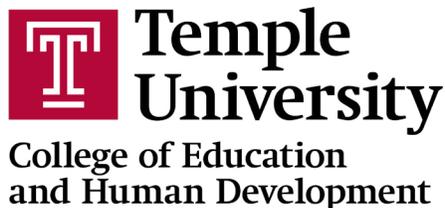


# College of Education and Human Development

## STRATEGIC ACTION PLAN

**Plan Period: 2024-2029**

*Final: May 30, 2024*



# About the College of Education and Human Development Strategic Plan

In fall 2023, the College of Education and Human Development engaged Perceptive Leadership Services (PLS) and embarked on a strategic-planning process to guide the next five years. Broad stakeholder input was gathered in the fall of 2023 and spring of 2024, including consistent engagement with a Strategic Action Planning Advisory Committee and college leadership. Five overarching priority areas were identified and are described below.

Once approved, this strategic summary document will be built out by PLS in ways that allow for achievement tracking. There will be a period of planning with department chairs, program coordinators, the leadership team, and the Strategic Action Planning Advisory Committee to establish action items, timelines, ownership, and metrics for completion.

*Completed project work to date includes the following revised and approved statements:*

## OUR VISION

We envision a world where all people have access to an outstanding education.

## OUR MISSION

The College of Education and Human Development educates, supports, and prepares learners and leaders to advance equitable systems and practices in schools and communities. Through research, teaching, service, and community partnerships, we create positive change in the city of Philadelphia, the Commonwealth, and beyond.

## OUR CEHD VALUES

- **Community:** Our diverse perspectives and collective impact allow us to advance our unique mission and change the world.
- **Equity:** We evaluate structures to reduce systemic bias and provide opportunities and support for each person to realize their full potential.
- **Excellence:** We pursue high-quality outcomes for our students, our colleagues and our community partners through impactful teaching, research, and service.
- **Inclusion:** We value all diversity and seek out opportunities to understand and respect the lived experience of others.
- **Leadership:** We lead with integrity, transparency, and responsibility.
- **Learning:** We cultivate curiosity, opening the door to new knowledge and innovation.

## CEHD TAGLINE

SHAPING LEADERS.

DRIVING CHANGE.

EXPANDING IMPACT.

## OVERVIEW OF STRATEGIC PRIORITIES

Grounded in our vision, mission and values, the five areas of strategic priority for the College of Education and Human Development are:

### 1. CEHD Culture and Operations:

Improve communication and engagement throughout the College to continue to rebuild trust and create a safe, thriving community for all students, faculty, and staff.

### 2. Student Success:

As we prepare the next generation of learners and leaders, we ensure that all CEHD students can succeed academically, socially, and financially.

### 3. Curriculum, Teaching and Research:

Align our academic and research endeavors to the college's new vision, mission and values and ensure greater coherence, consistency, and cohesiveness within and across programs.

### 4. Centers and Institutes:

Expand and improve connections between our academic programs and community-focused initiatives to bridge academic disparities in underserved areas and improve educational outcomes.

### 5. Community Partnerships:

With an emphasis on humility and respect, build community partnerships and programs that leverage experiential and service learning for the benefit of both our Temple students and the communities we engage with.

# College of Education and Human Development

## Strategic Priorities and Goals

### STRATEGIC PRIORITY AREA 1: CEHD CULTURE AND OPERATIONS

Improve communication and engagement throughout the College to continue to rebuild trust and create a safe, thriving community for all students, faculty, and staff.

#### GOAL 1: INCREASE ENGAGEMENT WITHIN AND BEYOND CEHD

##### A) Improve CEHD communication and culture.

1. Analyze and update CEHD policies and procedures for improved transparency, clarity, efficiency and consistency.
2. Continue to support intentional opportunities for dialogue designed to repair the culture within the College.
3. Utilize All-College meetings as opportunities to create space for facilitated, wide-spread strategic dialogue and increased transparency, understanding and collaboration.
4. Examine the impact and effectiveness of the various communication tools used in the college and develop a cohesive plan to share important and timely information with students, faculty, and staff.
5. Design a comprehensive annual CEHD calendar to provide clear deadlines and prevent conflicting events.

