



**GRAND VALLEY
STATE UNIVERSITY®**

**ROBERT B. ANNIS
WATER RESOURCES INSTITUTE**

Strategic Plan & Alignment with CLAS 2010-15

A. Program Overview

The Robert B. Annis Water Resources Institute (AWRI) became an academic unit in the 2009-2010 academic year. Administratively, AWRI is part of the College of Liberal Arts and Sciences (CLAS). Programmatically, AWRI is a multidisciplinary research organization committed to the study of freshwater resources. The Institute was founded in 1986 on the GVSU campus in Allendale as a 1-person operation. Over the past 25 years, it has grown to a 65-person research and education program, and is now located on the shoreline of Muskegon Lake in downtown Muskegon.

In the just concluded 2010-11 academic year, AWRI had 10 Graduate Assistants (with AWRI faculty serving as major advisors), 6 tenure-track faculty members, 2 administrative professional research scientists, 1 shared-tenure track faculty member (with Biology), 3 postdoctoral research scientists, 3 research associates, 5 research assistants, 25 technical call-ins, 3 Clerical, Office, and Technical employees (COTs), 7 graduate student interns, and 9 undergraduate student interns. There is a strong emphasis on scholarship at AWRI, which is reflected in our history of external funding and peer-reviewed publication.

The Institute occupies the Lake Michigan Center and Annex on Muskegon Lake in Muskegon, Michigan. There are three major program areas within AWRI: Information Services Center, Outreach and Education, and Ecological Research.

Facilities include classrooms, conference areas, analytical labs, research labs, mesocosms, dockage, and ship support and storage. AWRI also promotes collaborative research and educational programming, and offers research space, equipment, and ship support facilities to advance such collaborative efforts. AWRI operates two research vessels and offers the Water Resources Outreach Education Program for K-12 schools and community groups.

B. Mission, Vision, Values

Mission

The **mission** of the Institute is to integrate research, education, and outreach to enhance and preserve freshwater resources.

AWRI seeks to accomplish its **mission** through: 1) interdisciplinary research into major questions about water resources; 2) public education for a variety of groups, including K-12, university students, and the community; and 3) outreach to ensure that decision makers are equipped with the best available knowledge on environmental and water resource-related issues to reduce the uncertainty associated with their resource management decisions.

Vision

The **vision** of the Institute is to enhance the knowledge, understanding, and appreciation of freshwater resources among students, university and professional communities, and the general public, and become recognized at both the national and international levels as a leader in the area of water resources.

AWRI has adopted this **vision** recognizing that sustainable freshwater ecosystems are a fundamental necessity, and that the integrity of these systems helps to define our quality of life. AWRI will advance its mission and commitment through three mechanisms: unique educational programs, outreach, and pure and applied research. To accomplish the goal of broader recognition, we envision growing the Institute through additional faculty lines that reflect emerging water resources issues and also lend themselves to interdisciplinary efforts both within and outside the university (e.g. landscape ecology, climatology, and environmental economics). We also desire to establish endowed chairs, place a greater emphasis on projects that have broad geographic relevance, and place our scientific findings in broader social and economic contexts.

Value Statements

We at the AWRI value excellence in research, education, and outreach, as demonstrated by:

- a. Seeking an objective understanding of natural phenomena via scientific inquiry, collaboration, and scholarship.
- b. Fostering excellence in our teaching and outreach initiatives through active student-instructor engagement, participation of students in research, academic advising and mentoring, hands-on experience, and the application of the most current information available.
- c. Performing University and community service that is recognized for its contribution and effectiveness.

C. AWRI Strategic Plan Goals, Strategies, and Measures

Goal One – Student Goal

AWRI will promote opportunities for student achievement, academic development, and professional development, and inspire inquiry, creativity, and social responsibility.

OBJECTIVE 1.1

Increase participation in scientific presentations, and report and manuscript writing.

Strategies and Measures:

- 1.1.1 Require all undergraduate summer interns to present their research findings at an internal seminar at the end of the summer.
 - 1.1.1.1 Rewrite the internship application to include the requirement to present their research findings at an internal seminar at the end of the summer.
 - 1.1.1.2 Track the internal and external presentations of summer interns.
- 1.1.2 Strive to have one undergraduate intern author/co-author a peer-reviewed publication every 2-3 years for each faculty member.
 - 1.1.2.1 Include an outline of faculty member's published works as part of the intern award process to encourage publishing.
 - 1.1.2.2 Track the publications of undergraduate interns.

OBJECTIVE 1.2

Increase our graduate student scientific productivity by 2015.

Strategies and Measures:

- 1.2.1 Increase Graduate Assistant (GA) funding to provide a minimum of one GA per faculty member per fiscal year.
 - 1.2.1.1 When necessary, request additional GAs awarded by the Graduate Studies Office.
 - 1.2.1.2 Encourage faculty members to submit grant proposals that include, at minimum, one GA stipend.
- 1.2.2 Strive to have each Graduate Assistant (GA) submit at least one draft manuscript to a peer-reviewed publication before graduation.
 - 1.2.2.1 Prepare an internal guideline as part of AWRI GA's orientation that outlines the requirement to submit at least one draft manuscript to a peer-reviewed publication before graduation.
 - 1.2.2.2 Provide students with a list of resources for funding opportunities during GA's orientation that could expand the scope of research and increase competitiveness of a draft manuscript upon submission to a peer-reviewed publication.

Goal Two – Faculty Goal

AWRI will diversify interests and expertise and expand opportunities for professional development among faculty.

