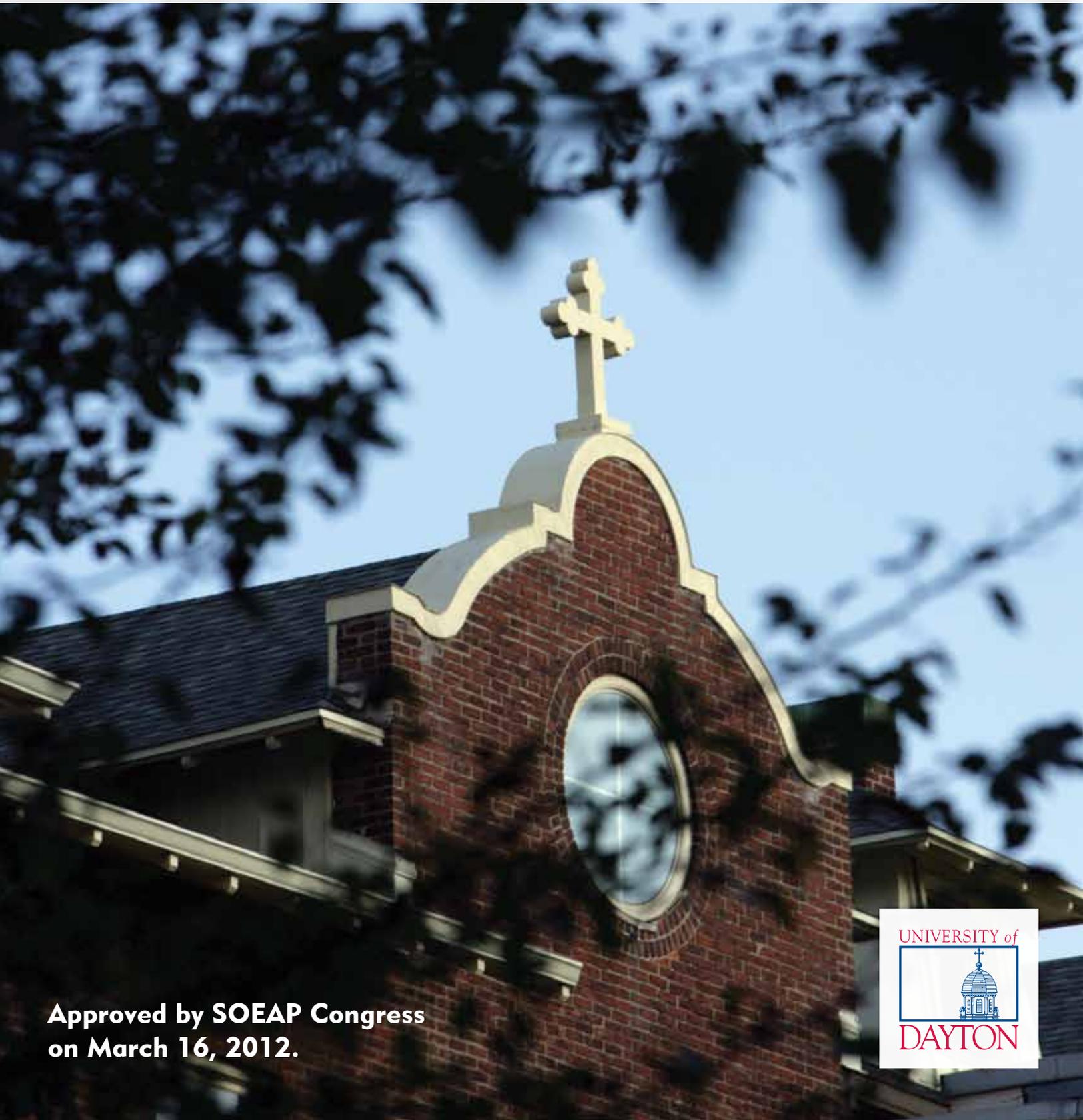


UNIVERSITY OF DAYTON

SCHOOL OF EDUCATION AND ALLIED PROFESSIONS

STRATEGIC PLAN



Approved by SOEAP Congress
on March 16, 2012.





