

2023-2029 STRATEGIC PLAN

UNIT/DEPARTMENT/COLLEGE/DIVISION: COLLEGE of EDUCATION



I. Background

Texas State University has historically developed an extensive strategic plan to address the long-range vision, mission, goals, and expectations of what the university should become by the end of the planning cycle. To make sure that critical concerns receive full attention in the near future, the president has highlighted a series of University Imperatives: elevate student success; advance to Carnegie R-1 status; increase global and online enrollment; grow the Round Rock Campus; and reduce administrative burdens. These imperatives, included as initiatives in the 2023-2029 Strategic Plan, require the full attention of the entire university community in developing an operational plan to ensure progress and attainment of these imperatives in a timely manner.



II. Instructions

1. Continue to consider long-range strategic actions, for the upcoming six years, that your unit, department, college, or division can contribute to the university as a whole. Pay special attention to any actions that address the University Imperatives and note that actions contributing toward the University Imperatives will receive greater consideration for funding.
2. It is anticipated that this strategic plan will be updated in two years to coincide with the Texas legislative session

rather than at the mid-cycle (three year) point as has been done in the past. Therefore, actions that are intended to be completed in the near future (within two years) should be described in greater detail. Think of these actions as milestones for completing your long-range strategic plans.

3. Please note that strategic actions are not always adding programs and processes; strategic actions also include deleting, discontinuing, or reframing programs and practices. You may want to include action plans to reallocate resources and reposition activities to better utilize resources toward more productive ends.

4. Continue to add your strategic actions on this *2023-2029 Strategic Plan* template under each goal in order of priority for your unit, department, college, or division. Funding priority will be given to the highest-ranking actions, yet please note that not all highest-ranking actions may be approved. Items ranked lower on your list of actions for each goal and your overall priorities may receive authorization and funding over higher ranked items.

5. In addition to stating your mission and explaining your planning process, describe the proposed actions as clearly as possible; provide a reasonable timeframe for developing and implementing these actions; provide a rough estimate of the new resources required, expected cost, and source of revenue while knowing that a more detailed plan and budget will be worked out before authority to proceed is granted; establish realistic and measurable assessment criteria or key performance indicators to measure progress toward the achievement of the action; and link the proposed action to the appropriate initiative in the *2023-2029 Strategic Plan*.



III. Mission Statement

State your administrative unit/department/college/division mission statement.

The College of Education at Texas State University prepares exceptional educators, mental health practitioners, health and human performance professionals, scholars, and leaders who are committed to promoting excellence and equity. Through student-centered education, world-class research, and robust community engagement, we positively impact schools, organizations, systems, and communities.

IV. Process

Explain, in a brief paragraph, the process used to develop your plan, including the nature and extent of faculty and staff involvement.

The strategic planning process was discussed at various points throughout this past academic year in the College Council and by department chairs with their faculty and program coordinators, and planning information was also shared with the College by email. The College of Education plan was developed based on a review of the strategic plans from each academic department and the Office of Educator Preparation (OEP). Input was also sought from the perspective of the Academic Advising Center. The emerging plan was discussed by the College Council in multiple meetings, including perspectives from chairs, associate deans, directors, and the Council's staff members. A draft was discussed by the Council and sent to COE faculty for feedback to their department chairs. This feedback was discussed and adjustments made on May 15, 2023 in a meeting of the department chairs, associate dean for faculty development and strategic planning, and the college dean. Further adjustments were made by the chairs and dean, with College Council feedback, on May 18 in response to the university feedback that each of the top five priorities must be an individual, discrete item. The College plan works in tandem with the academic department and OEP plans, which include specifics important to each organizational unit.

V. Action Plans Related to University Goals and Initiatives

University Goal 1: Supporting Student Success							
<i>1.1 Expand efforts supporting academic preparedness and excellence</i>							
<i>1.2 Strength student engagement, sense of belonging, and wellbeing</i>							
<i>1.3 Increase support for graduate students</i>							
<i>1.4 Enhance career and post-graduation success</i>							
<i>1.5 Build student success infrastructure</i>							
Area (Dept., Unit,	Planned Actions	Timeframe	New Resources Requested	Expected Cost	Source of Resources	Assessment Criteria	University Initiative

