

Title: College of Education Strategic Plan

The mission of the College of Education is to promote transformative education and social justice through rigorous research, innovative teaching, as well as locally and globally engaged partnerships.

This strategic plan was developed in 2014-2015 by a faculty committee jointly appointed by the Faculty Council and Dean. The plan is deliberately set up similar to a logic model to illustrate that this is a working document and will be used to evaluate the progress of the College on the goals set forth. While examples are provided to illustrate the types of programs that currently exist, this plan also names “champions” or individuals and groups that should take on the work of this goal.

Goal Area 1: Students Success/Global Citizens				
<i>Well-educated and highly skilled global citizens through our continuing commitment to student success</i>				
Objective	Strategies	Target Year	Metrics	Champions & Examples
Recruit and retain diverse and highly-skilled students who will be well-educated and prepared to enter the workforce	Coordinate with recruitment individual in COEDU Increase student retention Increase resources for targeted recruitment of students Implement practices that result in academic success for international students Expand offerings of innovative curricula, such as graduate certificate programs, undergraduate and graduate minors, new graduate	2015 for recruitment and retention Continuous for other strategies	Percent increase in Admissions Percent increase in retention Performance Goals (PG): Average GPA, SAT and GRE Scores, Academic progress rate Graduation rates	Champions: <ul style="list-style-type: none"> • Student Academic Services (SAS) • Assistant Director of Recruitment and Retention • Faculty members, staff, and Program Coordinators • Department Chairs

	<p>programs, summer institutes, and online courses</p> <p>Review and revise program curriculum and course sequences and offerings to support student success and support advising efforts (communication to students)</p> <p>Develop program specific articulation agreements that could assist with transfer of student excess credit hours</p> <p>Continue to work with the INTO program to enhance the partnership with the COEDU</p> <p>Develop a comprehensive and effective process for exiting students from certification programs where they do not meet standards</p>		<p>Percent bachelor's, awarded w/out excess hours Doctoral degrees awarded</p> <p>Proportion of students that transfer under a functional MOU</p> <p>The number of support systems available to international students</p> <p>Success of graduates as measured employment and continued education data</p>	
<p>Prepare students for success in the local and global society by developing long-term local and global initiatives for the college</p>	<p>Define "global citizens" beyond those whose origin is outside of our borders (See USF Strategic Plan: http://www.ods.usf.edu/Plans/Strategic/docs/USF-Strategic-Plan-2013-2018.pdf)</p>	<p>Provide definition by 2015</p> <p>Continuous</p>	<p>Number of faculty working on partnerships</p> <p>Quality of partnerships as measured by rubric</p> <p>Number of existing Study Abroad opportunities</p>	<p>Champions: Associate Dean for Educator Preparation and Partnerships</p> <p>Department Chairs and study abroad course leads</p>

	<p>Support existing and create new partnerships with diverse K-12 schools in local communities</p> <p>Support existing and create new Study Abroad initiatives</p> <p>Provide opportunities for students to learn about different cultures/become multicultural</p> <p>Actively participate in the Global Pathways Initiative</p> <p>Develop courses on global issues in education (a writing intensive course with global perspective) to be included in general education list</p> <p>Encourage faculty to develop and incorporate global perspectives in teaching, research and service (“glocal”)</p> <p>Encourage creativity in course offerings and extend course offerings to include applied experiences abroad</p>	<p>Continuous</p> <p>Continuous for other strategies</p>	<p>Number of new Study Abroad opportunities</p> <p>Number of awards given to faculty for long-term local and global initiatives for the college (e.g., liaison for department to develop a global pathway, etc.)</p> <p>Number of global courses</p> <p>Proportion of faculty that incorporate global perspectives in teaching, research, and/or service</p> <p>Number of courses with global experiences</p> <p>Proportion of faculty that participate in study abroad international partnerships</p>	<p>Faculty Awards Committee</p> <p>Faculty Council committees</p> <p>Examples: Current Partnerships</p> <p>Current Programs: Cambridge Costa Rica</p>
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	Develop research collaborations that focus on global initiatives whether that means across the continent or across the city.		Number of research collaborations that focus on global initiatives	
Showcase global initiatives In the college	Develop T&P guidelines to include option of discussing community engagement and global work	2016	Amount and variety of initiatives in T&P application materials	Champion: <ul style="list-style-type: none"> • Faculty Council • Communications Coordinator

Goal Area 2: Research and Innovation

High-impact research and innovation to change lives, improve health, and foster sustainable development and positive societal change

