

College of Education

Shared Governance

Strategic Plan

College of Education Strategic Plan 2009-2014

--- REVISED DRAFT ---

Mission Statement

The Mission of the College of Education at New Mexico State University is to serve the people of New Mexico through education, research, extension education, and public service with specific emphasis on the recognition of diversity; innovative practices; overcoming barriers to learning and development; international activities; the use of technology; and literacy and numeracy for diverse populations in New Mexico, surrounding states and border communities.

Vision Statement

The Vision of the College of Education is to transform lives through quality education that effectively transcends the boundaries of culture, language, socio-economic status, age and geographic place, and in ways that honor the socio-cultural context of learners.

Conceptual Framework

The theme which best represents the vision of teaching and learning in the NMSU College of Education is PREPARED, an acronym of elements to provide the underlying and unifying structure for programs, courses, teaching, candidate performance, and faculty scholarship and service.

***PREPARED: Practitioners, Reflection, Effectiveness,
Pedagogy, Assessment, Research, Evaluation, Diversity***

Practitioners/Clinician/Leaders: Commitment to preparing teachers, principals, school psychologists, counselors, mental health professionals, speech language pathologists, and physical education specialists for a broad range of professional roles in education.

Assessment: Based on professional, state and institutional standards, formal and informal procedures are systematically used to elicit evidence related to effectiveness and student/candidate learning.

Research: Theories, investigations, and policies undergird student/candidate preparation and practice.

Evaluation: A continuous process to determine the realization of the CoEd mission, goals and outcomes.

Diversity: Valuing differences in gender, ethnicity, race, socio-economic status, language, religion, sexual preference, regional culture and ability-level, opportunities are provided to work with diverse students and to demonstrate dispositions that value fairness and the belief that all students can learn.

Goals, Objectives, and Strategies

The Mission and Vision of the College of Education is represented by six goals which are congruent with its conceptual framework, the NMSU Living the Vision goals, and associated objectives:

Goal 1. To be nationally and internationally recognized for our academic programs.

Objective 1.1: Conduct ongoing evaluation/assessment/accreditation to acknowledge and work toward meeting current national and international trends and professional/accreditation standards for each undergraduate and graduate program.

Strategies:

1. Design and implement formative and summative programmatic evaluation plans which may include self-studies and department-specific or program-specific accreditation assessments.
2. Initiate and maintain a data gathering and analysis system that informs continuous improvement processes for each program.
3. Review and appropriately revise undergraduate and graduate programs on a regular basis (minimum five-year review).
4. Create a college-wide infrastructure to assess student learning outcomes.
5. Allocate resources to academic programs to maintain existing and new accreditation, state, federal and professional mandates.

Objective 1.2: Develop and implement structures that facilitate collaborations in outreach, teaching, research/scholarly and creative activities across disciplines, programs, communities, schools and organizations.

Strategies:

1. Increase the total annual funding of the College by 3%.

2. Review Appointment, Reappointment, Promotion, and Tenure documents, and revise as needed, to equally value and recognize individualized efforts and collaborative teaching, outreach, research/scholarly and creative activities.
3. Establish mechanisms for identifying faculty across the College and University with similar teaching, outreach, research/scholarly and creative interests.
4. Promote communication between and among faculty regarding teaching, outreach and research/scholarly and creative interests.
5. Establish mechanisms for articulation and collaboration between 2-year and 4-year campuses.
6. Establish and enhance existing partnerships with schools and community organizations in order to collaborate on outreach, teaching, and research/scholarly and creative activity.

Objective 1.3: Increase external funding to support academic growth and scholarship.

Strategies:

1. Offer professional development opportunities to enhance faculty expertise in grant writing.
2. Increase the usefulness of the College research website to assist faculty in proposal development.
3. Strengthen procedures for alerting faculty to grant and development opportunities.
4. Improve procedures for identifying funding sources for research grants and for alerting faculty of opportunities.
5. Increase funding for faculty to attend off-campus proposal development workshops.

Objective 1.4: Strengthen the physical infrastructure and support state-of-the-art instructional facilities and resources.

Strategies:

1. Increase availability of technology in all CoEd facilities to support outreach, teaching, research/scholarly and creative activity responsibilities of faculty and staff.
2. Provide preparation/training and ongoing support for faculty to optimize the use of technology in instructional activities.
3. Explore the action steps required to pursue the construction of Phase II of the

1. Expand current Distance Education degree, endorsement and certificate/licensure program offerings to serve an increasing virtual/online population.
2. Optimize the current offerings of blended programs in order to increase the likelihood of degree/program completion.
3. Establish a comprehensive component to systematically evaluate DE program offerings.

Goal 2. To have high quality, diverse, administrators, faculty, staff, and students.

