



The Gladys W. and David H. Patton College of Education  
**2029 Strategic Plan**

*The Patton College Roadmap: Build, Share, Inspire, Lead*



The Gladys W. & David H.  
Patton College of Education

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The Patton College of Education

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# OVERVIEW FROM THE DEAN

## The Patton College of Education



**A**ugust of 2017, Ohio University's Gladys W. and David H. Patton College of Education embarked on a strategic-planning process designed to guide and inspire the College to impact our community locally and globally; increase national prominence; continue to set and reach goals of academic excellence; and provide an exemplary, engaging student-centered experience.

By building on our mission, vision, and core values, four key strategic areas of focus were developed: Academic Excellence; Rigorous, Influential Research; Exemplary Student-Centered Services; and Vibrant Engagement, Outreach, and Partnerships. Within each of these strategic areas of focus, we developed strategic goals, objectives, and tactics that serve as a roadmap for our College to build, share, inspire, and lead.

Over the past 21 months, faculty and staff, as well as a broad range of students and alumni, met to prioritize the needs of our College, highlight our strengths, and plan for our future.

We met as a College in the 2017 and 2018 Fall and Spring Colloquiums to reflect on the accomplishments of the past

decade, to work on visioning activities, and to review drafts of the plan as it progressed. We established work groups based on the strategic areas of focus, with each group meeting two or more times with faculty and staff. Meetings were also organized by hiring units enabling us to collect input from administrators, classified staff, faculty, and alumni. The College Coordinating Council was tasked with reviewing the previous plan and engaging in work-group discussions. Surveys were distributed to faculty, staff, students, and alumni. The Dean's Circle of Engagement alumni advisory board provided guidance as well. A Steering Committee and a Lead Team collected and reviewed input from these efforts and kept us focused and on track.

Sincere thanks to everyone who provided thoughtful contributions during this planning process.

The 2029 Strategic Plan for The Gladys W. and David H. Patton College of Education is the end-result of these extensive efforts. In essence, this plan is a roadmap for the future of The Patton College, reflecting our 2017-2019 theme, **"The Patton College Roadmap: Build, Share, Inspire, Lead."** It will guide our decision-making, inform our investments, and direct the work that we undertake on a daily basis.

A strategic plan is meant to be a living, breathing document, one that infuses our day-to-day work with meaning and direction. The values and objectives contained herein will be integrated into every aspect of our operations in the years ahead. As we work to identify College-specific and unit-specific action items and assessments by which to gauge our progress, it is evident that the real work of strategic planning has only just begun. Ultimately, I hope that our programs and services, and our student outcomes, will come to reflect the aspirations outlined in this plan. A larger internal version of this document includes tactics for each of the goals and objectives that can be used as examples or as a springboard for additional ideas.

Please use this 2029 Strategic Plan to help achieve our roadmap to build, share, inspire, and lead. The destinations we hope to reach as a College begin with your commitment and dedication to the journey. As an integral member and friend of The Patton College of Education, you are CALLED to Lead.

Continue to go out and do great things!

A handwritten signature in black ink, reading "Renée A. Middleton".

**RENÉE A. MIDDLETON, Ph.D.**  
Dean of The Patton College of Education

# OHIO UNIVERSITY

## Mission, Vision, and Strategic Pathways

***Ohio University's mission, vision, and strategic pathways encapsulate the University's purpose and its goals. They also play an important role in defining the ties that link all members of our University community.***



### MISSION

Ohio University holds as its central purpose the intellectual and personal development of its students. Distinguished by its rich history, diverse campus, international community, and beautiful Appalachian setting, Ohio University is known as well for its outstanding faculty of accomplished teachers whose research and creative activity advance knowledge across many disciplines.

### VISION

Ohio University will be the nation's best transformative learning community where students realize their promise, faculty advance knowledge, staff achieve excellence, and alumni become global leaders.

### STRATEGIC PATHWAYS

1. Become a national leader for diversity and inclusion.
2. Enhance the overall academic quality of the University.
3. Build a University engagement ecosystem.
4. Become a place where dialogue and rigorous, civil debate are institutional hallmarks.



# THE PATTON COLLEGE

## Mission, Vision, Values, and Commitment to Diversity



### MISSION

We prepare leader-educators, practitioners, and human service professionals who share our commitment to lifelong learning and serving society responsibly as change agents in meeting diverse human and social needs.

### VISION

The Patton College: Where Learning Has No Limits!

### CORE VALUES

We prepare graduates who are **CALLED** to Lead: Change Agents who are Lifelong Learners committed to Embracing Diversity and Leadership.

### DIVERSITY

The Patton College community fosters a sense of respect and inclusion. Through educational experiences and the climate in our college, we promote increased awareness, acceptance, knowledge, and understanding of all facets of human diversity. We are committed to the recruitment, retention, and success of students, staff, and faculty who are representative of our increasingly diverse global community. Our goal is to prepare leader-educators, practitioners, and human service professionals to serve society responsibly as change agents in meeting diverse human and social needs.



