2016 Strategic Plan
UF College of Education

UF Goal 1: An exceptional academic environment that reflects the diversity and breadth of thought essential for preeminence, achieved by a community of students, faculty, and staff who have diverse experiences and backgrounds

The COE prepares scholars and practitioners to address human problems in a diverse global community. The COE is a leader in campus conversations regarding equity, social justice and responses to the changing demographics of Florida and the nation in an increasingly global context. The COE is committed to creating and sustaining a diverse, inclusive, and nondiscriminatory environment. The college is mindful of sociocultural systems of privilege and oppression based on age, disability, ethnicity and race, gender, gender identity, geography, relationship and parental status, sexual orientation, socioeconomic status, spiritual practice, and other dimensions of diversity. The COE community believe that excellence is best promoted by recruiting, supporting, and retaining diverse groups of students, faculty, and staff and by insuring that the college's culture is supportive and respectful of all members.

Objective 1. UF students, faculty and staff with increasingly diverse demographic and geographic characteristics

Metrics:
- Geographic diversity, including out of state and international
- Racial/ethnic, cultural and socioeconomic diversity
- Other characteristics (e.g. sexual orientation, gender orientation, disability status)

Currently, the COE has an active Diversity Committee, a Diversity Plan (2009), guides to best practices in hiring, and a system of exit interviews with all faculty with the goal of improving retention.

Over the next five years, we will continue our focus on increasing the diversity of the COE community.

- Develop a "data dashboard" to track progress
- Garner support to renovate Norman Hall to improve access for faculty, staff and students with disabilities
- Hold COE-wide conversations about our vision of diversity to guide recruitment and program development
- Utilize campus resources such as the Office of Faculty Development and Teaching Excellence to support mentoring
- Analyze trends in demographic changes to ensure that our programs are proactive as well as responsive

Objective 2. A university climate that is inclusive, supportive and respectful to all

Metrics:
- Climate survey for students, faculty and staff
- Number and scope of activities that celebrate diversity

Currently, the COE leadership has developed initiatives and created support units to highlight faculty, staff, and student accomplishments, present a positive vision of the COE across campus and the state, and to make decision-making processes transparent.

Over the next five years, we will continue to create a community that is defined by mutual respect and interest in collaboration.

- Develop mechanisms to identify and promote cross-faculty conversations and collaborations
- Continue to hold college-wide discussions on ways to promote mutual respect
- Identify mechanisms to recognize and support interdisciplinary efforts, within and across campus, as well as international outreach activities

Objective 3. Diverse, robust educational and interdisciplinary areas of excellence

Metrics:
- Cross-department and cross-college publications and grants
- Multidisciplinary courses, seminars, symposia, and programs
- Number of affiliate appointments with other colleges

The COE's current strategic plan outlines strategies for developing interdisciplinary groups, with the goal of generating new lines of research that address societal problems and garner external funding. The Office of Research was established in part to support this objective.

Over the next five years, the COE will continue to expand its focus on interdisciplinary work and utilize its increasing visibility to attract participation from capable partners.

- When making new hires, consider the potential for collaborative partnerships, both within the COE and across colleges
- Identify and strengthen communication strategies to highlight collaborative work to larger audiences

Objective 4. Increased globalization to enhance our effectiveness as world citizens

Metrics:
- Student participation in international and other multicultural competence expanding experiences
- Faculty and graduate student presentations in international venues
- International research collaborations
- Enrollment of international students in COE campus and online programs

The COE is currently in a strong position to support increased globalization. A number of faculty have international collaborators, and several programs have strong enrollment of international students.

Within the next five years, we will build on these efforts to expand our international presence.

- Expand coverage of international education
- Leverage our attractive geographic location to recruit students and visiting faculty from Central and South America and the Caribbean
- Identify communication strategies to increase the international visibility and enrollment of our highly ranked online programs

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UF Goal 2: An outstanding and accessible education that prepares students for work, citizenship, and life

The COE, is committed to providing innovative and relevant graduate, undergraduate, and certificate programs at a reasonable cost for all qualified students. We strive for high quality, top-ranked programs that are globally competitive in preparing students for work, citizenship, and life. The College promotes high quality student-faculty interactions that immerse both graduate and undergraduate students in collaborative research opportunities (within and outside the disciplines of the COE) through mentoring and scaffolding in preparing them as independent scholars and to be functional citizens. In their close work with faculty mentors, students are engaged in honors research programs and pursue fundamental research that lead to the development of new knowledge. Our programs are enacted through a variety of delivery methods (face to face, online, blended, off campus) to increase geographic accessibility and engage the range of learners. In addition, the COE provides services to support and improve students' academic and personal experiences at UF by attending to their needs through academic, career, and personal advisement.

