THE TEACHERS COLLEGE

LONG RANGE
PLAN
2007–2012
At a Teachers College retreat for The Dean’s Advisory Council and Academic Leadership Council in January 2006, faculty and administrators within the college participated in reviewing the 2000-2006 Long Range Plan and developing a vision for the college for the next five years. The final draft of recommendations from this group was shared with all Teachers College faculty, staff, and students throughout the fall 2006 semester. Eight key areas emerged:

I. Assessment

II. Professional Development

III. Collaboration

IV. Faculty Evaluation, Promotion and Tenure

V. Recruitment and Retention of Faculty and Students

VI. Curriculum

VII. Technology

VIII. Resources

IX. Marketing

Almost all of the goals and objectives selected for the 1995-2000 and 2000-2006 Long Range Plans were retained as areas which need to continue to be emphasized within the college. Three new foci (assessment, professional development, and marketing), and several new goals, objectives, and activities have also been added. Progress toward goal attainment will be reported annually in The Teachers College Annual Report and at the fall college-wide faculty/staff meeting. Foci, goals, objectives, and activities in the annual plan reflect the university strategic plan and the conceptual framework for The Teachers College.

I. ASSESSMENT

GOAL 1: Cultivate a culture of assessment within The Teachers College.

Objective 1: Guide the development of undergraduate and graduate students in becoming Professionals who are Critical Thinkers, Creative Planners, and Effective Practitioners through application of data based decisions about curricula, faculty, staff, students, and the unit.

Activities:
Implement an annual systematic review process for all program/unit data.
Collect annual assessment data for all undergraduate and graduate programs within the college and teacher preparation unit.
Use appropriate technology to assure implementation of the Teachers College assessment system.
Conduct triennial surveys every three years of graduates and employers for undergraduate teacher preparation programs of study.
Conduct triennial focus groups every three years for each graduate program in the college to ensure currency of program focus, goals, and delivery.

*Objective 2: Review and revise undergraduate and graduate curricula as appropriate to reflect a culture of assessment.*

Activities:
Review program and student data to support decisions regarding curricula.
Utilize assessment structure, data management and data collection points for program improvement.

### II. PROFESSIONAL DEVELOPMENT

**GOAL 1: Encourage faculty/staff participation in on/off campus professional development activities.**

*Objective 1: Encourage faculty/staff participation in on/off campus professional development activities (e.g., conferences, meetings, training, seminars, workshops, etc.).*

Activities:
Plan and communicate professional development opportunities to faculty/staff.
Provide first year faculty with enhanced fiscal support to attend one state or national conference.
Continue to provide fiscal assistance to faculty/staff (through department operating budgets) to support participation in off-campus activities.
Create a review process to facilitate faculty renewal of Kansas educator licenses.
Continue to provide mentoring for new faculty.
Develop a plan to assist second and third year faculty with professional and scholarly activities.

### III. COLLABORATION

**GOAL 1: Promote and encourage collaboration at all levels: department, Teachers College, university, community, state, region, nation, and profession.**

*Objective 1: Promote connectivity and collaboration among faculty, staff, and administrators within The Teachers College.*

Activities:
Continue fall and spring college-wide meetings involving faculty and staff.
Continue the college winter holiday party.
Recognize faculty, staff, student, and alumni accomplishments in The Teachers College Annual Report.
Encourage each department/unit to sponsor one college wide social event each academic year (e.g., brown bag lunch, chili cook-off, etc.).

*Objective 2: Promote collaboration among faculty, staff, and administrators within The Teachers College with colleagues throughout the campus.*
Activities:
Develop and encourage collaborative activities across departments within The Teachers College and throughout the campus.
Provide support for collaborative projects (e.g., Dean’s Fund for Faculty Creativity).

IV. FACULTY EVALUATION, PROMOTION AND TENURE

GOAL 1: Review and refine requirements for faculty evaluation/promotion and tenure.

Objective 1: Review and refine specific promotion and tenure standards for teaching, scholarly activity, and service.