##### B) Expand and enhance external communication.

1. Develop a communication strategic action plan for students from prospective to matriculated.
2. Strengthen communication and engagement with the Alumni Board and Board of Visitors.
3. Increase and improve storytelling to stakeholders and community partners.
4. Build the CEHD brand.

##### C) Enhance the intellectual community within CEHD.

1. Identify and invite guest speakers on issues of critical interest with respect to industry research, policy, and practice.
2. Create opportunities for academic dialogue among faculty, students, and staff on important educational and human development issues.

## **GOAL 2: GROW A CULTURE OF DIVERSITY, EQUITY, INCLUSION AND BELONGING**

### **A) Embed accessibility and inclusion throughout CEHD.**

1. Investigate and consult with constituents at all levels to understand what accessibility and inclusion looks like in their learning and work.
2. Integrate IOD staff throughout college operations.
3. Evaluate CEHD policies, procedures, and events to ensure equity of representation, access, and inclusion for all stakeholders.
4. Evaluate all course content and delivery for accessibility. (In conjunction with strategic priority 3.)

### **B) Enhance DEI practices across the college.**

1. Actively recruit, hire and retain diverse faculty and staff and create more equitable hiring practices by developing and refining DEI informed hiring guides.
2. Prioritize professional development that emphasizes diversity, equity, social justice and urban education, and equally attends to both the education and human development components of CEHD.
3. In conjunction with Admissions, evaluate recruitment and admissions practices for alignment with research-proven best practices for diversifying the student body. Develop admissions pipelines with local and regional school partners to enroll a diverse student body of undergraduate and graduate students.

## **GOAL 3: INCREASE REVENUE GENERATION**

### **A) Increase grant funding and grant-writing support.**

### **B) Articulate a comprehensive fundraising strategy and improve methods of fundraising.**

1. Evaluate all direct mail campaigns and gather data regarding efficacy.
2. Report success rate metrics to the Board of Visitors.

### **C) Identify and solicit corporate sponsorships.**

## **STRATEGIC PRIORITY AREA 2: STUDENT SUCCESS**

As we prepare the next generation of learners and leaders, we ensure that all CEHD students can succeed academically, socially, and financially.

### **GOAL 4: ENHANCE ACADEMIC SUPPORT**

- A) Develop college-wide policies and provide services to support student academic achievement and persistence to graduation.**
- B) Evaluate academic advising needs to determine ways to support student retention strategies.**

### **GOAL 5: PROVIDE STUDENT FINANCIAL SUPPORT**

- A) Identify additional sources of funding for student support and development.**
  - 1. Undergraduate merit scholarships.
  - 2. Explore a funded graduate assistantship model.
  - 3. Expand communication about and use of emergency funds to support student retention.
  - 4. Student stipends to reduce education expenses such as fees for clearances, travel to teaching placements, and clothing allowance.
  - 5. Incentivize successful completion of certificate exams prior to graduation (i.e. PECT, etc.).

### **GOAL 6: CULTIVATE STUDENT CONNECTION AND BELONGING**

- A) Gather data from students through the Dean's Student Advisory Council and the larger student body to better understand current interests and needs for engagement and belonging.**
- B) Increase opportunities for student leadership (Dean's Student Advisory Council, student ambassador program, peer mentoring program).**
- C) Host a student all-college meeting like those hosted for faculty and staff.**
- D) Grow student engagement in CEHD through the Dean's Advisory Council, affinity groups, student organizations, and program cohorts.**

## **STRATEGIC PRIORITY AREA 3:**

### **CURRICULUM, TEACHING AND RESEARCH**

Align our academic and research endeavors to the college's new vision, mission and values and ensure greater coherence, consistency, and cohesiveness within and across programs.

