IUB SOE 5 Year Strategic Plan

The School of Education at Indiana University Bloomington is dedicated to advancing teaching, learning, and human development in today's diverse, rapidly evolving, and technology-driven society. We believe in fostering a culture of diversity, equity, and inclusion, and are committed to actively combatting racial injustice. By working together, we strive to positively impact the communities we serve and be a leader in education.

As we look to the future, we must consider the changing landscape of education and the evolving needs of our students, faculty, and staff. To continue to be a leader in the field of education, we must be strategic in our approach and make sure we are positioning ourselves to meet the challenges and opportunities that lie ahead.

The following is a strategic plan, intended to guide our efforts over the next five years and help us to continue to be a leader in the field of education. The plan lays out our vision in the areas of research, service, and student success. Each area includes a set of goals, objectives, and strategies.

Research

Goal 1: Identify and promote high-impact, transformational, interdisciplinary research areas.

Objective A: Identify high-impact, transformative, interdisciplinary areas for research.
Strategies:
- *Convene faculty members to identify potential areas and then narrow them to a small, interdisciplinary set that most SOE faculty members can contribute to.*

Objective B: Direct resources to faculty and projects in identified areas.
Strategies:
- *Increase internal funding support and external grant-writing support for the identified areas*

Objective C: Make hiring decisions and retention efforts to strategically strengthen identified areas.
Strategies:
- *Hire 10 new faculty in 3 years with proven records or strong potential for research in the identified areas.*
- *Create 2 endowed chaired positions that can attract or retain high-performing faculty in identified areas.*

Objective D: Create a culture to support translation of research to practice and the development of entrepreneurial endeavors.
Strategies:
- *Leverage strengths in the SOE for creative and impactful modes of communication.*
- *Strengthen existing and build new relationships and collaborations with educational organizations.*
- *Provide seed funding for innovative and interdisciplinary revenue producing endeavors.*

Objective E: Strengthen the integration of the SOE's centers and institutes into the identified areas of research.

Strategies:

- Identify and develop projects in each center and institute that contribute to the area and promote these throughout the SOE, campus, and university.

Goal 2: Advance the SOE's research reputation

Objective A: Strengthen and expand research output within the SOE.

Strategies:

- *Increase books and peer-reviewed articles produced by faculty through expanded writing group opportunities and summer funding for article/book production.*
- *Increase media coverage and social media posts about faculty and their publications.*

Objective B: Increase external support for research.

Strategies:

- *Increase the percentage of research-eligible faculty with external research funding.*
- *Increase sponsored research support from foundations, industry, and government by 50% over a 5-year period.*
- *Increase the proportion of research assistantships for PhD students supported by external funding.*
- *Find ways to make research assistantships cost less for externally funded projects.*
- *Double the number of external awards over $1 million.*

Objective C: Strengthen diversity, equity, and inclusion across the research enterprise.

Strategies:

- *Prioritize DEI in every faculty and research-related hire.*
- *Increase the number of historically excluded faculty members in the SOE.*
- *Incentivize historically excluded faculty member participation in research support activities.*
- *Increase the number of grants received by historically excluded faculty by 100%.*

Objective D: Promote collaborative and interdisciplinary research within the school of education.
Strategies:
- *Increase the percentage of interdisciplinary grant applications by 50% over 5 years.*
- *Develop interdisciplinary working groups within the SOE that span departments.*

Goal 3: Develop partnerships and a community to drive research and innovation.

Objective A: Improve technological and physical infrastructure for research.
Strategies:
- *Find donors to endow a fund to support research technology and physical infrastructure.*

Objective B: Enhance cross-department and cross-campus research.
Strategies:
- *Convene faculty to identify barriers to collaboration and necessary changes to practice or policy related to cross-department and cross-campus research.*
- *Convene small groups of faculty members to facilitate cross-department and cross-campus research projects.*

Objective C: Envisioning and monitoring research progress at the SOE rather than the department level.
Strategies:
- *Develop clear and transparent research metrics and reporting tools shared with the entire School community.*

Objective D: Expand research opportunities for undergraduate and master's students.

Strategies:

- *Provide yearly funding to pay for 10 undergraduates to work hourly on research projects (faculty members apply for the funding and undergraduates apply for the positions).*
- *Provide yearly funding to pay for 10 master's students to work hourly on research projects (faculty members apply for the funding and undergraduates apply for the positions).*
- *Provide research focused courses for new undergraduate programs.*
- *Develop interdisciplinary research groups that include both faculty and students.*

Objective E: Rethink faculty service commitments to encourage more research time.

Strategies:

- *Consolidate SOE committees and service obligations.*
- *Rethink faculty roles in order to free up research time for research-focused faculty.*

Service, Leadership, & Outreach

Goal 1: Develop and disseminate educational resources across contexts and populations.

