroad, internationalization of courses, and study abroad opportunities.</p> <p>BIO SP, BIO MS SP, NRM SP, Program and Student Goals.</p>	<p>led BIO/NRM programs abroad, internationalized courses, and study abroad courses offered.</p>	<p>participation in relevant activities and courses, implement necessary curricular changes to facilitate course development and visibility.</p>	<p>Unit Committees, Unit Head</p>	<p>effort. Existing budget allocations, additional budget allocations to be requested from CLAS as needed.</p>	<p>ongoing. BIO and NRM Study Abroad Course Designations submitted for approval.</p>
2.6 The six-year graduation rate for CLAS undergraduates will be 65%.	<p>Identify and reduce bottlenecks affecting retention and time to graduation, esp. in curriculum and program design.</p> <p>Implement enrollment management</p>	<p>Complete curricular changes to reduce bottlenecks in existing Major and Minor programs in BIO and NRM.</p> <p><b>Unit creates a BIO undergraduate program committee to assist with BIO BS assessment, self study, and curriculum revision.</b></p> <p>NRM SP, Student Goal 1, Objective 1. Most students will graduate in five years or less.</p>	<p>Progress and approval of needed curriculum revisions.</p> <p><b>Document organization of committee.</b></p> <p>BIO and NRM Undergraduate graduation rates from Institutional Analysis.</p>	<p>Continue review of unit curriculum, a need identified in most recent self study.</p> <p><b>Discuss need for committee at first Department meeting of 2011-2012.</b></p> <p>Request and review data.</p>	<p>Unit Faculty, Unit Committees, Program Committees, Unit Head</p> <p><b>Unit Faculty, Advisory Committee, Unit Head</b></p> <p>Program Committees, Unit Head</p>	<p>Faculty time and effort. Existing budget allocations, additional budget allocations to be requested from CLAS as needed.</p> <p><b>Faculty time and effort, assigned time for program coordinator.</b></p> <p>Faculty time and effort, support from Institutional Analysis.</p>	<p>Implemented and ongoing, NRM Program Change completed, BIO Program Change for BIO Minor and restricted theme courses in progress.</p> <p><b>Planned for 2011-2012.</b></p> <p>Complete for self study (due 5/15/2015).</p>

		NRM SP, Program Goal 1, Objective 2. Maintain enrollment and attract more freshmen in a changing curricular landscape.  BIO SP, BIO MS SP, Program and Student Goals.	BIO and NRM Program enrollment data from Institutional Analysis.	Request and review data.	Program Committees, Unit Head	Faculty time and effort, support from Institutional Analysis.	Complete for self study (due 5/15/2015).
2.7 CLAS will increase services designed to support non-traditional students, including veterans, students older than average, and other adults in transition.	Develop and implement retention strategies, including: mentoring, affinity groups, community outreach, cultural programming Allocate advising resources upon targeted groups	No current objectives.					
2.8 CLAS will support Office of Inclusion and Equity climate study.	Participate in climate study	Unit supports participation in Office of Inclusion and Equity climate study.	% of unit faculty and staff involved in study, if available as part of the results of the climate study.	Encourage student, faculty and staff participation in climate study.	Unit Students, Unit Staff, Unit Faculty, Unit Head.	Student, faculty, and staff time and effort.	Implemented, climate study (myGVSU survey) completed in Winter, 2011.

**Goal 3.** [Grand Valley provides a student-centered liberal education experience that fosters academic success and prepares students for careers through degree programs at the graduate and undergraduate level that have clearly defined learning outcomes and a rigorous level of academic challenge.]

**Aligned CLAS goal:** CLAS facilitates excellence in liberal education through active and rigorous student-teacher engagement and academic achievement through intellectual inquiry and discourse. We will prepare our students to be responsible citizens, productive professionals, and lifelong learners with global perspective.

Aligned Unit goal(s): The Biology Department will maintain state-of-the art biology and natural resources curricula, prepare students for careers in which they can use their educations, and provide students with opportunities to engage in high-impact learning experiences within a liberal arts context.

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Measure (Metric)	Unit Strategy(ies) Action(s) [verbs]	Responsible Person/Group	Resources	Status as of alignment
3.1 Graduates	Hire additional excellent	Unit hires	Number of new	Request	Unit Faculty,	Approval of	In progress. Unit

report high quality instruction: 4% increase (from 2008) in number of CLAS graduates taking GVSU survey of graduates who rate quality of instruction as excellent.	<p>faculty</p> <p>Increase percentage of TT faculty teaching (x-ref to 5.1.1.)</p> <p>Increase opportunities and incentives for student scholarship and high impact practices (compare 3.2-3.6)</p> <p>Ensure that CLAS personnel guidelines reward teaching effectiveness and excellence (see also 3.2)</p>	<p>additional excellent faculty to expand our areas of expertise.</p> <p>Unit personnel guidelines reward teaching effectiveness and excellence.</p> <p>BIO SP, BIO MS SP, NRM SP, Faculty and Program Goals.</p>	<p>tenure-track hires that represent new lines (as opposed to hires to replace retiring or resigning faculty members). % of SCH covered by TT faculty.</p> <p>Unit personnel policy is revised to align with CLAS personnel policy.</p>	<p>searches to fill new lines in strategic areas of expertise not currently represented on our faculty.</p> <p>Revise unit personnel policy to align with CLAS personnel policy.</p>	<p>Advisory Committee, Search Committees, Unit Head.</p> <p>Unit Faculty, Unit Personnel Committee, Unit Head</p>	<p>searches through CLAS to support hiring of new tenure-track lines.</p> <p>Faculty time and effort. <i>University and CLAS salary allocations to recognize exemplary efforts.</i></p>	<p>currently is only maintaining tenure-track faculty numbers by searching for replacements for retired or resigned faculty members. 48% of SCH covered by TT faculty in 2010-2011.</p> <p>Implemented and ongoing. Unit personnel policy revised to align with CLAS personnel policy during fall, 2010.</p>
3.2 Students are challenged to reach high academic standards: 2.5% increase in number of CLAS freshman and seniors taking NSSE who rate academic challenge as "high."	<p>Assure challenging curriculum</p> <p>Identify and disseminate effective curricular, pedagogical and advising practices</p> <p>Integrate orientation / advising / scheduling / enrollments to stream lower- and upperclassmen into courses at appropriate levels and in appropriate cohorts</p>	<p>BIO SP, Program Goal 1. The Biology department will maintain a state-of-the-art biology curriculum.</p> <p>BIO MS SP, Program Goal 1. To provide an excellent learning environment for graduate students.</p> <p>NRM SP, Program Goal 1. To maintain a state-of-the-art natural resources management program.</p>	<p>Assessed through Student Learning Goals in all programs and results of unit self study. Unit will submit assessment reports and results of unit self study on or before deadlines.</p>	<p>Unit will encourage faculty, program committees, and other designated unit committees to complete planned assessment activities on time.</p>	<p>Unit Faculty, Program Committees, Unit Head</p>	<p>Faculty time and effort.</p>	<p>In progress (<i>next Unit assessment report due on October 15, 2012, second unit assessment report and self study due May 15, 2015</i>).</p>

