

**Core Campus Faculty Meeting – Friday, October 27, 2017**

**10:00 a.m. – noon**

**School of Education**

**Auditorium – Bloomington**

**ES2132 – Indianapolis**

**Meeting Minutes**

**IUB/IUPUI Joint session**

Dean Mason welcomed faculty with a few opening remarks and introduced Brendan Maxcy who is filling in for IUPUI's Executive Associate Dean, Robin Hughes, at this morning's meeting. Faculty on both campuses will briefly meet jointly and then break off into separate meetings to more effectively meet the needs of each campus.

Dean Mason explained that one focus of this fall's faculty meeting comes out of a memo from John Applegate, the University Vice President. This memo requested that all of our regional and two core campus schools revisit and return to the idea of "reimagining education" that was referred to in the University bicentennial strategic plan. So now both campuses will be engaging in developing our strategic plans in two particular areas: enrollment and engagement. Over the past few years we have had declining enrolment in our undergraduate teacher education programs and in our doctoral programs. This has important implications for the fiscal well-being of the school, among other things. Engagement is a slightly more nebulous idea, but important. The trustees strongly support the School of Education as being core to the mission of the University. They have high expectations of our School and a part of that is strong community engagement in terms of partnerships, among other things. On the Bloomington campus, we will be working through the Long Range Planning Committee to initiate our work, and also get input from stakeholders from outside of the School of Education, and so Dean Mason will be making some appointments from outside of the school for this particular task. The mandate document states that we need to be implementing aspects of the revised strategic plan as of July 1, 2019. This gives us time to make plans. It may be tempting to jump onto quick fixes, but it is important to reflect on any new ideas we have to see how these ideas relate to our mission and the vision of the School in order to ensure our strategies are aligned.

B. Maxcy noted that with IUPUI becoming an autonomous unit next summer, we will focus on sharpening our urban mission and thinking through engagement with and advancing our work in urban communities in the metro area, throughout the state and beyond. The School at IUPUI is working with our campus Office of Enrollment Management, thinking through opportunities, looking at new degree, certificate and licensure programs. Also, we have created an Office of Graduate Studies and Research to support growth in graduate enrollment and external funding. While it may not be "reimagining" education, so much as "continuing to imagine", we are exploring possibilities with a number of different programs from early childhood education to early college programs to partnering with districts in new ways to expand alterative certification programs. Along those lines, we congratulate Annela Teemant who received a \$2.75 million professional preparation grant from the US Department of Education to partner with districts and charter schools in the metro area to develop programs around teaching students learning English as a new language and to our Counselor and Counseling Education Program, which was also recently recognized as the innovative counselor of education program by the North Central Association of Counselor Education Programs. In general, we see a range of opportunities to

grow enrollments and external funding in ways consistent with our mission and look forward to seeking and collaborating on new possibilities as we move forward as a separate and autonomous school.

Dean Mason closed the joint segment of the faculty meeting noting that as we are asked to “reimagine”, he acknowledges it is something that we are always doing. Part of this process is telling our story, portraying the kinds of things we are already doing, but that’s not enough. We want to think seriously about how we can add new things to enhance our overall program. There will be lots of opportunities to discuss this throughout the year.

## **IUB Faculty Meeting**

### *Introduction of New Faculty*

Dean Mason introduced new faculty including:

- Monica Byrne-Jimenez in Education Leadership and Policy Studies who comes to us from Hofstra University. Her research focus is on educational leadership, development and preparation, school improvement, ethnicity and leadership.
- Alex Cuenca joins us in Curriculum & Instruction. He comes to us from St. Louis University. He focuses on Social Studies education, and teaching and learning through the student teaching experience.
- Sarah Lubinski comes to us from the University of Illinois. Her area is Math education and her scholarship lies at the intersection of education and equity with a focus on mathematics achievement.
- Julie Frye is a new librarian at the School of Education. She is a graduate of our Curriculum & Instruction program. Prior to coming here, she worked at the library at Butler University and IUPUI.
- Heather Ormiston is a visiting clinical assistant professor in the CEP program, department of counseling and education psychology. She comes to us from the Monroe County Community School Corporation.

