

SCHOOL OF EDUCATION

2025 Strategic Plan Report



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Introduction

Throughout the 2021-2022 academic year, the School of Education (SOE) engaged in a strategic planning process. A series of three day-long strategic planning retreats were held—in September (at SIU's Touch of Nature Outdoor Education Center) and November 2021 (at SIU's Research Park) and April 2022 (at Morris Library). The latter two retreats focused on SOE's teacher education programs. More than 30 faculty members, including clinical supervisors from the teacher education program, participated in these retreats along with several faculty members from secondary education programs (including agricultural education, mathematics, and history) and social work as well as SOE staff members. In addition, superintendents from several partnering school districts also contributed their time and expertise to helping shape a strategic plan for the School of Education.

This document details the **2025 Strategic Plan** for SOE. It is intended as a working document, subject to revision as the SOE leadership team and faculty and staff members work collaboratively over the next few years to carry out the plan, assess progress, reevaluate goals (where necessary), and celebrate achievements. Interim reports will be produced and disseminated to provide updates on progress. SOE's constituent members – students, faculty, staff, University colleagues, alumni, donors, and friends – are invited to respond to the strategic plan with comments and suggestions for further growth of SOE. Comments can be sent to soedean@siu.edu.

Background and Milestones

The School of Education was established as part of the University's reorganization of colleges and academic programs—a process that took place over three years, from 2018 to 2021. The School of Education traces its' lineage from the College of Education, which was established at Southern Illinois University in 1944, but teacher preparation has been a significant responsibility since the founding of the state normal school in Carbondale in 1869. The School of Education officially launched in January 2021. Following a national search, M Cecil Smith was named as Dean of the School and began his tenure in July 2020.

The global COVID-19 pandemic forced a brief shutdown of the University in March 2020, followed by a rapid transition to the delivery of fully online courses for nearly all students. Education students participating in their assigned clinical experiences completed the semester teaching their elementary or secondary students online as well. Online instruction, faculty and staff meetings, and other School business continued, in virtual



forums, through the Fall semester, 2020 and into the following year. Faculty members, staff, and students gradually returned to campus and to a mix of face-to-face, fully online, and hybrid instruction during the latter part of 2021 and into 2022 as the pandemic began to ease. This period was a challenging time for everyone, but the SOE faculty remained committed to providing quality instruction and vibrant learning experiences for all students regardless of course modality.

Despite the challenges that members of the School and University community confronted, the new SOE has continued to move forward by launching or revitalizing academic programs and creating new initiatives to improve the academic and social climate of SOE. The Diversity, Equity, Inclusion and Community Engagement Committee (DEICE) was formed in the Fall, 2020 to assist and advise faculty and SOE's leadership team regarding diversity, equity, inclusion and community engagement matters as pertaining to curriculum, partnerships, hiring, and other SOE business.

Following the retirement of the long-time Director of the Office of Teacher Education (OTE) at the end of the 2020-21 academic year a national search was launched to hire a new director. Following interviews with several finalists, Dr. Christie McIntyre, who had been serving as Interim Director of OTE, was selected to fill the Director position in August 2021.

At this time, three new tenured or tenure-track faculty members joined SOE: Yvonne Hunter-Johnson, Ph.D., Workforce Education & Development (WED) program (tenured); Peter Nelson, Ph.D., Curriculum & Instruction program (tenure track); and Louise Yoho, Ph.D., Special Education program (tenure track). Another new tenure track faculty member joined SOE in August 2022. Brianna Janssen-Sanchez, Ph.D., holds a joint appointment with the College of Liberal Arts and teaches foreign language (education) courses.

Also, Drs. Lingguo Bu, Sebastian Loh, and Peter Fadde transitioned from the Curriculum & Instruction faculty to the Workforce Education & Development program to create new academic program offerings and rebuild the WED program which had been decimated by faculty retirements and enrollment declines over several years.

Presently, the School of Education offers the following academic programs and degrees:

- Biological Sciences (B.S.)
- Child & Family Services (B.S.)
- Curriculum & Instruction (M.S Ed.; Ph.D.)
- Early Childhood (B.S.)
- Educational Administration (M.S. Ed.; Ed.D.; Ph.D.)
- Elementary Education (B.S.)
- English Education (B.S.)
- Foreign Languages Education (B.S.)
- Higher Education (M.S. Ed.; Ph.D.)
- History Education (B.S.)
- Master of Arts in Teaching (MAT)
- Special Education (B.S.)
- Workforce Education & Development (B.S.; M.S. Ed.; Ph.D.)



Also, post-baccalaureate certificate programs are offered in Quantitative Methods, Special Education, and Higher Education (College Teaching)

Current School of Education Initiatives

The ***Early Childhood Access Consortium for Equity*** is a state-wide effort involving all Illinois public universities and community colleges to streamline, coordinate, and improve accessibility of degree completion pathways for the incumbent early childhood workforce and employers. SOE is a member of the Consortium and is working with area community colleges to assure that their students can readily transfer to the University and into the School of Education to complete the bachelor's degree and earn the Professional Educator License (PEL) in early childhood education.

SOE has received grant funding from ***Grow Your Own Teachers-Illinois*** to support racially diverse individuals who desire to become teachers within their own community school. Qualifying undergraduate students in both the early childhood education and special education programs can receive financial assistance for tuition, fees, books, and other costs of education (e.g., childcare, transportation) in the form of a forgivable loan up to \$25,000.⁰⁰. Recently, 17 special education candidates graduated (2021) and 16 took teaching positions. Another 38 candidates are currently in the GYO program.

