



College of Education and Human Development

CEHD 2014–2024 STRATEGIC PLAN



Twelve Strategic Goals

At George Mason University, our aim is not to be the best university in the world, but the best university *for* the world. We accept our responsibility to serve others, to help our students succeed, to enrich the life of our community, and to contribute to solving some of the most complex problems of our time.

At the College of Education and Human Development (CEHD), we embrace this vision and use it to guide our work in promoting learning and development across the life span. Built upon the foundation established by the university, CEHD's plan is guided by the notion that we will find innovative ways to best serve the needs of our stakeholders—our students, our community, our world, and our faculty and staff.

Our purpose is rooted in the value we create for others. As such, our plan is organized by stakeholder needs. The plan consists of 12 goals, each with specific actions, initiatives, and metrics as they apply to the College of Education and Human Development. These strategic goals provide a launching pad for propelling CEHD into the bold future we envision together.



CEHD 2014–2024 STRATEGIC PLAN



Goals for students...

1

Innovative Learning

Provide all CEHD students with personalized, high-quality experiential learning opportunities, both regionally and globally. Page 8.

2

Accessible Pathways

Nurture pathways designed to facilitate efficient, affordable access to CEHD's broad portfolio of undergraduate and graduate programs. Page 11.

3

Return on Investment

Develop intensive internship experiences for *all* CEHD students and support professional growth opportunities for alumni. Page 12.

4

100,000 Career-Ready Graduates

Increase CEHD's undergraduate enrollment by 45 percent and graduate enrollment by 10 percent. Page 17.

5

Innovation Engine

Create new revenue streams through both for-credit and non-credit professional development initiatives at CEHD. Page 18.

6

Community Builder

Expand the number, scope, and strength of CEHD's network of regional partners. Page 21.



CEHD 2014–2024 STRATEGIC PLAN

Goals for the community...

Goals for the world...

7

Well-Being

Develop and implement a comprehensive workplace well-being plan for CEHD. Page 24.

8

Diverse Academic Community

Construct and implement a plan that ensures CEHD is enriched and strengthened through diversity and inclusivity. Page 27.

9

Support Teaching and Scholarship Excellence

Offer contemporary academic programs of high quality while striving for excellence in CEHD personnel recruitment and retention. Page 28.

10

Elevate Research

Enhance the scope and depth of CEHD's research and scholarly activities while also doubling externally funded research expenditures. Page 33.

11

Research of Consequence

Amplify the impact of CEHD's research by focusing on problems and outcomes of high consequence. Page 34.

12

Global Learning Platform

Expand the number, scope, and strength of CEHD's portfolio of international partners. Page 37.

Goals for faculty & staff...





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CORE VALUES

The College of Education and Human Development at George Mason University is committed to these core values:

- Collaboration
- Ethical Leadership
- Innovation
- Research-Based Practice
- Social Justice

Dean's Introduction

The College of Education and Human Development (CEHD) is committed to providing exemplary teaching, mentoring, and academic services, and to meeting urgent personnel preparation and professional development needs in the Commonwealth of Virginia and beyond. Our college is also committed to advancing scientific and applied knowledge in ways that have a consequential impact on individuals, groups, and organizations focused on education and human development, and on society at large.

To make good on these commitments, members of CEHD's faculty and staff engaged in an extensive, inclusive, and comprehensive strategic planning process to consider the next era for the college.

This process resulted in a series of goals with accompanying initiatives for the next decade. They leverage current activities while also envisioning a bold and inventive future—one that aligns with the university's commitments to learning innovation, research of consequence, engagement with the world, and providing a sound investment for our students, taxpayers, and alumni.

Our plan is not an end to the process. However, it is the “end of the beginning.” We will continue to refine our goals, clarify strategies that can be engaged to attain our goals, consider resources needed to achieve our goals, 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 college's next era and achieving continued success in the future.

Mark R. Ginsberg, PhD
Dean and Professor
College of Education and Human Development
George Mason University



GOALS FOR STUDENTS

1

Innovative Learning

2

Accessible Pathways

3

Return on Investment

1

Innovative Learning

UNIVERSITY GOAL

Deliver a transformative signature Mason Learning Experience that is experiential, global, and technology-rich.

CEHD GOAL

Provide all students in the College of Education and Human Development with personalized, high-quality experiential learning opportunities, both regionally and globally.

Initial Plans

- Support a college-wide focus on making experiential, integrative learning opportunities universal across all academic programs.
- Conduct a comprehensive inventory of current experiential learning opportunities by academic program.
- Continue to expand international experiential learning opportunities in targeted programs.