### COUNSELING & HIGHER EDUCATION



The Department of Counseling and Higher Education has three academic program areas and two centers. The **Human Services** program offers a bachelor-completion degree. The **Counselor Education** program area offers master's and doctoral degrees in Counselor Education. **Higher Education and Student Affairs** offers master's degrees in College Student Personnel and Higher Education, and a Ph.D. in Higher Education. Students from across the country as well as from outside the United States come to study at both of these highly respected programs. Though different in many respects, they both share a commitment to excellence in scholarship, leadership and professionalism in their respective programs.

### EDUCATIONAL STUDIES



The Department of Educational Studies is composed of four graduate programs with two of those programs also offering undergraduate service courses. **Educational Administration, Educational Research and Evaluation, and Instructional Technology** offer both master's and doctoral degrees. The **Critical Studies in Educational Foundations** program offers a master's degree. **Educational Administration** also offers Principal and Superintendency Licensure. **Educational Research and Evaluation** provides master's- and doctoral-level courses for all programs within the college. **Critical Studies in Education** and **Instructional Technology** provide undergraduate service courses as well as graduate courses. The department also offers an undergraduate Diversity Studies Certificate and a graduate-level one-year online Education Public Policy Leadership Certificate.

### HUMAN & CONSUMER SCIENCES



The Department of Human and Consumer Sciences is composed of four programs. **Family and Consumer Sciences Education** offers undergraduate degrees in a Teaching track and Community Leadership track. **Customer Service Leadership** offers an undergraduate online degree-completion program. **Retail Merchandising and Fashion Product Development** offers an undergraduate major and minor, as well as a master's in Apparel, Textiles and Merchandising. **Restaurant, Hotel & Tourism** offers an undergraduate degree, as well as a master's in Hospitality and Tourism. The department prepares individuals to advocate for consumer well-being. Students value mentoring, ethical leadership, social responsibility, and the ability to adapt to a diverse global environment.

### RECREATION AND SPORT PEDAGOGY



The Department of Recreation and Sport Pedagogy offers undergraduate and master's programs in two academic programs. **Parks, Recreation & Leisure Studies** offers undergraduate majors and minors in Outdoor Recreation & Education and Recreation Management, as well as a master's degree in Parks, Recreation & Leisure Studies with concentrations in Outdoor Recreation & Education, Recreation Management, and Campus Recreation. **Physical Education & Sport Pedagogy** offers undergraduate majors in Health & Physical Education and Physical Activity & Sport Coaching and a minor in Coaching. The program also offers master's degrees in Coaching Education, Soccer Coaching Education, and Professional Tennis Management. The department also offers the Physical Activity and Wellness program and two certificate programs: Ecotourism and Festival, Event & Entertainment Management.

### TEACHER EDUCATION



The Department of Teacher Education offers undergraduate and master's degrees in six program areas. **Early Childhood, Middle Childhood, Adolescent-to-Young Adult, and Multi-age** (in French, German, Spanish, Music Education, or Physical Education). **Reading Education** offers a master's degree and an endorsement. **Special Education** offers undergraduate and graduate degrees with licensure in Mild-Moderate needs and Moderate-Intensive needs. The department also offers a master's in Early Childhood Intervention Specialist or a combined Early Childhood and Early Childhood Intervention Specialist with licensure. It offers Pre-K Special Needs and Transition-to-Work endorsements. The department offers doctoral programs in Curriculum & Instruction, Mathematics Education, Science Education, and Social Studies Education.

### The Patton College Centers:

- Center for Higher Education
- Center for Clinical Practice in Education
- Child Development Center
- Coalition of Rural and Appalachian Schools
- Curriculum Technology Center
- George E. Hill Center for Counseling and Research
- Institute for Democracy in Education
- OHIO Center for Equity in Mathematics and Science
- Stevens Literacy Center