The **Saluki Teacher Residency Partnership** (B.S. / MAT) was established in 2022 through a grant from the Illinois State Board of Education. Teacher candidates will be placed in one-year teacher residencies in five participating school districts in southern Illinois. To complement the full-time residency experience teacher candidates will receive additional supports. Mentor teachers will provide instructional guidance and community mentors will familiarize candidates with the local community in which their residency school is located.

The **Illinois Tutoring Initiative (ITI)**, funded by the Governor's Office and administered by Illinois State University, provides an opportunity for SOE students to tutor students in grades 3-8 in math and reading. The ITI is a state-wide effort to ameliorate learning loss due to the pandemic. Tutors will be working in four school districts in 2022-23 and an additional 3 districts in the following academic year.

Educating with Evidence is a project created through funding and partnerships with various agencies. Its' purpose is to support teachers' uses of artifacts, primary sources, and media in classroom instruction and assessment. Educators can access free resources for teaching and assessing using primary source materials, find inspiration for local history projects, and enjoy opportunities for professional development.

SOE is launching a **doctoral emphasis in equity and social justice education** in Fall 2022. Doctoral fellows selected for this program will be financially supported for up to three years through a mix of tuition waivers, scholarships and grants, and paid assistantships. They will be prepared as researchers and scholars who can expertly investigate and address critical social justice and equity issues in educational contexts.



Related to the new doctoral emphasis, SOE will participate in the **Holmes Scholars Program** through the American Association for Colleges of Teacher Education (AACTE). The Holmes Program supports graduate students in education who self-identify as racially and ethnically diverse. The program will be beneficial to recruiting graduate students of color, and it provides a support network of peers and unique opportunities for professional experiences. Further, SOE's participation in the Holmes Scholars program will demonstrate and enhance our role as a leader in supporting diversity in the PK-20 education workforce.

Strategic Planning Process

In an effort to remain responsive to rapidly changing conditions in teacher preparation, both nationally and within the southern Illinois region, Dean Smith commissioned an external evaluation of SOE's teacher preparation program in late Spring, 2021. The evaluation was conducted by Dr. Kelli Thomas, an experienced teacher educator and program evaluation specialist from the School of Education and Human Sciences at the University of Kansas. Dr. Thomas reviewed SOE's recent CAEP accreditation report and other program assessment data and she interviewed several stakeholders—including Provost Meera Komarraju, local school superintendents, SOE faculty and clinical supervisors, the SOE leadership team, and SOE students to prepare the evaluation report. The report was subsequently shared with faculty and staff members prior to the first of three planned strategic planning retreats. Dr. Thomas made five recommendations based on her analysis:

1. *Develop a "culture of belonging" for all faculty, staff, and students.*
2. *Build partnerships with school districts, schools, and educators.*
3. *Restructure the Office of Teacher Education and leadership role.*
4. *Focus on recruitment and increase the diversity of teacher candidates.*
5. *Develop "One School of Education," including all off-campus sites.*

The Thomas report served as a starting point for discussions during the second and third strategic planning retreats. The outcomes of these discussions form the basis for the **2025 School of Education Strategic Plan**.

MISSION:

Southern Illinois University Carbondale embraces a unique tradition of access and opportunity, inclusive excellence, innovation in research and creativity, and outstanding teaching focused on nurturing student success. As a nationally ranked public research university and regional economic catalyst, we create and exchange knowledge to shape future leaders, improve our communities and transform lives.



SOE VISION:

We prepare outstanding educators, school leaders, childcare specialists, human resource professionals, and researchers to transform classrooms, schools, workplaces, and communities, and who influence individual learning and growth within these settings.

SOE VALUES

The SOE strategic planning retreats did not focus on identifying the collective values held by administration, faculty, and staff members. However, despite this lack, there are several important values that many members of the SOE community are likely to agree upon, and for which further discussion and debate is strongly encouraged. The following value propositions underlay the many conversations that occurred during the strategic planning meetings. These values include:

Academic Excellence. We are committed to providing rigorous and high quality learning experiences for our students that prepare them for the challenges inherent in teaching, design of learning environments, talent development, and leadership in school and organizations.

Collaboration and Partnership. We achieve more when we work in support of one another and when we work together with our university, area school districts, and community partners.

Continuous Program Improvement. We are committed to using data to continuously improve our teaching, academic and research programs, and partnerships.

Diversity, Equity, and Inclusion. We are committed to creating a learning environment that prepares educators to be knowledgeable and appreciative of diversity and talents among learners; in doing so, we engage, acknowledge, and honor a wide variety of ideas and perspectives.

Social Justice. We recognize the importance of studying, understanding, and addressing structural inequities in access to, opportunities for, and resources in education.