Objective	Strategies	Target Year	Metrics	Champions & Examples
<p>Create an interdisciplinary, collaborative environment to promote and support scholarship in the College of Education</p>	<p>Develop job descriptions for new tenure track positions that include clear expectations for high level research productivity including:</p> <ul style="list-style-type: none"> • External funding activities • Community partnerships • Global scholarship <p>Recruit new hires for tenure track positions that demonstrate a history of or capacity for high level scholarly productivity</p> <p>Investigate the possibility of hiring “interdisciplinary teams” across and within Colleges to increase scholarly productivity of faculty</p> <p>Provide support to existing faculty to enable them to be productive scholars and develop lines of inquiry to contribute to the knowledge base</p> <p>Strengthen incentives in the COEDU that support increased scholarly productivity by COEDU faculty (e.g., %FTE, incentives for cross disciplinary research teams,</p>	<p>Begin 2015 and continuous</p>	<p>Number of new hires with documented evidence of scholarship</p> <ul style="list-style-type: none"> • Number of publications and presentations • Number of external funding proposals submitted; number awarded <p>Performance Goals:</p> <ul style="list-style-type: none"> • Number of postdoctoral appointees, • Number of citations, • Federal research expenditures 	<p>Champions:</p> <ul style="list-style-type: none"> • Program Coordinators and Department Chairs should facilitate collaborations • Departmental Annual Review Committees • Faculty Council in collaboration with the Associate Dean for Academic Affairs and Research can work collaboratively to meet the stated objective and specific strategies <p>Examples:</p> <p>Incentives for developing interdisciplinary research teams</p> <p>Writing groups</p> <p>Research/scholarly activity brown bags where faculty can informally present their research</p>

	<p>expectations for research external funding)</p> <p>Acknowledge in Annual Review a variety of scholarly research (e.g., community engagement) (e.g., acknowledge in Annual Reviews and T&P process</p> <p>Provide guidance to faculty in identifying possible external funding sources that align with their research</p> <p>Provide mentoring and support to faculty for research and for external funding opportunities</p> <p>Create/provide incentives for postdoctoral/new tenure track positions within the college that emphasize scholarly productivity and recruit individuals for those positions who have a demonstrated history of scholarly productivity.</p>			
<p>Enhance and improve transparency of incentives for those actively involved in the promotion of research and innovation</p>	<p>Maintain and enhance a system to encourage and reward faculty seeking and obtaining external funding</p> <p>Enhance mechanisms for supporting doctoral students</p>	<p>Begin in 2015 and continuous</p>	<p>Track use of funds to support students</p>	<p>Champions:</p> <ul style="list-style-type: none"> • Faculty Council • Dean • Associate Dean for Academic Affairs and Research

	<p>Enhance incentive for travel funds</p> <p>Recognize and celebrate success in scholarly endeavors</p> <p>Promote transparency of how external funds are used in the COEDU</p>		<p>Number/type of awards given to faculty scholars</p> <p>Records of expenditures of buyout funds</p>	<ul style="list-style-type: none"> • Department Chairs <p>Example: Awards to recognize scholarly success</p>
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Goal Area 3: Partnerships

A highly effective, major economic engine, creating new partnerships to build a strong and sustainable future for Florida in the global economy

Objective	Strategies	Target Year	Metrics	Champions & Examples
<p>Increase opportunities to partner with and to recognize the work of school and community stakeholders to inform students, programs, and research</p>	<p>Define “partnerships” and define the purpose/goal/outcome of those partnerships.</p> <p>Track MOUs that articulate the partnerships between the COEDU and community.</p> <p>Identify existing partnerships that have demonstrated outcomes related to the purpose of the partnership.</p>	<p>Continuous</p> <p>2015</p>	<p>Percent of COEDU community participating in one of more partnership program or project per year</p> <p>Data on number of hours faculty spend interacting with schools</p>	<p>Champions:</p> <ul style="list-style-type: none"> • Associate Dean for Educator Preparation and Partnerships <p>Example: Educator Preparation Committee (EPC)</p>
<p>Utilize the expertise of strategic partnerships within the college that result in increased student success, faculty research and scholarship and stakeholder (partner) outcomes.</p>	<p>Maintain the Anchin external advisory group of stakeholders to inform the development of partnerships that are cooperative, collaborative, and transformative</p> <p>Develop, implement and sustain interdisciplinary partnerships to enhance scholarship and external funding</p>	<p>2015</p> <p>Continuous</p>	<p>Meeting dates and minutes of advisory group meetings</p> <p>Number of research and scholarly endeavors related to partnerships</p> <p>Measures of student success and stakeholder outcomes</p>	<p>Champions:</p> <ul style="list-style-type: none"> • Faculty, • Department Chairs • Associate Deans • Dean
<p>Increase partnerships across the university that align with shared values and enhance the prominence of the COEDU to inform students, programs, and research.</p>	<p>Ensure active representation on high priority university decision-making committees</p>	<p>Continuous</p>	<p>Number of faculty serving on pertinent university-wide committees</p>	<p>Champions:</p> <ul style="list-style-type: none"> • Executive Committee of Faculty Council <p>Examples:</p> <ul style="list-style-type: none"> • Research Council • Faculty Senate