3.3 Graduates feel very well prepared for jobs: at least 50% of CLAS students earning a degree report they are "very well prepared" for graduate school or current employment.	<p>Assemble resources about networking opportunities, job-shadowing, internships, co-ops, and other HIPs.</p> <p>Encourage job-shadowing, informational interviewing.</p> <p>Increase participation in internships, co-ops and other HIPs.</p> <p>Investigate the correlation between participation in HIPs and reports of preparedness.</p> <p>Survey students completing internships and other HIPs about what they found valuable.</p>	<p>Students in BIO and NRM majors participate in internships and other related HIPs.</p> <p>BIO SP, Program Goal 1. The Biology department will maintain a state-of-the-art biology curriculum.</p> <p>BIO SP, Student Goal 1. To prepare students for careers in which they can use their education in biology.</p> <p>BIO MS SP, Student Goal 1, Objective 1b. Graduate students will be placed in jobs that require them to employ their education in biology.</p> <p>NRM SP, Student Goal 1, Objective 2. Students will obtain jobs that require them to employ their education in</p>	<p>Number of students participating in BIO 490, BIO 499, NRM 490, NRM 499, or other related HIPs.</p> <p>Results of student internship evaluations, senior exit surveys and alumni surveys.</p>	<p>Advise and encourage student participation, maintain unit web site and bulletin boards with internship opportunities, invite guest speakers to classes and student groups, serve as faculty internship supervisors, cooperate with Career Services in this regard.</p> <p>All program committees conduct senior exit surveys and alumni surveys as stated in current strategic plans and most recent self study.</p>	<p>Unit Staff, Unit Faculty, Program Committees, Unit Head</p> <p>Unit Faculty, Program committees, Unit Head</p>	<p>Staff and faculty time and effort. Support for HIPs (stipends, equipment, travel grants, etc.)</p> <p>Support for alumni surveys, Career Services alumni surveys, online student internship evaluations.</p>	<p>Implemented and ongoing.</p> <p>Senior exit surveys implemented and ongoing. Alumni surveys to be completed for self study (due 5/15/2015).</p>
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		natural resources management.  NRM SP, Student Goal 1, Objective 3. Students will be admitted to advanced educational programs in natural resources management or other relevant fields.					
3.4 By 2015, all CLAS units/programs offer opportunities for students to engage in service learning.	Create inventory of current service learning opportunities in each unit.  Identify needs/opportunities for additional service learning.  Help faculty learn to link community service to pedagogy.  Encourage incorporation of service learning into strategic planning & assessment at the unit level.	Unit faculty assist CLAS to quantify service learning activities.  NRM SP, Faculty Goal 2, Objective 2. Enhance opportunities for service-oriented scholarship.	Number of faculty, courses, and students involved in service learning activities.	Unit faculty will report all service learning activities on Digital Measures and annual FARs, recognize faculty accomplishments during annual salary reviews.	Unit Faculty, Program Committees, Unit Head	Faculty time and effort, internal grants to support development and implementation of service learning experiences. <i>University and CLAS salary allocations to recognize exemplary efforts.</i>	Implemented and ongoing.
3.5 CLAS will inventory opportunities for student participation in high impact experiences and assess need for CLAS to implement	Encourage participation in study abroad, service learning, student research, internships, learning communities.  Determine feasibility and rates of participation in each of the <a href="#">LEAP High Impact Practices (HIP)</a>	Students in BIO and NRM majors participate in study abroad, service learning, student research, and internships.	Number of faculty, courses, and students involved in study abroad, service learning, student research, and internships directly related to BIO Department facilitation.	Unit will encourage student participation in study abroad, service learning, student research, and internships. Faculty will report specific	Unit Faculty, Unit Committees, Unit Head	Existing budget allocations, unit will request additional resources from CLAS to support these activities as required. Support for HIPs (stipends, equipment, travel grants, etc.)	Implemented and ongoing.

programs that provide additional opportunities.	categories: first year seminars and experiences; common intellectual experiences; learning communities; writing intensive courses; collaborative assignments and projects; undergrad research; diversity/global learning; service learning / community-based learning (see 3.4); internships (see 3.3); capstone courses and projects	Students in BIO and NRM majors complete high-impact learning activities as part of their capstone courses.	Number of faculty, sections of capstone courses (BIO 495, NRM 495, BIO 696), and students involved in required high-impact learning activities.	opportunities resulting from their efforts on Digital Measures, annual FARS.  Unit will require students to complete high-impact learning activities as part of their capstone courses.	Unit Faculty, Program Committees, Unit Head	Existing budget allocations, faculty time and effort.	Implemented and ongoing.
	Develop and implement advising strategies that involve students in dialogue about the purposes and value of seeking high-impact experiences and the value of liberal education (compare the <a href="#">Brown University "liberal learning" document</a> ).	BIO SP, BIO MS SP, NRM SP, Student and Program Goals.	Results of student internship evaluations, senior exit surveys and alumni surveys.	All program committees conduct senior exit surveys and alumni surveys as stated in current strategic plans and most recent self study.	Unit Faculty, Program Committees, Unit Head.	Support for alumni surveys, Career Services alumni surveys, online student internship evaluations.	Senior exit surveys implemented and ongoing. Alumni surveys to be completed for self study (due 5/15/2015).
3.6 CLAS students will participate in internships and domestic and global service learning experiences that focus on best practices in sustainability and assess need for CLAS to implement programs that provide additional	Support current sustainability learning experiences.  Encourage the development of additional courses to contribute to the Environmental Studies minor.  Encourage incorporation of sustainability into existing courses as appropriate.	Unit BIO and NRM undergraduate and BIO graduate programs educate students in the scientific aspects of biological, ecological, and environmental sustainability.	List of relevant courses and number of faculty and students participating in these courses.	Maintain and improve existing courses and programs in both BIO and NRM.	Unit Faculty, Program Committees, Unit Head	Existing budget allocations, unit will request additional resources from CLAS to support improvements in these programs as needed. Faculty and space to support new or existing high-demand courses related to sustainability.	Implemented and ongoing.
		BIO SP, BIO MS SP, NRM SP, Student and					

opportunities.		Program Goals.					
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**Goal 4. [Regular and rigorous assessment results inform decision-making at Grand Valley.]**

**Aligned CLAS goal:** CLAS conducts regular, reflective and rigorous assessment of its activities and uses the results to guide decision-making.

Aligned Unit goal(s): The Biology Department conducts regular, reflective and rigorous assessment of its activities and uses the results to guide decision-making.