STRATEGIC PRIORITIES

Following conclusion of the strategic planning retreats, the SOE leadership team--consisting of Dean Smith, Associate Dean Dr. Saran Donahoo, Director of the Teacher Education Program Dr. Christie McIntyre, Undergraduate Programs Director Dr. Stacy Thompson, Graduate Programs Director Dr. Grant Miller, Chief Academic Advisor Naomi Arseneau, and Recruitment and Retention Coordinator Shannon Schroeder--reviewed and summarized all data that emerged. These data confirmed the following eight strategic priorities for the School of Education:



- 1. Recruitment and Retention (Enrollment Management)**
- 2. Diversity, Equity, and Inclusion (DEI)**
- 3. Enhancement of the SOE Student Experience**
- 4. Partnerships and Community Engagement**
- 5. Faculty and Staff Development and Recognition**
- 6. Research, Scholarship, and Grants Development**
- 7. Fundraising and Alumni Development**
- 8. Enhancement of Teacher Education Programs**

Next, 25 specific goals were identified in association with the strategic priorities and specific action steps were recommended to achieve the goals. The goals and action steps that are linked to each strategic priority are the following:

PRIORITY 1: Recruitment and Retention (Enrollment Management)

GOAL 1A: Recruit and retain a diverse student body.

Action steps:

- Update degree plans
- Update SOE website
- Develop a University and SOE events calendar
- Recruit and train SOE Student Ambassadors
- Develop a peer mentoring program
- Advertise SOE on the Common Application

GOAL 1B: Develop a SOE marketing plan.

Action steps:

- Update degree program recruitment fliers
- Promote degree programs on social and other media
- Establish a marketing strategies committee

GOAL 1C: Develop a system for tracking graduate student completion.

Action steps:

- Annual written evaluation for graduate students
- Adopt *DegreeWorks* for graduate student advising

GOAL 1D: Increase faculty engagement with Educator Rising Clubs.

Action steps:



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- Develop assignment schedule for faculty visits to schools
- Host SOE Day on campus each semester
- Connect SOE students to Educator Rising Clubs

GOAL 1E: Develop additional paths to licensure for teacher shortage areas.

Action steps:

- Analyze the educator shortage in the SIU region
- Apply for grants to support the development of new paths to licensure
- Advocate for ISBE rules that would support new paths to licensure
- Attend IADPCE and SEPLB meetings to stay current on ISBE rules

PRIORITY 2: Diversity, Equity, and Inclusion

GOAL 2A: Recruit and retain a diverse student body.

Action steps:

- Analyze and report how and where SOE currently recruits diverse students
- Access, analyze, and report SIU surveys related to diverse student experiences
- Create, implement, analyze, and report survey of current students about SOE DEI practices
- Identify and provide scholarships for underserved populations

GOAL 2B: Recruit and retain a diverse cohort of faculty and staff.

Action steps:

- Add language to future Position Request Forms noting diversity emphasis in hiring
- Highlight the work of diverse faculty on SOE website
- Conduct one focus group session with diverse faculty each semester

GOAL 2C: Increase faculty awareness and implementation of diverse, equitable, and inclusive practices.

Action steps:

- Examine and implement best practice models for DEI
- Analyze and report findings from DEI survey
- Analyze and revise current syllabi using CRTL standards as a guide
- Provide and lead bi-weekly CRTL conversations for faculty
- Invite SIU Diversity Chair to DEICE meeting once per semester or year for campus updates
- Provide incentives for faculty to engage in scholarship and research activities that address DEI issues

GOAL 2D: Launch Educational Equity and Social Justice emphasis in PhD program.



Action steps:

- Doctoral Fellows each teach a section of EDUC diversity course
- Fellows attend AERA meetings to network with DEI scholars

Achievement of these goals will serve to encourage attention to diversity, equity, and inclusion schoolwide.

PRIORITY 3: Enhancement of the SOE Student Experience

GOAL 3A: Increase undergraduate and graduate student engagement in co-curricular activities.

Action steps:

- Develop and distribute annual calendar of campus and community activities
- Promote student organizations on SOE web site and social media
- Recruit students to serve on SOE committees
- Enhance undergraduate research opportunities and assistantships for graduate students
- Engage SOE students in summer camps

GOAL 3B: Increase student and faculty engagement in Living Learning Community activities.

Action steps:

- Recruit faculty and speakers for LLC events
- Develop and distribute flyers and calendars for LLC activities

GOAL 3C: Increase opportunities for students to tutor K-12 students.

Action steps:

- Recruit and engage students for America Reads
- Recruit and engage students for Saluki Tutoring Corps
- Recruit and hire tutors for Illinois Tutoring Initiative

GOAL 3D: Provide accessible instruction for all students.

Action steps:

- Review and report current percentage of online course offerings for all programs, including secondary education (e.g., biology, English, foreign languages, history, math)
- Review and report current percentage of evening course offerings
- Recommend future online and evening course offerings

GOAL 3E: Support social/emotional needs of students.

Action steps:

- Provide faculty training to address student social-emotional, mental health challenges



- Establish SOE Community Center (Wham 112)

PRIORITY 4: Partnerships and Community Engagement

GOAL 4A: Strengthen current partnerships and community engagement activities.

Action steps:

- Conduct asset mapping to better understand work with community partners
- Complete an inventory of existing SOE community engagement practices
- Meet with School Improvement Plan teams at local schools to understand their professional development goals
- Establish Office of Community Engagement / Outreach to support work with community partners
- Promote current SOE community engagement activities by sharing with SIU media outlets
- Use existing socioeconomic data to determine where local community and SOE missions intersect
- Invite National or Illinois Teacher of the Year to speak at Honor's Day
- Launch SOE Hall of Fame to recognize high-achieving alumni
- Recognize, support, and reward faculty engaged in partnership work
- Develop and maintain partnerships with other SIUC entities (e.g., SIU Research Park), colleges and units (e.g., University Honors Program; Housing)

GOAL 4B: Explore SOE readiness to establish Professional Development Schools.

