

2012-2017 Bagwell College of Education Strategic Plan

Mission

The Educator Preparation Provider prepares educators to improve student learning through innovative teaching, purposeful research, and engaged service within a collaborative teaching and learning community.

Vision

As a nationally recognized Educator Preparation Provider, we will remain at the forefront of educator preparation. Informed by responsive engagement in collaborative partnerships, we advance educational excellence through innovative teaching in an ever-changing global and digital learning environment. The vision is captured in the theme “Collaborative Development of Expertise in Teaching, Learning and Leadership.”

Values

The Bagwell College of Education is committed to:

- Excellence in teaching
- Purposeful and necessary service to the department, college, university, schools, and profession
- Scholarship
- Initiatives that create new opportunities for research, service, leadership, and education in a global environment. Thus, a common goal is to increase efforts to enhance global learning for both faculty and students.
- Improvement of teaching quality and student learning in K-12 classrooms by providing professional service to the schools
- Democratic principles of educational equity and social justice for all learners, exemplified through reflective teaching, learning, leadership, and service. We value diversity, collaboration, professionalism, and shared governance.
- A safe, collegial workplace established and sustained by its members who are valued for their talents and diversity of experiences, background, and perspective
- Adherence to the highest standards of intercultural communication as an important foundation for establishing and maintaining an authentic and ethical culture of collaboration
- The process of guiding and mentoring faculty and students for success and sustainability
- Collegiality and academic citizenship, exemplifying high standards of ethical and professional behavior

Goal One: Promote excellence and innovation in education through teaching, supervising, and mentoring candidates; research, creative activity, and scholarship; and professional service.

Objective 1: Continuously improve the quality of all educator preparation programs.

1. Continue to maintain national accreditation.
2. Continue to maintain national recognition of programs.
3. Continue to maintain regional accreditation.
4. Continue to maintain state accreditation.

Objective 2: Improve on-campus, off-campus, and online learning environments.

1. Continue to allocate college funds to improve faculty teaching expertise, with an emphasis on technology and diversity in teaching and learning.
2. Continue to support 2+2 partnerships.
3. Explore the development of additional programs at off-campus sites.
4. Recognize faculty for best-practice teaching strategies in technology and diversity.
5. Continue to support the development of hybrid and online courses and programs.
6. Continue to secure updated hardware, software, and other resources for faculty, staff, and administrators.
7. Continue offering faculty, staff, and administrators learning opportunities with up-to-date software and hardware.
8. Provide professional learning opportunities built around the National Educational Technology Standards for Students (NETS-S), NETS for Teachers (NETS-T), and NETS for Administrators (NETS-A) Standards to enhance the technology knowledge, skills, and dispositions of faculty, staff, and administrators.
9. Identify and provide competitive technology EXPECTATIONS for faculty, staff, and administrators.
10. Provide EXPECTATIONS and support for technology innovation and distance learning engagement with P-12 partners.
11. Revise the annual review and promotion and tenure documents to include plans for high-quality professional development aligned with college strategic goals and reflections on the impact of those activities on professional practice.
12. Develop and implement a systematic and purposeful integration of diversity into all education courses and field experiences as appropriate.
13. Review all courses (face-to-face, online, hybrid) for compliance with accessibility.

Objective 3: Promote the scholarship of discovery, teaching, learning, and engagement.

1. Continue faculty incentive programs for research and scholarship of discovery, teaching, learning, and engagement.
2. Increase support and course reassignment incentives for faculty mentoring faculty in research.

Objective 4: Increase the number of faculty who are nationally and internationally recognized for their research, scholarship, creative activity, and professional service.

1. Fund and hire at least two more chaired professorships in each academic college.
2. Continue to offer faculty scholarship incentive grants.
3. Provide resources, including travel funds and course reassignment(s) to faculty who assume leadership positions in national and international professional organizations.
4. Continue to offer a faculty award for Distinguished Service.

Objective 5: Increase external funding generated for teaching, supervising, and mentoring; research, creative activity, and scholarship; and professional service.

1. Continue Bagwell's incentive program to increase the number of external grant and contract proposals submitted each year.
2. Provide professional development on grant writing.
3. Ensure visibility of funded projects.

Objective 6: Develop new programs and initiatives to meet the needs of our service region and the state, such as school counseling, school psychology, and higher education administration.

1. Use various methods to explore the need for these programs, including a market analysis, needs assessment with P-12 partners, and assessment of available resources.
2. Identify where KSU graduates become employed and ensure our programs meet the needs of those areas.

Objective 7: Become nationally recognized for preparing graduates to effectively use technology for teaching, learning, and leadership.

1. Require a technology course for all initial certification programs so that candidates develop technological pedagogical and content knowledge (TPACK) and so that all initial certification candidates meet the NETS-S.
2. Develop and implement a systematic integration of technology in all education courses.
3. Research, pilot, and implement a variety of strategies to provide candidates with access to hardware, software, and technology support.

