

Annual Review of Strategic Goals

Unit: Tift College of Education Goal 1

Time Period: 2004 - 2005

Strategic Goals

(What measurable desired goals are you pursuing?)

Tift will receive University and PSC approval of the proposed graduate program in Educational Leadership, leading to effective implementation of the program by enrolling the first three cohort groups (Macon, Henry, and Atlanta) no later than January of 2005.

Progress Report

Goal accomplished. Under the leadership of Assistant Dean, Dr. Penny Elkins, three cohorts were implemented as well as cohorts in partnership with two large school systems in the Atlanta area. Program approved granted by both the PSC and SACS.

Link to University Initiative

(What university strategic initiative does this goal address?)

Increased student enrollment (three cohorts for a total of 80 new students taking a total of 12 classes each over a two year period)

Financial health (increased enrollment will yield additional revenue)

Upgraded technological resources will be needed to support the new program.

Action Steps and Due Dates

(What steps must be taken and by when to attain your goal?)

Program Development: November 2003-April 2004

Approval by College: April 2004

Approval by University Graduate Council: April 2004

Approval by PSC: BOE visit scheduled for June 2004 (compressed approval time line)

Search for and employ two new educational leadership faculty to begin August 2004.

Promote program and recruit students (as soon as approved by PSC).

Budget Resources

(What additional funds, if any, will be required?)

Two new faculty positions

Travel funds

Library resources to support new curriculum

Technology to support delivery of program and electronic portfolios

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Unit: Tift College of Education Goal 2

Time Period: 2004 - 2006

Strategic Goals

(What measurable desired goals are you pursuing?)

The Tift College of Education will enhance existing community partnerships and develop new community partnerships within all program sites by improving and increasing involvement of faculty and administration with local schools, school systems, education related agencies, and other constituencies. As a part of this goal, faculty will develop Professional Development School (PDS) partnerships with selected schools in which Tift will offer on site instruction, supervision of teacher candidates, professional development opportunities for school faculty, collaborative research opportunities, and teaching exchanges for the college and school faculties.

The first PDS partnership will be developed by the Macon Campus faculty in conjunction with the Holistic Child degree program.

Progress Report

Strong partnerships have been developed with selected schools in the various program sites. Collaborative activities have included faculty exchanges, joint presentations at regional and national professional conferences, student placements and program governance. In addition, partnerships with state agencies such as the PSC, Smart State Georgia and the Georgia Department of Early Care and Learning (DECAL/Birth-5) have been established and Mercer has received two major grants (\$200,000 and \$50,000) for program development as well as state-wide coordination and certification design for professionals working in Early Care Centers. These partnerships have resulted in the development of a new program (Brith-5) to be offered this Fall (2006) at the Henry County Center.

Link to University Initiative

(What university strategic initiative does this goal address?)

Expand Community Engagement.

Increased Enrollment

Maintain the financial health of Mercer through grants and contracts.

Faculty scholarship.

Action Steps and Due Dates

(What steps must be taken and by when to attain your goal?)

Identify opportunities for increased civic engagement and college/community collaborations across all programs. (Fall 2004)

Met with key school personnel to develop plans for the PDS partnerships (April 2004 – May 2005).

Explore opportunities for partnerships with agencies such as Smart Start, Head Start, Georgia Office of School Readiness, etc. (March 2004– May 2005)

Develop and implement school based research collaborations (Fall 2004 –Spring 2006

Create formal contracts for the partnerships (Fall 2004 – Spring 2005)

Explore grant opportunities as finding resources (Fall 2004 – Spring 2005)

Budget Resources

(What additional funds, if any, will be required?)

Compensation for PDS faculty via restructuring of current supervision costs.

Professional Development funds for Tift and PDS faculty to attend conferences focused on partnership models and to travel to visit successful PDS sites.

Other needs to be determined.

Annual Review of Strategic Goals

Unit: Tift College of Education Goal 3

Time Period: 2004 -2006

Strategic Goals

(What measurable desired goals are you pursuing?)

