College of Education Strategic Plan
(Approved by COE Faculty August 21, 2015)

Undergraduate Education

The COE will enhance the quality and distinctiveness of its undergraduate programs to best prepare our students for careers as accomplished teachers and leaders who contribute to the Commonwealth, the nation, and the world through their teaching, leadership, creative endeavors, and service.

Student Success

Objective 1: Align recruitment, advising, and student centered support systems

Objective 2: Enhance and coordinate recruitment strategies with internal and external stakeholders

Objective 3: Improve student retention through student support systems including communication and advising

Objective 4: Promote timely degree completion, transition to career and graduate education, and long-term success for our students

Teaching Practices

Objective 5: Develop, adapt and use a range of evidence-based and innovative technological and pedagogical practices including active learning, flipped-classrooms, universal design for learning, online courses and hybrid/online degrees

Objective 6: Ensure all programs of study are rigorous, relevant and connected

Objective 7: Identify and develop new certificates and dual degrees (including multidisciplinary, interdisciplinary and transdisciplinary offerings) that broaden students' preparation and prepare students to be leaders in a diverse, global society

Objective 8: Integrate high-impact practices such as undergraduate research, education abroad, service-learning and experiential learning programs throughout academic courses and programs

Resources

Objective 9: Expand internal and external structures to incentivize and support faculty and staff across disciplines and program areas

Objective 10: Transform the College's brand, facilities and infrastructure to support student success

Objective 11: Evaluate, design, and utilize information communication technologies to support learning and collaboration

Graduate Education

Aligned with the mission of a Research I and land-grant institution, the COE will enhance the quality and distinctiveness of its graduate programs to best prepare our students for careers as accomplished scholars, leaders, and practitioners who contribute to the Commonwealth, the nation, and the world through their research, creative endeavors, leadership, teaching, and service.

Recruitment

Objective 1: Recruit, retain, and graduate outstanding graduate students and increase the national competitiveness of COE's graduate programs

Objective 2: Invest in an ongoing, comprehensive, and efficient recruiting and promotional program – based on market research – that optimizes the COE's brand, financial resources, diversity initiatives, and recruiting efforts

Objective 3: Allocate College-funded fellowships, and increase funding through assistantships, and tuition scholarships to financially sustain high-quality programs

Success

Objective 4: Provide graduate students with greater opportunities for interdisciplinary research, teaching, experience in creative activity, and engagement and collaboration across programs and departments that will optimize their timely degree completion, long-term success in their disciplines, and their advocacy

Objective 5: Elevate the quality and richness of the graduate student experience to include opportunities for connection with other students, faculty, and alumni through apprenticeships, mentoring, co-curricular experiences, and other enrichment programs to maximize their research, leadership, management, and communication skills

Resources

Objective 6: Develop a sustainable process for tracking the long-term success and contributions of graduates and use this information to inform program decisions and prioritize resource allocation

Objective 7: Conduct and sustain a rigorous periodic assessment of graduate education programs to assess the COE's competitiveness and progress toward strategic goals in graduate education

Objective 8: Support current graduate faculty in their research in collaboration with junior faculty, other researchers and community partners, and in the mentorship of their students as researchers

Objective 9: Recruit additional outstanding graduate faculty with national reputations to advise and mentor graduate students in research, including grant writing, and support the growth of graduate programs

Objective 10: Identify and fund the necessary college infrastructure (i.e., advising, office space for graduate students, computers) to support success for all graduate students, enrolled in programs on-campus and through distance education, recognizing the diversity of needs

Research

The College of Education seeks to expand our scholarly research and creative efforts to meet the needs of the Commonwealth and to advance disciplinary knowledge within a global context.

Objective 1: Increase the number and quality of grant proposals submitted by COE faculty

Objective 2: Increase the nationally and internationally recognized research and scholarly work produced by COE faculty

Objective 3: Enhance opportunities for research collaboration across college, university, community and interdisciplinary partners - locally, nationally, and internationally

Objective 4: Provide increased opportunities for both undergraduate and graduate students to engage in research with COE faculty

Objective 5: Improve the quality of research infrastructure across the COE

Community Engagement

In collaboration with community partners, the College of Education will utilize the world-class knowledge and skills of its administrators, faculty, staff, and students to foster community engagement in its courses, services, and scholarship to support productive change in the community.

Objective 1: Develop a platform, utilizing both existing and collaboratively-created measurement and evaluation systems, to measure the impact of community engagement efforts on all stakeholders – students, faculty, staff, and communities.

Objective 2: Design and maintain communication systems that will allow for the dissemination of COE community-engagement efforts throughout the college, campus, and community.

Objective 3: Develop effective mechanisms for producing data on the impact of community engagement efforts that can be used as inputs to evaluate student outcomes, increase faculty scholarship and engagement, and inform future efforts.

Objective 4: Identify, in partnership with local and global community stakeholders, emerging issues, challenges, and assets in order to focus internal and external resources to address those issues and challenges holistically and systemically.

Objective 5: Build a partnership network that expands, supports, and connects the COE with community partners in meaningful engagement to strengthen the mission and vision of the COE, as well as meet the needs and challenges of our local and global partners.

Diversity and Inclusion

Create an intentionally inviting culture in our College that provides rich, welcoming, and satisfying experiences for *all* faculty, staff, students, and partners through working collaboratively to support **people**, **places**, **policies**, **processes**, and **programs**.

Objective 1: Foster an environment that successfully invites, welcomes, supports, and engages a diverse community of students

Objective 2: Foster an environment that successfully invites, welcomes, supports, and engages a diverse workforce

Objective 3: Provide inclusiveness and diversity related training for faculty, staff, managers and supervisors, including training on explicit (conscious) and implicit (unconscious) bias and training on how to structurally create intentionally inviting and inclusive working and learning environments

Objective 4: Foster an environment that intentionally supports social justice and global mindedness

Objective 5: Promote global opportunities and ensure strong support systems for students, faculty, and staff studying and serving outside their home countries

Objective 6: Enhance opportunities to infuse into the curriculum international and diverse perspectives across the curriculum and the co-curriculum

Objective 7: Create opportunities for faculty to utilize their own research and/or professional expertise to help support others in diversity and inclusivity-related initiatives