Objective 1. A high quality, widely recognized, financially accessible undergraduate, graduate and professional education and experience

Metrics:
- Number of programs ranked in the top 10
- Number of high quality programs that enhance students' professional education and experience outside of the classroom (fellowships, internships, professional conferences)
- Number of financially accessible accredited programs
- Student satisfaction measures on the quality of the UF experience
- Faculty/student ratio to ensure robust faculty/student interaction consistent with or better than aspirational peers
- Number and average size of awards and endowment scholarships to attract high-quality students
- Percentage of students receiving UF awards (e.g. scholarships)
- Percentage of under-represented minority students

- Time from graduation to employment or graduate professional school admission for undergraduates
- Student retention rates and student placement rates in graduate programs
- Number of applications to graduate programs selectively
- Academic qualifications of graduate student body and acceptance of offers made to highly competitive graduate student applicants
- Number of graduate students matriculating and graduating within a reasonable time
- Number of graduate fellowships, research assistantships, student stipends, and benefits competitive with our peers
- Employment/post-professional training placement rates both at graduation, and within 6 months of graduation

Currently the COE is continuing the development and improvement of programs and student services for all students; maintaining student exit and satisfaction surveys; and soliciting funding for scholarships, fellowships and program support.

Over the next 5 years, the COE will develop action plans at the School level for program innovation and improvement, maintain student exit and satisfaction surveys; identify strategies to respond to the challenges in enrollment and the offering of financially accessible programs; develop a centralized system for tracking students' distributed and aggregated data; and maintain accredited programs.

Objective 2. Services that are accessible and available in a timely fashion that support student health, development, and well-being, thereby improving their academic and personal growth and success

Metrics:
- Student satisfaction with career guidance, advising, and academic support/tutoring services
- Ease and access to UF services and resources by online students
- Number of college ambassadors, student organizations (ECC, SAGE), and level of student participation
- Services to support international students (ELL)
- Completion of online trainings for faculty and staff (e.g., Title IX, sexual harassment)

Currently, student surveys are being conducted by the college and within individual programs; functional help desk services are provided by instructional designers and others with expertise in online instruction; COE based trainings (e.g. Canvas, Pathwise Observations, ESOL) are being conducted; and attention to time to degree data is performed by student's academic programs.

Over the next 5 years, COE will continue data collection via student surveys with continuous revision to target areas of greatest need; follow up with graduates regarding graduation time to hire in desired field and ease of job search process; increase visibility/awareness of COE ambassadors and their roles; increase LiveText information service and support; and maintain student exit and satisfaction surveys.

Objective 3. Academic programs that promote effective and accessible learning through innovation

Metrics:
- Number of COE distance education degrees awarded nationally and internationally, and retention above the national rate
- Evidence of improvement to innovative programs (including technology experiences) based on student input
- Number of certificate program completers
- Number of distance learning programs ranked in the top 10
- Number of students enrolling in programs coming from certified programs and innovative engagement opportunities
- Evidence of strong website development support for programs, including production of course and program materials for recruiting as well as course content

Currently, COE is continuing the development and improvement of online learning programs and student services; and maintaining functional in-house support staff to assist with instructional design and marketing of programs.

Over the next 5 years, the COE will develop action plans at the School level for program innovation and improvement, including targeting potential new markets; maintain exit and satisfaction surveys to determine relevance and benefits of programs; plan programs and ways to respond to the changing higher education landscape, including challenges in enrollment of traditional on campus students; designate a recruitment contact/liaison; actively recruit students from certificate into degree programs, and from undergraduate into graduate degree programs; conduct market analysis; and refine strategies and online recruitment materials and templates.

