



TEACHER EDUCATION COUNCIL
OF STATE COLLEGES
AND UNIVERSITIES

FAEGREBD
Consulting

Strategic Development Plan – 2013 and Beyond

1 November 2013

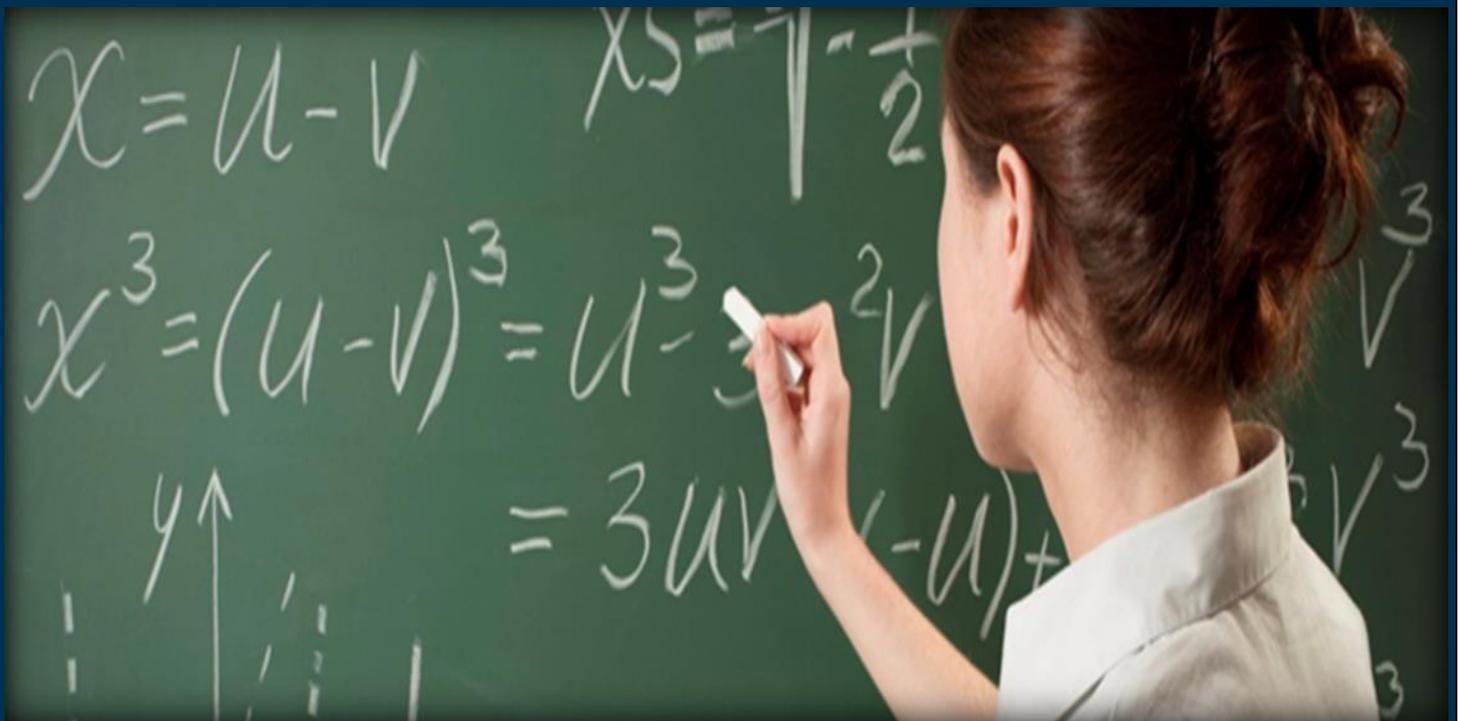


TABLE OF CONTENTS

PAGE 3 Introductory Letter

PAGE 4 Mission, Vision and Values

PAGE 5 Strategic Plan Development

PAGE 6 Professional Development for Deans and Aspiring Leaders

PAGE 7 Dissemination of Member Innovations and Impacts

PAGE 8 Policy Engagement

PAGE 9 Governance and Operations

PAGE 11 Financial Structure and Revenue Sources

Dear TECSCU Colleagues,

On behalf of your executive committee I am delighted to present to you this strategic planning document. Since last fall we have engaged in extensive conversations, conference calls and e-communications with each other and our colleagues from FaegreBD, Dave Zook and Jonathan Dilley. Dave and Jonathan facilitated our early conversations and worked closely with us to generate, review, and revise numerous iterations that have brought us to this final version for your consideration.

This work was prompted by the executive committee's desire to refresh our vision and mission and to frame what moving forward would entail. This work was significantly influenced by the input we received from the survey of members that many of you completed in fall 2012. It also was informed by our critical assessment of our resources and membership—actual and potential.

As I have participated with other executive committee members in meetings with national policy leaders I have been immeasurably proud to have the opportunity to share with them the evidence of your exceptional, innovative, and stereotype-busting work. Often times these meetings opened with our hosts asking what and who is TECSCU. By the time our conversations ended they were enthralled with the scope and depth of TECSCU institutions and our contributions to improving educational opportunity and outcomes for all students through the quality of our educator preparation programs.

