

The Ohio State University
**College Of Education
and Human Ecology**

STRATEGIC PLAN
August 2020



THE OHIO STATE UNIVERSITY

COLLEGE OF EDUCATION
AND HUMAN ECOLOGY



College of Education and Human Ecology: Becoming a United, Collaborative, and Interconnected Community

Vision

The college of Education and Human Ecology (EHE) seeks to be a preeminent scholarly community. By recruiting and retaining the best faculty and staff, and through an innovative and challenging curriculum, we will offer the students in our college an unparalleled academic experience that equips them to serve and lead their communities with dignity and integrity. Our mission is to advance education, health and wellbeing, and economic vitality to enhance the communities we serve on campus, in Ohio, across the United States and around the world.

To achieve this mission, EHE will unite academic, professional, and community partners by creating a holistic community composed of physical and virtual contexts. We will become an unbounded, collaborative and connected learning community. This community will become a champion and beacon for our values devoted to excellence, justice, diversity, innovation and internationalization. This community will lead the world in teaching, research and service that holistically advances the human potential and experience through the nexus of education and the human sciences with special emphasis on early childhood, STEAM education. We will promote health and wellbeing especially in urban and rural communities in Ohio, across the United States and around the world.

JUSTICE INTERNATIONALIZATION EXCELLENCE DIVERSITY INNOVATION

Leadership Team

Don Pope-Davis
Dean

Noelle Arnold
Senior Associate Dean

Natasha Slesnick
Professor, Associate Dean for Research

Anastasia Snyder
Associate Dean for Faculty Affairs, Associate Professor

Nicole Luthy
Chief of Staff/Director of Strategic Operations

Kelly Crawford
Chief Administrative Officer

Pablo Banhos
Executive Director of Advancement

Laura Justice
CCEC Executive Director; EHE Distinguished Professor

Antionette Miranda
Teaching and Learning Department Chair

Lori Patton Davis
Professor, Educational Studies Department Chair

Erik Porfeli
Human Sciences Department Chair, Professor

Brian Focht
Vice Chair, Professor

Marc Guerrero
Associate Chair Educational Studies

Binaya Subedi
*Professor and Associate Chair,
Teaching and Learning*

Brandon Smith
Chief Information Officer

Vacant
Associate Dean for Graduate Education

Vacant
Associate Dean for Academic Affairs

Pillars

EHE has established pillars to organize and present our goals to stakeholders. These pillars are guided by our values, drawn from our strengths, and inspired by our historic and contemporary aspirations. They also serve to unite all of the resources of our community toward common causes to have transformative impact.

The EHE pillars were carefully crafted to represent our strengths and goals as a college.



Pillar 1: Early Childhood Education and Development

Taking an approach that engages children, parents, and community stakeholders, we seek to be a nationally recognized hub for research and practice to promote the healthy development of young children and maximize their learning from birth and through third grade. Our faculty and practitioners will provide the latest research regarding the foundational needs of this critical population.



Pillar 2: Urban and Rural Educational and Workforce Ecologies

As part of a university network that reaches potential learners throughout the state of Ohio, the college of Education and Human Ecology is uniquely poised to partner with urban and rural communities to broaden educational and workforce opportunities and to close educational and employment gaps. Building on an already robust set of educational and research agendas, our college will prioritize scholarship that foregrounds the analysis of education and workforce opportunities in urban and rural communities.



Pillar 3: Human Health, Human Development and Economic Vitality Across the Lifespan

Our faculty, staff and students are dedicated to collaborating with a variety of local and national partners to advance the research and practice of human health and development, wellbeing and economic vitality. Our mission is to continue to be at the forefront of research in understanding how human beings live, work and play.



Pillar 4: Internationalization and Global Engagement

Our guiding philosophy of the global in the local, or “glocal,” centers on the cultivation of new and deeper educational partnerships at home and abroad. Faculty, students and staff benefit greatly from scholarly and service experiences abroad that enhance understanding and cross-cultural competence.



Pillar 5: STEAM Education

We will continue to grow our reputation in the educational preparation of those undertaking careers related to science, technology, engineering, the arts and mathematics, particularly in engaging students from underrepresented communities and populations. Our approach is multi-disciplinary and is geared towards greater inclusivity.



Goals

The college will invest its resources to achieve five key goals to yield a more united, collaborative and interconnected innovation community devoted to achieving the EHE vision and mission.

1. Organize the college to enhance administrative efficiency, excellence and equity
2. Develop a diverse unbounded, collaborative and interconnected learning community
3. Compose and cultivate a diverse, inclusive and adaptable community for transformative impact
4. Grow and direct our resources to advance the core of our mission while fostering growth and innovation in our five pillars
5. Adapt our goals to account for significant changing opportunities and challenges

Goal 1: Organize the college to enhance efficiency, excellence and equity.



