

STRATEGIC PLAN: 2012 – 2017

College of Education

Approved by Faculty on April 20, 2012

Leading Idaho

The Strategic Plan 2012-2017

College of Education, University of Idaho

Approved by Faculty on April 20, 2012

We are Idaho's nationally ranked and internationally known College of Education. We embrace the University of Idaho's vision, mission, and goals and reflect those in our vision, mission and goals.

OUR VISION: IDAHO'S LEADER IN LIFELONG LEARNING AND HEALTHY LIFESTYLES

We seek teaching, learning, and living that transforms, invigorates, and nurtures. We expand lasting knowledge centered in local and global communities.

We seek enactment of our vision through the following values and practices which we refer to as **CARE**:

Cultural proficiency enables us to interact effectively in a culturally diverse environment. We believe that diversity enriches the learning environment and that all individuals have worth and should be treated with dignity and respect. We welcome a variety of cultural, economic, and experiential backgrounds including, but not limited to, variation with respect to language, race, culture, religious belief, gender, sexual orientation, age, ability, veteran status, and geographical location (Tomlinson, 2003). We believe that education should immerse students in local cultures and environments while striving for understanding that extends to communities and cultures well beyond the local.

Assessment, Teaching and Learning are interrelated, intrinsically linked, and cyclical in nature. The cycle begins with assessment of prior learning, which informs meaningful teaching and, in turn, produces measurable learning that when assessed, informs further instruction. The spiral continues as knowledgeable educators apply the sciences and arts of assessment, teaching, and learning (Bransford, Brown & Cocking, 2000). We seek transformational learning and promote healthy active lifestyles, both of which change who we are and how we view and interact with the world.

Reflective Scholarship and Practice is an inquiry approach to teaching and learning that allows for a careful examination of personal beliefs, goals, and practices meant to deepen understanding and lead to actions that improve student learning (Osterman & Kottkamp, 2004; York-Barr, Sommers, Ghere & Montie, 2001).

Engagement with partners ensures that everyone receives the services to become responsible, healthy, and productive. It takes everyone within the community of learners working together to provide a viable learning environment. It also takes the community to steward and nurture the physical, personal, organizational, and societal gifts we have been given (Sandman, Thorton, & Jaeger, 2009; Bruns, et al, 2011).

OUR MISSION

The University of Idaho's College of Education is the state's flagship and land-grant research college focused on the preparation of professionals for schools, the movement sciences, and workforce counselors and educators. From our commitment to develop leaders in these fields emerges our responsibility to enhance the scientific, social, economic, and cultural assets of the state and develop solutions for complex problems.

We deliver on our commitment through focused, interdisciplinary excellence in teaching, research, outreach, and engagement in a collaborative environment at our residential main campus and our regional centers. Consistent with the land-grant ideal, our outreach activities serve the state and at the same time strengthen our teaching, scholarly, and creative capacities.

Our teaching and learning include undergraduate, graduate and professional education offered through both resident instruction and extended delivery. Our scholarly and creative activities promote K-12 academic achievement, human development and wellness, global awareness, and progress in professional practice.

Goals, Objectives, and Strategies

Goal 1: Teaching and Learning

Enable student success in a rapidly changing world.

Context: Our graduates live, work, compete, and prosper in a constantly changing environment. Consequently, curricula, co-curricular activities, pedagogy, and assessment must be quickly adaptable as the environment changes. Learning experiences drawn from our disciplinary and interdisciplinary strengths will help students develop the ability to identify and address complex problems and opportunities (*UI Strategic Plan*).

Objectives and Benchmarks:

Objective 1.1: Ensure adaptable, integrative curricula, pedagogies, and programs that will build enrollment, provide focus, and improve quality.

- a. The College recognizes program improvement achievements via annual performance merit structures.
- b. Departments utilize practitioner advisory boards to guide and assess their programs' curricula, pedagogy, and relevancy.
- c. Programs track enrollment patterns over a five-year period and provide an enrollment report and plan to the department chair and the dean in September of each year.
- d. Departments show enrollment growth each year through 2016.

Objective 1.2: Impact learners in diverse and global communities.

- a. The College supports diversity efforts of the Departments via internal pilot grants, professional development of faculty and staff, and study abroad.
- b. Departments increase the diversity of their student populations by 1% per year, achieving a 4% increase by 2016.¹
- c. Departments plan for, assess, and increase the cultural proficiency of their students, including those in all graduate programs.
- d. Departments connect local issues to global issues within their disciplines.

Objective 1.3: Ensure transformational learning experiences for all students (experiences that change the way students view the world around them).

- a. The College seeks and increases financial support for transformational student experiences.
- b. Programs intentionally design and assess transformational learning experiences.
- c. Programs engage community partners in transformational learning experiences.

Objective 1.4: Increase funding in order to build curricula and recruit and retain diverse student populations.

- a. The College tracks and increases scholarship funding for first-generation college students by 2016.
- b. Departments increase the diversity of their student populations by 1% per year, achieving a 4% increase by 2016.

¹Fall 2011 College-level student diversity percentage is 12.7% or 187/1470.

- c. The Departments track and increase their retention rates by program.
- d. The College and the Departments track and increase funding for program and curriculum improvement.