Objective 4. High quality student-faculty interactions in mentored research

Metrics:
- Evidence of strong scholarship and collaboration between faculty and graduate students (co-authored publications; local, regional, state, national, and international presentations)
- Number of students conducting mentored research
- Amount of funding for student research and research assistants consistent with aspirational peer institutions
- Number of faculty and student research awards from professional societies
- Number of faculty mentoring awards from professional societies
- Number of federal (and other) graduate fellowships
- Amount of federal and other grants for research training
- Number of graduate students mentoring undergraduate student research

Currently, the COE's faculty members engage in research with graduate students by designing authentic activities and conducting systematic literature reviews in their courses and supervise undergraduate students conducting research for honors programs. In addition, faculty and students work closely both on funded and unfunded research opportunities and much mentoring occurs during the dissertation phase of the PhD program.

Over the next 5 years, the COE should create and maintain a culture of research excellence in which scholarship is promoted throughout the College through awards, research funding opportunities, and considerations in merit decisions. Furthermore, various dissemination channels should be engaged to attract the best and brightest students to UF. The college should be engaged in building capacity for interdisciplinary research by promoting collaboration both within and outside UF and response from faculty survey should be used to grow innovative programs, and identify areas of critical needs.

UF Goal 3: Faculty Recognized as Preeminent by their Students and Peers

The COE has made great strides in this area in recent years, including the hiring under the UF Pre-eminence initiative, establishment of endowed professorships, and faculty receiving national awards and being elected to leadership roles. The college's office of Development, Alumni Affairs, News and Communications (DAANC) has been reporting frequently on successes under this objective. Moving forward, the COE will expand its efforts in this area as outlined below.

Objective 1. An increased number of faculty recognized by distinguished awards, fellowships, and memberships

Metrics:
• Number of disciplinary, national, and international awards that contribute to recognition of faculty within the broader research community
• Number of research/scholarship awards, teaching awards, prestigious fellowships, and memberships in honorary societies and national academies

Currently, DAANC develops dissemination reports when faculty members are recognized by distinguished awards, fellowships, and memberships. These metrics are also tracked through our annual faculty reporting system.

Over the next five years, the COE will
• Identify a system for aggregating all of the data on the accomplishments under the above metrics and linking faculty accomplishments with potential awards
• Create a database of awards within each program, from which program personnel can systematically cultivate strong candidates and prepare materials to support nominations that will be successful
• Strongly encourage cultivation and submissions of faculty nominations for awards, along with resubmissions of nominations that were not successful during first submission

Objective 2. An increased number of high-impact scholarly publications and creative works

Metrics:
*   Number of publications and creative works, particularly in high-impact venues as defined by citation indices, impact metrics, and COE faculty input
*   Number of citations and citation index ranking

Currently, faculty are creating publications and creative works. Each program area has developed informal procedures for monitoring and supporting all faculty, but particularly junior faculty, to increase the number of publications. The first of the metrics is tracked through the annual faculty reporting system.

Over the next five years, the COE will
*   Establish a mechanism for continuous collection and aggregation of data on the metrics across the college
*   Provide faculty with lists within programs of indexed journals and other high impact outlets, with strong encouragement to submit work to research outlets on the lists
*   Increase supports to prepare faculty for promotion, such as pre-tenure research sabbaticals, regular writing workshops or groups, and mentored writing opportunities

Objective 3. An increased professional and public visibility of UF faculty

Metrics:
*   Number of invited lectures at other institutions
*   Number of invited lectures at national and international meetings
*   Number of keynote/plenary lectures at national and international meetings
*   Participation in public discourse and policy discussions (e.g., media, government, etc.)
*   Participation in discourse in education systems (e.g., schools, departments of education)

Currently, faculty are participating in the activities in all the metrics and we currently track this through our annual faculty reporting system.

Over the next five years, the COE will
*   Establish a mechanism for continuous aggregation of data so we can measure productivity and then set goals for increased achievement for future years
*   Evaluate DAANC in terms of its previous, present and future capacity to report on all achievements of faculty on these metrics

Objective 4. An increased faculty participation in professional service and leadership

Metrics:
*   Number and type of service activities
*   Number and type of leadership positions in professional organizations
*   Number and type of leadership positions in government advisory councils

- Number and type of leadership positions in professional review panels and practice guideline committees
- Number of editorships, associate editorships, editorial boards for high-visibility publications
- Number of service activities beneficial to education systems (e.g., schools, school districts, departments of education)

Currently, faculty are participating in all the activities listed above, and the data are tracked through the annual faculty reporting system. Faculty have submitted five proposals for faculty hiring via the pre-eminence initiative.