Over the past year a number of organizations and agencies including the U.S. Department of Education, the American Federation of Teachers, the Council of Chief State School Officers, and others have signaled their respective intentions to focus attention and resources on educator preparation. CAEP recently posted its newly adopted standards for moving accreditation of educator preparation programs to new levels of accountability. Now is our time to move out of the wings and shadows and onto the stage as key participants in shaping these efforts.

As I have often noted to our colleague Sharon Robinson at AACTE, they are the choir and we are one of the distinct voices that contributes to and harmonizes with others in the assembly. The songbook has a broader repertoire and is richer for its diverse complementary voices.

It was great seeing so many of us at the Fall Conference just a month ago, and I am looking forward to our meeting in Indianapolis in February 2014. Thank you everyone for your participation and contributions to TECSCU and for the distinct contributions we make to education, our profession and communities. Best, mgc

Mary Gendernalik-Cooper
President, Teacher Education Council of State Colleges and Universities
Professor & Dean, College of Education, the University of Mary Washington
11 November 2013

Mission, Vision and Values

Mission

The mission of the Teacher Education Council of State Colleges and Universities (TECSCU) is to advance and enhance high quality educator preparation within comprehensive public colleges and universities.

In doing so, the organization significantly contributes to the enrichment of P-12 education and the core values of our diverse, democratic society. TECSCU is the distinct national voice on matters of importance to educator preparation programs at public colleges and universities. TECSCU strives to advance access to and the quality of public educator preparation; and to illuminate the significance of public educator preparation programs.

Vision

TECSCU amplifies the distinct contributions its members make to the ever-evolving preparation and professional development needs of educators in partnership with P-12 education. TECSCU endeavors to expand the influence its members have on educational policy and practice.

Values

We value rigorous comprehensive public educator preparation grounded in research and clinical practice. Such preparation results in analytical and caring professionals who make decisions based on the needs of P-12 learners.

We value the power of good teaching as the foundation of individual empowerment and a well educated democratic society. Dedicated, well prepared and effective educators engage with community agencies/organizations for developing the whole individual.

We value robust partnerships with P-12 education stakeholders that promote the successful professional preparation of effective practitioners.

We value diversity and equity within the profession.

We value the application of the highest standards for student success.

We value evidence-based decision making as essential to continuous improvement.

Strategic Plan Development

The Teacher Education Council of State Colleges and Universities stands at a significant crossroads. One path maintains the status quo and risks relegating the organization to a footnote in the larger national debate over educator preparation. The other path intends to lead the organization to long-term sustainability and the delivery of enhanced member services. Broad, active membership is at the heart of TECSCU's viability and its distinct contributions to educator preparation through public higher education programs.

At its core this strategic plan (plan) envisions TECSCU enacting its mission through three primary action priorities—professional development for member deans and aspiring leaders; dissemination of TECSCU members' program innovations and consistently effective practices that positively impact candidate preparation and P-12 student learning; and advocacy for public higher education through which the majority of the nation's educators are prepared for licensure and professional practice.

The plan will guide the delivery of enhanced member services in 2013 and will be fully implemented beginning in January 2014.

The plan was developed under the leadership of the TECSCU Executive Committee, with the feedback of the organization's members through a focused survey, and through research on the activities and structures of similar education membership organizations. It is designed to address the distinct needs and interests of TECSCU institutions.

In addition to the three primary action priorities noted above the plan recommends adoption of an operations model through which member services and the work of TECSCU will be discharged. Once the membership has affirmed these recommendations, a funding system that optimizes resources to sustain the organization will be presented to the membership for discussion and adoption.

During July 2013 the treasurer of TECSCU will present a budget/expense plan for the coming year to the executive committee, and then to the membership for adoption.

Professional Development for Deans and Aspiring Leaders

Professional Advancement was identified as a primary activity of TECSCU. The primary drivers of TECSCU’s professional development activities include the following:

- Create opportunities for Deans and aspiring leaders to easily share issues, concerns, strategies and solutions and to collectively address issues and concerns, develop strategies and create solutions;
- Develop and cultivate networking and mentoring opportunities.

Current Initiatives and the Next Generation of Service

| Activities and Objectives | | |
|---|--|--|
| <i>Current</i> | <i>2013</i> | <i>2014 & Beyond</i> |
| Leadership Institute held in conjunction with Fall Conference, and informal follow-up at the winter meeting | Leadership Institute held in conjunction with Fall Conference, and informal follow-up at the winter meeting | Leadership Institute held in conjunction with Fall Conference, and informal follow-up at the winter meeting |
| Informal mentoring | Organized peer-to-peer engagement and coaching system | Web-based connectivity for mentoring, coaching, and peer-to-peer engagement (e.g., blogs, FAQs, web-chats, webinars, co-publishing, resource directories) |
| | E-survey expertise in Program Innovation / Dissemination and Advocacy activities (i.e., respondents will situate themselves on a continuum of expertise and commit to contributing appropriately across local, state, regional, national levels) | Professional development workshops within regions on finance, fundraising, personnel issues, strategies for cultivating on-going local and state legislative / administration outreach |
| | Cultivate robust networking within and across regions | Continuous refinement of the website and optimize its use for networking as well as dissemination and advocacy activities |

Dissemination of Member Innovations and Impacts

Dissemination of Member Innovations and Impacts was identified as a primary activity of TECSCU. The primary drivers of TECSCU's dissemination activities include the following:

- Capture and disseminate innovative ideas and best practices and programs, and serve as an accessible repository; and
- Enable innovation through web-based applications and through multi-institutional collaborations, including as a potential grant applicant platform for subsets of the membership.

