

*Office of the Dean*

**DATE:** May 18, 2001  
**TO:** David Stamps, Provost  
**FROM:** Jane Applegate, Dean  
**SUBJECT:** Strategic Plan 2001-2006

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Attached you will find the revised Strategic Plan for the College of Education which aligns College Goals with University Goals. We have chosen to focus our efforts to address three of the University's priorities: Research/National Prominence; Enrollment; and Community Engagement. Also attached is a comparative analysis of the College of Education at U.S.F. to seven major research Colleges of Education across the Country, five of which are located in metropolitan areas of the country. While it is our long-range goals to be among the top 50 Graduate schools of Education in the Country, an analysis of U.S. News and World Report date indicates that 40% of the weight of the rankings comes from peer reputation. Given the youth of our Campus and College it is expected that it will take some time to develop this. Graduate student stipends and fellowships must be increased to a competitive range and heavy teaching loads must be adjusted to reflect increased graduate research, grant and contract activity. The attached budget does not reflect the extent of these adjustments necessary.

Several points can be made regarding this plan:

- The plan has embodied the values inherent in previous planning documents: partnership, diversity, innovation, technology and professional responsibility. It is expected that the plan will be modified following leadership retreats to be held this summer with faculty and administrations in the College.
- An analysis of the Comparative Data indicates that in order for the College and its graduate programs to reach national prominence, special budget attention must be given to doctoral programs, particularly to doctoral student/faculty ratios and doctoral completion rates which rest of a major extent upon doctoral faculty advising.
- It is clear that the College must be able to maintain its basic mission of personnel preparation while it repositions itself for national leadership in specific fields of study. Without basic infrastructure support, the growth needed in graduate education cannot occur.
- It also must be recognized that the College of Education provides a major service function to the Schools and agencies of this metropolitan area. Such function is critical to maintain in a comprehensive metropolitan university. This College has been recognized as a local strength of this Campus and must be supported as such.

## Budget Summary

To achieve the goals as indicated in the plan the following dollars will be needed:

	<u>Reallocation/New E &amp; G</u>	<u>Other</u>
Goal 1	\$340,000	\$900,000
Goal 2	\$341,000	\$295,000
Goal 4	\$270,000	\$450,000
Total	\$951,000	\$1,645,000



COE Action Plan	00- 01	01- 02	02- 03	03- 04	04- 05	College Resources	Other Resources	Outcome Measures
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<p>•f) Sponsor major conferences and workshops (with other units at USF) around themes pertinent to the program fields of study</p> <p>•g) Provide increased time for doctoral program faculty research from an average of 1-3 hours to a minimum of 3 hours/semester in each program area</p> <p>•h) Provide faculty assigned time for supervision of doctoral research (from 0-1 hour to 1-3 hours/semester)</p> <p>•I) Promote collaborative faculty/student research and scholarship</p> <p>•j) Increase support for faculty and student travel to national/international conferences to present papers.</p>			X		X		\$100,000*	Two major conferences sponsored between 02/03 and 03/05
		X	X	X	X			Increase in number of national publications by program faculty. (Baseline data to be gathered in AY 01-02).
		X	X	X	X			Reduction in time to degree; increased graduation rates
		X	X	X	X			Increase in number of joint publications between faculty and student. (Baseline data to be gathered AY 01-02).
		X	X	X	X	\$50,000		Increase in number of faculty and students presentations at national/international conferences (Baseline data to be gathered AY 01-02)

COE Action Plan	00- 01	01- 02	02- 03	03- 04	04- 05	College Resources	Other Resources	Outcome Measures
<b>III. <u>Improvement of Infrastructure and Systems to Support Research</u></b>								
•a) Hire Associate Dean for Research	X					\$90,000		Associate Dean hired
•b) Establish Office of Research & Development		X						
-to provide technical assistance in grant writing and securing grants; identify viable funding sources		X	X	X	X			Increase in the number of faculty writing grants.
- provide general oversight and accountability for pre and post-grant award		X	X	X	X			Increase in number of grant awards and amount of funding secured from external grating agencies and foundations.
- strategically promote and disseminate faculty research through various medias		X	X	X	X			Increased recognition of faculty work at local state, national levels
•c) Establish College fund to provide small research grants to support faculty and doctoral student research and dissemination		X	X	X	X	From C/C Overhead		Increase in number of publications by faculty and doctoral students (Baseline data to be gathered AY 01-02). Increase in number of presentations at state/national conferences. (Baseline data to be gathered AY 01-02).
•d) Establish Faculty Research Awards programs (for senior and junior faculty) to recognize outstanding faculty accomplishments in the area of research		X	X	X	X	Form Overhead		Published faculty recognized for research through annual Awards Program Heightened awareness among faculty of their colleagues' work
e) Continue to support research colloquia sponsored by Departments to showcase faculty and student research	X	X	X	X	X			Increase in number of departments sponsoring colloquia from 3 to 7 over the 5-year period..
•f) Sponsor an annual Distinguished Speaker Series featuring nationally known speakers		X	X	X	X		\$25,000	At least one Distinguished speaker brought to USF Campus per year.
•g) Maintain and upgrade College Technology to support ongoing teaching and research efforts.						\$1000,000	\$300,000	Office, labs, and production facilities “state-of-the-art” for technology driven efforts.