Over the next five years, the COE will
- Establish a mechanism for continuous aggregation of data so we can measure productivity and then set goals for increased achievement for future years
- Promote a culture that values service and leadership in a way that makes it easier for faculty to participate in these roles (e.g., course release for extensive service and leadership participation)
- The COE will continue to seek to hire outstanding faculty via the pre-eminence initiative.

UF Goal 4: Growth in research and scholarship that enhances fundamental knowledge and improves the lives of the world's citizens

The College of Education has demonstrated increased growth in its research and scholarship efforts as evidenced by number of faculty engaged in sponsored research, expanding funding sources, securing increased number and dollar amount of external funding, increased interdisciplinary collaborations, and garnering prestigious recognition in their respective disciplines. The COE is committed to supporting and helping UF rise as a world-class university.

Objective 1. Documented advances in productivity and recognition of UF research programs

Metrics:
- Number of publications in high-impact journals/outlets and national publications
- Total publication citations and citation rate
- Number of faculty with state-national-international leadership positions, journal editorships, teaching performance, and prestigious awards in their discipline
- Global and national university and program rankings
- Number of college level awards for highly productive research faculty

Currently, the Office of Educational Research (OER) produces an annual report of faculty productivity for sponsored research, the Assessment and Accreditation (AAO) unit of the COE Dean's Area produces an annual report of faculty efforts in research, teaching, and service used to inform the for *US News & World Report*, and the UF Institutional Planning and Research (IPR) Office has access to Academic Analytics and produces reports as requested by the COE.

The OER has also encouraged faculty enrollment in other metrics of publication and citation rates (e.g., Research Gate, Academia.edu, and Google Scholar).

Over the next five years, in addition to coordinated and systematic data gathering and (as above), the COE leadership (Deans Area, School Directors) will encourage, guide, and support all faculty in their efforts to pursue and disseminate accomplishments in the areas of research and disciplinary awards (measure: AAO to compile information about awards/types, nominated faculty, and awards garnered for reporting to US News). The following efforts will also be undertaken: School Directors will systematically gather data about nominations for prestigious awards in the respective school disciplines and encourage/support the pursuit of internal and external sponsored research (measure: OER report) and prestigious awards by faculty (measure: AAO to compile information about awards/types and awards garnered) and Increase COE faculty body (tenure track line creation and strategic hiring-measured by COE Business Office).

Objective 2. Increased extramural and intramural funding that enhances both basic and translational research

Metrics:
- Internal funding used to enhanced research enterprise (OER)
- Endowment and annual cash gifts (DAANC)
- Total amount of federal funding (OER)
- Overall research funding from all sources (OER)
- All data compiled and reported annually by OER and DAANC
- Presence of department and college policies for use of IDC funds (Deans Area, Faculty Policy Council [FPC]-Faculty Affairs Committee [FAC])
- Principal Investigators receive IDC return related to their funded projects
- Reporting of usage of IDC funds, including percentage used for projects likely to result in additional external research funding (Deans Area, OER)
- Reporting of college CRIF awards and other awards designed to support faculty in seeking external funding (OER)
- Evidence of support from college level research office (OER) to help faculty locate and apply for funding (weekly newsletters) as well as publishing funding successes (monthly bulletins)

Currently, the COE's FPC's FAC reviews IDC funds expenditures report and provides recommendations to the OER Associate Dean and COE Deans. The OER weekly newsletter of Funding Opportunities is published, targeted searches for faculty research funds are conducted, and OER Monthly Bulletin reports on sponsored research submissions and awards are published monthly. The OER sponsors research methodology and related events for faculty development and the COE Post Award Coordinated Services Office provides primary management of sponsored research awards.

Over the next five years, we will strengthen the OER and Post-award Coordinated Services to build capacity among new investigators to expand support in pursuit and management of sponsored research (budget development, grant writing, editorial assistance, and grant management).