Current Initiatives and the Next Generation of Service

| Activities and Objectives | | |
|---|---|--|
| Current | 2013 | 2014 & Beyond |
| Thematic national conference | Thematic national conference | Thematic national conference |
| Presentations and proceeding publications | Develop repository and archive of effective educator preparation innovations that can be used in advocacy activities at local, state and national level | Develop web-based templates for "best practices" and program impact data collection, and templates into which reports on innovations and impact can be captured for local and broader use |
| | Launch social media strategy to sustain engagement and illuminate high impact strategies | Disseminate innovations and best practices via established social media network |
| | Work through members to build a robust resource and member network of contacts and connectivity organized around effective innovations | Sponsor state, regional, national member webinars highlighting program innovation |
| | | Develop web-based survey infrastructure for members to collect own data, use it and contribute it to state, regional and national aggregation (<i>e.g.</i> , employer satisfaction surveys, key program element impacts on candidates, common performance assessment rubrics with secure data collection and aggregation functionality) |

Policy Engagement

Policy engagement at the local, state, and federal levels was identified as a primary activity of TECSCU. The primary drivers of TECSCU's policy activities include the following:

- Gaining momentum and impact with key policymakers and peers in a high stakes environment; and
- In coordinate with other organizations illuminate TECSCU members' educator preparation effectiveness and impact on P-12 learners.

Current Initiatives and the Next Generation of Service

| Activities and Objectives | | |
|---|--|--|
| <i>Current</i> | <i>2013</i> | <i>2014 & Beyond</i> |
| Maintenance of national policy efforts with Executive Committee participation | Build local, state, and federal network of policy advocates | Employ policy network on local, state, and national legislative initiatives |
| Policy development tool kit and training webinars | Develop templates for topical policy initiatives | Engage evidenced-based tools for nimble turnaround of policy impact data |
| | Engage conversations with and evaluate potential national dean-alike collaborators | Launch collaborations with aligned organizations |
| | | Cultivate robust network of faculty/administrators, philanthropies, and policy experts |

Governance and Operations

TECSCU Executive Committee – Establishment of a Subcommittee Structure

Members of the TECSCU Executive Committee must be fully engaged and committed to the organization's mission, vision, values, and ultimate success.

To enable the Executive Committee to drive the value of TECSCU membership, the president and executive committee will establish the following subcommittees. Each will be led by a regional representative and comprised of members of the Executive Committee and general membership, inclusive of faculty and administrators at member institutions:

1. Recruitment – Tasked with developing a membership recruitment plan that actively engages the regional representatives;
2. Fundraising – Tasked with identifying philanthropic and corporate foundation donors and cultivating the relationships;
3. Technology – Tasked with increasing the TECSCU internet profile, including the identification of e-tools that facilitate TECSCU activities and communication, and the evaluation of social media as a tool to network with other deans and organizations, and the compiling, archiving, and dissemination of information;
4. Professional Development – Tasked with recruiting mentors and establishing a mentoring network, identifying and/or developing programming to support leadership development, and targeting professional development to institutions of higher education;
5. Program Innovation – Tasked with the collection of best practices and programs, engaging the membership around the adoption of “innovation” focus areas, and identifying opportunities for greater collaboration among institutions (*e.g.*, partnering on grant applications);
6. Policy Development & Engagement – Tasked with identifying and updating critical policy issues, framing positions and calls for related evidence and exemplars to be available for policy activities and meetings, evaluating partnership opportunities with other dean-alike organizations, and developing and implementing a plan to engage with university-level administrators on the TECSCU policy initiatives; and
7. Sponsored Events – Events will continue to be planned by the president-elect and a subcommittee drawing on topics and issues emerging through and from the work of the aforementioned subcommittees.

TECSCU Staff – Core Operations Elements

1. Planning and related logistical services for events the organization hosts, sponsors, and member services provided by TECSCU including the fall conference, the annual meeting held in conjunction with AACTE annual meeting, the summer Executive Committee retreat, member webinars or virtual events, and membership recruitment events.
2. Maintain records of the organization, including Executive Committee meetings and actions, formal organization documents, by-law updates and publications, member meetings, etc.
3. Prepare and send annual invoices for membership dues, maintain updated financial and membership records, maintain donor contribution records, work with treasurer on tax preparation and records.
4. Provide website management.
5. Assist Executive Committee in the development and dissemination of TECSCU newsletter, member and general correspondence.
6. Provide a business site for the organization.

The operational management of TECSCU is to be conducted directly by an Executive Assistant. TECSCU's current challenge is operationalizing this model.