College of Education and Human Development

GEORGE MASON UNIVERSITY

CEHD 2014-2024 STRATEGIC PLAN
Three 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.
Goals for students...

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

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

Return on Investment
Develop and implement a plan that ensures CEHD’s research base and strength are strengthened through diversity and inclusivity. Page 24.

100,000 Career-Ready Graduates
Increase CEHD’s undergraduate enrollment by 45 percent and graduate enrollment by 10 percent. Page 17.

I n n o v a t i o n  E n g i n e
Create new revenue streams through both for-credit and non-credit professional development initiatives at CEHD. Page 18.

M o u n t a i n i n g  R e s e a r c h
Enhance the scope and depth of CEHD’s research and scholarly activities while also doubling externally funded research expenditures. Page 33.

M o n e t a r y  T i m i n g  S t r e n g t h e n i n g
Amplify the impact of CEHD’s research by focusing on problems and outcomes of high consequence. Page 34.

Community Builder
Expand the number, scope, and strength of CEHD’s regional and international partners. Page 21.

Goals for the world...

Well-Being
Develop and implement a comprehensive workplace well-being plan for CEHD. Page 14.

Diverse Academic Community
Construct and implement a plan that ensures CEHD’s research base and strength are strengthened through diversity and inclusivity. Page 24.

Support Teaching and Scholarship Excellence
Offer contemporary academic programs of high quality with strengthened excellence in CEHD personnel recruitment and retention. Page 26.

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

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

Global Learning Platforms
Expand the number, scope, and strength of CEHD’s network of international partners. Page 21.

Goals for faculty & staff...

Support Teaching and Scholarship Excellence
Offer contemporary academic programs of high quality with strengthened excellence in CEHD personnel recruitment and retention. Page 26.

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

Research of Consequence
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Global Learning Platforms
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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

Innovative Learning
Accessible Pathways
Return on Investment
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

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.

Accessible Pathways
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 THE COMMUNITY

100,000 Career-Ready Graduates

Innovation Engine

Community Builder
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.

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.

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

100,000 Career-Ready Graduates
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

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

Well-Being

Diverse Academic Community

Support Teaching and Scholarship Excellence
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**
Cutting-edge research at CEHD focuses on youth sports and the prevention of injuries among young athletes.
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.

**In Action**
CEHD partners with many organizations to encourage Mason’s wonderfully diverse students to pursue a career in teaching.

- 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.
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 THE WORLD**
CEHD faculty members are always in high demand, with professors regularly sharing their expertise with local, state, and federal agencies and associations.
GOALS FOR FACULTY AND STAFF

10
Elevate Research

11
Research of Consequence

12
Global Learning Platform
GOALS FOR FACULTY AND STAFF

U N I V E R S I T Y G O A L
Expand research and enhance standards of scholarship across disciplines.

C E H D G O A L
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.

I N A C T I O N
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.
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

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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