COE Action Plan	00- 01	01- 02	02- 03	03- 04	04- 05	College Resources	Other Resources	Outcome Measures
<p><b><u>IV. Collaboration between Institutes and Centers and College faculty to promote research initiatives</u></b></p> <p>•a) Increased focus on research relative to mission of the College of Education and Center/Institute and dissemination of results through national publications and conference presentations</p> <p>•b) Increase in number of applications for federal and foundation grants and research grants.</p> <p>•c) Increase in number of graduate assistantships offered to doctoral students in COE by Centers and Institutes</p> <p>•d) Sponsorship of state/regional/national institutes conferences and/or workshops relevant to mission of College of Education and Center/Institute</p>		X	X	X	X			<p>Increase in number of publications and papers presented at national conferences over the 4-year period resulting from partnerships/involvement of COE faculty with Institutes and Centers. (Baseline data to be gathered AY 01-02)</p> <p>Increase in number of federal/foundation grants written and grant awards received through collaborative efforts between Center/Institutes and regular COE faculty. (Baseline data to be gathered AY 01-02).</p> <p>At least two new graduate Assistantships funded each year by Centers and Institutes for doctoral students, yielding an increase from 4 assistantships on average per year (2000-01) to at least 10 assistantships by AY 2004-05.</p> <p>One major event (institute, conference) sponsored by Centers/Institutes per year</p>
		X	X	X	X		\$160,000	
		X	X	X	X		\$90,000	

## USF Strategic Goal 2: Develop a student enrollment profile consistent with a Research I University

### College of Education Focus Contributions to USF Strategic Goal #2

- I. The College will increase graduate student enrollment by 2% each year. (10% over 5 years)
- II. The College will increase minority student enrollment in graduate programs by 2% each year.
- III. The College will stabilize undergraduate enrollment and produce 900 new teachers a year.
- IV. The College will increase number of graduate student completers.
- V. The College will decrease the graduate student/faculty ratio at both internship supervision level and dissertation level.
- VI. The College will stabilize summer school program offerings.

COE Action Plan	00- 01	01- 02	02- 03	03- 04	04- 05	College Resources Needed	Other Resources	Outcome Measures
<b>1. <u>Increase graduate student enrollment</u></b> <b>Baseline: 454FT, 974PT in F99:</b> <b>443 FT, 917 PT in F00</b> •								Increase graduate enrollment by 2% each year for both Part Time and Full Time students.
a) Develop and implement a comprehensive recruitment plan for all graduate programs	X	X	X	X	X	\$10,000		
•b) Increase on-line course offerings at graduate level Baseline: 13 online, 8 video conf. .Fall 99 34 online, 1 video conf., Fall 00	X	X	X	X	X			Increase online and/or video conferenced classes by 2% each year.
•c) Improve current COE web-site as an effective recruitment tool	X	X	X	X	X			Increase # of hits of Program related web-sites in the COE.
•d) Increase amount and number of graduate student fellowships Baseline: 8 fellowships at \$10,000 each	X	X	X	X	X		\$80,000	Ten fellowships at \$16,000 each by 05-06.
•e) Increase amount and number of graduate assistantships Baseline: Individual department data	X	X	X	X	X	\$80,000	\$80,000	Ten more assistantships by 05-06.

COE Action Plan	00- 01	01- 02	02- 03	03- 04	04- 05	College Resources	Other Resources	Outcome Measures
<p><b><u>II. Increase percentage of minority students in both undergraduate and graduate programs</u></b></p> <p><b>Baseline:</b>  <b>183 Graduate stud. in F99 (14.8%)</b>  <b>187 Graduate stud. in F00 (16%)</b>  <b>480 Undergrad stud. in F97</b>  <b>501 Undergrad stud in F00</b></p> <p>•a) Develop and implement a comprehensive recruitment plan and involve Diversity Center</p> <p>•b) Develop and enhance web-sites to help recruit students.</p> <p>•c) Increase minority student recruitment efforts for both undergraduate and graduate programs.</p> <p>•d) Increase College's involvement in recruitment activities at Historically Black Institutions.</p>								Increase by 2% graduate enrollment each year of minority students.
	X	X	X	X	X	\$30,000		
	X	X				\$20,000		
	X	X	X	X	X			
		X	X	X	X			