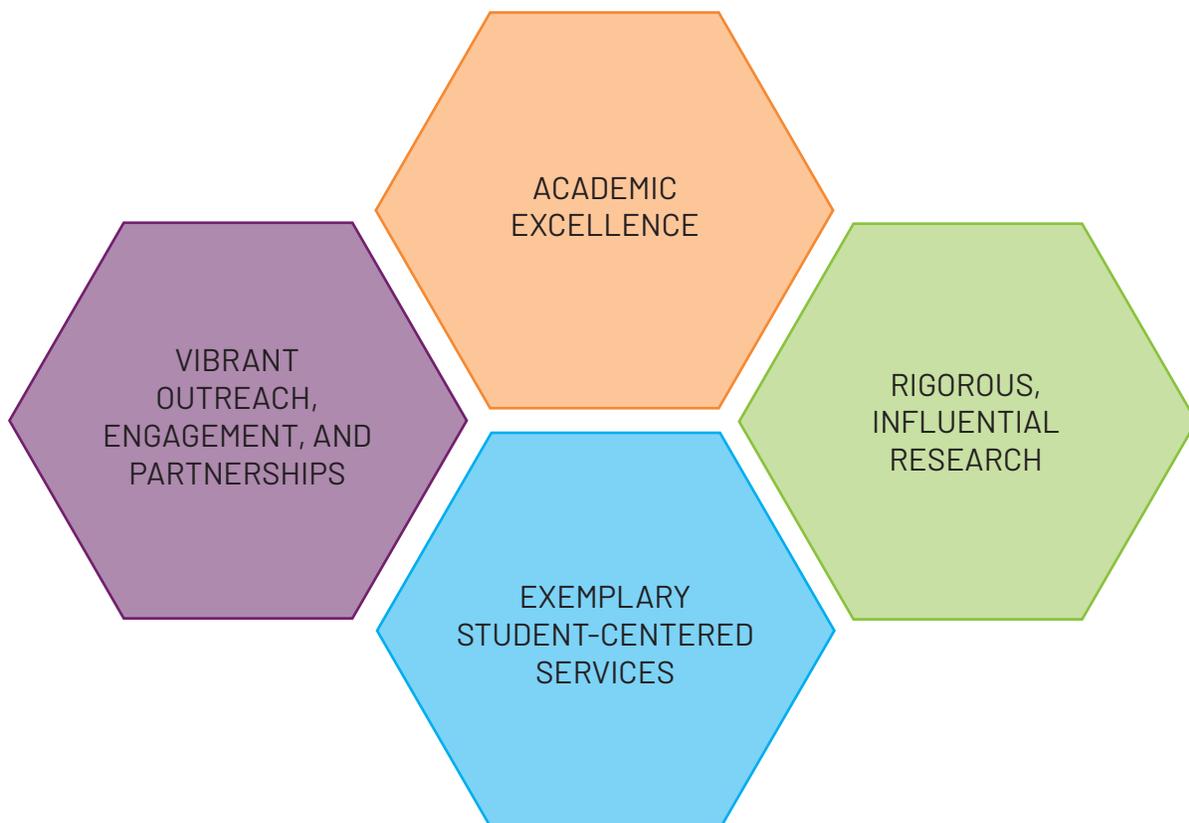
### CALLED to Lead

The Gladys W. and David H. Patton College of Education strives to be an equitable, effective, and interactive learning community that makes a difference to education and human development through excellence in teaching, scholarship, and service.

The Patton College of Education fosters faculty and graduates who are **CALLLED to Lead**: **Change Agents** who are **Lifelong Learners** committed to **Embracing Diversity** and **LEADership**.



### PRIORITY AREAS OF STRATEGIC FOCUS



### STRATEGIC PLANNING LEAD TEAM

**Beth Backes**, *Director of Online Programs and Curriculum Technology Center*

**Kimberly Barlag**, *Director of Communications and Design Management*

**Maureen Coon**, *Assistant Dean for Student Affairs and Academic Advising*

**Ivy Crockron**, *Executive Assistant to the Dean*

**Lindsey Ladd**, *Director of Data Science Center*

**Beth Lydic**, *Administrative and Financial Officer*

**Jennifer Martin**, *Assistant Finance Officer, Dean's Office*

**Renée A. Middleton**, *Dean*

**Vlad Pascal**, *Data Analyst*

**Connie Patterson**, *Assistant Dean for Academic Engagement and Outreach*

**Ann Paulins**, *Senior Associate Dean for Research and Graduate Studies*

### STRATEGIC PLANNING STEERING COMMITTEE

**Wendy Adams** *Director of Assessment and Academic Improvement*

**Carissa Anderson**, *Assistant Dean of Regional Higher Education*

**Beth Backes**, *Director of Online Programs and Curriculum Technology Center*

**Kimberly Barlag**, *Director of Communications and Design Management*

**Timothy Binegar**, *Senior Director of Development*

**Maureen Coon**, *Assistant Dean for Student Affairs and Academic Advising*

**Ivy Crockron**, *Executive Assistant to the Dean*

**Frans Doppen**, *Department Chair, Teacher Education*

**Lindsey Ladd**, *Director of Data Science Center*

**Beth Lydic**, *Administrative and Financial Officer*

**Krisanna Machtmes**, *Department Chair, Educational Studies*

**Bruce Martin**, *Department Chair, Recreation and Sport Pedagogy*

**Jennifer Martin**, *Assistant Finance Officer, Dean's Office*

**Peter Mather**, *Chair, Dean's Faculty Advisory Committee*

**Shelley McClain**, *Co-Chair, Classified Staff*

**Renée A. Middleton**, *Dean*

**Vlad Pascal**, *Data Analyst*

**Connie Patterson**, *Assistant Dean for Academic Engagement and Outreach*

**Ann Paulins**, *Senior Associate Dean for Research and Graduate Studies*

**Mona Robinson**, *Department Chair, Counseling and Higher Education*

**Beth VanDerveer**, *Department Chair, Human and Consumer Sciences*

**Barbara Wright**, *Co-Chair, Classified Staff*

**Ryanne Morr**, *Undergraduate Student Representative*

**Bahman Shahri**, *Graduate Student Representative*



I.