Action steps:

- Identify school improvement goals for schools in areas of southern Illinois
- Re-establish the Teacher Education Advisory Board
- Determine degree of engagement for each school using PDS scale

GOAL 4C: Partner with local schools in grant projects.

Action steps:

- Identify current grant projects involving local educators, schools, and community agencies
- Determine capacity for supporting current and future grants
- Identify future grants that support Strategic Plan and goals
- Launch Saluki Teacher Residency Partnership, Fall 2022

Achieving these goals will serve to connect SOE faculty and students with our existing partnerships and expand the visibility and broader impact of these partnerships.



PRIORITY 5: Faculty and Staff Development and Recognition

GOAL 5A: Create a climate of teaching that promotes high-quality instruction in multiple modalities.

Action steps:

- Provide mentoring for tenure track faculty members
- Offer faculty opportunities for external reviews of course syllabi
- Develop annual event focused on teaching strategies to address student challenges
- Examine structures for evaluating quality instruction that go beyond existing practices
- Expand faculty peer coaching / mentoring
- Create a SOE system to quantify "engaged" teaching
- Identify pathways to address Quality Matters indicators for online instruction
- Provide recognition and rewards for innovations in teaching

In addition to these action steps, efforts should be undertaken to create showcase events for SOE faculty to present their research. Promoting the visibility of faculty members' work and achievement through media stories is also desired. Where possible, recognitions and rewards for innovations in teaching should be implemented. Finally, faculty members' grant applications (individual and collaborative) and their leadership in providing trainings for faculty in other disciplines/colleges (e.g., online instruction, pedagogical practices, innovative assessment methods) should be incentivized.

PRIORITY 6: Research, Scholarship, and Grants Development

GOAL 6A: Faculty become more engaged in conducting research and securing grant funding.

Action steps:

- Appoint Research and Grants Coordinator
- Involve students in publishing, grants, and conference attendance with faculty
- Launch series of research and grant writing seminars
- Provide informal mentoring program for tenure-track faculty
- Provide summer grant writing support (competitive)
- Provide Pivot® database training for grant-seeking and collaboration
- Distribute *Research & Development Newsletter* to faculty
- Provide incentives to faculty who secure external funding



PRIORITY 7: Fundraising and Alumni Development

GOAL 7A: Secure external funding to support SOE programs.

Action steps:

- Create a list of current entrepreneurial activities by faculty
- Develop a program to mentor new faculty in obtaining external funding
- Establish a grant-funding calendar for faculty to identify cycles of external opportunities

GOAL 7B: Build a more expansive alumni network.

Action steps:

- Create an Advocacy Board
- Establish an Alumni Council
- Write and distribute a SOE newsletter twice a year

GOAL 7C: Expand partnership with SIU Foundation.

Action steps:

- Increase SOE scholarships
- Launch SOE Hall of Fame to recognize high-achieving alumni

It is important to note the success of our fundraising efforts over the past few years, particularly in light of the COVID-19 pandemic. It has been a challenge to meet, in person, our many friends, alumni members, and donors. Nevertheless, contributors to the School of Education (many who recall the College of Education or, in recent decades, the College of Education and Human Services) have been very generous donors. Fiscal year campaign commitments for the past three years are:

FY22: \$484,059.⁰⁰ (to date)

FY21: \$302,195.⁰⁰ (total)

FY20: \$241,665.⁰⁰ (total)

FY22 commitments are a 100% increase over FY20, evidence of the success achieved from our friend-raising and fundraising efforts! Campaign commitments include pledges, cash gifts, and documented planned gifts. Speaking on behalf of our students, faculty, and staff members, we are grateful for the support provided to SOE and extend our thanks to our many contributors.

PRIORITY 8: Enhancement of Teacher Education Programs

GOAL 8A: Provide a culturally responsive curriculum informed by state and national standards.

Action steps:

- Align EDUC and program course syllabi to CRTL standards



- Review assessment plans within each program
- Identify courses and clinical assignments that can be integrated
- Plan and launch a 15-months teacher preparation (1-year residency) program

GOAL 8B: Engage future educators in meaningful technology activities and applications.

Action steps:

- Support Technology Task Force: Integration within curriculum
- Plan for upgrading current technology equipment in classrooms
- Set up teacher education program admission process in SLATE

GOAL 8C: Develop a "culture of belonging" among all teacher education programs.

Action steps:

- Conduct focus groups with PIAC members at 3 intervals over the academic year
- Set-up structure for faculty-clinical supervisor "ride-alongs" to observe teacher candidates' teaching
- Director of the Teacher Education Program to meet with secondary program coordinators once each semester

To date, a number of these action steps have been taken up by individual faculty members, faculty and staff committees, and the SOE leadership team. Numerous desired goals and action steps were proposed across the three strategic planning retreats. However, many of the goals did not rise to the level of "essential," as determined by a survey of the faculty and staff. Interested readers will find a detailed spreadsheet at the end of this report that indicates the outcome targets associated with each identified goal. Where relevant and possible, SOE budget dollars have been designated to carry out the action steps and accomplish the strategic goals.