Objective 3. Exceptional graduate and postdoctoral scholars who will contribute to cutting edge research and scholarship

Metrics:
- Funding for graduate student stipends, fellowships, and assistantships
- Funding for postdoctoral scholars
- Number of students and postdoctoral scholars conducting research
- Number of publications, grants, and scholarly works by undergraduate and graduate students and postdoctoral scholars
- Number of grants awarded for graduate student and postdoctoral research
- Number of other awards to graduate students and postdoctoral scholars
- Number of training grants awarded to the university
- Number (and amount) of travel support funded to graduate students to present research at conferences

Currently, COE provides Graduate Student and Postdoctoral Scholar support at the School level and through the Student Services Office (SSO). Data are gathered by Graduate Coordinators and other staff. COE Awards for Graduate Students are managed by the SSO and funding to hire Postdoctoral Scholars and Postdoctoral Scholar Awards are announced by the OER in weekly newsletters, as applicable, and pursued by Faculty and Postdoctoral associates in the COE.

Over the next five years, we will engage in systematic effort to
- Increase enrollment in all graduate programs
- Increase grant and donor support of COE doctoral fellowships and assistantships to fund graduate student and faculty research efforts
- Encourage building of research assistantships in sponsored research proposals, increase efforts to develop postdoctoral scholar opportunities across schools

Objective 4. Processes and systems that facilitate excellence in research and scholarship

Metrics:
- Amount of research time in faculty workload
- Amount of seed funding to scaffold pursuit of sponsored research
- Number of trainings and funds for training that builds faculty skillset related to research
- Number of Graduate School Fellows and other Research Assistants that are assigned to assist faculty with research efforts
- Extent of interdisciplinary research and collaboration both internally and externally
  - Institutional mechanisms to initiate high-impact multidisciplinary science
  - Survey of current interdisciplinary collaborations at UF (OER, DSP)
  - Number of interdisciplinary grants and publications (OER, DSP, AAO)
  - Number of national and international cooperative agreements (OER, DSP)
  - Network analysis metrics that capture multi-departmental and multi-institutional competitive grant funding collaborations (OER, DSP, IRP)
- Time to complete processes (e.g., IRB approvals, proposal and grant processing, industrial contracts, admissions)

- Faculty surveys on institutional research support, including OER and DSP services, space allocation
- Number of activities of COE centers that support interdisciplinary scholarship
- Number of grants submitted and received by faculty members
- Number of COE personnel hired and/or trained specifically to support grant submission and post-award management

Currently, the COE's OER offers comprehensive research support to all faculty. The Office of Post-award Coordinated Service provides specific and targeted support for management of funded projects. OER and Post–award collaborate to compile annual reports outlining activities and accomplishments.

Over the next five years, we will increase capacity of faculty to produce excellent research addressing major societal issues via professional development and staff support. In addition, the COE will maximize the efficiency and effectiveness of OER and Post-award Coordinated Services office to support faculty research efforts.

UF Goal 5: A strengthened public engagement of the university's programs with local, national, and international communities

Public engagement is a particular strength of the College of Education. The nature of our work is inherently focused on engagement with learners of all ages, education professionals, and policy makers. The COE is a recognized leader in the state and throughout the nation on issues of education, learning, technology, human development, and professional development across the lifespan.

Objective 1. Increased engagement and outreach of UF programs leading to positive impacts in such areas as health, the economy, environment, and community

Metrics:
- Percentage of faculty, staff, and students engaged in community service
- Service in national and international organizations that promote the public good
- Time of UF faculty, staff, and students in service to schools and communities
- Research funding and publications resulting from community engagement
- Clients served by our programs in the development of education professionals

Currently, COE faculty, staff, and students are engaged in a wide range of community service activities, many of which are connected with K-12 schools. These activities serve a wide range of clients, including children and youth, parents, education professionals at all levels, and education policy makers. COE students serve clients directly during their field experiences. COE faculty members serve in leadership roles in many organizations. Our high profile in public engagement has led to external funding and publications.

Over the next five years, the COE will continue to develop and expand our public outreach through both traditional and innovative means. We also plan to capitalize on our highly ranked online programs to extend our reach.

- New graduate certificate programs to increase educators' knowledge and skills and, ultimately, improve outcomes for students
- Continue implementing and enhancing student field experiences to reach more children and youth
- Promote faculty leadership in national and international organizations

Objective 2. Improved communication leading to increased public awareness of and value placed on UF programs and their impact on society

Metrics:
- National and international news stories about COE programs, translational science, and applied research projects and their benefit for the public good (Gator Good)
- Number of social media venues and communications about COE programs and opportunities

Currently, the COE has the office of Development, Alumni Affairs, News and Communications that coordinates current communications efforts through news releases, social media, and annual reports.