# ACADEMIC EXCELLENCE

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Achieve prominence by providing innovative, forward-thinking advances in teaching, curriculum development, research and creative activities, and service/outreach. Effectively develop and integrate learning experiences with immersion-based global and local learning that promote diverse cultures and perspectives. Capitalize on best practices in experiential education, continuing advances in technology, interdisciplinary discovery, shared responsibility for learning, and sophisticated use of data and feedback for continuous improvement.

# STRATEGIC AREA OF FOCUS

## Academic Excellence

### STRATEGIC GOAL 1:

**Develop and incorporate innovative local-global academic experiences that foster an appreciation for and deep understanding of other cultures and lifestyles, both international and closer to home.**

#### OBJECTIVES:

1. Create experiences that blur the lines among countries, groups, institutions, and/or disciplines to prepare well-educated and highly skilled global citizens who are able to succeed and thrive beyond traditional boundaries.
2. Gain support and funding from internal and external sources for global engagement in teaching, curriculum, research and creative activities, and service/outreach.

#### TACTICS:

- Develop and implement mechanisms to recognize, reward, and showcase the outcomes that result from global experiences.
- Develop cross-cultural experiences—both domestic and international—by leveraging existing partnerships, including the Office of Global Opportunities, and creating new opportunities (e.g., study abroad, professional internships, visiting scholars).
- Incorporate “citizen science” to engage students across all disciplines to discover similarities and share differences across cultures.



### STRATEGIC GOAL 2:

**Bring diverse cultural perspectives into formal and informal learning environments.**

#### OBJECTIVES:

3. Develop teaching, curriculum, research and creative activities, and service/outreach that expose students to diverse cultural perspectives.
4. Expose students and faculty to different ways of seeing the world, different points of view, and different assumptions about how the world operates.

#### TACTICS:

- Create, implement, and participate in formal and informal mechanisms that bring people together to create connections among multiculturally diverse communities.
- Provide seminars and forums to exchange ideas concerning best practices and innovative pedagogy related to intercultural and multicultural diversity.
- Incorporate experiential, community-based educational practices into the curriculum.
- Create interdisciplinary opportunities focusing on diverse cultural perspectives.

### STRATEGIC GOAL 3:

**Revolutionize our disciplines by integrating current technology into our teaching, curriculum, research and creative activity, and service/outreach.**

#### OBJECTIVE:

5. Leverage the expertise of colleagues in the Instructional Technology program, Curriculum and Technology Center, Office of Instructional Innovation, and Office of Informational Technology to advance technological strategies for online and face-to-face learning.

#### TACTICS:

- Actively recruit faculty and graduate students with the technical knowledge, skills, and talent that will position the College for sustainable and innovative technology integration.
- Strategically apply and promote pedagogies, technologies, and policies to foster excellence in teaching, curriculum, research and creative activity, and service/outreach to revolutionize our disciplines.
- Establish networks with educators and practitioners from other cultures and institutions.
- Use technology platforms to develop communication strategies, such as podcasts, blogs, vlogs.
- *Develop a series of sustainable, innovative professional-development opportunities to learn from each other (e.g., conferences, seminars, forums, workshops).*

# STRATEGIC AREA OF FOCUS

## Academic Excellence

### STRATEGIC GOAL 4:

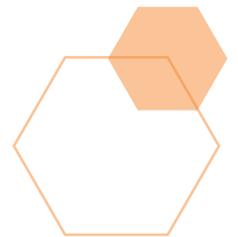
**Achieve national prominence and recognition as a College that leads in interdisciplinary, collaborative, and influential research and creative activities among faculty and students.**

#### OBJECTIVES:

6. Create innovative, groundbreaking scholarship through interdisciplinary collaboration, research, and creative activities.
7. Provide opportunities for students and faculty to share their interests, research, and creative activities across departments and disciplines.

#### TACTICS:

- Establish partnerships that create groundbreaking scholarship.
- Establish early-career interdisciplinary collaborations among faculty and students.
- Create certifications and credentialing programs (e.g., cross-cultural workshops)
- Explore opportunities for interdisciplinary collaborative research and creative activities in focus areas (e.g., mentoring, literacy, STEAM education, social justice and advocacy, educational policy, and sustainable consumption).



### STRATEGIC GOAL 5:

**Achieve excellence in experiential education.**

#### OBJECTIVES:

8. Establish strategic partnerships with the Ohio University Center for Campus and Community Engagement, schools, civic organizations, agencies, and other higher education institutions that benefit student experiential learning.
9. Use evidence-based practices, such as The Patton Clinical Model, to establish a presence as a premier educational institution, becoming one of the top 50 Colleges of Education in the nation by 2029.

#### TACTICS:

- Establish a faculty workgroup to develop and implement models for maximizing professional internship and practicum experiences, with a focus on reflective practice across all disciplines.
- Develop partnerships and implement programs to advance this goal.