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This is a time of great opportunity for the School of Education and Allied Professions. We have developed a strategic plan to guide our future and build on our tradition of excellence in education and the health professions. This plan is the result of collaboration among faculty, staff, students, administration, alumni and friends.

There are five focus areas in the strategic plan: transformative education, scholarship, Catholic and Marianist identity, international engagement and responsible stewardship. The plan promotes development of new academic programs; increased scholarly impact; expression of the Marianist charism through teaching, scholarship and service; intercultural learning opportunities for students, faculty and staff; and wise use of our resources in pursuit of our mission.

We have set specific objectives so that we can measure our progress and report our outcomes. There are challenges to be met in pursuing this plan. But our School is blessed with talented and dedicated people who are working together to realize the Marianist mission of the University of Dayton. We ask for your prayers and encouragement in pursuit of our new strategic plan. May God guide and bless our efforts.

Sincerely,

Kevin R. Kelly
Dean, School of Education and Allied Professions

SCHOOL OF EDUCATION AND ALLIED PROFESSIONS



VISION

Advancing social justice, equality and community through learning and health worldwide.

MISSION

The School of Education and Allied Professions educates leaders in education and health care who transform society through faith, community building, service, wellness and scholarship.

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CONCEPTUAL EDUCATIONAL FRAMEWORK

The University's Marianist heritage informs the SOEAP conceptual framework. That heritage emphasizes community building and service to others in its Habits of Inquiry and Reflection document, which identified seven core student learning outcomes.

- 1. Scholarship:** All students will develop and demonstrate advanced habits of academic inquiry and creativity through the production of a body of artistic, scholarly or community-based work intended for public presentation and defense.
- 2. Faith traditions:** All students will develop and demonstrate ability to engage in intellectually informed, appreciative and critical inquiry regarding major faith traditions. Students will be familiar with the basic theological understandings and central texts that shape Catholic beliefs and teachings, practices and spiritualities. Students' abilities should be developed sufficiently to allow them to examine deeply their own faith commitments and also to participate intelligently and respectfully in dialogue with other traditions.
- 3. Diversity:** All students will develop and demonstrate intellectually informed, appreciative and critical understanding of the cultures, histories, times and places of multiple others, as marked by class, race, gender, ethnicity, religion, nationality, sexual orientation and other manifestations of difference. Students' understanding will reflect scholarly inquiry, experiential immersion and disciplined reflection.

4. Community: All students will develop and demonstrate understanding of and practice in the values and skills necessary for learning, living and working in communities of support and challenge. These values and skills include accepting difference, resolving conflicts peacefully and promoting reconciliation; they encompass productive, discerning, creative and respectful collaboration with persons from diverse backgrounds and perspectives for the common purpose of learning, service and leadership that aim at just social transformation. Students will demonstrate these values and skills on campus and in the Dayton region as part of their preparation for global citizenship.

5. Practical wisdom: All students will develop and demonstrate practical wisdom in addressing real human problems and deep human needs, drawing upon advanced knowledge, values and skills in their chosen profession or major course of study. Starting with a conception of human flourishing, students will be able to define and diagnose symptoms, relationships and problems clearly and intelligently, construct and evaluate possible solutions, thoughtfully select and implement solutions, and critically reflect on the process in light of actual consequences.

6. Critical evaluation of our times: Through interdisciplinary study, all students will develop and demonstrate habits of inquiry and reflection, informed by familiarity with Catholic social teaching, that equip them to evaluate critically and imaginatively the ethical, historical, social, political, technological, economic and ecological challenges of their times in light of the past.

7. Vocation: Using appropriate scholarly and communal resources, all students will develop and demonstrate ability to articulate reflectively the purposes of their life and proposed work through the language of vocation. In collaboration with the University community, students' developing vocational plans will exhibit appreciation of the fullness of human life, including its intellectual, ethical, spiritual, aesthetic, social, emotional and bodily dimensions, and will examine both the interdependence of self and community and the responsibility to live in service of others.



Following are the SOEAP objectives and initiatives to support each strategic goal of the University of Dayton. The initiatives following each objective represent an initial articulation of the best opportunities to reach the goals and stated objectives. They will be reviewed periodically for relevance based on emergent opportunities.