IN ACTION

CEHD students benefit from sought-after field experiences, both in the region's world-class school systems and at renowned Washington, D.C. area organizations.

GOALS FOR STUDENTS





GOALS FOR STUDENTS

2

Accessible Pathways

UNIVERSITY GOAL

Provide multiple pathways and delivery formats to serve the needs of different students.

CEHD GOAL

Nurture current and newly created pathways designed to facilitate efficient, affordable access to the College of Education and Human Development’s broad portfolio of undergraduate and graduate programs—delivered on campus, off campus, and online.

Initial Plans

- Co-create programs of study and an advising infrastructure for students interested in becoming a licensed teacher in the Commonwealth of Virginia.
- Vigorously market newly developed pathways to CEHD’s undergraduate, bachelor’s/accelerated master’s, and graduate programs.
- Deliver the college’s academic programs through multiple instructional formats including both in-person and online models of instruction.

IN ACTION

Students can choose many paths to a CEHD degree or professional credential, including a wide array of hybrid and fully online programs.

3

Return on Investment

UNIVERSITY GOAL

Enable all graduates to pursue meaningful lives and successful careers.

CEHD GOAL

Develop intensive and extensive internship experiences for *all* students in the College of Education and Human Development, and support professional growth opportunities for the college's alumni.

Initial Plans

- Make necessary curricular revisions to support the development of intensive and extensive internship experiences across all of the college's professional preparation programs.
- Cultivate active, engaged partnerships with industry employers committed to participating in the development of innovative approaches to applied professional preparation.
- Develop mutually supportive networks of alumni focused on both their own and others' professional growth and career development.

IN ACTION

Employers and industry leaders are an important part of CEHD program advisory boards that help connect academic endeavors to career outcomes.



GOALS FOR STUDENTS

GOALS FOR THE COMMUNITY

4 100,000 Career-Ready
Graduates

5 Innovation Engine

6 Community Builder



GOALS FOR THE COMMUNITY

4

100,000 Career-Ready Graduates

UNIVERSITY GOAL

Produce the talent needed to drive economic growth in our region over the next decade.

CEHD GOAL

Increase the College of Education and Human Development’s undergraduate enrollment by 45 percent and graduate enrollment by 10 percent, while continuing to improve retention, graduation rates, and in-degree completion times for all of the college’s academic programs.

IN ACTION

CEHD programs have an applied focus, meaning students graduate not just with a transcript but with a resume.

Initial Plans

- Vigorously market the college’s academic programs with strong growth potential, including the portfolio of new undergraduate and bachelor’s/accelerated master’s programs.
- Implement new graduate tuition discount plans and utilize these plans to expand the college’s enrollment base both within and beyond the Northern Virginia region.
- Conduct a detailed review of all CEHD academic programs with substandard retention and graduation rates and protracted degree completion times to support students and ensure optimal flexibility with respect to course-taking patterns.

5

Innovation Engine

UNIVERSITY GOAL

Contribute to the economic vitality of the region by driving innovation and creating learning partnerships with private and public organizations.

CEHD GOAL

Create new revenue streams through both for-credit and non-credit professional development initiatives that target opportunities and audiences across the many disciplines and professions represented within the College of Education and Human Development.

Initial Plans

- Create and pilot modules for education professionals, parents, and prospective degree-seeking students.
- Compile the college's current portfolio of professional development opportunities into a unified online catalog, and then build on that portfolio in collaboration with clients and partners.
- Market CEHD's new, more accessible out-of-state tuition pricing for its academic programs to organizations outside Virginia, both in the National Capital Region and beyond.

IN ACTION

CEHD is a leader in creating high-value professional development programs that can be delivered to community partners using innovative methods and pricing models.

GOALS FOR THE COMMUNITY





GOALS FOR THE COMMUNITY

6

Community Builder

UNIVERSITY GOAL

Contribute to the cultural vitality of our community through regional partnerships and commitments to the arts, athletics, and community engagement.

CEHD GOAL

Expand the number, scope, and strength of the College of Education and Human Development’s network of regional partners.

Initial Plans

- Create productive and enhanced collaborations with Virginia’s community colleges, focused on CEHD’s recent academic program innovations.
- Support a college-wide focus on making experiential, integrative learning opportunities universal across all academic programs.
- Cultivate innovative partnerships with industry employers who are committed to participating in the development of innovative approaches to applied professional preparation.

IN ACTION

It is estimated that one-third of teachers and one-half of administrators in Northern Virginia school systems are graduates of George Mason University.