Dean's Statement

As Dean of the School of Education, I am very proud of the work that we have done together over the past two years, and I am humbled by the efforts that so many of our faculty and staff have made to create a vibrant and strong School. I know that no one needs to be reminded of why we are here: To educate our students and prepare them not only for careers in education, but for citizenry in a democratic society and a fulfilling life. Few callings are higher than this and we are very fortunate to be able to do this work.

Without doubt, we will confront new challenges in the coming years, but we will also continue to respond to these challenges with determination and creativity. The national teacher shortage endures—made worse by the COVID-19 pandemic. But, with initiatives such as the *Saluki Teacher Residency Partnership*, and the support of *Grow Your Own Teachers—Illinois*, we are making significant strides in meeting teacher workforce



demands throughout the State of Illinois. Enrollment remains a concern and we all must contribute, in different ways, to efforts at both recruiting and retaining students. We will continue our work in recruiting and preparing educators and school leaders that reflect the diversity of the region and the state to better meeting the staffing needs of schools.

While budgetary constraints are ever-present, we are fortunate to have an outstanding staff in SOE's business office who provide expert guidance on budget management. Faculty members are increasing their efforts to bring in grant funding—and are experiencing success! As previously, noted, our donors continue to support us and our students, demonstrating their faith and confidence in what we are doing.

Faculty are busy revising courses and our academic programs' curricula and we are launching new degree programs to meet student and workforce demands. A promising innovation that begins soon will enable graduate students in the educational administration program to translate micro-credential courses into academic credits toward their degree. The new doctoral emphasis in educational equity and social justice is welcoming its first cohort of three Ph.D. students in Fall 2022. The Early Childhood program is approved for online delivery and the Elementary Education program will offer an online degree program as well. Workforce Education and Development is revitalized with revised courses in the undergraduate degree program. Next year, WED will be rebranded as Organizational Learning, Innovation and Development (and many WED alumni that I have talked to have enthusiastically embraced this change—a good sign). I am confident that we can carry out the action steps identified through our strategic planning activities, and we can achieve the goals that are associated with each of the eight strategic priorities of the **2025 Strategic Plan**. In doing so, we will not only satisfy the recommendations from Dr. Thomas' external evaluation of our teacher education programs, but will have stronger, more inclusive, and innovative undergraduate and graduate degree programs within a truly 21st Century School of Education.

Acknowledgement of Strategic Planning Participants

Ahmed Al-Asfour, Assistant Professor, Workforce Education & Development
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Stacy Thompson, Professor, Child & Family Services/Early Childhood
Louis Yoho, Assistant Professor, Special Education

Staff members Ninette Jones-Mangrum and Debbie Blair provided invaluable assistance in planning and organizing the strategic planning retreats.

ADDENDUM

Strategic Plan Priority, Goals, Action Steps, & Budget Allocations



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SP 1.	RECRUITMENT and RETENTION (ENROLLMENT MANAGEMENT)					
Goal 1.1	Recruit and retain a diverse student body.					
Outcome 1.1	Increase undergraduate enrollment by 3% and graduate enrollment by 2% every year.					
Action 1.1.A	Update degree plans and post online	Chief Academic Advisor	In progress	August 2022	No budget needed	
1.1.B	Update SOE website	RR Coordinator & Dean	In progress	August 2022	No budget needed	
1.1.C	Develop annual calendar of recruitment events for Student Ambassadors	RR Coordinator	In progress	August 2022	No budget needed	
1.1.D	Recruit Student Ambassadors	RR Coordinator	In progress	August 2022	No budget needed	
1.1.E	Develop a training protocol new Student Ambassadors	RR Coordinator	20%	August 2022	No budget needed	
1.1.F	Establish a program for peer mentoring and completion coaches	TEP Director	0%	May 2023	TBD	
1.1.G	Improve online information about program and course offerings	UG and Grad Directors	0%	August 2022	No budget needed	
1.1.H	Advertise SOE on the Common App	RR Coordinator	0%	December 2022	TBD	
Goal 1.2	Develop a SOE Marketing Plan.					
Outcome 1.2a	Order a complete stock of print handouts for each SOE program.					University Communications
Outcome 1.2b	Each SOE program is highlighted online/digital form at least once per month.					
Outcome 1.2c	Each SOE program is highlighted within a community forum at least once per year.					
Action 1.2.A	Update recruitment flyers for each SOE program	RR Coordinator	25%	December 2022	University Communications (2022-23)	
1.2.B	Develop calendar for programs to be highlighted in online/digital forms and community forums	RR Coordinator	0%	December 2022	No budget needed	
1.2.C	Make arrangements with WSU and other news outlets to highlight each program	RR Coordinator	100%	August 2022	\$3000.00 (2022-23)	
1.2.D	Track responses to social media posts	RR Coordinator	75%	On-going	No budget needed	
1.2.E	Create a SOE Marketing Committee, include students	RR Coordinator	0%	September 2022	No budget needed	
Goal 1.3	Develop a system for tracking graduate student completion.					
Outcome 1.3	80% of MSED students graduate within two years and 70% of PhD students graduate within six years.					
Action 1.3.A	Create an Excel document noting the progress of each graduate student	Grad Program Coordinator	0%	December 2022	No budget needed - Utilize DegreeWorks for this task	
1.3.B	Develop an annual check-in process for graduate students and advisors	Grad Program Coordinator	0%	August 2022	No budget needed - Utilize DegreeWorks for this task	
1.3.C	Create a checklist graduate students can use to track their own progress	Grad Program Coordinator	0%	August 2022	No budget needed - Utilize DegreeWorks for this task	
Goal 1.4	Increase faculty engagement with Educator Rising Clubs.					
Outcome 1.4	At least one SOE faculty member engages with each Educator Rising Club during academic year.					
Action 1.4.A	Create an assignment schedule for faculty visits to each Educator Rising Club	TEP Director	0%	August 2022	\$250.00 per faculty member (Prof'l devel.)	
1.4.B	Plan and implement Education Day in Fall and TON event in Spring semesters	TEP Director	25%	October 2022	\$1,000 annually	
1.4.C	Connect current SOE student leaders to Ed Rising Clubs	TEP Director	0%	August 2022	No budget needed	
Goal 1.5	Develop additional paths to licensure for teacher shortage areas.					
Outcome 1.5						
Action 1.5.A	Analyze and report educator shortage needs in SIU region	TEP Director	0%	August 2022	No budget needed	
1.5.B	Apply for grants to support the development of new paths to licensure	TEP Director	0%	as needed	No budget needed	
1.5.C	Advocate for ISBE rules that would support new paths to licensure	TEP Director	100%	Ongoing	No budget needed	
1.5.D	Attend IADPCE and SEPLB meetings to stay current on ISBE rules	Dean &/or TEP Director	100%	monthly	No budget needed (Virtual meetings)	
SP 2.	DIVERSITY, EQUITY, AND INCLUSION					
Goal 2.1	Recruit and retain a diverse student body.					
Outcome 2.1	Increase diversity of undergraduate student body by 5% and graduate student body by 2% every year.					
Action 2.1.A	Analyze and report how and where SOE currently recruits diverse students	RR Coordinator	0%	December 2022	TBD - Collaborate with Admissions	
2.1.B	Access, analyze, and report SIU surveys related to diverse student experiences	DEI Chair	100%	December 2022	TBD - Climate survey completed by DEICE	
2.1.C	Create, implement, analyze, and report survey of current students about SOE DEI practices	DEI Chair	0%	May 2023	TBD	
2.1.D	Identify and provide scholarships for underserved populations	DEI Chair / Associate Dean	0%	Ongoing	TBD	