GOAL #1



UNIVERSITY STRATEGIC GOAL: TRANSFORMATIVE EDUCATION

**Educate for Transformation and Prepare
a New Generation of Servant Leaders**

STRATEGIC OBJECTIVES AND INITIATIVES

- A. Revise and develop graduate programs to focus on high need areas that anticipate the needs of the evolving market and ensure efficient use of human and capital resources.**
1. Redesign post-baccalaureate and master's teacher education programs to focus on STEM education.
 2. Develop and implement Master of Physician Assistant Practice program.
 3. Develop a Catholic School Leadership doctoral program.
 4. Create a new doctoral program track to prepare educators for advanced leadership roles in K-12 schools and as professors at the university level.
 5. Encourage all SOEAP departments to explore new degree and certificate programs addressing current marketplace trends.
 6. Develop one new degree or certificate program for international delivery. (Note: Same as 4D1.)
- B. Create transformative learning experiences for undergraduate students.**
1. Implement models of integrated course work (CAP) for undergraduate students.
 2. Create an undergraduate learning assessment system that integrates essential outcomes of Common Academic Program and professional standards.
 3. Systematically integrate neighborhood and Catholic school service with undergraduate curricula.
 4. Expand teacher education student participation in specialized training programs (e.g., Urban Teacher Academy, Catholic School Education).
 5. Provide an on-campus Food Lab for dietetics program.
- C. Align online learning structures and processes with recognized best practices in faculty, course and program development; increase number of online courses and programs.**
1. Enhance the online pedagogical skills of SOEAP faculty and staff community.
 2. Redevelop all SOEAP courses and programs in alignment with Quality Matters criteria.
 3. Implement the People-Process-Product model of online course and program development.
 4. Increase the number of online courses and programs.

D. Become a national leader in the clinical preparation of classroom teachers.

1. Create and support a teacher education reform task force consisting of higher education and K-12 professionals to study current calls for reform of teacher education.
2. Develop recommendations for implementing programmatic changes in relation to reform initiatives.
3. Create and implement innovative methods for engaging pre-service teachers, school-based mentors and teacher education faculty in professional problem solving.

E. Develop opportunities to increase college access and success for Dayton-area youth.

1. Maintain Upward Bound program.
2. Provide leadership for community-based efforts to increase college readiness and student access and success, particularly for those in high poverty school districts.
3. Establish formal links with foster-youth organizations.



RESOURCE CAPACITY AND REQUIREMENTS

Note: For each strategic objective, existing resource capacities are noted in regular text and new requirements are noted *in italics*.

A. Revise and develop graduate programs.

1. The Marianist charism as a source for theme identification.
2. SOEAP Congress and Academic Affairs Committees to facilitate planning for interdepartmental collaboration.
3. *Additional faculty resources to support revised STEM education programs.*
4. Examples of theme-based marketing programs for other universities.

B. Develop transformative learning experiences.

1. Collaboration with the Fitz Center.
2. SOEAP faculty expertise in service learning, integrated learning, assessment of student learning outcomes and action research.
3. *LTC innovation grants.*

C. Implement best practices in online learning program and faculty development.

1. History of accomplishment in online learning.
2. Support of LTC e-Learning lab.
3. *Additional staff resources.*
4. *Availability of local resources for Quality Matters training.*

D. Enhance clinical preparation of classroom teachers.

1. Current professional K-12 education and teacher preparation policy documents.
2. Content and pedagogical knowledge of EDT faculty and their relationships with K-12 practitioners.
3. Bombeck Family Learning Center faculty.
4. *Teacher Education reform task force.*
5. *Production of technology-enhanced clinical experiences.*

E. Increase college access and success for Dayton-area youth.

1. Successful Upward Bound history.
2. Network of community leaders and agencies dedicated to college access and success.
3. College access and success expertise of college student personnel program.
4. *Continued federal funding of college access programs.*





UNIVERSITY STRATEGIC GOAL: SCHOLARSHIP

Cultivate Outstanding Scholarship,
Research and Artistic Creation

STRATEGIC OBJECTIVES AND INITIATIVES

- A. Demonstrate commitment to the importance of research and other forms of scholarship.**
1. Revise SOEAP vision and mission statements to (a) our fundamental commitment to scholarship and (b) link scholarly productivity with promotion and tenure.
 2. Establish scholarship standards for new tenure-track faculty; develop consensus regarding School scholarship standards across departments and programs.
 3. Recognize and reward scholarship in relation to annual performance evaluations and merit pay.
- B. Increase the capacity for scholarly productivity.**
1. Develop a plan to cultivate an environment supportive of outstanding scholarship, including research.
 2. Implement a Faculty Development Program that provides differentiated opportunities and resources for scholarship across professorial ranks.
- C. Increase national recognition for SOEAP scholarship.**
1. Develop a program to promote and publicize nationally and internationally recognized SOEAP faculty scholarship.