#### **GOAL 7: CONDUCT A THOROUGH CURRICULUM REVIEW AND COST-BENEFIT ANALYSIS**

**A) Conduct a full curriculum review of courses and programs to ensure coherence within and across programs. Assess content and instructional practices to promote accessibility for all students and ensure alignment with our mission.**

1. Promote cultural competence in the curriculum.
2. Evaluate implementation of a freshman seminar.

**B) Evaluate accreditation commitments and their renewal cycles, and ensure those processes have support to be successful.**

#### **GOAL 8: ENSURE EXCELLENCE IN TEACHING**

**A) Define the components, attributes and expectations of excellence in teaching for CEHD.**

1. Evaluate and create consistent overarching standards across teacher education programs. (e.g., ECE, secondary education) and course sections.
2. Clarify role and expectations of course coordinator for multi-section courses to balance pedagogical consistency with instructor autonomy.

**B) Provide internal professional development on new course content and the best / most inclusive practices to support teaching excellence.**

**C) Explore strategies for working with adjuncts to ensure quality teaching and professional growth, including mandating adjunct faculty to attend relevant professional development with faculty and compensate them for their time.**

**D) Create opportunities to promote interdisciplinary teaching methods through professional development around interdisciplinary content.**

## **GOAL 9: ELEVATE RESEARCH IN CEHD**

### **A) Develop and articulate a comprehensive research agenda that aligns with the CEHD mission.**

1. Identify and pursue opportunities for external research funding.
2. Identify shared areas of interest and potential for funded interdisciplinary research and educational initiatives.
3. Create additional research opportunities for students. Increase visibility of available opportunities and promote equitable selection processes.

### **B) Evaluate and enhance research infrastructure.**

1. Develop a research framework and operations manual.
2. Share research findings and publications internally and externally.
3. Ensure research administrative staff has necessary capacity to support faculty.

## **STRATEGIC PRIORITY AREA 4: CENTERS AND INSTITUTES**

Expand and improve connections between our academic programs and community-focused initiatives to bridge academic disparities in underserved areas and improve educational outcomes.

## **GOAL 10: ENSURE THE SUSTAINABILITY OF CENTERS AND INSTITUTES AND ALIGN THEM WITH THE CEHD MISSION**

### **A) Conduct a program review of each center and institute.**

### **B) Develop a five-year strategic plan for each CEHD-affiliated center and institute.**

1. Share plan info throughout CEHD to promote awareness and garner collaborative engagement.

### **C) Increase the visibility of each center and institute.**

## **STRATEGIC PRIORITY AREA 5: COMMUNITY PARTNERSHIPS**

With an emphasis on humility and respect, build community partnerships and programs that leverage experiential and service learning for the benefit of both our Temple students and the communities we engage with.

### **GOAL 11: STRENGTHEN AND EXPAND PARTNERSHIPS**

**A) Develop a framework to assess current and future engagements and embrace the value of a “strategic no”.**

1. Conduct external community partnership audit to align school/partner/agency goals to CEHD mission. Assess CEHD resource needs to support partnerships and redirect when necessary to improve outcomes and the return-on-investment.
2. Evaluate internal interdisciplinary partnerships within Temple University.

**B) Develop and implement a system for tracking and sharing information about community partnerships within the CEHD.**

**C) Develop and implement strategies to leverage Board of Alumni and Board of Visitors more effectively.**

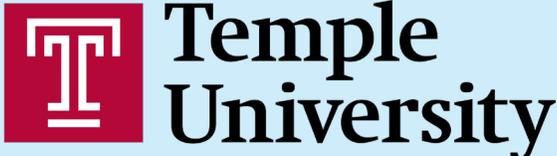
### **GOAL 12: DESIGN EDUCATIONAL OPPORTUNITIES FOR STUDENTS, PARTICULARLY NON-TRADITIONAL, NON-DEGREE-SEEKING AND FIRST-GENERATION STUDENTS**

**A) Assess CEHD programs in relation to workforce needs.**

1. Enlist CEHD alumni in the assessment and development of workforce planning initiatives.
2. Explore and leverage opportunities at Ambler, TU Rome and TU Japan.

**B) Develop a comprehensive workforce development plan inclusive of certificate and career readiness programs, and post-grad professional training.**

**C) Support and enhance P-12 programs to create additional pathways to programs across the CEHD.**



College of Education  
and Human Development