Pillar 1: Student Success

**GOAL:** Support College of Education students in achieving their individual, unique goals and provide a wide range of opportunities for engagement in academic, personal, and professional development activities

**Objective 1.1:** Recruit, retain, and graduate diverse, quality students from across the region, state, and nation who support the College of Education’s mission and values and are eager to contribute to the field of education

**ACTIONS:**
- a) Identify key student profiles and targeted populations to promote diverse enrollment in the College of Education.
- b) Develop a College-wide strategic recruitment and retention plan that highlights the College of Education to drive diverse and sustainable enrollment growth, and promote student retention, progression, and graduation without lowering academic standards.

**Objective 1.2:** Expand accessibility to diverse undergraduate and graduate education opportunities

**ACTIONS:**
- a) Ensure that our programs satisfy the needs of the region and state.
- b) Increase the number of faculty to decrease class sizes, attract more students, and enhance the educational experience for students in alignment with professional, national, and state standards.
- c) Provide students with diverse field placement and internship opportunities.

**Objective 1.3:** Continually assess and strengthen curricular and co-curricular pathways to intellectual and academic growth to challenge and develop students in a holistic way

**ACTIONS:**
- a) Foster independent and critical thinking, inquiry, and problem-solving within all academic programs to prepare students for success beyond graduation in the field of education.
- b) Provide students with opportunities to engage with relevant technology that will enrich student learning experiences.
- c) Enhance opportunities for the growth and development of student writing and communication skills.
- d) Encourage an understanding of and engagement in academic research

**Objective 1.4:** Support students’ academic and co-curricular experiences with programs and services that help them discover or better understand potential career paths

**ACTIONS:**
- a) Promote and foster student connections to relevant professional organizations and other networking opportunities.
- b) Develop and encourage student participation in education-based student organizations and other campus-based engagement opportunities.
- c) Host events on-campus that promote student academic and professional growth.
- d) Educate college faculty, staff, and students of campus resources that can support student wellness
Pillar 2: Teaching

**GOAL:** Advance knowledge and innovation in the College of Education through a culture of integrated teaching

**Objective 2.1:** Evaluate the capacity of current academic programs to meet the needs of the region and develop new programs to fill gaps.

**ACTIONS:**

a) Make programs flexible to encourage and support more access to education for a diverse population
b) Have an ongoing advisory committee of local school system district-level staff that work with curriculum and instruction
c) Add some interdisciplinary programs at the graduate level
   Continue to grow graduate programs and engage with more non-faculty for research, especially student affairs staff
d) Lead the development of actual curricula, not just standards
e) Strive to make education relevant to students of all, if, possible, backgrounds, in accordance with recognized standards
f) Survey alumni and interested stakeholders annually to help steer the direction of study

**Objective 2.2:** Promote and invest in faculty and staff support services to maximize instructional effectiveness and increase dedication to teaching excellence

**ACTIONS:**

a) Provide training in managing large groups of children
b) Provide guidance to local schools of new practices within the education field
c) Keep up to date on the latest practices and methods in order to prepare students for a future that is unknown
d) Employ mastery learning, high-leverage and evidence-based teaching strategies
e) Provide inexperienced teachers with the method for finding instructional resources and methods that will meet the needs of different learners
f) Prepare educators to focus on DuFour and Eaker’s Four Big Questions
g) Provide candidates teaching opportunities before Internship II/Student Teaching with faculty and other students observing these events in Professional Development Schools
h) Better prepare teachers to handle classroom discipline
i) Incorporate a “dress for success” class/module
j) Include a STEAM curriculum/program
k) Provide optional faculty tracks emphasizing teaching or research if desired, to enhance work in those strength areas

**Objective 2.3:** Increase availability and accessibility to online education opportunities, current technology, and resources to support the delivery of high-quality instruction and professional development.

**ACTIONS:**

a) Support technology integration for personalized learning
b) Incorporate more digital technologies into our teaching
c) Provide more professional development/training for online teaching
Objective 2.4: Foster a culture of innovation and collaboration in teaching.