SCHOOL OF EDUCATION	STRATEGIC PRIORITIES, GOALS, OUTCOMES, and ACTION STEPS	PROJECT LEAD	COMPLETION PERCENTAGE	TARGET DATE	BUDGET ALLOCATION / NOTES
Goal 2.2	Recruit and retain a diverse cohort of faculty and staff.				
Outcome 2.2	Increase diversity of TT faculty by 2%, NTT faculty by 25%, and staff by 25%.				
Action 2.2.A	Add language to future PRFs noting the emphasis	Dean	0%	Ongoing	No budget needed
2.2.B	Highlight the work of diverse faculty on SOE website	Dean	0%	August 2022	No budget needed
2.2.C	Conduct 1 focus group session with diverse faculty every semester	Dean	0%	2X year	\$250.00 (2 lunch meetings: 2022-23)
Goal 2.3	Increase faculty awareness and implementation of diverse, equitable, and inclusive practices.				
Outcomes 2.3a	Increase faculty comfort with DEI practices by 20% on the annual climate survey.				
Outcome 2.3b	SOE course syllabi show course assignment alignment with CRTL standards.				
Action 2.3.A	Examine and implement best practice models for DEI	DEI Chair	0%	May 2022	No budget needed
2.3.B	Analyze and report findings from DEI survey	DEI Chair	100%	August 2022	No budget needed - report completed
2.3.C	Analyze and revise current syllabi using CRTL standards as a guide	TEP Director & DEI Chair	In progress	December 2022	No budget needed
2.3.D	Provide bi-weekly CRTL conversations for faculty	TEP Director	0%	December 2022	No budget needed
2.3.E	Invite SIU Diversity Chair to DEICE meeting once per semester or year for updates	DEI Chair	0%	August 2022	No budget needed
2.3.F	Provide faculty incentives to engage in scholarship and research activities that address DEI issues	Dean	0%	August 2023	Consider \$1,000 awards (competitive) X 3 annually
Goal 2.4	Launch Educational Equity and Social Justice emphasis in PhD program.				
Outcome 2.4	Three inaugural Fellows begin program in Fall 2022.				
Action 2.4.A	Fellows each teach a section of EDUC diversity course	Grad Coordinator	In progress	August 2022	No budget needed
2.4.B	Fellows attend 2023 AERA meeting to network with DEI scholars	Dean & Grad Coordinator	0%	April 2023	\$4500.00 (\$1500 per fellow)
SP 3.	ENHANCEMENT OF THE SOE STUDENT EXPERIENCE				
Goal 3.1	Increase undergraduate and graduate student engagement in co-curricular activities every month.				
Outcome 3.1	Engage at least 15 SOE undergraduates and 5 graduate students in an co-curricular activity every month.				
Action 3.1.A	Develop and distribute annual calendar of activities, including local community events	UG and Grad Coordinators	0%	August 2022	No budget needed
3.1.B	Promote student organizations on web site and social media	RR Coordinator	In progress	August 2022	No budget needed
3.1.C	Recruit students to serve on SOE committees	Associate Deans	0%	August 2022	No budget needed
Goal 3.2	Increase student and faculty engagement in Living Learning Community activities.				
Outcome 3.2	Engage at least 5 SOE undergraduate students and 1 faculty member monthly in a LLC activity.				
Action 3.2.A	Recruit faculty and speakers for LLC events	RR Coordinator	0%	August 2022	No budget needed
3.2.B	Develop and distribute flyers and calendars for LLC activities	RR Coordinator	0%	August 2022	\$500.00 (annually)
3.2.C	Engage SOE students in summer camps	Grad Coordinator	0%	March 2023	TBD
Goal 3.3	Increase opportunities for students to tutor.				
Outcome 3.3	Engage at least 20 undergraduate students and 5 graduate students in tutoring activities per month.				
Action 3.3.A	Recruit and engage students for America Reads	Reading Faculty	In progress	August 2022	TBD
3.3.B	Recruit and engage students for Saluki Tutoring Corps	Reading Faculty	0%	January 2023	TBD
3.3.C	Recruit and hire tutors for Illinois Tutoring Initiative	TEP Director	25%	August 2022	Grant funded initiative
Goal 3.4	Provide accessible instruction for all students.				
Outcome 3.4a	Increase number of online courses by 20%.				
Outcome 3.4b	Each program increases their evening course offerings by 50%.				
Action 3.4.A	Review and report current online course offerings for all programs, including secondary education	Chief Academic Advisor	0%	Ongoing	No budget needed
3.4.B	Review and report current % of evening course offerings	Chief Academic Advisor	0%	Ongoing	No budget needed
3.4.C	Recommend future online and evening course offerings	Chief Academic Advisor	0%	October 2022	No budget needed

