

**College of Education  
Purdue University**

***Launching the Future***

Strategic Plan: 2009-2014

**EXECUTIVE SUMMARY**

The strategic plan for 2009-2014 expands the efforts of the previous plan through its focus on scientific discovery in the areas of learning, instruction, human development, and engagement. We will generate and strengthen interdisciplinary signature areas, such as science, technology, engineering and mathematics (STEM) education, rural education, and educational technology. Through high quality educational programs, we will develop intellectual leaders and exemplary professionals. We intend our work to be responsive, synergistic, and transformative and to impact a diverse set of individuals in numerous disciplines and contexts. Program development and cutting edge research will take place within the college, across the university, nationally, and globally and will reflect our commitment to strong and productive collaborations.

**PREAMBLE**

Research-oriented, land grant universities have a tripartite mission: Learning, Discovery, and Engagement. The faculty produces exemplary scholarship in all three areas that builds on the strengths of the college and integrates the research and land grant missions of the University, exemplifying “discovery to delivery.”

**The College of Education**

Education at Purdue University began over 100 years ago, when the first professor of education was hired. This initiative represented the view that universities should assume responsibility for teacher education to ensure that secondary teachers in majors like industrial technology, home economics, and chemistry education had rich content knowledge and strong pedagogical skills. Graduate study for teachers began in 1920 and culminated in 1950 with Graduate School approval for the first Ph.D. degree. In 1989 the Department of Education in the School of Humanities, Social Science and Education officially became a School of Education, with Robert B. Kane, who had been Head of the Department of Education for 15 years, as the founding dean. In 2005, the School of Education was renamed the College of Education.

From its genesis as a one-person department of education in 1908, the College of Education has grown to a full-time faculty of approximately 80 who serve an enrollment of approximately 1500 undergraduate teacher education candidates and 400 graduate students. Teacher education programs are accredited by the National Council for Accreditation of Teacher Education (NCATE) and the Council for the Accreditation of Counseling and Related Educational Entities (CACREP). Research-oriented graduate programs are accredited by the North Central

Association Higher Learning Commission (NCA-HLC) and the American Psychological Association (APA). Institutional accreditation is by the Higher Learning Commission, a commission of the North Central Association of Colleges and Schools. Currently, the college offers graduate programs in diverse specializations such as cultural foundations, education and psychology.

Reflective of the historical commitment by Purdue University as a land grant university to educate teachers in the content areas, the college provides leadership for interdisciplinary teacher education programs through the Teacher Education Council, a governing body with representation from the six colleges that collaborate on teacher preparation at Purdue University. Also reflecting the land grant heritage, the college supports several centers with engagement missions. In keeping with expectations for public research universities, the college has dramatically increased its externally funded research program over the past decade.

### **Strategic Plans**

The first strategic plan for the college was developed under the leadership of Dean Marilyn Haring in 1992. The primary accomplishment of the first college strategic plan was the transformation of undergraduate teacher education programs at Purdue University through development of early field experiences, integration of diversity and educational technology and standards-based, learning outcomes assessment. In addition, the James F. Ackerman Center for Democratic Citizenship was created and endowed during this period, the Reading Recovery® program was launched and a graduate program in counseling psychology was developed.

The second strategic plan was developed under the leadership of Dean George Hynd in 2003. Through this plan, the College raised \$16,848,542, increasing the number of endowed professorships from two to six and the size of the faculty from approximately 70 to 80. In addition, the creation of a signature area in STEM education led to the launching of the P-12 STEM initiative in collaboration with the Colleges of Technology and Engineering and the development of the Center for Research and Engagement in Science and Mathematics Education (CRESME) in collaboration with the College of Science.

## **The Current Plan**

Maryann Santos de Barona became dean of the College of Education in the summer of 2009. Under her leadership, the college is launching its third strategic plan and pursuing the aspiration of being among the top-ranked Colleges of Education in the nation.

