Mission Statement:
PROVIDE LEADERSHIP AND SCHOLARSHIP FOR THE BETTERMENT OF EDUCATION AND HUMAN DEVELOPMENT.

PREAMBLE

The College of Education faculty views its diverse professional preparation programs with pride. Within the college there is a complementary focus on the preparation of high quality educators and human development professionals. Each professional preparation program is noted for strength of content and desirability of graduates by a wide range of universities, accrediting agencies, licensing and certifying authorities, school systems, and private sector agencies. Therefore, a foundational assumption during the preparation of this strategic plan is that continuity of funding to programs across the College is expected and endorsed.

The purpose of this strategic plan for the College of Education is to identify a set of priorities for programs or initiatives requiring additional resources and/or dedicated actions during the next five years. This strategic plan is structured around five goals. These goals are not presented in a prioritized order. The set of goals, objectives, activities, and assessment measures endorsed by the faculty of the College is not meant to be inclusive of the wide variety of valued research, teaching, and service activities engaged in by departments and individual faculty members.
GOALS:

I. TO INCREASE EFFORTS OF THE COLLEGE TOWARD THE IMPROVEMENT OF LIFE-LONG LEARNING AND DEVELOPMENT FOR MEMBERS OF URBAN AREAS.

II. TO EVALUATE, ENHANCE, AND DEVELOP PROGRAMS FOR THE PREPARATION OF EDUCATION AND HUMAN DEVELOPMENT PROFESSIONALS.

III. TO EXAMINE THE EFFECTIVENESS OF THE GOVERNANCE AND STRUCTURE OF THE COLLEGE OF EDUCATION.

IV. TO INCREASE SUPPORT FOR RESEARCH AND SCHOLARSHIP.

V. TO INCREASE THE EFFORTS OF THE COLLEGE TO CREATE AN ENVIRONMENT THAT IS SUPPORTIVE OF DIVERSITY.
GOAL I: TO INCREASE EFFORTS OF THE COLLEGE TOWARD THE IMPROVEMENT OF LIFE-LONG LEARNING AND DEVELOPMENT FOR MEMBERS OF URBAN AREAS.

OBJECTIVE 1. To identify a selected number of new tenure-track faculty hirings dedicated to issues in urban education.

OBJECTIVE 2. To transform the Alonzo Crim Center for Excellence in Urban Education into a research center with continuing outreach efforts.

OBJECTIVE 3. To increase resources and activities of the Office of School Safety.

OBJECTIVE 4. To develop a Center for Life-Long Literacy.

OBJECTIVE 5. To facilitate connections between research activities of the Centers of the College of Education and our programs for education and human development.

OBJECTIVE 1. To identify a selected number of new tenure-track faculty hirings dedicated to issues in urban education.

Activity 1.1: From FY 03 through FY 06, target hiring of four new tenure track faculty who have a demonstrated interest in, and a research record concerning, issues of education in urban communities. These faculty could be in any of the six departments. These faculty members will have immediate affiliation to the Alonzo Crim Center for Excellence in Urban Education (see objective 2).

Objective 1 Assessment Measures:

1. Assignment of budgetary hiring lines
2. Hiring completions
OBJECTIVE 2. **To transform the Alonzo Crim Center for Excellence in Urban Education into a research center with continuing outreach efforts.**

A new focus of the center will be to initiate, coordinate, and support efforts in the design, implementation, and dissemination of research and scholarly activity.

**Activity 2.1:** Under University guidelines, transform the current Center into a research center with a Board of Directors representative of the College’s departments and centers and the larger educational community.

2.1.1 Self-identification of faculty to be affiliated with the Center.

**Activity 2.2:** Secure a sponsor for the Center through a joint effort by the Dean’s office, the COE development staff, and the Center Director.

**Activity 2.3:** Focused initiation, coordination, and support for funding of individual, group, and interdepartmental research efforts.

2.3.1 Liaison mechanism established with the Bureau for Educational Research for securing internal and external funding.

2.3.2 Develop applied materials based on Center generated research (and research reviews) for use in teacher training and with pupils at various grade levels.

2.3.3 By its third year of operation, the Center will establish a Clearinghouse function for the dissemination of scholarly information and a bank of experts available for provision of technical assistance.