SCHOOL OF EDUCATION	STRATEGIC PRIORITIES, GOALS, OUTCOMES, and ACTION STEPS	PROJECT LEAD	COMPLETION PERCENTAGE	TARGET DATE	BUDGET ALLOCATION / NOTES
Goal 3.5	Support social/emotional needs of students.				
Outcome 3.5	Increase student satisfaction on social/emotional elements of exit surveys by 10%.				
Action 3.5.A	Provide faculty training to address student social-emotional, mental health challenges	Associate Dean	0%	January 2023	TBD
3.5.B	Establish SOE Community Center (Wham 112)	Dean's Leadership Council	5%	December 2022	\$10,000 (furnishings and materials)
SP 4.	PARTNERSHIPS AND COMMUNITY ENGAGEMENT				
Goal 4.1	Strengthen current partnerships and community engagement activities.				
Outcome 4.1	Increase community engagement activities within SOE by 10%.				
Action 4.1.A	Conduct asset mapping to better understand work with community partners	Special Projects Coord	0%	January 2023	No budget needed
4.1.B	Complete an inventory of existing SOE community engagement practices/activities	DEICE chair / Associate Dean	0%	January 2023	No budget needed
4.1.C	Meet with local school planning teams to understand their PD goals	TEP Director	0%	September 2022	No budget needed
4.1.D	Establish Office of Community Engagement/Outreach to support work with community partners	Special Projects Coord	10%	December 2022	\$45,000 (Graduate assistantships; furnishings etc.)
4.1.E	Promote current SOE community engagement activities by sharing with SIU news outlets	Dean	Ongoing	August 2022	No budget needed
4.1.F	Use existing SES data to determine where local community/SOE mission intersect	TEP Director	Ongoing	December 2022	No budget needed
4.1.G	Invite National or Illinois Teacher of the Year to speak at Honor's Day	TEP Director	0%	April 2023	\$5,000.00 (rental; catering; promotion) annually
Goal 4.2	Explore SOE readiness to establish Professional Development Schools.				
Outcome 4.2	Write report noting recommendations for future implementation of PDSs.				
Action 4.2.A	Identify local school planning goals for southern Illinois area schools	TEP Director	0%	September 2022	No budget needed
4.2.B	Re-establish the Teacher Education Advisory Board	TEP Director	0%	December 2022	TBD
4.2.C	Determine degree of engagement for each school using PDS scale	TEP Director	0%	August 2023	No budget needed
Goal 4.3	Partner with local schools in grant projects.				
Outcome 4.3					
Action 4.3.A	Identify current grant projects involving local educators/schools/agencies	Dean's Leadership Council	0%	September 2022	No budget needed
4.3.B	Determine capacity for supporting current and future grants	Dean's Leadership Council	0%	October 2022	No budget needed
4.3.C	Identify future grants that support Strategic Plan and goals	Dean's Leadership Council	0%	May 2023	No budget needed
4.3.D	Launch Saluki Teacher Residency Partnership	TEP Director	100%	June 2022	\$900,000 (grant funded by ISBE)
SP 5.	FACULTY AND STAFF DEVELOPMENT AND RECOGNITION				
Goal 5.1	Create a climate of teaching that promotes high-quality instruction in multiple modalities.				
Outcome 5.1					
Action 5.1.A	Provide mentoring for TT faculty	Associate Dean	100%	August 2022	TBD
5.1.B	Offer faculty opportunities for external reviews of course syllabi	Associate Dean	0%	August 2023	\$2,000.00 for external reviewers (up to 10)
5.1.C	Provide instructional support for other campus units re: new teaching strategies.	Faculty committee (?)	0%	August 2023	TBD
5.1.D	Develop annual event focused on teaching strategies to address student challenges	TEP Director	0%	August 2023	TBD
5.1.E	Examine structures for evaluating quality instruction that go beyond existing practices	Academic Affairs Comm.	0%	August 2024	TBD
5.1.F	Expand peer coaching / mentoring	TEP Director	0%	August 2023	TBD
5.1.G	Create a SOE system to quantify "engaged" teaching	Faculty committee (?)	0%	August 2024	TBD
5.1.H	Identify pathways to address Quality Matters indicators for online instruction	Faculty committee (?)	0%	August 2024	TBD
5.1.I	Provide recognition and rewards for innovations in teaching	Dean	0%	January 2023	\$1,000 award annually for instructional innovation
SP 6.	RESEARCH, SCHOLARSHIP, AND GRANTS DEVELOPMENT				
Goal 6.1	Faculty become more engaged in conducting research and securing grant funding.				
Outcome 6.1a	Increase faculty publications by 5% annually.				
Outcome 6.1b	Increase grant funding in SOE by 5% annually.				
Action 6.1.A	Appoint a Research and Grants Coordinator	Dean	100%	August 2022	\$2,500 annual professional development (coordinator)