Objective A: Expand opportunities for engagement with local, national, and international communities to facilitate access and success within educational arenas.
Strategies

- *Identify the needs and priorities of communities to cultivate meaningful interactions between communities and the School of Education.*
- *Establish an annual calendar of events that will be delivered to address topics pertinent to communities.*
- *Identify relevant research/expertise, school spaces, and personnel to collaborate with students, families, and community members.*

Objective B: Utilize resources and knowledge within the School of Education to co-create resources (e.g., programs, services, workshops, service opportunities, etc.) with targeted/specified populations to enhance the quality of life for members within the given population.
Strategies:

- *Work with communities to develop processes/structures that enable them to request resources and/or intellectual contributions to supplement the supplies, knowledge, and expertise possessed by community members.*
- *Regularly engage with the state relations team and state and local leaders and advocates to identify salient issues and priorities for community members to remove/mitigate societal and systemic barriers to education, health, wellness, and long-term development.*

Goal 2: Increase the existing number and variety of schools, community settings, and other organizations engaged with the SOE in local, state, national and international collaborative partnerships.

Objective A: In the first year of this plan, identify existing cooperative/collaborative partnerships that exist between the SOE and other entities.
Strategies:

- *Conduct a survey and interviews with relevant personnel about existing collaborative partnerships.*
- *Report the number of active partnerships, their purpose, and the demographics of those involved in creating and maintaining it and of the populations served.*
- *In collaboration with the SOE's Faculty Affairs and Development Committee, develop a procedure for rewarding faculty for outreach activities during their annual review.*

Objective B: Create an online interactive repository of existing and potential opportunities for collaborative partnerships across the SOE community to facilitate networking.
Strategies:
- *Work with existing technology support to create a collaborative web presence.*

Objective C: Develop and sustain new community partnerships using an assets-based approach.
Strategies:
- *Secure external funding to support new partnerships and community-based initiatives.*
- *Expand collaborations with other campus units engaged in community-based collaborations.*
- *Build relationships with government entities through high-quality interactions and collaborative actions.*

Objective D: Promote and give visibility to current and new partnerships and collaborations.
Strategies:
- *Highlight through stories/marketing current partnerships and collaborations across the entire spectrum of life-long learning (e.g., undergraduate, graduate, adult, corporate partnership).*
- *Grow the school identity through promotional activities among students, staff, faculty, and alumni to increase our reputation among our peers and colleagues.*

Goal 3: Engage strategically with diverse stakeholders (e.g., local schools, community organizations, etc.) to advocate, nurture, and expand just and equitable learning opportunities for all students, families, and communities.

Objective A: Establish relationships with school districts and communities throughout the State of Indiana.

Strategies:

- *Cultivate and secure external funding for Research Practice Partnerships (RPPs) focused on pressing problems of practice for educators and other professionals working with children, youth, and college-age populations.*
- *Build and leverage existing partnerships with school districts and other educational agencies to address educator recruitment challenges in underserved communities.*
- *Develop undergraduate service experiences that position IU students as advocates for social change, educational attainment, and economic enhancement.*
- *Advocate for equitable resources for public education.*

Objective B: Create mechanisms for increasing national and international engagement on targeted educational projects.

Strategies:

- *Develop a strategic plan for national and international engagement.*
- *Conduct research with international partners.*
- *Connect with international alumni network to explore new partnership and service-related opportunities.*

Student Success

Goal 1: Work toward equity and justice in all SOE programs.

Objective A: Work toward greater inclusion and celebration of diverse peoples and ways of knowing and thinking in the SOE community.
Strategies:
- *Work toward greater inclusion of historically excluded applicants.*
- *Increase the marketing to and level of active recruitment efforts across SOE programs targeting historically excluded students.*
- *Create a position for a student services representative to advise, mentor, and support international students to increase retention.*
- *Advocate and provide additional mentoring and support as needed for historically excluded students during their field placements.*
- *Increase scholarships, fellowships, and grants to support historically excluded students financially.*
- *Reexamine currently existing application protocols focusing on culturally sustainable practices.*
- *Encourage faculty to deliberate holistically upon applications without giving disproportionate weight to GRE scores.*

Objective B: Enhance the existing culture and environment to support pedagogical practices that align with the DEI core values within 3 years of implementation of the plan to *create an environment that will support and welcome historically* excluded students, faculty and staff.