OBJECTIVE 2.1

Hire new and diverse faculty.

Strategies and Measures:

- 2.1.1 Request a total of two new/shared-position faculty positions, at most, by Fall 2015.
 - 2.1.1.1 Collaborate with other units to share an existing faculty line position by providing release time for research.
 - 2.1.1.2 Continue to request a new faculty line annually.
- 2.1.2 Strive to hire diverse faculty members both from cultures and areas of expertise not currently represented.
 - 2.1.2.1 New faculty hires will be recruited in areas of expertise that are not currently represented.
 - 2.1.2.2 Strive to work with the Office of Multicultural Affairs to recruit new multicultural faculty candidates.

OBJECTIVE 2.2

Foster professional development and expand the breadth of scientific expertise of AWRI faculty.

Strategies and Measures:

- 2.2.1 Encourage faculty to pursue a diverse range of research, scholarship, fellowships, conferences, and opportunities for professional growth.
 - 2.2.1.1 Track faculty involvement in research, scholarship, fellowships, conferences, and professional growth opportunities.
 - 2.2.1.2 Provide each faculty member with funding for one conference per year.
- 2.2.2 AWRI faculty will participate in selected off-site programs for diverse groups of K-12 students and the general public.
 - 2.2.2.1 Track faculty member participation in selected off-site programs for K-12 students and the general public.
 - 2.2.2.2 Collaborate with the GVSU Regional Math and Science Center for two events by 2015.

Goal Three – Program Goal

AWRI will continue to improve the current quality and depth of teaching, scholarship and service based on the CLAS standards of excellence in liberal education, and will continue to improve the sustainability of our program.

OBJECTIVE 3.1

Align AWRI strategic plan with CLAS and University strategic plans.

Strategies and Measures:

- 3.1.1 AWRI will complete its self-study by the requested due date.
 - 3.1.1.1 A retreat will be held prior to when the self-study is due.
 - 3.1.1.2 A committee will organize materials related to the self-study to be used in discussion at the retreat.
- 3.1.2 AWRI will have an approved strategic plan by the requested due date.
 - 3.1.2.1 A retreat will be held prior to when the strategic plan is due.
 - 3.1.2.2 A committee will organize materials related to the strategic plan to be used in discussion at the retreat.

OBJECTIVE 3.2

Meet or exceed scientific productivity targets by 2015.

Strategies and Measures:

- 3.2.1 Average 18 publications per year in peer-reviewed journals over a three-year period by AWRI faculty.
 - 3.2.1.1 Continue to pursue funding sources to support scholarly activities of faculty members.
 - 3.2.1.2 Continue to track scholarly activities of faculty members.
- 3.2.2 Average 30 presentations per year at scientific conferences with AWRI faculty, staff or students as senior author.
 - 3.2.2.1 Continue to pursue funding sources to support scholarly activities of faculty members.
 - 3.2.2.2 Continue to track scholarly activities of faculty members.
- 3.2.3 Maintain and acquire state-of-the-art equipment, technology, and facilities.
 - 3.2.3.1 Assign an AWRI Equipment Committee to annually inventory existing equipment, technology, and facilities.
 - 3.2.3.2 Renovate the field station by 2015.

OBJECTIVE 3.3

Formalize AWRI's role in administering the Biology graduate program by 2015.

Strategies and Measures:

- 3.3.1 Have one voting AWRI faculty member on their Graduate Program Committee by 2015.
 - 3.3.1.1 Begin dialogue with the Biology Department's Graduate Program Committee.
 - 3.3.1.2 Appoint one AWRI faculty member to be the AWRI liaison on the Biology Department's Graduate Program Committee.
- 3.3.2 AWRI faculty will participate in the Biology Department's graduate program curriculum review.
 - 3.3.2.1 Begin dialogue with the Biology Department's Graduate Program Committee.
 - 3.3.2.2 Assign an AWRI Graduate Committee to participate in the Biology Department's graduate program curriculum review.

OBJECTIVE 3.4

Increase and diversify our long-term funding sources.

Strategies and Measures:

- 3.4.1 Continue to pursue long-term funding and donor relations from current and extramural sources.
 - 3.4.1.1 Track grant applications and awards to determine areas of opportunity to expand funding types.
 - 3.4.1.2 Track the number of endowment funds and their earnings.
 - 3.4.1.3 Track the size and number of externally funded grants and contracts.
- 3.4.2 Secure support for existing soft-money administrative professionals and request new/shared-position faculty positions by Fall 2015.
 - 3.4.2.1 Secure long-term funding for two existing soft-money administrative professionals by Fall 2015.
 - 3.4.2.2 Request two new/shared-position faculty positions by Fall 2015.

Goal Four – External Community Goal

AWRI will promote and expand involvement and recognition of AWRI endeavors and the study of aquatic sciences at a local, regional, national and international level.

OBJECTIVE 4.1

Maintain or expand relations and opportunities for regional, national, and international collaborations.

Strategies and Measures:

- 4.1.1 Maintain or increase collaborations with regional, national and international universities, colleges, and professional organizations.
 - 4.1.1.1 Track collaborative activities of faculty members internal and external of GVSU.
 - 4.1.1.2 Internally promote available resources and summarize collaborations with known-contacts.
- 4.1.2 Maintain or expand the number of internal and external regional seminars.
 - 4.1.2.1 Track the number of internal and external regional seminars.
 - 4.1.2.2 Assign an AWRI Seminar Committee to coordinate regional seminars and look for opportunities to expand the number of internal and external regional seminars.

