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

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.

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.

Metrics and Targets
- Increased enrollment from in- and out-of-state students
- Increased number of community based learning placements, immersion trips, local field trips, internships

Additional Resources Needed (if applicable): Revenue in support of field experience supervisors

Source of Additional Resources: Student fees

Evaluative Processes
- Annual review by COEd Leadership Team
University Goal 2: Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.

**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.

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)." 

**Metrics and Targets**
- Increased interest and involvement in STEM program
- Increased number of interdisciplinary degrees

**Additional Resources Needed (if applicable):** TBD

**Source of Additional Resources:** TBD

**Evaluative Processes**
- Annual review by COEd Leadership Team.
University Goal 3: Capitalize systemically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.

**Strategy** Reposition the college brand/name and revise the infrastructure to enable all units to capitalize on their mission.

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.

**Metrics and Targets**
- Increased enrollment from in- and out-of-state students
- Successful expansion via online programs—M.Ed.-Curriculum & Instruction, M.Ed.-Educational Psychology, and M.Ed.-Sport Management
- Enhanced research/scholarly productivity

**Additional Resources Needed (if applicable):** Additional faculty in support of new online program(s)

**Source of Additional Resources:** Academic Affairs

**Evaluative Processes**
- Annual review by COEd Leadership Team.
University Goal 4: Accelerate the discovery, creation and transfer of new knowledge.

**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.

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.

**Metrics and Targets**
- Increased internal and external funding opportunities
- Enhanced research/scholarly productivity
- Increased opportunities for tech transfer

**Additional Resources Needed (if applicable):** TBD

**Source of Additional Resources:** TBD

**Evaluative Processes**
- Annual review by COEd Leadership Team.
University Goal 5: Empower students to create a campus culture and experience that meets their changing needs.

**Strategy** Provide services and programs that expand the breadth and depth of experiences offered to our students.

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.

**Metrics and Targets**
- Increased enrollment from in- and out-of-state students
- Successful expansion via online programs—M.Ed.-Curriculum & Instruction, M.Ed.-Educational Psychology, and M.Ed.-Sport Management
- Enhanced quality of student life

**Additional Resources Needed (if applicable):** Additional faculty in support of new online program(s)

**Source of Additional Resources:** Academic Affairs

**Evaluative Processes**
- Annual review by COEd Leadership Team.
University Goal 6: Be a campus that reflects—in staff, faculty and students—the evolving diversity of society.

**Strategy** Make diversity a central focus of the college.

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.

**Metrics and Targets**

- Enhanced diversity of the COEd student body, including low-income students, underrepresented students, first-generation undergraduate and graduate students, and international students
- Enhanced diversity of faculty and staff

**Additional Resources Needed (if applicable):** TBD

**Source of Additional Resources:** TBD

**Evaluative Processes**

- Annual review by COEd Leadership Team.
University Goal 7: *Create a new model of assessment, incentive and reward processes to accomplish our vision and goals.*

**Strategy** Reward faculty/staff efforts that align with the priorities established in this plan.

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.

**Metrics and Targets**
- TBD

**Additional Resources Needed (if applicable):** TBD

**Source of Additional Resources:** TBD

**Evaluative Processes**
- Annual review by COEd Leadership Team.