

Table of Contents

Acknowledgements

Message from the Dean

Vision

Mission

Belief Statements

Goals

Strategic Directions

1. Enhance Undergraduate Programs.
2. Enhance Graduate Programs.
3. Coordinate and Enhance Internships and Practica.
4. Foster a Culture of Research and Scholarship that Informs Practice.
5. Improve Operational Excellence.
6. Promote and Sustain Partnerships.
7. Coordinate and Enhance Regional Campuses, Centers and Sites.
8. Enhance Recruitment, Retention and Professional Development.
9. Increase International Reputation and Global Perspective.

Acknowledgements

Many people contributed to the development of the new Strategic Plan. Without their time, talents, thoughts and vision this plan would not be a reality. They deserve our gratitude for their commitment and for their insight in identifying the strategic directions that will guide the College for the next five years.

The work done by the authors of the 1998-2003 Strategic Plan provided a valuable framework upon which to build this plan. A great indebtedness is due to the faculty, administrators, staff and students who participated in the development of the 1998-2003 Strategic Plan. Special thanks also is extended to our colleagues in the Child, Family and Community Sciences Department, Educational Research Technology and Leadership Department, Educational Studies Department, and Teaching and Learning Principles Department for their work on the Department or Program Strategic Planning Reviews created during spring 2003. These contributions enriched the planning and writing process.

Appreciation is expressed for the input and feedback received from the faculty members, staff members, undergraduate and graduate students, administration, alumni and community partners that brought added meaning to our efforts. The members of the Strategic Planning Committee included Meaghan Becker, David Boote, Juli Dixon, Cynthia Hutchinson, Jeff Kaplan, Mary Little, Donna Leinsing, Jennifer Platt, Fritzlaine Powell, Tina Smilie, Steve Sivo, Anthony Thompson. Their weekly meetings and two retreats created the design and substance of the final plan.

Finally special thanks go to Cynthia Hutchinson, Chair of the Strategic Planning Committee, who coordinated and facilitated the process.

College of Education Strategic Plan 2004-2009

Vision

While seeking international prominence, the UCF College of Education and the UCF Academy for Teaching, Learning and Leadership will be recognized for scholarly leadership in the education profession and well-educated students, rigorous curricula, research and scholarship, promotion of social justice, and service to other stakeholders in education.

Mission

The mission of the College of Education is to provide a high-quality education for its undergraduate students, graduate students and others as reflective practitioners, to promote and conduct research and scholarship, and to participate in learning communities that enhance practice and student outcomes. In collaboration with the College of Education as well as all other units within the university, the mission of the UCF Academy is to support lifelong learning, serve as a hub for partnerships, and reflect proven and promising practices in teaching, learning and leadership.

Beliefs and values

We believe that:

- Institutions of public education should foster democracy, social justice, and access to high quality education.
- Education is a complex, dynamic field that requires professionals to learn throughout their careers.
- Educators, practitioners and students should embody high academic standards and professional ethics.
- Educators, practitioners and students should respect diversity, promote equity, and support the recruitment and retention of a diverse faculty and student body.
- Educators, practitioners and students should develop and maintain effective partnerships with local and scholarly communities.
- Members of the university community should preserve, create, and communicate knowledge.
- Educators, practitioners and students should continually reflect upon the effectiveness and intentions of professional practice and use educational research and scholarship to improve effectiveness and evaluate intentions.
- All learners deserve competent, caring and qualified teachers.

Goals:

- Offer high-quality undergraduate and graduate programs.
- Support research and scholarship activities and infrastructure.
- Foster a culture of operational excellence.
- Promote and coordinate regional campus initiatives.
- Encourage diversity, community, educational equity and social justice.

