In September 2015, the College contacted The Cambrian Group, an organization specializing in strategic planning for educational institutions, to assist in developing a new strategic plan.

We then:
Held a town hall meeting for all College faculty and staff to provide an overview of the strategic planning process.
Held a town hall meeting for all College faculty and staff to provide an overview of the strategic planning process.

Identified and convened the Strategic Planning Committee, which included:

* the Dean’s cabinet;
* members of the Faculty Executive Committee;
* tenure track and clinical faculty;
* staff; and
* key non-College university and community stakeholders.
Held a town hall meeting for all College faculty and staff to provide an overview of the strategic planning process.

Identified and convened the Strategic Planning Committee, which included:
* the Dean’s cabinet;
* members of the Faculty Executive Committee;
* tenure track and clinical faculty;
* staff; and
* key non-College university and community stakeholders.

The committee drafted beliefs, mission, parameters, objectives, and strategy statements. The committee also identified five action team leaders charged with developing the action plans needed to create a well-rounded Strategic Plan.

These teams met over the ensuing months and the action team leaders presented the recommended plans to the Strategic Planning Committee in May.
In consultation with the Department Chairs and Associate Deans, the Dean is currently appointing Strategy Implementation Leaders to oversee the action plans scheduled to launch in the 2016-2017 academic year.
OUR STRATEGIC PLAN

Beliefs

Mission

Strategic Objectives

Strategy

Action Plans
Beliefs

Our responsibility is to improve the lives of others.

Equity is realized best through collective action.

Greater understanding is achieved through rigorous scientific inquiry.

Diverse perspectives and talents are essential for excellence.

Relentless pursuit of excellence requires challenging and valuing ourselves and others.
Mission

The mission of the College of Education at the University of Houston is to lead and inspire generative transformations of learning, health, leadership, and well-being by developing new knowledge for an increasingly diverse world.
Strategic Objectives

We will lead collective action to build capacity in communities.

Communities and partners will eradicate educational and health disparities.

Other systems and professionals will leverage our work.
Strategy

We will serve the community as the hub for collective action.

We will establish and maintain a shared culture of safety, trust, and well-being that supports transdisciplinary mission-focused innovation for collective success.

We will pursue funding, research, and community engagement opportunities that advance our mission.

We will promote the College of Education as unique, transformative, innovative, community-engaged, and making a difference.

We will ensure mission-focused professional growth and development.
Action Plans

Each strategy has been assigned four to five action plans that will bring our goals to fruition.
Strategy 1
*We will serve the community as the hub for collective action.*

**Action Plan 1:** Redefine the roles of faculty, staff, and students within the COE to reflect our new identity as the hub for community collective action by assigning responsibility and accountability for leadership specific to Strategy 1.

**Action Plan 2:** Define and then elevate quality COE-Community Partnerships that characterize our new identity as the hub for collective action.

**Action Plan 3:** Engage with our neighbors regularly.

**Action Plan 4:** Promote the new identity of COE and Farish Hall as the interactive hub for collective action.
Strategy II
We will establish and maintain a shared culture of safety, trust, and well-being that supports transdisciplinary mission-focused innovation for collective success.

Action Plan 1: An organizational climate that exemplifies safety, fairness, and respect for everyone.

Action Plan 2: Our commitment to cultural diversity and inclusion will be nationally-recognized.

Action Plan 3: Cross-disciplinary engagement among COE students, employees, and the greater community that exemplifies a culture of shared purpose.

Action Plan 4: Professional growth and development opportunities that enable all COE students and employees to realize their highest potential.
Strategy III
We will pursue funding, research, and community engagement opportunities that advance our mission.

Action Plan 1: Global visibility of high-impact research, funded projects, and community engagement activities.

Action Plan 2: Strategic and sustained community partnerships with measurable collective impact.

Action Plan 3: Philanthropic support and sponsored projects that advance the mission of the College, positively impacting communities and partners.

Action Plan 4: A shared culture that cultivates and incentivizes rigorous scientific inquiry.

Action Plan 5: A streamlined grant support infrastructure that promotes accelerated growth in annual state and federal research expenditures.
Strategy IV
We will promote the College of Education as unique, transformative, innovative, community-engaged, and making a difference.

Action Plan 1: Build and strengthen internal communications that will facilitate greater awareness and collaboration.

Action Plan 2: Gather relevant, timely information in a balanced way to champion and celebrate our collective impact.

Action Plan 3: Communicate the College mission by cultivating standards that invigorate, empower, and recognize individuals and communities.

Action Plan 4: Recruit diverse perspectives and talents by representing College opportunities holistically.
Strategy V
We will ensure mission-focused professional growth and development

Action Plan 1: Administration of a College-wide comprehensive professional development needs assessment of faculty and staff

Action Plan 2: Individual professional learning plans developed by faculty and staff in conjunction with their supervisor(s) as part of the annual review process.

Action Plan 3: Database of available resources for professional development in the College of Education, University of Houston, and the community.

Action Plan 4: Systematic mentor and training programs for new faculty and staff.