Objective 2.1. Recruit, hire, and retain administrators, faculty and staff who are diverse, culturally responsive, engaged in social-justice work; and whose professional, personal and cultural preparation and experiences support and promote excellence in teaching, research/scholarly and creative activity, and outreach that is culturally responsive.

Strategies:

1. Broadly recruit administrators, faculty and staff who actively engage with the discourse related to diverse populations at state, national, and international levels.
2. Launch and sustain ongoing efforts to retain faculty and administrators (e.g., dual career promotional opportunities, adequate child care options, clear expectations for P & T, negotiable allocation of work effort).
3. Provide professional learning activities that reflect and promote diverse knowledge bases and perspectives.
4. Create formal (interest clusters) and informal opportunities to promote interaction between faculty.

(insert # 12 here)

5. Mentor early career faculty to promote instruction, research/scholarly and creative activity.
6. Expand leadership training opportunities to promote and support personal, professional growth and advancement and continuing administrative leadership within the college.
7. Provide showcase opportunities (demonstrations, workshops, presentations) for faculty and student research/scholarly and creative activity.
8. Secure resources to support faculty teaching, outreach, research/scholarly and creative activity, and professional development.
9. Develop a faculty/staff salary plan to achieve parity with peer institutions.
10. Increase funding through existing resources and private donations to support graduate research assistantships.
11. Develop plans for interested faculty to shift a percentage of assigned duties from teaching to research.
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13. Expand the breadth of recruitment strategies in order to enhance the diversity of faculty hires.
14. Create and uphold high standards of excellence in instruction, scholarly and creative activities.

Objective 2.2. Increase the number of graduating students that reflect diverse populations at state, national, and international levels.

Strategies:

1. Increase and expand recruitment efforts and strategies (utilizing current undergraduates, graduate students, faculty and alumni, etc.) to reach out to prospective students.
2. program development and increase degree program completion. Enhance the reporting of learning outcomes that can be used to guide

Objective 2.3: Develop mechanisms to assist students in gaining admission, succeeding in academic program completion and preparing to meet standard licensure requirements.

Strategies:

1. Conduct academic skill assessment and provide support for skill enhancement.
2. Conduct preparatory sessions for standardized examinations used to meet program admission and licensure requirements.
3. Identify funding to help offset expenses incurred in the standardized examination processes.
4. Create opportunities to enhance networking between and among faculty and students.
5. Develop strong connections with existing student success mechanisms on campus.

Goal 3. To be nationally and internationally recognized in research/scholarly and creative activity.

Objective 3.1: Obtain increasing levels of funding for research/scholarly, creative activity and other sponsored programs comparable with peer institutions.

Strategies:

1. Increase the availability of internal university funding opportunities to support faculty research/scholarly and creative activity.
2. Increase annual funding obtained from external funding and program sponsorship by 5% for research/scholarly and creative activity from state, national, and international sources.
3. Increase annual external funding by 7% obtained from foundations and

individual to sponsor research/scholarly and creative activities from both national and international sources.

4. Identify existing and develop new interdisciplinary/collaborative scholarly and creative groups within and across departments and colleges and other universities, to inspire additional faculty and staff to engage in proposal development.
5. Increase applications to granting agencies where CoEd faculty and staff have been particularly successful (e.g., training/personnel preparation/professional development, diversity focused and STEM related grants) to support continued funding in these areas and obtain new monies.

Objective 3.2: Allocate resources for research/scholarly and creative activities at a comparable levels to peer institutions.

Strategies:

1. Establish teaching load expectations consistent with Carnegie research-intensive institutions.
2. Enhance incentives (annual research awards, monetary awards, stipends, release time) to promote scholarly activity and publications as well as grant proposal development.
3. Increase funds to enable faculty to participate in academic conferences.
4. Enhance the CoEd Educational Research and Budget Office infrastructure sufficiently to better support grant acquisition, implementation and accounting.
5. Increase support and training from ERB, VPR, OSI and other campus entities to assist faculty in securing grant funding for scholarly and creative activity.

Objective 3.3: Obtain funding for research/scholarly and creative activities to expand national and international outreach efforts.

Strategies:

1. Increase applications for federal and foundation grant funding for economic, social, educational and community development programs.
2. Advocate for state and federal funds that would allow the CoEd to meet state needs through our outreach and extension services.

Objective 3.4: Increase the number of degree-seeking students participating in research/scholarly and creative activities.

Strategies:

mentorship.

3. Increase opportunities for the integration of research and practice at Training/Research Centers and lab schools.
4. Increase funding from campus, college and foundation resources to support regional and national conference presentations by graduate students.
5. Establish annual college-wide graduate student research awards.
6. Promote student scholarship through collaborative research/scholarly and creative activities.

Goal 4. To serve as an catalyst for economic, social, educational and community development in New Mexico.

Objective 4.1: To develop effective partnerships/relationships for the production and development of educational resources.

