



CHAPMAN  
UNIVERSITY

**Attallah College of  
Educational Studies**

## **Strategic Plan 2016–2020**

**MISSION:** Through teaching excellence, engaged scholarship, and transformative educational practices, we collaborate with individuals, families, communities, schools, and organizations toward an inclusive, equitable, and just world.

**VISION:** The Attallah College of Educational Studies will be a nationally recognized institution known for developing professionals who change the world through ethical, rigorous, and reflective scholarship and practice.

**GOAL 1:** Become a leading resource for cutting-edge teaching and learning

**GOAL 2:** Increase innovative and impactful scholarship

**GOAL 3:** Become a model for collaborative university-community partnerships

**GOAL 4:** Develop distinguished academic programs to serve local schools and communities and achieve international prominence

**GOAL 5:** Strengthen organizational structures and systems to support our work

**GOAL 6:** Increase well-being for students, staff, and faculty

**GOAL 1: Become a leading resource for cutting-edge teaching and learning**

**Strategies:**

- 1.1 Strengthen unit tenure and promotion criteria for teaching (Faculty and FRC)
- 1.2 Create a system of mentoring and provide spaces for faculty to share teaching practices that enhance learning (Programs)
- 1.3 Support professional development for faculty to acquire cutting-edge knowledge of teaching and learning (Budget)
- 1.4 Support faculty to create curriculum that is innovative, relevant, and diverse in perspectives (Budget and Programs)
- 1.5 Provide pedagogical leadership to the wider university community (Faculty)
- 1.6 Explore opportunities to better connect teaching to community engagement and scholarship (Programs and Faculty)

**GOAL 2: Increase innovative and impactful scholarship**

**Strategies:**

- 2.1 Strengthen unit tenure and promotion criteria for scholarship (Faculty and FRC)
- 2.2 Create a system of mentoring and support for faculty scholarship (Assistant Dean and FRC)
- 2.3 Explore ways to include diverse research methodologies and community engaged scholarship in unit criteria (Faculty and FRC)
- 2.4 Support professional development for faculty to create relevant scholarship accessible to a range of audiences (Budget)
- 2.5 Disseminate research to diverse audiences (e.g., social media, newspapers, editorials, blogs, community presentations) (Faculty)
- 2.6 Explore opportunities to better connect scholarship to teaching and community engagement (Programs and Faculty)

**GOAL 3: Become a model for collaborative university-community partnerships**

**Strategies:**

- 3.1 Strengthen unit tenure and promotion criteria for service to include community work (Faculty and FRC)
- 3.2 Strengthen criteria and processes for establishing and sustaining mutually beneficial collaborative community partnerships (Faculty and Administration)
- 3.3 Identify and make more visible current community partnerships (Programs)
- 3.4 Support professional development for staff and faculty to improve mutually beneficial community partnerships (Budget)
- 3.5 Strengthen academic program capacity to further engage in community partnerships (Programs)
- 3.6 Explore opportunities to better connect service to teaching and scholarship (Programs and Faculty)

**GOAL 4: Develop distinguished academic programs to serve local schools and communities and achieve international prominence**

**Strategies:**

- 4.1 Develop design teams to shape and assess program goals and curriculum as part of the program improvement process (Programs and Director of Program Improvement)
- 4.2 Align programs with the standards of professional organizations and accrediting bodies (Programs and Director of Program Improvement)
- 4.3 Explore additional accreditation opportunities (Programs and Director of Program Improvement)
- 4.4 Increase and support collaboration across programs (Programs and Deans)
- 4.5 Enroll higher quality and more diverse students (Budget, Programs, and Deans)
- 4.6 Create criteria and a process for establishing and sustaining new CES initiatives and programs (Programs and Faculty)

**GOAL 5: Strengthen organizational structures and systems to support our work**

**Strategies:**

- 5.1 Identify strengths and constraints of current organizational structures and develop a range of alternatives (Faculty, Staff, and Deans)
- 5.2 Develop a budget system that empowers faculty and staff to best utilize university resources (Deans and University)
- 5.3 Enhance transparency of agreed upon faculty workload (Deans and Faculty)
- 5.4 Develop a system for collecting and sharing information about faculty productivity (Deans)
- 5.5 Develop and maintain a calendar for Attallah College activities (Dean's assistant and Faculty)
- 5.6 Strengthen fundraising and marketing efforts (Deans, Faculty, and Staff)

**Goal 6: Increase well-being for students, staff, and faculty**

**Strategies:**

- 6.1 Create a process to assess student well-being on an annual basis (Programs)
- 6.2 Enhance efficiency and transparency of staff workload, equity, and accountability (Deans, Supervisors, and Staff)
- 6.3 Administer annual survey to improve well-being and organizational climate (Deans)
- 6.4 Continue to foster an inclusive and supportive environment for students, staff, and faculty (All)
- 6.5 Continue to diversify the student, staff, and faculty bodies through recruiting, hiring, and retention practices (Faculty and Administration)
- 6.6 Communicate openly and honestly and strive for a robust exchange of ideas (All)