Action Plan 5: A designated space for cross-department collaboration, support, and learning.
Strategy I

*We will serve the community as the hub for collective action.*
Strategy II
We will establish and maintain a shared culture of safety, trust, and well-being that supports transdisciplinary mission-focused innovation for collective success.
Strategy III
We will pursue funding, research, and community engagement opportunities that advance our mission.

<table>
<thead>
<tr>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture of Rigorous Scientific Inquiry</td>
<td>Culture of Rigorous Scientific Inquiry</td>
<td>Partnerships</td>
<td>Global Visibility</td>
<td>Partnerships</td>
</tr>
<tr>
<td>Grant Infrastructure</td>
<td>Grant Infrastructure</td>
<td>Philanthropic Support</td>
<td>Global Visibility</td>
<td>Philanthropic Support</td>
</tr>
<tr>
<td>Grant Infrastructure</td>
<td>Grant Infrastructure</td>
<td>Grant Infrastructure</td>
<td>Grant Infrastructure</td>
<td>Grant Infrastructure</td>
</tr>
</tbody>
</table>
Strategy IV
We will promote the College of Education as unique, transformative, innovative, community-engaged, and making a difference.
Strategy V
We will ensure mission-focused professional growth and development.

- Individual Professional Learning Plans
- Mentors for New Faculty & Staff
- Database of Resources
- Designated Space

2016-17 2017-18 2018-19 2019-20 2020-21
Mapping our report card indicators with strategies.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>I</th>
<th>II</th>
<th>III</th>
<th>IV</th>
<th>V</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Research Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Research Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Journal Articles Published</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doctoral Degrees Awarded</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LBB</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Citations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First-Year FTIC Graduation Rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Six-Year FTIC Graduation Rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
TEAM MEMBERS

Strategic Planning Group

Nicole Andrews                   Erica Jordan
Lori Armstrong                  Duncan Klussmann (Kinder Foundation)
Samuel Brower                   Anne McClellan
Andrea Burridge                 Robert McPherson
Gloria Cavazos (HISD)           Ezemenari Obasi
Jennifer Chauvot                Lorraine Reitzel
Brandie Cleaver                 Paul Roch
Lindsey Gunn (Cambrian Group)    Anthony Rolle
Margaret Hale                   Timothy Rosas
Jacqueline Hawkins              Jonathan Schwartz
Jennifer Hay                    Bradley Smith
Catherine Horn                  Amber Thompson
Strategy I

Richard Adewola
Carolyn Black
Samuel Brower
Chakema Carmack
Jane Cooper
Martha Dunkleberger
Erica Jordan
Noel Pinnock (Houston Health Department and My Brother’s Keeper)
Kristi Rangel (City of Houston and Good Works Houston)
Jonathan Schwartz
Robert Wimpelberg
Aimee Young

Sarah Mire, Team Lead
TEAM MEMBERS

Strategy II

Richard Baker
JonTayé Bonds
Jennifer Chauvot
Mary Fisher-Warrick
Leslie Frankel
Jorge Gonzalez
Roberto Gonzalez (ETC)
Catherine Horn
Sharon Johnson
Laura Lee
Mimi Lee
Valerie Maclin
Tracy Markovich

Lyle McKinney, Team Lead
Lena Mitchell
Joan Nelson
Roberta Nutt
Bernard Robin
Dana Rooks
Nathan Smith
Margaret Spangler
Brooke Williams
Elliot Witney
Sissy Wong
Strategy III

Lori Armstrong
Yasemin Copur-Gencturk
Sascha Hein
Andrew Kapral
Jing Li
Anne McClellan
Ben Mull
Dan O’Connor
Ezemenari Obasi
Virginia Rangel
Carla Stevens
Olivia Thompson
Kelsee Tucker

Milena Keller-Margulis, Team Lead
Strategy IV

Brandie Cleaver
Virmarie Correa Fernandez
Teresa Edgar
Jennifer Hay
Richie Hunter
Daniel Huron
Shawn Kent
Rosenda Murillo
Jaime Questell
Natalie Raff
Marisa Ramirez
Perri Segura
Amber Thompson
Jessica Zorola

Velvette Laurence, Team Lead
Strategy V

Shea Culpepper
Christine Donovan
Ricky Frierson
Leslie Gauna
Margaret Hale
Kristin Hassett
Vera Hutchison
Amy Jones
Sara Jones
Colleen LaBorde
Norma Olvera
Paul Roch
Kim Schogger
Laura Turchi

Dawn Westfall, Team Lead
Implementation Leads

**Strategy I, Community, Action Plan 2**
Dr. Nicole Coleman (Dr. Jon Schwartz and Dr. Anne McClellan)

**Strategy II, Culture, Action Plan 1**
Dr. Jorge Gonzalez (Tim Rosas)

**Strategy III, Research, Action Plan 4**
Dr. Nathan Smith (Dr. Ezemenari Obasi)

**Strategy IV, Promotion, Action Plan 3**
Director of Communications (Dean Bob McPherson)

**Strategy V, Growth, Action Plan 1**
Dr. Margaret Hale (Paul Roch)
2016-2017
STRATEGIC PLAN
UNIVERSITY of HOUSTON
COLLEGE of EDUCATION