#### **Table of Contents**

Our Mission	1
Vision	1
Our commitment to diversity and social justice throughout Colorado	1
SEHD goals and priorities 2018-2023	1
Goal 1: Grow our deep engagement with diverse local, state and national communiti	es
for joint programs, policy development and partnered research	
Strategy 1: Use SEHD infrastructures to support and promote engagement	
Strategy 2: Refine policies and practices that support external engagement	
Strategy 3: Expand resources that support faculty and staff engagement	2
Strategy 4: Develop strong CPE "leadership academy" programs	
Strategy 5: Expand D2/3 partnerships	
Goal 2: Enhance our visible leadership in local, state and national communities and	
our reputation for preparing and developing educators and strong leaders who ha	ve
an equity and diversity commitment	
Strategy 1: Support, reward and communicate more about faculty leadership roles of	
professional organizations, local and state task forces, campus committees, government	
sponsored initiatives	2
Strategy 2: Lead rural partnerships in developing inclusive solutions for education and menta	al
health challenges in diverse communities	2
Strategy 3: Lead the diversity and social justice dialogue in communities through scholarship	),
instruction and the support of our alum	
Goal 3: Continue to refine programs at all degree levels in education and human	
development programs, as well as in continuing professional education, so that th	ey
are high quality, innovative, well-enrolled, relevant, accessible, and inclusive	3
Strategy 1: Support programs with strong enrollment growth	3
Strategy 2: Strengthen our Advanced Education programs	3
Strategy 3: Achieve new accreditations to create new pathways in human development	3
Strategy 4: Develop the online initiative	3
Strategy 5: Assure all of our courses and programs have strong themes related to diversity,	
inclusion and social justice for all children, all families and all communities	3
Strategy 6: Refresh D1 programs with chronic low or declining enrollment	4
Goal 4: Serve as a campus leader in digital and innovative pedagogies, to include	
expansion of SEHD online programs and student services	4
Our Mission	4
Vision	4
Goal 1: Grow our deep engagement with diverse local, state and national communiti	es
for joint programs, policy development and partnered research	
Strategy 1: Use SEHD infrastructures to support and promote engagement	4
Strategy 2: Refine policies and practices that support external engagement	
Strategy 3: Expand resources that support faculty and staff engagement	5
Strategy 4: Develop strong CPE "leadership academy" programs	5
Strategy 5: Expand D2/3 partnerships	5
Goal 2: Enhance our visible leadership in local, state and national communities and	
our reputation for preparing and developing educators and strong leaders who ha	ve
an equity and diversity commitment	
Strategy 1: Support, reward and communicate more about faculty leadership roles of	
professional organizations, local and state task forces, campus committees, government	
sponsored initiatives	5

Strategy 2: Lead rural partnerships in developing inclusive solutions for education and me	ntal
health challenges in diverse communities	5
Strategy 3: Lead the diversity and social justice dialogue in communities through scholars	
instruction and the support of our alum	6
Goal 3: Continue to refine programs at all degree levels in education and human	
development programs, as well as in continuing professional education, so that	
are high quality, innovative, well-enrolled, relevant, accessible, and inclusive	
Strategy 1: Support programs with strong enrollment growth	
Strategy 2: Strengthen our Advanced Education programs	
Strategy 3: Achieve new accreditations to create new pathways in human development .	
Strategy 4: Develop the online initiative	6
Strategy 5: Assure all of our courses and programs have strong themes related to diversit	-
inclusion and social justice for all children, all families and all communities	
Strategy 6: Refresh D1 programs with chronic low or declining enrollment	
Goal 4: Serve as a campus leader in digital and innovative pedagogies, to include	
expansion of SEHD online programs and student services	7
Strategy 1: Partner with Thinqstudio, ODE and CU Online in campus leadership of digital	
education	
Strategy 2: Refine policies and practices that support digital development	
Strategy 3: Expand online and hybrid program offerings and insure their quality	7
Strategy 4: Refine and expand internal supports for digital program development and	_
innovation.	
Goal 5: Grow as a strong research and scholarship community with high productive	-
and strong visibility across all research paradigms and creative activities	
Strategy 1: Increase number of faculty with external funds for research	
Strategy 2: Enhance our culture of faculty development	
Strategy 3: Increase resources for faculty development (e.g., travel funds, matching funds	
campus seed grants, a well-run office of grants and contracts	
Strategy 4: Increase effective ways to share our research with diverse audiences	
Goal 6: Grow as an inclusive, positive faculty, staff and student community, dedic	
to access, equity social justice	
Strategy 1: Further develop our community life	
Strategy 2: Build a more diverse faculty, staff and student body	
Strategy 3: Increase our capacity to be responsive to the diversity of our community  Goal 7: Increase student retention and success	
Strategy 1: Build the infrastructures that support students	
Strategy 2: Engage a strong and well-utilized assessment office	
Strategy 3: Build strong networks of adjuncts who are student-centered, responsive to div	
and inclusive and aligned with our programs	
Strategy 4: Expand real-world experiences for students (e.g., para-educators, student age	
Right to Learn, research and teaching opportunities for doc students)	
Goal 8: Under the new budget paradigm, increase financial resources and contribution	
to campus financial stability and sustainability	
Strategy 1: Revenue Growth in D1, D2 and D3	
Strategy 1: Revenue Growth in D1, D2 and D3  Strategy 2: Achieve cost containment through cost studies and more intentional spending	
faculty and stafffaculty and staff	
Strategy 2: Refine policies and practices that support digital development	
Strategy 3: Expand online and hybrid program offerings and insure their quality	
Strategy 4: Refine and expand internal supports for digital program development and	10
innovation.	10
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	-,

