

Aspiration Statements

Investing in People

Recruitment, Retention, and Development of Faculty

The COE recruits and retains a diverse, high quality faculty. The college provides support, mentoring, and resources to foster achievement of professional and mission-consistent goals.

Metrics

Recruitment

- Increase number of diverse, high quality COE faculty that represent demographics reflected in the community population
- Survey results that indicate new faculty experience ease in learning about COE faculty and Memphis Metro Area via Internet Resources
- Increase positive changes in the COE physical environment, e.g., classroom furniture and technology resources, cleanliness of building

Retention

- Increase use of appropriate measures to assist faculty in balancing areas of responsibility and managing associated paperwork.

Development

- Increase level of support that will enable faculty to perform at levels expected at a research university, e.g., graduate and research assistants, advanced statistical consultant for faculty and dollars for research support and travel.

Recruitment, Retention, and Development of Undergraduate Students

The COE has written criteria of excellence for recruitment, retention, and development of students. The direct personal recruitment of diverse, academically prepared, and socially engaged students ensures the quality of our programs. The COE partners with students by providing high-quality instruction, advising, and mentoring, as well as by providing professional and/or service opportunities to aid in the development of self-directed learners.

Metrics

Recruitment

- Development of partnerships with local K-12 schools that have a formally recognized student organization for students who desire to teach (i.e., Future Teachers of America)
- Increased attendance at recruitment events not sponsored by Admissions and Recruitment
- Increased student participation in campus-based professional organizations and their national/regional activities
- Implementation of two student development activities per semester

Recruitment, Retention, and Development of Graduate Students

The COE fosters a community of scholars, educators, leaders, and practitioners at the graduate level by:

- *Recruiting regional, national and international highly qualified individual from diverse backgrounds committed to graduate education and lifelong learning*
- *Providing the necessary academic challenge, support, and resources (including graduate assistantships, research funds, mentoring and high quality faculty) for students to successfully complete their graduate studies and excel professionally*

Metrics

- A clear recruitment plan is in place for each graduate program and recruitment efficaciousness is measured yearly. Recruitment is seen as a fluid process and adjustments are based on outcome measures.
- Graduate students finish their programs in a timely manner and obtain competitive job placements soon after graduation. Results of exit-surveys consistently demonstrate graduate student satisfaction with the challenge, support and resources they are offered during their program.

Staff Development

The COE is committed to providing the necessary resources (i.e. training, professional development, mentoring, and incentives) for staff to provide the highest level of quality service and support.

Metrics

Evaluation of Staff Service and Support

- Increased recognition of high quality service and support
- Increase in appropriate resources have been identified to provide improved service and support where needed
- Increased employee recognition programs for staff

Provision of Appropriate Resources for Staff

- Increased communication of training and development opportunities for COE staff
- Increased identification of additional professional development needs

Excellence in Programs

Academic Advising and Mentoring

Quality academic advising is crucial to retaining and graduating successful students in the COE. A high quality advising system includes: effective, individualized communication; knowledgeable, well-trained advisors; a customized and organized process; procedures that are student-friendly; and an emphasis on student responsibility. In a student centered college academic advising is supported by the entire faculty who all serve as student mentor. Advisors also serve as important sources of information in curriculum and policy development and review.

Metrics

- Administer yearly academic advising/mentoring survey and track results over time
- Review student comments from COE-wide suggestion boxes and track trends
- Create a student focus group from College-wide programs to meet twice yearly to debrief academic advising and mentoring

Research, Knowledge, and Intellectual Development

Research is the foundation for developing new knowledge and fostering intellectual development among a community of scholars, including faculty, staff, students, and local to global stakeholders. The COE is preeminent in the development of new knowledge with an emphasis on linking research to practice. We accomplish this by: a) providing a physical environment with a research library, research labs, and Centers of Excellence; b) establishing an intellectual environment that nurtures and promotes the ongoing sharing of basic and applied research across disciplines between faculty and students within the COE; c) promoting and creating professional development opportunities that include scholarly debate and discussion; and d) creating and utilizing both internal external venues for dissemination.

Metrics

- There is a research library with appropriate material.
- There is increased collaboration around thematic research.
- There are increased grant writing activities around thematic research.
- There is a variety of outlets for the dissemination of faculty and student research.
- There is an increase in research professional development support for faculty and students.

Productive Partnerships

The COE establishes, cultivates, and maintains mutually beneficial partnerships with a diverse range of stakeholders. Those strategically aligned partnerships coordinate, support, and promote engaged scholarship and the exchange of resources, information, and expertise to achieve positive outcomes for the college and the local, national, and global community.

Metrics

- Establish a contact person.
- Determine existing partnerships/collaboratives in each department and catalog results.
- Facilitate community development and human service.
- Develop rules, regulations, policies, procedures, and practices for the COE and partnerships.
- Continuous evaluation of goal achievements and program objectives.

