

Goals 2021
Individual Relevance
Regional Responsiveness
International Recognition

Goals 2021 provides a 10-year strategic planning framework for the School of Education (SOE). The strategic action described through Goals 2021 has been established within an institutional, state, and national context that provides both challenges and new opportunities for the SOE. Change is inevitable; however, the opportunities that change provides will allow the SOE to emerge as an academic leader over the course of the next decade. As illustrated through the School's Vision, the strategic planning within Goals 2021 focuses on *innovation, excellence, and leadership* as we engage collaboratively in determining our School's future.

Goals 2021:

In recognition of SIUE's institutional goals and context, the challenges and opportunities offered by state trends and initiatives, the emergence of human sciences within the institution and the School, and the initial strategic planning conducted by the School during the 2011 academic year, the following overarching themes are identified for the SOE's Goals 2021:

- Individual Relevance
- Regional Responsiveness
- International Recognition

These strategic themes are intended to be scaffolded—beginning with issues of individual leadership, access, and retention; building to regional outreach and service; and finally encompassing very broad themes of international awareness and globalization. Each integrates overarching issues of accountability, diversity, and leadership as recommended through the School's AY11 initial strategic planning exercises. Specific action steps for Goals 2021 are outlined below.

By 2021, the School of Education will emerge as an academic leader by actualizing the following:

- *Individual Relevance*
 - enhance the diversity of the School's student body, staff, and faculty through consistent, appropriate, and equitable practices and policies;
 - augment faculty's competence related to diversity by providing appropriate support and resources related to a wide range of diversity issues;
 - promote and support the leadership of faculty in research, service, and teaching and identify clear roles and appropriate compensation for faculty leaders across the School;
 - strive for more meaningful accountability through the integration of roles and responsibilities for teaching, research/scholarship, and service;

- identify communication strategies that increase knowledge sharing and problem solving, and promote interdisciplinary dialogue across the School's academic units;
- provide opportunities for professional development to enhance the professional goals and leadership of staff;
- develop a comprehensive data system and cycle of continuous improvement to support individual and programmatic accountability;
- enhance student retention through faculty engagement while sustaining and increasing academic quality;
- embed a thorough understanding of 21st-century learners, including the role and impact of technology, into program design;
- prepare students as professionals who are knowledgeable about issues of diversity, embrace human differences, and can effectively apply that knowledge in their workplace;
- expand research opportunities that allow students across all programs to collaborate in scholarship that enhances their career goals;
- implement an enrollment management system that enhances student access and retention, is fiscally responsible, and is responsive to competition;
- design programs that reflect the realities of career opportunities and the employability of students including dual and/or interdisciplinary degrees, integrated bachelor's and master's degree programs, and focused certificates;
- implement academic programs specific to the development of leaders;
- and integrate goals established through the Illinois Public Agenda that include:
 - increased access for underrepresented groups of students (e.g., non-traditional, re-careering, low-income, ethnically diverse),
 - accelerated degrees programs that shorten the time to completion while maintaining quality and high professional standards,
 - expanded use of technology to increase access particularly for non-traditional and rural students, and
 - the removal of transfer barriers between the associate's and bachelor's degrees.
- *Regional Responsiveness*
 - implement distinctive programs in the area of human sciences that align with the University's mission and respond to the emerging needs of the state and region;
 - integrate service and practica/internships across all programs that place students and faculty within the community to enrich academic experiences and provide support to the community at the point of need;
 - identify and support the needs of the community, particularly with underserved groups, through collaborative outreach and programming;
 - systematically coordinate the School's outreach clinics to ensure increased access and highest quality of service for the community, and expand the School's outreach clinics to include service within East St. Louis;

- prepare professionals to respond to the needs of English Language Learners and their families;
- engage faculty and students in research to better understand and actively support the unique needs of diverse populations;
- engage in state-wide P-20 planning and activities, including the proactive integration of initiatives into appropriate academic programs;
- assist the academic and professional development initiatives of the SIUE East St. Louis Charter High School that support all students in meeting state standards and becoming college- and career-ready;
- and integrate goals established through the Illinois Public Agenda that include:
 - strengthening the quality of preparation of teachers and school leaders particularly for low-performing schools,
 - establishing focused “professional development sites” at partnering schools/districts,
 - engaging with the Illinois Math and Science Academy (IMSA) in preparing students and teachers in STEM disciplines, and
 - supporting the economic development of the state through the preparation of a high-quality workforce and research efforts that inform state policies and practices.
- *International Recognition*
 - achieve formal national/international recognition and/or honors for academic programs across the spectrum of educator preparation and human sciences that reflect their distinctiveness and quality;
 - systematically integrate global consciousness in all academic programs that has diversity and social justice as a central theme;
 - integrate innovative curricular practices focused on internationalization;
 - enhance the recognition of faculty for their leadership in scholarship and broad impact on their areas of discipline, including productivity in competitive external grants and a concerted approach to interdisciplinary research;
 - establish formalized partnerships with international institutions of higher education;
 - provide opportunities for students across the SOE to engage in international academic and service activities that are embedded in program design;
 - design opportunities for international students to participate in and/or graduate from the SOE through partnerships with universities outside of the U.S. and/or focused web-based degrees;
 - engage in STEM research, academic programs, and service that includes interdisciplinary partnerships across SIUE and internationally;
 - and integrate the goals established through the Illinois Public Agenda that include the implementation of cutting-edge programs that prepare students for success in a global economy.

These are energizing times for SIUE's School of Education. Challenges and new initiatives within the institution and state provide the School with unique opportunities to innovate, excel, and lead. Goals 2021 provides a framework for actualizing this exciting vision for the future.

