

# DRAFT

## UNCG SCHOOL OF EDUCATION 5-YEAR STRATEGIC PLAN (2017-2022) LAST UPDATED: APRIL 23, 2017

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### SOE VISIONING FRAMEWORK

In 2016-2017, the SOE Visioning Framework was created to identify and recognize the core purpose of the SOE and the primary areas of strength – both current and aspirational – that serve to advance the SOE in achieving its core purpose. The resulting Visioning Framework consists of one core purpose and four Areas of Distinction.

Our core purpose is to change lives through advancing access to life's opportunities.

Four Areas of Distinction guide our progress towards fulfilling this core purpose:

- 1. Provide Transformative Learning** - We provide a transformative educational experience rich in real-world learning opportunities.
- 2. Lead Innovation and Discovery** - We lead innovation and research and bridge discovery with teaching and practice to address our most pressing social needs.
- 3. Promote Equity and Diversity** - We promote a just society through valuing diversity and fostering educational and social equity.
- 4. Engage Community** - We actively sustain an engaged and collaborative community of students, staff, faculty, alumni, and partners to act as agents of real-world change.

### SOE MISSION STATEMENT

The SOE mission statement extends directly from the SOE Visioning Framework:

*The University of North Carolina at Greensboro's School of Education is committed to advancing access to life's opportunities by providing transformative learning, leading innovation and discovery, engaging communities, and promoting equity and diversity.*

## **STRATEGIC PLAN PURPOSE AND STRUCTURE**

The purpose of the SOE Strategic Plan is to accelerate progress in strengthening the four Areas of Distinction of the SOE Visioning Framework. To accomplish this purpose, the SOE Strategic Plan specifies 5 Directions for emphasis over the next 5 years. Each Direction has a series of targets that are related to one or more of the four Areas of Distinction of the SOE Visioning Framework.

### **DIRECTIONS AND TARGETS**

#### **Direction #1. Expand student access to a wide range of experiential learning opportunities**

A cornerstone of SOE programs throughout its history has been a strong commitment to experiential learning opportunities. This aspect of our programs – particularly the depth of the experiences across all departments - continues to be a salient differentiating feature of our programs when compared to other programs. Further expanding the experiential component of all academic programming at the undergraduate and graduate levels, including online courses and programs, will strengthen the impact of the SOE in pursuit of its core purpose. Such expansion can include a meaningfully organized and deliberate sequence of opportunities, engagement with community partners, connection to research and innovation, engagement with alumni, and the development of necessary structures (administrative or social) that can facilitate the expansion.

Target 1A. Expand opportunities for experiential learning that are accessible to all students

Target 1B. Expand the opportunities for students to engage in faculty-mentored research and innovation

Target 1C. Expand study abroad opportunities to reach a greater number of students and to provide access to students from all SOE Departments

Target 1D. Develop and implement a plan for engaging alumni in identifying student experiential learning opportunities

## **Direction #2. Strengthen the workforce of education professionals in North Carolina**

The region and state have ongoing need for a range of education professionals, including teachers, school leadership, school librarians, and professionals in deaf education, ASL interpreting, special education, school leadership, school counseling, and educational evaluation and data analysis.

Target 2A. Increase annual average number of graduates of initial licensure programs by 20% over 2016-17 values

Target 2B. Expand UNCG Teacher Education Fellows Program and establish Haggai Academy for nontraditional students with a comprehensive program, funding, logo, and website

Target 2C. Develop and implement a funded professional development program for SOE staff, in support of their development as members of the North Carolina education workforce and as critical support for the development of other education professionals.

Target 2D. Develop and implement a program supporting SOE alumni mentoring new graduates and current students

## **Direction #3. Increase the impact and visibility of research, innovation, and discovery**

A core component of the SOE's impact on advancing access to life's opportunities is through research, scholarship, and social and technological innovation within the community and schools. For all of this work, dissemination and visibility of such advances is a critical component to achieving maximal impact.

Target 3A. Increase annual Dean's Office Faculty Travel Fund to an annual distribution of \$80,000

Target 3B. Expand the reach of Impact Through Innovation with long-term, sustainable capacity for support

Target 3C. Strengthen current SOE structures supporting interdisciplinary research (e.g., CDLC, Office of Research)

Target 3D. Create a sustainable interdisciplinary center/network to promote access to, and success in, educational opportunities across the lifespan (e.g., research, policy, community engagement, contracted services)

#### **Direction #4. Increase external funding to support innovation, discovery, student access to our academic programs, and impact on the community**

Meeting our goals with respect to providing access to transformative learning, leading innovation and discovery, and promoting equity and diversity requires financial capital. This capital can come from a variety of sources, including funded grants and contracts, unrestricted donor support, program endowments, and scholarships.

Target 4A. Increase external funding from grants and contracts to a 3-year rolling average of \$5 million

Target 4B. Expand support for funded projects through strengthening the capacity of the Office of Research and the Office of Assessment, Evaluation, and Research Services (OAERS)

Target 4C. Increase portfolio of scholarships and endowed program funds supporting student experiential learning (e.g., study abroad, mentoring, and leadership development)

Target 4D. Develop portfolio of endowed funds to support innovation in teaching, learning, research, and practice

#### **Direction #5. Sustain a meaningful commitment to equity, diversity, and social justice**

A primary vehicle for the SOE to fulfill its core purpose of changing lives through advancing access to life's opportunities is to promote a just society through valuing diversity and fostering educational and social equity. Accomplishing this requires an cultivating and sustaining a climate and community reflecting the primacy of diversity, equity, and social justice.

Target 5A. Increase the diversity within the SOE tenure-track and clinical faculty to represent the diversity of our state, our community, and the UNCG student body

Target 5B. Develop and implement a multi-faceted SOE-wide program for the advancement of professional development and awareness related to equity and diversity, to include components such as a speaker series, local conferences, workshops, and integrated student learning experiences

Target 5C. Develop and implement a program for engaging SOE alumni in realizing our commitment to diversity, equity, and social justice

## CROSSWALK OF TARGETS AND AREAS OF DISTINCTION

Given that the purpose of the SOE Strategic Plan is to accelerate our progress towards strengthening each of the four Areas of Distinction of the SOE Visioning Framework, it is important to examine the alignment of the Targets of the Strategic Plan with the four Areas of Distinction. To facilitate this, Table 1 presents a crosswalk of how each of the 19 Targets map onto the four Areas of Distinction.

<b>TABLE 1 CROSSWALK OF TARGETS AND AREAS OF DISTINCTION</b>				
	Area of Distinction			
Target	Provide Transformative Learning	Lead Innovation & Discovery	Promote Equity & Diversity	Engage Community
1A	x			
1B	x	x		x
1C	x		x	x
1D	x		x	x
2A	x			x
2B	x			x
2C				x
2D	x			x
3A		x		
3B	x	x		x
3C	x	x	x	x
3D	x	x	x	x
4A	x	x		
4B		x		
4C	x		x	x
4D	x	x	x	x
5A			x	
5B	x	x	x	x
5C			x	x