Ph.D. Programs

Our research oriented Ph.D. programs contribute significantly to the generation and application of knowledge. Each department within the COE offers high quality and rigorous Ph.D. programs that address the needs of the specific disciplines. The University/COE provides funding/resources for our Ph.D. programs that create optimal research and learning experiences resulting in scholarly productivity and highly sought-after graduates.

Metrics

- Graduate Faculty refereed publications in field
- Graduate Faculty regional/national/international presentations in field
- Graduate Student refereed publications in field
- Graduate Student regional/national/international presentations in field
- Number of doctoral research assistants
- Number of awarded Ph.D. degrees
- Number of awarded Ed.D. degrees

Mutually Beneficial Clinical Sites

All COE students have multiple, high quality, authentic field-based experiences throughout their programs of study. Collaborating partners select, nurture, and support clinical practice sites that promote a culture of professional growth, assessment, and research for their mutual benefit.

Metrics

- Clinical practice standards are developed and adopted. Clinical (field-based) experiences are structured, sequential, and consistent within programs.
- Because of high quality, authentic field-based experiences, COE graduates enter professional practice with a high level of readiness and competence and indicate high levels of satisfaction with their preparation programs.
- The College of Education has an organizational structure that adequately supports performance-based programs and high quality clinical sites.
- Clinical practice sites are selected, nurtured, and supported collaboratively. They exhibit a culture of professional growth, assessment, and mutually beneficial research.
- A clinical practice task force is in place with established roles and responsibilities.

Improved Organizational Structures and Support Systems

Culture/Diversity/Community Building

The culture of the COE reflects and embraces a diverse population and values individual differences. The faculty, staff, and student body exhibit care, respect, and actions consistent with recognizing and valuing human dignity and worth.

Metrics

- Gather Pre-Post Data on the Culture Organization Survey (Pre-April 06; Post-April 07)
- Increase Faculty/Staff/Student Use of the COE Norms: 'Stories' regarding Culture of COE

Technology Integration

Technology is integrated into every facet of the COE. All COE students, faculty, and staff demonstrate mastery in the effective use of technology in the pursuit of professional excellence and lifelong learning.

Metrics

- iWebfolio electronic portfolio implementation increases faculty & student participation yearly
- Availability of online resources for students, faculty & staff increases yearly (i.e., online courses, faculty webpages, Spectrum groups, etc.)
- Increasing availability of technology hardware & software resources (e.g., technology-enhanced "smart" classrooms) for students, faculty, & staff

Physical Facilities

The COE provides and maintains exemplary facilities fully supporting all educational programs and fostering a healthy and safe learning environment. Our learning environment includes a facility which encourages effective instruction, technological integration, and ADA accessibility, and which supports faculty and student research and interdepartmental collaboration.

Metrics

- Increase number of technology enhanced classrooms
- Increase number of classrooms with updated furniture
- Improvements/additions to office space
- Improvements/additions to research space
- Improved appearance of facilities

Learning Organization

The COE has a coherent design in which values, culture, roles, responsibilities, and processes are clear and mutually supportive. This alignment is achieved through learning organization principles which comprise: an open exchange of ideas; cross-discipline collaborations; team-based learning and decision-making; and a commitment to achieving personal excellence.

Metrics

- Design survey to collect LO base-line data
- Administer survey across COE, and analyze data
- Provide opportunities for Team 6 members to further understanding of LO principles
- Develop LO understanding across COE leadership, Core Team, and aspiration teams
- Provide opportunities for understanding about LO principles and their potential implications for members of the COE
- Have administrators across COE operating units utilize LO principles in the organization and operation of their units

Student Centered COE

Students are the focus of the COE. The staff and faculty demonstrate respect and positive regard for all students through open and honest communication, encouragement, guidance, advising, and mentoring. The COE's top priority is to produce leaders who feel valued by faculty and staff and who will represent the COE and University in a positive manner.

Metrics

- The aggregate mean score for students completing the semantic differential will be +1 or higher. (Highest possible score +3 and lowest possible score -3)

Urban Focus

The U of M is a metropolitan university with a strong urban focus. The COE contributes to educational excellence, community health, and economic opportunity by engaging in mutually beneficial relationships with our community. This commitment is reflected in our curriculum, clinical practices, partnerships, and research.

Metrics

- Monitor the type of inclusion and variety of approaches to integrating an urban focus into COE curricula, partnerships, and scholarship.
- Maintain at 75% or more, the percentage of student teachers that serve at least one placement in Memphis City Schools (MCS) and increase the percentage of MCS placements that are Title I schools.
- Maintain at 50% or more, the percentage of professional development opportunities within COE that reflect an urban focus, i.e. diversity, social justice, mentoring new teachers

Funding

Funding for the COE is fundamental to the fulfillment of its mission. The COE optimizes the use of existing resources. We aggressively and systematically implement a fundraising plan that ensures achievement of our vision and strategic goals.

Metrics

- The amount of external funds supporting research and development projects will be maintained or increase over the next several years.
- There is an increase in number of major gifts and private donors.
- There is an increase in the number of scholarships and graduate assistantships in the COE.