A. Improve Student Academic Excellence

1. Graduate program
   a. Increase graduate elective offerings
   b. Increase success of student teaching experience
      i. Foster placement relationships
         1. Summer institute
         2. Science fair
      ii. Enhance field experience prior to student teaching
   c. Implement Professional Science Masters program

2. Improve Departmental Curriculum
   a. Manage core course enrollment
      i. Staffing
   b. Increase elective offerings
      i. Resources/staffing
      ii. WI and PS offerings

3. Student Research Opportunities
   a. Improve laboratory facilities for teaching and faculty research labs
   b. Recognize BIO 437/438, Directed Study/Research as faculty workload
   c. Pursue internal and external funding for undergraduate research
   d. Maintain internship programs for BMS, CON, BIO
      i. Staffing
   e. Recruit/increase awareness of undergraduate research opportunities
      i. Bio Club, Beta Beta Beta Honor Society, Sigma Xi Research Society

4. Non-majors curriculum
   a. Specific service courses (BIO 301/302/303/306/307)
      i. Analysis of needs with relevant departments, with modification of offerings/content as necessary
      ii. Increase proportion of service courses taught by full-time faculty
   b. General Education offerings (BIO 110/111; EST 100; SCI 304/325)
      i. Reduce lecture class sizes for Bio 110/111
      ii. Increase proportion of courses taught by full time faculty
      iii. Maintain GE 12 offerings

B. Improve Faculty Excellence

1. Enhance productivity
   a. Maintain active research programs within the department
   b. Increase time resources for faculty to engage in scholarly activity
      i. Grant faculty 1:1 credit for time in teaching laboratories
ii. Recognized workload should include supervision of student research, internships, and contributions to freshman seminars in BMS and CON

2. Increase opportunities for professional development
   a. Recognize extramural professional activities such as Graduate degree committees, adjunct academic appointments, service as editor of professional journals, leadership in professional societies, grant proposal reviews, manuscript reviews
   b. Continue to encourage faculty pursuit of internal/external grants

C. Increase Cultural Competence/Internationalization

   1. Increase and retain ethnically and culturally diverse faculty, staff and students

   2. Infuse curriculum with global perspective
      a. Maintain programs in Belize (BIO 315, SCI 329)
      b. Promote international opportunities for our students, such as Study Abroad

   3. Foster relationships of faculty with scientists in other countries

   4. Seek funding for students to conduct study, internships and research abroad
      a. Create competitive internal scholarships to fund travel expenses

D. Maintain active relationship with local community

   1. Continue offering educational lectures open to the public

   2. Maintain educational websites such as Biowise, College Herbarium, Cortland Herpetology Connection, Social Caterpillars

   3. Biowise science education program, connecting projects on Campus with high school students in their classroom

   4. Maintain active role in community leadership, such as Board of Health, Lime Hollow Center, and Water Board

   5. Promote student community service, such as the Bio Club adopt a highway initiative