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1. Offer high-quality undergraduate and graduate programs with a focus on leadership at all levels

2. Expand research and scholarship activities, infrastructure, and impact.

3. Promote international initiatives and global perspective.

4. Increase diversity and inclusiveness.

5. Strengthen and expand partnerships with PK-20 schools and with local, state, national, and international stakeholders.
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Message from the Dean

The work of preparing highly effective educators for PK-12, community college, higher education, business, athletic, recreational, and other community service enterprises enjoys an importance today greater than ever before. Critical to the aspirations of our American society, education is a key component in individuals achieving a rewarding life. The challenges presented by a growing global perspective affect every aspect of how we design, develop and deliver a quality education to students at every level of the academic spectrum. The strategic plan delineated here provides substance and direction for achieving the mission, fulfilling the vision, and inculcating the values of the College of Education. It is a guidepost for those who would accept the awesome responsibility of creating the future through education. I look forward eagerly to the application of this strategic plan, knowing that it will make a difference in the lives of so many.

Cordially,

Sandra L. Robinson
Dean

Introduction

The College of Education at the University of Central Florida is a leader in the preparation of highly effective educators for PK-12, community college, higher education, business, athletic, recreational, and other community service enterprises. With well over 5000 students enrolled, the college is consistently one of the top two producers of newly certified teachers in Florida. All of its initial teacher preparation programs and initial certification programs for educational leaders and other school professionals are state-approved. All of these programs and advanced programs for the professional development of licensed PK-12 educators are nationally accredited by the National Council for Accreditation of Teacher Education. Counselor education programs are also nationally accredited by the Council for Accreditation of Counseling and Related Educational Programs and the school psychology program is nationally accredited by the National Association of School Psychologists. The college offers programs on multiple campuses and instructional sites and works in partnership with school districts throughout central Florida to provide early and frequent experiential learning for teacher candidates, place student teachers in diverse PK-12 schools, facilitate the professional development of teachers and administrators working in these districts, and ensure that current state and district needs are supported by programs offered in the college.
Mission

The College of Education prepares highly effective professionals for 21st century leadership while informing educational and clinical practice through research, scholarship, and partnerships with educational stakeholders. In collaboration with the College of Education as well as all other units within the university, the UCF Academy supports lifelong learning, serves as a hub for partnerships, and reflects proven and promising practices in teaching, learning, and leadership.

Vision

To achieve state, national, and international prominence in the preparation of educators and clinical practitioners who become leaders in their professions, the college will provide innovative instructional delivery systems, increase research grants and scholarship, enhance partnerships, and recruit and retain nationally and internationally recognized faculty and researchers.

Values

- The college promotes diversity of the student body, faculty, and staff, as well as diversity of intellectual viewpoints, creativity, and excellence.
- The college models leadership in teaching and learning, research and scholarship, and service.
- The college fosters reflective practice and commitment to life-long learning.

**Diversity Champion for College of Education**: Dr. Grant Hayes
Goals, Objectives, and Key Performance Indicators (KPI)

1. **Offer high-quality undergraduate and graduate programs with a focus on leadership and experiential learning.** [aligned with UCF Strategic Goals 1 & 2].
   a. Increase the proportion of full-time and tenure-track faculty.
      i. KPI 1a1: Hire at least four (4) new tenure track faculty members by AY 2011-12.
   b. Enhance and expand experiential learning components (e.g., clinical and field experiences, practica, etc.) within programs.
      i. KPI 1b1: During AY 2010-11, each state-approved program will conduct a review and analysis of experiential learning components and establish an action plan for enhancing those program elements.
      ii. KPI 1b2: During AY 2010-11, all National Council for Accreditation of Teacher Education (NCATE) accredited, advanced programs will identify experiential learning opportunities that provide students with an opportunity to demonstrate their advanced professional knowledge and skills in authentic settings.
   c. Promote faculty participation in professional development activities to enhance the scholarship of teaching and learning.
      i. KPI 1c1: During AY 2010-11, the college will collect baseline data on faculty participation in UCF-sponsored professional development activities. From these baseline data, goals for increased participation will be established for AY 2011-12.
   d. Enhance leadership learning in academic programs.
      i. KPI 1d1: Program curricular revision proposals submitted during or after AY 2010-11 will include an increased curricular focus on leadership.
   e. Recruit and retain high quality students.
      i. KPI 1e1: The college’s first year retention rates for cohort year 2010-11 FTIC, CC Transfer, Master’s, and Doctoral students will each increase over the previous cohort year.
      ii. KPI 1e2: SCH-based funding for 2010-11 will increase over the 2009-10 level.
   f. Develop and refine direct measures of program completer effectiveness in professional practice.
      i. KPI 1f1: By the end of AY 2010-11, all state-approved initial teacher preparation programs will develop systems to collect and analyze program graduates’ on-the-job effectiveness during their first two years of employment.
      ii. KPI 1f2: By the end of AY 2011-12, remaining college programs will develop systems to collect and analyze program graduates’ on-the-job effectiveness.