OBJECTIVE 4.2

Seek opportunities to expand community outreach and education for diverse groups in West Michigan while maintaining existing programs.

Strategies and Measures:

- 4.2.1 Continue to offer opportunities for diverse groups of K-12 students, educators, community groups, and the general public to visit the Lake Michigan Center for tours and programs.
 - 4.2.1.1 Continue endowment-supported classroom programs for the Robert B. Annis Educational Foundation Classroom.
 - 4.2.1.2 Continue to give miscellaneous tours and visits annually.
- 4.2.2 Maintain the existing vessel-based outreach program and, when possible, increase the number of participants per year.
 - 4.2.2.1 Continue to track the number of trips and participants in vessel programs.
 - 4.2.2.2 Maintain a 4,000-5,000 participants-per-year target and, when possible, increase the number of participants per year.
 - 4.2.2.3 Continue to conduct periodic evaluation of the program through user surveys.
 - 4.2.2.4 Prepare an annual boat report used for assessment.
- 4.2.3 Maintain or expand involvement in promoting sustainability for GVSU and our community.
 - 4.2.3.1 Track the number of external conferences, events and collaborations with outside organizations pertaining to sustainability.
 - 4.2.3.2 Support ongoing activity in the community.

Strategic Plan Alignment with CLAS and GVSU Goals

Annis Water Resources Institute Objectives	<i>Aligned College of Liberal Arts and Sciences Objectives</i>
Student Goal	
1.1	3.3, 3.5, 6.2, 6.3, 8.1, 8.2
1.2	3.3, 3.5, 6.2, 7.7
Faculty Goal	
2.1	1.2, 2.3
2.2	2.3, 8.1
Program Goal	
3.1	1.1, 4.4
3.2	5.3, 5.4, 8.10
3.3	4.7
3.4	7.6, 8.9, 8.10
External Community Goal	
4.1	1.10, 2.5, 3.5, 8.1, 8.2, 8.10
4.2	1.2, 1.10, 1.14, 2.5, 3.4, 3.6, 8.1, 8.2

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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 1: 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):

Goal 2 – Faculty Goal: *AWRI will diversify interests and expertise and expand opportunities for professional development among faculty.*

Goal 3 – Program Goal: *AWRI will continue to improve the current quality and depth of teaching, scholarship, and service based on the CLAS standards of excellence in liberal education, and will continue to improve the sustainability of our program.*

Goal 4 – External Community Goal: *AWRI will promote and expand involvement and recognition of AWRI endeavors and the study of aquatic sciences at a local, regional, national and international level.*

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	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. Complete external or internal unit self-studies as scheduled and revise strategic plans based on outcomes of self-study	3.1 Align AWRI Strategic plan with CLAS and University strategic plans.	3.1.1 AWRI will complete its self-study by the requested due date. 3.1.2 AWRI will have an approved strategic plan by the requested due date.	3.1.1.1 A retreat will be held prior to when the self-study is due. 3.1.1.2 A committee will organize materials related to the self-study to be used in discussion at the retreat. 3.1.2.1 A retreat will be held prior to when the strategic plan is due. 3.1.2.2 A committee will organize materials related to the strategic plan to be used in discussion at the retreat.	Unit Head, Faculty, and Staff	AWRI Committee, off-site retreat (Shoreline Inn Conference Center, Muskegon), and an internal (GVSU) facilitator	Ongoing
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.	2.1 Hire new and diverse faculty. 4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	2.1.1 Request a total of two new/shared-position faculty positions, at most, by Fall 2012. 2.1.2 Strive to hire diverse faculty members both from cultures and areas of expertise not currently represented.	2.1.1.1 Collaborate with other units to share an existing faculty line position by providing release time for research. 2.1.1.2 Continue to request a new faculty line annually. 2.1.2.1 New faculty hires will be recruited in areas of expertise that are not currently represented. 2.1.2.2 Strive to work with the Office of Multicultural Affairs to recruit new multicultural faculty candidates.	2.1 Unit Head 4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	2.1 GVSU Administration 4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	2.1 Ongoing; One new position has been approved as of August 2011. 4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
			4.2.1 (Refer to the Unit Alignment with CLAS Objective 1.10)	4.2.1.1 (Refer to the Unit Alignment with CLAS Objective 1.10) 4.2.1.2 (Refer to the Unit Alignment with CLAS Objective 1.10)			
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.	4.1 Maintain or expand relations and opportunities for regional, national, and international collaborations. 4.2 Seek opportunities to expand community outreach and education for diverse groups in West Michigan while maintaining existing programs.	4.1.1 Maintain or increase collaborations with regional, national and international universities, colleges, and professional organizations. 4.1.2 Maintain or expand the number of internal and external regional seminars. 4.2.1 Continue to offer opportunities for diverse groups of K-12 students, educators, community groups, and the general public to visit the Lake Michigan Center for tours and programs. 4.2.2 Maintain the existing vessel-based outreach program and, when possible, increase the number of participants per	4.1.1.1 Track collaborative activities of faculty members internal and external of GVSU. 4.1.1.2 Maintain or expand the number of internal and external regional seminars. 4.1.2.1 Track the number of internal and external seminars. 4.1.2.2 Assign an AWRI Seminar Committee to coordinate regional seminars and look for opportunities to expand the number of internal and external regional seminars. 4.2.1.1 Continue endowment-supported classroom programs for the Robert B. Annis Educational Foundation Classroom. 4.2.1.2 Continue to give miscellaneous tours and visits annually. 4.2.2.1 Continue to track the number of trips and participants in vessel programs. 4.2.2.2 Maintain a 4,000-5,000 participants-per-year target and, when possible, increase the number of participants per year. 4.2.2.3 Continue to conduct periodic evaluation of the program through user surveys. 4.2.2.4 Prepare an annual boat	AWRI Outreach and Education, AWRI Staff	R.B. Annis Educational Foundation Classroom Endowment, internal funds for travel to conferences and meetings	Ongoing