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Measure (Metric)	Unit Strategy(ies) Action(s) [verbs]	Responsible Person/Group	Resources	Status as of alignment
4.1 By 2015, 90% of CLAS administrators, faculty, staff, and students engage in rigorous assessment of all CLAS processes and outcomes.	UAC self-assessment processes	Unit engages in required assessment activities, including General Education course assessments and program self studies.	Completion of course assessments and program self studies on or before deadlines.	Unit will encourage general education course instructors and program committees to complete planned assessment activities on time.	Unit Faculty, Program Committees, Unit Head.	Faculty time and effort.	Implemented (general education course assessments) and in progress ( <i>next Unit assessment report due October 15, 2012</i> ).
		Unit creates a BIO undergraduate program committee to assist with BIO BS assessment, self study, and curriculum revision.  BIO SP, BIO MS SP, NRM SP, Student and Program Goals.	Document organization of committee.	Discuss need for committee at first Department meeting of 2011-2012.	Unit Faculty, Advisory Committee, Unit Head	Faculty time and effort. Assigned time for program coordinator.	Planned for 2011-2012.
4.2 By 2012, all CLAS course syllabi will include student learning outcomes linked to appropriate	Training for all faculty on syllabi preparation and creation of appropriate student learning outcomes.	By Fall, 2012, all BIO and NRM course syllabi include student learning outcomes linked	Assessment reports based on UAC cycle.	Unit Faculty will participate in training on syllabi preparation and creation of	Unit Faculty, Program Committees, Unit Head	Faculty time and effort, FTLC workshops.	Planned for 2011-2012.



pedagogies.	Syllabi of record made available to all faculty within a unit.  Units review all syllabi and report compliance with objective.	<b>to appropriate pedagogies.</b>		<b>appropriate student learning outcomes.</b>			
4.3.1 By 2012, CLAS Academic Advising Center will identify student learning outcomes for advising.	Align CLAS Academic Advising Center approaches and structures with university's new student advising approach and structures.	No current objectives.					
4.3.2 By 2012, the CLAS Academic Advising Center self study and assessment report will be completed, published, and aligned with university expectations and guidelines for academic advising.							
4.4 By 2015, CLAS units have completed one self study and at least two full cycles of student learning outcome assessment critiques by the UAC.	Conduct appropriate self-study and student learning outcome assessments.	Unit completes student learning outcome assessments (as modified by most recent self study) and self study as required.	Student learning outcome assessments and self study completed on or before deadlines.	Unit will encourage faculty, program committees, and other designated unit committees to complete planned assessment activities on time.	Unit Faculty, Unit Committees, Program Committees, Unit Head	Faculty time and effort. Budget resources for standardized testing in undergraduate BIO major (ETS).	In progress ( <i>next Unit assessment report due on October 15, 2012, second unit assessment report and self study due May 15, 2015</i> ).
		<b>Unit creates a BIO undergraduate</b>	<b>Document organization of committee.</b>	<b>Discuss need for committee at first Department</b>	<b>Unit Faculty, Advisory Committee,</b>	<b>Faculty time and effort, assigned time for program</b>	<b>Planned for 2011-2012.</b>

		<p><b>program committee to assist with assessment, self study, and curriculum revision.</b></p> <p>BIO SP, BIO MS SP, NRM SP, Student Learning, Student, Faculty, and Program Goals.</p>		meeting of 2011-2012.	Unit Head	coordinator.	
4.5 By 2012, CLAS units that participate in the General Education Program have fully implemented 2006 Assessment Plan.	Implement 2006 Assessment Plan (by CLAS units that participate in the General Education Program).	<p>Unit completes required General Education Course Assessments each year as requested.</p> <p>BIO SP, NRM SP, Program Goal 2, Objectives 1-3. The Biology Department and NRM Program will assist the General Education Committee in assessing General Education student learning outcomes.</p>	Completion of General Education course assessments on or before deadlines.	Unit will encourage general education course instructors to complete planned assessment activities on time.	Unit Faculty, Unit Head	Faculty time and effort.	Implemented and ongoing.
4.6 Through 2015, CLAS supports university maintenance and expansion of assessment data management systems.	Encourage faculty participation in assessment data management systems such as WEAVE	Unit documents planned unit assessment activities (as modified by most recent self study) and outcomes using WEAVE online.	Unit assessment activities are current and recorded online in WEAVE.	Unit will encourage faculty, program committees, and other designated unit committees to complete planned assessment activities on time.	Unit Faculty, Unit Committees, Program Committees, Unit Head	Faculty time and effort. Budget resources for standardized testing in undergraduate BIO major (ETS).	In progress (Unit Head completed WEAVE online training in 2010).

		Student Learning Goals from BIO SP (1-3), BIO MS SP (1-2), NRM SP (1-2). BIO SP, BIO MS SP, NRM SP, Student, Faculty, and Program Goals.					
4.7 Through 2015, continue to monitor and assess the state and regional needs for new or revised undergraduate and/or graduate programs and degrees in CLAS.	Provide representation to university monitoring and assessment activities.  Review university assessment reports for impact on CLAS programs and degrees.	No current objectives.					
4.7.1 Through 2015, CLAS initiates the processes required to add new curricular offerings based on identified needs.	Develop appropriate curricula	Complete curricular changes to reduce bottlenecks in existing Major and Minor programs in BIO and NRM.  <b>Unit creates a BIO undergraduate program committee to assist with BIO BS assessment, self study, and curriculum revision.</b>  BIO SP, Program Goal 1. The Biology department will	Progress and approval of needed curriculum revisions.  <b>Document organization of committee.</b>  Results of senior exit surveys and alumni surveys.	Continue review of unit curriculum as identified in most recent self study.  <b>Discuss need for committee at first Department meeting of 2011-2012.</b>  All program committees conduct senior exit surveys and	Unit Faculty, Unit Committees, Program Committees, Unit Head  <b>Unit Faculty, Advisory Committee, Unit Head</b>  Unit Faculty, Program Committees, Unit Head.	Faculty time and effort. Existing budget allocations.  <b>Faculty time and effort, assigned time for program coordinator.</b>  Support for alumni surveys, Career Services alumni surveys.	Implemented and ongoing, NRM Program Change completed, BIO Program Change for BIO Minor and restricted theme courses in progress.  <b>Planned for 2011-2012.</b>  Senior exit surveys implemented and ongoing. Alumni surveys to be

		<p>maintain a state-of-the-art biology curriculum. Student Goal 1. To prepare students for careers in which they can use their education in biology.</p> <p>NRM SP, Program Goal 1. To maintain a state-of-the-art natural resources management curriculum. Student Goal 1. Students will find careers in which they can use their education in natural resources management. Emphasis Goal 1. The emphases will provide students with knowledge, skills, and abilities to succeed in specific areas of natural resources management.</p>		<p>alumni surveys as stated in current strategic plans and most recent self study.</p>			<p>completed for self study (due 5/15/2015).</p>
4.7.2 Through 2015, CLAS initiates the processes required to discontinue curricular offerings based on identified	<p>Discontinue identified programs.</p> <p>Reallocate affected faculty workloads.</p>	<p>Complete curricular changes to reduce bottlenecks in existing Major and Minor programs in BIO and NRM.</p> <p>BIO SP, BIO MS</p>	<p>Progress and approval of needed curriculum revisions.</p>	<p>Continue review of unit curriculum, a need identified in most recent self study.</p>	<p>Unit Faculty, Unit Committees, Program Committees, Unit Head</p>	<p>Faculty time and effort, enrollment management information.</p>	<p>NRM Program Change completed, BIO Program Change for BIO Minor and restricted theme courses in progress.</p>

needs.		SP, NRM SP, Student and Program Goals.					
4.8 Through 2015, provide CLAS support as required for annual GVSU Accountability Report.	Provide representation to annual GVSU Accountability Report process.  Notify CLAS faculty & staff of availability of GVSU Accountability Report.	No current objectives.					
4.9 Through 2015, provide CLAS support as required for annual Dashboard report.	Provide representation to annual Dashboard report process.  Notify CLAS faculty & staff of availability of annual Dashboard Report.	No current objectives.					

