

College of Education

Strategic Plan 2000-2005

MISSION

Embracing the ideals of democracy, diversity, and an open society as its most fundamental principles, the College of Education seeks to provide Iowa, the nation, and the world with thoroughly informed scholarship and creative endeavors dedicated to the enrichment of education as both a profession and as a broad field of inquiry. Because the range of our scholarly interests is large, we define educational scholarship in its broadest sense as including the scholarship of discovery, integration, application, and teaching. With the charge to prepare educators to work with citizens in a pluralistic, technologically sophisticated, and global society, our commitments manifest themselves in research on human development and learning, pedagogical practice, counseling, educational policy, curriculum, and assessment. Serving the professional needs of this multifaceted field requires a faculty that draws on a strong affiliation with the liberal arts and that supports and promotes student learning through cutting-edge research, exposure to multiple perspectives, challenging and diverse field experiences, and service dedicated to improving the practice of teaching and its allied professional fields.

<p><u>GOAL 1: An Undergraduate Experience That Enables Students To Fulfill Their Intellectual, Social, And Career Objectives</u></p>

Theme 1: Foster a more personalized, welcoming environment for new students

1. Continue to promote high quality and personal attention and advising for students in the Teacher Education Programs (TEP)

- a. Maintain the high level of comprehensive services offered by the C&I undergraduate advising office, the Office of Student Services, and other COE departments/units
- b. Reduce the class size of core courses (Educational Psychology, Foundations of Education, Human Relations, Mainstreaming) and teaching methods courses to encourage more faculty-student dialogue and to provide opportunities for modeling principled teaching practice
- c. Create interactive, multi-media, and Web-based advising services for new TEP students
- d. Encourage qualified students to participate in the Undergraduate Honors Program and other projects sponsored by the Belin-Blank Center

2. Increase the amount and quality of information available to prospective students and first-year students about our Teacher Education Programs

- a. Broaden dissemination of orientation materials for new students (e.g., web sites, seminars)
- b. Develop new ways of delivering comprehensive program information (course requirements, licensure, field experiences, and placement procedures)
- c. TEP representatives will meet yearly with staff in the university's Undergraduate Advising Office to review programs and highlight changes
- d. TEP representatives will regularly attend programs for prospective students and their parents and will regularly participate in orientation programs for first-year students

3. Emphasize to front-line staff that service to students has the highest priority

- a. Develop College-wide standards of service and provide College-wide training for front-line clerical staff
- b. Provide orientation programs to staff on requirements and policies of COE programs

Theme 2: Utilize our resources to enhance teaching and learning

1. More thoroughly integrate research findings and research opportunities into Teacher Education Program methods courses

- a. Seek ways to blend the research programs of individual faculty into the instructional agendas of courses for undergraduates
- b. Encourage professional reflection by regularly assigning field-based, action research projects in practicum and methods courses
- c. Encourage undergraduate students' participation in national professional organizations through student affiliates, student memberships, and attendance at state/national meetings

2. Integrate opportunities for using technology into teaching and coursework

- a. Increase student exposure/access to innovative tools and uses of new/emerging technology by increasing the number of workshops and courses in this area for TEP students
- b. Assign more class projects that call for Web-based learning and alternative modes of representation (e.g., hypertext projects, power point presentations, digital portfolios)
- c. Provide workshops for faculty and new TEP students on Web-based portfolios and the Digital Backpack for their use throughout the program

3. Increase the quality of the field experience in Teacher Education Programs

- a. Hire clinical faculty members in high enrollment areas (e.g., elementary, English, social studies) to coordinate and oversee practicum and student-teaching experiences
- b. Increase the quality and quantity of training and supervision of student teacher supervisors by identifying at least one faculty member per program as the director of supervision
- c. Foster the development of sites where clusters of our students and experienced cooperating teachers can work in close collaboration
- d. Provide incentives and support to public school teachers interested in participating in our Teacher Education Program (e.g., teaching or team-teaching courses, supervising student teachers, serving on program advisory committees)
- e. Seek ways to more adequately reward public school teachers for their collaborative efforts in teacher education (e.g., offer graduate credits that can be used to take professional development courses in the evenings or over the summer)
- f. Provide opportunities in core courses for integrated field experiences (i.e., one field experience that is shaped by the concerns of two or more core courses)

