

What your Unit-Level Strategic Plan should contain¹

- a. Unit-level mission and vision statement (optional, you decide if you want to write unit level mission and vision; some accreditation bodies require it)
- b. Enrollment goal(s)
- c. Student learning and pedagogy goal(s)
- d. New academic programs, including interdisciplinary initiatives
- e. Student retention initiatives
- f. Research goals (and need for supporting facilities and infrastructure)
- g. Changes in staffing levels, and development needs for academic and non-academic staff
- h. Global initiatives
- i. Advancement initiatives: Initiatives that should be considered for inclusion in the comprehensive development campaign

By October 25th, you should have:

- 1. Your unit level strategic plan completed and emailed to the Provost
- 2. The latest draft of the template below completed; this template indicates how your strategic plan corresponds to the university-level plan. Up-to-date copies of this template will be circulated as University-Level goals finalize.

¹ For non-academic unit plans, please modify plan contents as appropriate

College of XXX Strategic Plan

Executive Summary

The College of Education and Human Development engaged in an extensive, inclusive and comprehensive strategic planning process to consider the next era for the college. This process resulted in the formulation of a series of strategic goals with accompanying strategies for the next decade. The identified goals leverage current initiatives while also envisioning a bold and inventive future with respect to enrollment in traditional and online programs, currency of programs and initiatives, student engagement and opportunities for experiential learning, research and scholarship and associated external funding, synergistic partnerships with regional and international allies, work environment and organizational culture; and fiscal stability and fund development. Attaining the goals of the CEHD strategic plan will be challenging and will require the allocation of significant, new dedicated human and fiscal resources. The overall CEHD plan aligns with the goals that have been established for the university while also “uplifting” the portfolio of CEHD activities consistent with the Mason IDEA.

A. Mission²

CEHD is an innovative, cutting-edge college that successfully prepares professionals to promote learning and development across the life span while contributing meaningfully to research in human and organizational performance as well as in the learning and developmental sciences.

B. Vision for College/Unit

The core values of the College of Education and Human Development, which inform and influence all programs, projects and operations of the college are:

Collaboration
Ethical Leadership
Innovation
Research-based Practice
Social Justice

² The decision of whether to write a college level “mission” statement is yours. Some colleges need a college-specific mission statement for accreditation purposes.

C. Summary of process used to develop unit strategic plan

CEHD carefully developed and implemented an inclusive community engagement process to assure that all members of the college community actively participated in the development of goals and associated active strategies aligned to the university's strategic planning process.

The members of the CEHD Executive Team, comprised by the Dean and the Associate Deans of the College, conceived of a planning process that would begin with the August 2013 CEHD Opening Session devoted to engaging all faculty and staff in the process of planning. We also engaged a professional facilitator, Bill Potapchik, to assist in preparing for a "planning day" at our Opening Session and leading the community event. This full-day event included presentations, large group discussions and extended small group sessions.

Our facilitator remained an important contributor to each step of the planning process. These components of our planning process are articulated below. He consulted with us on each step of our process, led all of the group sessions including the Town Hall Dialog, and also commented on each subsequent draft of our goals and associated strategies.

The Opening Session Planning Day was followed, only two days later, with a full-day Leadership Team Retreat. This retreat was attended by the members of the CEHD Executive Team together with the 9 faculty members who lead each of our academic divisions and doctoral program in both the Graduate School of Education and the School of Recreation, Health and Tourism. Our meeting was held at the historic Gunston House, the ancestral home of George Mason. This beautiful venue provided a symbolic setting for important discussions that led to the initial formulation of goals for the CEHD that grew from the faculty and staff discussions at the Opening Session.

After specifically formulating our initial draft goals at the Gunston Hall Retreat, the Executive Team reviewed and refined the text of the goals. This editorial revision was shared with the full Leadership Team, with feedback, suggestions and additional revisions sought.

This “next draft” then was shared with the entire faculty and staff of the college, with a request for feedback.

The feedback was very positive, with a sense that there was clear fidelity to earlier faculty and staff discussions, and that the goals positioned the CEHD for “generative growth” in its next era. Some relatively minor revisions were suggested, which were integrated into a subsequent draft of the CEHD goals.