The Tift College of Education will develop and seek approval for a new undergraduate degree program in ECE/Interrelated for the Regional Academic Centers with the goal of beginning to phase in this new program by Fall of 2004.

Progress Report

Goal accomplished. Program is now in place with the phasing out of the old program which did not yield dual certification. This new program is consistent with the Holistic Child program offered at our residential campus.

Link to University Initiative

(What university strategic initiative does this goal address?)

Increased student enrollment.
Financial health of Mercer.
Enhanced community engagement.

Action Steps and Due Dates

(What steps must be taken and by when to attain your goal?)

Approval by the MU Undergraduate Curriculum Committee and by Tift faculty (April 2004)
Approval (by means of a paper review) by PSC (June 2004)
Develop a class schedule to phase out the existing ECE RAC program and to phase in the new program (Summer 2004, with schedule for phase in/phase out to begin in fall of 2004)).
Market and recruit for program (Summer 2004)
Seek funding for an additional faculty position with expertise in Interrelated Special Education for 2005-06 contingent upon program growth.

Budget Resources

(What additional funds, if any, will be required?)

Funds for marketing and recruitment.
Funds for new faculty position for 2005-06 (contingent upon program growth).

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Unit: Tift College of Education Goal 4

Time Period: 2004 - 2006

Strategic Goals

(What measurable desired goals are you pursuing?)

The Tift College of Education will implement the integration of electronic portfolios into all programs for the dual purposes of enhancing the technology skills of all Tift students and of providing a means to feed data and information into an electronic assessment system.

Progress Report

Goal accomplished. Electronic portfolios as well as Assessment System has been completely implemented in all programs under the leadership of Associate Dean Susan Malone.

Link to University Initiative

(What university strategic initiative does this goal address?)

Upgrade of technology resources.
Faculty scholarship.
Enhanced student learning.

Action Steps and Due Dates

(What steps must be taken and by when to attain your goal?)

Review software programs to determine the best program to meet college needs (April – June 2004).

Faculty in each program will delineate portfolio components/benchmarks for the each program in alignment with the Conceptual Framework (August – October 2004).

Align course assignments/artifacts for each program portfolio. (January – March 2005)

Implement portfolio requirements (Fall 2005)

Budget Resources

(What additional funds, if any, will be required?)

Hardware and software upgrades for faculty computers and for labs.

(Possible use of some of the remaining PT3 funds)

Professional development for faculty.

Acquisition of necessary digital tools such as cameras, camcorders, software support, etc.

Annual Review of Strategic Goals

Unit: Tift College of Education Goal 5

Time Period: 2004 - 2006

Strategic Goals

(What measurable desired goals are you pursuing?)

The Tift College of Education will develop MAT post-baccalaureate certification programs in ECE, MGE, and SEC, with implementation to begin by Spring or Summer of 2005.

Progress Report

Goal accomplished. Program developed and approvals will be officially implemented in Fall '06.

Link to University Initiative

(What university strategic initiative does this goal address?)

Increased enrollment.
Enhanced student learning.
Faculty scholarship.
Community engagement.

Action Steps and Due Dates

(What steps must be taken and by when to attain your goal?)

Faculty will review existing post baccalaureate programs to determine strengths and weaknesses of programs (Spring 2004)
Develop admission criteria, curricula, and syllabi for the MAT, with connections to the appropriate professional organization standards and to the Conceptual Framework (Spring – Summer 04).
The programs will be presented to the Tift faculty, to the Graduate Council, and to the PSC for review and approval (Fall 2004).
Marketing and recruitment for the programs (Fall 2004 -Spring 2005).
Phase in a transition plan for current students who wish to enter the new program. (Spring – Summer 2005)

Budget Resources

(What additional funds, if any, will be required?)

Funds for marketing and recruitment.
Funds for an additional faculty position contingent upon program growth.

