College of Education
Strategic Plan
Approved by the COEd Strategic Planning Steering Committee April 17, 2014
Approved by COEd Faculty & Staff April 24, 2014

Expected Outcomes

1. Increased enrollment from in- and out-of-state students
   a. Enhanced pathways to WSU by collaborating with tech institutes and advanced high school programs
   b. Attractive and inspirational marketing highlighting job opportunities in STEM area -- increased interest and involvement in STEM program
   c. Increased non-residential student enrollment
2. Successful expansion via online programs—M.Ed.-Curriculum & Instruction, M.Ed.-Educational Psychology, and M.Ed.-Sport Management
3. Increased internal and external funding opportunities
   a. Increased support specifically to faculty teaching courses that incorporate technology development/entrepreneurship
4. Enhanced research/scholarly productivity
   a. Increased number of publications and grants
   b. Increased opportunities for course reductions among research-active tenure-track faculty
   c. Increased number of doctoral programs and post doctoral appointments
   d. Increase, empower and recognize the number of joint/dual faculty positions
5. Increased opportunities for tech transfer
   a. Increased funding resulting from technology transfer and licensing revenues
   b. Increased number of start up companies formed
   c. Enhanced brand equity for the college, programs, and faculty, resulting in growth in enrollment, grants, etc.
6. Enhanced quality of student life
   a. Increased number of community based learning placements, immersion trips, local field trips, internships
   b. Increased number of interdisciplinary degrees
   c. Establishment of dual degrees
   d. An enhanced competitiveness in graduate student recruitment and graduate student support with stipends, fellowships
   e. Increased number of doctoral programs and post doctoral appointments
   f. A greater sense of community among graduate students (grad support center)
   g. Increased number of COEd students participating in study abroad
   h. Enhanced diversity of the COEd student body, including low-income students, underrepresented students, first-generation undergraduate and graduate students, and international students
   i. Enhanced diversity of faculty and staff

Strategy and Actions

WSU Goal 1: Guarantee an applied learning or research experience for every student by each academic program.

College level strategy: The COEd will continue to provide applied learning field experiences for every student and will continue to monitor such experiences to insure high quality and relevance to student needs. The COEd will continue to expand student contributions to research in their field by realigning and maximizing resources to reflect current research and accreditation standards.

Actions:
1. Develop an implementation plan for applied learning and research experiences to better align with and lead current research in field.
2. Maintain accreditation and serve as a model for other programs.
3. To plan for anticipated space needs for growing programs, evaluate existing space for teaching, research, and offices.
4. Institute student fees to support field experiences and lab classes.
5. Employ innovative practices to meet student, program and constituent needs.
6. Create new opportunities to involve students in research.
7. Promote opportunities for students to participate in cooperative education and work-based learning experiences.

**WSU Goal 2:** Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.

**College level strategy:** Sustain existing and create new interdisciplinary relationships across programs and colleges that enhance professional experiences for faculty and students and that will maximize access to resources.

**Actions**
1. Support institutional initiatives to assist students in identifying interdisciplinary experiences and relevant programs of study.
2. Create interdisciplinary courses that allow programs with limited scholarships/funding to become eligible for funds from other departments.
3. Provide interdisciplinary experiences (academic and non-academic) for students.
4. Participate in living-learning communities within Shocker Hall (our new residence hall).
5. Design curriculum and program offerings that provide students with the opportunity to participate in the Honors College and other accelerated learning options.
6. Support institutional initiatives that promote faculty and staff interdisciplinary research and initiatives.
7. Establish positions for endowed professorships to lead multidisciplinary research, support high profile faculty teams in important emerging research areas, and increase graduate student fellowships to provide assistance to such research initiatives.
8. Establish courses or lecture series on the “business of education (or teaching).

**WSU Goal 3:** Capitalize systemically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.

**College Level strategy:** Reposition the college brand/name and revise the infrastructure to enable all units to capitalize on their mission.

**Actions:**
1. Rebrand & rename the COEd to reflect, promote, and advance all programs.
2. Rebrand & rename the Tech Center (student computer laboratory) to better align with Media Resources Center, ensuring comprehensive support from University Computing for students and faculty.
3. Establish a stronger programming support system for technology transfer and provide services to the university and external constituents such as Workshop for App Development in Education.
4. Establish the college as a “hub” for center activity that serves a variety of human developmental needs.
5. Realign COEd leadership and administrative support structure to be consistent with and to reflect the structures identified by other colleges with education and other professional programs.
6. Identify and support programs, course offerings and delivery modes that meet a variety of constituent (e.g., international, adult learners) needs.
7. Establish a graduate student support center that addresses their unique needs, and institutional and student life issues.