**Goal 5. [Grand Valley has the human resources and the physical and pedagogical infrastructures it needs to promote effective learning and teaching in all disciplines at all levels.]**

**Aligned CLAS goal:** CLAS participates actively in the planning process of the university for human resources and the physical and pedagogical infrastructures.

Aligned Unit goal(s): The Biology Department participates actively in university and CLAS planning processes to provide the human resources and physical and pedagogical infrastructures needed to support the department's mission, vision, and goals.

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Measure (Metric)	Unit Strategy(ies) Action(s) [verbs]	Responsible Person/Group	Resources	Status as of alignment
5.1.1 Seek additional tenure track faculty positions and identify and pursue curriculum delivery efficiencies.	Survey current percentages of SCH taught by TT faculty in each unit/program.  Units develop/refine/revise baseline staffing plans for optimum allocation of human resources on the	Unit hires additional excellent faculty to expand our areas of expertise.  BIO SP, Program Goal 1. The Biology Department will maintain a state-of-the-art biology	Number of new tenure-track hires that represent new lines (as opposed to hires to replace retiring or resigning faculty members). % of SCH covered by TT faculty.	Request searches to fill new lines in strategic areas of expertise not currently represented on our faculty.	Unit Faculty, Advisory Committee, Search Committees, Unit Head.	Approval of searches through CLAS to support hiring of new tenure-track lines, Institutional Analysis data.	In progress. Unit currently is only maintaining tenure-track faculty numbers by searching for replacements for retired or resigned faculty members. 48% of SCH covered by TT faculty in 2010-2011.

	<p>basis of strategic planning, disciplinary standards, and pedagogical best practices.</p> <p>Allocate additional positions and/or conversions on the basis of demonstrated need and projected impact.</p> <p>Identify and implement curriculum delivery efficiencies that support objectives articulated in Goal 3, esp. with reference to quality of instruction and support for high impact practices.</p>	<p>curriculum. Objective 1a. To generate adequate facilities and staff to support the curriculum.</p> <p>BIO MS SP, Program Goal 1. To provide an excellent learning environment for graduate students.</p> <p>NRM SP, Program Goal 1. To maintain a state-of-the-art natural resources management curriculum.</p>					
5.1.2 Seek additional staff in proportion to anticipated enrollment growth.	<p>Survey current staffing arrangements.</p> <p>Identify critically understaffed areas.</p> <p>Allocate additional staff positions on the basis of demonstrated need and projected impact.</p>	<p>Unit obtains a second full-time office staff position to support documented growth in BIO and NRM student enrollments.</p>	Number of full-time BIO office staff employed increased to two.	Unit will request full-time, year-round status for second office staff member.	Unit Staff, Unit Head	Additional salary resources to create full-time staff position.	Implemented as of summer, 2011.
5.2 Seek additional academic space in order to support and enhance CLAS programs	<p>Cooperate in development of the Master Plan.</p> <p>Survey current and projected needs for academic space.</p> <p>Identify critical academic space limitations.</p> <p>Allocate additional</p>	<p>Seek additional academic space and associated equipment to support and enhance BIO and NRM Programs.</p> <p>BIO SP, Faculty Goal 1, Objective 1a. To generate adequate physical resources for</p>	<p>Document acquisition of equipment and access to additional academic spaces.</p> <p>Inventories of existing resources</p>	<p>Unit will actively work within CLAS to acquire state-of-the-art facilities and associated equipment to house and support Unit programs.</p> <p>Unit will conduct inventories as</p>	<p>Unit Faculty, Unit Committees, Program Committees, Unit head</p> <p>Unit Staff, Unit Faculty, Unit</p>	<p>Faculty time and effort, access to facilities (physical space and equipment).</p> <p>Staff and faculty time and effort.</p>	<p>Ongoing and in progress.</p> <p>Planned for 2011-2012.</p>

	academic spaces on the basis of demonstrated need and projected impact.	<p>research by faculty.</p> <p>BIO SP, Program Goal 1. The Biology department will maintain a state-of-the-art biology curriculum. Objective 1a. To generate adequate facilities and staff to support the curriculum.</p> <p>BIO MS SP, Faculty Goal 1, Objective 1a. To generate adequate physical resources for faculty research/scholarship</p> <p>BIO MS SP, Program Goal 1, Objective 1a. To generate adequate facilities and support for the graduate curriculum.</p> <p>NRM SP, Program Goal 1. To maintain a state-of-the-art natural resources management curriculum.</p>	and faculty resource needs.	specified in current strategic plans.	Committees, Program Committees, Unit head		
5.3 CLAS faculty are trained and equipped to use new and current pedagogical best practices and technologies in support of student learning	<p>Identify student learning outcomes in all academic programs.</p> <p>Identify pedagogical best practices and technologies suitable for achieving identifying student learning</p>	Biology faculty are trained and equipped to use new and current pedagogical best practices and technologies in support of student learning outcomes.	Document faculty training and acquisition of equipment and access to enhanced academic spaces.	Unit will encourage faculty to participate in pedagogical training. Unit will cooperate with CLAS to acquire enhanced teaching and	Unit Faculty, Unit Committees, Program Committees, Unit Head.	Faculty time and effort, professional development funds for pedagogical enhancement, physical space, computer resources and other teaching equipment (e.g., lab	In progress.

outcomes.  CLAS participates in the development of enhanced teaching and learning spaces to support new pedagogies.	outcomes.  Participate in the development of enhanced teaching and learning spaces that support pedagogical best practices and technologies.	BIO SP, Program Goal 1. The Biology department will maintain a state-of-the-art biology curriculum.  BIO SP, Faculty Goal 1. To enhance opportunities for faculty professional development.  BIO MS SP, Faculty Goal 1, Objective 1a. To generate adequate physical resources for faculty research/scholarship  BIO MS SP, Program Goal 1, Objective 1a. To generate adequate facilities and support for the graduate curriculum  NRM SP, Faculty Goal 1, Objective 1. Improve teaching effectiveness.	Inventories of existing resources and faculty resource needs.	learning spaces. Faculty report relevant training in Digital Measures and in annual FARs.  Unit will conduct inventories as specified in current strategic plans.	Unit Staff, Unit Faculty, Unit Committees, Program Committees, Unit head	equipment).  Staff and faculty time and effort.	Planned for 2011-2012.
5.4 CLAS faculty, staff, and students are equipped and encouraged to make contributions to the knowledge base and are recognized and rewarded for	Coordinate closely with other university entities (e.g. CSCE) to survey and identify existing disincentives and barriers to seeking internal and external support, recognition, and rewards for contributions to the knowledge base.	Unit students and faculty engage in scholarship related to their areas of expertise.  BIO SP, Faculty Goal 1. To enhance opportunities for faculty professional development.	Number of students involved in supervised scholarship, number of internal grants funded, number of external grants funded, number of presentations at professional	Encourage student and faculty participation in scholarship related to their areas of expertise, faculty report outcomes on Digital Measures and	Unit Students, Unit Faculty, Program Committees, Unit Head	Student and Faculty time and effort. Professional development funds, startup packages for research, adequate access to research space and internal funding sources for student and faculty research,	Implemented and ongoing.