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
			year. 4.2.3 Maintain or expand involvement in promoting sustainability for GVSU and our community.	report used for assessment. 4.2.3.1 Track the number of external conferences, events and collaborations with outside organizations pertaining to sustainability. 4.2.3.2 Support ongoing activity in the community.			
1.14 College to model sustainable practices	<ul style="list-style-type: none"> Lower paper use Make documents available on the web site Support Paperless Classroom Project and similar programs Recycle Make secure recycling available to the college units 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 processes with vegetable-based inks Promote sustainable practices and green research in PR activities Promote links between faculty researching and 	4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	4.2.3 (Refer to the Unit Alignment with CLAS Objective 1.10)	4.2.3.1 4.2.3.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	AWRI Outreach and Education and AWRI Information Services Center	Staff from AWRI Outreach and Education and AWRI Information Services Center	Ongoing

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
	teaching in fields relevant to sustainability Showcase the "sustainability" activities that its units have been engaged in all along in terms of teaching, service, and scholarship.						

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

Aligned CLAS Goal 2: 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):

Goal 2 – Faculty Goal: *AWRI will diversify interests and expertise and expand opportunities for professional development among faculty.*

Goal 4 – External Community Goal: *AWRI will promote and expand involvement and recognition of AWRI endeavors and the study of aquatic sciences at a local, regional, national and international level.*

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
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	2.1 (Refer to the Unit Alignment with CLAS Objective 1.2) 2.2 Foster professional development and expand the breadth of scientific expertise of AWRI faculty.	2.1.2 (Refer to the Unit Alignment with CLAS Objective 1.2) 2.2.1 Encourage faculty to pursue a diverse range of research, scholarship, fellowships, conferences, and opportunities for professional growth. 2.2.2 AWRI faculty will participate in selected off-site programs for diverse groups of K-12 students and the general public.	2.1.2.1 2.1.2.2 (Refer to the Unit Alignment with CLAS Objective 1.2) 2.2.1.1 Track faculty involvement in research, scholarship, fellowships, conferences, and professional growth opportunities. 2.2.1.2 Provide each faculty member with funding for one conference per year. 2.2.2.1 Track faculty member participation in selected off-site programs for K-12 students and the general public. 2.2.2.2 Collaborate with the GVSU Regional Math and Science Center for two events by 2015.	2.1 (Refer to the Unit Alignment with CLAS Objective 1.2) 2.2 AWRI Faculty	2.1 (Refer to the Unit Alignment with CLAS Objective 1.2) 2.2 AWRI Committees and AWRI Staff	2.1 (Refer to the Unit Alignment with CLAS Objective 1.2) 2.2 Ongoing
2.5. CLAS will increase its outreach efforts in order to enhance the diversity of its student body.	Implement CLAS Inclusion Plan 2.5.1 Identify and leverage faculty and staff connections overseas Pursue international exchange opportunities 2.5.2 Promote faculty-led	4.1 (Refer to the Unit Alignment with CLAS Objective 1.10) 4.2 (Refer to the Unit	4.1.1 4.1.2 (Refer to the Unit Alignment with CLAS Objective 1.10) 4.2.1	4.1.1.1 4.1.1.2 4.1.2.1 4.1.2.2 (Refer to the Unit Alignment with CLAS Objective 1.10) 4.2.1.1	4.1 (Refer to the Unit Alignment with CLAS Objective 1.10) 4.2 (Refer to the	4.1 (Refer to the Unit Alignment with CLAS Objective 1.10)	4.1 (Refer to the Unit Alignment with CLAS Objective 1.10)

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
	programs abroad, internationalization of courses, and study abroad opportunities. 2.5.3 Develop service learning and community outreach for targeted groups	Alignment with CLAS Objective 1.10)	4.2.2 4.2.3 (Refer to the Unit Alignment with CLAS Objective 1.10)	4.2.1.2 4.2.2.1 4.2.2.2 4.2.2.3 4.2.3.1 4.2.3.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	Unit Alignment with CLAS Objective 1.10)	4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)

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 3: 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):

Goal 1 – Student Goal: *AWRI will promote opportunities for student achievement, academic development, and professional development, and inspire inquiry, creativity, and social responsibility.*

Goal 4 – External Community Goal: *AWRI will promote and expand involvement and recognition of AWRI endeavors and the study of aquatic sciences at a local, regional, national and international level.*