**WSU Goal 4:** Accelerate the discovery, creation and transfer of new knowledge.

**College level strategy:** Focus college initiatives to promote entrepreneurship, innovation and the creation of new knowledge that has relevance and value to the field. Position the college to serve as a resource to the partners/professions in the implementation of new knowledge and the transfer of technology.

**Actions:**
1. Advance current and establish new research and innovation centers that positively impact the community/constituents and that generate revenue.
2. Ensure new faculty searches and hiring practices focus on obtaining personnel able to contribute to the growing emphasis on entrepreneurship, innovation and/or creation of new knowledge that has relevance and value in related fields.
3. Refine college structures to support entrepreneurship, innovation and/or the creation of new knowledge that has relevance and value in related fields. (examples include prioritizing internal grants)
4. Continue to develop relationships with local/regional/national education agencies and other partners that facilitate the achievement of this strategy.
5. Secure external funding to support entrepreneurship, innovation and/or creation of new knowledge (put stronger emphasis on research focused grants or build stronger research basis for program intervention grants).
6. Add doctoral degree programs including those that promote interdisciplinary research.
7. Add support positions such as a tech transfer liaison, a marketing director, and a grant writer to college support staff.
8. Establish and publish a college research agenda to be used to target external funding requests.
9. Promote connections with alumni, expanding and enhancing mutually beneficial relationships.
10. Increase the number of graduate assistantships and post doctoral positions.
11. Increase funding to support faculty travel to conferences and conventions.
12. Increase the number of collaborative research and grant proposals.

**WSU Goal 5: Empower students to create a campus culture and experience that meets their changing needs.**

**College level strategy:** Provide services and programs that expand the breadth and depth of experiences offered to our students.

**Actions:**
1. Create online versions of courses/programs; establish quick transition by adding or modifying the role of one faculty member in each department. One individual oversees the online program(s) for a department in order to streamline process and increase enrollment more rapidly.
2. Lead efforts to create and provide models for student engagement.
3. Create or facilitate areas for student meetings and expand service hours to better accommodate student schedules.
4. Expand and secure resources to provide student driven experiences.
5. Expand concurrent enrollment program/courses.
6. Create opportunities for our students to participate in the Honors College.
7. Promote undergraduate and graduate student involvement in developing initiatives that promote entrepreneurship, innovation and creation of new knowledge.
8. Enhance recruitment efforts, including out-of-state and international students.
9. Plan and execute an internal customer service campaign in support of an environment in which students and other constituents feel welcome and valued.
10. Broaden the relationship with COEd alumni, promoting engagement with students and providing more opportunities for alumni to participate in college activities.
11. Strategically employ appropriate class sizes to maximize student retention.

**WSU Goal 6:** Be a campus that reflects in staff, faculty and students the evolving diversity of society.

**College level strategy:** Make diversity a central focus of the college.

**Actions:**
1. Operationalize diversity beyond race and gender.
2. Create stronger visiting/exchange program for faculty and students.
3. Promote faculty and student involvement in diversity related events.
4. Ensure culturally relevant and responsive curriculum across college programs to assure that graduates are prepared to meet the needs of an increasingly diverse population.
5. Employ practices that promote the ability of the COEd to recruit diverse faculty and students.
6. Implement practices aimed at retaining faculty from diverse backgrounds.
7. Build flexibility in program structures to support student experiences in diverse settings (state, national, or international) and with a diversity of cultures (e.g., ethnic, gender identification).
8. Charge college diversity committee to address and promote diversity as an essential value of the college.

**WSU Goal 7:** Create a new model of assessment, incentive and reward processes to accomplish our vision and goals.

**College level strategy:** Reward faculty/staff efforts that align with the priorities established in this plan.

**Actions:**
1. Achieve and maintain competitive salaries and broad-based benefits, for both current as well as new faculty.
2. Increase salary scale for lecturers/adjunct faculty to be more equitable across the university.
3. Reward entrepreneurship and impactful community partnerships among faculty/staff.
4. Incentivize faculty/staff members to collaborate with students in their research activities.
5. Reward high levels of faculty/staff engagement with students, taking into consideration differences between on-campus and online course delivery formats.
6. Incentivize faculty/staff who design and/or provide new methods of program delivery (e.g., online classes, interdisciplinary curricula).
7. Enhance staff support to free up faculty for higher-level planning, instructional delivery, and scholarship.
8. Align faculty role expectations and staff job descriptions to support the initiatives outlined in this plan.
9. Reward and empower jointly appointed faculty.
10. Revise options for annual faculty evaluations to include meritorious performance (beyond ‘meets expectations’). Rubric for scoring these evaluations is needed.