

## COE Strategic Goals 2021-2026

**Mission:** The College of Education at Northern Arizona University prepares compassionate and competent professionals who are equipped with the knowledge and the skills to make positive differences for children, students, and adults in educational, behavioral health service settings, and communities who are committed to building empathetic, inclusive, and just environments.

### Community Engagement

**Expand the number of partnerships to increase engagement to improve educational outcomes in all types of diverse communities, broadly, and populations in Arizona, the US, and globally.**

**Serve as leaders and advocates for education and behavioral health services responding to issues affecting these professions.**

Action Strategies	Data Metrics	Suggested Data Sources	Champions
<p><b>1.</b> Expand the number of formal partnerships across the university, with local preschools, K-12 schools, districts, community colleges, universities, and behavioral health service settings.</p>	<p>1a. Total number of MOAs developed with schools, districts, universities, and behavioral health service settings for practica</p> <p>1b. Total number of MOAs developed with schools, districts in diverse communities including schools that reflect the diversity of the Southwest (Particularly Native Americans and Hispanics/LatinX).</p> <p>1c. Total number of GYO programs</p>	<p>Memorandum of Agreement (MOA) Database</p>	<p>COE Practicum Coordinator Faculty Associate Dean Online Innovation Educational Initiatives (OIEI)</p>
<p><b>2.</b> Increase and strengthen strategic partnerships with Local Education Agencies (LEAs) that serve a high number of diverse students in rural settings and Tribal Nations.</p>	<p>2a. Number of partnerships in schools serving high numbers of diverse students.</p> <p>2b. Number of activities/events designed to strengthen these partnerships</p>	<p>MOA Database Funded Grants in Cayuse Partnerships/Activities identified by faculty/Staff</p>	<p>Faculty Associate Dean Practicum Coordinator PEP Academic Coordinator</p>

Action Strategies	Data Metrics	Suggested Data Sources	Champions
3. Broaden the number of service and experiential learning opportunities in P-12, across the university, and in community organizations.	3a. Number of students participating in unique service learning projects 3b. Total number of students participating in experiential learning opportunities in partnership schools	Practicum class rosters Collection forms for service learning	Faculty Associate Dean
5. Provide on-going professional development (PD) opportunities in our communities for educators and human service professionals, in local P-12 schools, informal educators, colleges and universities, community organizations, and in health service organizations.)	5a. Total number of PD opportunities 5b. Total number of participants attending PD opportunities 5c. Total number of schools and organizations participating in PD events 5d. Total number of unique PD offerings	Attendance Rosters PD Flyers Requests for PD Offerings	Faculty Dean's office
6. Develop strategic partnerships (e.g., China, Tasmania, etc.) with international communities to provide opportunities for our students and faculty to participate in global experiences that promote and enhance cultural proficiency to better meet the educational and leadership needs of all people being served.	6a. Total number of undergraduate, graduate students, as well as faculty, participating in international experiences	CIE Rosters International Cohort Agreements	Faculty Administration
7. Expand program options to address the educator and behavioral health professional shortages in school districts, colleges and universities, and health service organizations.	7a. Increased number of students enrolled in COE programs 7b. Increased number of students graduating from COE programs 7c. Increased number of alternative pathways and program options to address strategic shortages 7d. Increased number of students served by these options	NAU Reports in Enterprise Reporting	Academic Chairs COE Associate Dean
<b>Serve as leaders and advocates for education and human services in Arizona and other communities and respond to issues currently affecting these professions.</b>			

