Wichita State University
College of Education Strategic Plan
2017-18

Approved by the COEd Leadership Team, July 13, 2017
Approved by the COEd Faculty and Staff, Oct. 18, 2017

Note: The following represents an update to the College of Education (COEd) strategic plan formally approved April 24, 2014. Revisions include:

1. *modified format to align with the mandated template established by the university Strategic Planning Advancement Committee in 2015-16,*
2. *establishment of more specific performance metrics and targets ,and*
3. *updated strategies and actions to reflect progress made since 2014 and new initiatives which have arisen since that time.*

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 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/or 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.
8. Submit and receive approval of the college's applied learning and research experiences for every program via university mechanism.
9. Expand student participation in college (Showcase) and university-level research forums (URCAF, GRASP)
10. Review all non-accredited programs and determine need/feasibility to seek accreditation by 2019-2020.

Metrics and Targets
- Enrollment Goal
  - Fall 2017: Increase of 130 in student head count from 1,737 in Fall 2016
  - See COEd Recruitment and Retention Plan for longer-term goals
- Applied Learning or Research Goal: 100%

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- o Fall 2017: Applied learning/research proposals approved for all COEd programs
- o 2018-19: 100% of program graduates/completers meet applied learning or research requirements
- Accreditation
  - o Maintain full accreditation for currently accredited programsSeek new accreditation for Counseling program by 2020.
- COEd Student Research Activity
  - o Undergrad (URCAF): 150% growth to three by 2019-20. Benchmark is one accepted in 2017.
  - o Grad (e.g., GRASP, Showcase):
    - ▪ GRASP: 150% growth to 10 COEd presentations by 2019-20. Benchmark is four in 2017.
  - o Graduate Showcase: Year 3 goal TBD in 2017-18.

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

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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
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).
9. Increased marketing and promotion of minors

Metrics and Targets
- Increased interest and involvement in grad certificate and outreach programs:
  - P-12 STEM Initiatives (P-12 registrations): 200 in 2016 STEM Camps – 10% per year growth
    - 2017: 37
  - In-Service STEM Initiative (MBT enrollment): Min. 50 per year
    - Fall 16: 31, Spring: 11, Summer 17: 0 – Total: 42
  - Graduate certificate (enrollment): 3-Year Goal:
    - 2016-17 baseline was two completers
    - 2017-18: TBD
- Increased number students participating in interdisciplinary degrees: (DMACs and minors) Minors – 5% increase each year

Additional Resources Needed (if applicable): TBD

Source of Additional Resources: TBD

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

Strategy: Reposition the college and revise the infrastructure to enable all units to capitalize on their mission.

1. Rebrand & rename the Tech Center (student computer laboratory), capitalizing on the opportunities that space provides our faculty and staff for a more flexible learning environment and teaching uses.
2. Establish a stronger support system for the transfer of technology and provide services to the university and external constituents.
3. Establish the college as a "hub" for center activity that serves a variety of human developmental needs.
4. Realign COEd leadership and administrative support structure to be consistent with and to reflect the mission of the college.
5. Identify and support programs, course offerings and delivery modes that meet a variety of constituent (e.g., international, adult learners) needs.
6. Support initiatives that address undergraduate and graduate students' unique needs, interests and institutional and student life issues.

Metrics and Targets
- Successful expansion via online programs – Three-year goal is 5% increase in majors over fall 17.
  - Fall 2016: 6 majors(OPA00018M-Pre 20th Day report)
- Enhanced faculty productivity – Based on FARs, all three sections—teaching, scholarship and service. Three-year goal is 100% of faculty at meets expectations for each role.
  - 2016 baseline: 98% - Teaching, 94% - Scholarship, 98% - Service

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

Source of Additional Resources: Academic Affairs, Revenue from new initiatives (camps)

Evaluative Processes
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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.
   a. Example: connection between college and Airbus and other entities in Innovation Campus to infuse effective pedagogy in training materials etc.
   b. Invite members of innovation campus on advisory boards, Leadership Team etc.
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)
   a. Create Innovation Fellows programs that provide a connection between college and innovation campus. For example, affiliation with GoCreate might include 2 student memberships.
   b. Establish internships as part of degree programs that place students in labs etc.
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. Identify an individual who serves as a liaison to WSU Ventures who can inform college of initiatives occurring and support faculty in advancing those initiatives
8. Realign college resources to allow college to deploy resources in order to meet college goals/strategic plans
   a. Identify needed support positions such as industry partners, a marketing director, and a grant writer to college support staff.
9. Establish and publish a college research agenda to be used to target external funding requests.

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10. Promote connections with alumni, expanding and enhancing mutually beneficial relationships.
11. Increase the number of graduate assistantships and post doctoral positions.
12. Increase funding to support faculty travel to conferences and conventions.
13. Increase the number of collaborative research and grant proposals.
14. Revise faculty job descriptions used with new searches to include language associated with revenue generation, tech transfer, empowering/fostering entrepreneurship and ability to address 7 goals of strategic plan
15. Utilize existing metrics to promote college rankings (US News)

Metrics and Targets
- Enhanced faculty productivity –Based on FARs, three-year goals is 100% of faculty at meets expectations for scholarship.
  - 2016 baseline: 98% - Teaching, 94% - Scholarship, 98% - Service
- Sustained effectiveness in number of invention disclosures, patents etc., including interdisciplinary initiatives – Goal TBD once university dashboard reflects interdisciplinary initiatives.