Annual Review of Strategic Goals

Unit: Tift College of Education Goal 6

Time Period: 2004 - 2006

Strategic Goals

(What measurable desired goals are you pursuing?)

The Tift College of Education will develop programs and partnerships to support Early Care in Education in collaboration with private and state agencies and institutions. The first phase of moving toward this goal will be the development and approval of a bachelor's degree in Early Care and Education to be offered in a cohort model at the Henry Regional Academic Center.

Progress Report

Goal accomplished. See discussion under Progress Report for Goal 2.

Link to University Initiative

(What university strategic initiative does this goal address?)

Community engagement.

Enhanced student learning.

Increased enrollment.

Financial health of Mercer will be enhanced through grants and contracts.

Action Steps and Due Dates

(What steps must be taken and by when to attain your goal?)

Tift faculty and administrators will meet with representatives from private and state agencies to explore partnership and collaboration opportunities (February – April 2004).

Faculty will develop and seek approval for the new bachelor's degree (April 2004).

Marketing and recruitment for the new degree program (Spring 2005).

The first cohort will enter the program in Fall of 2005.

Budget Resources

(What additional funds, if any, will be required?)

Funding for an additional faculty position contingent upon program growth.

[NOTE: Tift will continue attempts to build our own resources through partnerships which will facilitate grants, buy-out time for faculty, etc.]

Annual Review of Strategic Goals

Unit: Tift College of Education Goal 7

Time Period: 2004 - 2006

Strategic Goals

(What measurable desired goals are you pursuing?)

The Tift College of Education in collaboration with CLA and CCPS will achieve Unit approval from NCATE and program re-approval from the Georgia PSC.

Progress Report

Currently in official candidacy status with Board of Examiners – campus visit scheduled for April 2007. Program concerning this Goal is moving along well under the direction of Associate Dean Malone. We have achieved candidate status with NCATE and will have our Board/Examiner visit this April. We are concerned to some degree about the percentage of adjunct faculty being utilized in our programs, but have taken some steps to reduce the percentage. We are still in need of a Science education position in Atlanta to offset programmatic needs at that location.

Link to University Initiative

(What university strategic initiative does this goal address?)

Faculty scholarship.
Increased enrollment.
Enhanced student learning.

Action Steps and Due Dates

(What steps must be taken and by when to attain your goal?)

Initiate systematic assessment system (Fall 2004).
Significantly reduce overloads and adjunct instruction (ASAP).
Develop and implement governance system (Fall 2004).
PSC / NCATE visit preparation (Fall 2004-Fall 2006).
Site visit by PSC & NCATE teams (Fall 2006).

Budget Resources

(What additional funds, if any, will be required?)

Four new faculty positions (2 for Atlanta Campus, 1 each for Henry/Douglas & Macon).
Stipends for summer writing team for PSC / NCATE reports.
Consultant costs.
Site visit costs (Total cost for visit: approximately \$20,000)

Annual Review of Strategic Goals

Unit: Tift College of Education Goal 8

Time Period: 2004 - 2006

Strategic Goals

(What measurable desired goals are you pursuing?)

The Tift College of Education will develop a Family Literacy Center on the Atlanta Campus. The purpose of the Center will be to provide opportunities for struggling readers within the community to develop and enhance their reading skills and to provide clinical opportunities for Mercer students to develop and enhance their literacy teaching / tutoring skills under the supervision of Mercer faculty.

Progress Report

The TCE Family Literacy Center was implemented on campus in Fall 2005. Tutoring with children as well as parent training was judged to be successful. But costs of this program to the University as well as parents (travel, etc.) led the staff to revise its strategy. Thus TCE faculty formed a partnership with Montclair Elementary School (heavy international population of students) in DeKalb County. Montclair, in its partnership with Mercer, was able to acquire funding to support this program, which is now based at the school. This partnership is not only providing valuable service to the community, but is meeting the goal of providing Mercer with valuable supervised clinical activity.