4. Strengthen the pedagogical infrastructure in order to enhance instruction in core teacher education courses

- a. Establish a joint College of Education/College of Liberal Arts Teacher Education Advisory Council to discuss issues of teacher preparation and to propose initiatives in curriculum and admission
- b. Arrange meetings each semester for instructors in core courses to discuss syllabi, coverage, emphases, and instructional approaches
- c. Review curriculum offerings and delete duplication

- d. More thoroughly integrate elementary and secondary methods instruction in order to emphasize the developmental continuum of teaching and learning
- e. Where necessary (e.g., social studies) expand the number and variety of methods courses in a discipline in order to increase the depth and quality of students' orientation to teaching in the subject area
- f. Increase the range/quality of information about student assessment in all methods courses
- g. Incorporate established national standards for teachers and learners in each subject area into the instructional agenda of every methods course
- h. Work toward basing each methods course on performance indicators in line with developing state requirements
- i. Empower teaching assistants in core teacher education courses by providing orientation programs for new TA's at the beginning of each year and carefully monitoring TA performance throughout the year

Theme 3: Enrich the undergraduate experience through promotion of diversity

1. Increase the diversity of the student population in Teacher Education Programs

- a. At the collegiate level, identify one administrator to coordinate minority recruitment and retention efforts for undergraduate programs
- b. Work more closely with liberal arts departments and the Undergraduate Advising Office to recruit and support prospective minority students for teacher education programs
- c. Develop outreach programs in surrounding school districts to recruit potential minority students to the profession of teaching; where appropriate, coordinate recruitment efforts with other programs on campus (e.g., Opportunity at Iowa, Belin-Blank Center, etc.)
- d. Create orientation materials for new faculty and staff describing the College's commitment to diversity and suggesting ways to foster that diversity

2. Increase the number of undergraduate students prepared to work with diverse/special needs populations in schools

- a. More thoroughly infuse diversity/special needs materials and instruction in all methods courses, starting with those in Early Childhood and Elementary programs
- b. Explore ways for methods courses to be co-designed or co-taught by faculty with regular education backgrounds and faculty with backgrounds in diversity/special needs education
- c. Increase the number of undergraduate students prepared to work with critical need populations in schools as defined by state and national agencies
- d. Through the Human Relations program, the Curriculum Lab, the University Libraries, and teacher education faculty, expand the collections of print and non-print materials related to diversity/special needs populations available to students and faculty for classroom use

3. Increase our Teacher Education Program students' interactions with diverse populations

- a. Develop opportunities for students to volunteer or intern at sites where they will work with diverse/special needs populations
- b. Increase Teacher Education Program students' opportunities to work with gifted students by establishing and maintaining close ties with the Belin-Blank Center for Gifted Education
- c. Expand the international dimension of the Human Relations course by increasing relationships with the Linguistics Department and International Programs and exploring relationships with such groups as Friends of International Students

4. Expand opportunities for students to complete practicum and student teaching experiences in schools with diverse populations

- a. Increase the number of students student teaching at our partnership sites (Aldine, Rialto, Las Vegas, Chicago, and international sites)
- b. Increase the number of partnership sites by exploring collaborative relationships with Colleges of Education in urban universities
- c. Expand opportunities for students to complete their student teaching in foreign schools

Theme 4: Promote planning for life after graduation

1. Maintain current practices and use emerging technologies to prepare students for the global marketplace

- a. Promote personalized professional service to students by providing one-on-one advising sessions on career decisions
- b. Expand Web-based/multimedia career resources and services for students and employers
- c. Enrich resources and services by collecting information and creating timely materials for use by students, faculty, and employers
- d. Improve delivery of licensure/certification information to students via the Web

2. Enhance relationships with the State Department of Education and other accrediting agencies to insure the continued success of our students in their professional development

- a. Expand communication opportunities with policy-making entities at the state and national level by establishing a Director of Teacher Education whose duties would include oversight of trends in teacher standards, teacher assessment, licensure and accreditation
- b. Encourage wider faculty and administrative participation with state organizations (e.g., IATE, IACTE, ISEA, FINE) that have an impact on state educational policy-making
- c. Collaborate with faculty and staff to establish procedures, including data-gathering methods, for meeting accreditation outcomes required by the State Department of Education