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
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.	Assemble resources about networking opportunities, job-shadowing, internships, co-ops, and other HIPs.	1.1 Increase participation in scientific presentations, and report and manuscript writing.	1.1.1 Require all undergraduate summer interns to present their research findings at an internal seminar at the end of the summer.	1.1.1.1 Rewrite the internship application to include the requirement to present their research findings at an internal seminar at the end of the summer.	1.1 AWRI Faculty and Staff	1.1 Staff and Faculty efforts, GVSU	1.1 Ongoing
	Encourage job-shadowing, informational interviewing. Increase participation in internships, co-ops and other HIPs. Investigate the correlation between participation in HIPs and reports of preparedness. Survey students completing internships and other HIPs about what they found valuable. <u>HIP = High Impact Practices</u>	1.2 Increase our graduate student scientific productivity by 2015.	1.1.2 Strive to have one undergraduate intern author/co-author a peer-reviewed publication every 2-3 years for each faculty member. 1.2.1 Increase Graduate Assistant (GA) funding to provide a minimum of one GA per faculty member per fiscal year. 1.2.2 Strive to have each Graduate	1.1.1.2 Track the internal and external presentations of summer interns. 1.1.2.1 Include an outline of faculty member's published works as part of the intern award process to encourage publishing. 1.1.2.2 Track the publications of undergraduate interns. 1.2.1.1 When necessary, request additional GAs awarded by the Graduate Studies Office. 1.2.1.2 Encourage faculty members to submit grant proposals that include, at minimum, one GA stipend. 1.2.2.1 Prepare an internal guideline as part of AWRI GA's orientation that outlines the requirement to submit at least one draft.	1.2 AWRI Unit Head, Faculty and Staff	Center for Scholarly and Creative Excellence, AWRI Funds, external grant funds 1.2 GVSU Graduate Studies Office, AWRI Funds, External grant funds	1.2 Ongoing

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
			Assistant (GA) submit at least one draft manuscript to a peer-reviewed publication before graduation.	1.2.2.2 Provide students with a list of resources for funding opportunities during GA's orientation that could expand the scope of research and increase competitiveness of a draft manuscript upon submission to a peer-reviewed publication.			
3.4. By 2015, all CLAS units/programs offer opportunities for students to engage in service learning.	<p>Create inventory of current service learning opportunities in each unit.</p> <p>Identify needs/opportunities for additional service learning.</p> <p>Help faculty learn to link community service to pedagogy.</p> <p>Encourage incorporation of service learning into strategic planning & assessment at the unit level.</p>	4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	<p>4.2.1 4.2.2 (Refer to the Unit Alignment with CLAS Objective 1.10)</p>	<p>4.2.1.1 4.2.1.2 4.2.2.1 4.2.2.2 4.2.2.3 (Refer to the Unit Alignment with CLAS Objective 1.10)</p>	4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)
3.5. CLAS will inventory opportunities for student participation in high impact experiences and assess need for CLAS to implement programs that provide additional opportunities.	<p>Encourage participation in study abroad, service learning, student research, internships, learning communities.</p> <p>Determine feasibility and rates of participation in each of the <u>LEAP High Impact Practices (HIP)</u> categories: first year seminars and experiences; common intellectual experiences; learning communities;</p>	<p>1.1 (Refer to the Unit Alignment with CLAS Objective 3.4)</p> <p>1.2 (Refer to the Unit Alignment with CLAS Objective 3.4)</p> <p>4.2 (Refer to the Unit Alignment with</p>	<p>1.1.1 1.1.2 (Refer to the Unit Alignment with CLAS Objective 3.4)</p> <p>1.2.1 1.2.2 (Refer to the Unit Alignment with CLAS Objective 3.4)</p> <p>4.2.1</p>	<p>1.1.1.1 1.1.1.2 1.1.2.1 1.1.2.2 (Refer to the Unit Alignment with CLAS Objective 3.4)</p> <p>1.2.1.1 1.2.1.2 1.2.2.1 1.2.2.2 (Refer to the Unit Alignment with CLAS Objective 3.4)</p> <p>4.2.1.1</p>	<p>1.1 (Refer to the Unit Alignment with CLAS Objective 3.4)</p> <p>1.2 (Refer to the Unit Alignment with CLAS Objective 3.4)</p> <p>4.2 (Refer to the Unit Alignment</p>	<p>1.1 (Refer to the Unit Alignment with CLAS Objective 3.4)</p> <p>1.2 (Refer to the Unit Alignment with CLAS Objective 3.4)</p> <p>4.2</p>	<p>1.1 (Refer to the Unit Alignment with CLAS Objective 3.4)</p> <p>1.2 (Refer to the Unit Alignment with CLAS Objective 3.4)</p> <p>4.2</p>

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
	<p>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</p> <p>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 <u>Brown University "liberal learning"</u> document).</p>	CLAS Objective 3.4)	<p>4.2.2</p> <p>(Refer to the Unit Alignment with CLAS Objective 3.4)</p>	<p>4.2.1.2</p> <p>4.2.2.1</p> <p>4.2.2.2</p> <p>4.2.2.3</p> <p>4.2.2.4</p> <p>(Refer to the Unit Alignment with CLAS Objective 3.4)</p>	with CLAS Objective 3.4)	<p>4.2</p> <p>(Refer to the Unit Alignment with CLAS Objective 3.4)</p>	(Refer to the Unit Alignment with CLAS Objective 3.4)
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 opportunities.	<p>Support current sustainability learning experiences.</p> <p>Encourage the development of additional courses to contribute to the Environmental Studies minor.</p> <p>Encourage incorporation of sustainability into existing courses as appropriate.</p>	<p>4.2</p> <p>(Refer to the Unit Alignment with CLAS Objective 1.10)</p>	<p>4.2.3</p> <p>(Refer to the Unit Alignment with CLAS Objective 1.10)</p>	<p>4.2.3.1</p> <p>4.2.3.2</p> <p>(Refer to the Unit Alignment with CLAS Objective 1.10)</p>	(Refer to the Unit Alignment with CLAS Objective 1.10)	(Refer to the Unit Alignment with CLAS Objective 1.10)	(Refer to the Unit Alignment with CLAS Objective 1.10)