This next draft was shared with the CEHD Advisory Board for their review and suggestions. At a meeting of the Board, a discussion was held, and there was a unanimity of perspective that the goals were both compelling and “on-target.”

The next step in the process was for the Dean to host a “Town Hall Dialog” session. All faculty and staff of the CEHD were invited to participate in the Town Hall, which was held at a time when CEHD classes were not scheduled. A relatively small group participated in this Town Hall session. However, the discussion was active and very useful. The tone of the conversation was very positive, and supportive of the goals. A number of very useful suggestions for “tweaking” of the goals were suggested, which later were integrated within the next draft of the CEHD Goals.

Next, after review and consideration by the Executive Team, the then current draft again was distributed to the entire CEHD community for final review and comment. A few additional comments were received, which have been integrated within the now “current” draft of the CEHD Goals (October 20) that is the basis for the information included within this template and is submitted to the university central group for consideration.

We were very pleased that the process of formulating strategic goals and associated strategies for the CEHD aligned with the university’s strategic planning process was as inclusive and thoughtful as we had envisioned. The entire CEHD community actively participated in the process. As I have commented to our faculty and staff, this

	<p>draft is NOT an end to the process. However, it is the “end of the beginning.” We plan to continue working on the refinement of our goals, the clarification of strategies that can be engaged to attain our goals, consider resources needed to achieve goal attainment and identify appropriate metrics to assess our progress. There is much still to do, yet we believe that we have made a very good start toward planning for the next era for the CEHD and achieving continued success for the College in the future.</p>
<p>D. Summary of major goals and/or initiatives in strategic plan</p>	<p><u>CEHD Strategic Goals: Economic & Cultural Engine</u></p> <p><i>CEHD will increase its undergraduate enrollment by 45% and graduate enrollment by 10% by 2025 while also increasing the diversity of its student body.</i></p> <p><i>CEHD will build upon a successful history of offering credit-bearing professional development courses by developing a multifaceted portfolio of executive and professional education initiatives focused on non-credit professional development opportunities.</i></p> <p><u>CEHD Strategic Goals: Innovative Learning</u></p> <p><i>CEHD will provide all of its students with personalized, high-quality experiential learning opportunities, both regionally and globally.</i></p> <p><i>CEHD will increase undergraduate retention and graduation rates at a pace similar to the university as a whole, while also reducing time to completion in graduate programs that are outside marketplace norms.</i></p> <p><i>CEHD will assure that all academic programs reflect contemporary concepts and theories and promote student learning of evidence-based practices.</i></p> <p><u>CEHD Strategic Goal: Research</u></p> <p><i>CEHD will double its externally funded research expenditures, reaching \$30 million by 2025, while also maintaining a broad portfolio of high-quality, consequential research and scholarship that encompasses but goes beyond sponsored program activities.</i></p>

CEHD Strategic Goal: Engage the World

CEHD will expand and broaden its portfolio of international partners that are aligned with the College’s teaching, research, and service mission and core values, and with the university’s efforts to construct a U8 network, with an emphasis on organizations that can provide experiential learning for students, professional development opportunities for faculty, and opportunities for collaborative research and scholarship.

CEHD Strategic Goals: Work Environment & University Community

CEHD will implement a diversity plan for faculty, staff, and graduate students designed to attract and retain diverse talent by systematizing recruiting strategies, increasing compensation to competitive levels, and enhancing organizational wellness.

CEHD will implement a comprehensive workplace well-being initiative focused on the resources and organizational culture of the College and incorporating the 7 dimensions of wellness (social, emotional, intellectual, career, physical, environmental, spiritual).

CEHD will reinvest internal resources to resolve faculty and staff compensation compression challenges and reposition structural salary parameters to levels that are competitive with top research universities in metropolitan regions.

CEHD Strategic Goals: Sound Investment

CEHD will seek resources necessary to support the development and delivery of high quality academic programs; a robust portfolio of consequential research and scholarship; and sustained engagement with local, regional, national and international communities of interest.

