

# COLLEGE OF EDUCATION STRATEGIC PLAN

## EXECUTIVE SUMMARY

The strengths of the College of Education at Alabama State University include a productive and well-respected faculty and staff, a talented and diverse student body, and strong levels of external grant funding. The following strategies guide college activities to mobilize strengths, tackle deficiencies, and seize opportunities.

1. Further enhance the excellence of the college, departments, and units in research and scholarship.
2. Elevate the quality of graduate and undergraduate education and of the student experience.
3. Promote diversity, community, and respect.
4. Ensure an administrative, operational, and fiscal infrastructure that supports the needs of the College of Education.
5. Provide leadership in the use of technology as a tool to improve instructional quality, teacher preparedness, and access.
6. Improve the retention of College of Education students

## THE CONTEXT OF THE COLLEGE

Education is currently at the forefront of national interest. The public is seriously and rightly concerned about the quality of public education, and they have demanded accountability. With the No Child Left Behind legislation, student achievement must be measured and raised, and the achievement gap between rich and poor and majority and minority students must be lessened. Teacher competence is increasingly becoming more measured to assure quality performance.

The criticality of the College of Education cannot be overstated. Our economy depends on the training and productivity of its workforce. As the third largest producer of African American educators, the college is a major contributor in that agenda. The purpose of this strategic plan is to explain our foundation and provide the road map for our continued improvement and enhanced recognition. It should be noted that this plan is a work in progress. In the spirit of continuous quality improvement we plan to evaluate and, as necessary, adjust our efforts and goals on an annual basis.

### **Mission**

The College of Education seeks to prepare teachers, instructional support personnel, and other professionals to be decision makers who are equipped with the knowledge, skills, and dispositions necessary to ethically and effectively integrate theory and practice in carrying out their professions. These professionals will possess the understanding of our diverse culture, the technological capabilities, the intellectual rigor, and the critical thinking and problem solving skills required to make informed and responsible decisions, to engage in reflective assessment, to implement positive change, and to pursue learning as a lifetime endeavor.

## **Deficiencies and Needs**

Our potential and the sustainability of our areas of excellence are hindered by serious deficiencies. These translate into needs that must be addressed if we are to achieve our full potential.

- *Physical Infrastructure*  
Space limitations seriously affect the quality of our instructional program, the expansion of our research efforts, and the recruitment of top quality faculty and students. We lose good students as well as lucrative research opportunities because of inadequate space. Space inadequacy hinders our abilities to prepare graduates to effectively use information technology. The planned new construction of a College of Education building will go a long way in solving the physical space problem.
- *Fiscal Infrastructure*  
Our fiscal infrastructure is similarly problematic. Lean state funding have resulted in operating budgets that are insufficient to support our instructional budgets and many faculty and staff salaries that are not competitive with peer institutions. Housing problems of students have been well documented and publicized. This situation creates challenges for recruitment and retention of outstanding faculty and students, instructional innovation, student services, and professional collaboration.
- *Recruitment and Support of Highly Talented Students*  
Through increased recruitment efforts, we need to significantly increase the numbers of top undergraduate and graduate students who choose our college.

## **Opportunities**

- *Current Prominence of Educational Interest*  
Rarely has education been so much at the center of public opinion and political interest. It has been identified as the number one issue of the American public. This situation can be seen as either a threat or an opportunity. To take advantage of this opportunity, the College of Education must intensify research efforts that focus on complex educational problems. Specifically, we must join with state, local, and national educational organizations to (a) improve education for all children, and (b) better prepare graduates to enter the increasingly more complex and competitive workplace.
- *Forward Moving Collaborative Campus Climate*  
Alabama State University has made great strides in the last ten years: new advanced degrees, new buildings, and insightful leadership. This offers unparalleled opportunities for the College of Education.