Goal 4. [Regular and rigorous assessment results inform decision-making at Grand Valley.]**Aligned CLAS Goal 4:** CLAS conducts regular, reflective and rigorous assessment of its activities and uses the results to guide decision-making.**Aligned Unit goal(s):****Goal 3 – Program Goal:** *AWRI will continue to improve the current quality and depth of teaching, scholarship, and service based on the CLAS standards of excellence in liberal education, and will continue to improve the sustainability of our program.*

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
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.	3.1 (Refer to the Unit Alignment with CLAS Objective 1.1)	3.1.1 3.1.2 (Refer to the Unit Alignment with CLAS Objective 1.1)	3.1.1.1 3.1.1.2 3.1.2.1 3.1.2.2 (Refer to the Unit Alignment with CLAS Objective 1.1)	(Refer to the Unit Alignment with CLAS Objective 1.1)	(Refer to the Unit Alignment with CLAS Objective 1.1)	(Refer to the Unit Alignment with CLAS Objective 1.1)
4.7 Through 2015, CLAS initiates the processes required to add new curricular offerings based on identified needs.	Develop appropriate curricula	3.3 Formalize AWRI's role in administering the Biology graduate program by 2015.	3.3.1 Have one voting AWRI faculty member on their Graduate Program Committee by 2015. 3.3.2 AWRI faculty will participate in the Biology Department's graduate program curriculum review.	3.3.1.1 Begin dialogue with the Biology Department's Graduate Program Committee. 3.3.1.2 Appoint one AWRI faculty member to be the AWRI liaison on the Biology Department's Graduate Program Committee. 3.3.2.1 Begin dialogue with the Biology Department's Graduate Program Committee. 3.3.2.2 Assign an AWRI Graduate Committee to participate in the Biology Department's graduate program curriculum review.	AWRI Faculty	Support from CLAS Dean's Office and the Biology Department	Ongoing

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

Aligned Unit goal(s):

Goal 3 – Program Goal: AWRI will continue to improve the current quality and depth of teaching, scholarship, and service based on the CLAS standards of excellence in liberal education, and will continue to improve the sustainability of our program.

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
5.3 CLAS faculty are trained and equipped to use new and current pedagogical best practices and technologies in support of student learning outcomes. CLAS participates in the development of enhanced teaching and learning spaces to support new pedagogies.	Identify student learning outcomes in all academic programs. Identify pedagogical best practices and technologies suitable for achieving identifying student learning outcomes. Participate in the development of enhanced teaching and learning spaces that support pedagogical best practices and technologies.	3.2 Meet or exceed scientific productivity targets by 2015.	3.2.1 Average 18 publications per year in peer-reviewed journals over a three-year period by AWRI faculty. 3.2.2 Average 30 presentations per year at scientific conferences with AWRI faculty, staff or students as senior author. 3.2.3 Maintain and acquire state-of-the-art equipment, technology, and facilities.	3.2.1.1 Continue to pursue funding sources to support scholarly activities of faculty members. 3.2.1.2 Continue to track scholarly activities of faculty members. 3.2.2.1 Continue to pursue funding sources to support scholarly activities of faculty members. 3.2.2.2 Continue to track scholarly activities of faculty members. 3.2.3.1 Assign an AWRI Equipment Committee to annually inventory existing equipment, technology, and facilities. 3.2.3.2 Renovate the field station by 2015.	AWRI Unit Head, Faculty and Staff	Equipment endowment and grant funding	Ongoing
5.4 CLAS faculty, staff, and students are equipped and encouraged to make contributions to the knowledge base and are recognized and	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.	3.2 (See above; Refer to the Unit Alignment with CLAS Objective 5.3)	3.2.1 3.2.2 3.2.3 (See above; Refer to the Unit Alignment with CLAS Objective 5.3)	3.2.1.1 3.2.1.2 3.2.2.1 3.2.2.2 3.2.3.1 3.2.3.1 (See above; Refer to the Unit Alignment with CLAS Objective 5.3)	(See above; Refer to the Unit Alignment with CLAS Objective 5.3)	(See above; Refer to the Unit Alignment with CLAS Objective 5.3)	(See above; Refer to the Unit Alignment with CLAS Objective 5.3)

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
rewarded for outstanding intellectual and creative products.	<p>Identify programmatic or discipline-specific modes of seeking support, recognition, and rewards for contributions to the knowledge base.</p> <p>Develop a network to target information about support, recognition, and reward opportunities appropriately.</p> <p>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.</p> <p>Create new forms of recognition for faculty and student scholarly and creative work.</p> <p>Create new internal funding mechanisms to support student/faculty scholarship.</p>						

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 6: 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): Student, Faculty, Program, and/or External

Aligned Unit goal(s):

Goal 1 – Student Goal: *AWRI will promote opportunities for student achievement, academic development, and professional development, and inspire inquiry, creativity, and social responsibility.*