E. Summary of new resources required to achieve goals

In addition to continuous quality improvement with respect to academic programs, innovative learning opportunities, and workplace well-being, CEHD’s 2015-2025 strategic plan envisions substantial growth in enrollment (about 20% overall) and transformational increases in experiential learning opportunities, regional and global partnerships, externally funded research, and fund raising activity. To

accomplish the goals in this plan, personnel resources will need to keep pace with this growth, and a stronger cadre of professional and support staff capable of facilitating the flow of resources to the College (directly and indirectly) will be needed. Specifically:

28 new full-time instructional faculty, matched to areas of high need and high growth (6-7 in Human Development and Family Science). This represents a 21-22% increase in 10 years, which is a significantly slower rate of growth than in the previous two decades.

28 new professional faculty and support staff, assigned as follows:

- Executive and Professional Education (3)
- Experiential Learning (2)
- Academic Advising (3)
- Office of Research (2)
- Partnership Development (2)
- HR and Finance (2)
- Marketing and Communication (2)
- Development and Alumni Relations (3)
- Division-level administrative support (9)

In addition, associated non-personnel funding will be needed to support the increased scope of work undertaken by a larger community of scholars and support personnel.

Primary areas of concern include:

FACILITIES

Resources are needed to accommodate 20% growth in students, faculty, and staff.

Funds are needed to enable the construction and operation of a Lab School for GSE's educator preparation programs.

Space and special equipment is needed to enable the creation of new instructional spaces for our undergraduate professional preparation programs (e.g., in Kinesiology and Hospitality Management).

E-LEARNING INFRASTRUCTURE

Substantial investments in technology, training, and course development will be needed to ramp up and sustain high-quality e-learning programs.

PRODUCTIVITY AND PROFESSIONAL DEVELOPMENT RESOURCES

Adding personnel creates associated needs in the areas of technology, research and instructional materials and supplies, professional development travel, etc.

Linking Goals and Initiatives with University Strategic Plan

Economic & Cultural Engine

University Goal #1

Mason will produce at least 100,000 graduates prepared for successful and meaningful careers.

- a. At least a third of our graduates will have STEM-H degrees
- b. At least a half will be from under-represented racial/ethnic groups and/or socio-economic disadvantaged groups
- c. At least 10% will be from programs offered primarily on-line

(Critical Strategic initiatives: Increase the 6-year graduation rate to 78% without performance gaps across groups)

Metric: # of graduates

Unit Goals and/or initiatives linked to University Goal #1

CEHD will increase its undergraduate enrollment by 45% and graduate enrollment by 10% by 2025 while also increasing the diversity of its student body.

- Substantially increase CEHD’s portfolio of online and hybrid academic programs
- Significantly boost levels of financial aid and assistantship opportunities in support of CEHD’s students
- Systematically market new and emerging academic programs, especially those that capitalize on cross-unit collaborations (e.g., BAM programs and undergraduate programs in Hospitality Management and Human Development and Family Science)
- Right-size CEHD graduate programs, including enrollment growth in selected programs and enrollment reductions in others, with a continued commitment to a diverse student population characterized by personal integrity and academic achievement

- Develop new undergraduate programs in teacher education that capitalize on opportunities created by revised state regulations governing education programs, and consider whether the term “graduate” in GSE remains appropriate over time
- Develop new academic programs that meet emerging needs within both RHT and GSE
- Grow the CEHD faculty and central administrative support commensurate with development of new academic programs and growth in student enrollment
- Invest significant human and fiscal resources in strategic marketing and communications initiatives aligned with associated university protocols

University Goal #2

Mason will be catalyst for economic growth by improving the transfer of our discoveries to the organizations that can use them, being an incubator of entrepreneurial activity, and becoming the top provider of executive and professional education in the National Capital Region.

- At least \$xx million generated from licensing of intellectual property
- At least 50 companies incubated
- At least 5% of Education & General budget generated from executive, professional & continuing education

Metrics: 1) # of enterprises formed; 2) Revenue from licensing and executive education programs

Unit Goals and/or initiatives linked to University Goal #2

CEHD will build upon a successful history of offering credit-bearing professional development courses by developing a multifaceted portfolio of executive and professional education initiatives focused on non-credit professional development opportunities.