SCHOOL OF EDUCATION	STRATEGIC PRIORITIES, GOALS, OUTCOMES, and ACTION STEPS			COMPLETION PERCENTAGE	TARGET DATE	BUDGET ALLOCATION / NOTES
6.1.B	Involve students in publishing, grants, and conference attendance with faculty	Faculty	Unknown		August 2022	No budget needed
6.1.C	Launch series of research and grant writing seminars	Research Grants Coord.	100%		August 2022	\$1,000 (materials; catering) annually
6.1.D	Provide informal mentoring program for TT faculty	Associate Dean	100%		August 2022	TBD
6.1.E	Provide Pivot database training for grant-seeking and collaboration	Research Grants Coord.	20%		August 2022	No budget needed
6.1.F	Distribute Research and Development Newsletter to faculty	Dean	100%		August 2022	No budget needed
6.1.G	Create showcase events for faculty research	Associate Dean	0%		August 2023	\$1,000 (materials; catering) annually
6.1.H	Invite one speaker for Fall and Spring semesters to share research with SOE faculty/students	Dean	100%		August 2022	2 each: \$1,000 honoraria (Total = \$2,000)
SP 7. FUNDRAISING AND ALUMNI DEVELOPMENT						
Goal 7.1	Secure external funding to support SOE programs.					
Outcome 7.1	Increase external funding in SOE by 10% annually.					
Action 7.1.A	Create a list of current entrepreneurial activities by faculty	Associate Dean	0%		January 2023	No budget needed
7.1.B	Provide incentives to faculty who secure external funding	Dean	100%		August 2022	Return 5% of SOE's F&A to faculty awardee
7.1.C	Develop a program to mentor / assist new faculty in obtaining external funding	Research Grants Coord.	50%		August 2022	TBD
7.1.D	Establish a grant-funding calendar for faculty to identify cycles of external opportunities	Research Grants Coord.	0%		January 2023	No budget needed
7.1.E	Provide summer grant writing support (competitive)	Dean	0%		August 2022	~\$10,000 for 1 mo. summer salary
Goal 7.2	Build a more expansive alumni network.					
Outcome 7.2	Increase financial support from alumni by 10% annually.					
Action 7.2.A	Create an Advocacy Board	Dean	0%		May 2023	\$5,000 (for two annual meetings)
7.2.B	Create an alumni database	Assistant Dean	100%		August 2022	No budget needed
7.2.C	Write and distribute a SOE newsletter twice a year	Assistant Dean	0%		October 2022	No budget needed
7.2.D	Launch SOE Hall of Fame to recognize high-achieving alumni	Dean	0%		April 2022	TBD
Goal 7.3	Expand partnership with SIU Foundation.					
Outcome 7.3						
Action 7.3.A	Increase SOE scholarships	Dean	N/A		N/A	No budget needed (Foundation provides scholarships)
SP 8. ENHANCEMENT OF TEACHER EDUCATION PROGRAMS						
Goal 8.1	Provide a culturally responsive curriculum informed by state and national standards.					
Outcome 8.1						
Action 8.1.A	Align EDUC and program course syllabi to CRTL standards	TEP Director	15%		January 2025	No budget needed
8.1.B	Review assessment plans within each program	TEP Director	20%		May 2023	No budget needed
8.1.C	Identify which course and clinical assignments can be integrated	TEP Director	25%		May 2023	No budget needed
8.1.D	Establish and launch 15-months teacher preparation (1-year residency) program	TEP Director	50%		May 2023	TBD
Goal 8.2	Engage future educators in meaningful technology activities and applications.					
Outcome 8.2						
Action 8.2.A	Support TEP Technology Task Force - Integration within curriculum for student application	TEP Director	0%		TBD	No budget needed
8.2.B	Plan for upgrading current equipment	Dean	N/A		January 2023	TBD
8.2.C	Set up TEP admission process in SLATE	TEP Director / R&R Coord	0%		January 2023	No budget needed
Goal 8.3	Develop a "culture of belonging" among all programs associated with the TEP.					
Outcome 8.3						
Action 8.3.A	Conduct focus groups with PIAC members at 3 intervals over the academic year	TEP Director	0%		May 2023	No budget needed
8.3.B	Set-up structure for 'ride-alongs' between instructional faculty and clinical supervisors	TEP Director	0%		September 2022	TBD
8.3.C	TEP Director meets with secondary program coordinators once during semester	TEP Director	0%		October 2022	No budget needed