**Activity 2.4:** By Spring 2003, the Center Director and faculty will submit to the Dean and the COE faculty a three to five year Strategic Plan.

**Activity 2.5:** To host a biennial conference focusing on issues of students in urban education.

2.5.1 The Center will produce a refereed Conference Proceedings.

2.5.2 By the second biennial conference, the Center will take steps for the conference proceedings to evolve into a Journal.
Objective 2 Assessment Measures:

1. Inclusion in COE budget
2. Number of external research dollars obtained by year 3
3. Number and type of research projects: (a) proposals submitted, (b) funded, (c) completed, (d) published, (e) presented, (f) number of faculty involved, (g) number of schools and their faculty involved in studies
4. Obtaining sponsorship
5. Curriculum materials developed as part of research dissemination: (a) for use in teacher training, (b) for use in grade level content
6. Extent of publicity received (e.g., newspaper items)
7. Conference attendance trends: numbers and demographics
8. Attendee evaluations of quality of conference content and process
9. Presenter evaluations of quality of conference content and process
10. Number and quality of local, regional, and national research presenters
11. Prominence of keynoters
12. Does the proportion of sponsorship funding and conference generated funds increase over COE funding across years?
13. Yearly publication of the proceedings and a qualitative evaluation by a faculty group
14. Number of pre-conference and post-conference items in the press

OBJECTIVE 3. To increase resources and activities of the Office of School Safety.

The purpose of the Office of School Safety, School Climate, and Classroom Management is to coordinate and support scholarly efforts to gain a fuller understanding of the variables affecting school safety, school climate, and classroom management. The Center will stimulate interdisciplinary basic and applied research and facilitate educational and outreach efforts that focus on our growing understanding of variables and interventions that affect these areas. Urban areas will provide one important focus for research and outreach efforts of the Center.
Activity 3.1: Submission of Research Center documentation to convert the current Office of School Safety, School Climate, and Classroom Management into a university research center.

3.1.1 Continue solicitation of faculty across College departments, the University, and the community for membership in the Center.

3.1.2 Complete preparation of By-Laws and Proposal for the Research Center.

Activity 3.2: Seek both internal and external funding.

Activity 3.3: Focused initiation, coordination, and support for funding of individual, group, and interdepartmental research efforts as well as research involving multiple colleges at the University. Cooperation with community agencies, universities, and local school districts will also be sought.

Activity 3.4: By the end of Fall semester of 2002, the Center Director and faculty will submit to the Dean and the COE faculty a three to five year strategic plan in coordination with the timeline for the first APACE review.

Activity 3.5: A joint effort by the Dean, the COE development staff, and the Center Director to secure a sponsor for the Center.

Activity 3.6: Hold annual colloquia for faculty, students, and the community on topics related to school safety, school climate, and classroom management.

Activity 3.7: Dissemination of research to other members of the University as well as the community and policy makers.

3.7.1 Develop applied materials based on Center generated research (and research reviews) for use in training school personnel, pre-service teachers, and parents with pupils at various grade levels.

3.7.2 By the fall of 2003, the Center will establish a clearinghouse for the dissemination of scholarly information and executive summaries, as well as resource library containing sample curricula and other resources for the community and local schools.

3.7.3 Systematic efforts will be made to disseminate the results of research to the professional and research community, the public, and key policy makers.
Objective 3 Assessment Measures:

1. Submission of Center origination documentation
2. Number and type of research proposals (a) submitted, (b) funded, (c) faculty involved, (d) participation of local school personnel
3. Number of dissemination activities (articles, conference presentations, and other reports)
4. Number of technical assistance activities
5. Materials developed as part of research dissemination for use in school intervention and training educators
6. Extent of publicity received (e.g., newspaper items about the Center and its activities)

OBJECTIVE 4. To develop a Center for Life-Long Literacy.

Activity 4.1: The Dean will convene a committee of representatives of literacy faculty in the College to propose a mission, objectives, and name for the Center whose focus will include life-long literacy (a) for individuals in urbanized areas and (b) for native and non-native English speaking children, youth and adults in various environments (including home, work, school and medical settings). The Center will support research in literacy, the dissemination of scholarly information, and interdepartmental activities.