2. **Expand the scope and impact of research and scholarship activities** [aligned with UCF Strategic Goal 2].
   a. Enhance research-related infrastructure, support, and resources.
      i. KPI 2a1: The college will document at least two initiatives during 2009-10 and 2010-11 to enhance research-related infrastructure, support, or resources.
   b. Increase externally funded research.
i. KPI 2b1: The college will increase external grant funding in AY 2010-11 over AY 2009-10 funding.
ii. KPI 2b2: The number of faculty awarded external grant funding in AY 2010-11 will increase over the AY 2009-10 level.

c. Promote research on educator effectiveness, student learning, educator recruitment and retention, and best professional practices.
   i. KPI 3c1: The percentage of total external grant funding in AY 2010-11 that is research-oriented (versus service or training oriented) will increase over the AY 2009-10 level.

3. Promote international initiatives and global perspectives [aligned with UCF Strategic Goal 3].
   a. Increase international clinical placement opportunities.
      i. KPI 3a1: International internships/practica during AY 2010-11 will increase over AY 2009-10 international placement levels.
   b. Increase curricular focus on global perspectives and globally competitive standards.
      i. KPI 3b1: Program curricular revision proposals submitted during or after AY 2010-11 will include an increased curricular focus on global perspectives and will incorporate global standards where applicable.
   c. Increase international grants, publications in international journals and presentations at international conferences.
      i. KPI 3c1: The number of international grants awarded in AY 2010-11 will increase over the AY 2009-10 level.
      ii. KPI 3c2: During CY 2011, publications in international journals and presentations at international conferences will increase over CY 2010 levels.

4. Increase diversity and inclusiveness [aligned with UCF Strategic Goal 4].
   a. Attract, hire, retain, and promote diverse faculty and staff.
      i. KPI 4a2: The college’s faculty diversity statistics will improve annually.
   b. Recruit, enroll, and retain an increasingly diverse student population.
      i. KPI 4a1: The college’s student diversity statistics will improve annually.
   c. Ensure that students’ field experiences/internships/practica provide experiences in a variety of diverse settings.
      i. KPI 4c1: By AY 2010-11, the Office of Clinical Experiences will enhance the integration of all field experiences and clinical placements to ensure that students being prepared for careers in PK-12 schools experience placements in diverse settings.
   d. Promote increased collaboration with the UCF Office of Diversity Initiatives to provide workshops focused on diversity and inclusion.
      i. KPI 4d1: During AY 2010-11, the college will collect baseline data on current levels of faculty and student engagement in diversity and inclusion workshops. From these baseline data, goals for increased engagement will be established for AY 2011-12.
5. Strengthen and expand partnerships with PK-20 schools and with local, state, national, and international stakeholders with a collateral impact of economic development on the central Florida city-state [aligned with UCF Strategic Goal 5].
   a. Increase and enhance partnerships with PK-20 schools and community stakeholders.
      i. KPI 5a1: The number of established, formal partnerships during AY 2010-11 will increase over AY 2009-10.
   b. Strengthen interdisciplinary collaboration within the college and across the university.
      i. KPI 5b1: Programs whose curricula include substantial upper-level or graduate course requirements outside the college will schedule and conduct a collaborative curricular review with stakeholders during AY 2010-11.
   c. Increase partnerships with international organizations and universities that support educational, research and service initiatives.
      i. KPI 5c1: The college will add at least one new International partnership during AY 2010-11.