	and strong visibility across all research paradigms and creative activities <font 14pt="" 1:="" external="" faculty="" funds<="" increase="" inherit;;inherit;strategy="" number="" of="" th="" with=""><th>10</th></font>	10
	for research	
	Strategy 2: Enhance our culture of faculty development	. 11
	Strategy 3: Increase resources for faculty development (e.g., travel funds, matching funds for	
	campus seed grants, a well-run office of grants and contracts	11
	<pre><font 14pt="" inherit;;inherit="">Strategy 4: Increase effective ways to share our research</font></pre>	
	with diverse audiences	11
G	oal 6: Grow as an inclusive, positive faculty, staff and student community, dedicated	1
	to access, equity social justice	. 11
	<font 14pt="" inherit;;inherit="">Strategy 1: Further develop our community life</font>	
		11
	Strategy 2: Build a more diverse faculty, staff and student body	11
	Strategy 3: Increase our capacity to be responsive to the diversity of our community	11
G	oal 7: Increase student retention and success	. 12
	<font 14pt="" inherit;;inherit="">Strategy 1: Build the infrastructures that support</font>	
	students	. 12
	Strategy 2: Engage a strong and well-utilized assessment office	12
	Strategy 3: Build strong networks of adjuncts who are student-centered, responsive to diversity	У
	and inclusive and aligned with our programs	. 12
	<pre><font 14pt="" inherit;;inherit="">Strategy 4: Expand real-world experiences for students</font></pre>	
	(e.g., para-educators, student agency, Right to Learn, research and teaching opportunities	
	for doc students)	. 12
G	oal 8: Under the new budget paradigm, increase financial resources and contribute	
	to campus financial stability and sustainability	12
	Strategy 1: Revenue Growth in D1, D2 and D3	. 12
	Strategy 2: Achieve cost containment through cost studies and more intentional spending by	
	faculty and stafffaculty and staff	. 12
	Strategy 3: Increase fund raising and development activity and success	. 13

#### **Our Mission**

Leadership for Educational Equity | Prepare and inspire education and mental health leaders to have a profound impact in fostering student opportunity, achievement and success in urban and diverse communities.

#### Vision

A leading school of education providing national expertise on educational issues and socially-just solutions for urban and diverse communities. Through innovative research and partnerships, we strive to be passionate agents of change, inspiring upcoming generations to learn from the past and shape the future.

## Our commitment to diversity and social justice throughout Colorado.

The physical location of CU Denver in the heart of the city provides unique opportunities for students, faculty and staff to engage with children and youth, families, schools, community colleges, businesses and non-profits with diverse perspectives and backgrounds. Our commitment to diversity and inclusion works toward a more just and compassionate world.

We believe that all students, diverse in race, ethnicity, economic resources, language, fluency, abilities, geography, first-generation status, age, gender and sexual identities, deserve access to an excellent education. Our academic programs and curriculum reflect this philosophy of inclusion and social justice.

#### SEHD goals and priorities 2018-2023

#### Goal 1: Grow our deep engagement with diverse local, state and national communities for joint programs, policy development and partnered research

#### Strategy 1: Use SEHD infrastructures to support and promote engagement

- Objective 1: Grow/strengthen our existing infrastructures such as: SEHD Office of Partnerships, the Center for Professional Education (CPE), C-PEER, the EdD program, T-Prep, the National P-3 Center, the PARA Center and CASTLE
- Objective 2: Consider and develop new infrastructures for engagement

#### Strategy 2: Refine policies and practices that support external engagement

- Objectives 1: Revisit RTP, workload and merit documents for policies that incentivize and reward engagement
- Objective 2: Develop the clarity of professional planning and accountability for engagement projects
- Objective 3: Pilot the D3 faculty revenue sharing policy