Additional Resources Needed (if applicable): TBD

Source of Additional Resources: TBD

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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/hybrid (blended/flexible) versions of courses/programs;
2. Lead efforts to create and provide models for student engagement.
    a. Mentor program
    b. Town Hall meetings
3. Create or facilitate areas for student meetings and expand service hours to better accommodate student schedules.
    a. Cozy little living rooms in Hubbard
    b. Second floor Corbin lounge area
    c. Tech center
    d. Heskett center lobby
    e. SM lobby
    f. Lactation rooms? Order room signs
4. Expand and secure resources to provide student driven experiences.
    a. Youth experiences, study abroad, GAP year experience,
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.
    a. Orientations
    b. Welcome fest
    c. Welcome students on the first day of class
    d. Pop up advising
    e. Walk in hours for advising
    f. Evaluate and change office configurations
    g. Promote "professionalism" for student employees
        i. Develop telephone protocols for student employees
        ii. Create a "training" program for all new student employees
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.

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<u>Metrics and Targets</u>
- Enrollment Goal
    - Fall 2017: Increase of 130 in student head count from 1,737 in Fall 2016
    - See COEd Recruitment and Retention Plan for longer-term goals
- Increased enrollment in online courses – Goal is 5% increase in online SCH over fall 17 .
    - Fall 2016: 612 SCH (OPA00018M-Pre 20th Day report)
- Successful expansion via online programs – Three-year goal is 5% in majors over fall 17.
    - Fall 2016: 6 majors(OPA00018M-Pre 20th Day report)
- Enhanced quality of student life – Goal is to be top-rated college at WSU based on NSSE Within-Institution report in Campus Environment. Benchmark is 2015 report.
    - 2015 Quality of Interactions: 44.4 (1st)
    - 2015 Supportive environment: 35.3 (1st)

<u>Additional Resources Needed (if applicable)</u>: Additional faculty in support of new online program(s)

<u>Source of Additional Resources</u>: Academic Affairs

<u>Evaluative Processes</u>
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University Goal 6: Be a campus that reflects—in staff, faculty and students—the evolving diversity of society.

<u>Strategy</u> Make diversity a central focus of the college.
1. Operationalize diversity beyond race and gender.
    a. Professional development for faculty and staff
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.
    a. New/modified programs (e.g., TAP program)
6. Implement practices aimed at retaining faculty and staff 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.
    a. Mentoring programs
    b. Professional development workshops
    c. Communication: Voices from the Margin

<u>Metrics and Targets</u>
- Enhanced diversity of the COEd student body – Three-year goal is 8.5% increase in underserved student populations. Metric is percent of under-represented minorities (URM), per OPA Program Review Self-Study. Benchmark is FY2016 data (2011-15 5-year average).
    i. Freshmen and sophomores: 18.7% URM
    ii. Juniors and seniors: 15.3% URM
    iii. Masters: 10.2% URM
    iv. Doctoral: 6.9% URM
- Number of students participating in mentoring programs (e.g. ,student-faculty, TAP): Three-year goal is 100.
- Participation by COEd personnel in Tilford Conference: Annual participation by one or more faculty/staff members.

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- Enhanced diversity of faculty and staff – Three-year goal is 20% URM overall. Metric is percent of under-represented minorities (URM), per OPA 2017 custom report to Unit Assessment Committee. Benchmark is FY2016 data.
    i. USS: Not reported (n < 5)
    ii. Unclassified Professionals: 43% URM
    iii. Lecturers: 14% URM
    iv. Non-Tenure Eligible Faculty: 8% URM
    v. Tenured/Tenure-Eligible Faculty: 26% URM
    vi. Overall: 18% URM

Additional Resources Needed (if applicable): TBD

Source of Additional Resources: TBD

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

<u>Strategy</u> 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. Revise tenure and promotion policy and annual review processes to align with strategic plan goals and UniScope model.
4. Recognize entrepreneurship and impactful community partnerships among faculty/staff.
5. Incentivize faculty/staff members to participate in interdisciplinary scholarship (teaching, research, service).
6. Recognize high levels of faculty/staff engagement with students—including research activities—that take into consideration differences between on-campus and online course delivery formats.
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. Support faculty and staff efforts in pursuing external funding, revenue-generating activities, etc.
10.   Incentivize faculty/staff who design (a) innovative programs, (b) interdisciplinary programs and/or (c) new methods of program delivery (e.g., online classes).
11.   Incentivize faculty/staff members to collaborate with students in their research activities.
12.   Reward and empower jointly appointed faculty.
13.   Revise options for annual faculty evaluations to include meritorious performance (beyond 'meets expectations'). Rubric for scoring these evaluations is needed.

<u>Metrics and Targets</u>
* Revised T & P policy in alignment with UniScope model approved
* Enhanced faculty productivity – Based on FARs, all three sections—teaching, scholarship and service. Three-year goal is 100% of faculty at meets expectations for each role.
  * 2016 baseline: 98% - Teaching, 94% - Scholarship, 98% - Service
* Sustained effectiveness in number of invention disclosures, patents etc., including interdisciplinary initiatives – Goal TBD once university dashboard reflects interdisciplinary initiatives.

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    - GRASP: 150% growth to 10 COEd presentations by 2019-20. Benchmark is four in 2017.
  - Graduate Showcase: <mark>Year 3 goal TBD in 2017-18.</mark>

Additional Resources Needed (if applicable): TBD

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