FLORIDA A&M UNIVERSITY
COLLEGE OF EDUCATION
STRATEGIC PLAN

2010-2020

JUNE 2010
INTRODUCTION

Mission Statement

The College of Education stands as the cornerstone of Florida A&M University. With the University’s inception in 1887 as a Normal school to train teachers, the COE is the oldest academic unit. From its early beginning to the present day the College of Education (COE) has taken a leadership role in the training of minority teacher. The COE remains among the top producers of African-American Teachers in the United States.

The primary mission of the college is the production of exemplary professionals who are not only competent in their discipline, but also critical thinkers, and social activist who are advocates for children. The College of Education administers the pre-service and in-service professional education and graduate programs encompassed within five (5) undergraduate and graduate degree granting departments: Elementary Education; Secondary Education and Foundations; Health, Physical Education and Recreation; Business and Technology Education; and the Department of Educational Leadership and Human Services. The College of Education in combination with the College of Arts and Sciences, known as the Professional Education Unit (PEU), provide the relevant curriculum for elementary, secondary, and graduate education programs supporting 19 undergraduate degrees (B.S., B.Ed) and graduate degrees (M.S., and M.Ed.; and Ph.D in Educational Leadership) The COE purposes to: (1) assume leadership for the selection, guidance and professional preparation of teacher educators and practitioners who will serve in elementary, secondary and post-secondary schools, and other related agencies of Florida and the nation, and the world; and (2) provide a substantial foundation for advanced study as students choose to extend their educational preparation and pursuits. These purposes will be met through a foundation of general education, a planned sequence in professional education and rigorous graduate programs providing excellent preparation for professional pursuits, graduate study and post-graduate work.

Vision Statement

The vision of FAMU’s COE is to become the top producer of African American education leaders in the nation, where ideas and innovations flourish; and where people of all races and cultures can come to and study, learn and research the pertinent issues education.

Core Values

Excellence, Collegiality, Caring, Diversity, Critical Thinking, Values, Increase Visibility and Ranking, Fiscal Responsibilities, Accountability, Team Building, Flexibility, and Respect.

The University has determined five strategic initiatives that guide the activities in the College of
Education. These activities will frame a plan of action over the next seven years.

The five strategic initiatives are:

1. Create a 21st century living and learning collegiate community;
2. Enhance excellence in University processes and procedures;
3. Develop, enhance, and retain appropriate fiscal, human, technological, research, and physical resources to achieve the University’s mission;
4. Enable excellence in University relations and development; and,
5. Enhance and sustain an academic and social environment that promotes internationalism, diversity, and inclusiveness.

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<th>Strategic Initiative 1: Create a 21st century living and learning collegiate community.</th>
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**Goal 1.1: Enhance Access to the University**

**Strategy 1.1.1: Enhance and implement effective and targeted recruitment strategies**

**Performance Measure(s):**

1.1.1.1 Increase COE headcount enrollment by 5% in 5 years & 10% in 10 years
1.1.1.2 Increase graduate/professional students enrollment by 25%
1.1.1.3 Increase the percentage of community college and other university transfer students to at least 25% of the total COE enrollment
1.1.1.3 Attain articulation agreement for A.S. degree between TCC and FAMU

**Strategy 1.1.2: Develop and implement comprehensive distance learning programs.**

**Performance Measure(s):**

1.1.2.1 Implementation of the COE Distance Learning Policies & Procedures Manual
1.1.2.2 Increase on-line course availability by 10%
1.1.2.3 Administer survey of student satisfaction of on-line course quality with at least 51% of the respondents reporting “satisfactory” or better
1.1.2.4 Establish baseline data for success rate of students enrolling in on-line classes (5-year interval comparison)

**Goal 1.2: Continuous enhancement and assessment of the student experience**

**Strategy 1.2.2: Increase participation in 1st & 2nd year experience and academic progression activities and workshops.**

**Performance Measure(s):**
1.2.2.1 At least 80% of students will participate in 1\textsuperscript{st} & 2\textsuperscript{nd} year experience
1.2.2.2 At least 80% of participants will indicate on assessment instruments that the experiences in the 1\textsuperscript{st} & 2\textsuperscript{nd} year experience have strengthened their ability to perform and progress academically

**Strategy 1.2.3: Enhance critical thinking skills of undergraduate students**

**Performance Measure(s):**

1.2.3.1 Undergraduate students will demonstrate improvements in critical thinking skills through measure(s) implemented as part of the University’s QEP and COE Research Initiative
1.2.3.2 Include Dietz-Uhler & Lanter’s (2009) “four question technique” in all COE course syllabi by fall, 2001: analyzing, reflecting, relating, and questioning to promote critical thinking
1.2.3.3 Full development and implementation of the Research, Reading, and Writing Initiative

**Goal 1.3: Improve academic progression, performance, and graduation rates**

**Strategy 1.3.1: Continuous assessment and improvement of Student Retention, Academic Progression, and Graduate Rates**

**Performance Measure(s):**

1.3.1.1 Increase student retention and graduation rates by at least 5 percentage points in each 5-year interval
1.3.1.2 Increase percentage growth of first-time, fulltime students returning for a fourth year of enrollment within the COE (i.e., fall to fall persistence)
1.3.1.3 Increase participation of faculty and students in orientation sessions with each 5-year interval

**Goal 1.4: Assess and enhance current degree programs**

**Strategy 1.4.1: Enhance current academic degree programs**

**Performance Measure(s):**

1.4.1.1 Conduct full degree audits of all programs
1.4.1.2 Conduct market analysis and needs assessments to determine appropriation and effectiveness of degree programs
1.4.1.3 Increase first-time pass rate for licensure exams by 20%
1.4.1.4 Develop Entreprenurialship focus for teachers’ education programs

**Goal 1.5: Develop and implement new degree programs based on University priorities**
Strategy 1.5.1: Develop new programs as outlined in Appendix B that meet market and student demands.

