

School of Education Goals for 2019-20

Financial Strategy

- (1) *Graduate Student Financial Support.* Increase financial support for graduate students by optimizing the use of existing fellowships and assistantships to enhance recruitment efforts, changing scholarship procedures and timelines to offer highly-competitive multi-year packages. Prepare to provide 9-month, 4-year funding packages at the time of admission for all eligible doctoral and MFA students admitted to the School of Education by Fall 2021. Continue implementation and evaluation of the graduate training programs to assess their impact on recruitment, retention, training and placement of applicants.
- (2) *Strategic Financial Decision-Making.* Leverage the new Chief Financial Officer to enhance SoE strategic financial analysis, forecasting and budgeting. Utilize financial modeling to inform investments in research and fee-for-service, academic programs and advising, recruitment and retention, and professional development/training. Build departmental capacity for strategic financial planning and management.
- (3) *Average Faculty and Staff Salaries to the Peer Average.* Bring average faculty salaries to the peer average by rank in 2019-20. Continue benchmarking and raising staff salaries to the peer average.
- (4) *Development.* Secure financial resources to reach the fundraising goal and successfully launch Impact 2030.
- (5) *Teacher Pledge Program.* The Teacher Education Center (TEC) will establish policies and procedures, and engage TEC staff to successfully launch the Teacher Pledge Program.

Student Recruitment, the Student Experience, and Professional Outreach

- (6) *Recruitment.* Successfully recruit a diverse body of students to achieve enrollment goals.
- (7) *Undergraduate Student Experience.* Ensure that every student in the School of Education has access to high quality learning experiences, including opportunities for early engagement in their major area of study, paid internships, undergraduate research, study abroad and study away, inclusive excellence, and active learning.
- (8) *Graduate Student Experience.* Assess and strengthen the quality of the graduate student experience.
- (9) *Online Learning.* Evaluate the impact of School of Education online classes on student access and student learning, including the impact on equity, excellence, diversity, etc.
- (10) *Time to Degree.* Reduce time to degree through high quality advising support, reducing barriers to timely entry, and opportunities for undergraduate students to engage in online summer courses that meet graduation requirements. Develop flexible degree (e.g., three-year, four-year, etc.) options for students.
- (11) *Infrastructure to Support Teaching and Learning.* Increase access to classrooms that facilitate engaged teaching and active learning. Build learning partnerships across campus to expand student access to innovative technologies and instructional facilities.
- (12) *Professional Learning and Community Education (PLACE).* Complete staffing of leadership positions for Health and Education programming. Continue to build

strategic programming and enrollments in Health, Education and the Arts to enhance SoE visibility and generate resources to support the work of the School.

Research and Scholarly Activity

- (13) *Research and Scholarly Activity.* Leverage key personnel (Foundation Support, Associate Dean for Research, Chief Financial Officer, Director of WCER, and Co-Chief Information Officer) to develop and begin implementation of a plan to increase extramural funding of research across the School of Education.

Leadership, Organization, and Climate

- (14) *Work Climate.* Provide support to departments and units where there are major climate issues. Build leadership capacity across the School to create an inclusive SoE community where all members are valued contributors.
- (15) *Diversity and Inclusion.* Develop and begin implementation of the strategic plan for the Office of Diversity and Inclusion, including fully establishing the Office, determining budget and staffing, and initiating programming.
- (16) *Leadership Development.* Establish a professional development program to build leadership capacity in the School.
- (17) *Campus Leadership and Partnership.* Leverage faculty and staff expertise through shared governance and leadership on committees. Provide high quality service and programs, policies, and processes that serve as a model for the campus.
- (18) *Website.* Finish development and begin launch of the new website, working with departments and units to finalize, test, and debut the site.