College, or Division)		(of development and implementation)	(personnel, facilities, and operational funding)		(new, reallocation of existing funds, fee, philanthropic, etc.)	(outcome when achieved or key performance indicator)	
CLAS RRC COE	Add the existing Ph.D. in School Improvement to the Round Rock Campus (annual cohorts), resulting in an annual enrollment of 60 doctoral students at RRC within 4 years	Fall 2024 and ongoing	2 tenured faculty to be headquartered at the Round Rock Campus; possible collaboration with other school-related fields; evaluate additional needs based on growth 2 Doctoral Research Assistants	170,000 80,000 + tuition waivers	New faculty and doctoral research assistant lines - university	Enrollment, student annual progress, time to degree, grad rates	1.3
COE	Tuition waivers for assistantships, and increased number of doctoral and graduate assistantships	Fall 2024 and ongoing	1. Tuition waivers for existing doc assistantships	1. Up to 399,651 2. Up to 500,000	Annual or rotating – university	Improved time to degree, increased enrollment	1.3

			<p>2. Tuition waivers for existing grad assistant-ships: Up to \$500,000 in tuition waivers</p> <p>3. Net new doc assistants w/tuition waivers: up to 12 positions</p> <p>4. Net new grad assistants w/tuition waivers: up to 12</p>	<p>3. Up to 12 positions at 505,320</p> <p>4. Up to 12 at 293,679</p>			
COE CI CLAS	Increase undergraduate and master's enrollment at the Round Rock Campus through partnerships with local school districts and ACC, marketing online degrees to the Greater RR area, expanding degrees and needed support courses (lower division, majors for secondary education), and developing regional professional	Fall 2023 and ongoing	Add a COE Education Partnerships Coordinator to RRC (50% FTE + 50% teaching)	\$68,000 plus summer funding annually	Academic Affairs/ University	Annual enrollment	1.1

	development and research initiatives.						
COE	Integrate COE academic programs with the Student Success Center and Division as well as Advising and Transfer Center to maximize support for COE students at all levels	Fall 2024 and ongoing	1 to 2 net new staff positions to liaison between COE and these university resources while providing substantial direct services to students and applicants	\$50,000 per position	Annual – university and/or external grants	Increased and timely admissions, improved time to degree	1.5
COE	Enhance and support undergraduate academic engagement and retention through Living Learning Communities, major specific sections of US 1100, participation in the IDEA undergraduate research center, engagement with student success coaching, and similar initiatives.	2023 – ongoing	Stipends for LLC faculty advisors	\$10,000/year	Depts.	Semester reports from advisor	1.2
	Resource high-impact learning opportunities through increased scholarships, paid residencies and student teaching, paid internships, service-learning, Education Abroad, and Study in America	Fall 2023 and ongoing	Contingent on initiative	Contingent on initiative	Dept funds, State allocation, Grants, Philanthropy,	Increased resources for students and increased participation	1.1

					community partners		
<p>University Goal 2: Advancing Academic Excellence</p> <p><i>2.1 Increase enrollment at all levels with emphasis on international, transfer, online, and graduate students</i></p> <p><i>2.2 Offer new and innovative academic programs that meet the economic and cultural needs of the state</i></p> <p><i>2.3 Expand degree programs and infrastructure to increase enrollment on the Round Rock Campus</i></p> <p><i>2.4 Invest in faculty excellence by increasing the capacity and development of all faculty</i></p>							
Area (Dept., Unit, College, or Division)	Planned Actions	Timeframe (of development and implementation)	New Resources Requested (personnel, facilities, and operational funding)	Expected Cost	Source of Resources (new, reallocation of existing funds, fee, philanthropic, etc.)	Assessment Criteria (outcome when achieved or key performance indicator)	University Initiative
HHP COE COHP RRC	Add a new Interdisciplinary Ph.D. in Health & Rehabilitation Sciences jointly with the College of Health Professions (required feasibility study attached)	AY 2023-24 further develop; Implement Fall 2024 or, if necessary, Fall 2025	See attached feasibility study for specifics	Year 1: 378,000 First 5 Yr Total: 2.5 million	University; expanded external funding	Annual enrollment, time to degree, graduation count and rate	2.2
CLAS COE	Add a Student Affairs concentration to the existing Ph.D. in Adult, Professional, & Community Education degree (required feasibility study attached)	AY 2023-24 further develop; Implement Fall 2024 (new degree proposal is NOT needed)	See attached feasibility study for specifics	Year 1: 615,846 First 5 Yr Total: 4.3 million	University; external funding	Annual enrollment, time to degree, graduation count and rate	2.2
HHP COE COHP	Add a new Master of Public Health degree jointly with the College of Health Professions and offer the degree via distance education (approval to plan received)	Develop & Propose: 2023-24;	Faculty Coordinator/ Accreditation director; Marketing	150,000 annually	Academic Affairs	Increased enrollment; Time to degree; grad count and rates	2.2