<p><u>GOAL 2: Premier Graduate And Professional Programs</u> In A Significant Number Of Areas</p>
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Theme 1: Improve the quality and diversity of faculty, staff, and students in graduate and professional programs

1. Develop a recruitment plan to attract and retain highly qualified faculty, staff, and students

- a. Foster an environment that continues to be competitive and appealing to high-ranking faculty, staff, and graduate students
- b. Increase the number of exemplary graduate students enrolled in COE programs
- c. Provide support and incentives for hiring, recruiting, and/or retaining diverse faculty, staff, and graduate students, particularly racial/ethnic minorities
- d. Work to increase the number of endowed chairs
- e. Collaborate with the Graduate College and other University-based programs to increase resources for recruitment
- f. Involve alumni in efforts to recruit new faculty, staff, and graduate students
- g. Utilize emerging technology for recruitment of new faculty, staff, and graduate students

2. Create a support system, competitive with peer institutions, of financial, technological, and professional incentives to promote and recognize promising staff and pre-tenured faculty and to retain renowned, productive staff and tenured faculty

- a. Provide incentives and support for seeking externally funded research grants, leadership development grants, and training grants and for generating publications, productions, projects, and program innovations
- b. Maintain an environment for pre-tenured faculty that promotes a realistic balance among teaching, scholarship, and service and also supports early-career research productivity
- c. Improve the mentoring of pre-tenured faculty involved in teaching, research, and service
- d. Increase the number of nominations of faculty and staff for awards, fellowships, etc.

3. Expand professional development opportunities for faculty and staff

- a. Increase the number and types of mechanisms (e.g., coursework, workshops, symposia, mentor programs) to facilitate development of professional competencies
- b. Provide support for participation in local, national, or international conferences and professional development programs

4. Expand professional development opportunities for graduate students

- a. Increase the number of graduate research and teaching assistantships offered in the COE
- b. Increase the number of internships and placement opportunities in emerging markets
- c. Sponsor conferences, symposia, colloquia, etc. for graduate students
- d. Improve the mentoring of graduate students involved in teaching, research, and service
- e. Increase the number and types of mechanisms (e.g., coursework, workshops, symposia, mentor programs) to facilitate development of professional competencies
- f. Increase the number of nominations of graduate students for awards, fellowships, etc.

Theme 2: Improve graduate and professional education programs

1. Increase incentives and support for faculty and staff engaged in research that will facilitate research-driven graduate instruction and the recruitment of talented students

- a. Provide administrative assistance and financial support for research projects
- b. Invest in cutting edge, innovative, and/or promising projects and activities that will have a major impact on disciplines represented in the College of Education

2. Encourage interdisciplinary, interagency, and international collaborations

- a. Increase incentives and support for faculty, staff, and graduate student involvement in collaborative teaching, research, and service
- b. Provide support for international exchange programs for faculty, staff, and students

3. Develop select graduate and professional degree programs and certificates that address emerging societal needs and capitalize on unique COE strengths

- a. Develop joint programs with other departments and colleges on campus
- b. Provide resources for enhancing existing programs to meet market demands

4. Revitalize the infrastructure supporting the development, revision, and implementation of academic programs

- a. Apply recommendations from internal/external reviews and relevant national/state reports for program revisions and strategic planning

- b. Develop enrollment management and professional development programs that reflect divisional and program missions, up-to-date curricula, and workplace needs
- c. Conduct regular reviews of curriculum and workplace needs and fit-of-program with the program, Division, and COE mission
- d. Provide support and assistance to programs seeking accreditation
- e. Ensure compliance with DOE review recommendations and accreditation requirements

Theme 3: Employ best practices and emerging technologies to prepare graduate students to enter the global marketplace

1. Promote individualized professional services to students in graduate programs

- a. Formalize the dissemination of licensure and credentialing requirements and opportunities
- b. Enhance one-on-one advising sessions and targeted programs for graduate students preparing for academic and professional careers
- c. Increase the number of career-related seminars offered by faculty/related professionals
- d. Provide incentives and support for generating publications, giving professional presentations, and engaging in community service