Over the next five years, the COE will develop and implement a comprehensive communications plan to enhance and expand our current efforts and reach a wider audience. The COE will expand its use of social media and other innovative approaches to communication and provide professional development for faculty on how to document positive impacts of their programs.

- Increased use of varied media, including podcasts, social media, and popular media outlets to disseminate COE scholarship to wider audiences
- Training for faculty and staff to capitalize on communication opportunities to disseminate their work more widely

Objective 3. Increased technology translation and entrepreneurial activities

Metrics:
- Public engagement with the COE's technological and entrepreneurial activities
- Production of and income from intellectual property developed by UF scholars and students and staff.

Currently, the COE has a number of entrepreneurial activities that allow us to reach a very wide audience. These include programs that reach PK-12 students (e.g., Algebra Nation, Math Nation, Early, and Winning Reading) and education professionals (e.g., graduate certificate programs, Early Learning Florida, UF Institute of Higher Education).

Over the next five years, the COE plans to continue to develop and expand its entrepreneurial activities.

- Additional graduate certificate programs in high needs areas
- Expansion of current entrepreneurial activities to larger audiences
- Development and dissemination of technology-based tools for teaching and learning

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UF Goal 6: Alumni who are successful in their careers and in life and who are proud to be graduates of the University of Florida

The College of Education has many alumni who are successful in their careers and life, and who are proud to be graduates of UF. This goal is closely aligned with the College's long-term strategic plan, one goal of which is to cultivate and support innovative high quality preparation programs, to develop strong professionals in the field and to address issues of practice and policy. Toward this end, the COE recently combined the offices of communication and development for more effective use of those resources. The office, Development, Alumni Affairs, News and Communications (DAANC), is charged to maintain a strong alumni network as well as engage in a public relations campaign about the value of our alumni's degrees.

Objective 1. Alumni who make significant contributions to their professions and society

Metrics:
- Alumni who are good citizens through their service contributions to the community
- Alumni who have maintained productive professional lives
- Alumni who receive accolades for achievements (patents, honors/awards)
- Alumni who hold leadership positions in their field, professional societies and/or community

Currently, DAANC maintains and closely monitors the ADVANCE alumni database to measure each metric.

Over the next 5 years, the COE will maintain and enhance close connections with alumni, monitor alumni accomplishments and eligibility for honors/awards, and communicate about college programs, events, and accomplishments. This will be addressed through college-wide efforts, such as direct communication and events at professional conferences, and individual faculty efforts, such as contact through professional activities and social media.

Objective 2. Alumni who engage with and support the University's educational, research, and service missions

Metrics:
- Alumni who are members of the Alumni Association
- Alumni who are members of local Gator Clubs
- Alumni who are members of the COE Dean's Leadership Council
- Alumni who attend UF- and COE-sponsored local and national events
- Alumni who volunteer their time to university projects

- Alumni who are engaged in recruiting of university graduates for internships and employment
- Alumni who are formally engaged in student recruitment (for undergraduate, graduate and professional programs)
- Alumni who donate to endowments that support students, faculty, and programs
- Alumni who donate to the annual campaign
- Total amount annual giving

The DAANC office maintains and closely monitors the ADVANCE alumni database to measure each metric. The College of Education works closely with the UF Foundation to connect private donors with their passions at the university, all in support of UF's three-fold missions of teaching, research and service.

Over the next 5 years, a top priority will be to attract potential donors interested in making large gifts, including naming the COE. The COE will be featured in the university's inaugural "Big Ideas Summit."

Goal 7: A physical infrastructure and efficient administration and support structure that enable preeminence

The COE is situated on the east side of SW 13th Street of the UF campus. Historic Norman Hall, the best known structure in "Norman Village," was constructed as a K-12 laboratory school opened in 1932. The COE is currently celebrating its 110th anniversary, and is a state, regional, national, and international recognized leader in education. However, the crumbling, unsafe, and outdated physical infrastructure of the college is incompatible with sustaining the preparation of the educational leaders as well as the development of innovative solutions that resolve the critical educational needs of society in the future. In sum, prompt attention to improving the physical infrastructure of the COE is desperately needed to meet the needs of Florida. The college continues to strive for an efficient administration and support structure that support preeminence and rival that of our aspirational peer universities.