GOALS FOR THE WORLD

7

Well-Being

8

Diverse Academic Community

9

Support Teaching and
Scholarship Excellence

7

Well-Being

UNIVERSITY GOAL

Become a model well-being university that allows all of its members to thrive.

CEHD GOAL

Develop and implement a comprehensive workplace well-being plan for the College of Education and Human Development.

Initial Plans

- Identify specific sources of well-being and organizational health expertise within the college.
- Survey (broadly and in depth) strengths, weaknesses, opportunities, and threats related to workplace well-being and organizational climate/culture.
- Create a comprehensive workplace well-being plan that is aligned with the university's extensive efforts in this arena.

IN ACTION

Cutting-edge research at CEHD focuses on youth sports and the prevention of injuries among young athletes.



GOALS FOR THE WORLD



GOALS FOR THE WORLD

8

Diverse Academic Community

UNIVERSITY GOAL

Create an inclusive and diverse academic community that reflects the diversity of the National Capital Region.

CEHD GOAL

Construct and implement a plan for the College of Education and Human Development that ensures that the college is enriched and strengthened through its commitment to diversity and inclusivity.

Initial Plans

- Appoint a faculty and staff task force charged with the development of a comprehensive plan that covers all constituencies, including students, faculty, staff, and partner organizations.
- Utilize internal and external data to help shape norms, expectations, and aspirations.
- Identify key individuals responsible for monitoring the implementation and success of the college's diversity and inclusivity plan.

IN ACTION

CEHD partners with many organizations to encourage Mason's wonderfully diverse students to pursue a career in teaching.

9

Support Teaching and Scholarship Excellence

UNIVERSITY GOAL

Provide an environment and resources to support and encourage academic innovation and excellence.

CEHD GOAL

Offer contemporary academic programs of high quality in the College of Education and Human Development that are evidence-based and responsive to community and professional needs, while also striving for excellence in new faculty and staff recruitment and in the retention of current high-performing personnel.

IN ACTION

CEHD faculty members are always in high demand, with professors regularly sharing their expertise with local, state, and federal agencies and associations.

Initial Plans

- Use existing resources to address cases in which salary compression and uncompetitive salaries are inhibiting the college's ability to attract and retain top talent, and impeding efforts to reward and promote innovation and excellence in scholarship, teaching, service, and global and community engagement.
- Raise the floor for new faculty salaries and recruitment packages to the levels typical of peer universities.
- Use the college's calendar year academic program and faculty/staff assessment systems to identify gaps and opportunities for improvement.



GOALS FOR FACULTY AND STAFF

10

Elevate Research

11

Research of Consequence

12

Global Learning Platform



GOALS FOR FACULTY AND STAFF

10

Elevate Research

UNIVERSITY GOAL

Expand research and enhance standards of scholarship across disciplines.

CEHD GOAL

Enhance the scope and depth of the College of Education and Human Development’s research and scholarly activities while also seeking to double externally funded research expenditures.

Initial Plans

- Continue to develop a “culture of scholarship” that provides faculty with incentives for seeking external funding that are responsive, reliable, and effective.
- Provide additional support for faculty who are actively engaged in externally funded proposals and projects to ensure that they remain productive scholars and active grant seekers.
- Elevate the importance of research productivity and success in securing external funding in tenure-line searches for new and replacement faculty.

IN ACTION

CEHD’s research portfolio continues to expand at a rapid pace, with externally funded projects that address some of the most complex issues of our time.

11

Research of Consequence

UNIVERSITY GOAL

Strategically focus on multidisciplinary domains of great societal and economic consequence where we can make a difference.

CEHD GOAL

Amplify the impact of the College of Education and Human Development's broad portfolio of research and scholarship by focusing on problems and outcomes of high consequence.