Objective 8: Prepare graduates to teach, lead, and assess student learning in virtual environments.

1. Establish a virtual university lab school.
2. Explore, develop, and provide options for initial teacher candidates to have teaching experiences in virtual environments.

Goal Two: Improve recruitment, retention, progression, and graduation rates (RRPG) in accord with the Complete College Georgia initiative while continually increasing the quality, breadth, and relevance of academic and co-curricular programs.

Objective 1: Develop and implement a data-centered approach to RRPG initiatives.

1. Develop a data tracking system that enables us to analyze RRPG rates.
2. Develop initiatives designed to improve RRPG based on the findings.
3. Cooperate/partner with the USG, TCS, and GaDOE to develop programs and partnerships strategically calculated to support CCG goals.

Objective 2: Become nationally recognized for RRPG programs.

1. Continue to work with candidates to develop Action Plans and counsel students to find appropriate major.
2. Explore new preparation routes and/or programs for future educators calculated to attract highly performing high school students to the education profession.
3. Develop a state, regional, national, and international marketing plan to attract high performing students.
4. Modify KSU action steps for national-level scholarships to reflect opportunities in education including, but not limited to, identification of national scholarship opportunities.

Objective 3: Improve academic and co-curricular student engagement programs.

1. Explore ways to increase the number of candidates in the Accelerated Bachelor's/Master's programs.
2. Continue to strengthen job placement and career services opportunities for future educators, as well as an undergraduate's awareness of relevant graduate study opportunities.
3. Explore systematic ways to ensure that Bagwell is proactive regarding state/national initiatives for educator preparation and incentives.

Objective 4: Expand interventions to improve RRPG rates.

1. Continue to monitor/advise candidates at critical transition points.
2. Explore ways to enhance professional development plans for candidates as needed.
3. Increase support and faculty awareness of campus services and policies to assist candidates not meeting standards.
4. Explore options for improving recruitment and retention of educators in high-need areas in teacher preparation programs.
5. Continue to promote relevant professional skills to candidates in education professions.
6. Explore ways to enhance our current recruitment efforts/plan.

Goal Three: Become more engaged and prominent in the local community, Georgia, the nation, and the world.

Objective 1: Develop and implement a community engagement framework that creates synergies among engagement initiatives.

1. Strategically increase and deepen partnerships with traditional school districts, charter schools and districts, independent schools and other educational institutions designed to increase program relevance, strengthen programs, and increase student and institutional opportunities.
2. Continue to have and reward strong faculty participation in community engagement including but not limited to, meaningfully integrating service into faculty promotion/tenure decisions by allowing service to have greater impact.
3. Strategically identify services and create mechanisms Bagwell can provide to program graduates to build and retain institutional identity and support, including, but not limited to, networking opportunities.
4. Increase alumni participation in potential student identification and recruitment.
5. Incentivize individual faculty members to expand engagement with B-12 educational institutions in meaningful and relevant ways, analyzing results to inform future practice.
6. Seek external funding to support new and existing programs promoting community engagement.
7. Provide professional development for faculty to develop skills in building and maintaining partnerships.

Objective 2: Raise the profile of KSU's academics, research, scholarship and creative activity.

1. Consider the viability of external reviewers in providing tenure and promotion committees (including highly esteemed and relevant professionals).
2. Increase faculty and staff leadership in national and international associations.
3. Continue to support institutional memberships in relevant national and international associations that are calculated to improve Bagwell's institutional standing.

Objective 3: Identify and nurture existing programs and areas of excellence that have achieved or have potential to achieve national or international prominence.

1. Secure funding for nationally recognized programs and areas.
2. Develop guidelines to identify and support a program/initiative for which a national reputation will holistically advance Bagwell's reputation, ensuring that opportunities are equitable and transparent.
3. Provide additional resource support for the identified program directly related to increasing the program's reputation.
4. Develop a plan for increasing targeted program prominence in consultation or partnership with other recognized programs nationally.

Objective 4: Recognize and reward engagement in KSU's local, state, national and international communities.

1. Create Foundation Community Engagement awards and incentives for faculty, staff, students, alumni, and partners.
2. Create one faculty, one staff and one student community engagement fellow in each degree granting college.

Objective 5: Increase global, international, and intercultural engagement for all faculty, students, and staff.

1. Increase student engagement in global learning at home.
2. Increase student participation in Education Abroad courses and international internships.
3. Support and empower faculty to strengthen their commitment to intercultural and international learning.
4. Invite and host visits of international faculty and exchange partners whose participation in Bagwell would support Bagwell goals, and provide additional resources to fund those positions.
5. Market and promote global learning experiences to faculty and candidates in Bagwell, the EPP, and other colleges within the campus and to the community and other constituents of KSU.