COE Action Plan	00- 01	01- 02	02- 03	03- 04	04- 05	College Resources Needed	Other Resources	Outcome Measures
<p><b>III. <u>Stabilize undergraduate student enrollment</u></b></p> <p><b>Baseline: 1045 in 98-99 918 in 99-00 961 in 00-01</b></p> <p>•a) Develop and improve web-site as a recruitment tool-include satisfaction data and Title II report card results on web-site</p> <p>•b) Increase connections with Pre Ed students attending USF through LCs in CAS and track articulation into education programs.</p> <p>•c) Systematize followup correspondence to student inquiring about COE programs</p> <p>•d) Increase COE involvement in local FEA Clubs and local High Schools and community Colleges as part of recruitment efforts</p> <p>e) Revitalize Student Council, establish Dean's Dozen and work with College Council to re-establish vehicle for addressing student needs.</p> <p>•f) Develop a college wide taskforce to examine current COE retention rates and to study programs such as Retention TRAX that have potential to improve retention rate.</p>	X	X	X	X	X			<p>Graduate 900 new teachers each year</p> <p>Increase # of hits on Program related web-site in the COE</p> <p>Established baseline and goals ofr increasing # of students articulating into ed programs.</p> <p>Increase correspondence with pre-ed majors.</p> <p>Increased number of students involved in COE sponsored activities.</p> <p>Task force developed, data analyzed, and recommendations presented to College Council.</p>
		X	X	X	X	\$20,000		
	X	X	X	X	X	\$20,000		
	X	X	X	X	X	\$10,000		
	X	X	X	X	X			
	X	X						
	X	X						

COE Action Plan	00- 01	01- 02	02- 03	03- 04	04- 05	College Resources Needed	Other Resources	Outcome Measures
<p><b>IV. <u>Decrease semesters to graduation for graduate students</u></b>  <b>Baseline: 452 MA, 16 EdS, 35 Doc. in 98-99</b>  <b>386 MA, 16 EdS, 37 Doc in 99-00</b>  <b>6.1 semesters for MA stud. 00-01</b></p> <p>•a) Develop an advisory committee to oversee development of a SASS type system for monitoring graduate student progression.</p> <p>•b) Develop appropriate targets for each program level (full time and part time).</p> <p>•c) Provide training and implement the monitoring system 1</p>	X	X						Appropriate targets set by advisory committee and monitoring system implemented.

COE Action Plan	00- 01	01- 02	02- 03	03- 04	04- 05	College Resources	Other Resources	Outcome Measures
<p><b>V. <u>Increase the number of faculty serving on dissertation committees</u></b>  <b>Baseline:</b>  <b>Mean=10.06 students per faculty as of 3.01</b>  <b>Range= 1 to 89</b>  <b>N= 105 faculty</b></p> <p>•a) Develop a plan to involve more junior faculty on committee.</p> <p>•b) Develop incentives for student articulation from student through candidate stage.</p>	X	X	X			\$10,000		Increase number of faculty on dissertation committee by 5% over five years

COE Action Plan	00- 01	01- 02	02- 03	03- 04	04- 05	College Resources	Other Resources	Outcome Measures
<p><b><u>VI. Stabilize summer school program offerings</u></b></p> <p>•a)Conduct a trend analysis for the last 5 years; review summer enrollments for the College of Education</p> <p>•b) Identify new summer school offerings for practicing teachers, para professional initiatives and MAT program offerings.</p>	x	x	x	x	x	\$141,000	135,000	Increase summer enrollment by 5% over the next five years.

## USF Strategic Goal 4: Increasing Engagement With the Community and Region

### College of Education Focused Contribution to USF Strategic Goal # 4

- I. Involving School Partners in Producing and Retaining Quality Teachers for the Schools
- II. Increasing faculty Participation in Local School and Community Initiatives
- III. Strengthen the Professional Development School Network
- IV. Revitalize the Children's Center

COE Action Plan	00- 01	01- 02	02- 03	03- 04	04- 05	College Resources	Other Resources	Outcome Measures
<p><b><u>I. Involving School Partners in Producing and Retaining Quality Teachers for the Schools</u></b></p> <p>•a) Establish a center that represents a diverse membership of stakeholders involved in COE's teacher preparation program.</p> <p>•b) Secure external funding and/or reallocate internal funds to support implementation of CARE.</p> <p>•c) Hire or assign a Director of CARE.</p> <p>•d) Establish three CARE Councils, i.e., Advancement Council, Implementation Council, and Research and Evaluation Council.</p> <p>•e) Establish CARE policies and procedures relative to tenure and promotion, curricula development, program evaluation, and research agenda.'</p>		x	x			\$10,000	\$200,000	<p>Center for the Collaborative Advancement and Renewal of Education (CARE). Established</p> <p>Number of grants, donor contributions, or internal funds reallocated to CARE.</p> <p>Director Assigned.</p> <p>Identify and appoint stakeholders to CARE Councils.</p> <p>Number of tenure/promotions applications submitted by faculty working under the auspices of CARE; number of curricula development and research projects.</p>