Strategic Directions:

10. Enhance Undergraduate Programs.
11. Enhance Graduate Programs.
12. Coordinate and Enhance Internships and Practica.
13. Foster a Culture of Research and Scholarship that Informs Practice.
14. Improve Operational Excellence.
15. Promote and Sustain Partnerships.
16. Coordinate and Enhance Regional Campuses, Centers and Sites.
17. Enhance Recruitment, Retention and Professional Development.
18. Increase International Reputation and Global Perspective.

The College of Education Strategic Directions with objectives follow.

Strategic Direction 1: Enhance Undergraduate Education

The College of Education will provide high-quality undergraduate education to a diverse student population through student support and development, excellence in advising and delivery of rigorous curricula.

The following objectives outline the specific efforts needed to achieve excellence in undergraduate education:

1. A. Program Quality and Support

1. Implement research-based strategies and instruction.
2. Infuse technology within program offerings where appropriate
3. Infuse service-learning components into existing courses where appropriate.
4. Enhance preparation of students in the areas of classroom management, assessment and preparation for teaching in urban, metropolitan and rural settings.
5. Monitor student accomplishments in English to Speakers of Other Languages (ESOL).
6. Increase communication and program articulation with the other colleges of the university.
7. Review and update the accreditation status of each program.
8. Increase the use of alternative course delivery options.
9. Increase the use of opportunities for distance learning.
10. Continue the use of cohorts as appropriate.
11. Collaborate with faculty in other Colleges to plan and deliver appropriate courses for undergraduate students.

1. B. Continuous Quality Improvement

1. Use data from on-going program reviews to support continuous quality improvement.
2. Implement standards-based performance assessment.
3. Continue follow-up reviews of program graduates, analysis of findings and application of needed modifications of practices.

1. C. Faculty and Staff Professional Development

1. Identify resources to support current and projected undergraduate programs.
2. Hire and develop sufficient full-time faculty to offer undergraduate level courses on a systematic basis to ensure program quality.

1. D. Excellence in Undergraduate Teaching

1. Continue to provide incentives for excellence in undergraduate teaching, scholarship and research.
2. Provide professional development activities to enhance the quality of instruction among everyone teaching in the undergraduate program.
3. Provide faculty and students with access to current and emerging technologies in teaching.
4. Maintain partnerships with school and agency personnel.
5. Use research to inform practice.

1. E. Reflective Practice

1. Continue to require evidence of the professional development of College of Education students as reflective practitioners.
2. Promote undergraduate research.
3. Enhance the development of reflective practitioners through the use of electronic portfolios.

1. F. Fiscal, Personnel and Operational Support

1. Prepare and implement specific strategies for fiscal, personnel and operational support to facilitate completion of objectives as outlined.

Strategic Direction 2: Enhance Graduate Education

The College of Education will provide high-quality graduate education to a diverse student population by integrating curricula, student development and student services.

The following objectives outline the specific efforts needed to maintain our commitment to excellence in graduate education:

Objectives:

2. A. Program Quality and Support

1. Review current programs relative to contextual changes and current needs including professional standards and legislated mandates.
2. Develop effectiveness indicators for program quality related to university, program and professional standards and guidelines.
3. Continue to monitor enrollment and completion data for graduate certificate, masters, specialist and doctoral degree programs to insure appropriate maintenance of these programs.
4. Review graduate programs on a continuous basis.
5. Infuse technology within program offerings where appropriate.
6. Improve coordination and integration of the graduate curriculum across all campuses.

7. Publicize multiple delivery systems to accommodate the needs of part-time graduate students.
8. Collaborate with faculty in other Colleges to plan and deliver appropriate courses for graduate students.

2. B. Continuous Quality Improvement

1. Use data in program development including faculty hires, faculty loads, program offerings and assignments.
2. Further develop new and revise current programs which meet the current and expected needs.
3. Monitor student accomplishments in ESOL in initial certification programs.
4. Implement multiple program delivery techniques.
5. Further develop multiple methods for program and course delivery, including distributed learning.
6. Continue to encourage the highest quality student performance through monitoring of student performance indicators.