2. Promote involvement in professional organizations/attendance at conferences

- a. Provide support to students for attendance or presentations at local, national, or international conferences and professional development programs
- b. Expand technical support and equipment services to students presenting at conferences
- c. Formalize instruction on disseminating research over the Internet and on giving formal presentations

3. Expand web-based and multimedia career resources and services for graduate and professional students

- a. Create web-based credentials for use by employers and search teams
- b. Collaborate with departments/individuals to maintain and expand electronic portfolios
- c. Develop “professional placement/credential files” for each student upon entry to the COE

4. Enrich services and resources by collecting and disseminating timely information for use by faculty, staff, and students

- a. Strengthen associations with employers and alumni to provide career planning information and employment opportunities for new graduates
- b. Design and install a system for collecting, analyzing, and archiving student and alumni data to allow for more accurate and meaningful interpretations and reports
- c. Maintain a COE data base with information on all students and graduates
- d. Assess student needs/solicit student feedback for program and College-wide planning

Theme 4: Promote pre- and post-graduation relationships with students through participation in career development services, alumni activities, Foundation activities, advisory councils, and cultural activities

1. Expand web-based services/resources to accommodate alumni in a global marketplace

- a. Offer life-long credential, job bulletin, and advising services to alumni

2. Maintain dialogue with COE graduates throughout their professional careers

- a. Offer College publications over the web (e.g., divisional newsletters, *Perspectives*, etc.)
- b. Create and maintain an e-mail database of all graduate students and alumni
- c. Sponsor receptions for COE students and alumni at professional functions
- d. Develop a mentorship program between current students and alumni

Theme 5: Increase the visibility and reputation of College of Education graduate and professional programs

1. Provide incentives and support for activities which will enhance the quality and reputation of the programs offered

- a. Provide release time for faculty to prepare and implement research/training grants
- b. Provide support for participation in state, national, & international professional organizations
- c. Provide support for participation in professional internships and retooling activities
- d. Encourage and support faculty and staff seeking/holding leadership positions (e.g., in professional organizations, as journal editors)
- e. Develop additional funding strategies to support faculty, staff, and graduate student research and service that enhances the reputation of the College of Education

2. Broaden the visibility of COE graduate and professional programs statewide, nationally, and internationally

- a. Provide incentives for ICN teaching and distance learning classes
- b. Provide incentives for teaching on the World Wide Web
- c. Create additional web pages/maintain current information about the COE, academic programs, events, graduate teaching and research assistantships, scholarships and fellowships, etc.
- d. Increase publicity about faculty, staff, and student participation in community and state events and organizations

<p><u>GOAL 3: Distinguished Research, Scholarship, And Artistic Creation</u></p>

Theme 1: Cultivate a distinguished and diverse community of active researchers and scholars

1. Increase the number of endowed chairs and professorships in the College of Education

2. Broaden the scope and depth of research in the College of Education

- a. Continue to recruit and retain high quality and ethnically diverse faculty and staff members
- b. Create an open, receptive climate that embraces differences between and among people and encourages multiple perspectives and methodologies in research activities
- c. Promote active research on a wide spectrum of topics including diversity and multicultural issues

3. Mentor faculty members, staff members, and students in research

- a. Review the College's "New Faculty Mentor Program" and revise/strengthen it as appropriate
- b. Provide incentives to promote and support mentoring relationships among senior and junior faculty and staff members, between faculty members and students, and between local and international scholars

Theme 2: Increase sponsored and non-sponsored research and creative activity by faculty, staff members, and students

1. Provide on-going support, resources, and information to encourage and foster sponsored and non-sponsored research and creative activity

- a. Create a self-supporting "Research and Grant Services Office" to provide administrative assistance and support services for research projects and grant proposal preparation
- b. Establish a research fund to be used for travel, cost-sharing, matching funds, preparation costs, etc. (i.e., re-invest indirect costs and salary recovery money)
- c. Create incentives for active involvement in grant-preparation/grant-implementation activities
- d. Develop guidelines for evaluating the quantity and quality of research

2. Provide professional development opportunities to enhance skills and promote active scholarship

- a. Conduct orientation sessions about available resources in the College and University-wide
- b. Conduct training workshops to enhance research and grant proposal writing skills
- c. Sponsor research presentations and other forums to feature working paper/project presentations, peer review of grant proposals, brown-bag discussions, informal exhibitions and demonstrations, etc.