Activities:
Each department will annually review and revise, as appropriate, department Faculty Recognition documents. Revisions will be reviewed and approved by the Dean of The Teachers College and VPAA prior to implementation.
Each department will monitor and evaluate the effectiveness/appropriateness of Chronic Low Performance criteria within department Faculty Recognition documents.

GOAL 2: Provide time for scholarly activity.

Objective 1: Explore ways to allocate faculty load for scholarly activities.

Activities:
Reduce the teaching load one semester during the first three years for tenure-track faculty. (This will be accomplished in collaboration with the chair and based on resources).
Continue the faculty "bank account" (after approval by the department chair, and a written plan for what is to be accomplished in scholarly activity, faculty can teach an increased load one semester, with a reduced teaching load the following semester).
Continue providing fiscal support for faculty scholarly activity through funding sources such as the Dean’s Fund for Faculty Creativity.

V. RECRUITMENT AND RETENTION OF FACULTY AND STUDENTS

GOAL 1: Recruit and retain highly qualified faculty.

Objective 1: Attract, develop, and retain outstanding faculty members including individuals from diverse backgrounds.

Activities:
Continue to seek diversity in recruitment and retention of high quality faculty.
Develop and implement a plan to use some or all of the web based course professional development funds to increase travel assistance for faculty members who present at national and international meetings.
Provide a mentoring system for all new faculty.
Continue to support, recognize, and reward quality performance in teaching, scholarship, and service.

Explore ways to increase salaries of faculty to be competitive at all levels.

Seek Jones Distinguished Lecturers and Visiting Professors who bring national visibility to The Teachers College and Emporia State University.

Rehabilitate and equip classrooms, labs, and offices in order to provide faculty with facilities that offer state of the art instructional and research opportunities.

Each department will delineate how involvement in student recruitment and retention activities is recognized in Faculty Recognition documents.

Seek institutional support for engaging in collaborative projects, team teaching, and field experiences which expose/involve faculty/staff in multicultural diversity awareness and understanding, including international experiences.

**GOAL 2: Recruit and retain a highly qualified student body for undergraduate and graduate programs within The Teachers College, including those who represent diverse backgrounds.**

*Objective 1: Develop and maintain multifaceted relationship(s) with one or more school districts, agencies, businesses, community colleges, and organizations (e.g., Kansas City metropolitan area, Emporia Middle and High Schools) which provide populations from which to recruit a diverse student body.*

Activities:
Mentor future Teachers College students through faculty/ESU student involvement with high school/middle school clubs (e.g., Future Teachers, FBLA, etc.).
Engage ESU students and student groups in hosting campus visits for middle and high school students from urban/diverse school districts.
Anually evaluate and revise recruitment efforts developed by The Teachers College Minority Recruitment and Retention Task Force.
Maintain 2 + 1 + 1 programs with Kansas community colleges.

*Objective 2: Develop a plan to mentor and support students interested in programs in The Teachers College.*

Activities:
Work with student services to develop a mentoring plan for new and transfer students declaring an interest in programs in The Teachers College.
Encourage faculty to volunteer as mentors for new and transfer students declaring an interest in programs in The Teachers College.
Encourage new and transfer students to join clubs and interest groups related to programs in The Teachers College.
Encourage development of first year experience for new students in The Teachers College.

*Objective 3: Explore the feasibility of developing appropriate course and/or programs offered by The Teachers College for international students.*

Activity:
Work collaboratively with the Office of International Education to identify undergraduate and graduate programs appropriate for international students.

VI. CURRICULUM

GOAL 1: Continue best practices of undergraduate and graduate curricula.

Objective 1: Review and revise undergraduate and graduate curricula as appropriate to reflect multicultural outcomes delineated within the college conceptual framework ensuring program graduates are successfully prepared to live and work in a diverse society.