4.1.1 Establish Board and Center Director.

4.1.1.1 Submit to Dean funding request for first two years.

4.1.2 Self-identification of faculty to be affiliated with the Center.

4.1.3 By Spring 2003 prepare a three to five year Strategic Plan to be submitted to the Dean and COE faculty.
Objective 4 Assessment Measures:

1. Submission of Center origination documentation
2. Number and type of research proposals (a) submitted, (b) funded, (c) faculty involved, (d) participation of local school personnel
3. Number of dissemination activities (articles, conference presentations, and other reports)
4. Number of technical assistance activities
5. Materials developed as part of research dissemination for use in school intervention and training educators
6. Extent of publicity received (e.g., newspaper items about the Center and its activities)
7. Evidence about attendance and evaluation of the quality of the Center’s colloquia

OBJECTIVE 5. To facilitate connections between research activities of the Centers of the College of Education and our programs for education and human development.

Activity 5.1: The Urban Education, Literacy, and Safety Research Centers of the COE will jointly sponsor a biennial research colloquium at which Center sponsored researchers present research goals and results to students and members of the community.

Activity 5.2: As part of the colloquium, participants’, e.g. faculty, students, interested community individuals, other members of the university community and researchers of the various Centers, discuss gaps in instructional knowledge they encounter in the schools for which researched answers are needed.

Objective 5 Assessment Measures:

1. Colloquium attendance
2. Participants evaluation of connections between research and practice
GOAL II. TO EVALUATE, ENHANCE, AND DEVELOP PROGRAMS FOR THE PREPARATION OF EDUCATION AND HUMAN DEVELOPMENT PROFESSIONALS.

OBJECTIVE 1. To design and evaluate alternative initial teacher preparation programs.

OBJECTIVE 2. To support the development, piloting, and evaluation of educational delivery models (e.g. technology enhanced courses, distance learning courses, and web-based courses/programs).

OBJECTIVE 3. To evaluate the common structure and the content of all college graduate programs.

OBJECTIVE 4. To support the development of policies, resources and strategies for developing excellence in teaching in higher education.

OBJECTIVE 1. To design and evaluate alternative initial teacher preparation programs.

Activity 1.1: By Fall 2002, departments interested in planning new alternative teacher education programs will have conducted needs assessments from potential applicants.

Activity 1.2: By Spring 2003, departmental faculty will design, in collaboration with Arts and Sciences faculty and public school teachers, alternative certification programs.

Activity 1.3: By Fall 2003, departmental faculty will implement and evaluate current Alternative Certification Programs.

1.3.1 Publicize programs through websites and flyers.

1.3.2 Hire new faculty member(s) to work in program.

1.3.3 Implement program.

1.3.4 For new and existing alternative certification programs, develop and implement evaluation procedures to assess participants’ knowledge of
pedagogy and content, the impact of the program on their pupils’ achievement, and their perceptions of the program. Disseminate the evaluation results to the appropriate Professional Education Faculty and college committees.

**Objective 1 Assessment Measures:**

1. Completed needs assessments
2. Submission of experimental programs
3. Submission of full programs
4. New faculty hires (based on program enrollments) completed
5. Completed evaluation of experimental program
6. Completed evaluation of full program

**OBJECTIVE 2.**  To support the development, piloting, and evaluation of educational delivery models (e.g. technology enhanced courses, distance learning courses, and web-based courses/programs).

**Activity 2.1:** By the end of Fall 2002, the Director of Instructional Technology will form an ad hoc committee to implement this objective and to determine the appropriate uses of these technologies.

**OBJECTIVE 3.**  To evaluate the common structure and the content of all college graduate programs.

**Activity 3.1:** By the end of Fall 2002, the chairs of the Academic Affairs Committee and the Curriculum Committee will form ad hoc committees including representation from faculty teaching the common courses to examine and make recommendations concerning the common structure and content of college master’s programs. These committees will review the programs under their charge.
Activity 3.2: By the end of Fall, 2002, the chair of the Academic Affairs Committee will form an ad hoc committee including representation from faculty teaching the common courses to examine and made recommendations concerning the common structure and content of the doctoral programs.

Activity 3.3: During Spring 2003, the committee will report to the Academic Affairs Committee their recommendations regarding the common structure and content of the college doctoral programs.

Activity 3.4: By the end of Spring 2004, the Academic Affairs Committee and the Curriculum Committee will report to their appropriate faculties.