Initial Plans

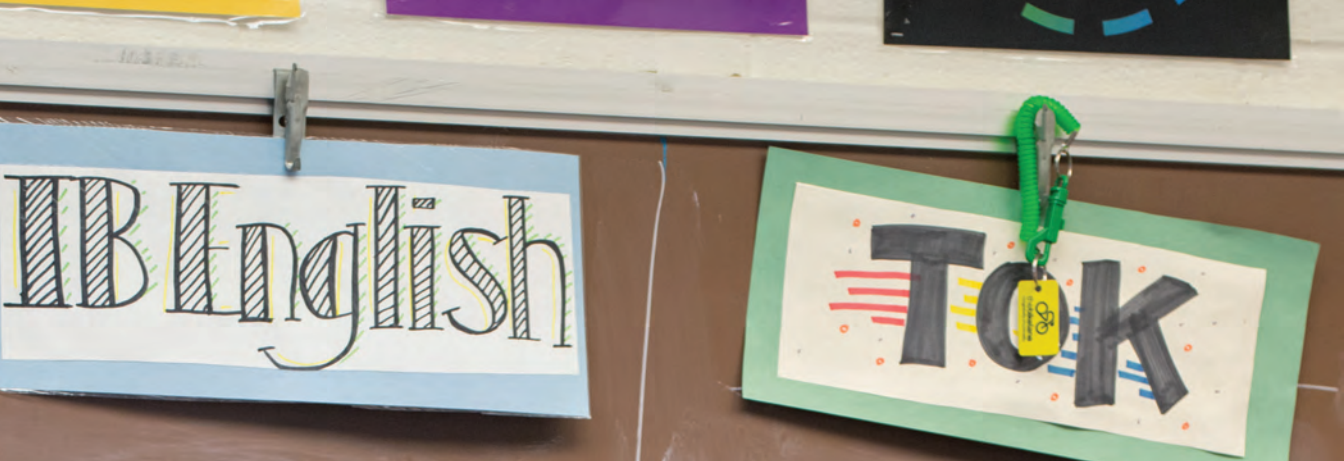
- Appoint a task force charged with conducting a comprehensive systems analysis of internal and external circumstances that facilitate and constrain faculty capabilities for conducting consequential research and scholarship.
- Develop strategies for systematically seeking input from those who may benefit from the college's research and scholarly activities.
- Support and participate in multidisciplinary collaborations with other Mason academic units—for example, in STEM education, human development, and health and well-being.

IN ACTION

From human disabilities to human performance, from STEM education to sport diplomacy, CEHD is rewriting the rules for how to advance education and human development.



GOALS FOR FACULTY AND STAFF



GOALS FOR FACULTY AND STAFF



12

Global Learning Platform

UNIVERSITY GOAL

Create partnerships and other arrangements to support student and faculty mobility and collaboration.

CEHD GOAL

Expand the number, scope, and strength of the College of Education and Human Development's portfolio of international partners.

Initial Plans

- Assess the degree to which existing partnerships are effectively providing our students and faculty with opportunities for meaningful global collaboration and impactful learning.
- Promote and encourage partnerships that are specifically focused on the goal of creating global learning and understanding.
- Continue to expand international experiential learning opportunities in targeted programs.

IN ACTION

CEHD faculty members are engaged in research all over the world, with grants to support projects in dozens of countries, from Afghanistan to Zimbabwe.

Gathering Momentum

The College of Education and Human Development's strategic plan outlines goals to be achieved by 2025. To succeed, we are developing the human and fiscal resources necessary to put our plans into action.

We cannot do it alone. In that spirit, we look forward to forging mutually beneficial partnerships, developing shared expectations with stakeholders, and aligning resources with the most critical needs.

We invite you to follow our progress and contribute to our vision and the attainment of our identified goals through your alliance with and support for the College of Education and Human Development at George Mason University.

giving.gmu.edu



About the College of Education and Human Development

MISSION

The College of Education and Human Development is an innovative, inclusive, and 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.

George Mason University's College of Education and Human Development includes two schools: the Graduate School of Education, one of the most comprehensive education schools in Virginia, and the School of Recreation, Health, and Tourism.

CEHD offers a full range of courses, certificates, and degree programs on campus, online, and on site to more than 4,000 students each year. Committed to exemplary teaching, the college is made up of 125 full-time instructional faculty members, among them many nationally prominent scholars and four professors who have received the State Council of Higher Education for Virginia's highest honors.

CEHD's research portfolio has grown dramatically over the past 10 years, with annual expenditures now exceeding \$15 million. The college's research activity is particularly renowned in the areas of special education, STEM education, teacher professional development, and kinesiology.

As one of the Commonwealth's largest teacher preparation and professional development providers, CEHD has long-standing partnerships with the region's world-class school systems. The college is fully accredited by NCATE, and all licensure programs are approved by the Virginia Department of Education.

George Mason University is Virginia's largest public research university. Located near Washington, D.C., Mason enrolls more than 33,000 students from 130 countries and all 50 states. Mason has grown rapidly over the past half-century and is recognized for its innovation and entrepreneurship, remarkable diversity, and commitment to accessibility. Mason is also one of the best values in higher education, producing graduates who lead all Virginia schools with the highest annual salaries.

CEHD Leadership

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