2. C. Faculty and Staff Professional Development

1. Identify resources to support current and projected graduate programs.
2. Hire and support the professional development of sufficient numbers of faculty to offer graduate level courses on a systematic basis to ensure a timely completion of the program.

2. D. Excellence in Graduate Teaching

1. Continue to provide incentives for excellence in graduate teaching, scholarship and research.
2. Provide professional development activities to enhance the quality of instruction among everyone teaching in the graduate program.
3. Provide faculty and students with access to current and emerging technologies in teaching.
4. Maintain partnerships with school and agency personnel.
5. Use research to inform practice.

2. E. Reflective Practice

1. Structure and implement the portfolio process within graduate programs to enhance the development of reflective practitioners.

2. F. Fiscal, Personnel and Operational Support

1. Prepare and implement specific strategies for fiscal, personnel and operational support to facilitate completion of objectives as outlined.

Strategic Direction 3: Coordinate and Develop Internships and Practica.

The College of Education will provide high-quality internships and practica within multiple settings of diverse student populations by integrating curricula, student development and continuous support.

The following objectives outline the specific efforts needed to achieve excellence in internships and practica:

Objectives:

3. A. Program Quality and Support

1. Review and revise internships and practica to reflect contextual changes, research and current needs including professional standards, legislative mandates and other new requirements.
2. Codify policies and procedures for undergraduate and graduate programs that require internships and practica for all campuses.
3. Use technology to provide access to information and to communicate consistently with students, supervisors and placement sites.
4. Align program expectations, evaluation and experiences during internships and practica.
5. Review and revise graduate internships and practica to address current needs, including professional standards, legislative mandates and other new requirements.
6. Improve coordination and integration of the internships and practica within all programmatic and curricular areas across all campuses.
7. Provide quality diverse settings for internship and practicum experiences.
8. Encourage action research during internships and practica to promote reflective practice.
9. Define clinical internships and practica so they distinguish themselves apart from service-learning experiences.
10. Ensure highest-quality student performance through monitoring of student performance indicators .

3. B. Continuous Quality Improvement

1. Continue to seek high-quality, diverse settings for internships and practica.
2. Assess the validity of student internships and practica by both qualitative and quantitative methodologies.
3. Increase the use of the university's continuous quality improvement program to monitor and improve internships and practica.
4. Develop effectiveness indicators for internships and practica quality related to university, program and professional standards and guidelines.
5. Continue to monitor enrollment and successful completion data for internships and practica to assure appropriate maintenance of these programs.
6. Educate, develop and nurture students to become reflective practitioners.

3. C. Faculty and Staff Professional Development

1. Provide professional development for faculty members, college coordinators, staff members in the Office of Clinical Experiences and students to assure high quality internships and practica.
2. Provide recognition for professionals who supervise internships and practica.

3. D. Fiscal, Personnel and Operational Support

1. Recruit and hire sufficient full-time faculty and staff to ensure high quality internships and practica within diverse settings.
2. Prepare and implement specific strategies for fiscal, personnel and operational support to facilitate completion of objectives as outlined.

Strategic Direction 4: Foster a Culture of Research and Scholarship that informs Practice

The College of Education will further strengthen the infrastructure for a culture of research and continue to focus on linking research and practice.

The following objectives outline the specific efforts needed to achieve excellence in research and scholarship:

Objectives:

4. A. Infrastructure for a Culture of Research

1. Increase personnel, budget and technologies to support research.
2. Support faculty and staff travel and other expenses related to research.
3. Increase full-time graduate student support, including assistantships, travel and research expenses.
4. Establish a consistent policy for rewarding service on undergraduate and graduate theses and doctoral committees.
5. Develop and maintain laboratories with access to current and emerging technologies to support faculty and graduate students in research design and analysis.
6. Recruit post-doctoral candidates to participate in funded research.
7. Provide incentives and rewards to faculty for making significant contributions to their fields.
8. Provide a forum for communicating research in the college and university.
9. Institute student awards for excellence in research.