**ACTIONS:**

a) Provide a mentoring program for teaching in the COE for any faculty who are interested, not just new faculty  
b) Hire sufficient faculty so that our scholarly productivity can be on par with our teaching successes  
c) Share common myths about student learning and/or provide specific topics that may seem surprising or unknown to novice teachers  
d) Find resources to help faculty to understand the red tape of writing and managing grants  
e) Dedicate funds to support professional development and other opportunities related to teaching  
f) Stop increasing class size and work to keep teaching loads at 3-3  
g) Have graduate class sizes of 12 to 15 students and/or 2-2 teaching loads  
h) Have faculty do pro developments to highlight tips and strategies for teaching and research

**Pillar 3: Research**

**GOAL:** Advance knowledge and innovation through a culture of integrated research and creative scholarly activity.

Objective 3.1: Foster a culture of innovation and collaboration in research.

**ACTIONS:**

a) Have more collaboration with other universities or colleges to heighten our reach  
b) Find research that is meaningful and practical to those working in education  
c) Streamline small, action research projects, and larger long-term projects  
d) Prioritize student involvement in research  
e) Prioritize hiring diverse, qualified faculty so that everyone has the time and mental space to conduct research and engage in meaningful scholarship  
f) Determine what educational issues are most relevant to the successful engagement and motivation of student learning  
g) Publish the effect sizes showing what works with students in all environments  
h) Try to expand efforts in showcasing the research that is already being done  
i) Connect theory with practice in the development of current and relevant student learning outcomes and pedagogy  
j) Provide real examples or research presentations for students conducted by former students or teachers within the community  
k) Provide more research opportunities for both undergraduate and graduate students

Objective 3.2: Strengthen our teacher-scholar identity to solidify the University’s recognition globally, nationally and locally.

**ACTIONS:**

a) Monitor quality control on doctoral dissertations. IRB needs a better understanding of work that is done in the regular delivery instruction  
b) Have faculty do pro developments to highlight tips and strategies for teaching and research

Objective 3.3: Invest in research personnel to facilitate interdisciplinary research.

**ACTIONS:**

a) Encourage action research in the region’s schools  
b) Provide more opportunities for approved course releases based on research production and teaching success
Objective 3.4: Invest in expanding research programs to solidify our identity as a top R2 research university through all forms of funded and unfunded research

**ACTIONS:**
- a) Provide equitable funding within colleges (e.g., start-up funds) as well as more internal funding to conduct R2 level research
- b) Provide travel monies to collaborate externally on research
- c) Provide research productive faculty workload reductions

**Pillar 4: Inclusive Excellence and Service**

**GOAL:** Promote an equitable, diverse and inclusive culture to eliminate institutional barriers for underrepresented groups and to unify the College of Education

**Objective 4.1:** Deepen the College of Education’s commitment to being a welcoming institution founded on the principles of equity, diversity, and inclusion for all of its internal and external constituents.

**ACTIONS:**
- a) Focus on efforts to recruit and retain diverse faculty
- b) Research obstacles to recruiting and retaining diverse faculty
- c) Create a strong, explicit anti-bullying, anti-harassment policy
- d) Establish a visible presence of diversity in marketing materials and in the physical spaces of the COE
- e) Create learning environments/opportunities that support inclusive ideals (online, etc.)
- f) Offer/structure course programming and activities that address diverse student needs (military, non-traditional, etc.)
- g) Develop and implement targeted efforts to recruit, admit and retain diverse students
- h) Provide consistent outreach in the community that emphasizes our commitment to diversity
- i) Maintain a commitment to diverse placements for fieldwork, internships, etc.
- j) Focus on developing student organizations that foster inclusiveness
- k) Support the work of the Diversity Committee

**Objective 4.2:** Expand the commitment to College equity, diversity and inclusion training, programming and education.

**ACTIONS:**
- a) Provide and support professional development for faculty and staff on issues related to diversity
- b) Provide and support professional development for faculty/staff (teaching courses) on facilitating difficult dialogue related to diversity and sensitive issues
- c) Offer diversity courses
- d) Offer more study abroad programming
- e) Ensure diversity in practicum, internship, and field experience placements
- f) Monitor and ensure programming that reflects students’ needs and interests

**Objective 4.3:** Create a unified, inclusive College culture centered on shared values and mission

**ACTIONS:**
- a) Develop a broad definition of inclusion that encompasses visible and invisible forms of diversity (Diversity Committee)
- b) Support/Rretain standing committee on Diversity/Inclusion
- c) Provide more COE presence on the Liberty Campus
- d) Advocate for campus to campus transportation