RESOURCE CAPACITY AND REQUIREMENTS

Note: For each strategic objective, existing resource capacities are noted in regular text and new requirements are noted *in italics*.

- A. Demonstrate a commitment to the importance of research and scholarship.**
1. SOEAP vision and mission statements.
 2. *A faculty work group/task force to develop consensus regarding implementation models for scholarship standards.*
 3. Capacity to align resources with scholarship standards and priorities.
- B. Increase the capacity for scholarly productivity at SOEAP.**
1. Panzer Chair(s') support and consultation for faculty scholarship.
 2. *Funding for Faculty Development Program.*
 3. *Funding for supporting conditions for scholarly productivity determined through analysis.*
 4. *Fiscal support for scholarly presentations.*
- C. Increase recognition for SOEAP scholarship.**
1. Digital Measure software to document scholarly productivity.
 2. *Funding for recognition program and annual summary of scholarly publications.*



UNIVERSITY STRATEGIC GOAL: CATHOLIC AND MARIANIST IDENTITY

Strengthen and Promote the University's
Distinct Catholic and Marianist Identity

STRATEGIC OBJECTIVES AND INITIATIVES

- A. Increase recognition and expression of Marianist identity within SOEAP teaching, scholarship and service.**
1. Incorporate characteristics of Marianist educational content into all entry-level courses.
 2. Create new learning opportunities related to Marianist characteristics in both undergraduate and graduate programs.
 3. Educate new faculty and staff about characteristics of Marianist education.
- B. Promote scholarship grounded in and focused on Catholic traditions, heritage and mission.**
1. Attain funding for an endowed professorship in the Center for Catholic Education.
 2. Increase the research capacity of the Center for Catholic Education to conduct Catholic and Marianist scholarship.
- C. Increase visibility of our Catholic and Marianist identity.**
1. Identify opportunities for displaying Catholic and Marianist faith symbols throughout SOEAP facilities.
- D. Promote engagement activities to model and promote Marianist charism.**
1. Increase engagement in providing professional development and continuing education programs to Marianist high schools and K-12 Catholic schools throughout the U.S.

RESOURCE CAPACITY AND REQUIREMENTS

Note: For each strategic objective, existing resource capacities are noted in regular text and new requirements are noted *in italics*.