Objective 1. A college and developmental research school with updated facilities, including modern research space, classrooms, and collaborative spaces, and high quality technology infrastructure to support state of the art teaching, learning, and the preparation of the educators and leaders of the future, with offices and parking for all employees including adjunct faculty

Metrics:
- Improve indicators associated with college facilities for research, teaching, and learning facilities, as assessed by college climate surveys; social media; and college and departmental-level external review boards
- Comparison of number and amount of modern research, classroom, and conference space, and on-campus support/core service facilities benchmarked with aspirational peer universities

- Number and timely resolution of new repair and deferred maintenance projects
- Innovative space designs that garner national media coverage (e.g. traditional media, social media and awards)
- Computational capacity, as assessed by formal external review boards and ranking systems, and internally by students, staff, and faculty satisfaction surveys
- Evaluation of parking use and review of non-instructional parking space usage. Improve metrics for parking space usage, particularly for instructors who supervise in schools and must return to campus.
- Installation of shower facilities for bicycle commuters

Currently, the COE faculty, staff and students are engaged in a range of activities focused on updating the facilities. We are actively seeking state support for renovation of Norman Hall, and donor support for renovation of classroom and research facilities. We are in discussions with UF Parking and Transportation about improving parking options.

Over the next five years, the COE will renovate Norman Hall and improve the teaching, research, office, and conference space for students, staff, and faculty.

Objective 2. Efficient and effective administrative processes that provide superior business services to the college community, proactively streamlines processes to minimize burden and redundancy, incentivizes excellence through budget appropriations, and attracts and retains talented staff and faculty through ongoing professional development opportunities, competitive compensation, and positive work environments

Metrics:
- Business analytic dashboards developed for the college, schools, and major college centers that provide timely, effective and efficient monitoring of projects and accounts
- Benchmark staffing level of college administration with aspirational peer universities
- Survey faculty and staff regarding effectiveness of college administrators
- Metrics of faculty teaching, research and service workloads/productivity benchmarked to peer institutions
- Tracking of time to complete transactions and errors for business processes, including proposal and grant processing, contracts, MOUs, and admissions
- Benchmark survey of all support services
- Professional development, professional learning communities to share best practices in communities of practice, training opportunities, and advancement opportunities for staff to advance user satisfaction and performance
- Examine departure surveys for patterns regarding remuneration, turnover, and retention of talented staff compared to peers and comparable organizations

Currently, the COE has conducted a review of business and student service processes. A post-award center has been launched, and student services are being restructured. The E-Learning, Technology, and Creative Services (ETC) has changed leadership and structure, yielding improved user satisfaction. Administrators are evaluated by faculty and staff on a regular basis.

Over the next five years, the COE will launch new business analytic dashboard to provide more accurate and timely data. We will engage in continuous evaluation and improvement of administrative and business services.

Objective 3. An attractive, sustainable and safe, college that offers a high quality of life to faculty, staff, students, alumni and the community, making UF a desirable place to visit, live, work and play

Metrics:
- Benchmark the following areas against aspirational peers:
  - ADA compliance
  - Restroom facilities
  - Building security
  - Building signage and maps
  - Security of technology systems
  - Landscaping and maintenance for appeal and safety
- Availability of food and beverage services to alleviate "Norman coffee and food desert" via addition of a coffee bar, food service, or food trucks
- Availability of child-friendly space to accommodate the needs of working parents
- Improve college energy expenditures, transportation, waste processing, recycling and sustainability.
- Improve interface of college with surrounding community
- Develop safety plans and training for general emergencies, such as hurricanes, active shooters; rape & assault prevention
- Support renovation of the Education Library to provide more flexible space and facilities for learning.
- Increased number of regional, national and international conferences held at college/campus
- Availability of parking facilities and traffic management that support access to college and cross-campus collaborations
- Number of college safety and security incidents as compared with similar size colleges at UF and peer institutions

Currently, the COE is working to improve the basic infrastructure of Norman Hall. We have installed improved bike racks around the building and have 2 bikes available for borrowing. We are also developing safety plans and working to enhance the appeal of the "Norman Village" through improvements in our displays and signage.

Over the next five years, the COE aims to undergo renovation of the building, identify improvements for parking issues, and resolve the Norman "coffee and food desert" through addition of food and beverage options for Norman Village and community residents on the east side of 13th St.