- Conduct market research with current professional development clients to identify opportunities for non-credit initiatives
- Identify potential new clients outside CEHD’s traditional professional development markets
- Collaborate with other academic units to develop a full range of joint professional development experiences and consultative initiatives

University Goal #3

Mason will provide our communities, including our alumni, with cohesion and inspiration through an increased commitment to the arts, cultural engagement, athletics, and lifelong learning opportunities.

Metrics: 1) Participation at events/# tickets sold; 2) # of alumni engaged with Mason; 3) Receiving the Carnegie Community Engagement classification

Unit goals and/or initiatives linked to University Goal #3

Not Applicable

Innovative Learning

University Goal #4

Mason will design a transformative, signature *Mason Learning Experience* that is experiential, global, and technology rich.

Metric: #students exposed to a meaningful global experience, engaged experiential learning and capable of technology-mediated self-development

Unit goals/and or initiatives linked to University Goal #4

CEHD will provide all of its students with personalized, high-quality experiential learning opportunities, both regionally and globally.

- Make high-quality, technology-enriched, engaged experiential learning that aligns with current and emerging practices a top priority for faculty work assignments and partnership cultivation, maintenance, and growth
- Explore the educational utility and viability of co-op experiential learning models for CEHD's undergraduate professional preparation programs (e.g., in recreation, sport, tourism, and hospitality management)
- Expand CEHD's network of regional and international partners
- Revise curricular and delivery options to insure that all programs provide flexible, abundant, high-quality experiential learning opportunities

CEHD will increase undergraduate retention and graduation rates at a pace similar to the university as a whole, while also reducing time to completion in graduate programs that are outside marketplace norms.

- Strengthen professional and online advising services for current and prospective students in terms of specificity, ease of access, and anticipating obstacles to academic progress
- Increase opportunities for personalized experiential learning, flexible courses-taking patterns and alternative course delivery models

CEHD will assure that all academic programs reflect contemporary concepts and theories and promote student learning of evidence-based best practices.

- Regularly review and assess all CEHD academic programs for currency, quality and essential competencies
- Fully integrate within all CEHD academic programs critical 21st Century Skills including collaboration, creativity, communication and critical thinking as well as benchmarks for intercultural competence

Research
<p>University Goal #5</p> <p>Mason will enhance standards of scholarship across disciplines to reach the level of a “Very High Research Activity” university as defined by the Carnegie Foundation.</p> <p>Metric: Receive Carnegie “Very High Research” Classification</p>
<p>Unit goals and/or initiatives linked to University Goal #5</p> <p><i>CEHD will double its externally funded research expenditures, reaching \$30 million by 2025, while also maintaining a broad portfolio of high-quality, consequential research and scholarship that encompasses but goes beyond sponsored program activities.</i></p> <ul style="list-style-type: none"> • Continue the College’s rapid upward trajectory with respect to faculty research and scholarship capabilities through strategic hiring practices • Support for a full-service Office of Research Support that facilitates the promotion and management of sponsored research of consequence • Advocate for the transformation of Mason’s Office of Sponsored Programs such that it is directly responsive to trends in research funding and is simple, seamless and successful in the management of research projects • Actively contribute to university-level efforts to construct large-scale multidisciplinary institutes that draw on faculty expertise across academic units and have high potential for external funding • Create and operate a research-intensive College Partnership Laboratory School
<p>University Goal #6</p> <p>Mason will strategically focus on a set of multidisciplinary domains of great societal and economic consequence in which its unique competitive assets can make a difference.</p> <p>Metric: Impact of research and creative activity (as measured by funding, business or policy transfer success, public opinion)</p>
<p>Unit goals and/or initiatives linked to University Goal #6</p> <p>See previous CEHD goal, which states that the College will:</p> <p>“Actively contribute to university-level efforts to construct large-scale multidisciplinary institutes that draw on faculty expertise across academic units and have high potential for external funding”</p>

Engage the World

University Goal #7

Mason will create a global platform through partnerships and other innovative arrangements in key international locations to facilitate student and faculty mobility and will build a global problem solving consortium with at least eight institutions in key decision-making hubs in the world (“U8” network).