Action Strategies	Data Metrics	Suggested Data Sources	Champions
<p><b>8.</b> Create and foster student leadership development opportunities across our multiple sites and increase number of chapters of student organizations.</p>	<p>8a. Number of student clubs and organizations  8b. Number of student participants in clubs and professional organizations that prepare them to serve as leaders and advocates for educational issues  8c. Number of student clubs and organizations that support advocacy.</p>	<p>Student Life  Student Club Presidents/Faculty Sponsors on participation rates</p>	<p>Faculty Administration  Faculty Club Sponsors</p>
<p><b>9.</b> Support and expand educational and behavioral health programs that promote and engage community members in a variety of ways. Recent examples include -water festival, planets, citizen science projects (food, water, and energy), depression screening, etc.</p>	<p>9a. Number of programs offered  9b. Number of requests received from schools/agencies for programming</p>	<p>Departmental records of participation  Partnership initiatives</p>	<p>Faculty Administration</p>
<p><b>10.</b> Foster relationships with community colleges and NAU support personnel on extended campuses.</p>	<p>10a. Number of partnership programs with community colleges  10b. Number of para partnership programs with community colleges  10c. Number of Community Campus initiatives</p>	<p>2NAU Partnerships  Para Partnerships  Community Campus initiatives</p>	<p>Faculty Administration  Extended campus personnel</p>
<p><b>11.</b> Expand the reach of the college in community collective impact endeavors, such as LAUNCH in Flagstaff, Read-On, etc.</p>	<p>11a. Number of collective impact endeavors  11b. Number of GYOs, especially in remote locations</p>	<p>LAUNCH  Read On  AZ Science Center.  GYOs</p>	<p>Faculty Administration  Community entities</p>

Action Strategies	Data Metrics	Suggested Data Sources	Champions
12. Support internship placements nationally and globally for broader community impact	12a. Number of placements nationally and globally.	Partnerships Practica Data Intern Data MOAs Specific national or global partnerships	Faculty Administration CIE National and global partners
13. Expand and communicate global outreach and engagement strategies to COE constituents.	13a. Number of communications	Newsletter Advisory Council Reportage Social Media CIE interface Publications in magazines from students and faculty	Faculty Administration CIE National and global partners
14. Engage in ongoing relationships with our former students to support student success. Keep mentoring connections with students as they go into the field.	14a. Number of ATA Induction Program recipients 14b. Analysis of exit survey results	ATA Induction Recipient Data Exit survey results	Faculty Administration PEP K-12 Center

## RESEARCH AND INNOVATION

Create and enhance innovative and effective curriculum, teaching, technological, and field experiences that respond to current trends, anticipate future needs, and instill forward thinking practices in undergraduate and graduate students.

Support, promote, and recognize faculty, staff, and student scholarship, service, and grants.

Expand knowledge and research-based training, learning, and dissemination experiences for undergraduate students, graduate students, informal and continuing professional educators, and behavioral health professionals.

Expand and support innovative and applicable research experiences for doctoral students.

Increase nationally and internationally recognized research and scholarship.

Create and enhance innovative and effective curriculum, teaching, technological, and field experiences that respond to current trends, anticipate future needs, and instill forward thinking practices in undergraduate and graduate students.

### Inventory of innovations in Data Metrics

Action Strategies	Data Metrics	Suggested Data Sources	Champions
1. Maintain a continuous improvement process by reviewing course offerings to enhance student learning through alignment with current research on teaching and learning.	1a. Number of curriculum proposals and annual assessments or biennial reviews.	OCLDAA (Biennial Reports, program reviews) PEP (CAEP)	Department Chairs Faculty Administration PEP
2. Foster student engagement and learning emphasizing students' effective uses of technology within their respective discipline.	2a. Number of Signature Assignments (SAs) which include these <del>benchmarks</del> 2b. Number of student-developed extracurricular products/publications 2c. Number of 3MRP presentations 2d. Number of participants in the Undergraduate Research Symposium (URS)	PEP Reports Departmental SA records Graduate College #MRP documentation Undergraduate Research Symposium (URS) documentation	Department Chairs Faculty Administration PEP

