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The Foundation for The Gator Nation

At a November 16 faculty meeting, College of Education faculty reviewed progress made toward implementing the college's strategic plan. After an update from Dean Glenn Good and Dorene Ross, the faculty discussed how to continue to make progress on the broad goals of the College of Education's strategic plan. As a reminder, those goals are:

- To increase the amount of high quality research and scholarship as a way to improve educational and development outcomes across the human lifespan and address significant problems of practice and policy connected to education today.

- To cultivate and support innovative high quality teaching and programs—at the undergraduate and graduate level—to cultivate strong professionals in the field and further address issues of practice and policy, including concerns related to equity.

- To participate in policy conversations at the national and international levels and to share how faculty members' work support the public good.

- To take a proactive stance in highlighting and communicating the college's high quality research and programs in order to inform and improve public perception about the contribution of the College of Education and the discipline as a whole.

Strategies—Short-term

Earlier in the strategic planning process, the following strategies were identified as those that would have the biggest impact on the college's goals if they were focused on in the next 18 months (in priority order). The faculty meeting in November occurred roughly at the 12-month mark.

1. Create a full-service research office with the sole purpose of increasing faculty scholarship (research) and grant productivity. This office, as envisioned, would function proactively, identifying opportunities for collaborative work within and outside the college, as well as public and private partnerships, and would shepherd grants from "start to finish."

2. Develop interdisciplinary groups (across colleges as well as within the College of Education)— including faculty, students, and practicing professionals—that collaborate around issues of teaching, learning, and development to support high impact, high profile research as well as innovative programs and teaching.

3. Identify and pursue entrepreneurial initiatives that impact critical problems of practice and policy and serve practicing professionals.

4. Combine existing offices of communication and development for more effective use of those resources, and charge this office to cultivate a strong alumni network as well as engage in a public relations campaign about the value of these graduates' degrees. Hire or identify a writer to develop "rapid response" policy briefs that amplify the value and application of the college's work.

5. Analyze current markets and trends as well as changing demographics to ensure our programs are responsive to and leading critical directions in education.

Because progress is underway on both #1 and #4 above, the faculty members at the November meeting worked in small groups to identify next steps for the remaining short-term strategies: develop interdisciplinary groups, identify and pursue entrepreneurial initiatives, and analyze current markets and trends to ensure programs are responsive.

Each faculty member chose one short-term strategy on which to focus. Working in small groups, the faculty members were asked to review action plans (from earlier meetings—listed, as a reminder, at the conclusion of this report) and discuss:

- Are there questions to be answered?
- What needs to be done?
- By whom?
- By when?

> **Strategy: *Develop interdisciplinary groups*** (across colleges as well as within the College of Education)— including faculty, students, and practicing professionals—that collaborate around issues of teaching, learning, and development to support high impact, high profile research as well as innovative programs and teaching.

Two work groups focused on this strategy. Notes from one work group discussion are as follows:

- Doctoral Programs
    - Structures: centers
    - Products: grants
        - Understanding expertise (facilitation from OER)
        - OWL
        - Mechanics of grant writing
- Questions
    - Do we really value interdisciplinary collaboration?
    - Beneficial: Center engagement within and across schools to increase capacity to address complex problems
    - Interdisciplinary collaboration/doctoral programs?

- o RCM, a disincentive across colleges?
  - Use funds as incentives
  - Not within the college

The other group noted:

- Identify Interdisciplinary Groups at UF and in the college
  - o Articulate how and why they are doing it
- Benefits/Barriers
  - o Identify what's needed
  - o OER – disseminate, gather info
  - o Incentivize – make public
  - o COE policy – procedures and practices—Teaching, Research, Service
- Identify interdisciplinary programs
  - o Doctoral education
  - o Website
    - Educational expertise
      - Needs?
      - Consultation
      - Contact us

Strategy: *Identify and pursue entrepreneurial initiatives* that impact critical problems of practice and policy and serve practicing professionals.