Performance Measure(s):

1.5.1.1 Conduct annual market analysis and needs assessments for future offerings
1.5.1.2 Develop at least 2 new degree programs as prioritized by the Dean and faculty that relates to the University’s priorities and initiatives and the BOG areas of strategic emphasis

Strategic Initiative 2: Enhance excellence in University processes and procedures

Goal 2.3: Enhance and improve accountability and communication processes

Strategy 2.3.1: Develop and implement an accountability process, which addresses state accountability as required in the Board of Governors (BOG) Annual Report.

Performance Measure(s):

2.3.1.1 Full implementation of Task Stream Assessment system
2.3.1.2 Full implementation of Share Point System

Strategy 2.3.2: Enhance and improve communication and information systems.

Performance Measure(s):

2.3.2.1 Conduct a periodic assessment of COE communication and information systems with a goal of at least 85% of respondents reporting satisfactory or better

Strategy 2.3.3: Improve customer relations in serving students.

Performance Measure(s):

2.3.3.1 Conduct exit interviews with all COE graduates
2.3.3.2 Implement the Center for Academic Success
2.3.3.3 Enhance student complaints and grievances policy, procedures and record keeping

Strategic Initiative 3: Develop, enhance, and retain appropriate fiscal, human, technological, research, and physical resources to achieve the University’s mission

Goal 3.2: Retain and recruit excellent and diverse faculty, staff and students

Strategy 3.2.2: Provide professional development opportunities for faculty and staff.

Performance Measure(s):
3.2.2.1 Strengthen financial support for COE faculty and graduate students to attend professional meetings, workshops, and classes
3.2.2.2 Conduct periodic faculty professional development workshops that have been identified and prioritized by faculty with 95% attendance rate

**Strategy 3.2.4:** Implement strategies to ensure affordable, life-long learning opportunities for students.

**Performance Measure(s):**

3.2.4.1 Development and implementation of post tenure review system

**Goal 3.4: Enhance visibility and productivity as a Doctoral/Research University**

**Strategy 3.4.2:** Provide incentives for faculty, staff and students to be aggressively engaged in research and other creative activities and to pursue federal, state and private funding.

**Performance Measure(s):**

3.4.2.1 Enhance the COE Research, Reading and Writing Initiative
3.4.2.2 Provide an opportunity for each faculty member who attended the COE Research forum to share a highlight at a COE faculty meeting
3.4.2.3 Increase the number of graduate assistantships within the COE
3.4.2.4 Establish faculty mentoring program in COE for each incoming assistant professor

**Strategic Initiative 4: Enable excellence in University relations and development**

**Goal 4.1: Enhance Institutional Fundraising**

**Strategy 4.1.3:** Enhance the University relations with and the donations from trustees, alumni, faculty, staff and other university constituents.

**Performance Measure(s):**

4.1.3.1 Enhance the Gallery of Distinction Gala program
4.1.3.2 Implementation of the Service Provider Tutoring Program

**Goal 4.3: Enhance the services provided to local, state, and national**

**Strategy 4.3.2:** Enhance the University’s involvement with Leon County K-12 public school

**Performance Measure(s):**
4.3.2.1 Increase individual, department and Unit educational partnerships with LEAs
4.3.2.2 Increase public University activities to assist public schools to receive a passing grade in the Florida Schools Accountability System
4.3.2.3 Implementation of the Service Provider Title II Tutoring Program

**Strategy 4.3.3:** Enhance the University’s involvement and service with community organizations throughout the state and region.

**Performance Measure(s):**

4.3.3.1 Increase the number of joint P-16 cooperative programs in COE with local & surrounding county public schools
4.3.3.2 Engage in interdisciplinary community service activities that support the needs of the Black Belt Region
4.3.3.3 Increase the number of male participants and add females in the COE’s Black Male College Explorers Program

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**Strategic Initiative 5:** Enhance and sustain an academic and social environment that promotes internationalism, diversity, and inclusiveness

**Goal 5.1:** Produce diverse and culturally astute graduates for the global workforce

**Strategy 5.1.1:** Gain and maintain FAMU’s position as a top producer of African American baccalaureate degree recipients.

**Performance Measure(s):**

5.1.1.1 Recruit, retain, and graduate high achieving African American and minority students (5-year interval comparison)

**Strategy 5.1.3:** Promote diversity and inclusion among faculty, staff, and students

**Performance Measure(s):**

5.1.3.1 Develop and implement diversity awareness forums for faculty, staff, and students

**Goal 5.2:** Enhance International Initiatives and Programs

**Strategy 5.2.1:** Enhance the international dimension of academic and research programs at FAMU.

**Performance Measure(s):**
5.2.1.1 Increase student participation in study abroad by 25%
5.2.1.2 Enhance the current Ghana PhD initiative
5.2.1.3 Develop an International teacher education curriculum
5.2.1.4 Enhance participation of teacher’s education majors in Camp Adventure
5.2.1.5 Develop a study/field experience/internship abroad

**Strategy 5.2.2: Keep FAMU’s brand highly visible throughout the international community**

**Performance Measure(s):**

5.2.2.1 Establish mutually-beneficial partnerships that complement FAMU’s global mission
5.2.2.2 Develop and implement a strategic marketing plan
5.2.2.3 Increase and publicize the number of COE students participating in study abroad programs
5.2.2.4 Create refereed journals within the COE (e.g., Black Papers from the COE Black Male College Explorers Program)
5.2.2.5 Create a center and conference on urban and rural pre-birth through grade 16 African-American and selected global people including students’ presentations and publications, and Black male educators