outstanding intellectual and creative products.	Identify programmatic or discipline-specific modes of seeking support, recognition, and rewards for contributions to the knowledge base.	BIO MS SP, Faculty Goal 1, Objective 1a. To generate adequate physical resources for faculty research and scholarship	conferences, number of peer-reviewed publications produced, service to professional societies.	annual FARs, recognize faculty accomplishments during annual salary reviews.		institutional support for seeking external funding. <i>University and CLAS salary allocations to recognize exemplary efforts.</i>	
	Develop a network to target information about support, recognition, and reward opportunities appropriately.	BIO MS SP, Faculty Goal 1, Objective 1b. To generate adequate time for faculty research and scholarship.	Inventories of existing resources and faculty resource needs.	Unit will conduct resource inventories as specified in current strategic plans.	Unit Staff, Unit Faculty, Unit Committees, Program Committees, Unit head	Staff and faculty time and effort.	Planned for 2011-2012.
	Develop mechanisms to feed indirect costs on external grants back to College and Unit to help build infrastructure and provide pools for future matching funds.	BIO MS SP, Program Goal 1, Objective 1a. To generate adequate facilities and support for the graduate curriculum	Graduate student involvement in scholarship, number of graduate assistantships (internal and external), number of graduate student presentations, number of graduate student peer-reviewed articles.	Encourage graduate student participation in scholarship.	Graduate students, Unit Faculty, Graduate Program Committee, Unit Head	Student and faculty time and effort. Assistantship and research funding support for graduate students.	Implemented and ongoing.
	Create new forms of recognition for faculty and student scholarly and creative work.	NRM SP, Program Goal 1, Objective 3. Improve graduate program.					
	Create new internal funding mechanisms to support student/faculty scholarship.	NRM SP, Program Goal 1, Objective 4. Play a lead role in environmental sustainability initiatives on and off campus.  NRM SP, Faculty Goal 2, Objective 1. Improve faculty scholarship.					

**Goal 6.** [Grand Valley educates well-prepared and well-rounded graduates who positively contribute to West Michigan, the state, the nation, and the world.]

**Aligned CLAS goal:** CLAS educates well-prepared and well-rounded graduates of GVSU who positively contribute to West Michigan, the state, the nation, and the world.

**Aligned Unit goal(s):** The Biology Department educates well-prepared and well-rounded graduates of GVSU who positively contribute to West Michigan, the state, the nation, and the world.

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Measure (Metric)	Unit Strategy(ies) Action(s) [verbs]	Responsible Person/Group	Resources	Status as of alignment
6.1 CLAS students and programs are provided the resources to prepare students to pass state or federal examinations required for practicing in their professions.	Identify requirements for state and federal examinations for various professions	<b>Undergraduate BIO and NRM Program graduates who complete the required coursework can be certified through relevant professional societies.</b>	<b>Coursework developed that satisfies professional certification requirements.</b>	<b>Review curriculum and identify existing courses that satisfy certification requirements. Develop new coursework as needed.</b>	<b>Unit Faculty, Program Committees, Unit Head</b>	<b>Faculty time and effort. Additional resources will be requested through CLAS as needed.</b>	<b>Implemented (BIO/NRM wildlife certification requirements in place) and ongoing (BIO/NRM Fisheries certification requirements in review).</b>
	Identify existing curricular and extracurricular resources that prepare students for the exams and fill gaps in available resources	BIO SP, Student Goal 1. To prepare students for careers in which they can use their education in biology.	Results of senior exit surveys and alumni surveys.	All program committees conduct senior exit surveys and alumni surveys as stated in current strategic plans and most recent self study.	Unit Faculty, Program Committees, Unit Head	Support for alumni surveys, Career Services alumni surveys.	Senior exit surveys implemented and ongoing. Alumni surveys to be completed for self study (due 5/15/2015).
	Advise students in a timely manner and closely align departmental advising with advising from CAAC and Career Services	BIO MS SP, Student Goal 1. To prepare graduate students for careers in which they can use their education in biology.  NRM SP, Student Goal 1. Students will find careers in which they can use their education in natural resources management.					
6.2 CLAS	Evaluate the extent to	Complete curricular	Progress and	Continue review	Unit Faculty,	Faculty time and	NRM Program Change

students and programs are provided the resources to prepare students to enter graduate school or secure employment that benefits from the skills and values of liberal education.	which curricula in departments, programs, and emphases are designed to fulfill employment and graduate school requirements	changes to reduce bottlenecks in existing Major and Minor programs in BIO and NRM.	approval of needed curriculum revisions.	of unit curriculum, a need identified in most recent self study.	Unit Committees, Program Committees, Unit Head	effort.	completed, BIO Program Change for BIO Minor and restricted theme courses in progress.
	Advise students in a timely manner and closely align departmental advising with advising from CAAC and Career Services	BIO SP, Program Goal 1. The Biology department will maintain a state-of-the-art biology curriculum.	Results of senior exit surveys and alumni surveys.	All program committees conduct senior exit surveys and alumni surveys as stated in current strategic plans and most recent self study.	Unit Faculty, Program committees, Unit Head	Support for alumni surveys, Career Services alumni surveys.	Senior exit surveys implemented and ongoing. Alumni surveys to be completed for self study (due 5/15/2015).
		BIO SP, Program Goal 3: The pre-veterinarian emphasis meets requirements for entry into veterinarian programs.					
		BIO SP, Program Goal 4: The pre-medical, pre-osteopathic, pre-dental emphasis meets requirements for entry into respective programs					
		BIO SP, Program Goal 5: The pre-physical therapy emphasis meets requirements for entry into physical therapy programs.					
		BIO SP, Student Goal 1, Objective 1a. Students will be admitted to					

		<p>advanced educational programs in the biological sciences or other relevant fields.</p> <p>BIO SP, Student Goal 1, Objective 1b. Students will be placed in jobs that require them to employ their education in biology.</p> <p>BIO MS SP, Student Goal 1, Objective 1a. Students will be admitted to advanced educational programs in the biological science or other relevant fields</p> <p>BIO MS SP, Student Goal 1, Objective 1b. Graduate students will be placed in jobs that require them to employ their education in biology</p> <p>NRM SP, Student Goal 1. Students will find careers in which they can use their education in natural resources management.</p>					
Support efforts of departments, CAAC,	Students in BIO and NRM majors	Number of students	Advise and encourage	Unit Staff, Unit Faculty,	Staff and faculty time and effort.	Implemented and ongoing.	

	Career Services, and PIC in providing students with internship, study abroad, training, and interviewing opportunities.	participate in internships, study abroad programs and other related HIPs.  BIO SP, BIO MS SP, NRM SP, Student and Program Goals.	participating in relevant activities and courses.	student participation in relevant activities. Faculty-led activities reported in Digital Measures and in annual FARs.	Program Committees, Unit Head		
6.3 CLAS students and programs are provided the resources to prepare students to secure employment in any discipline or profession or enter graduate school	Evaluate the extent to which curricula in departments, programs, and emphases are designed to fulfill employment and graduate school requirements.  Advise students in a timely manner and closely align departmental advising with advising from CAAC and Career Services  Support efforts of departments, CAAC, Career Services, and PIC in providing students with internship, study abroad, training, and interviewing opportunities.	Complete curricular changes to reduce bottlenecks in existing Major and Minor programs in BIO and NRM.  BIO SP, Student Goal 1. To prepare students for careers in which they can use their education in biology.  BIO MS SP, Student Goal 1, Objective 1a. Students will be admitted to advanced educational programs in the biological science or other relevant fields  BIO MS SP, Student Goal 1, Objective 1b. Graduate students will be placed in jobs that require them to employ their education in biology  NRM SP, Student Goal 1, Objective 2.	Progress and approval of needed curriculum revisions.  Results of senior exit surveys and alumni surveys.	Continue review of unit curriculum, a need identified in most recent self study.  All program committees conduct senior exit surveys and alumni surveys as stated in current strategic plans and most recent self study.	Unit Faculty, Unit Committees, Program Committees, Unit Head  Faculty, Program committees, Unit Head	Faculty time and effort.  Support for alumni surveys, Career Services alumni surveys.	NRM Program Change completed, BIO Program Change for BIO Minor and restricted theme courses in progress.  Senior exit surveys implemented and ongoing. Alumni surveys to be completed for self study (due 5/15/2015).