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
6.2 CLAS 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.	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.	1.1 (Refer to the Unit Alignment with CLAS Objective 3.3) 1.2 (Refer to the Unit Alignment with CLAS Objective 3.3)	1.1.1 1.1.2 (Refer to the Unit Alignment with CLAS Objective 3.3) 1.2.1 1.2.2 (Refer to the Unit Alignment with CLAS Objective 3.3)	1.1.1.1 1.1.1.2 1.1.2.1 1.1.2.2 (Refer to the Unit Alignment with CLAS Objective 3.3) 1.2.1.1 1.2.1.2 1.2.2.1 1.2.2.2 (Refer to the Unit Alignment with CLAS Objective 3.3)	(Refer to the Unit Alignment with CLAS Objective 3.3)	(Refer to the Unit Alignment with CLAS Objective 3.3)	(Refer to the Unit Alignment with CLAS Objective 3.3)
6.3 CLAS students and programs are provided the resources to prepare students to secure employment in any discipline or	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	1.1 (Refer to the Unit Alignment with CLAS Objective 3.3)	1.1.1 1.1.2 (Refer to the Unit Alignment with CLAS Objective 3.3)	1.1.1.1 1.1.1.2 1.1.2.1 1.1.2.2 (Refer to the Unit Alignment with CLAS Objective 3.3)	(Refer to the Unit Alignment with CLAS Objective 3.3)	(Refer to the Unit Alignment with CLAS Objective 3.3)	(Refer to the Unit Alignment with CLAS Objective 3.3)

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
profession or enter graduate school	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.						

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

Aligned CLAS Goal 7: 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):

Goal 1 – Student Goal: *AWRI will promote opportunities for student achievement, academic development, and professional development, and inspire inquiry, creativity, and social responsibility.*

Goal 3 – Program Goal: *AWRI will continue to improve the current quality and depth of teaching, scholarship, and service based on the CLAS standards of excellence in liberal education, and will continue to improve the sustainability of our program.*

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
7.6 Increase funding of scholarships by CLAS alumni and applications for scholarships by CLAS students.	<ul style="list-style-type: none"> - Distribute Financial Aid report. - Leverage the support of CLAS alumni and student boards along with CLAS units to expand scholarships with the college. - Encourage CLAS units to promote scholarship applications among their majors by working with Office of Fellowships and linking to that website 	3.4 Increase and diversify our long-term funding sources.	3.4.1 Continue to pursue long-term funding and donor relations from current and extramural sources. 3.4.2 Secure support for existing soft-money administrative professionals and request new/shared-position faculty positions by Fall 2015.	3.4.1.1 Track grant applications and awards to determine areas of opportunity to expand funding types. 3.4.1.2 Track the number of endowment funds and their earnings. 3.4.1.3 Track the size and number of externally funded grants and contracts. 3.4.2.1 Secure long-term funding for two existing soft-money administrative professionals by Fall 2015. 3.4.2.2 Request two new/shared-position faculty positions by Fall 2015.	AWRI Unit Head and Faculty	GVSU Administration	Ongoing
7.7 Increase external grant applications for financial support of graduate students within CLAS graduate programs.	<ul style="list-style-type: none"> - Professional development for grant writing; - Create incentives for faculty grant writing. 	1.2 (Refer to the Unit Alignment with CLAS Objective 3.3)	1.2.1 1.2.2 (Refer to the Unit Alignment with CLAS Objective 3.3)	1.2.1.1 1.2.1.2 1.2.2.1 1.2.2.2 (Refer to the Unit Alignment with CLAS Objective 3.3)	(Refer to the Unit Alignment with CLAS Objective 3.3)	(Refer to the Unit Alignment with CLAS Objective 3.3)	(Refer to the Unit Alignment with CLAS Objective 3.3)

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

Aligned Unit goal(s):

Goal 1 – Student Goal: *AWRI will promote opportunities for student achievement, academic development, and professional development, and inspire inquiry, creativity, and social responsibility.*

Goal 2 – Faculty Goal: *AWRI will diversify interests and expertise and expand opportunities for professional development among faculty.*

Goal 3 – Program Goal: *AWRI will continue to improve the current quality and depth of teaching, scholarship, and service based on the CLAS standards of excellence in liberal education, and will continue to improve the sustainability of our program.*

Goal 4 – External Community Goal: *AWRI will promote and expand involvement and recognition of AWRI endeavors and the study of aquatic sciences at a local, regional, national and international level.*

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	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	4.1 (Refer to the Unit Alignment with CLAS Objective 1.10)	4.1.1 4.1.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	4.1.1.1 4.1.1.2 4.1.2.1 4.1.2.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	(Refer to the Unit Alignment with CLAS Objective 1.10)	(Refer to the Unit Alignment with CLAS Objective 1.10)	(Refer to the Unit Alignment with CLAS Objective 1.10)
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	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.	4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	4.2.1 4.2.2 4.2.3 (Refer to the Unit Alignment with CLAS Objective 1.10)	4.2.1.1 4.2.1.2 4.2.2.1 4.2.2.2 4.2.2.3 4.2.2.4 4.2.3.1 4.2.3.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	(Refer to the Unit Alignment with CLAS Objective 1.10)	(Refer to the Unit Alignment with CLAS Objective 1.10)	(Refer to the Unit Alignment with CLAS Objective 1.10)