#### Strategy 3: Expand resources that support faculty and staff engagement

- Objective 1: Increase SEHD faculty and staff development grants
- Objective 2: Expand the D2/3 initiatives for program areas currently participating and work with program areas that are not currently participating
- Objective 3: Refine workload policies like course releases to encourage engagement

#### Strategy 4: Develop strong CPE "leadership academy" programs

- Objective 1: Partner CPE with National P-3 Center, South Denver and LEO faculty for Principal PD
- Objective 2: Create teacher and principal PD with district partners

#### Strategy 5: Expand D2/3 partnerships

- Objective 1: Develop marketing and communications plan to showcase D2/3 offerings
- Objective 2: Increase presence in Denver South by establishing new district partnerships
- Objective 3: Build new CLDE and EdD pathways embedded in districts

# Goal 2: Enhance our visible leadership in local, state and national communities and our reputation for preparing and developing educators and strong leaders who have an equity and diversity commitment

## Strategy 1: Support, reward and communicate more about faculty leadership roles of professional organizations, local and state task forces, campus committees, government sponsored initiatives

- Objective 1: Reward leadership more through annual review
- Objective 2: Resource our marketing team to increase our visibility for our programs, our faculty and our students, (e.g., social media, more PR pieces)

## Strategy 2: Lead rural partnerships in developing inclusive solutions for education and mental health challenges in diverse communities

- Objective 1: Increase external funds for rural partnerships
- Objective 2: Grow team for rural work
- Objective 3: Increase number of AA/BA partnerships
- Objective 4: Develop partnership with CU Anschutz ECHO

### Strategy 3: Lead the diversity and social justice dialogue in communities through scholarship, instruction and the support of our alum

- Objective 1: Prepare graduates for leadership roles
- Objective 2: Connect our alum with each other and with the SEHD
- Objective 3: Create public events around these themes

# Goal 3: Continue to refine programs at all degree levels in education and human development programs, as well as in continuing professional education, so that they are high quality, innovative, well-enrolled, relevant, accessible, and inclusive

#### Strategy 1: Support programs with strong enrollment growth

- Objective 1: Grow our unique teacher education pathways (Aspire, AA/BA, NxtGEN, the MAT and pipelines like Pathways2Teaching and the St. Vrain Education pipeline
- Objective 2: Support the growth of the undergraduate and EdD program
- Objective 3: Support the growth of our participation in the academic core and in minors
- Objective 4: Develop BA/MA pathways (BAMA)

#### Strategy 2: Strengthen our Advanced Education programs

- Objective 1: Clarify enrollment targets for each program area MA
- Objective 2: Create new D2/3 pipelines into MA programs (micro-credentials, certificates)
- Objective 3: Market our MA aggressively
- Objective 4: Create new scholarships for the MA

### Strategy 3: Achieve new accreditations to create new pathways in human development

 Objective 1: Achieve COAMFTE accreditation for couples and families program and Family Life accreditation for HDFR

#### Strategy 4: Develop the online initiative

- Objective 1: Develop more innovation in our online offerings
- Objective 2: Increase number of totally online courses and programs for areas where it makes sense

## Strategy 5: Assure all of our courses and programs have strong themes related to diversity, inclusion and social justice for all children, all families

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#### and all communities

 Objective 1: Use the curriculum committee to establish a 5 year syllabi review cycle and support faculty in integrating diversity themes

#### Strategy 6: Refresh D1 programs with chronic low or declining enrollment

- Objective 1: Set enrollment targets for all programs
- Objective 2: Develop new approaches for low-enrolled areas
- Objective 3: Develop new D2/3 initiatives to complement low-enrolled D1 areas

## Goal 4: Serve as a campus leader in digital and innovative pedagogies, to include expansion of SEHD online programs and student services

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## Goal 4: Serve as a campus leader in digital and innovative pedagogies, to include expansion of SEHD online programs and student services

## Strategy 1: Partner with Thinqstudio, ODE and CU Online in campus leadership of digital education

Objective 1: Engage more faculty in digital professional development (ThinqStudio, ODE, CU Online)
 \* Objective 2: Partner with ODE/CU Online in developing new faculty incentives, training options, and mentoring plans

#### Strategy 2: Refine policies and practices that support digital development

• Objective 1: Revisit RTP, workload and merit documents for policies that incentivize and reward digital pedagogy, development and innovation \* Objective 2: Revisit curriculum and course review cycles to ensure course quality and continuous improvement in online offerings

## Strategy 3: Expand online and hybrid program offerings and insure their quality

• Objective 1: Take inventory of course modalities (online, hybrid, face to face) and develop roadmaps for online program development; establish program work-plans \* Objective 2: Establish a strategic sub-plan for digital effectiveness, growth, and leadership. \* Objective 3: Explore rewards, incentives and rubrics for excellence in digital course and program design

## Strategy 4: Refine and expand internal supports for digital program development and innovation.

• Objective 1: Reboot the TechTA program; explore entrepreneurial and experiential opportunities for students to earn while they learn; position ILT students as a school resource. \* Objective 2: Identify, secure, and promote digital practices and tools to meet program needs and

opportunities to innovate.