The development of the 2009-2014 Strategic Plan tapped the ideas and expertise of a wide range of faculty, staff, students and P-12 partners. In the fall of 2008, three Tiger Teams were created: Discovery to Delivery, Launching Tomorrow's Leaders and Meeting Global Challenges. Each Tiger team first sought input from a wide variety of stakeholders through open forums, surveys, data analyses and web-based feedback. They also reviewed the previous college strategic plan and the report of accomplishments for that plan, as well as the current and prior Purdue University strategic plans. Then, they developed a white paper that captured their best ideas for building a new plan on the foundation of the old one. These white papers were posted on the web for comment. In the spring of 2009, the strategic plan steering committee reviewed the white papers, strategic plans that were emerging from other colleges on campus, and feedback received from stakeholders. They then developed a draft of an integrated plan and posted it on the web for a period of open comment. Again, feedback was incorporated into the final plan. The result is a new blueprint for the continued development of the college over the next five years.

## **STRATEGIC PLANNING STEERING COMMITTEE**

Sidney Moon, Chair  
Tonya Agnew, Marketing and Communications  
Lynn Bryan, EDCI  
Teresa Taber Doughty, EDST  
Jennifer Jeffries, Advancement  
Mike Kremer, Business Management  
Tim Newby, EDCI  
Helen-Patrick, EDST  
Jean Peterson, EDST  
John Staver, EDCI/CRESME

## **STRATEGIC PLANNING TIGER TEAMS**

### **Discovery with Delivery**

Lynn Bryan, EDCI, co-chair & Helen Patrick, EDST, co-chair  
Nadine Dolby, EDCI  
Gillian Gates, GSEC  
Jennifer Jeffries, Advancement  
Nancy Palaez, COS  
Sydney Zentall, EDST

### **Launching Tomorrow's Leaders**

Tim Newby, EDCI, co-chair & Teresa Taber Doughty, EDST  
Lynnette Flagge, Diversity Office  
Amanda Guieb, EOB  
Peggy Hill, P-12  
Carole Pistole, EDST  
George Rogers, COT

### **Meeting Global Challenges**

Jean Peterson, EDST, co-chair, & John Staver, EDCI, co-chair  
JoAnn Phillion, EDCI  
Stephen David, International Programs  
Linda Austin, Office of Field Experiences  
Bill Walker, I-STEM  
Ed Eiler, P-12

## **VISION**

### *Launching the Future with Distinction*

The College of Education will be a global leader in responsive educational research and practice. We will achieve excellence through transformative research, exemplary professional preparation and impactful engagement. Our individual and collaborative efforts will enhance the welfare of the citizens of Indiana, the United States and the world.

## **MISSION**

The mission of the College of Education at Purdue University is to:

- Advance scientific discovery related to learning and human development
- Prepare exceptional teachers and intellectual leaders
- Maximize educational outcomes through inspired teaching, research and public service

To further its mission the College of Education strives to:

- Create a culture of discovery
- Deliver an innovative and responsive professional curriculum
- Empower faculty, staff and students to effect positive change in a diverse society
- Engage in cross-disciplinary collaboration to address critical educational challenges at all levels
- Inform educational programs and policy
- Attract and retain stellar, diverse faculty, staff and students

## **VALUES and CULTURE**

The College of Education endorses the values and culture statement in the 2008-2014 Purdue University strategic plan and affirms that integrity is indispensable to our mission.

Values that are particularly important the College of Education include:

- Excellence in discovery, learning and engagement
- Respect for both research and professional practice
- Multiculturalism
- Competence to enter diverse and dynamic professional environments
- Creativity and the entrepreneurial spirit
- Collaboration
- Social responsibility

## GOALS

### **Goal: Foster research and scholarship that creates knowledge and transforms the practice of education**

*The College of Education will increase knowledge about what works in education in order to transform learning environments and enhance human development. College of Education faculty will provide outstanding mentoring for talented doctoral students, enabling them to become leaders among the next generation of educational researchers.*