3. Increase student involvement in sponsored and non-sponsored research and creative activities

- a. Increase incentives for faculty to involve graduate students in their research
- b. Encourage current and prospective graduate students to apply for research-based Graduate Assistantships
- c. Ensure quality graduate research experience by providing strong mentoring and advising
- d. Expand training of and support for graduate students in publishing research, writing grant proposals, giving conference presentations, etc.

Theme 3: Upgrade the infrastructure supporting research, scholarship, and creative activities

1. Create an atmosphere in which research, scholarship, and creative activities are clearly valued and rewarded

- a. Provide financial and logistical support for active involvement in research, scholarship, and creative activities
- b. Clarify incentives for active involvement in research, scholarship, and creative activities
- c. Actively support the expectation that faculty will maintain an active research program

2. Identify and acquire additional space to support faculty, staff, and student research activities

**GOAL 4: Interdisciplinary Interaction As A Core Focus
Of The College Of Education In Teaching, Research, And Service**

Theme 1: Lower Administrative barriers to participation in interdisciplinary activities

- 1. Develop policies and procedures to promote participation in interdisciplinary activities**
 - a. Develop College promotion and tenure policies which favorably consider interdisciplinary activities
 - b. Develop College policies governing merit increases and teaching assignments to reward faculty and staff members engaged in interdisciplinary activities
 - c. Develop a matrix management system within the purview of the Associate Dean for Curriculum and Student Services to foster interdisciplinary activities across the traditional College divisions and programs
 - d. Establish an administrative unit within the College with the specific charge of coordinating, facilitating, and initiating interdisciplinary activities in collaboration with other segments of the University and with community outreach partners

- 2. Provide additional support and incentives to foster the development and strengthening of interdisciplinary activities**
 - a. Stress the importance of interdisciplinary activities as a consideration in the hiring process
 - b. Increase the number of primary and secondary appointments to facilitate interdisciplinary activities among colleges in the University and within the College
 - c. Provide incentives for faculty to develop and teach cross-disciplinary courses
 - d. Provide incentives for faculty to develop programs that cross Division and Unit lines
 - e. Review space allocation and assign classrooms and offices to foster and facilitate interdisciplinary teaching and communication
 - f. Conduct surveys, focus groups, and review existing faculty bibliographical information to identify common faculty interdisciplinary interests across programs, Divisions, related academic divisions, and cooperating community schools and agencies
 - g. Select, fund, and evaluate a small number of innovative interdisciplinary activities
 - h. Establish specific fellowships and priority consideration in developmental assignments for staff members to pursue interests in interdisciplinary education, international education, and educational diversity

Theme 2: Increase involvement in research and collaboration with external constituencies

- 1. Encourage and facilitate the development of interdisciplinary and international research projects and activities to create an active community of scholars and practitioners**
 - a. Expand collaboration with other University departments, with K-12 schools in Iowa, and with other colleges and universities nation-wide
 - b. Support development of interdisciplinary research projects and creative activities
 - c. Provide incentives for senior faculty members to involve junior faculty members in interdisciplinary, inter-institutional research
 - d. Expand opportunities for faculty and staff participation in global research partnerships

2. Broaden the College of Education's presence/visibility in the community, statewide, nationally, and internationally

- a. Provide incentives for research using technologies that reach external constituencies
- b. Regularly sponsor research colloquia, seminars, and invited speakers from other colleges and universities
- c. Acquire resources to support faculty and staff members involved in research colloquia, seminars, and as invited speakers at other colleges and universities
- d. Provide support for faculty and staff members in leadership roles in national and international professional organizations
- e. Work with a small number of countries to strengthen ongoing and new international collaborative relationships in research and service
- f. Share the results of interdisciplinary activities via an easily accessible “electronic journal”