### STRATEGIC GOAL 6:

**Understand and demonstrate a collective responsibility—faculty, administrators, and students—for the level of excellence achieved by our students and faculty.**

#### OBJECTIVE:

10. Consistently promote and engage in the College's collective responsibility for academic excellence through programs, communications, and practices.

#### TACTICS:

- Be a part of this collective responsibility by participating in Department, College, and University programs, forums, and events.
- Effectively design courses and guide learning in ways that acknowledge shared responsibility between faculty and students for meeting course learning outcomes.
- Leverage institutional resources, including experts, design teams, work groups, and technological innovations in order to provide optimal learning experiences for students, faculty, and staff.
- Use website, e-boards, social media, and other platforms to identify, celebrate, and visibly promote excellence and showcase student learning from each program area.



# STRATEGIC AREA OF FOCUS

## Academic Excellence

### STRATEGIC GOAL 7:

**Use data and feedback to inform decisions and programmatic outcomes and to reach the leading edge of innovation in our disciplines.**

#### OBJECTIVES:

11. Adapt and integrate innovations by developing and executing practice-based inquiry.
12. Remain current and relevant by responding to internal and external environmental changes.

#### TACTICS:

- Establish routine opportunities for feedback, reflection, and growth to uncover opportunities for growth, improvement, and innovation.
- Systematically highlight academic excellence among students, faculty, administrators, and staff.
- Continue to evaluate and provide a robust mentoring program for early-career faculty, and strategically identify ways to support the professional development of mid- and advanced-career faculty.
- Examine and revise (as needed) the instructional feedback system to enable utility for formative evaluations regarding teaching, research, and outreach, as well as merit increases and tenure and promotion decisions.
- Institute structured forums for conversation among faculty and students in order to optimize teaching and learning, research and creative activity, and service/outreach activities.



## II.

# RIGOROUS, INFLUENTIAL RESEARCH

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Achieve national and international recognition for Patton College research and scholarship such that by 2029 the College is ranked among the top 50 graduate colleges of education by credible institutions using credible metrics (e.g., USNWR).

# STRATEGIC AREA OF FOCUS

## Rigorous, Influential Research

### STRATEGIC GOAL 8:

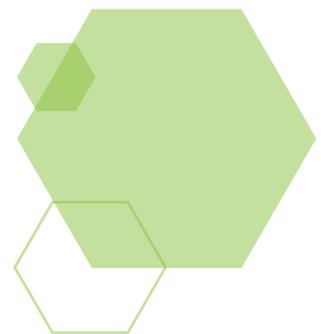
**Attain and maintain national and international recognition for the quality of research being generated by faculty and students in The Patton College.**

#### OBJECTIVES:

13. Develop and support opportunities for faculty and students to have a voice on an international scale through traditional media, new media, policymakers, industry, agencies, funders, and the public.
14. Review and revise the current Promotion and Tenure documents to reflect the definition of rigorous AND influential research (e.g., what changes occurred and how they were documented).
15. Increase the number of faculty and staff who are active in Ohio University's Experts Directory, and increase the College's recognition in the Newsmakers Gala and similar recognition programs.
16. Increase the number of publications by graduate and undergraduate students in rigorous and influential journals/chapters/internet-based publications/lay journals/open-source journals/curriculum development/white papers.
17. Increase the number of peer-reviewed scholarly presentations by graduate and undergraduate students in local, regional, state, national, and international conferences.

#### TACTICS:

- Fully use Digital Measures or other similar platforms to develop a baseline and comprehensive profile of faculty and student productivity in the area of research and scholarship.
- Prioritize the involvement of students in faculty research efforts.
- Define and communicate standards for "rigorous and influential research" within each department and ensure their integration in departmental and College Promotion and Tenure policies.
- Continue to support and incentivize faculty publication in Top of the Top-Tier journals.
- Promote all Top of the Top-Tier research and other influential research through social media, print, public relations and media outlets, and emerging technologies.



## STRATEGIC GOAL 9:

**Become a national leader by engaging in and promoting evidence-based practice in the area of research and evaluation.**

### OBJECTIVES:

18. Increase the support for research focused on evidence-based practice.
19. Increase the volume of dissemination of practitioner-based research by faculty and students.
20. Participate in professional development opportunities to increase skills and expertise in evidence-based research.
21. Impact society by becoming more publicly engaged in writing for broader audiences in more inclusive ways.

### TACTICS:

- Create alternative forms of recognition for learning and professional development, such as badges and certificates.
- Make use of online courses for cost-efficient professional development.
- Use Patton College Centers as mechanisms for promoting evidence-based research and practice.
- Explore how to have a voice about salient higher education issues and engage traditional media, new media, policymakers, funders, and the general public.
- Present at national and international conferences and sponsor student attendance to enhance national visibility for OHIO and The Patton College.
- Mentor students in the College's Honors Programs. Find other outlets to encourage student growth for those who may not be in the Honors Programs.