One work group focused on this strategy. Notes from that discussion are as follows:

- Need clear, broad definition:
  - o Certificate programs (OB)
  - o Off-book programs
  - o Online workshops
  - o Product development (intellectual property transfer)
  - o Online programs
  - o CAPES
  - o Generates money for college
  - o Defined: Anything that expands our market to bring in new resources
    - Provide external evaluation services (how to expand?)
    - Provide services to outside entities
- Issues
  - o Marketing
  - o Administrative structures
    - Big task, requires careful attention—
      - Supports

- Incentives
- Contracts/billing
- Troubleshooting
  - o Helping people "get" the paradigm shift
  - o Help people learn how to do this
  - o Tension between this and other aspects of our mission
  - o Not cannibalizing existing programs
- Steps to be taken:
  - o Clarify supports currently in place and communicating those supports
  - o Mentoring people in entrepreneurial efforts
  - o Inventory of what efforts are in place and making it public – plus the pros and cons of each—i.e., false starts
  - o Information sharing sessions
  - o May need an existing person to take on leadership in entrepreneurial efforts: training, info, identify markets, etc.
  - o Incentivizing efforts
  - o Offers opportunities for cross-collaboration

Strategy: *Analyze current markets and trends* as well as changing demographics to ensure our programs are responsive to and leading critical directions in education.

One work group focused on this strategy. Notes from that discussion are as follows:

- Does the "competition" concept paper provide direction for program development in COE?
- How serious are we about attracting international students?
  - o How must our programs be revised to serve international cohorts?
  - o How must online courses be structured for them? What supports do they need?
- How do we identify new audiences for our programs? (and new or revised programs that audiences desire)
- Are we interested in developing new programs?
  - o Or are some of us content with what we have and simply wish to continue as we are or perhaps stay relevant and in demand through ongoing program improvement – in other words, do we wish to develop new programs?

After each work group presented its thinking on the strategy, the day concluded with some agreement about who would take the lead on moving issues or actions forward.

In the large group discussion about **interdisciplinary groups**, Ana Puig volunteered to help define the college's "current state" associated with this type of programming or effort, with particular emphasis on doctoral programs. A related web site was referenced as being underdevelopment that could include

interdisciplinary activity and also serve as a directory of faculty interests. Ana also volunteered to design some type of related "cheat sheet."

When the large group debriefed the **entrepreneurial initiatives** strategy, Dorene Ross agreed to move forward the idea of who could help with outreach or could serve as the "rainmaker."   A participating faculty member reminded the group that faculty in the Business School who specialize in entrepreneurship also may be a good resource.

The last large group debrief focused on **analyzing current markets and trends**. In this discussion, it was agreed that reviewing the concept papers would be a helpful next step—with emphasis on: "Are there insights to which we need to pay attention?" and "Do we have the expertise?" Dean Good agreed to move this forward, working with the Long Range Planning Committee.

The meeting concluded with the agreement that the faculty would meet in six months to confirm progress on these, at which point it also may be appropriate to discuss the longer-term strategies identified in the strategic plan:

1. Identify and implement formal mechanisms by which collaborative opportunities are identified, supported, measured, and rewarded.
2. Build broader public relations campaign to explain how the college improves lives and describe its impact in a coordinated, systematic way.
3. Identify faculty members, working alongside college leadership, to advocate at the state, national, and international level based on areas of expertise.
4. Increase the visibility of college leadership in the media (internal and external)—sharing excellent work of the college faculty.

Action Plan for Short-Term Strategies

1. ***Create a full-service research office*** with the sole purpose of increasing faculty scholarship (research) and grant productivity. This office, as envisioned, would function proactively, identifying opportunities for collaborative work within and outside the college, as well as public and private partnerships, and would shepherd grants from "start to finish."

Important Steps	Recommended Time Frame for Implementing	Who Needs to Be Involved	Status/Remaining Work Are there questions to be answered? What needs to be done? By whom? By when?
Select a leader whose sole purpose is to lead and manage the research office	2011-2012	Dean and FPC	
Prioritize the productivity task force plan and implement it (and former research initiative plan)	Spring and Fall 2012	Dean and FPC	
Work collaboratively with school directors to engage faculty and maximize use of resources	2012 and ongoing	Associate dean for research, dean, directors, FPC	
Secure a larger space for the full service center	2012	Dean, associate dean for research	

2. ***Develop interdisciplinary groups*** (across colleges as well as within the College of Education)—including faculty, students, and practicing professionals—that collaborate around issues of teaching, learning, and development to support high impact, high profile research as well as innovative programs and teaching.