Objective 3. Assessment Measures

1. The report by the ad hoc committee to the Academic Affairs Committee and the Curriculum Committee
2. The report by the Academic Affairs Committee and the Curriculum Committee to the Professional Education faculty and the College of Education faculty
3. Any changes related to the common structure and content of college doctoral programs and/or the common courses of college master’s degree programs would be in place beginning Fall 2004.

OBJECTIVE 4. To support the development of policies, resources and strategies for developing excellence in teaching in higher education.

Activity 1.1: By the end of Fall 2002, the Dean will appoint an ad hoc committee to work in collaboration with the Director of the Center for Teaching and Learning to implement this objective.
GOAL III: TO EXAMINE THE EFFECTIVENESS OF THE GOVERNANCE AND STRUCTURE OF THE COLLEGE OF EDUCATION.

OBJECTIVE 1. To evaluate the by-laws and structure of the college.

OBJECTIVE 2. To evaluate the application and advisory process for increased effectiveness of student admission and advisement.

OBJECTIVE 3. To evaluate faculty workload including the balance among teaching, research and service.

OBJECTIVE 4. To review the policies and procedures of the college for promotion and tenure.

OBJECTIVE 5. To evaluate the scope and effectiveness of international initiatives in the college.

OBJECTIVE 6. To review and evaluate the structure and governance of Centers in the College.

OBJECTIVE 1. To evaluate the by-laws and structure of the college.

Activity 1.1: During Fall 2003, a committee will be formed to review the by-laws.

1.1.1 The ad hoc committee will complete a thorough review of the college by laws including an examination of current committee structure and function.

1.1.2 The ad hoc committee will report its recommendations to enhance the efficiency and effectiveness of committee and college function to the Faculty Affairs no later than Spring 2004.

1.1.3 The committee will make recommendations to the college faculty no later than Fall 2004.

Objective 1 Assessment Measures:

1. Evaluate the by-laws and structure of the college following the implementation of the recommendations to determine their efficiency and effectiveness no later than Fall 2006.
OBJECTIVE 2. To evaluate the application and advisory process for increased effectiveness of student admission and advisement.

Activity 2.1: During Fall 2002, the Student Affairs Committee will review the current application process for all programs to identify student and faculty concerns.

2.1.1 The Student Affairs Committee will make recommendations to the Dean by Spring 2003, to increase effectiveness of the student application and admission process.

Activity 2.2: The Student Affairs Committee will review the current student advisement process for all programs to identify student and faculty concerns.

2.2.1 The Student Affairs Committee will make recommendations to the Dean by Spring 2003, to increase effectiveness of student advisement.

Activity 2.3: Delete the planned programs from the graduate catalog. Instead, the written program signed by the student, advisor, program committee (where appropriate), and department chair will become the program contract and be used for verification of completion of graduation requirements. The official approved program of study will be maintained on PACE.

Activity 2.4: The appropriate changes will be made on the College’s and Departments’ web sites.

Objective 2 Assessment Measures:

1. The Student Affairs Committee will evaluate the admission and advisement processes following the implementation of the recommendations to determine their effectiveness no later than fall 2006

OBJECTIVE 3. To evaluate faculty workload including the balance among teaching, research, and service.

Activity 3.1: The Faculty Affairs Committee will study current faculty workloads and determine how workload practices impact faculty recruitment, retention, and productivity. The issues to be reviewed include, but are not limited to, time to engage in research, field-based teaching, advisement of
doctoral students, campus leadership roles (e.g., service on Faculty Senate, Executive Committee, etc.), and professional community service and leadership.

3.1.1 By Spring 2003, the committee will make recommendations to the college faculty and the Dean to address the identified faculty concerns.

**OBJECTIVE 4.** To review the policies and procedures of the college for promotion and tenure.

**Activity 4.1:** The Faculty Affairs Committee will review the current policies and Procedures and make recommendations for changes.

4.1.1 By Fall 2002, the committee will make recommendations to the faculty and the Dean regarding promotion and tenure policies and procedures.

**OBJECTIVE 5.** To evaluate the scope and effectiveness of international initiatives in the college.

**Activity 5.1:** During Spring 2002, the Dean will establish an ad hoc committee to develop a detailed inventory of the international initiatives in the college, including their goals, activities, costs, and outcomes.