Action Strategies	Data Metrics	Suggested Data Sources	Champions
3. Promote and increase faculty and staff engagement in the scholarship of teaching and learning (SOTL). Central repository to showcase this work	3a. Number of participants in the Center for Science Teaching and Learning seminars 3b. Number of speakers. 3c. Number of webinars. 3d. Number of publications and presentations regarding scholarship of teaching and learning 3e. Number of Dean's grants/SCA focused on SOTL 3f. Number of external grants focused on SOTL 3g. Number of sabbatical presentations 3h. SOTL-focused participation in conferences/professional organizations	CSTL Documentation Speaker series documentation Webinar documentation Publication/Presentation documentation	Department Chairs Faculty Administration (Chairs, Associate Deans, Dean) COERC documentation
4. Design innovative field experiences that are rich and reflect the populations that students will serve	4b: Number and variety of practicum/fieldwork/Student Teaching sites	PEP office for Student Teaching Sites Practicum Coordinator Training Directors for Doc programs	Faculty Administration (Chairs, Associate Deans, Dean) Practicum Coordinator Student Teaching Director
<b>Support, promote, and recognize faculty, staff, and student scholarship and grants.</b>			
<b>Supporting new faculty in specific ways toward scholarly achievements</b>			
5. Nurture and support a culture of collaborative and interdisciplinary research and scholarship, as well as innovations. <ul style="list-style-type: none"> <li>• Create mechanisms for people to collaborate on grant writing, mentorship, scholarly activities, learn from each other</li> <li>• Creating time and space for formal and informal collaborations. Can there be times when no classes happen and faculty are able to come together for collaborative work?</li> <li>• Allow the use of indirect grant funds to support grant writing.</li> </ul>	5a. Number of interdisciplinary research and scholarship projects in the COE 5b. Number of innovations put forward 5c. Number of informal and formal collaborations	FAAR reportage Innovation inventory COERC	Faculty Administration (Chairs, Associate Deans, Dean) COERC Personnel

Action Strategies	Data Metrics	Suggested Data Sources	Champions
<p>6. Create a process to better understand the impact of scholarship from COE faculty (tenure-track and non-tenure track), staff, and students including contextual factors that may be impacting production (i.e., percentage of time for scholarship, number of research active faculty, number of retirements of research active faculty, etc.).</p> <p>Incentives for participation in scholarship activities for COE faculty (tenure-track and non-tenure track), staff, and students. (i.e. summer salary, access to indirect funds, funding students)</p>	<p>6a. Number of scholarship products for faculty, staff, and students.</p> <p>6b. Number of honors and awards for faculty, staff, and students.</p> <p>6c. Additional funds for the college</p> <p>6d. Funding for students to participate in research.</p> <p>6e. Amount of indirect funds coming into the college</p>	<p>FAAR reportage</p> <p>Award reportage</p> <p>Dean's grants</p> <p>Graduate College research funding for students</p> <p>Business manager</p>	<p>College Council</p> <p>Faculty</p> <p>Administration (Chairs, Associate Deans, Dean)</p>
<p>7. Provide information through website and annual seminars regarding support available for grant activities and submission of grant proposals.</p> <p>Part-time (20%) associate dean for research</p>	<p>7a. Number of grant support activities and grant proposal submissions</p>	<p>CAYUSE</p> <p>FAAR reportage</p>	<p>Faculty</p> <p>Administration (Chairs, Associate Deans, Dean)</p>
<p>8. Appoint a committee to review and delineate the current criteria in the COE P and T document to ensure that it supports and recognizes faculty's active research and grant-work agendas including a definitive list of those scholarly activities accepted as research followed by annual review criteria for scholarship.</p>	<p>8a. Committee appointment</p>	<p>Committee products</p>	<p>Faculty</p> <p>Administration (Chairs, Associate Deans, Dean)</p>
<p>9. Adopt systematic support (% time, release) for particular accomplishments in research (including grant-work, doctoral advising and research) delineated in the COE criteria.</p>	<p>9a. Revision and approval of COE P and T and SOE criteria documents</p>	<p>Committee notes</p> <p>Results of vote for approval/non-approval</p>	<p>Faculty</p> <p>Administration (Chairs, Associate Deans, Dean)</p>
<p>10. Create research library of software and hardware for faculty/staff/graduate student use. Include remote access to these resources.</p>	<p>10a. Library creation and catalogue of resources</p> <p>10b. Amount of use</p>	<p>COE website</p> <p>College Council Bb Learn Site</p>	<p>Faculty</p> <p>Administration (Chairs, Associate Deans, Dean)</p>