Goal Four: Enhance the collegiate experience, and foster a welcoming, diverse and inclusive environment.

Objective 1: Promote a culture of consistent, high-quality service.

1. Continue to recognize staff for exceptional customer service.
2. Continue our ongoing assessment of customer service goals for Bagwell.
3. Participate in existing customer service training programs as needed.

Objective 2: Enhance the co-curricular and extracurricular experience for students.

1. Increase the involvement of students in co-curricular programs (i.e., SPAGE, PAGE, SGAE, GAE, NAME).
2. Increase the involvement of candidates in B-12 experiences (e.g., GAD, campus visits y B-12 students, Future Educators, math and science activities on and off campus).

Objective 3: Promote a culture of diversity, inclusion, and sensitivity.

1. Explore measures to assess incoming and exiting students' intercultural competency.
2. Examine and analyze data from KSU studies that measure constituents' intercultural competency and that measure improvements in diversity and inclusion on campus.
3. Continue to provide resources and increase participation in professional development related to diversity and inclusion for faculty, staff, administrators, and candidates.
4. Review the incorporation of diversity and inclusion into the curriculum throughout all education programs. Plan for and implement systematic and research-based incorporation of diversity and inclusion into the curriculum.
5. Improve recruitment, retention, progression, and graduation rates of candidates who identify from underrepresented groups.

Objective 4: Enhance the work experience and the job environment for all Bagwell employees.

1. Participate in the planning of campus-based child care for employees and candidates.
2. Continue recruitment, retention, and mentoring programs to support advancement opportunities for all personnel.
3. Pursue compensation levels that are competitive with academic and/or private sector peers and reward high performance.

Goal Five: Expand resources and improve operational efficiency and effectiveness.

Objective 1: Ensure that facilities and infrastructure keep pace with growth.

1. In collaboration with KSU's Planning and Design, pursue Peach and LEED certification for the College of Education Classroom Building.
2. In collaboration with KSU Advancement, garner funding for the completion of the fourth floor of the College of Education Classroom Building.
3. Renovate and update current spaces as appropriate and as funding becomes available.
4. Continue to optimize teaching schedules (Monday through Saturday) and teaching capacity, including on-campus classrooms and further encourage the delivery of classes through alternative means (B-12 school site, hybrid, online).

Objective 2: Optimize business processes and organizational structure.

1. Continue to review and refine business processes and organizational structures to support all Bagwell work, including the administration of college and department programs.
2. Leverage technology and technology support to streamline business practices
3. Ask KSU to provide Bagwell-specific training as appropriate.

Objective 3: Increase support to Bagwell from state and non-state sources.

1. Continue to encourage faculty, staff, administrators, candidates, alumni, and friends of the college to contribute to fundraising programs.
2. Continue to seek support from state sources.

Objective 4: Improve Bagwell technology infrastructure and support for candidates, faculty, and staff.

1. Hire a Special Assistant to the Dean for Technology.
2. Hire an instructional designer to support the technology needs of Bagwell faculty (f2f instruction).
3. Hire a Bagwell webmaster who can also lead Bagwell efforts to use social media effectively.

Goal Six: Strategically and purposefully collect evidence on an ongoing basis, systematically analyze and reflect on the information gathered and base decisions on the results of that process (e.g., candidate, faculty member, program, department, center, and college).

Objective 1: Seek appropriate evidence for decision making at all levels (e.g., candidate, faculty member, program, department, center, and college).

1. Review types of information needed and data currently being collected to identify gaps.
2. Explore other potential data sources, including those available on campus or through education-related government agencies.
3. Seek relevant school-based evidence.
4. As appropriate, expand, reflect, and refine data collection system to address professional dispositions and ethics with ongoing input from B-12.

Objective 2: Systematically analyze and reflect on the data at all levels (e.g., candidate, faculty member, program, department, center, and college).

1. Support professional development on data analysis as appropriate.
2. Strategically and purposefully schedule data analyses and reflections, permitting continuous improvement.
3. Conduct reliability and validity studies on assessment instrumentation and processes.
4. Revise the Digital Measures faculty evaluations to provide meaningful data measuring integration of best practices and student learning outcomes. Provide for ongoing and continuous evaluation to ensure this objective continues to be met.

Objective 3: Continue to review and improve the process of collecting, analyzing, interpreting, and using data to make decisions at all levels (e.g., candidates, faculty members, programs, departments, centers, and college).

1. Continually improve our work by timely review of data and analysis with appropriate stakeholders.
2. Systematically study the effects of changes ensuring that changes result in intended improvements.
3. Continuously monitor data assessment and instruction to ensure alignment with relevant B-12 initiatives.

Objective 4: Monitor and respond to changes in national and state accreditation standards and regulations and their impact on our programs and certification.

1. Provide professional development as needed to address changes to national and state policy.
2. Seek opportunities to shape and influence state and national educator and leadership policy.