4. B. Linking Research and Practice

1. Study our practice, as reflective practitioners, to improve the effectiveness of our teaching and service.
2. Establish incentives for faculty pursuing research with students at the undergraduate and graduate levels to support their professional or scholarly development.
3. Encourage reflective practitioners to develop skills for action research.
4. Align research agendas with local needs while providing contributions to the national and international community.
5. Encourage research in the scholarship of teaching and learning.

4. C. Fiscal, Personnel and Operational Support

1. Prepare and implement specific strategies for fiscal, personnel and operational support to facilitate completion of objectives as outlined.

Strategic Direction 5: Improve Operational Excellence

The College of Education will enhance its processes and allocate resources to improve effectiveness and efficiency.

The following objectives outline the specific efforts needed to achieve operational effectiveness:

Objectives:

5. A. Efficient and Effective Processes

1. Further develop and use efficient and effective methods of communication within the College.
2. Further codify College governance policies and operating procedures for decision making and the communication of decisions.
3. Develop a system for documenting policy changes within the College.
4. Review the charges of College standing committees.
5. Apply continuous quality improvement processes to use data to improve processes and services.
6. Review business processes in departments, programs and service units.
7. Improve technology support infrastructure.

5. B. College Image

1. Build, strengthen and reinforce awareness of our research, programs and service.
2. Improve the dissemination of information to promote the College image.
3. Strengthen relationships with alumni of the College.

5. C. College Resources

1. Seek and develop appropriate financial support from alumni, friends, foundations, corporations and others.
2. Coordinate existing efforts and resources to improve efficiency and effectiveness.
3. Increase availability of existing and emerging technologies for research, teaching and service.

5. D. Leadership Roles

1. Support faculty, staff and student efforts to assume and continue leadership roles in professional and academic organizations.
2. Use research to inform and influence educational policy and practice.

5. E. Fiscal, Personnel and Operational Support

1. Prepare and implement specific strategies for fiscal, personnel and operational support to facilitate completion of objectives as outlined.

Strategic Direction 6: Promote and Sustain Partnerships

The College of Education will collaborate with partners to achieve common goals for the common good.

The following objectives outline the specific efforts needed to achieve excellence in partnerships:

Objectives:

6. A. Infrastructure for Partnerships

1. Reward faculty appropriately for partnership participation consistent with College of Education mission.
2. Recognize university and school-based faculty engaged in partnerships/professional development schools.

6. B. Partnership Development

1. Expand partnerships with schools, community colleges, workforce development, businesses, community organizations, families, policy makers, government, colleges and universities.
2. Forge stronger external partnerships to foster educational improvement, especially the achievement of PreK-20 students.
3. Forge stronger external partnerships with alumni, friends, foundations, corporations and others to enhance private support of the College.
4. Facilitate university-wide initiatives in PreK-20 settings through the UCF Academy for Teaching, Learning and Leadership.
5. Strengthen current Professional Development School partnerships in the central Florida area.
6. Continue to expand and enrich the 2 + 2 programs with community colleges.

6. C. Fiscal, Personnel and Operational Support

1. Prepare and implement specific personnel, fiscal and operational strategies to facilitate completions of objectives.

Strategic Direction 7: Coordinate and Enhance Regional Campuses, Centers and Sites

The College of Education will improve access to high-quality educational opportunities at all UCF locations.

The following objectives outline the specific efforts needed to achieve excellence at regional campuses, centers and sites:

Objectives:

7. A. Access

1. Identify and improve student and academic support services.
2. Identify and improve access to educational offerings and information resources using appropriate technology.
3. Strengthen the use of distance learning to access programs and courses.
4. Strengthen articulation with community colleges in the central Florida area.