		<p>Students will obtain jobs that require them to employ their education in natural resources management.</p> <p>NRM SP, Student Goal 1, Objective 3. Students will be admitted to advanced educational programs in natural resources management or other relevant fields.</p>					
<p>6.4 CLAS students and programs are provided the resources to prepare students to obtain leadership positions regionally, nationally, and globally.</p>	<p>Support efforts of Office of Fellowships to prepare students to be competitive for national and international scholarship and fellowship opportunities.</p> <p>Support efforts of departments, CAAC, Career Services, GV in DC, Hauenstein Center Peter Cook Leadership Academy, and PIC in providing students with internship, leadership, study abroad, training, and interviewing opportunities.</p>	<p>Students in BIO and NRM majors participate in internships, study abroad programs and other related HIPs.</p>	<p>Number of students participating in relevant activities, results of alumni surveys.</p>	<p>Advise and encourage student participation in relevant activities. All program committees conduct alumni surveys as stated in current strategic plans and most recent self study. Faculty-led activities reported in Digital Measures and in annual FARs</p>	<p>Unit Staff, Unit Faculty, Program Committees, Unit Head</p>	<p>Staff and faculty time and effort, support for alumni surveys, Career Services alumni surveys.</p>	<p>Implemented and ongoing. Alumni surveys to be completed for self study (<i>due 5/15/2015</i>).</p>

**Goal 7. [Grand Valley's stakeholders are aware of and supportive of the university's financial decisions.]**

**Aligned CLAS goal:** CLAS contributes to the awareness of and support for the university's financial decisions by CLAS stakeholders; and CLAS makes its financial decisions with transparency on grounds aligned with strategic goals.

**Aligned Unit goal(s):** The Biology Department contributes to stakeholder awareness of and support for financial decisions made by the university and CLAS; and the Biology Department makes its financial decisions with transparency on grounds aligned with strategic goals.

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Measure (Metric)	Unit Strategy(ies) Action(s) [verbs]	Responsible Person/Group	Resources	Status as of alignment
7.2 Dean's Office communicates regularly with CLAS unit heads about budgeting priorities	- Disseminate appropriate Dean's Budget Reports yearly - Provide unit heads, student advisory group and alumni board with strategic budgeting priorities - Continue individualized budget consultations with unit heads	Unit Head communicates with Unit Faculty about annual budgeting priorities and allocations. NRM SP, Program Goal 1, Objective 1. Improve NRM Program management	Annual Budget Report presented and discussed at fall start-up meeting, annual budget request submitted on or before deadline.	Unit Head prepares annual budget report for fall start-up meeting, solicits input from faculty and staff on annual budget and equipment requests, communicates CLAS priorities to unit as appropriate.	Unit Faculty, Unit Staff, Program Committees, Unit Head	Unit Faculty, Unit Staff, and Unit Head time and effort. Budget priority information provided by CLAS.	Implemented and ongoing.
7.3 At least 75% of CLAS faculty are familiar with CLAS budgeting priorities.	- Articulate and disseminate CLAS budgeting priorities and financial consequences of decisions - Disseminate Dean's 360 review; - use CLAS ACTS to disseminate strategic budgeting priorities and financial consequences of institutional decisions to faculty. - Use annual salary letters to communicate	Unit Head communicates with Unit Faculty about annual budgeting priorities and allocations. NRM SP, Program Goal 1, Objective 1. Improve NRM Program management	Annual Budget Report presented and discussed at fall start-up meeting, annual budget request submitted on or before deadline.	Unit Head prepares annual budget report for fall start-up meeting, solicits input from faculty and staff on annual budget and equipment requests, communicates CLAS priorities to unit as appropriate.	Unit Faculty, Unit Staff, Program Committees, Unit Head	Unit Faculty, Unit Staff, and Unit Head time and effort. Budget priority information provided by CLAS.	Implemented and ongoing.

	<p>information about pay equity and salary compression.</p> <p>-Establish regular communication with FSBC in relation to university financial decisions as they effect CLAS.</p>						
7.6 Increase funding of scholarships by CLAS alumni and applications for scholarships by CLAS students.	<p>- Distribute Financial Aid report.</p> <p>- Leverage the support of CLAS alumni and student boards along with CLAS units to expand scholarships with the college.</p> <p>-Encourage CLAS units to promote scholarship applications among their majors by working with Office of Fellowships and linking to that website</p>	<p><b>Raise awareness of unit scholarship and endowment fund resources to alumni and students.</b></p> <p>BIO SP, BIO MS SP, NRM SP, Student and Program Goals.</p>	<p><b>Amount of alumni contributions to unit scholarship and endowment funds, if available.</b></p> <p><b>Number and amount of scholarships awarded to BIO and NRM majors.</b></p>	<p><b>Publicize unit scholarship and endowment fund resources on web site and in annual alumni newsletter.</b></p> <p><b>Encourage students to apply for available internal and external scholarships.</b></p>	<p><b>Unit Faculty, Unit Staff, Unit Committees, Unit Head</b></p>	<p><b>Faculty and staff time and effort, existing budget allocations.</b></p> <p><b>Support for alumni newsletter.</b></p>	<p><b>Implemented and ongoing, improvements planned for 2011.</b></p>
7.7 Increase external grant applications for financial support of graduate students within CLAS graduate programs.	<p>- Professional development for grant writing;</p> <p>- Create incentives for faculty grant writing.</p>	<p>Submit external grant applications for financial support of graduate students within the Biology MS program.</p> <p>BIO SP, Faculty Goal 1, Objective 1b. To generate adequate time for faculty scholarship.</p> <p>BIO MS SP, Faculty Goal 1, Objective 1b. To generate adequate time for</p>	<p>Number of external grants funded that financially support graduate students.</p>	<p>Encourage graduate students to apply for external grants.</p> <p>Encourage faculty participation in scholarship related to their areas of expertise.</p> <p>Faculty report outcomes on Digital Measures and annual FARs, recognize faculty accomplishments during annual</p>	<p>Unit Graduate Students, Unit Faculty, Program Committees, Unit Head</p>	<p>Student and Faculty time and effort.</p> <p>Professional development funds, startup packages for research, adequate access to research space and internal funding sources for student and faculty research, institutional support for seeking external funding. <i>University and CLAS salary allocations to recognize exemplary</i></p>	<p>Implemented and ongoing.</p>