*COE Strategic Plan - DRAFT 20200124*
e) Provide support for campus to campus scheduling for all three campuses
f) Engage in more social interaction among COE members on all three campuses
g) Reflect all three campuses in marketing materials, recruitment events
h) Work to provide COE functions (recruitment, professional development, camps, etc.) for populations/communities on/from all three campuses

**Pillar 5: College/Institutional Effectiveness and Service**

**GOAL:** Increase operational efficiency and effectiveness while maximizing financial capital and human resources to ensure the College’s long-term sustainability

**Objective 5.1:** Define the College of Education as an employer of choice, providing a compensation policy and work environment for all faculty and staff that encourages creativity, rewards excellence and fosters high morale.

**ACTIONS:**
- a) Assess program and personnel efficiency across the COE
- b) Continue to focus on salary equity and compression
- c) Hire sufficient faculty and staff to meet student needs
- d) Offer a range of professional development opportunities for the College of Education faculty and staff
- e) Recognize and support the work of program directors/block coordinators equitably

**Objective 5.2:** Create a positive, inclusive work culture in the College of Education

**ACTIONS:**
- a) Create a climate of inclusion, diversity, professionalism, and respect
- b) Hire more diverse, qualified faculty and staff to support students and meet university goals
- c) Provide programs and resources for new faculty and staff members to ensure low turnover
- d) Implement faculty-staff morale initiatives to ensure faculty-staff are satisfied. This will positively impact students and make us more effective.
- e) Marketing and recruitment of programs should be handled by a coordinating entity within the College of Education
- f) Provide increased professional development on grant writing and encourage collaboration

**Objective 5.3:** Provide resources to support student success and scholarly activities at the College.

**ACTIONS:**
- a) Streamline field experiences (without sacrificing quality) and/or use technology to make them more budget-friendly
- b) Become involved with local organizations such as the Rotary Club and businesses to support our programs and initiatives
- c) Maintain active communication with stakeholders
- d) Provide professional development opportunities post-graduation outside of degree programs

**Objective 5.4:** Create and sustain research infrastructure that enhances the research and creative scholarly activities of faculty, staff, and students in the College.

**ACTIONS:**
- a) Provide optional faculty tracks emphasizing teaching or research if desired, to enhance work in those strength areas
- b) Provide more professional development/training for online teaching and research/scholarship methodologies
Pillar 6: Community Engagement and Service

**GOAL:** Build and nurture sustained, mutually beneficial, collaborative partnerships to increase the quality of life in surrounding communities and to share knowledge and resources that foster civic and social responsibilities among students, citizens, faculty and staff.

**Objective 6.1:** Develop long-term relationships and build multidimensional pathways defined by clear communication and reciprocal engagement with COE stakeholders to strengthen our teacher-scholar identity to solidify the University’s recognition globally, nationally, and locally.

**ACTIONS:**
- a) Connect undergraduates with graduates
- b) Communicate and celebrate COE success with local partners through local and social media
- c) Strengthen our Partnership Council
- d) Develop and Support the College Advisory Board

**Objective 6.2:** Strategically coordinate, implement, assess, and enhance mutually beneficial engagement efforts for the COE and external constituents.

**ACTIONS:**
- a) Support the position for partnership development
- b) Retain and create more PDS sites
- c) Seek and secure opportunities for international partnerships
- d) Seek and secure opportunities for partnerships outside of southeast GA
- e) Align work with school improvement plans

**Objective 6.3:** Enhance enrichment opportunities and increase community involvement through the support of student organizations, faculty service, and outreach.

**ACTIONS:**
- a) Encourage representation of student organizations at local schools and community events
- b) Encourage and support service-learning projects
- c) Student participation in professional organizations/conferences
- d) Plan monthly volunteer opportunities for COE students
- e) Partner with the University Office of Leadership and Community Engagement

**Objective 6.4:** Develop mutually beneficial partnerships with a diverse range of local, regional, national and international organizations and communities to enhance teaching, learning, and professional development.

**ACTIONS:**
- a) Partner with schools/community to conduct research/scholarship that is of value to both
- b) Prepare students to have conversations, communicate well, write proficiently, and to use and be critical consumers of research/scholarship