## STRATEGIES, GOALS, AND OBJECTIVES

The following strategies will guide us as we mobilize our strengths, tackle our deficiencies, and seize our opportunities. The plan is a mosaic for action. All goals relate to specific objectives. Each objective's progress is measured by benchmarks which in turn are measured according to a timeline.

### STRATEGY ONE

**Further enhance the excellence of the college, departments, and units in research and scholarship.**

The College of Education must identify areas of excellence. The college can not be all things to everyone but it can focus its strengths on those areas that are most feasible and achievable. We must invest strategically in those areas. To that end, we plan the following goals.

Goal	Objectives	Benchmarks	Timeline
1. Increase the national and international recognition of our faculty and staff as leaders in their fields.	a. Emphasize, support and reward scholarly productivity for all faculty members.	1. Establish a publication review committee in order to encourage faculty research in scholarly journals.	Continuing
		2. Provide each faculty with at least one travel opportunity per year to a national conference.	Continuing
		3. Develop a research discussion forum for faculty and students to share research ideas, interests, and results.	Spring Semester 2005
		4. Promote faculty development through comprehensive department	Spring Semester 2005

Goal	Objectives	Benchmarks	Timeline
		and college activities including pre-tenure mentoring and professional development.	
		5. Form collaborations with other departments within the University as well as other universities	Continuing
2. Secure external funds to support research and scholarly excellence.	a. Encourage and seek opportunities for faculty to form fundable collaborations with faculty within the COE, in other departments/colleges at ASU, and at other institutions.	1. Conduct grant writing sessions	Continuing
		2. Increase the overall percentage of faculty, both across the college and within departments, who pursue and receive external grant and contract support.	Continuing

## STRATEGY TWO

### Elevate the quality of graduate and undergraduate education and of the student experience.

To expand the role of research in the College of Education, our graduate and undergraduate educational programs must be of the highest quality and must be synergistically related to our role as a teaching institution. This means that we must attract the most talented students who have the maximum potential to benefit from a research-based education.

Goal	Objectives	Benchmark	Timeline
1. Continually review and improve as necessary all departments and units. Maintain accreditation of all currently accredited programs.	a. Revise and update curricula.	1. Each department will review curriculum and submit changes if necessary to the Dean.	Each Semester
	b. Revise secondary education curriculum to meet new SDE requirements	1. Align each degree program with College of Arts and Sciences majors	Fall 2004
2. Provide top quality programs in undergraduate and teacher education.	a. Stress Writing Across the Curriculum (WAC) in all academic areas to improve and sharpen education majors' communication skills	1. Conduct writing sessions 2. Each course will include a writing assignment.	Each Semester
3. Provide students with positive learning experiences by providing a high quality advising and student service experiences.	a. Continue C&I Sandwich Seminar	1. Sandwich Seminar will be held at least twice a semester	Continuing
		2. Assess the impact of the seminar program.	Each Semester

## STRATEGY THREE

### Promote diversity, community, and respect.

Diversity in its many forms is an important resource in education and related professions. In addition, we have a responsibility to prepare educational leaders who are representative of and able to serve an increasingly diverse population. It is imperative that we prepare leaders who are sensitive to and knowledgeable about multicultural and international concerns. We must strive to increase diversity, foster community, and model respect.

Goal	Objectives	Benchmark	Timeline
1. Work to increase the diversity of our faculty while also increasing excellence.	a. Recruit and retain outstanding faculty and staff who are or will be leaders in their disciplines or specialties.	1. Hire additional full-time faculty to reduce adjuncts by 50%.	Fall 2006
2. Increase both the excellence and the diversity of our undergraduate and graduate student bodies through significantly expanded recruitment efforts.	a. Develop a Recruitment Committee (C&I)	1. Re-establish the recruitment and applicant screening committee.	Spring 2005
3. Promote inclusion of diversity issues in both curricula and research.	a. Review syllabi to ensure that diversity issues are included in the instruction	1. Each department chairperson will review all faculty syllabi for inclusion of diversity issues	Annually
4. Assure that all of our graduates are competent to work with diverse populations. Where appropriate, work to assure exposure to diversity in field experience.	a. Place teacher candidates in diverse settings for observations and for Internships	1. Create the Teacher Education Advisory Council which will include representatives from diverse settings.	October 2004
		2. Partner with school systems to insure our candidates are placed in diverse settings.	Continuing

## STRATEGY FOUR

### Ensure an administrative, operational, and fiscal infrastructure that supports a highly productive college of education.