Strategies:

- *Work with the SOE, Diversity, Equity, and Inclusion, and Access Committee and other SOE leaders to find actionable practices that will allow the SOE to increase alignment of the community's teaching with the IU and SOE's anti-racist agenda.*
- *Hold faculty workshops on DEI in course design, including learning outcomes, assessment practices, course resources and activities, and student support. Support instructor collaboratives and other professional development activities on embedding DEI core values into their teaching practices (e.g., an Equity Champions program). Offer incentives for faculty to attend these workshops.*
- *Add a required open-ended question to the SOE course evaluations relating to how well students feel their instructors created and supported an equitable learning environment.*
- *Dedicate resources to collect and report department level DEI-related data on classroom climate and teaching practices.*

Objective C: Increase opportunities for all students to experience a greater diversity of peoples and cultures, both in and out of class to create a culture of inclusivity that will be central to our students' lives and work as teachers.
Strategies:

- *Provide affordable opportunities for students to experience a range of in and out of class culturally diverse experiences including short-term study abroad opportunities.*
- *Work toward greater inclusion of students participating in the Global Gateways program.*

Objective D: Hire more teaching faculty, advisors, and support staff from historically excluded groups.
Strategies:

- *Utilize existing funds and advocate for additional resources to support the hiring of historically excluded groups.*
- *Advocate for transparent, non-biased, non-racist search, screening, and hiring practices at all position levels (tenure and non-tenure track faculty and adjuncts, support and professional staff, part-time, and full-time), including how job opportunities are posted and advertised, negotiated, and offered.*

Goal 2: Evaluate issues of availability and affordability of high quality pre-service and professional development programs in the SOE, address issues by revisioning existing programs and adding new ones while maintaining our reputation as a leading school of education.

Objective A: Actively seek the resources to make the professional preparation programs in the SOE more affordable to more students.
Strategies:

- *Seek additional scholarship funding for undergraduates and master's degree students from donors, agencies, and foundations that support the preparation of education professionals.*
- *Increase the number of fellowships and student-academic contracts available to doctoral students.*

Objective B: Increase the number, type, and delivery modalities of professional development opportunities to meet the needs of all types of education professionals at the undergraduate and graduate levels (e.g., offering online and/or hybrid programs to complete minors, certificates, and micro-credentials).
Strategies:

- *Revise some existing programs and courses and create new ones that are offered evenings and weekends, part-time, and/or fully online.*
- *Create affordable pathways to earn credentials that can stack together towards the earning of master's degrees.*
- *Streamline the approval process for launching new courses and programs, while maintaining the care and integrity of the process to assure high quality.*
- *Actively identify and regularly celebrate successful and innovative ways this goal has been addressed and achieved among the SOE community.*
- *Work with the Faculty Affairs and Development committees to address faculty merit review structures that will better honor the work of creating greater accessibility of courses and programs, and for teaching and advising within them.*
- *Adjust staffing patterns for after-hours and evening virtual advising and meetings with student support personnel for non-resident and working students.*

Objective C: Positively impact student success as determined by increased retention, higher graduation rates, and achievement of desired career outcomes for all students by enhancing existing strategies and supporting the development and implementation of targeted new programs and pedagogical practices.

Strategies:

- *Increase resources available to help students succeed by investing in and growing a student ambassador program with greater focus on serving online students.*
- *Use data to proactively identify ways to improve student success.*
- *Consistently increase student enrollments through innovative and inclusive recruitment practices.*
- *Involve more faculty and education professionals in local, state, and professional organizations in the recruiting process.*

Goal 3: Build upon current initiatives and encourage the development of new majors, minors, certificates, and other professional development opportunities that utilize existing courses and components of established programs across the School of Education and campus wide.

Objective A: Support faculty design and implementation of non-teaching majors and minors at the undergraduate level and accelerated master's degree options.

Strategies:

- *Conduct market research including peer institutions to establish the need and feasibility of new accelerated master's degree programs, as well as non-teaching majors and minors targeting students in and outside the state of Indiana.*
- *Include educational professionals and other stakeholders with faculty and staff in determining the need for and considering the feasibility of addressing these needs with high quality coursework and programs.*
- *Incentivize the faculty through summer support, course buyouts or other appropriate means to engage in this work.*
- *Identify ways to fairly compensate faculty for coordination of existing and new programs.*

Objective B: Address increased needs for instructional staff and supervision from new and expanded programs by identifying highly qualified and reliable adjunct and short-term contract instructors who can be hired to teach and/or supervise students.
Strategies:

- *Establish a web-based application system through which individuals can apply to be considered for part-time, short-term contract work.*
- *Create and maintain a database of names, contact information, and vitae of individuals interested in and qualified to teach, and/or to supervise field. experiences, student teaching, independent research projects, and internships, and to serve on master's and EdD research committees.*

Goal 4: Become a leader in the design and use of technology-enhanced active learning spaces to support high-quality teaching

Objective A: Ensure that all SoE students are well-prepared to teach with technology in P-12 active learning classrooms.
Strategies:

- *Leverage IU's Mosaic Active Learning initiative to ensure all classrooms in the Wright Education building have modern furniture and current technology to support active learning.*
- *Study use of the experimental classroom spaces in the Wright Education building to identify and share best practices.*
- *Lead the evolution of course design through dissemination of impactful research.*