Objective 1.5: *Increase access to and development and integration of technology within and across department/unit boundaries that supports teaching and learning.*

- a. The College increases funding that improves its technology infrastructure.
- b. The College implements a 4-year rotation of all faculty and staff computers that are not grant-funded.
- c. The College creates a state-of-the-art technology teaching and integration classroom.
- d. The College provides professional development for technology use and integration.
- e. Departments increase the integration and assessment of technology in each of their programs.
- f. Departments support faculty and student research and dissemination of their technology integration.

Objective 1.6: *Fully develop signature strengths within and across department/unit boundaries that shape and focus program offerings.*

- a. The College provides competitive seed grants supporting signature strengths within and across departments and units.
- b. Departments clearly identify signature foci that are infused into their programs and connect across departments.
- c. Departments document and assess for future improvement the impact of signature foci on student learning.

Objective 1.7: *Fully develop assessment systems, for all College programs, that provide feedback for documented program improvement.*

- a. The College creates and staffs an Office of Assessment and Accreditation (OAA).
- b. The OAA works with and supports all programs to identify, track, and report on key metrics in all areas.
- c. The College reactivates the College's Assessment Committee that approves and reviews a comprehensive assessment plan.
- d. Departments support the assessment efforts of each program.
- e. All programs are 100% in compliance with University assessment requirements.
- f. Programs with national accreditation are all successful in their ongoing accreditation efforts.

Goal 2: Scholarly and Creative Activity:

Promote excellence in scholarship and creative activity to enhance life today and prepare us for tomorrow.

Context: Our quality of life today and in the future depends on the merit of our scholarship and creative endeavors. Many of the most pressing issues facing society cut across disciplines and require solutions that do the same. At the University of Idaho we are committed to helping address society's pressing issues by

continuing to support strong interdisciplinary and disciplinary activities that emphasize quality, innovation, critical thinking, and collaboration. We intend to improve the quality of life of all Idaho citizens and secure the economic progress of our world (*UI Strategic Plan*).

Objectives and Benchmarks:

Objective 2.1: Increase support for faculty, students, and community scholarship and creative activity.

- a. The College creates and implements a mentor system for all new faculty and staff.
- b. The College increases financial support for scholarship and creative activity for both faculty and students.
- c. The Departments support development of undergraduate and graduate student scholarship/creative activity.
- d. Programs seek ways to engage community partners in scholarship/creative activity.

Objective 2.2: Impact local and global communities through scholarly, placed-based work.

- a. Faculty document and assess the impact of their work and that of their students on local and global communities.

Objective 2.3: Increase access to and development and integration of technology that supports scholarly and creative activity.

- a. The College supports its Technology Committee in realizing top priority needs.

Objective 2.4: Increase faculty scholarship/creative activity productivity that raises our international recognition and/or has the potential to positively impact Idaho's citizens and/or economy.

- a. The College creates opportunities for scholarly professional development and dissemination.
- b. The College achieves its goal of raising \$6,000,000 new dollars by December 2014, some of which supports faculty scholarship. (As of 4-1-12 at 67% or \$4,000,000 raised.)
- c. Each Department tracks and increases the publication productivity of its faculty.
- d. Each Department creates a list of acceptable, high quality journals that meet College standards for top tier publications.
- e. Each Department participates in a minimum of three proposal submissions annually.
- f. Each Department tracks and increases its external funding.
- g. Each Department documents its work with other departments/units in and outside of the College.
- h. Faculty members report on the impact of their scholarship.

Goal 3: Outreach and Engagement Goal

Meet society's critical needs by engaging in mutually beneficial partnerships.

Context: As the state's land grant institution, the University of Idaho is uniquely positioned to expand its impact in Idaho and beyond. We seek to achieve that end through engagement – working across disciplines:

integrating teaching, research, and outreach; and partnering with constituents for the mutually beneficial exchange of knowledge and resources (*UI Strategic Plan*).

Objectives and Benchmarks:

Objective 3.1: Strengthen support for outreach and engagement initiatives that increase enrollment, external funding potential, or visibility and/or address complex problems.

- a. Increase College-level funding that supports outreach and engagement.
- b. Build outreach and engagement into program assessments.
- c. Increase external funding for outreach and engagement activity.
- d. Create annual evaluation systems that recognize and reward outreach and engagement scholarship productivity.

Goal 4: Community, Culture and Climate

Be a purposeful, ethical, vibrant, and open community.

Context: Our community is characterized by openness, trust, and respect. We value all members for their unique contributions, innovation, and individuality. Our community and culture must adapt to change, seek multiple perspectives, and seize opportunity. We are committed to a culture of service, internally and externally. We value a diverse community for enhanced creativity, cultural richness, and an opportunity to apply our full intellectual capacity to the challenges facing Idaho, the nation, and the world (*UI Strategic Plan*).

Objectives and Benchmarks:

Objective 4.1: Ensure healthy community, culture and climate of the College and each unit in order to recruit and retain excellent faculty, staff, and students.

- a. Create and implement an annual survey that assesses College and unit climate.
- b. Develop and implement annual plans that foster and support health, community, culture, and climate.
- c. Use data to assess annual plans that support healthy community, culture, and climate.

Objective 4.2: Increase focus and when necessary, funding, in order to support healthy community and culture.

- a. Provide annual professional development opportunities that increase communication, cultural competence, and collaborative leadership skills.
- b. Regularly disseminate faculty and staff achievements.

Objective 4.3: Purposefully increase recruitment and retention of diverse faculty and staff.

- a. Increase the ethnic diversity of each unit's faculty by 2016.
- b. Increase the ethnic diversity of staff by 2016.