Action Strategies	Data Metrics	Suggested Data Sources	Champions
11. Engage in public recognition and communication of nationally recognized scholarship.	11a. Number of Newsletters, NAU news, College Council, Update faculty publication bulletin board "mentions"	Newsletters, NAU news, College Council, faculty publication bulletin board	Faculty Administration (Chairs, Associate Deans, Dean)
<b>Expand research-based training, learning, and dissemination experiences for undergraduate and graduate students and post-doctoral scholars.</b>			
12. Promote student participation with faculty and staff mentors in scholarship activities by hosting webinars to explain process and value of research at all levels (Undergraduate Research Symposium; Educate2Act; Graduate Poster Session, etc.)  <ul style="list-style-type: none"> <li>Develop undergraduate research course for education undergraduate majors</li> </ul>	12a. 5% increase in number of students involved in research experiences. 12b. Number of students participating in research experiences 12c. Developed undergraduate course approved through curricular process	Undergraduate Research Symposium (URS) documentation Intern2Scholar documentation Curricular paperwork Educate2Act documentation	Faculty Administration (Chairs, Associate Deans, Dean) Students
13. Create dissemination opportunities for students.	13a. Number of scholarly products (presentations and publications) that faculty coauthor with students 13b. Funding for graduate students from GSA to support dissemination.	Conference proceedings/programs Funding records	Faculty Administration (Chairs, Associate Deans, Dean) Students
14. Collaborate with university and other external partners in innovative research and evaluation endeavors for students.	14a. Number of presentations and publications per unit 14b. Number of collaborations with university and external partners	Conference proceedings/programs Collaborative grant proposals	Faculty Administration (Chairs, Associate Deans, Dean)
<b>Expand and support innovative and applicable research experiences for doctoral students.</b>			
<b>Support for faculty to engage more doctoral students in research</b>			
Action Strategies	Data Metrics	Suggested Data Sources	Champions
15. Provide support for research grant activities and submission of research grant proposals that include doctoral student funding.	15a. Number of submitted grant proposal 15b. Number of funded grant <del>propos</del>	Grant proposals Funded grants	Faculty Administration (Chairs, Associate Deans, Dean)
16. Increase doctoral student participation in scholarship activities.	16a. Number of presentations at national conferences between faculty and doctoral students 16b. Number of co-authored publications between faculty and doctoral students	Conference proceedings/programs Publications	Faculty Administration (Chairs, Associate Deans, Dean) Students



Action Strategies	Data Metrics	Suggested Data Sources	Champions
17. Support development of research “groups” headed by research-active faculty and research professionals.	17a. Number of research groups	Faculty documentation COERC documentation	Faculty Administration (Chairs, Associate Deans, Dean)
18. Increase financial support for research-focused graduate assistantships. <ul style="list-style-type: none"> <li>New faculty support too (GRAs for new faculty).</li> <li>Metrics for selection of GRAs</li> </ul>	18a. Amount of financial support 18b. Number of grad students for Presidential Fellowship Program 18c. Number of grant funded GRAs	Presidential fellows in COE Funded grants which include GRAs	Research Faculty Administration (Chairs, Associate Deans, Dean)
19. Align doctoral admissions with faculty research expertise.	19a. Number of students admitted aligned with faculty		
20. Align doctoral research coursework across programs in COE.			
<b>Increase nationally and internationally recognized research and scholarship.</b>			
20. Provide support for research grant activities and submission of research grant proposals including administrative support for submission and post-award management.	20a. Number of submitted and funded grant proposals 20b. Plan for post-award management		Administration at NAU
21. Determine meaningful impact measures of COE research and scholarship and align evaluation procedures with those measures.	21a. Impact factor of journals h-index	Scientific Journal Rankings (SJR) Google Scholar	Ramona Mellott
22. Create a faculty-scholar or <b>administrative</b> position who will champion research in the college, focus on the creation of a culture of scholarship, and will also solicit feedback from research-active faculty and staff to learn about their tangible support needs.	22a. Creation of the position  # of meetings with faculty, interactions, etc., to promote scholarly activity		
23. Re-envision the COERC <ul style="list-style-type: none"> <li>Time from COERC GRAs to support new faculty</li> <li>Connections with CSTL staff</li> </ul>	23a. Changes to the COERC		