Adequate facilities, budgets, and infrastructure are vital foundations of a productive College of Education. Further increases in excellence require the improvement of the infrastructure. Specific steps are noted in the following goals.

Goal	Objectives	Benchmarks	Timeline
1. Obtain adequate space to support the programmatic needs of the College of Education.	a. Begin construction of the new College of Education building.	March 2005	N/A/
2. Develop a continuous assessment process to support continuous quality improvement, including continued refinement of the strategic plan.	a. Develop mechanisms for gathering and reporting the data necessary to measure our progress on goals of this strategic plan.	1. Review the plan each semester. In addition this review should be conducted by the COE executive council.	Each Semester
	b. Create an assessment office within the COE.	1. Hire a full time assessment faculty member	Spring 2005
Continue to strive for Southern Association of Colleges and Schools accreditation of the Zelia Stephens Early Childhood Centers which can serve the College of Education through the exemplary early childhood educational program.	a. Host an visiting team in the Spring of 2005.	1. Make necessary improvements to the ECC  2. Hire additional personnel	Spring 2005

## STRATEGY FIVE

### Provide leadership in the use of technology as a tool to improve instructional quality, teacher preparedness, and access.

Technology can be a potent medium to enhance teaching and learning and to bring the resources of the college to distant places and diverse audiences. In addition, technology literacy is fundamental to individual, national, and international competitiveness. Thus, as a college of education, we have a special responsibility to promote the effective use of technology in instruction.

Goal	Objectives	Benchmarks	Timeline
1. Model pedagogically driven use of technology to support high quality instruction.	a. Improve the availability of state-of-the-art hardware, software, and infrastructure so that all faculty can use technology in their courses without problems.	1. Provide an additional LCD projector and laptop to each department. 2. Provide each department with an overhead projector	Fall 2005
	b. Provide effective training and support to enable all faculty to use technology effectively in instruction.	1. Make Delta3 training available for all COE faculty. 2. Host at least one Delta3 training session on the ASU campus each semester.	Begin Fall 2004 then Continuing
2. Assure that all graduates are competent to use information technology effectively.	a. Expand the use of technology by faculty to model the use of technology	1. Ensure that each faculty member models the use of technology in their classroom.	Continuing
	b. Increase the use of LiveText	1. Expand the use of LiveText to the Methods courses	Spring 2005

## STRATEGY SIX

### Improve the retention of College of Education students

Goal	Objectives	Benchmarks	Timeline
1. Increase and retain the number of high-quality students.	a. Create a mechanism to continuously update the College of Education Retention Plan	1. Create a retention Committee within the COE	Spring 2005
	b. Work with Recruitment officers to distribute program brochures at high schools and high schools.	1. Develop a COE brochure to assist in the recruitment of new students.	Fall 2005
2. Provide students with positive learning experiences by providing a high quality advising and student service experiences.	a. Continue C&I Sandwich Seminar	1. Host at least two C&I Sandwich Seminar each semester	Each Semester
		2. Create similar seminars within the other departments	Spring 2005
3. Increase enrollment and in both graduate and undergraduate programs.	a. Expand the distance education offerings in graduate education to recruit more non-traditional students.	1. Develop a two way video distance Education course.	Spring 2005
		2. Create additional on-line courses.	Continuing
4. Promote a college environment for all students, faculty, and staff that respect and values differences.	a. Ensure that each department hosts an adjunct meeting to foster a collegial spirit among adjuncts and full-time faculty.	1. Each department will host an adjunct meeting each semester	Each semester