INDIANA UNIVERSITY SCHOOL OF EDUCATION

Long-Range Plan

An Evaluative Framework for Pursuing School Goals and Objectives

Submitted by the School of Education Long-Range Planning Committee

3/4/2013
Approved by Policy Council 3/27/2013

IU School of Education Long-Range Plan

An Evaluative Framework for Monitoring Progress on School Goals and Objectives

The Indiana University School of Education is a large, complex organization and a core campus school of Indiana University. It encompasses the activities of a diverse array of faculty, students and staff across two large campuses, Indiana University Bloomington (IUB) and Indiana University Purdue University Indianapolis (IUPUI). The size and diversity of the School is its greatest strength but also presents a number of challenges regarding strategic development and resource allocation. The purpose of the School's long-range plan is to identify and communicate the shared goals, objectives, and key programs of the school and to establish an evaluative framework for monitoring and assessing progress towards achieving the School's mission through innovative teaching, research and practice among students, faculty and staff.

Mission
The mission of the Indiana University School of Education is to improve teaching, learning, and human development in a global, diverse, rapidly changing, and increasingly technological society. We:

- Prepare reflective, caring, and highly skilled educational practitioners and scholars who lead in their chosen professions;
- Inform educational theory and practice through research; and
- Work in partnership with a range of constituents to effect change from the local to national levels throughout the world.

Core Values
As a leader in anticipating and serving the educational and research needs of our communities, the state, the nation, and the world, the Indiana University School of Education pursues cutting edge research, scholarship, and creative activity. In this work, the School promotes:

- Excellence
- Integrity
- Diversity
- Accountability
- Usefulness
- Respect

Goals
The faculty has identified the following five goals as the basis for our shared vision of excellence:

1. **Prepare excellent teachers and offer high quality undergraduate and graduate education more broadly as the essential priority in the School of Education.**

2. **Engage in collaborative partnerships with P-12 schools and student-centered agencies.**

3. **Illuminate and improve educational theory and practice, and prepare tomorrow's leaders in the field through rigorous, innovative research and professional education.**

4. **Exemplify and provide leadership in the appropriate use of technologies to enhance teaching, research, and learning experiences.**

5. **Create a diverse and inclusive environment for learning, research, and service by honoring, respecting, and embracing diversity within the School of Education and the surrounding communities.**

Evaluative Framework
The Long-Range Planning Committee, a standing committee of the School of Education Policy Council, will monitor progress on mission-related goals and objectives for relevance to the School, Indiana University, and the communities we serve.

More specifically, the LRP will:
- Annually review mission related goals and objectives using key metrics and coordinate with the Dean's office to produce a report to Policy Council;
- Review every three years the School's Goals and Objectives and propose changes for Policy Council review and approval.

The Dean's office will continue to employ the school goals and objectives in appropriate budgeting and resource allocation processes, as well as in School communications.

Goals, Metrics, Objectives, and Exemplar Programs and Initiatives

Goal 1: Prepare excellent teachers and offer high quality undergraduate and graduate education more broadly as the essential priority in the School of Education.

Key Metrics

- Application demand and quality of entering students
- Diversity of teacher education students
- Alumni placement and evaluations of employers
- Trends in aggregate student evaluations of instruction

Objectives

1.1 Ensure that requirements for all programs align with campus general education curriculum and national Common Core Standards.

1.2 Strengthen and widen outreach efforts to recruit high achieving students for all programs.

1.3 Promote the inclusion and success of persons of color as students and future educational leaders.

1.4 Serve as leaders and models of best P-16 instructional practice.

1.5 Foster and commit to an ongoing process of internationalization, assessment and improvement of all programs.

1.6 Revise teacher education's conceptual frameworks to focus on student learning.

1.7 Develop new programs in School of Education designed to meet the current and future needs of public schools and student-centered agencies.

1.8 Nurture and support a professional community among all School of Education students.

1.9 Conduct all of these tasks with P-12 schools and student-centered agencies as essential partners.

1.10 Take an active role in promoting effective pedagogy across the university.

Exemplar programs and initiatives

♦ **Office of Teacher Education -** supports undergraduate students as they pursue teaching degrees, complete field experiences and obtain licensure

♦ **Teacher Education Direct Admits Program** for academically talented students intending to major in education

♦ **edTPA** (Teacher Performance Assessment) portfolio assessment for student teachers, a subject area-specific, performance-based assessment for pre-service teacher candidates, centered on student learning

♦ **Urban Center for the Advancement of STEM Education** (UCASE) – fosters the goal of increasing the numbers of highly qualified K-12 STEM teachers