# STRATEGIC AREA OF FOCUS

## Rigorous, Influential Research

### STRATEGIC GOAL 10:

**Generate research that is directly connected to community-based analysis and outcomes, which will serve to inform and influence public policy at the local, state, and federal levels.**

#### OBJECTIVES:

22. Develop, promote, and sustain collaborative research endeavors that engage relationships with community partners and directly benefit the community.
23. Engage in scholarship that addresses issues affecting the region, state, nation, and world.
24. Develop mechanisms to inform and educate policymakers through more interactions and collaborations with community members.

#### TACTICS:

- Develop faculty research clusters, ecosystems, and incentives that facilitate interdisciplinary scholarship (e.g., authors on publications, cross disciplinary grants, community focus, outreach).
- Distribute research to policymakers and interface with legislators and their staff.
- Participate in advocacy events organized by professional organizations (e.g., OACTE Day on the Square and AACTE Day on the Hill).
- Establish and sustain a presence at school board meetings.

### STRATEGIC GOAL 11:

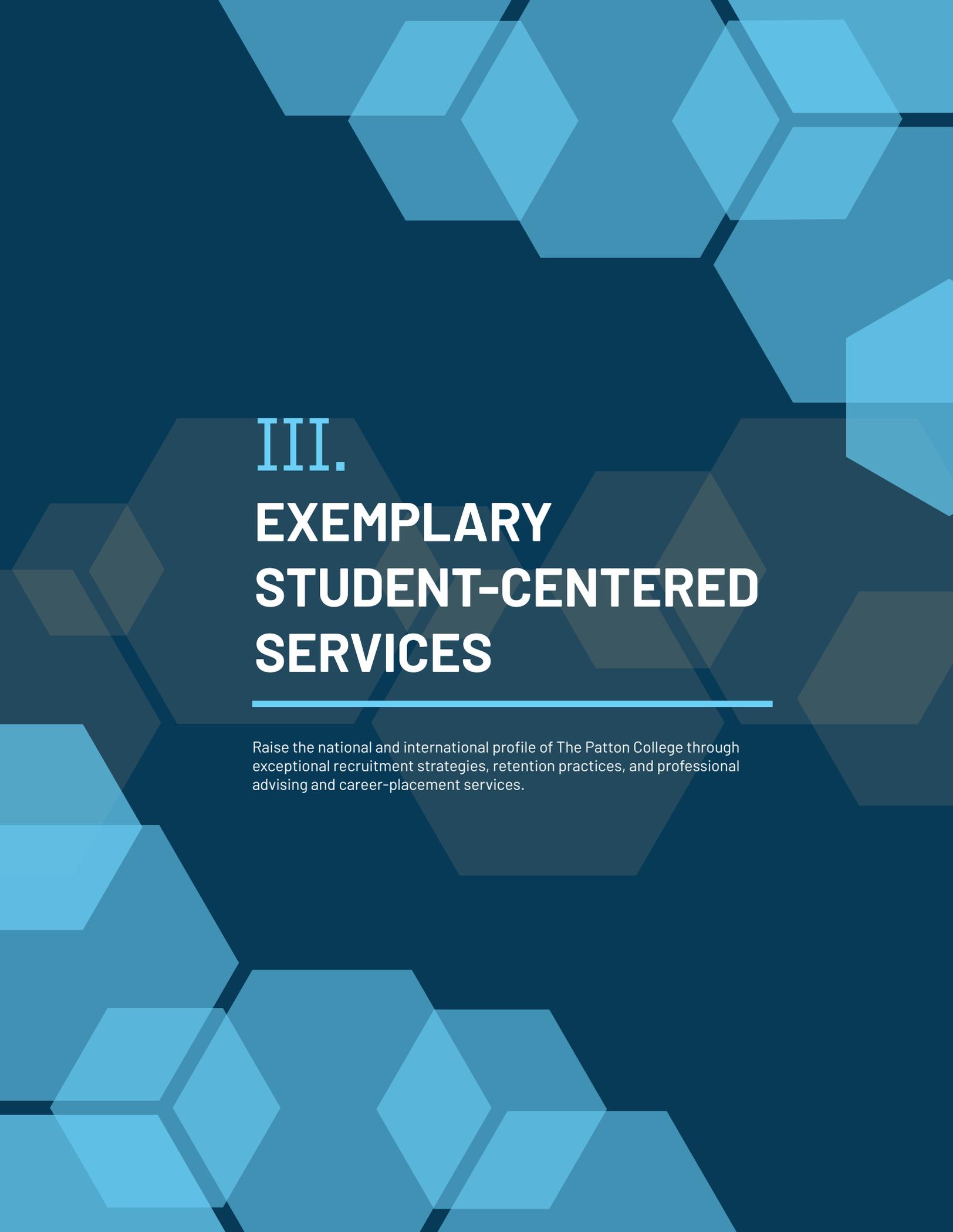
**Enhance productivity in acquiring grants and other external funding that result in scholarly production and collaborative partnerships with a goal of reaching a minimum of \$3M by 2029.**

#### OBJECTIVES:

25. Continue to increase the level of funding obtained by internal and external grants annually.
26. Increase number of tenure-track faculty, with a goal of having >50 percent who actively pursue and obtain external funding for research-incentive accounts.
27. Increase scope of incentives that support grant development (e.g., investments in mentoring, workload adjustments, Graduate Assistant allocation, potential summer support).
28. Increase number of faculty who serve outside Ohio University as experts and partners in research endeavors.