		Implement new degree: Fall 2024					
CI COE	Add an undergraduate Minor in Leadership for Educational Equity	Develop: 2023-24; Implement: Fall 2024	Faculty Coordinator assignment, capstone instructor, materials	12,000	Dept and Academic Affairs	SCH, Minor Headcount; Student feedback	2.2
CI CLAS	Within the first two years of the plan, complete feasibility studies for additional doctoral and master's programs based on the departments' strategic plans (examples: possible doctoral programs in special education, counselor education, etc. and possible master's programs in international and comparative education, TESOL, etc); expand degrees offered via distance education as noted in department plans; explore possibilities for adding TESOL, bilingual, and international degree programs and/or academic initiatives; engage consultant for overall market and enrollment feasibility analysis	2023-2025	Professional long-term market analysis	50,000	COE Departments OEP	Feasibility and Market studies to inform planning, outreach, and implementation	2.1
COE	Implement faculty development activities focused on academic leadership, external research funding, research activity and dissemination, inclusive education, faculty diversity, and promotion pathways	2023 and ongoing	Resources for faculty development initiatives; Coordination by associate dean	15,000 annually	Reallocated; depts, COE, IDC.	Frequency, range, impact, and satisfaction with PD activities	2.4

University Goal 3: Expanding Discovery, Innovation, Creativity, and Research							
<i>3.1 Position Texas State University to achieve Carnegie R-1 status</i>							
<i>3.2 Target and secure multi-year and multimillion-dollar awards to increase and diversify the university's research portfolio</i>							
<i>3.3 Enhance the university's intellectual property (IP) portfolio and commercialization efforts</i>							
<i>3.4 Build relationships with private sector, industry, government, and educational partners</i>							
Area (Dept., Unit, College, or Division)	Planned Actions	Timeframe (of development and implementation)	New Resources Requested (personnel, facilities, and operational funding)	Expected Cost	Source of Resources (new, reallocation of existing funds, fee, philanthropic, etc.)	Assessment Criteria (outcome when achieved or key performance indicator)	University Initiative
COE	Realign teaching/research workloads for research active faculty to enhance national scholarly impact	<p>1. 2023 forward: one total research re-assignment per associate prof (not annual)</p> <p>2. Long-term: Adjust from 3/3 to 3/2 teaching loads for research active tenured faculty with external funding activity and/or sustained peer reviewed publication</p>	<p>1. Per course faculty as needed</p> <p>2. Approximately 39 per course sections needed; may require addition of some instructional or tenure-line faculty</p>	<p>1. 20,000 annually</p> <p>2. 140,000 annually; notably higher if net new instructional or tenure-line faculty required</p>	<p>1. Department salary savings; IDC</p> <p>2. New – Academic Affairs, external funding</p>	Research activity and document-ed impact; increased external funding	3.1

COE	Implement innovative support for targeting and securing multi-year and million-dollar external funding through strategic research teams, with attention to funding assistantships and postdoctoral researchers.	Training, consultant, time allocation, pre-award support, etc	Case-by-case	Contingent on circumstance; limited resource	Reallocated IDC, research funds, salary savings, discretionary funds, etc - Depts, COE, ORSP	Increased external funding awards, amounts, and impact	3.2
COE	Advance high-quality doctoral research and accelerate average time to doctoral degree and doctoral graduation rates.	2023 and ongoing	Balanced dissertation advising loads; 2023-24 organizational fellowship	Contingent on need	Depts, COE, external funding, philanthropy	Doctoral research impact; improved time to degree; grad counts and rates	3.1
COE LBJ Institute TEI	Develop foundation, industry, school, and agency partnerships to collaboratively develop and/or fund transformative education and research.	2023 and ongoing	Time allocation; University Advancement support	Contingent	External funding; philanthropy	Increased funding and partnerships	3.1
LBJ Institute	Leverage the LBJ Institute to secure funding resources and achieve national prominence in STEM education and research	2023 and ongoing	Contingent	Contingent	External funding	External funding secured; documented national impact	3.2
CI COE	Leverage the Charles Butt Foundation partnership to implement goal-specific continuous improvement across educator preparation, increase certification programs with CBF partnership status, increase CB Scholarship awardees to 50+ per	2023 and ongoing	Allocated time in long semesters for Faculty Scholarship Advisor; dedicated	Up to 16,000 annually	Dept salary savings and discretionary funds; CB Foundation disbursement	Documented continuous improvement outcomes; timely expansion of CBF partner status to	3.0

	year, and mentor scholarship awardees.		time for faculty lead			other cert programs; number of CB scholars, w/annual increase; mentoring provided.	
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University Goal 4: Enriching Community, Collaboration, and Partnerships
4.1 Enhance the regional, national, and international reputation of the university
4.2 Build community relations, collaborations, and partnerships with external stakeholders
4.3 Increase engagement in activities and programs that promote a welcoming community and a sense of belonging