Link to University Initiative

(What university strategic initiative does this goal address?)

Community engagement.

Enhanced student learning and increased enrollment in Reading MEd.

Faculty scholarship.

Increased financial health through grants.

Action Steps and Due Dates

(What steps must be taken and by when to attain your goal?)

Faculty will research, visit, and review literacy centers at other colleges (Spring 2004 – Spring 2005).

Faculty will conduct a needs assessment (Fall 2004).

Faculty will develop a plan for the center and will begin to market and recruit students to be served in the center (Spring 2005).

A faculty member will be on a sabbatical during Spring of 2005 for the purpose of developing a plan for the Center.

The center will open in Fall of 2005.

Budget Resources

(What additional funds, if any, will be required?)

Start up funding for clerical support and materials may be needed.

After it is underway, it should be self-supporting because families will pay tuition and Mercer graduate students will provide the tutoring,

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Unit: Tift College of Education Goal 9

Time Period: 2005 - 2006

Strategic Goals

(What measurable desired goals are you pursuing?)

The Tift College of Education will review and revise the undergraduate programs in Middle Grades offered on the Macon Campus and in the Regional Academic Centers. The new program will lead (if feasible) to dual certification in MG and Interrelated Special Education, with options of two concentrations in Language Arts, Mathematics, Reading, Science, or Social Studies

Progress Report

The review is in-progress, but program modification will not be reviewed for curriculum modification or implementation until after our upcoming NCATE/PSC Review.

Link to University Initiative

(What university strategic initiative does this goal address?)

Enhanced student learning.
Increased enrollment.

Action Steps and Due Dates

(What steps must be taken and by when to attain your goal?)

Faculty will review innovative MG programs at other institutions (Fall 2004).
Faculty will seek input from school administrators and faculty regarding ways to enhance the preparation of Middle Grades teachers (Fall 2004).
Faculty will collaborate with CLA and CCPS faculty to develop the content concentration components of the degree. (Spring 2005)
Tift will develop the curriculum for the new degree program with connections to appropriate professional organizations and to Tift's Conceptual Framework. (Spring 2005)
Programs will be submitted for approval to the College and the University in Spring of 2005.
Approval from the PSC will be sought in Fall of 2005 for implementation in Fall of 2006.

Budget Resources

(What additional funds, if any, will be required?)

To be determined.

Annual Review of Strategic Goals

Unit: Tift College of Education Goal 10

Time Period: 2005 - 2006

Strategic Goals

(What measurable desired goals are you pursuing?)

The Tift College of Education will develop doctoral programs in Educational Leadership.

Progress Report

Goal achieved. Not only has the Ph.D. program in Educational Leadership been developed, it has been approved and will be implemented in August, 2006.

Link to University Initiative

(What university strategic initiative does this goal address?)

Enhanced student learning.

Increased enrollment.

Faculty scholarship.

Community engagement.

Action Steps and Due Dates

(What steps must be taken and by when to attain your goal?)

Tift will conduct a needs assessment and feasibility study for the program (Spring of 2005).

Faculty will develop and seek approval for the program (Fall 2005).

Marketing and recruitment for program (Spring 2006).

Admit first students to the program (Fall 2006)

Budget Resources

(What additional funds, if any, will be required?)

Library resources

Additional faculty positions with doctoral level experience.

Professional development for faculty in preparation for involvement with doctoral students.

Annual Review of Strategic Goals

Unit: Tift College of Education Goal 11

Time Period: 2006 - 2008

Strategic Goals

(What measurable desired goals are you pursuing?)

The Tift College of Education will successfully implement its Ph.D. Program in Educational Leadership (K-12) in the Fall of 2006 with two full cohorts of students. This program will expand in the Fall of 2007 with the implementation of a Higher Education cohort as well as explore partnerships with the Medical School in Medical Education and the Law School in certain areas of law in Higher Education.

Link to University Initiative

(What university strategic initiative does this goal address?)