**Activity 5.2:** The ad hoc committee will evaluate and make recommendations to the Dean regarding the efficacy of the international initiatives and their alignment with the mission of the college.

**OBJECTIVE 6:** To review and evaluate the structure and governance of Centers in the College.

**Activity 6.1:** During Spring 2002, the Dean will establish an ad hoc committee composed of the directors of the Centers in the College, a liaison from the Dean’s office, and other appropriate faculty and/or staff.

6.1.1 By Spring 2003, the committee will make recommendations to the Dean regarding the structure and governance of Centers in the College.
GOAL IV: TO INCREASE SUPPORT FOR RESEARCH AND SCHOLARSHIP.

OBJECTIVE 1: Conduct an evaluation of COE policies concerning Graduate Assistants.

Activity 1.1: The Dean shall appoint a committee to review COE policies and practices concerning GRA, GTA, and GLA positions.

Activity 1.2: The report of the committee will include a description of, and recommendations concerning (a) hiring criteria, (b) application process, (c) funding levels and requirements, (d) benefits provided to GAs, (e) activities engaged in by GAs, and (f) semester credits earned for the College.

Activity 1.3: Additionally, the report will compare our processes with those within the university and at comparable institutions.

Activity 1.4: The report will be presented to the Dean by Spring 2003.

OBJECTIVE 2: Conduct an evaluation of, and develop a strategic plan for, the COE Bureau of Educational Research.

Activity 2.1: The Dean will appoint a committee of COE faculty to:

2.1.1 Review the activities of the Bureau and prepare a report which
(a) describes its current directives, (b) describes its connections with the larger campus research community and (c) evaluates its effectiveness in implementing its current directives.

2.1.2 By the end of Spring 2003, the Dean will appoint a committee composed of the Director of the Educational Research Bureau and representatives of the College of Education faculty to propose a strategic plan for the next three to five years, which includes activities that support faculty in obtaining internal and external funding and other research activities.

2.1.3 The committee will present the report and strategic plan to the Dean by the end of Spring 2003.

**OBJECTIVE 3: To establish prototypes for Research Interest Groups.**

Research Interest Groups (RIG) will be developed to focus and support faculty research interests across the College. The RIG will be a mechanism to provide initial support and structure for collaborative research enterprises. For some RIGs, this support will enable them to become recognized Centers. The Director of the Bureau of Education Research will coordinate and facilitate RIGs.

**Activity 3.1:** To provide a higher profile for the faculty’s concern for the evaluation and assurance of quality teacher education and scholarship of teaching and learning at the university level, the COE shall establish a RIG. The RIG will provide scholarly support and encourage collaborative research projects, especially across college programs. It will establish, maintain, and continually update a collection of relevant research. It will sponsor college-based dissemination activities.

3.1.1 The RIG will be composed of self-nominated members from the faculty and doctoral students, who will select a chairperson annually.

**Activity 3.2:** To provide a higher profile for the faculty’s concern for engagement in issues of community physical and mental health and health education, the COE shall establish a RIG. The RIG will provide scholarly support and encourage collaborative research projects, especially across college programs. It will establish, maintain, and continually update, a collection
of relevant research. It will sponsor college-based dissemination activities.

3.2.1 The RIG will be composed of self-nominated members of the faculty and doctoral students, who will elect a chairperson annually.

Activity 3.3: To further integrate the international interests and activities of members of the faculty, the COE shall establish a RIG on Comparative Education. The RIG will provide scholarly support and encourage collaborative research projects, especially across programs. It will establish, maintain, and continually update a collection of relevant research. It will sponsor college-based dissemination activities.

3.3.1 The RIG will be composed of self-nominated members of the faculty and doctoral students, who will elect a chairperson annually.

Activity 3.4: As determined appropriate by the Dean, a GRA will be made available to RIGS.

Activity 3.5: After two years, the faculty who served as RIG chairs will present a joint report to the COE faculty concerning the viability, productivity, structure, and possible continuation and expansion of Research Interest Groups.

**OBJECTIVE 4. Expand procedures for the evaluation of university teaching.**

Activity 4.1: The Dean and the Chair of Faculty Affairs will appoint an ad hoc committee to consult with the faculty and develop a document proposing an expanded system of evaluating faculty teaching. The document will be disseminated to COE faculty for consideration by the end of Spring 2003.