#### Possible Strategies:

- Faculty Research and Scholarship
  - Develop strong infrastructure support for faculty research and scholarship
  - Increase externally funded research and scholarship
  - Create a research culture that facilitates collaboration through activities such as colloquia featuring faculty from other colleges/institutions and interdisciplinary interest groups
  - Increase the research productivity and national/international impact of College of Education centers
  - Build interdisciplinary research signature areas, such as STEM education, rural education, and educational technology
  - Develop models for integrating the scholarship of discovery, learning, and engagement across disciplines
  - Assess the impact of faculty research on theory, policy, and practice, using both quantitative and qualitative metrics
- Doctoral Programs
  - Develop competitive funding packages for high quality doctoral applicants
  - Increase the quality of accepted doctoral students
  - Provide exemplary foundational coursework and individualized mentoring for doctoral students
  - Conduct annual evaluations of all doctoral students, emphasizing growth in research skills and scholarly productivity, as well as progress toward degree completion
  - Conduct external reviews of departmental graduate programs every five years

## **Goal: Strengthen educational programs that prepare outstanding professionals**

*The College of Education will create and deliver outstanding educational programs, preparing professionals who will be intellectual leaders in a wide variety of professional contexts.*

### Possible Strategies:

- Recruitment of high caliber students
  - Design alternative and online certification and MS programs for in-service teachers, with a particular focus on programs for high need areas
  - Promote our strengths to applicants (e.g. STEM education, study abroad, APA accredited counseling psychology program, etc.)
  - Collaborate with P-12 schools and P-12 teachers to create experiences where high school students can explore teaching as a career
  - Create a research-oriented undergraduate education degree
  - Create a formal honors program to challenge advanced undergraduate students
- Learning Experiences and Retention
  - Encourage faculty and graduate student involvement in the scholarship of learning
  - Proactively monitor and counsel all undergraduate students during their first two years in the college
  - Establish learning communities in teacher education programs at Purdue University
  - Incorporate quality field experiences, service learning, and global experiences into teacher education programs at Purdue University
  - Collaborate with other Purdue University units to enhance the learning of Purdue students
  - Design assessment systems for each program to determine whether student retention is high, student perceptions are positive, and learning outcomes are being achieved at target levels

**Goal: Build P-12 partnerships that reflect a shared, collaborative vision and commitment to excellence in teaching and learning**

*The College of Education will be a national model of engagement that benefits all partners, produces high quality scholarship, and transforms society.*

Possible Strategies:

- Increase and diversify external sources of funding for engagement activities
- Increase the number and quality of engagement activities and the scholarship associated with those activities
- Prioritize mutuality when developing engagement activities, so that both partners and Purdue University benefit substantially
- Revisit and reformulate Purdue University Professional Development School relationships
- Develop model professional development programs for in-service teachers, counselors, and educational leaders
- Develop engagement models and support scholarship related to those models
- Enhance, support, and evaluate the impact of the P-12 engagement work of College of Education centers such as James F. Ackerman Center for Democratic Citizenship, Center for Literacy Education and Research (CLEAR), Center for Research and Engagement in Science and Mathematics Education (CRESME), and Gifted Education Resource Institute (GERI)
- Establish a centralized system for managing and reporting engagement data

**Goal: Model the inclusiveness of diverse ideas, cultures, and people**

*The College of Education will lead the way in developing and implementing research-based strategies for celebrating cultural and intellectual diversity.*

Possible Strategies:

- Investigate the experiences of faculty and students participating in international engagement activities and/or study abroad
- Create partnerships with international universities that enhance the discovery, learning, and engagement missions of both institutions
- Provide opportunities for students to gain skills in global studies
- Model excellence in preparing P-20 students to live and work in a multicultural and global society
- Continue the development of international distance-learning opportunities
- Investigate strategies for educating students in a pluralistic society and closing achievement gaps
- Recruit, support, and retain a teacher education student population that reflects the diversity of the state and diversifies the teaching profession in Indiana
- Recruit, support, and retain a graduate student population that reflects the diversity of cultures in the nation and the world
- Work to ensure that College of Education faculty, staff, and students reflect the diversity of the nation and support success for all

**Goal: Improve faculty and staff development, retention, and support**

*The College of Education will sustain a positive work environment where outstanding faculty and staff strive for excellence, while feeling supported and valued.*

Possible Strategies:

- Conduct targeted searches for talented faculty who complement existing faculty strengths and have outstanding potential and/or demonstrated research track records
- Create more endowed professorships
- Provide competitive start up packages for newly hired faculty
- Establish systems of incentives and awards for faculty who apply for and receive high impact grants
- Establish a system of incentives and awards for faculty who demonstrate excellence in the scholarship of discovery, learning, and/or engagement
- Create a responsive and effective faculty mentoring program
- Align merit and tenure/promotion policies
- Expand the promotion/tenure model to include the scholarship of engagement
- Review salary ranges and averages for each faculty/staff category every five years, in comparison to internal and/or external peers
- Increase the diversity of faculty and staff in the College of Education
- Hire key staff to facilitate the accomplishment of strategic plan goals
- Establish a system of incentives and awards for staff who demonstrate excellence
- Encourage staff to take advantage of opportunities offered by the university

## BENCHMARK PEERS

*Comparable and aspirational peer institutions were selected by examining the 2008 US New and World Report Rankings to screen for institutions that met initial selection criteria, with follow-up web-based research for institutions that met those criteria.*

*Criteria for both sets of peers included: public institution with undergraduate and graduate professional preparation programs, similar in faculty size (45-95) and university size (>25,000), with a preference for land grant institutions. Comparable peers were ranked + or – 10 from Purdue University (78-58) with external funding per faculty full-time equivalent (FTE) comparable to Purdue University College of Education. Aspirational peers were ranked 20-40 (28-48 places higher than Purdue) with external funding/faculty FTE higher than that of Purdue University College of Education.*

### Comparable Peers

- University of Florida
- George Mason University
- University of Kentucky

### Aspirational Peers

- Indiana University – Bloomington
- University of Iowa
- University of Illinois – Urbana-Champaign
- University of Connecticut
- University of Kansas
- University of Maryland - College Park
- University of North Carolina –Chapel Hill

## **RESOURCING THE PLAN**

*The plan will be resourced by a combination of strategies focused on increasing revenue streams, quality and efficiencies.*

### **Sample Strategies**

- Expand and diversify existing funding streams
- Create new cost centers through entrepreneurial activities
- Integrate new technologies for educational delivery to enhance learning among students and the public, particularly in underserved communities
- Develop and expand distance learning offerings
- Build and maintain a strong web presence to promote the mission and activities of the College of Education
- Identify and engage donors to become long-term supporters
- Periodically review resource allocation policies
- Create a computer replacement policy and budget

## KEY METRICS

### Overarching

- Total funds generated each year by type (sponsored programs, giving, cost centers, etc.)
- *U.S. News & World Report* ranking
- Resource allocation reviews

### Goal 1: Foster research and scholarship

- Academic profile of incoming doctoral students
- External funding/faculty FTE
- Federal and state grant expenditures
- Total graduate student support funding
- Doctoral student time to degree and employment
- Exemplars of the impact of faculty research on theory, policy, and practice
- Number of publications/faculty FTE by type
- Scholarship related to discovery

### Goal 2: Strengthen educational programs

- Academic profile of incoming freshmen for the College of Education and teacher education at Purdue University
- Student credit hours generated per faculty FTE
- Number of courses with experiential learning components (field experiences, service learning, problem-based learning, undergraduate research, etc.)
- Number of online courses and total enrollment in those courses
- Undergraduate and graduate retention and graduation rates for the College of Education and teacher education at Purdue University
- Number of MS degrees and certificates granted
- Program and unit accreditation reports
- Scholarship related to learning

### Goal 3: Build P-12 partnerships

- Number of faculty and students involved in engagement initiatives
- Number and type of partnerships
- External dollars generated by engagement
- Exemplars of engagement initiatives and partnerships
- Impact reports from engagement initiatives
- Scholarship related to engagement

Goal 4: Model inclusiveness

- Student, faculty, and staff diversity (ethnic, gender, international)
- Courses related to globalization, multiculturalism, and/or diversity
- Course syllabi infused with relevant multicultural, global content
- Percentage of seniors who have participated in study abroad in the College of Education and teacher education at Purdue University
- Scholarship related to globalization, multiculturalism, and/or diversity

Goal 5: Faculty and staff

- Number of endowed professorships
- Exemplars of incentive/award systems
- Faculty and staff retention
- Faculty and staff recognition