♦ **RHB Recruitment and Marketing Plan** designed to recruit more academically talented and underrepresented students into teaching

♦ **Hudson and Holland Scholars Program** – an integral part of Indiana University's efforts to foster

---

the benefits of educational diversity

♦ **Balfour Foundation Grant Partnership** - with the Office of Enrollment Services to introduce high school students from underrepresented groups to the Bloomington campus

♦ **Global Gateway for Teachers Cultural Immersions Programs** - (Teach World, Teach City, Teach Navajo Nation), making the opportunity to teach overseas available to teacher education programs at other universities around the United States

♦ **Education Living and Learning Community** for teacher education students in new residence halls

♦ **Accreditation and updated Unit Assessment System** aligned with the CAEP standards

♦ **P-16 Center Programs and Pathways Initiative** – an active partner in improving education for K-12 students in Indiana's under-resourced school districts

♦ **Partnership with the Scholarship of Teaching and Learning Programs at IU** – a community of faculty members and professional staff actively participating in local, national, and international efforts to improve post-secondary education

♦ **Education Careers Office** – assists the majority of IU School of Education students plan for education careers and obtain their first teaching positions

Goal 2: Engage in collaborative partnerships with P-12 schools and student-centered agencies.

Key Metrics

- Inventory of existing partnerships by type (develop taxonomy)
- Systematized feedback from partners and other stakeholders

Objectives

2.1 Commit to public school and student–centered agency outreach as a core expectation of faculty.

2.2 Foster the development of opportunities to partner and to recognize the work of school and student-centered agency professionals to inform students, programs and research.

2.3 Develop collaborative partnerships to increase equity in college and career readiness, especially in underrepresented populations.

2.4 Re-design professional development and graduate programs to meet the future needs of professionals in schools and student-centered agencies both nationally and internationally.

Exemplar programs and initiatives

♦ **Office of Graduate Education and Online Programs** - supports graduate students from the application process through degree completion and provides assistance to non-degree seeking students who are taking graduate courses for professional development purposes

♦ **P-16 Center Programs and Pathway Initiative** – an active partner in improving education for K-12 students in Indiana's under-resourced school districts

♦ **Effective Leaders Academy** – a joint venture between the IU School of Education and the IU Kelley School of Business to prepare change-oriented leader teams to spearhead school improvement efforts

♦ Professional Development program in **partnership with Kelley Executive Programs**

♦ **IUconnectED Online programs** – the distance learning unit within the School of Education
♦ **Partnershare Network** – made up of Indiana school corporations that partner with IU for professional development
♦ **District Study Councils** (Southern Hills, Southeastern, and North Central) – designed to jointly address issues confronting school corporations and the university

Goal 3: Illuminate and improve educational theory and practice, and prepare tomorrow's leaders in the field through rigorous, innovative research and professional education.

Key Metrics
- Faculty scholarship: Publications (by type), citations, field normalized comparisons
- External funding: Submissions, awards, expenditures and indirect cost recovery (Federal and non-Federal)
- Faculty recognitions and awards
- Application demand and quality of incoming domestic and international graduate students
- Student scholarships, fellowships and other recognitions and awards
- Student and Faculty/Student publications
- Research reputation (e.g., US News and World Report rankings)

Objectives

3.1 Enhance incentives and remove disincentives to ensure that they promote rigorous, multidisciplinary and innovative methods as well as significant collaboration among faculty and students.

3.2 Provide resources and support for faculty and graduate students seeking external funding for research and development.

3.3 Engage both master's and doctoral students in quality research opportunities and training.

3.4 Enhance interdisciplinary research and teaching, especially with other IU units.

3.5 Enhance global research and collaboration with key international partners.

3.6 Attract, recruit, and retain outstanding graduate students.

3.7 Address significant state, national and international educational issues.

3.8 Promote and celebrate the research of IU School of Education faculty to enhance their national and international reputation.

Exemplar programs and initiatives
♦ **Office of Research and Development** - facilitates and supports research and development in the School of Education primarily for the Bloomington campus
♦ **Summer Program of Faculty Fellowships** for externally funded proposals
♦ **Graduate Fellowships** to recruit and support top master's and doctoral students
♦ Institutionalized **higher return of Indirect Cost Recovery** to Centers and PIs
♦ **Partnerships** with the College of Arts and Sciences, the School of Informatics, the Kelley School of Business and the School of Public and Environmental Affairs

> ♦ **Formal partnerships with top universities internationally** to foster research collaboration across the globe
> ♦ **Support for editorial-ships** on US News and World Report's list of top journals in education
> ♦ **International Visiting Scholars Program** to foster partnerships and collaboration between IU faculty and international scholars in education
> ♦ **Friday's Research Series** – regular opportunities during the academic year for faculty and students to learn more about research being conducted in the School of Education

Goal 4: Exemplify and provide leadership in the appropriate use of technologies to enhance teaching, research, and learning experiences.