	<p>Increase interdisciplinary partnerships to enhance instruction and research, and to develop interdisciplinary programs</p>	<p>Continuous</p>		<ul style="list-style-type: none"> • Undergraduate Council • Graduate Council • General Education Council • COEDU/CAS Articulation Agreement • Partnerships with College of Public Health, Medicine, Sciences, Behavioral & Community Sciences, Innovative Education
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Goal Area 4: Economic Base				
<i>Sound financial management to establish a strong and sustainable economic base in support of USF's continued academic advancement</i>				
Objective	Strategies	Target Year	Metric	Champions & Examples
Restructure and streamline fiscal and administrative tasks	Create centralized infrastructure for financial services	2015	Efficiency of Central Financial Services Unit	Champions: <ul style="list-style-type: none"> • Dean working with Department Chairs and Faculty Council • Department Chairs • COEDU Budget Director
Create policies that promote fiscal transparency of the COEDU budget, inclusive of discretionary funds	Provide faculty regular financial updates (e.g., Examples: Dean provides budget updates bi-annually available to all faculty and staff) Provide information regarding where money is distributed when donated; Foundation report accounts COEDU Development office provides information to department chairs regarding the use of funds	Continuous	Development of policies that indicate how financial information is to be shared and how often Methods and frequency of communication of budget updates Methods and frequency of communication of information from Development Office	Champions: <ul style="list-style-type: none"> • Dean working with Faculty Council • Department Chairs • Development Office
Increase the use of technology (e.g., CANVAS, FAIR, Skype, Google) to enhance the efficiency	Assess current practices and optimize efficiency within departments in terms of daily	2015	Evaluation of department budgets for decreasing costs	Champions: <ul style="list-style-type: none"> • Department Chairs

and accuracy of communication and dissemination of information	operations and faculty processes and procedures Work towards creating a paperless environment	2016	(e.g., copying, supplies, etc.)	<ul style="list-style-type: none"> Faculty Annual Review Committees and appropriate Faculty Council committees
Offer a variety of options for faculty tracks (e.g., research, clinical) to provide financial flexibility	Develop faculty positions in various tracks where appropriate	Continuous	Number of faculty in various tracks	<p>Champions:</p> <p>Faculty Council working with the Dean to look beyond the current tracks:</p> <p>Tenured faculty Research faculty Clinical faculty Instructor</p>
Recruit more students to the College by implementing innovative and world-class degree programs and well-planned and coordinated course offerings	<p>Increase offerings of Graduate certificate programs, Service Learning Courses, Minor degree programs, Global Pathway courses (QEP); Competency-based credits</p> <p>Develop course sequences to support advising, student success and timely graduation</p> <p>Examine, revise and update course and program sequences and offerings across departments and programs</p>	<p>2015</p> <p>2016</p> <p>Continuous</p>	<p>Student Headcount in degree programs</p> <p>Generated SCH</p> <p># of program or course revisions</p> <p>Decrease in number of student with excess hours</p> <p>Specific program outcome measures (e.g., time to degree, student exit surveys, etc.)</p>	<p>Champions:</p> <ul style="list-style-type: none"> Department Chairs Program Coordinators Curriculum Committees (UPC & GPC)

	Create a streamlined process to support innovation in the COEDU	2016	Program rankings and reputation Time from initiation to approval	
Recruit and retain productive faculty and staff to sustain academic advancement	Recruit faculty and staff who can support the mission and goals of the College and University Promote and sustain a positive and supportive working environment for faculty and staff Recognize and showcase exemplary performance among faculty and staff	Continuous	Number of successful faculty searches Assessment of College Climate Quantity and ways in which faculty and staff are recognized for their efforts	Champions: <ul style="list-style-type: none"> • COEDU Leadership Team, including Department Chairs • COEDU Development Office • COEDU Communications Coordinator
Sustain world-class programs throughout the College to contribute to the economic base	Maintain accountability at all levels– individual, program, department, college Develop and implement a multifaceted approach to accountability Provide continuing education opportunities for districts (staff development officer in districts); continue to foster relationships with local school districts – this will help to finance/sustain partnerships	Continuous	Program rankings and reputation, grant productivity, annual review data, publications, faculty award (quality indicators), professional organization accreditation/approval, SCH, SACS AAU Goals: number of citations; faculty awards, fellowships, and memberships	Champions: <ul style="list-style-type: none"> • The COEDU Leadership Team considers faculty accomplishments that promote strong programs • Departmental annual review committees apply the COEDU annual review guidelines in order to recognize faculty work in a consistent manner

<p>Promote a diversified funding portfolio that provides an infrastructure for enhanced external funding.</p>	<p>Support faculty relationships with external funding agencies, including grants and foundations (both external and internal agencies)</p> <p>Promote the COEDU to USF central administration, Board of Governors, and other stakeholders by highlighting our achievements</p>	<p>Continuous</p>	<p>Track all funding sources within the diversified funding portfolio</p>	<p>Champions:</p> <ul style="list-style-type: none"> • Associate Dean for Academic Affairs and Research • Center Directors • Development Office • Dean and Leadership Team
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