Theme 3: Facilitate student involvement in interdisciplinary opportunities

1. Expand interdisciplinary opportunities for students

- a. Conduct seminars and colloquia to explore educational and social issues using faculty and staff members outside the College, international students, and visiting scholars
- b. Seek ways to expand interdisciplinary relationships in science and math, English and social studies, English and foreign languages, and other related areas
- c. Expand opportunities for students to study abroad and participate in structured practicum experiences in host countries

2. Provide support for student involvement in interdisciplinary opportunities

- a. Target a specific number of scholarships/assistantships to be awarded to potential international students
- b. Establish specific scholarships for students interested in interdisciplinary education, international education, and educational diversity

GOAL 5: A Highly Productive Work And Learning Organization That Supports The Mission And Values Of The College Of Education

Theme 1: Foster greater efficiency and effectiveness in the College of Education

1. Reorganize the College's administrative structure to improve efficiency and accountability

- a. Reorganize the Dean's Office to promote clarity of roles, functions, and responsibilities
- b. Clarify the administrative roles of COE Associate Deans, Assistant Deans, and DEOs
- c. Conduct a College-wide discussion and review of the role of program coordinators

2. Review the process of governance in the College of Education

- a. Review the current COE committee structure to insure that it meets the growing needs of the College; restructure and/or establish additional committees/task forces as needed
- b. Review the processes used to select faculty and staff to serve on current and future College committees; revise the processes as appropriate
- c. Insure that Divisions have in place mechanisms for faculty governance and consultation

Theme 2: Improve communication within the College and between the College and major constituencies

1. Develop new and/or revise existing venues for collecting information about the College from internal and external audiences

- a. Conduct regular meetings each semester for all COE faculty and staff members in order to assess current needs and issues in the College
- b. Annually distribute surveys to targeted groups to collect College-related data/information

2. Develop new and/or revise existing venues for disseminating information about the College to internal and external audiences

- a. Review College publications to determine whether they adequately reflect the range of COE programs, activities, and initiatives; develop new publications as appropriate
- b. Maintain up-to-date web sites for the College and all its Divisions and programs
- c. Publish a College newsletter which highlights activities of faculty, staff, and students; distribute internally and to key external audiences
- d. Conduct regular meetings each semester for all COE faculty and staff members in order to disseminate College-related information

Theme 3: Uphold an environment that facilitates, recognizes, and rewards the efforts of faculty and staff members in the College

1. Promote and support activities and programs which will facilitate a greater sense of inclusiveness in the College

- a. Support activities and programs which reinforce our commitment to a diverse faculty, staff, and student population
- b. Review existing College-wide events, activities, and programs to determine whether they are contributing to building a community; determine if there are other activities, events, or programs which the College should be sponsoring

2. Promote and support activities and programs which recognize the professional contributions of faculty and staff

- a. Recognize faculty and staff participation in the governance of the College
- b. Recognize faculty and staff participation in the governance of the University
- c. Establish a process to recognize and reward the outreach activities of faculty (e.g., work with school and community agencies)
- d. Conduct annual recognition ceremonies for faculty and staff

3. Promote and support professional development opportunities for faculty and staff members

- a. Identify and promote training and development opportunities for COE administration, faculty, and staff
- b. Strengthen faculty and staff mentoring programs

Theme 4: Maintain a physical environment that is conducive to effective teaching, research, and learning

1. Update and Maintain the College of Education's technology, resources, and equipment

- a. Provide or invest in enhanced technology, equipment, and resources to facilitate innovative, high-quality teaching and research by faculty, staff, and students
- b. Provide an increasingly varied and sophisticated range of instructional materials by expanding the collection of software in the Curriculum Lab for student and faculty examination, evaluation, and classroom use
- c. Enhance support for student and faculty use of instructional technology
- d. Provide or upgrade faculty, staff, and graduate student computers and provide access to current equipment and technology needed to conduct research

2. Maintain the Lindquist Center physical plant, facilities, and grounds

- a. Establish a building and grounds advisory committee to make recommendations for needed maintenance, renovations/remodeling, or new additions of space for the College (including Van Allen and North Hall)
- b. Work with UI Facilities Services Group administration to insure adequate upkeep of the College's physical plant, facilities, and grounds
- c. Establish a priority list of work needed on the Lindquist Center