Important Steps	Resources Needed	Recommended Time Frame for Implementing	Who Needs to Be Involved	Status/Remaining Work Are there questions to be answered? What needs to be done? By whom? By when?
Familiarize themselves with	Vitas; software;	December	Associate dean for research,	

work of faculty and their skills	committee to assist—FPC, research advisory committee; personal meetings	2011	associate dean for academic affairs, FPC

Need a way to include non-tenured faculty and clinical/teaching faculty in the familiarizing step (when they do not have extensive publications, etc., on their vita) | |
Develop information/database on faculty work, interests, research to generate new creative lines of research/ programs within interdisciplinary groups. Based on gathered information, pull together interdisciplinary groups around new calls for proposals.	Vitas; software; committee to assist—FPC, research advisory committee; personal meetings	December 2011	Associate dean for research, associate dean for academic affairs	
Develop groups around teaching, pedagogy			Directors and Associate Dean for Academic Affairs	
Personal and focused appointments to theme groups or calls. While personal and direct, this is not necessarily an invitation. It is an appointment to get a new group together at least one time to determine possibilities of collaboration.	Time, space, call information	Varies—spring 2012	Group members, school directors, FPC, research advisory committee	
Collect feedback on success and challenges—why or why not people chose to work	Need incentives to promote		All participants	

	collaboration (noted as a long-term strategy)			
together				

3. ***Identify and pursue entrepreneurial initiatives*** that impact critical problems of practice and policy and serve practicing professionals.

Important Steps	Resources Needed	Recommended Time Frame for Implementing	Who Needs to Be Involved	Status/Remaining Work Are there questions to be answered? What needs to be done? By whom? By when?
Identify and/or hire outreach and partnership "rain maker"	Identify or hire this person	January 1, 2012	Dean, new person, Don Pemberton	
Build collaborative partnerships with people who have expertise in relevant areas (business, community colleges) and also leverage existing partnerships (e.g., Lastinger)			Dean, new person, Don Pemberton, collaborative partners	
Get faculty engaged in collaborative, entrepreneurial activities	Need broad definition of entrepreneurial activities. Also need to work through issues surrounding intellectual property and non-profit status		Dean, new person, Don Pemberton, faculty, FPC	

4. ***Combine existing offices of communication and development*** for more effective use of those resources, and charge this office to cultivate a strong alumni network as well as engage in a public relations campaign about the value of our graduates' degrees. Hire or identify a writer to develop "rapid response" policy briefs that amplify the value and application of the college's work.

Important Steps	Resources Needed	Recommended Time Frame for Implementing	Who Needs to Be Involved	Status/Remaining Work Are there questions to be answered? What needs to be done? By whom? By when?
Create high profile alumni educational events that are academic in nature and bring alums back to campus for engagement with faculty around topics related to pressing education issues. Faculty are the "celebrities" who engage and excite participants (alums and education stakeholders)	Start-up funds are needed but will be revenue-generating eventually	Combine development and communication offices now—as soon as new dean comes on board	Development and communication offices, each academic department, OER. Suggested champion or owner: Matt Hodge (will collaborate with OER and communication office and directors)	
Revamp basic communication system for alumni network that highlights and promotes all the high quality research and programs that are ongoing in the college (publications, multi-prong approach)	Development/communication office	As soon as new dean comes on board	Development and communication offices, each academic department, OER	
Hire/identify a PR/policy brief writer to conduct an aggressive campaign to systematically, intentionally, and proactively highlight and connect the work of the college faculty (and programs) that impact pressing	Funds to hire a writer or dedicate part of a person's load to this activity	As soon as new dean comes on board	Development and communication offices, each academic department, OER	

education issues. (Rapid response around topical issues—24 hour turnaround.) For example—linking state and national happenings (as in *EducWeek* or *The Chronicle*) to our college's work and how we are addressing the issues			

5. ***Analyze current markets and trends*** as well as changing demographics to ensure our programs are responsive to and leading critical directions in education.

Important Steps	Resources Needed	Recommended Time Frame for Implementing	Who Needs to Be Involved	Status/Remaining Work Are there questions to be answered? What needs to be done? By whom? By when?
A role of the Long Range Planning committee should be to analyze current trends and markets and make recommendations about critical future directions	Competition concept paper Data about recent hires in the state	Fall, 2011	Task Force, FPC, Directors, Dean	