Activities:
Provide faculty/staff development as necessary for full implementation of the multicultural outcomes.
Formally evaluate our candidate’s multicultural knowledge and skills.
Celebrate/recognize faculty whose classes demonstrate the multicultural knowledge base and expected candidate outcomes.
Continue implementation of a structured plan to ensure candidates will complete observation, tutoring, student teaching, practicum, or internship experiences in settings that include individuals who are different from their own cultural background and those who have exceptionalities.
Explore possibilities for national and international faculty and candidate study/exchange programs.

Objective 2: Review and revise methods of course delivery in undergraduate and graduate curricula.

Activities:
Review program and student data to support decisions regarding course delivery.
Provide faculty development/forums showcasing best practices in course delivery.

Objective 3: Review, evaluate, and modify existing curricula to meet constituent needs.

Activities:
Identify the needs of our constituents, including the KSDE and varied professional communities.
Align curricular needs with constituent needs.

VII. TECHNOLOGY

GOAL 1: Develop an annual technology plan for The Teachers College

Objective 1: Develop an annual technology/equipment needs summary.

Activities:
Each department/unit will submit a prioritized summary of technology/equipment needs to the dean each fall.
The dean will submit a prioritized summary of technology/equipment needs for the college to the VPAA each fall. OOE reserves for the college will be distributed to the ALC a minimum of one time each academic year for technology/equipment purchases not funded at the university level.

GOAL 2: Nurture The Teachers College community in the use and application of technology needs.

Objective 1: Encourage use of technology for effective teaching, learning, and office efficiency.

Activities:
Promote and encourage faculty/staff participation in emerging technology related professional development (coordinate these efforts with ESU Technology and Computing Services). Use technology to become more efficient (e.g., office procedures, student data bases, student records, recruitment/retention, etc.). Involve the use of emerging technology as a communication tool between faculty, staff, students and graduates. Continue to monitor emerging technologies related to delivery of courses. Continue to develop strategies for ‘connecting’ with distance learners. Promote electronically based collaboration among faculty, staff, and administration.

VIII. RESOURCES

GOAL 1: Maximize fiscal and human resources to offer quality curricula/programs.

Objective 1: Review and evaluate existing practices in order to enhance the quality of academic life.

Activities:
Evaluate and prioritize fiscal and faculty resources within each department and throughout The Teachers College to ensure the quality of faculty academic life. Provide resources to keep legislators, community, and corporate leaders informed of significant accomplishments within The Teachers College.

GOAL 2: Pursue external funding.

Objective 1: Encourage faculty submission of external grant proposals to private, state, federal, and corporate entities.

Activities:
Summarize grant activity in The Teachers College Annual Report. Provide opportunities for professional development on grant writing for faculty. Provide assistance to faculty in obtaining information and sources for external funding.

GOAL 3: Maintain physical environments that maximize learning.

Objective 1: Identify physical elements of learning environments which contribute to effective learning (e.g., desks, carpet, appropriate technologies, etc.).
Activities:
Develop a long-range plan for replacement and upgrade of facilities.
Develop a Teachers College crisis intervention plan, and link the college plan to the university plan.
Develop a plan for security and safety of students, faculty, staff, and equipment.

IX. MARKETING

GOAL 1: Promote visibility and accomplishments of The Teachers College faculty, staff, students, alums, and programs.

Objective 1: Increase visibility of The Teachers College within the state and nation.

Activities:
Promote significant accomplishments of The Teachers College to legislators, community, and corporate leaders and encourage them to visit the ESU campus and The Teachers College (including off-campus programs like The Professional Development Schools).
Review and distribute promotional materials for The Teachers College (e.g., Web pages, videos, brochures).
Publish and distribute college newsletters highlighting faculty, staff, students, alums, programs, and college accomplishments.
Identify and send newsworthy information and awards about faculty, staff, students, alumni, and programs to the ESU Public Affairs and Marketing department for publication and distribution to news sources.
Include college updates in all letters sent from the dean’s office to donors.
Request that the ESU Foundation keep departments informed of donations so they can communicate with donors.