		<p>faculty research/scholarship</p> <p>BIO MS SP, Program Goal 1. To provide an excellent learning environment for graduate students.</p> <p>NRM SP, Faculty Goal 2, Objective 1. Improve faculty scholarship.</p> <p>NRM SP, Program Goal 1, Objective 3. Improve graduate program.</p>	<p>Results of graduate student exit surveys, inventories of existing resources and faculty resource needs.</p>	<p>salary reviews.</p> <p>Conduct graduate student exit surveys and resource inventories as stated in current strategic plans.</p>	<p>Unit Graduate Students, Unit Staff, Unit Faculty, Graduate Program Committee, Unit Head</p>	<p>efforts.</p> <p>Student, Staff, and Faculty time and effort.</p>	<p>Graduate student exit surveys implemented and ongoing. Resource inventories planned for 2011-2012.</p>
<p>7.8 At least 35% of CLAS faculty report being rewarded for good teaching.</p>	<p>Ensure that CLAS and Unit Personnel Standards and Criteria reward good teaching.</p> <p>-Ensure that annual salary adjustments reward good teaching.</p> <p>- Showcase the excellence of CLAS faculty through university and CLAS award programs, a CLAS teaching showcase, and teaching brown bags.</p> <p>- Establish section on CLAS home page for brief bios of persons receiving teaching awards</p>	<p>Unit personnel guidelines reward teaching effectiveness and excellence.</p> <p>BIO SP, Faculty Goal 1. To enhance opportunities for faculty professional development.</p> <p>BIO MS SP, Faculty Goal 1. To enhance opportunities for faculty professional development.</p> <p>NRM SP, Faculty Goal 1, Objective 1. Improve teaching effectiveness, and Objective 2. Obtain funding for discipline-specific teaching</p>	<p>Unit personnel policy is revised to align with CLAS personnel policy.</p> <p>Number of faculty involved in teaching-related professional development activities or receiving teaching awards.</p>	<p>Revise unit personnel policy to align with CLAS personnel policy.</p> <p>Nominate deserving faculty for recognition, encourage faculty to engage in pedagogical improvement, report activities on Digital Measures and annual FARS, recognize faculty accomplishments during annual salary reviews.</p>	<p>Unit Faculty, Unit Personnel Committee, Unit Head</p> <p>Unit Faculty, Unit Head</p>	<p>Faculty time and effort.</p> <p>Faculty time and effort. Support by FTLC and other GVSU entities. <i>University and CLAS salary allocations to recognize exemplary efforts.</i></p>	<p>Implemented and ongoing. Unit personnel policy revised to align with CLAS personnel policy during fall, 2010.</p> <p>Implemented and ongoing.</p>

		activities.					
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**Goal 8.** [ Grand Valley has extensive relationships with current and new constituencies that lead to these constituencies' involvement with, participation in, support of, and contribution of resources to the university community.]

**Aligned CLAS goal:** CLAS reaches out to its current and new constituencies to engender their support of and participation in our college community.

**Aligned Unit goal(s):** The Biology Department actively engages with its current and new constituencies to engender their support of and participation in the department, college, and university community.

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Measure (Metric)	Unit Strategy(ies) Action(s) [verbs]	Responsible Person/Group	Resources	Status as of alignment
8.1 CLAS faculty and staff will be a visible presence at national and state professional events and the CLAS alumni board will continue activities to reach out to Michigan students.	Highlight available support for faculty and staff to present at national and state professional events	Unit faculty engage in scholarship related to their areas of expertise.  BIO SP, Faculty Goal 1. To enhance opportunities for faculty professional development.  BIO MS SP, Faculty Goal 1. To enhance opportunities for faculty professional development.  NRM SP, Faculty Goal 2. NRM faculty will be recognized as scholars in their respective fields.  NRM SP, Faculty Goal 3, Objective 2. Faculty will serve their respective academic and professional	Number of students involved in supervised scholarship, number of internal grants funded, number of external grants funded, number of presentations at professional conferences, number of peer-reviewed publications produced, service to professional societies.	Encourage faculty participation in scholarship related to their areas of expertise, faculty report outcomes on Digital Measures and annual FARs, recognize faculty accomplishments during annual salary reviews.	Unit Faculty, Unit Head	Faculty time and effort. Professional development funds, startup packages for research, adequate access to research space and internal funding sources for student and faculty research, institutional support for seeking external funding. <i>University and CLAS salary allocations to recognize exemplary efforts.</i>	Implemented and ongoing.

		communities.					
8.1.1 CLAS faculty and students will steadily increase presentations, participation in conferences, performances, master classes, and other activities at West Michigan and metro Detroit high schools. (Baseline to be determined in 2010.)	Highlight available support for faculty and staff to engage with high school students in West Michigan and metro Detroit  Increase relationships with superintendents/high school principals and teachers in West Michigan and metro Detroit.  Develop/support music/theater performances and master classes by existing student and faculty ensembles at West Michigan and metro Detroit high schools.  Develop/support CLAS outreach events in sciences/math/history/etc.	Unit faculty engage in substantive community service activity as part of their annual activities.  BIO SP, BIO MS SP, NRM SP, Student, Faculty, and Program Goals.	Number of unit faculty engaged in substantive community service activities by major categories of service.	Report service activities on Digital Measures and annual FARs. Recognize faculty accomplishments during annual salary reviews.	Unit Faculty Unit Head	Faculty time and effort. <i>University and CLAS salary allocations to recognize exemplary efforts.</i>	Implemented and ongoing.
8.1.2 CLAS faculty and students will steadily increase public presentations in conferences, performances, master classes, and other activities in appropriate venues in West Michigan and the metro Detroit	Highlight available support for faculty members to make presentations at public/professional meetings and conferences.  Develop concert outreach opportunities in West Michigan and metro Detroit.  Increase use of web-based video of	Unit students and faculty engage in scholarship related to their areas of expertise.  BIO SP, Faculty Goal 1. To enhance opportunities for faculty professional development.  BIO MS SP, Faculty Goal 1. To enhance opportunities for	Number of students involved in supervised scholarship, number of internal grants funded, number of external grants funded, number of presentations at professional conferences, number of peer-reviewed publications	Encourage student and faculty participation in scholarship related to their areas of expertise, faculty report outcomes on Digital Measures and annual FARs, recognize faculty accomplishments during annual	Unit Students, Unit Faculty, Unit Head	Student and Faculty time and effort. Professional development funds, startup packages for research, adequate access to research space and internal funding sources for student and faculty research, institutional support for seeking external funding. <i>University and CLAS salary</i>	Implemented and ongoing.

area. (Baseline to be determined in 2010.)	presentations and performances.  Develop and distribute expertise lists to Michigan media outlets for commentary and interviews on current event topics.	faculty professional development.  NRM SP, Faculty Goal 3, Objectives 1-3. NRM faculty will be recognized as leaders in scientific public service within the university, within the academic community, and throughout West Michigan.	produced, service to professional societies.	salary reviews.		<i>allocations to recognize exemplary efforts.</i>	
8.1.3 CLAS faculty, staff, and students are provided the resources to prepare and compete for national scholarships, fellowships, grants, awards and honors	Assist faculty, staff, and students with preparation and processing of application materials for national scholarships, fellowships, grants, awards and honors	Biology faculty, staff, and students are provided the resources to prepare and compete for national scholarships, fellowships, grants, awards and honors.  BIO SP, Faculty Goal 1. To enhance opportunities for faculty professional development.  BIO MS SP, Faculty Goal 1. To enhance opportunities for faculty professional development.  NRM SP, Faculty Goal 2. NRM faculty will be recognized as scholars in their respective fields.	Number of relevant applications and outcomes.	Encourage faculty, staff, and student participation. Faculty report outcomes on Digital Measures and annual FARs, recognize faculty accomplishments during annual salary reviews.	Unit Students, Unit Staff, Unit Faculty, Unit Head.	Student, Staff, and Faculty time and effort. Assistance from CLAS, Office of Fellowships, Career Services, Grants Development and Administration, CSCE. <i>University and CLAS salary allocations to recognize exemplary efforts.</i>	Implemented and ongoing.
8.2 CLAS will continue to seek	Establish and maintain connections with	Unit faculty engage in substantive	Number of unit faculty engaged in	Encourage unit faculty to	Unit Faculty, Unit Head	Faculty time and effort. <i>University and</i>	Implemented and ongoing.