## Diversity, Inclusion, Equity, and Just Practices

**Create a shared definition of diverse, inclusive, equitable, and just practices.**

**Foster an environment that is action-oriented toward diversity, inclusion, equity and social justice in a culturally-responsive manner.**

**Develop and model knowledge, skills, and dispositions that advance diversity, inclusion, equity, and just practices in pedagogy, scholarship, leadership, and administration.**

Action Strategies	Metrics	Suggested Data Sources	Champions
<b>Create a shared definition of diverse, inclusive, equitable, and just practices.</b>			
1. Recruit and retain diverse students, staff, and faculty particularly those who identify as Native American/Indigenous, People of Color, disabled or having a disability, low-income, and first-generation.	1a. Number of diverse students, staff, and faculty who identify as Native American/Indigenous. People of Color, disabled or having a disability, low-income, and first generation.	COE Diversity Task Force University reports	Faculty Administration (Chairs, Associate Deans, Dean)
2. Utilize existing shared governance mechanisms to create a shared definition of diversity, inclusion, equity, and just practices.	2a . Report on definitions on COE website and relevant materials by Spring 2021 <i>Task: need to operationally define - this will be the foundation to build other elements.</i>	NAU Diversity Strategic Plan reference Comparisons to other institutions	President of College Council
<b>Develop and model knowledge, skills, and dispositions that advance diversity, inclusion, equity, and just practices in pedagogy, scholarship, leadership, and administration</b>			
1. Provide educational programming to the COE community to cultivate knowledge, skills, and dispositions that advance practices that deconstruct inequity and create inclusionary, equitable, just, and de-colonizing environments, which include practices in pedagogy, scholarship, leadership, and/or administration.  Increased pedagogical techniques and scholarship related to diversity, inclusion, equity, and justice.	1a. Number of participants in monthly engagement series. 1b. Curricular changes to reflect culturally responsive pedagogy.	Monthly engagement series starting Fall 2020 Curricular documentation	Faculty Administration (Chairs, Associate Deans, Dean)

<b>Foster an environment that is action-oriented toward diversity, inclusion, equity and social justice in a culturally-responsive manner.</b>			
<b>Action Strategies</b>	<b>Metrics</b>	<b>Suggested Data Sources</b>	<b>Champions</b>
1. Educate all staff and faculty to understand the experiences of international students, especially international students of color, and build appropriate support programs for this population. Provide training sessions for all staff and faculty at the beginning of each year	1a. Number of faculty participating in training sessions	Session rosters	Dept. Chairs
2. Create a consistent on-boarding program for all new staff and faculty with a focus on socialization toward intentional, culturally-responsive, and action-oriented diversity, inclusion, equity and social justice frameworks.	2a. Number of participants in COE in COE mentoring program	COE community that understands diversity, inclusion, equity and social justice frameworks and implements them in all aspects of their work explicitly.	Associate Dean
3. Address inequity in faculty annual evaluations including additional service duties, discrimination in teaching evaluations, and scholarship valuation for minoritized faculty and others working from justice-based frameworks.  Changes in language and praxis in SOE, annual reviews, and other formal evaluation documents.	3a. Update COE SOE and Tenure/Promotion Handbook by Spring 2021	Updated documents	Department Chair Dean and President of College Council
4. Identify appropriate and consistent hiring protocols for determining desired knowledge, skills, and dispositions that advance diversity, inclusion, equity, and justice.	Creation of new hiring practices and training by Spring 2021 4a. Number of participants in NAU's HR hiring protocol	Human Resources hiring protocol and training	Pam Powell and President of College Council HR
5. Advocate on behalf of marginalized communities within professional organizations in order to ensure students from all backgrounds can successfully pass necessary licensure activities.	5a. Number of advocacy collaborations	ADE AEA	Relevant faculty and staff
5. Offer high-impact and data-informed interventions to support success of necessary licensure activities.	6a. Number of participants in interventions	ATA induction	Relevant faculty and staff
<b>Recruit and retain diverse students, staff, and faculty particularly those who identify as Native American/Indigenous, People of Color, disabled or having a disability, low-income, and first-generation.</b>			
1. Educate staff and faculty on research-based strategies for increasing the diversity of students. Provide training sessions for all staff and faculty at the beginning of each year	1a. Number of participants in training sessions	Training session rosters	Dept. Chairs
2. Work closely with campus partners to ensure that the COE strategic goals are understood by all parties that interface with the enrollment management process.	2a. Number of meetings and participants with EM	Meeting documentation	Administration (Chairs, Associate Deans, Dean)