#### TACTICS:

- Develop faculty research clusters, ecosystems, and incentives that facilitate interdisciplinary scholarship (e.g., authors on publications, cross disciplinary grants, community focus, outreach).
- Expand the scope of the grant-support office within the College.



III.

# EXEMPLARY STUDENT-CENTERED SERVICES

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Raise the national and international profile of The Patton College through exceptional recruitment strategies, retention practices, and professional advising and career-placement services.

# STRATEGIC AREA OF FOCUS

## Exemplary Student-Centered Services

### STRATEGIC GOAL 12:

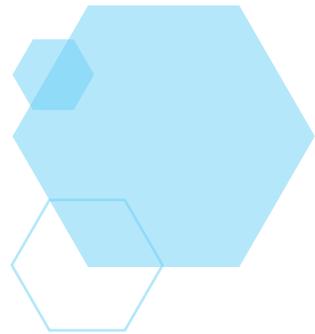
**Transform the culture of student services to extend beyond the Office of Student Affairs by creating an inclusive environment for students that involves all College faculty, staff, and alumni.**

#### OBJECTIVES:

29. Expand the awareness and role of the faculty, staff, and alumni in contributing to student support.
30. Recognize faculty for recruitment efforts as part of the promotion and/or tenure process, as well as through other appropriate venues.
31. Recognize staff and alumni for exceptional recruitment efforts.

#### TACTICS:

- Inform and engage faculty, staff, and alumni about specific student-service functions and activities to enhance their ability to serve our students.
- Develop partnerships throughout the College that encourage and support ongoing professional development in recruitment, retention, advising, and career placement.
- Create an environment where faculty and staff reflect a culture of care (e.g., “how can I help you?”). Project an “open house” culture so parents feel free to approach faculty and staff to ask questions and share information.
- Proactively find ways to build relationships with students by being present and visible in the environments where students are learning (e.g., McCracken Hall, clinical placements, and eLearning).
- Faculty members are actively engaged in initiating connections and communications with the Office of Student Affairs to gather and share data, information, and ideas, and discuss issues.



## STRATEGIC GOAL 13:

**Consistently increase student enrollments through innovative recruitment practices.**

### OBJECTIVES:

32. Ensure the viability and quality of the College's academic programs.
33. Develop and maintain a portfolio of academic programs that meets the global needs of our communities.

### TACTICS:

- Share recruitment best practices college-wide on an ongoing basis.
- Engage faculty and staff in student recruitment activities (e.g., visits to teacher academies/career and technical schools, professional conferences, and job fairs).
- Engage students and alumni in recruitment efforts by establishing stronger connections with alumni associations and advisory groups.
- Consider ways to position undergraduate students to matriculate into graduate programs.

## STRATEGIC GOAL 14:

**Positively impact student performance, retention rates, and completion through the development and implementation of targeted new programs and pedagogical practices.**

### OBJECTIVES:

34. Facilitate successful completion of academic programs.
35. Remain innovative in our instructional practices and pedagogy.
36. Achieve undergraduate retention rates of 85 percent or greater.

### TACTICS:

- Create and participate in programs throughout the College and departments that emphasize and prioritize the importance of personal connections between students and faculty and staff.
- Generate rapid, appropriate, and effective responses to student feedback and input.
- Expand the information-gathering process for all students who leave or graduate to assess the effectiveness of The Patton College programs and support services.
- Optimize the use of early-warning systems (e.g., My OHIO Success Network) and other student-support programming throughout the College and the university.

# STRATEGIC AREA OF FOCUS

## Exemplary Student-Centered Services



### STRATEGIC GOAL 15:

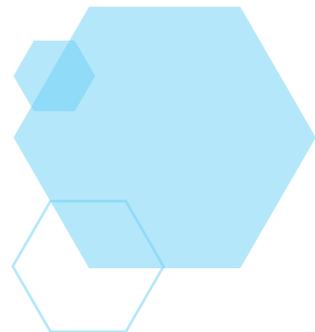
**Increase the recruitment and completion of graduate students.**

**OBJECTIVES:**

37. Create specific graduate recruitment and completion strategies.
38. Develop a systematic process to support the graduate student experience from application to graduation.
39. Faculty, staff, and alumni are actively engaged in graduate student recruitment activities.

**TACTICS:**

- Identify resources to engage graduate students in recruitment efforts.
- Hire a recruiter to assist faculty with graduate student recruitment.
- Share recruitment best practices collegewide on an ongoing basis.
- Secure additional resources for graduate student funding (e.g., stipends).



