Western Michigan University
College of Education
and Human Development

Strategic Plan
2017 Revision
**Introduction**
The College of Education and Human Development (CEHD) faculty, staff and administrators started the conversation about developing the college’s first strategic plan in mid-2000s. A consulting firm was brought in to assist the process in spring 2013; focus groups and online surveys were since conducted in gathering comments from various constituent groups of the college, including faculty, staff, administrators, students, alumni and community partners. The analysis of the results of focus groups and surveys led to the development of a strategic map.

Five theme-based strategic plan implementation teams were established in fall 2013. They started the process of implementing the CEHD Strategic Plan in Spring 2014. The first phase of implementation concluded in Spring 2016 as all teams completed their assigned tasks. A new implementation team was created with a charge to identify future trends in American higher education and strategies that our college should align with those trends. The team presented its findings at the CEHD Faculty and Staff Town Hall meetings in the 2016-2017 academic year to be used in future revision of the plan.

A university committee started to revise WMU’s strategic plan in fall 2015 and had the revised plan approved in March 2016. To align with the university strategic plan, the Division of Academic Affairs revised its strategic plan in fall 2016. A CEHD Strategic Plan Transition Team was charged to align the college’s strategic plan with the Academic Affairs’ strategic plan in Spring 2017.

**Mission**
Embracing WMU’s goals to be learner centered, discovery driven, and globally engaged, the College of Education and Human Development is committed to:
- Developing exceptional education and human development professionals who positively impact our global society;
- Advancing knowledge through teaching, scholarship, creative works, and service;
- Enhancing the university and its stakeholders through transformative field experiences and collaborations

**Vision**
Be the premier choice for a diverse community of education and human development learners by offering a portfolio of regionally, nationally and internationally recognized programs.

**Goal 1: Enhance and implement the optimum portfolio of high quality programs.**
Objective 1.1: Focus on program quality and outcomes stressing evidence-based practices.
Objective 1.2: Foster/recognize faculty teaching excellence.
Objective 1.3: Strengthen support for an increasingly diverse student population.
Objective 1.4: Increase program adaptation to changing external trends.
Objective 1.5: Enhance student outcome assessments across program areas.
Objective 1.6: Use program review process to optimize the program portfolio.
Objective 1.7: Achieve or maintain program accreditation where appropriate.
Goal 2: Strengthen research and scholarship.
  Objective 2.1: Maximize utilization of institutional support for research and scholarship.
  Objective 2.2: Increase the number of faculty and staff engaged in funded research.
  Objective 2.3: Foster inter-departmental/interdisciplinary research and scholarship.
  Objective 2.4: Provide mentoring and support to increase research success.
  Objective 2.5: Promote and support student and staff research and scholarship

Goal 3: Strengthen and expand community engagement.
  Objective 3.1: Strengthen mechanisms for coordinating field experiences.
  Objective 3.2: Expand and strengthen service learning aligned with university approaches.
  Objective 3.3: Recognize and reward local and global community engagement.
  Objective 3.4: Strengthen advisory groups, including diversifying participation.
  Objective 3.5: Expand and strengthen alumni engagement.
  Objective 3.6: Learn from community organizations to enhance knowledge and cultural competence.

Goal 4: Optimize resource acquisition and management.
  Objective 4.1: Strengthen recruiting, enrollment and retention.
  Objective 4.2: Expand and strengthen college development efforts.
  Objective 4.3: Implement a transparent policy and process for resource allocation.
  Objective 4.4: Optimize alternative revenue streams.
  Objective 4.5: Increase staff support and professional development.
  Objective 4.6: Increase faculty participation in professional development

Goal 5: Increase organizational effectiveness and adaptability.
  Objective 5.1: Clarify/communicate the college’s unique identity and contribution.
  Objective 5.2: Implement proactive, transparent communication processes.
  Objective 5.3: Enhance the college’s public relations and marketing.
  Objective 5.4: Improve monitoring of external trends to increase proactive adaptability.
  Objective 5.5: Create a more innovative and adaptive college culture.
  Objective 5.6: Actively promote collegiality and college-wide activities.

Goal 6: Increase the college’s diversity and its multi-cultural and global competence.

Goal 7: Expand and strengthen partnerships: community, interdisciplinary, international.

Goal 8: Increase the optimal use of technology.1

1 Goal 6, 7 and 8 are crosscutting strategic goals.
2017-18 Strategic Priorities

Goal 1: Enhance and implement the optimum portfolio of high quality programs.
   Objective 1.1: Focus on program quality and outcomes stressing evidence-based practices.
   Objective 1.5: Enhance student outcome assessments across program areas.
   NEW OBJECTIVE: Revise teacher education curriculum to be more efficient in credit hours (Reduce program CR)
   NEW OBJECTIVE: Explore various modes of program delivery to allow for greater access for diverse student populations

Goal 2: Strengthen research and scholarship.
   Objective 2.2: Increase the number of faculty and staff engaged in funded research.

Goal 3: Strengthen and expand community engagement.
   NEW OBJECTIVE: Implement partnerships with school districts to collaborate in grant writing and field-based research

Goal 4: Optimize resource acquisition and management.
   Objective 4.1: Strengthen recruiting, enrollment and retention.
   See CEHD Strategic Enrollment Management Plan

Goal 8: Increase the optimal use of technology.
   NEW OBJECTIVE: Optimize the use of technology in the instruction of CEHD courses
   NEW OBJECTIVE: Improve the preparation of our students to utilize technology in their chosen field of study.