## Goal 5: Grow as a strong research and scholarship community with high productivity and strong visibility across all research paradigms and creative activities

#### Strategy 1: Increase number of faculty with external funds for research

 Objective 1: Develop mentorship for faculty new to grantsmanship \* Objective 2: Attract more funded, engaged-research projects with local impact (e.g., Hewlitt SCAP grant, Hewlitt Civic Engagement project, DPP projects) \* Objective 3: Recruit strong Phd students with increased financial support

#### Strategy 2: Enhance our culture of faculty development

- Objective 1: Sustain our excellent record of success with tenure and promotion
- Objective 2: Grow our support for our faculty professional development through mentoring and professional development funds

Strategy 3: Increase resources for faculty development (e.g., travel funds, matching funds for campus seed grants, a well-run office of grants and contracts

### Strategy 4: Increase effective ways to share our research with diverse audiences

• Objective 1: Create an annual forum for EdD, PhD and PsyD student research \* Objective 2: Create communication outlets for faculty research, scholarship and creative activities

## Goal 6: Grow as an inclusive, positive faculty, staff and student community, dedicated to access, equity social justice

#### Strategy 1: Further develop our community life

 Objective 1: Increase faculty participation in community events \* Objective 2: Increase intentional support and appreciation of our staff \* Objective 3: Hold ourselves accountable for our communication \* Objective 4: Create more integration and collaboration across D1 and D2/3 faculty and staff groups

#### Strategy 2: Build a more diverse faculty, staff and student body

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 2: Develop more leadership opportunities for staff

### Strategy 3: Increase our capacity to be responsive to the diversity of our community

• Objective 1: Learn more about each other (faculty and staff) \* Objective 2: support the development of our faculty and staff to be optimally culturally responsive and inclusive

#### Goal 7: Increase student retention and success

#### Strategy 1: Build the infrastructures that support students

- Objective 1:Expand the NxtGen success center
- Objective 2: Add more HIPs and more courses taught in Spanish \* Objective 3: Increase scholarships
   \* Objective 4: Increase mentorship programs for students

#### Strategy 2: Engage a strong and well-utilized assessment office

 Objective 1: guide the faculty in developing and using strong program level and candidate level assessments \* Objective 2: support continuous program improvement and ongoing feedback to candidates through a well-developed data infrastructure

## Strategy 3: Build strong networks of adjuncts who are student-centered, responsive to diversity and inclusive and aligned with our programs

Strategy 4: Expand real-world experiences for students (e.g., para-educators, student agency, Right to Learn, research and teaching opportunities for doc students)

## Goal 8: Under the new budget paradigm, increase financial resources and contribute to campus financial stability and sustainability

#### Strategy 1: Revenue Growth in D1, D2 and D3

Objective 1: Have clear targets for enrollment growth and strategies for achieving them for all
program areas \* Objective 2: Have clear, useable program data dashboards to guide decisionmaking and continuous improvement \* Objective 3: Invest our reserves in our growth (e.g., for
program design and development and design, for targeted marketing) \* Objective 4: Develop a

robust D3 program \* Objective 5: Develop new and responsive D2 offerings \* Objective 6: Expand our district partnerships in D2/3

## Strategy 2: Achieve cost containment through cost studies and more intentional spending by faculty and staff

#### Strategy 2: Refine policies and practices that support digital development

- Objective 1: Revisit RTP, workload and merit documents for policies that incentivize and reward digital pedagogy, development and innovation
- Objective 2: Revisit curriculum and course review cycles to ensure course quality and continuous improvement in online offerings

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- Objective 2: Have clear, useable program data dashboards to guide decision-making and continuous improvement
- Objective 3: Invest our reserves in our growth (e.g., for program design and development and design, for targeted marketing)
- Objective 4: Develop a robust D3 program
- Objective 5: Develop new and responsive D2 offerings
- Objective 6: Expand our district partnerships in D2/3

#### Strategy 2: Achieve cost containment through cost studies and more

#### intentional spending by faculty and staff

#### Strategy 3: Increase fund raising and development activity and success

- Objective 1: Establish a School Advisory Board
- Objective 2: Clarify School fundraising priorities
- Objective 3: Expand the pool of potential donors
- Objective 4: Establish a more robust alum program

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