to increase high impact opportunities for students in research, internships, and other experiential learning opportunities	community organizations that provide experiential learning opportunities.	community service activity as part of their annual activities.  NRM SP, Program Goal 1, Objective 4. Play a lead role in environmental sustainability initiatives on and off campus.  NRM SP, Faculty Goal 2, Objective 2. Enhance opportunities for service-oriented scholarship	substantive community service activities by major categories of service.	participate in community service activities. Report on Digital Measures and annual FARs, recognize faculty accomplishments during annual salary reviews.		<i>CLAS salary allocations to recognize exemplary efforts.</i>	
8.2.1 CLAS will continue to seek to increase experiential learning opportunities for students.	Collaborate with Career Services and units to expand the existing internship/fieldwork opportunities for CLAS students in West Michigan.	Students in BIO and NRM majors participate in internships and other related HIPs.  BIO SP, BIO MS SP, NRM SP, Student and Program Goals.	Number of students participating in BIO 490, NRM 490, or other related HIPs.	Advise and encourage student participation, maintain unit web site and bulletin boards with internship opportunities, invite guest speakers to classes and student groups, serve as faculty internship supervisors, cooperate with Career Services in this regard.	Unit Staff, Unit Faculty, Program Committees, Unit Head	Staff and faculty time and effort. Continued support from CLAS and Career Services.	Implemented and ongoing.
8.4 Collaborate with the CLAS alumni board to grow the CLAS alumni	Develop unit alumni lists and annual newsletters that highlight faculty/student/alumni	<b>Raise awareness of unit scholarship and endowment fund resources by alumni and</b>	<b>Amount of alumni contributions to unit scholarship and endowment</b>	<b>Publicize unit scholarship and endowment fund resources and awards on web</b>	<b>Unit Faculty, Unit Staff, Unit Committees, Unit Head</b>	<b>Faculty and staff time and effort, existing budget allocations, support for alumni</b>	<b>Implemented and ongoing, improvements planned for 2011.</b>

participation at a rate that parallels the university goal 15% participation and increased 10% donor participation	activity and donations. Continue and explore expanding alumni in residence program.	<b>students.</b> BIO SP, BIO MS SP, NRM SP, Student, Faculty, and Program Goals.	<b>funds, if data available.</b> <b>Number and amount of scholarships awarded to BIO and NRM majors.</b>	<b>site and in annual alumni newsletter.</b> <b>Encourage students to apply for available internal and external scholarships.</b>		<b>newsletter.</b>	
8.5 Increase visibility of university development campaign to CLAS alumni, faculty/staff, retirees, and students.	Increase prominence of university development campaign on CLAS home page.  Highlight university development campaign at CLAS faculty/staff functions.  Highlight university development campaign on CLAS brochures, programs, and other printed materials.	Unit supports efforts to raise visibility of university development campaign to faculty and staff.  BIO SP, BIO MS SP, NRM SP, Student, Faculty, and Program Goals.	Unit participation in annual faculty and staff campaign, as reported by University Development.	Encourage unit participation in annual faculty/staff campaign.	Unit Faculty, Unit Staff, Unit Head.	Faculty and staff time and effort.	Implemented and ongoing.
8.7 Increase support for unit efforts related to endowment gifts to the university, including scholarships,	Support administration of existing endowed scholarships  Highlight in CLAS brochures, programs, website.	<b>Raise awareness of unit scholarship and endowment fund resources by alumni and students.</b>  BIO SP, BIO MS SP, NRM SP, Student, Faculty, and Program Goals.	<b>Amount of alumni contributions to unit scholarship and endowment funds, if available.</b> <b>Number and amount of scholarships awarded to BIO and NRM majors.</b>	<b>Publicize unit scholarship and endowment fund resources and awards on web site and in annual alumni newsletter.</b> <b>Encourage students to apply for available internal and external scholarships.</b>	Unit Faculty, Unit Staff, Unit Committees, Unit Head	Faculty and staff time and effort, existing budget allocations, support for alumni newsletter.	Implemented and ongoing, improvements planned for 2011.
8.8 Increase visibility of and provide support	Highlight in CLAS publications, website	Unit supports efforts to raise visibility of university	Unit participation in annual faculty and staff	Encourage unit participation in annual	Unit Faculty, Unit Staff, Unit Head.	Faculty and staff time and effort.	Implemented and ongoing.

for university development campaign to CLAS alumni, faculty/staff, retirees, and students.		development campaign to faculty and staff.  BIO SP, BIO MS SP, NRM SP, Student, Faculty, and Program Goals.	campaign, as reported by University Development.	faculty/staff campaign.			
8.9 Steadily increase each fiscal year of the number and total award amounts of externally sponsored agreements within CLAS.	Continue to highlight opportunities for externally sponsored scholarship and creative practices.	Unit faculty engage in scholarship related to their areas of expertise.  BIO SP, BIO MS SP, NRM SP, Program, Faculty, and Student Goals.	Number of students involved in supervised scholarship, number of external grants funded, number of presentations at professional conferences, number of peer-reviewed publications produced, service to professional societies.	Encourage faculty participation in scholarship related to their areas of expertise, faculty report outcomes on Digital Measures and annual FARs, recognize faculty accomplishments during annual salary reviews.	Unit Faculty, Unit Head	Faculty time and effort. Professional development funds, startup packages for research, adequate access to research space and internal funding sources for student and faculty research, institutional support for seeking external funding. <i>University and CLAS salary allocations to recognize exemplary efforts.</i>	Implemented and ongoing.
8.10 Steadily increase each year the number of CLAS faculty and staff conducting externally sponsored scholarship and creative practices.	Continue to highlight opportunities for internally and/or externally sponsored scholarship and creative practices.	Unit faculty engage in scholarship related to their areas of expertise.  BIO SP, BIO MS SP, NRM SP, Program, Faculty, and Student Goals.	Number of students involved in supervised scholarship, number of external grants funded, number of presentations at professional conferences, number of peer-reviewed publications produced, service to professional societies.	Encourage faculty participation in scholarship related to their areas of expertise, faculty report outcomes on Digital Measures and annual FARs, recognize faculty accomplishments during annual salary reviews.	Unit Faculty, Unit Head	Faculty time and effort. Professional development funds, startup packages for research, adequate access to research space and internal funding sources for student and faculty research, institutional support for seeking external funding. <i>University and CLAS salary allocations to recognize exemplary efforts.</i>	Implemented and ongoing.