Area (Dept., Unit, College, or Division)	Planned Actions	Timeframe (of development and implementation)	New Resources Requested (personnel, facilities, and operational funding)	Expected Cost	Source of Resources (new, reallocation of existing funds, fee, philanthropic, etc.)	Assessment Criteria (outcome when achieved or key performance indicator)	University Initiative
COE	Enhance inclusion, belonging, and Hispanic servingness through professional development, student success initiatives, community and campus engagement, and outreach.	2023 and ongoing	Operational funding	20,000 annually	Depts, COE, external funding	Number of activities/initiatives, feedback, and student progress	4.2
COE HHP CI CLAS	Utilize and revisit Student Success Equity Audit data to enhance equitable academic success for all students.	2023 and ongoing	Case by case; new data reports needed	Contingent	Depts, COE, Student Success Platform	Equity goal-setting and progress towards goals	4.2
COE	Develop a communication plan that maximizes alumni and stakeholder engagement with College education, outreach, and	2023 and ongoing	Case by case	Contingent	Depts, COE, Collaboration with Univ Marketing	Reimagined communications, outreach, and events	4.3

	research activities and findings.				and Univ Communi- cations		
COE	Pursue a portfolio of foundation and external stakeholder engagement to support academic programs, research, scholarships, paid internships, and endowed professorships/programs.	2023 and ongoing	Time allocation	Contingent	Philanthropy; external funding; collaboration with Univ Advancement	Increased philanthropic gifts, external funding, number of donors, and foundations engaged	4.0
COE	Support student and faculty-peer mentoring, inclusive of minoritized communities and equity outcomes	2023 and ongoing	Case by case basis	Contingent	Depts, COE	Impactful mentoring and equitable outcomes	4.0

University Goal 5: Developing Infrastructure and Resources

5.1 Position Texas State University as an employer of choice

5.2 Provide infrastructure befitting a Carnegie R-1 university

5.3 Simplify administrative processes to increase efficiency

5.4 Pursue innovative approaches to revenue generation and budgeting

Area (Dept., Unit, College, or Division)	Planned Actions	Timeframe (of development and implementation)	New Resources Requested (personnel, facilities, and operational funding)	Expected Cost	Source of Resources (new, reallocation of existing funds, fee, philanthropic, etc.)	Assessment Criteria (outcome when achieved or key performance indicator)	University Initiative
COE CI	Resource and staff teacher residency at the level needed to meet TEA- proposed residency certification requirements	2023 and ongoing	Professor of practice positions to staff residency sites and site	600,000	State allocation; Academic Affairs	Expanded residency is fully staffed to meet TEA residency certification requirements	5.0

			coordination, through a mix of re-classification and net new positions				
COE	Design signature learning and working spaces that are technologically advanced, collaborative, and accessible, inclusive of virtual modalities; including possible reallocation of ASBN space for a student collaboration and event zone that will also serve as a front to the College of Education.	2023 and ongoing	Facilities renovation & acquisition; technology upgrades	To be determined	University, Depts, Philanthropy	State of the art physical and virtual spaces are created	5.0
COE ORSP	Review and develop the research business operations infrastructure	2023 and ongoing	Research staffing commensurate with needs analysis	60,000	University	Efficient pre and post-award services	5.2
COE CI CLAS HHP OEP	Develop revenue and enrollment streams via alternative teacher certification, global and distance education, educational partnerships, reimagined degree programs, and innovative initiatives, including those noted in department plans	2023 and ongoing	Case-by - case	Contingent	Depts, COE, Academic Affairs, Global & Online Division, increased fees & tuition	Increased headcount, SCH, and continuing education participation with attendant revenue increase	5.4

COE	Implement competitive compensation models for faculty and staff, inclusive of competitive research start-up packages, staff salaries aligned with the market, and the university's plans for market-based salary adjustments and the instructional faculty career ladder.	2023 and ongoing	Determine-d per initiative	To be determine-d	University	Faculty and staff retention, quality hiring, salary adjustments completed, instructional ladder implement-ed	5.1
COE Depts	Maintain and develop appropriate labs and research spaces and tools needed for world-class research	2023 and ongoing	Contin-gent	Contin-gent	University, COE, Depts	State of the art research facilities and tools	5.2



VI. Planning Priorities

Using university goals and initiatives as a guide, list and briefly describe up to five top priorities from your planned actions for the 2023-2029 planning cycle and indicate the university goal/initiative to which the unit's action is linked.