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
determined in 2010.)	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.						
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 area. (Baseline to be determined in 2010.)	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 presentations and performances. Develop and distribute expertise lists to Michigan media outlets for commentary and interviews on current event topics.	1.1 (Refer to the Unit Alignment with CLAS Objective 3.3) 2.2 (Refer to the Unit Alignment with CLAS Objective 2.3)	1.1.1 1.1.2 (Refer to the Unit Alignment with CLAS Objective 3.3) 2.2.1 2.2.2 (Refer to the Unit Alignment with CLAS Objective 2.3)	1.1.1.1 1.1.1.2 1.1.2.1 1.1.2.2 (Refer to the Unit Alignment with CLAS Objective 3.3) 2.2.1.1 2.2.1.2 2.2.2.1 2.2.2.2 (Refer to the Unit Alignment with CLAS Objective 2.3)	1.1 (Refer to the Unit Alignment with CLAS Objective 3.3) 2.2 (Refer to the Unit Alignment with CLAS Objective 2.3)	1.1 (Refer to the Unit Alignment with CLAS Objective 3.3) 2.2 (Refer to the Unit Alignment with CLAS Objective 2.3)	1.1 (Refer to the Unit Alignment with CLAS Objective 3.3) 2.2 (Refer to the Unit Alignment with CLAS Objective 2.3)

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
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	2.2 (Refer to the Unit Alignment with CLAS Objective 2.2)	2.2.1 2.2.2 (Refer to the Unit Alignment with CLAS Objective 2.2)	2.2.1.1 2.2.1.2 2.2.2.1 2.2.2.2 (Refer to the Unit Alignment with CLAS Objective 2.2)	(Refer to the Unit Alignment with CLAS Objective 2.2)	(Refer to the Unit Alignment with CLAS Objective 2.2)	(Refer to the Unit Alignment with CLAS Objective 2.2)
8.2. CLAS will continue to seek to increase high impact opportunities for students in research, internships, and other experiential learning opportunities	Establish and maintain connections with community organizations that provide experiential learning opportunities.	1.1 (Refer to the Unit Alignment with CLAS Objective 3.3) 4.1 (Refer to the Unit Alignment with CLAS Objective 1.10) 4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	1.1.1 1.1.2 (Refer to the Unit Alignment with CLAS Objective 3.3) 4.1.1 4.1.2 (Refer to the Unit Alignment with CLAS Objective 1.10) 4.2.1 4.2.2 4.2.3 (Refer to the Unit Alignment with CLAS Objective 1.10)	1.1.1.1 1.1.1.2 1.1.2.1 1.1.2.2 (Refer to the Unit Alignment with CLAS Objective 3.3) 4.1.1.1 4.1.1.2 4.1.2.1 4.1.2.2 (Refer to the Unit Alignment with CLAS Objective 1.10) 4.2.1.1 4.2.1.2 4.2.2.1 4.2.2.2 4.2.2.3 4.2.2.4 4.2.3.1 4.2.3.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	1.1 (Refer to the Unit Alignment with CLAS Objective 3.3) 4.1 4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	1.1 (Refer to the Unit Alignment with CLAS Objective 3.3) 4.1 4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	1.1 (Refer to the Unit Alignment with CLAS Objective 3.3) 4.1 4.2 (Refer to the Unit Alignment with CLAS Objective 1.10)
8.9. Steadily increase each fiscal year of the	Continue to highlight opportunities for externally sponsored	3.4 (Refer to the Unit Alignment with	3.4.1 3.4.2 (Refer to the Unit	3.4.1.1 3.4.1.2 3.4.1.3	(Refer to the Unit Alignment with CLAS	(Refer to the Unit Alignment	(Refer to the Unit Alignment

CLAS objective(s)	Strategy(ies) Action(s) (verbs)	Unit Objectives	Unit Strategy(ies) Action(s) [verbs]	Unit Measure (Metric)	Responsible Person/Group	Resources	Status as of alignment
number and total award amounts of externally sponsored agreements within CLAS.	agreements supporting scholarship and creative practices.	CLAS Objective 7.6)	Alignment with CLAS Objective 7.6)	3.4.2.1 3.4.2.2 (Refer to the Unit Alignment with CLAS Objective 7.6)	Objective 7.6)	with CLAS Objective 7.6)	with CLAS Objective 7.6)
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.	3.2 (Refer to the Unit Alignment with CLAS Objective 5.3) 3.4 (Refer to the Unit Alignment with CLAS Objective 7.6) 4.1 (Refer to the Unit Alignment with CLAS Objective 1.10)	3.2.1 3.2.2 3.2.3 (Refer to the Unit Alignment with CLAS Objective 5.3) 3.4.1 3.4.2 (Refer to the Unit Alignment with CLAS Objective 7.6) 4.1.1 4.1.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	3.2.1.1 3.2.1.2 3.2.2.1 3.2.2.2 3.2.3.1 3.2.3.2 (Refer to the Unit Alignment with CLAS Objective 5.3) 3.4.1.1 3.4.1.2 3.4.1.3 3.4.2.1 3.4.2.2 (Refer to the Unit Alignment with CLAS Objective 7.6) 4.1.1.1 4.1.1.2 4.1.2.1 4.1.2.2 (Refer to the Unit Alignment with CLAS Objective 1.10)	3.2 (Refer to the Unit Alignment with CLAS Objective 5.3) 3.4 (Refer to the Unit Alignment with CLAS Objective 7.6) 4.1 (Refer to the Unit Alignment with CLAS Objective 1.10)	3.2 (Refer to the Unit Alignment with CLAS Objective 5.3) 3.4 (Refer to the Unit Alignment with CLAS Objective 7.6) 4.1 (Refer to the Unit Alignment with CLAS Objective 1.10)	3.2 (Refer to the Unit Alignment with CLAS Objective 5.3) 3.4 (Refer to the Unit Alignment with CLAS Objective 7.6) 4.1 (Refer to the Unit Alignment with CLAS Objective 1.10)