5. Expand and enrich the graduate certificate and master's degree programs on regional campuses.
6. Improve on-line access to admission, registration and advisement for undergraduate and graduate students.

7. B. Coordination

1. Coordinate enrollment planning, management and programming.
2. Streamline services to develop a student-focused culture.
3. Develop one-stop or minimum-stop service on each campus.
4. Partner with community colleges and school districts to conduct needs assessments.
5. Enhance cohort groups involved in programs.
6. Provide a variety of course delivery options.
7. Coordinate internships and practica placements within multiple diverse settings.
8. Identify and coordinate recruitment and mentoring opportunities for undergraduate and graduate students.

7. C. Resources

1. Provide necessary library and technology resources for undergraduate and graduate programs.
2. Collaborate with regional campus administrators to plan and fund special initiatives.
3. Include Regional Campus activities in print and College website.
4. Work collaboratively among regional campuses, community colleges and partner school districts to promote the College's programs.
5. Offer programs at sites only where there is adequate fiscal, personnel and operational support.

7. D. Fiscal, Personnel and Operational Support

1. Prepare and implement specific strategies for fiscal, personnel and operational support to facilitate completion of objectives as outlined.

Strategic Direction 8: Enhance Recruitment, Retention and Professional Development

The College of Education will create, identify and increase opportunities to recruit and retain high-quality students, faculty and staff from diverse and international backgrounds.

The following objectives outline the specific efforts needed to achieve excellence in recruitment and retention:

Objectives:

8. A. Recruitment-Students

1. Recruit high-quality, diverse non-traditional and international student populations.
2. Develop a College of Education marketing plan.
3. Promote the College of Education to attract high-quality students.
4. Increase faculty and student involvement in recruitment efforts.

5. Enhance communication to prospective students and feeder institutions.
6. Target undecided and undeclared students for recruitment.
7. Articulate and disseminate clear recruitment-to-graduation processes for each program.
8. Develop recruitment teams including faculty, students, staff and community leaders to support outreach efforts.
9. Establish liaison contacts in the central Florida community.
10. Encourage partnerships that enhance recruitment efforts.

8. B. Retention-Students

1. Increase efforts for retaining diverse students.
2. Establish faculty/student learning communities to improve retention.
3. Enhance student support strategies, specifically related to mentoring and professional development.
4. Monitor student progression and program completion.
5. Expand mentoring and support programs for diverse and international students.
6. Institute activities that provide support and create a welcoming environment for students.
7. Recognize faculty and staff for participating in service opportunities with diverse students.

8. C. Recruitment and Professional Development-Faculty and Staff

1. Recruit and retain diverse faculty and staff to the College of Education.
2. Hire sufficient full-time faculty and staff to support the mission of the College.
3. Establish a mentoring program for faculty and staff.
4. Develop policies and programs for the recruitment and professional development of faculty and staff to ensure a highly qualified and diverse community.
5. Recognize faculty and staff for excellence in research, teaching and service.

8. D. Fiscal, Personnel and Operational Support

1. Prepare and implement specific strategies for fiscal, personnel and operational support to aid in securing funding for highly qualified and diverse undergraduate and graduate students.

Strategic Direction 9: Increase International Reputation and Global Perspective

The College of Education will enhance its international reputation through research and publication while strengthening its global perspective in selected programs.

The following objectives outline the specific efforts needed to achieve an international reputation and global perspective:

Objectives:

9. A. Research and Publication

1. Increase our presence in international grants, journals and conferences.

9. B. Globalizing Teaching and Learning

1. Increase global perspectives in the curriculum.
2. Increase student involvement in international exchanges.
3. Explore opportunities for international faculty exchanges and visitations.

9. C. Partnerships

1. Explore partnerships with international organizations and universities that support educational, research and service initiatives.

9. D. Fiscal, Personnel, Operational Support

1. Prepare and implement specific personnel, fiscal and operational strategies to facilitate completions of objectives.