COE Action Plan	00- 01	01- 02	02- 03	03- 04	04- 05	College Resources Needed	Other Resources	Outcome Measures
<p><b><u>II. Increasing Faculty Participation in Local School and Community Initiatives)</u></b></p> <p>•a) Develop systematic plan to increase faculty research on school/community issues.</p> <p>•b) Develop mentoring process to assist tenure-earning faculty in establishing research agenda that focuses on school/community issues.</p> <p>•c) Establish guidelines for centers &amp; institutes that facilitate research and service related to school/community issues.</p> <p>•d) Obtain external funding to support collaborative research and service opportunities on school/community issues.</p> <p>•e) Provide funds to the Diversity Center for faculty research &amp; service in areas that promote understandings related to racial, cultural and ethnic diversity in a school/community context.</p> <p>•f) Increase advance graduate student research on topics related to school and community issues.</p>	X			\				<p>Number of faculty involved in to school/community issues. (New state mandate implemented)</p> <p>Number of tenure-caring faculty engaged in school/community related research.</p> <p>Number of center/institute sponsored research &amp; service projects related to school/ .community issues</p> <p>Increased proposals for collaborative projects.</p> <p>Allocate funds to support faculty research and service to promote understandings related to racial, cultural, and ethnic diversity in a school/community contest.</p> <p>Increase in number of dissertations and graduate student presentations at national conferences on school/community topics.</p>
		X	X	X	X		\$10,000	
			X					
		X	X	X	X	\$50,000		
		X	X	X\	X			

COE Action Plan	00- 01	01- 02	02- 03	03- 04	04- 05	College Resources Needed	Other Resources	Outcome Measures
<p><b><u>III. Strengthen the Professional Development School Network</u></b></p> <p>•a) Increase participation of COE faculty in PDS network.</p> <p>•b) Establish a mentoring process to facilitate faculty research related to PDS issues.</p> <p>•c) Increase funding to support faculty research, teaching and service to the PDS network.</p> <p>•d) Facilitate collaborative research projects by COE faculty and representatives of PDS's.</p> <p>•e) Hold regularly scheduled meetings of COE faculty/administrators and PDS school representatives.</p> <p>•f) Document and disseminate research at the advance graduate level on issues related to the PDS network.</p> <p>•g) Expand the role and responsibility of PDS faculty in the preparation of future teachers at USF</p> <p>•h) Facilitate and support PDS educators who seek National Board for Teaching Standards certification.</p>			X	X	X	\$10,000		Number of faculty engaged in PDS network
			X	X	X		\$50,000	Number of research projects directed at PDS issues
			X					Funded grants and reallocation of E&G funds to support faculty in the PDS network
			X					Number of projects that represent collaboration between COE faculty and PDS representatives.
			X	X	X			Number of meetings held, minutes recorded and documented.
				X	X			Number of doctoral dissertations related to the PDS network.
				X	X			Number of PDS faculty co-teaching COE methods courses; number of PDS faculty serving on COE committees, dissertation committees, and serving as co-PI's on research projects.
			X	X	X	\$50,000		Increase in number of faculty at PDS schools that achieve national board certification.

COE Action Plan	00- 01	01- 02	02- 03	03- 04	04- 05	College Resources Needed	Other Resources	Outcome Measures
<p><b>IV. <u>Revitalize the Children's Center</u></b></p> <p>•a) Establish a center with the primary focus on the research of children's development and learning in the context of family, community, and school.</p> <p>•b) Appoint a Director to The New Children's Center.</p> <p>•c) Develop a plan to build national and international recognition for The New Children's Center</p> <p>•d) Develop center structures to facilitate scholarly contribution of faculty to the research literature on children's development and learning.</p> <p>•e) Build center structures that engage advanced graduate students on research on children and learning issue.</p>		X					\$140,000	Re-invent the Children's Center to become The New Children's Center
		X				\$60,000		Director Appointed
		X	X	X	X			Number of presentations at national and international conferences; obtain federal grants; publish in refereed national journals.
		X	X	X	X		\$50,000	Number of faculty engaged in research on children's learning and development; number of presentations at national and international conferences; publications in national and international refereed journal.
		X	X	X	X			Number of dissertations, presentations at national and international conferences, and number of publications in national and international refereed journals.