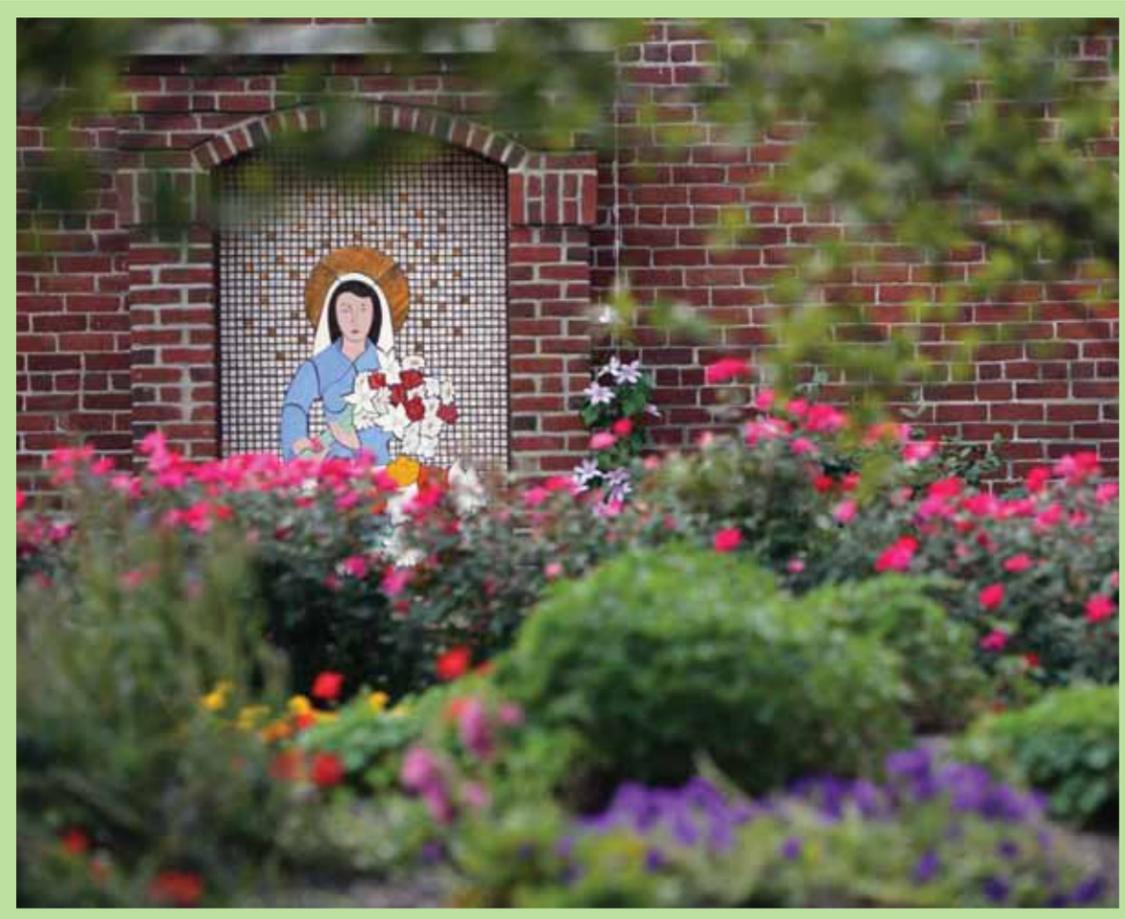
- A. Increase recognition and appreciation of the Marianist identity.**
1. Availability of printed and web versions of *Characteristics of Marianist Education* for all graduate and undergraduate courses.
 2. Undergraduate minor in Marianist transformational studies.
 3. North American Center for Marianist Studies courses.
- B. Promote scholarship in Catholic and Marianist traditions.**
1. Research in Community Day as a showcase for Marianist and Catholic education.
 2. Seminars by faculty, staff and guests with experience, knowledge and scholarship in the Marianist tradition.
 3. *Catholic and Marianist education research funds.*
 4. *Sustained funding for endowed professor for Catholic Education.*

C. Increase the visibility of our Marianist identity.

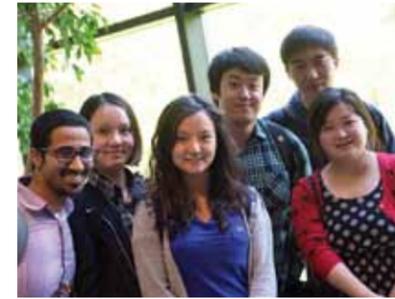
1. Support from Advancement Officer.
2. Funding for interior and exterior displays of the Catholic and Marianist charism and tradition.

D. Promote engagement activities to model the Marianist charism.

1. Relationship with Marianist Office of Education and Director of Marianist Educational Studies and Partnerships.
2. Marianist Education Consortium summer workshops.
3. Relationships with community service organizations.
4. Baseline data on current participation in community services.
5. *Resources to expand Lalanne Program.*



GOAL #4



**UNIVERSITY STRATEGIC GOAL:
INTERNATIONAL ENGAGEMENT**

**Advance International and Intercultural
Citizenship and Engagement**

STRATEGIC OBJECTIVES AND INITIATIVES

A. Create opportunities for intercultural study within Dayton region and nationally.

1. Expand existing outreach program partnerships in diverse school and community settings.
2. Develop opportunities for intercultural study through placements within and beyond Dayton.

B. Increase the diversity of University of Dayton student body, faculty and staff.

1. Develop a comprehensive system for monitoring enrollment of racially and ethnically diverse and international students.
2. Recruit, retain and graduate increased numbers of racially and ethnically diverse and international undergraduate and graduate students.
3. Recruit and retain increased numbers of racially and ethnically diverse faculty and staff.
4. Improve/increase access to University supports for racially and ethnically diverse and international students.