Enhanced student learning.
Increased enrollment.
Faculty scholarship.
Community engagement.

Action Steps and Due Dates

(What steps must be taken and by when to attain your goal?)

Admissions reviews of applicants (Spring 2006 and Summer 2006)
Interviews conducted with all applicants (Summer 2006)
First classes offered (Fall 2006)
Marketing and recruitment continues for K-12 program (Fall 2006 & Spring 2007)
Marketing and recruitment for Higher Education Cohort (Fall 2006 & Spring 2007)
Admissions for both cohorts (Spring 2007 & Summer 2007)
Conduct a needs assessment and feasibility study in conjunction with the Medical School concerning need for Medical Education

Budget Resources

(What additional funds, if any, will be required?)

Additional Library resources in Higher Education Administration
Additional faculty positions to coordinate Higher Education cohorts

Annual Review of Strategic Goals

Unit: Tift College of Education Goal 12

Time Period: 2006 - 2009

Strategic Goals

(What measurable desired goals are you pursuing?)

The Tift College of Education will explore the market feasibility of implementing a hybrid face-to-face/on-line M.Ed. in Special Education.

Link to University Initiative

(What university strategic initiative does this goal address?)

Faculty scholarship.
Increased enrollment.
Enhanced student learning.

Action Steps and Due Dates

(What steps must be taken and by when to attain your goal?)

Faculty will conduct a market analysis pertaining to need and potential student enrollment (Fall 2007-Spring 2008)
Faculty will develop program curriculum and seek University and PSC approval of program (Spring 2008)
Site visit by PSC team (Spring/Summer 2008)

Budget Resources

(What additional funds, if any, will be required?)

Technology equipment/training for on-line portions

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Unit: Tift College of Education Goal 13

Time Period: 2006 - 2009

Strategic Goals

(What measurable desired goals are you pursuing?)

The Tift College of Education will implement masters level programs at our Henry County Academic Center and the Douglas County Academic Center in strategic areas of need for practicing teachers.

Link to University Initiative

(What university strategic initiative does this goal address?)

Community engagement
Enhanced student learning.
Increased enrollment.

Action Steps and Due Dates

(What steps must be taken and by when to attain your goal?)

Tift will conduct a needs assessment and feasibility study (Fall 2007)
Faculty will decide upon specific graduate programs to be offered and develop curriculum (Spring 2007)
Offer first programs (Fall 2008)

Budget Resources

(What additional funds, if any, will be required?)

Classroom space at Henry Academic Center
Possibly additional faculty member dependent upon response from constituents

Annual Review of Strategic Goals

Unit: Tift College of Education Goal 14

Time Period: 2006 - 2009

Strategic Goals

(What measurable desired goals are you pursuing?)

The Tift College of Education is proposing to explore the creation of a Center for Leadership and Change. The Primary focus of the CLC would be to coordinate and support activities of the Tift College of Education as we serve the clientele of Mercer University. Specifically, the CLC would house the Leadership Academy activities that are currently a part of the Masters program. In addition, the CLC would host the Assistant Principal's Conference, the Aspiring Leaders Conference, and an annual Renewal Conference. The CLC would also be a vehicle for grant acquisitions and broad-based support to the school systems and higher education institutions that Mercer serves. It would also serve as an agent for conducting and disseminating research.

Link to University Initiative

(What university strategic initiative does this goal address?)

Enhanced student learning.
Faculty and student scholarship
Community engagement
Increased financial health through grants and workshops activities

Action Steps and Due Dates

(What steps must be taken and by when to attain your goal?)

Once Ph.D. program is implemented, the faculty will conduct a feasibility study with school personnel in administrative positions (Fall 2007)A full blown proposal will be developed including a pro forma concerning projections and costs (Spring 2008)
Approval of Center (Fall 2008)

Budget Resources

(What additional funds, if any, will be required?)

It is proposed that this Center will be self-supporting and will generate funds to supplement the operation of the Educational Leadership Programs.