Strategies:

1. Invite prospective partners (media contacts, publishing houses, Arrowhead Center, etc.) to share their expertise with the departments within CoEd to explore consulting, production, publication or other entrepreneurial endeavors.
2. Establish and promote faculty, staff, student collaborations with partners (i.e., Arrowhead Center, CMI, Barnes & Noble).
3. Develop, produce and distribute of educational resources/products through local, national and international venues.

Objective 4.2: To increase outreach/extension services to school districts, community colleges, other organizations, tribal nations, and communities at local, state, regional, national, and international levels.

Strategies:

1. Identify existing community outreach/extension programs (CeBiel, SEMAA, DANCE ALIVE, etc.)
2. Build new alliances with other school districts, community colleges, social service agencies and other organizations to extend educational services.
3. Offer assistance to school districts, community colleges, and other organizations in advisory roles for the development, improvement and evaluation of new or existing community outreach/extension programs.
4. Identify funding sources and pursue funding to support outreach/extension projects.
5. Seek interdisciplinary/multi-disciplinary alliances to enhance CoEd outreach efforts.

Objective 4.3: Increase access to and participation in CoEd degree programs via multiple and alternative pathways.

Strategies:

1. Use the existing models from ECED and C&I to develop new 2-year programs at community colleges (for example, AA Dance, AA SPED, AA CD).
2. Enhance/strengthen degree program alignment between two and four year institutions.
3. Expand intentional outreach to promote graduate study programs.
4. Diversify and optimize the traditional and alternative delivery of CoEd coursework.
5. Collaborate with school districts to provide access to graduate program options and endorsements for practicing teachers, administrators and related services school personnel.
6. Enhance access to alternative licensure programs.

Goal 5. To develop diversified funding partnerships and be responsible stewards of all resources.**Objective 5.1:** Strengthen the financial infrastructure of the CoEd.**Strategies:**

1. Involve students, alumni, faculty, staff, and administration in the enhancement of college advocacy, fundraising, and stewardship efforts.
2. Increase total number of current CoEd donors by 100% annually.
3. Increase by 100% each year the total number of CoEd faculty and staff members who secure grant, foundation, corporate and donor funding.
4. Increase the total endowment by 5% annually to fund scholarships.
5. Engage in partnerships that enhance the CoEd capacity to serve students, stakeholders, and build alliances with external entities (i.e., Board of Advocates, Alliance Advisory Group).
6. Promote open communication, distribute leadership, and engage in collaborative problem solving between departments to develop viable plans to address the fiscal fluctuations and their impacts on CoEd.
7. Increase the transparency of CoEd fiscal priorities, available resources and expenditures.
8. Build a shared understanding of the state and university budgeting process for funding of the CoEd.
9. Build CoEd financial literacy by providing periodic/annual briefings/discussions on the status of available campus and college resources from appropriate personnel.

Objective 5.2: Maximize and diversify sources of revenue to support academic endeavors.

Strategies:

1. Increase financial support for the broadening of academic programs, teaching and training alliances, and other scholarly activity.
2. Establish a minimum of two endowed chairs and/or professorships within 5 years.

Goal 6: To increase communication about the CoEd community, history, tradition and professional activities.

Objective 6.1: Establish, promote, and preserve CoEd traditions through ongoing education and awareness.

Strategies:

1. Utilize the CoEd Leadership Council to spearhead initiatives and activities to establish, promote and preserve CoEd traditions that serve to enhance a sense of community.
2. Increase faculty, staff, student, and alumni participation in and awareness of the CoEd initiatives and traditions through the use of multiple media sources.

Objective 6.2: Create and maintain an organizational climate that values and supports collaborative efforts between students, faculty, staff, and alumni to assist in building new traditions within the CoEd.

Strategies:

1. Develop outreach initiatives that promote inclusivity and community-building.
2. Evaluate communication and outreach efforts for strengthening our sense of community.

Evaluation

The success of the 2009-2014 College of Education Strategic Plan will rely upon comprehensive implementation and ongoing evaluation processes, such that mid-course corrections to the stated structures, processes, objectives and strategies outlined within the plan may be modified to determine the extent to which the strategic planning outcomes are best realized. The primary oversight of the plan will be coordinated at the highest administrative level of the college and all college units/departments will be active participants in the ongoing decision-making, evaluation and review of the plan. Whenever possible, decision-making will be assigned to the level closest to the program and/or functional units.

To evaluate progress, annual reports identifying progress toward achieving the goals and objectives of the Strategic Plan will be submitted by all college units for review by the Dean. Summary reports of annual progress will be disseminated to all college stakeholders.

Financial Planning and Budgeting

Over the next five years, the University and College financial planning and budgeting processes will be critical to the strategic planning process and are intended to support rather than direct the goals, objectives and strategies of the plan.

This strategic plan was developed using the NMSU Living the Vision and the Oklahoma State University Strategic Planning documents as resource guides.

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