We will further develop new structures and organizational arrangements across the college to realize various efficiencies and organizational excellence for equity. We will engage EHE community members and affinity groups to identify, establish and cultivate these reorganizations. We will also foster more concerted collaboration within and across divisions and departments through research, teaching and service in alignment with the EHE pillars. As such, we will add to our community those with demonstrable experience in equity, efficiency and excellence or those we train and support in these areas. We also commit to professional development of faculty and staff in needed areas to foster this change in our organization. In addition, we seek to create new virtual and physical facilities and spaces and to reorganize existing spaces to realize this goal.

Goal 2: Develop a diverse unbounded, collaborative and interconnected learning community.



We will create and synergize physical and virtual contexts to thrive in the face of significant contemporary opportunities and challenges. This holistic environment will employ physical space and virtual technologies to become more accessible, inclusive, engaging, interactive and innovative. This environment will be experienced as inviting, open, immersive and healthy. Community members will enter, interact, learn and invent through virtual and physical means, organized around common goals to advance the education, health and wellbeing and economic vitality. These new spaces will also articulate strong principles of stewardship to ensure that our new spaces are fully utilized and contribute to decreased recurring costs (e.g., plant operations and maintenance) relative to our current state.



Goal 3: Compose and cultivate a diverse, inclusive and adaptable community for transformative impact.



The college is committed to tackling complex educational and human challenges by offering innovations to enhance the human experience in rapidly changing communities. A part of this goal is to increase the number of scholars who will contribute to the innovation, vibrancy and excellence in the college. We will compose and cultivate a diverse, inclusive and adaptable community to engage in a process of innovation and transformation toward our vision and mission and in alignment with our pillars and strategies. That community will unite academic, workforce, alumni and community partners through enhanced in-person and virtual connectivity to reduce if not eliminate geographic and other physical barriers to connection and engagement. We will develop, promote and support dynamic programming - both internal and external - to encourage critical thinking about diversity, equity and inclusion. We will also focus on engagement in high-quality research, partnerships, outreach and advocacy efforts towards this goal.

Goal 4: Grow and direct our resources to advance the core of our mission while fostering growth and innovation in our five pillars.



Our community has a diverse array of financial, human and social capital that can be mobilized and deployed for impact. The college will focus our investments in people, programs and facilities that advance our mission, and that yield impact and return on investment. This includes undertaking new strategies and discontinuing efforts with low impact or unsustainability. In other words, our community will become an increasingly strong steward of its resources by assessing its investments and ensuring that they (a) squarely align with our vision, mission and pillars, (b) meet or exceeding our expected impact and (c) are sustainable over the long term. Some investments will be continued when they meet these conditions, enhanced when they exceed them and discontinued when they do not meet these conditions. This goal is encapsulated within a responsibility center management model, which will be further infused into the college units.

Goal 5: Adapt our goals to account for significant changing opportunities and challenges.



EHE is among the largest and most diverse colleges at The Ohio State University. This diversity not only justifies a range of goals, but it also supports an ongoing process of revising the goals to account for that broad range of diversities as it evolves. Various circumstances affect the nature of our work, the economic position of our college and its partners, and most importantly, the current and future opportunities for our faculty, staff and students. We also seek research opportunities to better understand how human beings live, work and play. The human experience is now defined at the nexus of physical and virtual environments and will continue to accelerate our technological transformation to meet internal and external needs and demands. In addition, we seek to create physical and virtual spaces that allow our college to adapt and create through remodeling existing and building new spaces. The college will adapt its goals to account for these changing opportunities and challenges to remain relevant and to continue to serve as a leader in our university and around the world.

This array of goals will serve to expand and strengthen our community by and through the pursuit of our vision, mission and pillars. As illustrated below, these goals will have cross-cutting implications for our pillars. We will organize the college to have global reach and impact as we support our community on and off campus. We will articulate our community across physical and virtual arenas to become an unbounded, collaborative and interconnected learning community. We will become a diverse, inclusive, and adaptable community devoted to mission-focused, transformative impact. Finally, we will become strong and sensible stewards of our resources to ensure we have the capacity to sustain our community, create innovations to strengthen our community, and ultimately achieve our vision, mission and pillars.



Strategies

To achieve our five goals, EHE will invest in and enact seven key strategies.