Key Metrics
- Number of hybrid and distance learning courses/programs
- Student and faculty evaluations of technology infrastructure and support
- Publications and external funding related to teaching and learning technologies

Objectives

4.1 Integrate technology into all undergraduate and graduate courses and programs.

4.2 Explore new models of technologically mediated instruction.

4.3 Engage in research that focuses on technology to promote teaching, research and learning.

4.4 Address faculty development and teaching needs related to technology.

4.5 Expand technology outreach and distance education efforts nationally and internationally.

4.6 Support technology infrastructures for recruitment, community engagement, research support, and operational efficiency.

4.7 Integrate effectively with campus-wide technology infrastructure and initiatives.

4.8 Ensure technological proficiency in all graduates.

> *Exemplar programs and initiatives*
> ♦ **Office of Instructional Support and Education Technology Services**
> ♦ **IUconnectED Programs and Initiatives** – the distance learning unit with the School of Education
> ♦ **Upgrade of classroom and studio facilities**
> ♦ **Technology Integration Faculty Support Program**
> ♦ **New Ideas Project** – designed to incentivize development of distance education programs
> ♦ **Center for Research on Learning and Technology -** digital games, MOOC and badges research
> ♦ **New on-line programs** – educational leadership, teacher leaders, and related areas

Goal 5: Create a diverse and inclusive environment for learning, research, and service by honoring, respecting, and embracing diversity within the School of Education and the surrounding communities.

Key Metrics

- Ethnic/Racial/Gender diversity of student, faculty, and staff
- Student, faculty and staff retention and achievement overall and by gender and race/ethnicity
- Climate survey results
- Diversity learning outcomes in programs (identification and assessment)

Objectives

5.1   (1.3) Preparing Excellent Teachers - promote the inclusion and success of persons of color as students and future educational leaders.

5.2   (2.3) Develop collaborative partnerships to increase equity in college and career readiness, especially in underrepresented populations.

5.3   Actively recruit, retain, and support diverse student, faculty, and staff populations: expand recruitment and selection to include non-traditional sources and take advantage of campus and university programs aimed at attracting diverse students and faculty.

5.4   Develop curricula, teaching strategies, and resources that promote understanding and appreciation of diversity.

5.5   Foster a climate and culture that honor, respect, and embrace diversity.

5.6   Support research and scholarship on diversity, equity, and social justice.

5.7   Foster a climate of advocacy for diversity and internationalization throughout all programs and support units.

Exemplar programs and initiatives

♦ **Office of Teacher Education** – supports undergraduate students as they pursue teaching degrees, complete field experiences and obtain licensure

♦ **Office of Graduate Studies** – supports graduate students from the application process through degree completion and provides assistance to non-degree seeking students who are taking graduate courses for professional development purposes

♦ **P-16 Center and Pathways Initiative** – an active partner in improving education for K-12 students in Indiana's under-resourced school districts

♦ **Great Lakes Equity Center** – one of ten regional Equity Assistance Centers funded by the U.S. Department of Education, providing technical assistance resources and professional learning opportunities related to equity, civil rights, and systemic school reform throughout our six-state region of Illinois**,** Indiana**,** Michigan**,** Minnesota**,** Ohio**,** and Wisconsin

♦ **Center for Urban and Multicultural Education** – creates connections between research, theory and practice with the ultimate aim of improving the quality of education throughout the P-20 continuum, focusing on the urban school setting from early childhood through graduate school levels

---

- ♦ **RHB Marketing plan** designed to recruit more academically talented and underrepresented students
- ♦ **Hudson and Holland Scholars program** – an integral part of Indiana University's efforts to foster the benefits of educational diversity
- ♦ **Partnerships with campus Strategic Hires Initiative** to increase the number of professional staff of color
- ♦ **IUPUI Urban Education Studies Ph.D. Program** – focuses on preparing researchers to study education in complex urban environments
- ♦ **Global Gateway for Teachers Teach City** – Urban Immersions Program
- ♦ **Center for Social Studies and International Education Programs** (CSSIE) – improves education in the social studies in elementary and secondary schools