C. Enhance international and intercultural learning opportunities.

1. Create new opportunities for faculty and staff professional development related to intercultural/international sensitivity and competency.
2. Expand study abroad opportunities for students integrated with program goals.
3. Improve quality and depth of evidence for intercultural competence.

D. Expand program offerings to international audiences.

1. Develop at least one degree or certificate program for an international audience (see 1A6).
2. Develop and implement a Teaching English to Speakers of Other Languages (TESOL) endorsement program.
3. Develop English language teaching programming for international audiences.

RESOURCE CAPACITY AND REQUIREMENTS

Note: For each strategic objective, existing resource capacities are noted in regular text and new requirements are noted *in italics*.

A. Create opportunities for intercultural studies.

1. Student scholarships and grants to participate in programs.
2. Resources to oversee and connect with Center for International Programs and develop partnerships.

B. Increase the diversity of University of Dayton student body, faculty and staff.

1. Bombeck Center/Center for Early Learning programs as opportunities to recruit and retain minority and non-traditional students.
2. Expanded training opportunities for faculty and staff related to recruitment and retention of minority and international students.
3. International student support programs.
4. Investment in Upward Bound scholarships and financial aid.
5. Expanded partnerships with Chaminade-Julienne High School.

C. Enhance international learning opportunities.

1. Faculty and staff professional development related to intercultural sensitivity.
2. Scholarship support for study abroad; resources to market international learning opportunities.
3. Assessment resources to better understand intercultural competencies of students, staff and faculty.

D. Expand programs to international offerings.

1. New faculty and staff resources.
2. Expansion of existing partnership with the College of Arts and Sciences and the Center for International Programs.



GOAL #5



**UNIVERSITY STRATEGIC GOAL:
RESPONSIBLE STEWARDSHIP**

Practice Responsible Stewardship

STRATEGIC OBJECTIVES AND INITIATIVES

A. Meet University expectations regarding academic productivity.

1. Sustain quality and credit hour production of undergraduate programs.
2. Increase graduate credit hour production.
3. Rename SOEAP to fully reflect the evolving spectrum of academic programs.

B. Increase revenue from workshop credit programs.

1. Expand marketing of and revenue derived from workshop credit programs.
2. Increase access to University funding for graduate program marketing.

C. Sustain and enhance SOEAP program quality.

1. Maintain ACEND, CACREP, CAPTE, NASP and NCATE accreditations.
2. Successfully implement Teacher Performance Assessment.
3. Enhance development structures; enhance communications with SOEAP alumni and friends.
4. Initiate a case for revisioning, expansion and renovation of Chaminade or funding for a new building to house SOEAP.

D. Enhance efficiency of academic operations.

1. Review curriculum to identify and reduce redundant course.
2. Implement procedures to reduce expenses and increase revenues for third term, online, and off-campus courses and programs.
3. Develop improved faculty and staff goal-setting procedures to align individual goals with departmental needs.

E. Develop leadership skills of all staff and faculty members.

1. Provide a broad array of leadership training opportunities for staff and faculty.

F. Identify new health sciences program options.

1. Engage internal and external consultants to identify new health science program options that match SOEAP mission and values.

RESOURCE REQUIREMENTS

Note: For each strategic objective, existing resource capacities are noted in regular text and new requirements are noted *in italics*.

A. Maintain the productivity of our undergraduate programs.

1. Increased coordination with Admission and Enrollment Management.
2. *Improved promotional materials for SOEAP programs.*

B. Increase revenue from workshop credit programs.

1. History of success with workshop credit program.
2. Revised revenue sharing formula.
3. Online program capacity.

C. Sustain and enhance SOEAP program quality.

1. Coordination with the Office of Accreditation.
2. Continued leadership to State of Ohio to implement teacher training innovations.
3. Enhanced relationships with alumni and friends.
4. University and SOEAP Assessment Committees.

D. Enhance efficiency of academic operations.

1. Improved accounting data from Banner.
2. Availability of annual faculty goals.

E. Develop leadership skills.

1. Depth and quality of UD leadership programs for faculty and staff.
2. Center for Leadership and Executive Development.

F. Explore health science program options.

1. Access to internal and external consultants.



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