### STRATEGIC GOAL 16:

**Become a leader in student persistence, graduation rates, and career outcomes as measured against state and national benchmarks.**

#### OBJECTIVES:

40. Achieve a 70-percent (or higher) undergraduate six-year graduation rate.
41. Identify and refine processes to achieve valid and reliable employment data within and outside of Ohio.
42. Develop a systematic way to track the career trajectories of the College's graduate students.

#### TACTICS:

- Identify the current levels of career-service support within academic departments and the Office of Student Affairs.
- Hire a fulltime career-support administrator to support all students.
- Institutionalize the Ohio Education Association (OEA) Intergenerational Mentoring Program.
- Continue to use and refine The Patton College Student Satisfaction Survey to analyze effectiveness and gaps and use data for continuous improvement.



# STRATEGIC AREA OF FOCUS

## Exemplary Student-Centered Services

### STRATEGIC GOAL 17:

**Provide key student metrics (e.g., retention, student satisfaction, course-completion percentages, graduation rates) to faculty, staff, and administrators to enable curriculum and programmatic changes that are immediately responsive to current needs.**

#### OBJECTIVES:

43. Increase student success by being responsive in real-time to environmental and student needs.
44. Use data to proactively identify ways to improve student and program learning outcomes.

#### TACTICS:

- Develop new methods (e.g., assessments, measures, and reports) to collect real-time data on current trends in education, which should include input and feedback from students.
- The Data Science Center coordinates with the Office of Student Affairs to administer data collection methods to be shared with academic units.
- Generate program-specific data to assist departments with recruitment.
- Collect information on the number of students in clinical experiences (education and human services) to determine the level of impact on schools, communities, and industries.
- Include student feedback as an important component in the evaluation of the effectiveness of clinical and service-learning experiences.



## IV.

# VIBRANT OUTREACH, ENGAGEMENT, AND PARTNERSHIPS

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Create a measurable, positive impact on the local and regional area by increasing the sustainability of community partnerships; providing opportunities for service learning and community-engaged research centered on interdisciplinary, collaborative activities among Patton College faculty, students, community organizations, and individuals.

# STRATEGIC AREA OF FOCUS

## Vibrant Outreach, Engagement, and Partnerships

### STRATEGIC GOAL 18:

**Develop and sustain community partnerships that address poverty and other regional issues using an assets-based approach.**

#### OBJECTIVES:

45. Secure external funding for ongoing partnership initiatives.
46. Use interdisciplinary research and other activities to address community issues, such as STEM, suicide, opioid epidemic, and trauma.
47. Develop mechanisms to inform and educate policymakers through more interactions and collaborative actions related to the opioid epidemic.
48. Advocate for equitable school funding for public education in the region. Partner with the Coalition of Rural and Appalachian Schools (CORAS) and other like-minded professional-development organizations to build a coalition to systematically educate policymakers.
49. Identify effective methods to establish shared meaning that will result in sustainable partnerships between university and community partners.

#### TACTICS:

- Conduct interdisciplinary workshops and other community forums that engage partners locally and abroad.
- Incorporate creative research activities, including findings and recommendations from publications, into new and existing partnership initiatives.
- Examine existing partnerships to identify areas where creative research activity can be incorporated or expanded.
- Each Patton College academic department will annually submit a grant application to external funding sources (local, state, and national) related to developing and/or sustaining community partnerships.
- Articulate models that offer strategic course releases for faculty to implement creative research activities related to new and existing partnerships. Use The Patton College Centers as a vehicle to administer resources that support partnership initiatives.

## STRATEGIC AREA OF FOCUS

### Vibrant Outreach, Engagement, and Partnerships

#### STRATEGIC GOAL 19:

**Feature the outreach, engagement, and partnerships of The Patton College locally, regionally, nationally, and globally so that the local region is more prominently and frequently recognized.**

##### OBJECTIVE:

50. Communicate mutually beneficial outcomes of community partnerships in various media outlets.

##### TACTICS:

- Use technology and other available resources to connect with partners locally, regionally, nationally, and globally.
- Increase social media presence to engage with various existing and new community partners.
- Profile and actively promote our local and global partnerships.

#### STRATEGIC GOAL 20:

**Attain a global image for The Patton College through the development and publicity of international partnerships and cross-cultural learning opportunities with which our faculty, staff, students, and alumni engage.**

##### OBJECTIVES:

51. Conduct research and actively engage with international partners.

52. Connect with global alumni to explore partnership opportunities.

##### TACTICS:

- Develop and implement a plan to facilitate faculty research and active engagement with international partners.
- Participate in global student and/or faculty exchange opportunities.
- Analyze current study abroad experiences through the Office of Global Opportunities and leverage interdisciplinary partnerships to enhance cross-cultural learning for students and faculty.





*The Patton College: Where Learning Has No Limits!*



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Patton College of Education