1. Implement new and expanded degree programs: Propose the Interdisciplinary Ph.D. in Health and Rehabilitations Sciences (joint with the College of Health Professions; required feasibility study was completed by faculty in August 2022) (Program Priority 1); add a Student Affairs concentration in the Ph.D. in Adult, Professional, & Community Education degree (required feasibility study was completed by faculty in August 2022) (Program Priority 2); add an annual cohort of the Ph.D. in School Improvement to the Round Rock Campus while keeping the San Marcos cohort, which would add annual enrollment of 60 doctoral students at the Round Rock Campus within 4 years (Program Priority 3); add a Master of Public Health (joint with the College of Health Professions; planning approval has been received) (Program Priority 4); add an Undergraduate Minor in Leadership for Educational Equity; transition the B.E.S.S. degree to B.S. in Exercise and Sports Science and add a double major in Education for physical education teacher education students within this B.S. degree; complete feasibility studies for additional doctoral and master's programs in years 1 to 2 based on department strategic plans including a Ph.D. in Special Education or Special Education Leadership (Program Priority 5), a Ph.D. in Counseling or Counselor Education (Program Priority 6), and a Master's in International and Comparative Education and/or Teaching English to Speakers of Other Languages (TESOL) (Program Priority 7); and explore possibilities for developing bilingual and international degree programs and/or initiatives as well as other degree revisions listed in the academic departments' strategic plan. (2.0)

- 2. Elevate student success through strategies focused on advancing recruitment, retention, time to degree, and graduation rates at all levels** (undergraduate through doctoral), with priorities for strategies and resources that increase undergraduate and master's enrollment at the Round Rock Campus through expansion of degree programs to RRC based on a funded external feasibility study, partnerships with local school districts and Austin Community College (ACC) facilitated by an Educational Partnerships Coordinator, marketing existing online and campus-based degrees to the Greater Round Rock area via University Marketing, and exploring Round Rock regional professional development and/or research opportunities; providing tuition waivers for doctoral and graduate assistants and increasing the number of assistantships; enhancing inclusion, belonging, and Hispanic servingness through professional development, student success initiatives, and outreach; integrating the College of Education with services and initiatives in the new university Student Success Center, the Division of Student Success, the Transfer Center, and Academic Advising, while enhancing academic engagement and adding 1-2 student success liaison staff embedded in the College; conducting a student-centered review of curriculum structures and pathways with a goal to remove obstacles and enhance quality in collaboration with faculty, academic departments, and academic advising; and resourcing high-impact learning opportunities through increased scholarships, paid residencies and student teaching, paid internships, Education Abroad, and Study in America. (1.0)
- 3. Mobilize to achieve the Carnegie R1 designation and advance world-class research** through competitive faculty hiring and start-up packages, realigning the teaching/research workload for research active and external funding active faculty, innovative support for securing large external research funding awards that advance faculty research while increasing assistantships and/or postdoctoral research positions, advancing doctoral student research and timely graduation, and participation in undergraduate research (3.0)
- 4. Implement and resource transformative educator preparation models that directly address the critical teacher shortage, and meet the long-term needs of Texas school districts and PK-12 learners while building the highest quality Texas educator workforce;** inclusive of resourcing teacher residency to meet the new Residency Certificate requirements proposed by the Texas Education Agency, and developing and resourcing innovative educator preparation models including principal residency, advanced academics qualification, and pathways for working adult learners that might include alternative certification, paraprofessional, and apprenticeship programs. (4.0)
- 5. Design and fund signature learning and working spaces** that are technologically advanced, collaborative, accessible, and built for the future of work; develop the highest quality virtual and distance education formats and degree programs in areas proposed by the academic departments; fund rather than defer maintenance of current facilities; and, should units move out of ASBN, renovate and position that space as an innovative student collaboration zone and effective "front" to the College of Education. (5.0)