3. Recruit and retain students in all programs that minimally reflects the diversity of the state and Arizona K-12 schools with a special emphasis on Native American, Latin*/Hispanic students and students in rural locations.	3a. Increase of 5% of students by 2025	Enrollment data	Dept. Chairs; Enrollment Management
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Action Strategies	Metrics	Suggested Data Sources	Champions
4. Work with the Center of International Education to increase international student enrollment.	4a. One new experience per year	Application and enrollment data for new opportunities from each program	Program Directors
5. Increase financial and scholarship support for COE students.	5a. Increase scholarship giving by 3-5 per year	Enrollment and financial aid data COE scholarship data	Ramona Mellott and Nancy Serebentz
6. Provide support for COE students on the financial aid process and address barriers to financial literacy.	6a. Changes/link to COE website	Financial Aid data	Academic Advisors
7. Adopt a culturally-relevant and responsive framework for understanding student success in order to retain marginalized students, staff, and faculty.	7a. Increase in retention of marginalized populations by 5% by 2025	Enrollment data	ACE, Program and Dept. Chairs
8. Reduce number of students each year that drop out because of financial reasons.	8a. Reduce by 10% each year	Enrollment data	Dean
9. Increase the diversity of staff and faculty by examining inequity in the recruitment and hiring process particularly those who identify as Native American/Indigenous, People of Color, and/or disabled or having a disability.	9a. Creation of new hiring practices and training by Spring 2021	Faculty and staff demographic data by 2025	Associate Dean and President of College Council
<b>Develop and model knowledge, skills, and dispositions that advances diversity, inclusion, equity, and justice in pedagogy, scholarship, leadership, and administration.</b>			
10. Educate the COE community to understand the characteristics of a Hispanic Serving Institution in order to influence culturally-relevant changes in pedagogy, scholarship, leadership, and administration.	10a. Number of participants in programming series, book clubs, guest speakers starting Fall 2021	Relevance of SOE/SOR data points to HSI characteristics in FAAR Participant rosters	Dept. Chairs

11. Recognize and reward students, staff, and faculty who exhibit exemplary dedication to this goal through fostering and modeling knowledge, skills, and dispositions that advance diversity, inclusion, equity, and justice in pedagogy, scholarship, leadership, and/or administration.	11a. Annual recognition mechanism; number of awardees	Faculty. Staff, student recognition records	Dean and Department Chairs
<b>Action Strategies</b>	<b>Metrics</b>	<b>Suggested Data Sources</b>	<b>Champions</b>
12. Identify accountability structures within units to determine how to best implement and assess action strategies.	12a. Individual staff and faculty accountability plan by Spring 2021	Diversity, inclusion, equity, and justice relevance in SOE/SOR documents listed in FAAR	Dept. Chairs
13. Increase the application of research findings, discoveries, and expertise for the direct benefit of local, regional, national, and international communities by supporting scholarship that focuses on diversity, inclusion, equity, and justice in education and health settings through funding and other resource and reward mechanisms.	13 a. Biannual percentage increase of scholarship output around issues of diversity, inclusion, equity, and social justice	Diversity, inclusion, equity, and justice relevance in SOE/SOR documents and publications listed in FAAR	Dean