

## STRATEGIC PLAN



## MISSION

TCNJ School of Education is committed to preparing effective teachers, counselors, and speech/language professionals with strong pedagogical knowledge, social/emotional and cultural competencies, and a dedication to advocating for the communities they serve.

## VISION

TCNJ School of Education believes that building a strong foundation in college can lead to systemic changes that benefit our society. School of Education graduates know and understand the impact they can have on the world with every choice they make in their professional lives.

## VALUES

- An inclusive, equity focused, and collaborative community
- The importance of being a life long learner for our students, staff, and faculty
- Policies and practices that center the needs of our students
- Students who are intellectually curious, ethical, and committed to advocacy
- Flexibility and openness to change to meet the needs of our students and the field

## SWOT ANALYSIS

## STRENGTHS

- great reputation
- quality of students
- high quality instructors
- engaged faculty
- dedicated staff
- institutional, school, and program accreditations
- quality of courses and programs
- partnerships with districts across the state
- grant funded programs

## WEAKNESSES

- somewhat siloed
- decline in enrollment
- resistance to change

## OPPORTUNITIES

- need for more special education teachers, especially at the secondary level
- need for more ESL/EFL teachers
- need for more teachers of color
- need for more culturally responsive practitioners in all areas
- tuition reimbursement from districts
- growing demand for teachers across the state
- articulation agreements/transfer students

## THREATS

- projected decline in college age students
- Competition from other institutions
- Inadequate state funding
- increased cost of supplies and materials.
- Increased fringe rates

# STRATEGIC GOALS

TCNJ Plan	SoE Plan
Make our undergraduate program stronger and more relevant	Making our undergraduate programs more responsive to the needs of children in New Jersey and beyond
Creating new graduate, pre college and continuing ed programs	Creating non-traditional routes to teaching
Cultivating a diverse, equitable and inclusive campus community	Infuse all programs with attention to equity, diversity, justice, and belonging.
Bolstering our impact in NJ and beyond	Creating pathways for students from community colleges to seamlessly transfer into our programs.
Managing to the bottom line, ensuring long term financial stability	Leading the way in communicating key ideas in education

## Strategic Goal 1: Making our undergraduate programs more responsive to the needs of children in New Jersey and beyond

Initiatives to support this goal include:

- All students get preparation in meeting the needs of students across ability levels
- Literacy courses are enhanced with attention to multilingual learners
- All students prepared to recognize and redress inequity
- Multiple pathways to obtain endorsements and Masters degrees
- Infuse sustainability concepts into the curriculum
- child abuse and neglect training for all clinical students

Performance Indicators:

- Curriculum Updates - Percentage of courses updated to reflect current best practices in culturally responsive practices.
- Stakeholder Feedback-: Frequency and quality of feedback from schools and community organizations on program relevance and impact.
- Field Experience quality- assessing the quality of field experiences.
- Graduate Impact -Employment rates and job satisfaction of graduates in child-related fields, including the nature of their roles.
- Program Improvement - Frequency of program updates based on internal and external evaluations.

## Strategic Goal 2: Creating non-traditional routes to teaching

Initiatives to support this goal include:

- Three new pathways to train non-traditional students to become teachers and address the state's teacher shortage.
  - Para to Teacher
  - RISE Program
  - Registered Apprenticeship Program

Performance Indicators:

- Program Enrollment and Completion Rates: Track the number of participants in non-traditional teaching programs and the percentage who successfully complete them.
- Certification and Licensure Rates: Measure the percentage of program graduates who obtain teaching certification or licensure within a specified timeframe.
- Job Placement and Retention: Monitor the employment rates of graduates from non-traditional routes in teaching positions and their retention rates in the field over time.
- Participant Satisfaction and Outcomes: Assess participant satisfaction with the non-traditional programs and their perceived preparedness for teaching roles, including feedback on program effectiveness.
- Diversity and Inclusion Metrics: Evaluate the diversity of candidates entering and completing non-traditional teaching programs and the impact on the diversity of the teaching workforce.

## Strategic Goal 3: Infuse all programs with attention to equity, diversity, justice, and belonging.

Initiatives to support this goal include:

- Intentional work with faculty and staff around diversity, equity, justice, inclusion, and belonging
- Focused efforts to support first generation college students
- Intra Curricular programs that enhance understanding about ASL, children's literature, centering Blackness, Autism, etc.

Performance Indicators:

- Curriculum Integration: Measure the percentage of courses and program components that explicitly incorporate topics and perspectives related to equity, diversity, justice, and belonging. This can be tracked through curriculum audits and course evaluations.
- Student and Faculty Feedback: Track feedback from students and faculty regarding their experiences and perceptions of equity, diversity, justice, and belonging within the programs. This can include survey results, focus group findings, and feedback on program inclusivity initiatives.

## Strategic Goal 4: Creating seamless pathways for students from community colleges

Initiatives to support this goal include:

- Build relationships with community colleges by strengthening articulation agreements
- Some college/no degree programs
- ROSCOE

Performance Indicators:

- Transfer Student Enrollment Rates: Measure the percentage of community college students who transfer to the institution and enroll in degree programs, compared to the total number of community college students who expressed interest in transferring.
- Transfer Credit Articulation and Acceptance: assess the proportion of community college credits that are successfully transferred and accepted towards a degree at the institution, as well as the average time to degree completion for transfer students compared to traditionally enrolled students.

## Strategic Goal 5: Leading the way in communicating key ideas in education

Initiatives to support this goal include:

- Climate Change Education
- Youth Mental Health
- ROSCOE
- Autism Conference
- ASL Fun Day
- Literacy Justice Initiative
- Professional development

Performance Indicators:

- Outreach and Engagement Metrics: Track the number of platforms, publications, and events where key educational ideas are communicated, including the reach and engagement levels of these communications (e.g., audience size, social media interactions, and publication readership).
- Influence and Impact: Measure the impact of communicated ideas on educational practices and policies, such as the adoption of new strategies or reforms, publishing and citations in academic literature, or feedback from educational stakeholders and practitioners on the relevance and effectiveness of the ideas.