Dear friends,

Today as in the past, students come to the University of Iowa College of Education because they want to make a difference in this world. With the global environment in which we all now live, nothing could continue to be more important. I am proud this sentiment remains the College’s top priority as we move forward with our new strategic plan. As articulated in the mission statement, students want to collaborate with our renowned faculty to solve problems and effect change in our community, our country, and around the world. With this emphasis, our graduates will continue to become the great educational leaders, scholars, and innovators that extend our collective reach toward a vibrant future.

We are in an age where demands on education professionals continue to increase, as evidenced through the needs for an increased knowledge of technology, increased skill in working with diverse populations, and increased ability to develop policy and lead to name a few. In order to focus our efforts in the coming years, our faculty, staff, and students collaboratively developed this strategic plan that outlines the expectations we have for ourselves. As we strive to ensure our students’ academic success, we will cultivate strong, collaborative research, promote innovative learning through investments in technology and global partnerships, and expand our positive impact in Iowa through enhanced community engagement.

The world is changing quickly. Our effective response to that change will enable our graduates’ success as teachers, school administrators, counselors, psychologists, testing specialists, and professors. I am honored to lead our College and our strategic plan as we reach toward this vibrant future together.

Sincerely,

Nicholas Colangelo, Ph.D.
Interim Dean
Myron and Jacqueline Blank Professor of Gifted Education
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Our Mission

To deliver a personal, affordable, and top-ranked education for students who want to collaborate with renowned faculty to solve problems and effect change in the field of education in our community, our country, and around the world.
Our Vision

To prepare world-class leaders, scholars, innovators, educators, psychologists, and counselors.

Education takes place not only in pre-kindergarten through high school, but also in higher education, human services, workplace training, and beyond. This ever-changing and ever-widening network of learning contexts offers unprecedented possibilities for an open, democratic, and diverse global society. But such an increasingly complex network also asks its professionals to lead creatively in the face of unprecedented challenges.

We believe that the University of Iowa, as a Big Ten Research One institution, has the responsibility and the ability to teach tomorrow’s leaders and to develop the innovative practices that will help them realize their success.
Introduction

Over the course of the academic year 2011-2012, the College of Education engaged in a broadly consultative process of strategic planning designed to chart a course for the next five years, a period in which we anticipate tremendous change in education. The College of Education is a highly ranked, well-regarded institution with an illustrious history, a loyal alumni base, strong faculty, and committed staff. It provides a personal education at the undergraduate and graduate level within a Big Ten Research One institution.

The College’s strategic planning process identifies four priorities in accordance with the University of Iowa’s strategic planning goals:1

Ensuring **STUDENT SUCCESS** through careful attention to our collegiate environment; through continuous attention to recruitment, selectivity, and diversity of students, faculty, and staff; and through ongoing improvement in career development and alumni engagement.

Building **KNOWLEDGE AND PRACTICE** to address major societal challenges by engaging in collaborative translational research, with findings made accessible to the state and the profession.

Facing **NEW FRONTIERS** as we prepare educational leaders who must develop the practices and competencies needed to address complex educational and social issues across the globe.

Creating **BETTER FUTURES FOR IOWANS** as we address the needs of a changing population with innovative leadership, thereby improving economic well-being, cultural vitality, and quality of life throughout our state and far beyond.

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1 See The University of Iowa’s 2010-2016 Strategic Plan: “Renewing the Iowa Promise: Great Opportunities—Bold Expectations” http://www.provost.uiowa.edu/docs/plan/RenewingTheIowaPromise.pdf
Guiding Values

As we carry out our mission and move toward our vision, we draw vital stability from our mindfulness of the following values:

- Shared governance
- Data-based decision making
- Operational transparency
- Strong public engagement
- Educational leadership
- Academic excellence
- Research connected to practice
- Solid value
- Personal attention to and collaboration with our students

Overarching these values is the College of Education’s commitment to the seven core values that serve as a guide for meeting the University of Iowa’s missions of teaching, research, and service. These overarching values are Excellence, Learning, Community, Diversity, Integrity, Respect, and Responsibility.²

² For further information related to the seven core values, see:
   http://www.provost.uiowa.edu/docs/plan/RenewingTheIowaPromise.pdf
Student Success

A well-designed collegiate environment maximizes the success of all students.

To this end, the College remains dedicated to improving recruitment, selectivity and diversity of students, faculty and staff. Since a degree is only one cornerstone of success, the College promotes continuous improvement in career development, strategic communication, and alumni engagement. Listed below are initiatives aimed at assuring the efficiency of these vital efforts:

Undergraduate Student Success

- **Expand** scholarship support available to students pursuing teaching careers in high-needs fields such as special education, STEM, ESL, and other targeted areas

- **Increase** the proportion of students from underrepresented groups to better reflect national norms and university goals by employing new outreach approaches

- **Build and implement** leading-edge learning environments and model high-tech, student-centered teaching approaches

- **Develop** new programs, certificates, and minors focused on undergraduate education through collaborations across internal and University-wide constituencies

- **Maintain** a size and mix of faculty, lecturers, advisors, and adjuncts that provide high-quality educational experiences and meet enrollment needs efficiently in core areas of strength that contribute College expertise to the University of Iowa

- **Promote** global teaching and learning opportunities

- **Work** closely with University career development resources to ensure optimal advisement
Student Success cont...

Graduate Student Success

- **Improve** College-wide data collection and monitoring of students who apply, enroll, and graduate, focusing on analysis of demographic and regional characteristics in order to increase selectivity and success

- **Increase** the proportion of students from underrepresented groups to better reflect national norms and Graduate College goals

- **Improve** academic advising, course offerings, and curriculum coordination to ensure students graduate in a timely fashion

- **Expand** funding for graduate students and communicate existing funding opportunities more effectively

- **Improve** tracking, analysis, and utilization of placement data to market graduate programs more competitively

- **Promote** global teaching and learning opportunities
Knowledge & Practice

The development of lively innovations calls for strong, collaborative, interdisciplinary, academic research teams.