- Strategy 1:** Enhance students' success by providing access to high-quality academic programs and learning opportunities

- Strategy 2:** Engage a diverse set of stakeholders to advance the five goals

- Strategy 3:** Support academic departments in growing and developing an administration that is both fiscally responsible and responsive to the needs of each academic unit

- Strategy 4:** Expand utilization of the responsibility center management model within the college and its units

- Strategy 5:** Promote entrepreneurial activity in teaching, research, and community-engaged outreach to increase and diversify revenue streams in a manner aligned with the EHE pillars

- Strategy 6:** Continue to prioritize diversity, equity, and inclusion in all decisions

- Strategy 7:** Invest in state-of-the-art facilities that are efficient and effective, and capitalize on our strengths while reducing our ongoing expenses. Divest from facilities that reflect the opposite state



Framework for Organizational Structure

Phase 1 – Organizational Excellence

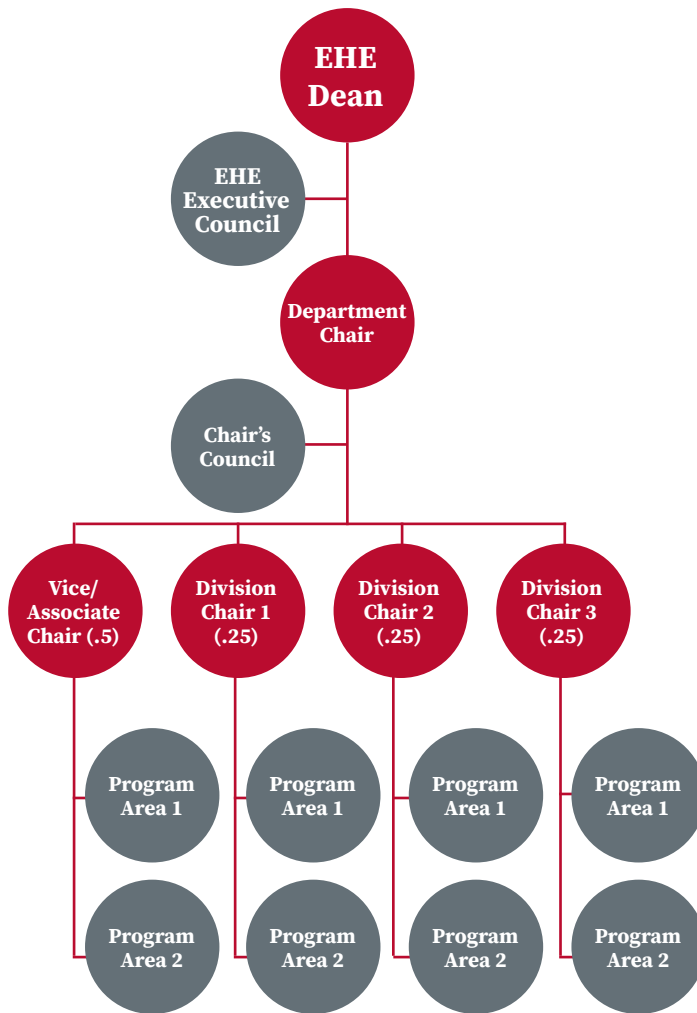
1. Consolidate and reorganize program areas within departments. This reorganization process would involve consolidating similar programs, where appropriate, to enhance opportunities for collaboration while also reducing redundancies in programs and personnel.
2. Maintain one Vice/Associate Chair (.5 FTE) to support and extend the functions of the Department Chair. This role may also involve a focus on certain functional areas of the Department (e.g., faculty affairs, research, teaching, etc.) based on the needs of the Department and the interests and proficiencies of the Vice/Associate Chair(s) and Department Chair.
3. Establish a Chair's Council (or comparable group) in each Department. This Council will be focused on setting the goals of each Department in ongoing alignment with the college and set and enact strategies to achieve those goals.
4. Establish and professionalize the Division Chair (or comparable role) within Departments.
Faculty in these roles would have:
 - a. appreciable protected time for the role (e.g., > .25 FTE)
 - b. decision-making responsibility within their sub-units in terms of budget decisions and input into employee hiring, review and promotion.
 - c. accountability to and supervision by the Department Chair to ensure effective management of day-to-day operations coupled with leadership in alignment with the mission, vision and pillars of the Department and EHE
 - d. Professional development to cultivate a depth, breadth and continuum of administration with Departments and Divisions

Phase 2 – Aligning Resources with Mission and Budget

1. Further establish a budget model within Departments to ensure financial solvency and accountability of Divisions and degree programs. Articulate expenditures and revenues at the division level and employ a budget model accordingly. Allocate funds reserved at the Department level to offer time-limited support to new or financially struggling degree programs demonstrating strong potential to become financially sustainable and to grow in impact. Engage in transparent and predictable financial stewardship to ensure all employees have an understanding of the budget at the Department and Division levels and understand how key performance indicators influence the budget and investments from the budget over time.
2. Establish principles and procedures for proposing new employee (faculty and staff) lines and the reallocation of positions to meet ongoing needs as they evolve. These principles and procedures will be aligned with the mission of the Department and EHE, the responsibility center management budget model, and aligned with key performance indicators affecting the budget and our impact along the dimensions of teaching, research, service and administration. This principle must also exist in harmony with mission-oriented decisions that may not align with revenues.



EHE Organizational Structure





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