### *Dean’s Report*

Dean Mason reviewed slides presenting the data on teaching faculty ranks, faculty demographics and student enrollment demographics-- we continue to need to strive to increase our proportions of minority faculty and students. For the first time our undergraduate population is smaller than our graduate population. It is challenging to report accurately on new enrollments because of the way students are admitted. They don’t become our students until sophomore or junior year typically, though now we have direct admits and also a new certification process, which is another point where students become committed to teacher education. The numbers presented here represent admitted freshmen who expressed an interest in teacher education. We are cautiously hopeful that this represents an uptick in enrollment. In response to a slide presenting demographic information, faculty expressed concern about the terminology “non-resident alien” used in the slide and asked if the term could be changed when the information is posted publicly. In response it was noted that this is the legal term for this group of people. Consensus among faculty present is that the term is offensive and Dean Mason noted we would explore how the terminology could be changed in the future. K. Barton noted that Spring admissions are down to an extent that is particularly disconcerting. This will have an impact on course enrollments. Shifting to research, Dean Mason reviewed numbers on overall research dollars received over the past few years. There is less federal research money available and so these grants are highly competitive. G. Buck and the Office of Research and Development are working hard to explore

new collaborations and reconfigure how we organize ourselves to receive federal funding for new research. The grants highlighted on the slide are the six largest grants. G. Buck noted that we are up a bit from last year. Dean Mason acknowledge that it is a tough environment but we are exploring ideas. Regarding revenues, since 2014 we have seen declines in our base budget and increases in our total expenses. We are now at a point, for the first time, where our expenses exceed our base budget. This is concerning. Our cash reserves are in very good shape, which is helpful with the current shortfall, but it is not sustainable. As we work to resolve our fiscal situation, we want to keep in mind our basic values and priorities as a school and take actions that are consistent with those values. The development department is in the middle of a capital campaign and they are urging faculty and staff to contribute. Participation is even more important than the actual dollar amount that you can contribute. Please be in touch with Natalie if you can.

Other things going on in the school; the 3<sup>rd</sup> University Grand Challenge has been announced. It is the first one in which the School of Education is playing an active role. The Grand Challenge is working to address the current opioid addiction crisis. Addressing this severe crisis will involve education. Faculty from CEP, Ellen Vaughan and Mary Waldron, will be focusing on creating a certificate program for teachers and other education professions, and also creating a master's degree program in Counseling Psychology on addiction prevention.

Another initiative that we are in the midst of working on right now comes from the Provost Office and is to address sexual violence prevention on campus. We will have a faculty position in CEP, a joint appointment between the School of Education and the Kinsey institute, in addition this person will work with the Dean of Students' Office on developing intervention strategies to overcome the problems we have with sexual violence on campus. We are close to bringing in this new faculty member.

We will be hosting a research seminar with the University of Warsaw in the Spring, sending a group of faculty to Warsaw, Poland for the conference which is on May 9<sup>th</sup> and 10<sup>th</sup>. The areas of interest are: methods and approaches of assessing education outcomes; teacher preparation and development; quality and high impact teaching methods; institutional organization at the school, district and country level; advances in STEM education; and education for democratic citizenship. They are looking for empirical studies, but not exclusively. This comes from a new partnership with the University of Warsaw. I encourage you to apply. Application are due December 1. We will also be having a visit from education faculty members from Beijing Normal University. This is an idea we have been working on for some time, and has just been confirmed. We will focus largely on international collaboration.

I also want to remind everyone that last year the Policy Council approved a Diversity Plan for the School. It was submitted to John Nieto Phillips at the Office of the Vice President for Diversity Equity and Multicultural Affairs (OVPDEMA) and approved. We are now in the process of implementation. The Teach Educate Act (TEA) talk series you have seen are a part of this plan implementation-- holding community conversations on important topics related to diversity. We are also exploring how we can create a position for a Director of Diversity Equity and Inclusion, with some support from OVPDEMA. Our plan is being held as a model for other units across campus.

### *SoE Website Redesign and Update*

Dean Mason introduced a plan to update and redesign our School of Education website and introduced Director of Marketing and Communications, Scott Witzke, who spoke on the topic. S. Witzke noted that the last redesign was in 2012, which is quite old by web standards. We know a lot of people have experienced frustration with the current design. Sam Mills, web site developer, is assisting with the project. We are working towards a goal of a February soft launch, though that is likely an ambitious goal. One thing to keep in mind is that we have to look like some of the other sites on campus for consistency. Our focus is on making the site easier to navigate. We want people to be able to go from the department level to the program level to degree level as quickly as possible. It used to be that important

information for prospective students were several clicks away. With the new design we are trying to have everything readily available. We will be reaching out to departments to get the information we need. S. Witzke and S. Mills demonstrated how navigating the different pathways will work using a demo of the new web design. We are also working on having information that is important to faculty easily accessible and available, including easy access to Policy Council information, etc. For example, you will be able to sort the updated faculty and staff directory by faculty status, academic program and department. S. Witzke will be sending a survey to all faculty and staff that asks you to provide your name, status, position, program and department affiliation. We are offering photo sessions for faculty today or you can contact Scott to have your picture taken. We are aiming for consistency in photos so that we all look like a team, but if you want to keep your old picture, you can. We will also have an “about me” section where your contact information will be displayed. A form will be available to allow you to keep this information up to date. Through this form we will ask for your vitae so that we can post it there as well. Any changes will have to go through the web developer, and so we are limiting the information we will need to update regularly. You can also link to your own personal website. The information we post in this section will feed other pages, including the department and program pages. Next steps:

- Faculty will receive a link to the online form. Please fill this out by November 10.
- If you want your photo redone, please stop by Scott’s office.
- If you have events that you are putting on, we have a “submit an event” link on the current web site. Please use it. We want an up-to-date and accurate events calendar.
- Send us information about awards you’ve received. We want to boast for you. It’s important.