Metrics: 1) # of Mason students and faculty engaged internationally, 2) # of international students and faculty engaged at Mason, 3) impact of global problem solving consortium in shaping global agendas

Unit goals and/or initiatives linked to University Goal #7

CEHD will expand and broaden its portfolio of local, regional, national and international partners that are aligned with the College’s teaching, research, and service mission and core values, and with the university’s efforts to construct a U8 network, with an emphasis on organizations that can provide experiential learning for students, professional development opportunities for faculty, and opportunities for collaborative research and scholarship.

- Consolidate and strengthen existing partnerships that have the potential for broad-based collaborative activity
- Identify, in alignment with university global initiatives, potential new partners and programs
- Build global experiential learning and research/ professional development opportunities that flow from these partnerships into academic programs and faculty assignments

Work Environment & University Community

University Goal #8

Mason will become a model well-being university and will successfully address the following challenges:

- Attract, develop and retain talented and committed individuals that reflect the diversity of our student body.
- Ensure the competitiveness of faculty, staff, and graduate student total compensation to competitive levels.

Unit goals and/or initiatives linked to University Goal #8

CEHD will implement a diversity plan for faculty, staff, and graduate students designed to attract and retain diverse talent by systematizing recruiting strategies, increasing compensation to competitive levels, and enhancing organizational wellness.

- Create and systematically adopt recruitment and retention protocols that have demonstrated effectiveness in the higher education context
- Implement the strategies listed under both the workplace wellness and compensation strategic goals

- Promote policies that assure that the college and university are models for “work-family integration” by promoting “family-friendly” policies and practices that promote well-being

CEHD will implement a comprehensive workplace well-being initiative focused on the resources and organizational culture of the College and incorporating the 7 dimensions of wellness (social, emotional, intellectual, career, physical, environmental, spiritual).

- Conduct an environmental scan related to those parameters
- Identify specific sources of well-being and “organizational health” expertise within the College
- Identify cultural and resource parameters that influence workplace well-being
- Strengthen parameters that both facilitate and remove constraints to workplace well-being

CEHD will reinvest internal resources to resolve faculty and staff compensation compression challenges and reposition structural salary parameters to levels that are competitive with top research universities in metropolitan regions.

- Advocate for decentralization to academic units control over budget decisions related to compensation within broad university parameters
- Identify and address specific market/compression parameters that influence recruiting and retention
- Identify specific sources of funding needed to resolve market/compression concerns and allocate sufficient resources to address such issues

Sound Investment

University Goal #9

Mason will provide the highest return-on-investment in Virginia for students and the Commonwealth.

- Strengthen Mason's financial position with an innovative financial model that incentivizes progress towards our strategic initiatives, provides significant new funding streams and pricing models, and effectively allocates our resources.
- Build a philanthropic pipeline that contributes to funding our future.
- Create an innovative tuition and funding model that facilitates access and ensures the financial security of our graduates

Metrics: 1) Return on Investment calculations; 2) Size of endowment and philanthropic contributions to strategic initiatives

Unit goals and/or initiatives linked to University Goal #9

CEHD will seek resources necessary to support the development and delivery of high quality academic programs; a robust portfolio of consequential research and scholarship; and sustained engagement with local, regional, national and international communities of interest.

- CEHD academic programs will be priced competitively, differentially, and will be “market smart” while meeting the needs of our students
- Annually, CEHD will raise a minimum of \$1.5M in funds from major gifts, alumni donations, and other donors to support the programs, activities, and initiatives of CEHD
- A CEHD Alumni Association will be an active, engaged network of graduates of the college
- The CEHD Fund for Excellence will grow with an endowment of \$1M with present use funds at least \$100K annually
- Funds will be raised to endow 3-5 newly endowed professorial chairs and student scholarships
- A major gift will be secured, leading to the naming of CEHD
- Develop an enhanced, well resourced CEHD Development Program, in alignment with the university Development Office, with sufficient resourced to achieve robust success in the domain of fund development and alumni relations