Activity 4.2: Once an expanded system is adopted, the Dean will gather interested faculty to research its effectiveness to improve university teaching.

**OBJECTIVE 5. Conduct a review of the dissertation process in the COE.**

Activity 5.1: At the end of Spring 2003, the Dissertation Quality Review Committee (a subcommittee of the Academic Affairs Committee) will present to the Dean, the Academic Affairs Committee, and members of the COE Graduate Faculty a report that will contain: (a) proposed guidelines and
standards for the preparation of prospectuses and dissertations, and (b) a proposed structure for quality assurance of dissertations.

**Activity 5.2:** The Dean and the Chair of the Academic Affairs Committee will appoint an ad hoc committee including representation from research faculty to review and make recommendations concerning the courses in research design available for various research methodology tracks. This committee shall report by the end of Spring 2003.

**OBJECTIVE 6.** *Conduct an annual meeting of COE researchers, funded and unfunded, chaired by the Dean to review the current state of research infrastructure.*

The purpose of this annual meeting will be to discuss the COE infrastructure for the conduct of research. The Dean, or his designee, will solicit written recommendations and concerns (with documentation) prior to the meeting which will in part comprise the agenda of the meeting. A report of recommendations resulting from the meeting will be published and distributed to all members of the COE faculty.
GOAL V. TO INCREASE THE EFFORTS OF THE COLLEGE TO CREATE AN ENVIRONMENT THAT IS SUPPORTIVE OF DIVERSITY.

OBJECTIVE 1. To improve efforts to recruit and retain diverse faculty.

OBJECTIVE 2. To improve efforts to recruit and retain a diverse student population.

OBJECTIVE 3. To integrate culturally responsive pedagogy in the teaching and content of the College’s academic programs.

OBJECTIVE 1. To improve efforts to recruit and retain diverse faculty.

Activity 1.1: On a yearly basis, the Committee on Underrepresented Faculty will report to the Dean on the College's efforts to recruit and retain diverse faculty.

Activity 1.2: During Fall 2002, the Committee on Underrepresented Faculty shall recommend to the College faculty a policy on the recruitment of diverse faculty.

Activity 1.3: During Spring 2003, the Committee on Underrepresented Faculty shall recommend to the College faculty a policy on the retention of diverse faculty.

Objective 1 Assessment Measures:
1. Completion of annual reports by Committee on Underrepresented Faculty
2. Adoption of policies for recruitment and retention of diverse faculty
3. Increase in the number and percentage of diverse faculty in the College

OBJECTIVE 2. To improve efforts to recruit and retain a diverse student population.

Activity 2.1: On an annual basis, the Student Affairs Committee shall determine the demographics of the student body by program, department, and degree level.
Activity 2.2: On an annual basis, the Student Affairs Committee will report to the College faculty and the Dean on program, department, and College efforts to recruit and retain a diverse student population.

Activity 2.3: On an annual basis, the Student Affairs Committee will make recommendations to the College faculty and the Dean to improve the recruitment and retention of a diverse student population.

Objective 2 Assessment Measures:
1. Completion of annual report by Student Affairs Committee
2. Adoption of policies for recruitment and retention of diverse student population
3. Increase in the number and percentage of diverse students in the College

OBJECTIVE 3. To enhance the integration of culturally responsive pedagogy in the teaching and content of the College's academic programs. This pedagogy should address diversity in the broadest sense including issues of race, ethnicity, gender, class, disability, religion, sexual orientation, ESL and so forth.

Activity 3.1: The Dean, or his designee, will coordinate efforts in the College to research and implement culturally responsive pedagogy that includes support for current and future research projects.

Activity 3.2: The Dean, or his designee, will coordinate efforts for the professional development of the College faculty.

Activity 3.3: The Dean, or his designee, will coordinate the examination of program curricula to ensure that students are learning to implement culturally responsive pedagogy.

Objective 3 Assessment Measures:
1. Evidence of culturally responsive pedagogy in program curricula as appropriate
2. The number of professional development activities completed and the number of faculty in attendance
3. Evidence of students’ application of culturally responsive pedagogy in clinical/instructional settings.

Adopted by the College of Education Faculty: April 26, 2002.