Dean Mason reiterated the complexity and scope of the task and the importance of us all providing information to Sam and Scott.

#### *Dean’s Search update*

Dean Mason noted that the search committee is being put together and a consultant firm has been brought on board, Isaacson Miller. We have some stakeholder meetings coming up with faculty, staff and students to get input. Please know that there will be faculty input meetings held where you can share your thoughts with the consulting firm. Although we hire these consultant firms, in fact, the most important recruiting effort comes from the faculty. Please, reach out, talk to your networks about this. Contact the consulting firm or the search committee about that. Dean Mason went on to conduct a brief activity where faculty use cell phones to text a response to the prompt, “As a \_\_\_\_\_, I want a Dean who \_\_\_\_\_.” This prompt will be open and available gathering feedback for the next 29 days. The goal is to have a new dean by Fall of 2018, but we will have to see how the search unfolds. For several minutes the faculty engaged in this activity.

#### *“Reimagining Education” Revisited: The Bicentennial Strategic Plan*

Dean Mason will be working with the Long Range Planning Committee and some external members to create a task force to address this. The Dean’s Office has been meeting with people, and thinking about a response to the charge. The most recent strategic plan was completed in 2013, and we’ve done a lot since then. It is important to take stock of what we have done and also where we would like to see ourselves in the future. The current strategic plan will be a good point of departure. We can also utilize the self-study conducted for the Blue Ribbon Committee. Also through the process of the core campus review, we produced documents that will be good resources to draw from. In addition to those documents, we have other resources within the school (described in the Reimagining Education slide on display) that can help us in this process. The new partnership with the Kinsey Institute and the new Grand Challenge on the opioid addiction crises can be seen to represent a new focus on health and well-being. We may particularly want to explore the School of Education being an active participant in policy

analysis, and policy formation. Undergraduate research is a campus-wide initiative that we have not yet taken up but that we can explore as a future plan. As a research-focused institution, we are well positioned to have research opportunities as another feature that makes us unique. We are currently working on expanding our Center for International Education, Development and Research into an office of international programs and partnerships, which will enable us to have a broader scope for organizing our international work. G. Buck has been working to restructure research centers and looking at how we can reconfigure space in the School of Education to bring those research centers from Eigenmann Hall into the building. The proximity between the faculty and the research centers will enhance the research mission of the school. Project 5 to 3 is something that has come up over the years—the consolidation of academic departments from five to three. Many of our peer institutions are doing this or considering this. It is a way to consolidate academic departments and create some efficiencies from a fiscal perspective. This is something to think about as we reimagine our structure as a school. Teacher Education renewal is something K. Barton has been working on, exploring ways to enhance our teacher education program, particularly considering some of the feedback from the CAEP accreditation process. This is also something that will clearly fit into our reimagine exercise. What other assets do we have, and what information are we missing in order to move forward? Finally, Indiana Student Information to Empower (ISITE) is something M. Taylor and J. Hitchcock have been working on. It is basically creating a state-wide data base for school corporations in Indiana, to enable them to communicate with each other and support data-driven decision-making. It will also make data available for research purposes for the faculty of education. This represents the kind of engagement that we can be taking a leadership role in.

There are three questions that we will be addressing in small groups shortly. As we think about reimagining the School of Education, consider these questions, paying particular attention to how to create greater equity, engagement and excellence.

Dean Mason opened the floor to questions. There was some discussion about the Grand Challenge- is there a sense of receptiveness at the University level to the School of Education leading a Grand Challenge that addresses education broadly and involves the entire school? Dean Mason noted that a critical element of the Grand Challenge is that it be a multidisciplinary effort that involves multiple units on campus. We would need to find something that had a very clear outcome that could be clearly operationalized, involving other units on campus. The University's goal was 5 Grand Challenges over a period of time. There is not a current call for proposals but there is time to think ahead to be prepared for the next call. It was noted that a proposal would also need to provide a springboard for future research.

Meeting adjourned at 11:24 AM as faculty broke into discussion groups over lunch.

Small Group Discussion Questions:

- What does it mean to Reimagine Education?
- What are the most pressing and vital educational needs in our state and communities?
- What is the appropriate role for the School of Education in meeting those needs?