To this end, the College promotes internal collaboration as well as collaboration across campus and with external constituencies. As the research and scholarly productivity of faculty, staff, and graduate students increases, the College is committed to developing leading-edge communication approaches that will broadcast these important contributions to the state and the profession. Listed below are initiatives that aim to support College research goals:

• **Encourage** strategic collaborations with UI colleges, departments, interdisciplinary centers, and campus initiatives
• **Promote and disseminate** scholarly and creative work more effectively
• **Continue to refine** the research preparation of graduate students
• **Expand** opportunities for undergraduates to participate in research projects
• **Encourage and reward** pursuit of external funding, particularly grant applications
New Frontiers

The ever-changing, ever-widening network of learning contexts offers unprecedented possibilities—and unprecedented challenges.

Dexterous, creative leadership promotes student flourishing within this increasingly complex, globalized worksphere. In support of such leadership, and such flourishing, the College is committed to innovation through use of emerging technology and to exploration of novel program models and modes of course delivery. Faculty and staff who devote their efforts to such ends must be rewarded; and innovative faculty positions can create space both for these formal developments and for the expansion of strategic partnerships across the globe. Listed below are initiatives the College has identified in its pursuit of new frontiers:

**Innovation Through Technology**
- **Expand** non-traditional delivery of course content and programs through increased development of high-quality online programming and other leading-edge technologies
- **Encourage** faculty and staff professional development focused on uses of emerging technologies in teaching, course delivery, and support services
- **Enhance** opportunities for innovation

**Innovation through Globalization and Diversification**
- **Develop** international relationships with select universities to broaden research and professional collaboration
- **Integrate** international experiences into College course and curriculum development
- **Expand and highlight** international opportunities for faculty, staff, and students
- **Promote** the creation of international or comparative education programs

**Innovation through Greater Efficiency and Effectiveness**
- **Identify opportunities** for increased operational efficiency
- **Increase effectiveness** of budgeting practices
- **Monitor** operational and budgeting practices to support increased efficiency and effectiveness
Better Futures for Iowans

In response to population changes, an educational institution must adapt not only its programs but also its manner of public engagement.

The College of Education plays a key role in developing public policy and professional practices within the state, and Iowans can participate with pride. The following initiatives aim to broaden outreach, increasing awareness of dynamic services and opportunities available to the College’s surrounding community, and beyond:

- **Promote** publicly engaged research, teaching, and service within the College of Education
- **Establish** sustainable, strategically integrated partnerships with key constituencies across the state, including alumni and friends, government agencies, and businesses
- **Communicate** broadly and clearly the policy implications of research by our scholars and practitioners
- **Promote** public engagement and outreach; create professional development programs
College of Education Department Executive Officers (DEOs) and Center Directors began the strategic planning process in Summer 2011 by preparing landscape assessments for their respective domains. Over the next several months, the Strategic Plan Development Steering Committee drafted a vision statement and began to identify emerging goals and priorities.

In November 2011, the Committee shared these ideas with College faculty and staff. At that meeting, faculty and staff worked in small response groups to provide initial feedback. Identifying the priorities that emerged from the November meeting, the Committee distributed surveys to faculty, staff, and students for another round of response. In addition, the Committee established a website and group-share site to collate artifacts of the planning effort in order to ensure transparency and inclusiveness throughout each step of the process.

In early 2012, representatives of the Faculty Advisory Committee, Staff Council, and the Graduate Student Executive Committee helped facilitate further review of goals and priorities through a series of twelve roundtable open forums. Spring 2012 faculty-staff meetings and regular website updates kept all abreast of the continued refinement of goals and priorities. By late March, survey results and roundtable comments provided a solid basis for refinement of the goals and priorities.

In the final months of the academic year (April-June 2012), the Committee met further to discuss implementation initiatives and metrics for the adopted goals and priorities. In Summer 2012, the Committee reviewed the synthesis of goals, priorities, tactics, and metrics.

Spring 2013 marked both the end of the strategic plan’s development and the beginning of its implementation. In order to support the College throughout this exciting new phase, the Strategic Plan Implementation Steering Committee was formed. Dean Colangelo welcomed several new members to this committee, including the Faculty Advisory Committee Chair and the Staff Council Chair.

A consultant specializing in strategic plan implementation has been engaged to support faculty and staff as they develop an implementation plan that is fully their own.
Strategic Plan Development

Steering Committee*
Christine Annicella
Timothy Ansley
David Bills
Nick Colangelo
Margaret Crocco
Ann Farland
Ronald Fielder
Bettina Hass
Peter Hlebowitsh
Susan Lagos Lavenz
Dennis Maki
Christopher Morphew

* Nikole Mac and Dick See of Organizational Effectiveness, a unit of University Human Resources, provided facilitation support for the process. Graduate Assistant support during Fall 2011 was provided by Nicole Boucher.

Strategic Plan Implementation

Steering Committee*
John Achrazoglou
Timothy Ansley
David Bills
Nick Colangelo
John Hosp
Susan Lagos Lavenz
Dennis Maki
Christopher Morphew
Vilia Tarvydas
Volker Thomas
Center Director (TBD)

* Joy Donald, independent consultant, will facilitate development of the implementation plan. Ronald Fielder, Clinical Professor, will serve as Implementation Faculty Advisor. Graduate Assistant support during Spring 2013 was provided by Timothy Kelly.