



UCSB

Gevirtz Graduate School of Education

STRATEGIC PLAN

**The Gevirtz Graduate School of Education
2020–2024**



Letter from the Dean

The Strategic Plan for the Gevirtz Graduate School of Education (GGSE) reflects the vision, goals, and aspirations of our outstanding community of students, faculty, and staff. This work and the goals outlined reflect the core values of the GGSE. Our role as a school is to:

- Embrace our responsibility as a Minority-Serving Institution (MSI) to catalyze the strengths of diversity and address the challenges of our complex world
- Teach leaders who will help build equitable communities locally and globally
- Transform school and community-based systems to better serve vulnerable populations
- Collaborate with interdisciplinary and community partners to conduct impactful, respectful, equity-serving and community-engaged service and research

This five-year plan is aligned with UCSB's strategic direction, especially regarding service to undergraduate students, and with the GGSE community's desire to work in impactful partnership with fellow scholars, practitioners, and colleagues in the Santa Barbara community and region. Our plan is ambitious and inclusive and calls on GGSE to serve as a leader in education locally, in the State of California, and beyond.

I am tremendously grateful to the members of the Strategic Planning Advisory Committee for their hard work, diligence, and dedication to developing this plan over an 18-month period, and to our task force chairs for their able leadership in shaping the objectives and timelines for each goal area. Finally, thanks to the many members of the GGSE community, students, staff, and faculty, who attended town hall meetings, served on task force groups, or offered valued input in person or in online surveys.

As I've often stated, a strategic planning process and plan represent only the beginning of our work. I ask that, as an academic community, we wholeheartedly dedicate ourselves to achieving the goals outlined in this five-year roadmap, and that we continue the reflective efforts we've engaged in as a community.

Our privilege as educators is our willingness and ability to work to influence and transform scholarship and service for the betterment of society. I look forward to the path ahead.

Jeffrey F. Milem
Professor and Dean

The following document is the result of a strategic planning process that occurred over a period of 12 months in which faculty, staff, and students came together to chart a collective vision of GGSE's future.

OUR VISION

The Gevirtz School of Education (GGSE)

will be a leader in addressing pressing social justice issues through interdisciplinary collaborations grounded in educational and applied psychological research, teaching, and service.

MISSION

1. To conduct scholarly inquiry into education and applied psychology, especially into community responses to the opportunities and challenges posed by individual, economic, linguistic, and cultural diversity in our multicultural society;
2. To educate scholar researchers and scholar practitioners to address educational opportunities and challenges arising from diversity;
3. To develop and maintain exemplary programs that serve as models for teaching, research, and service.

UCSB

VALUES

Embrace our responsibility as a Minority-Serving Institution (MSI) to catalyze the strengths of diversity and address the challenges of our complex world.

Teach leaders who will help build equitable communities locally and globally.

Transform school and community-based systems to better serve vulnerable populations.

Collaborate with interdisciplinary and community partners to conduct impactful, respectful, equity-serving and community-engaged service and research.

Gevirtz Graduate School of Education



Major Pillars Themes

- Impactful research
- Diversity lens driving equity, access, excellence, and success outcomes
- Fiscal sustainability

GOAL 1:

Recruit students, faculty, and staff to GGSE who support research, teaching and service critical to serving the diverse population of California.

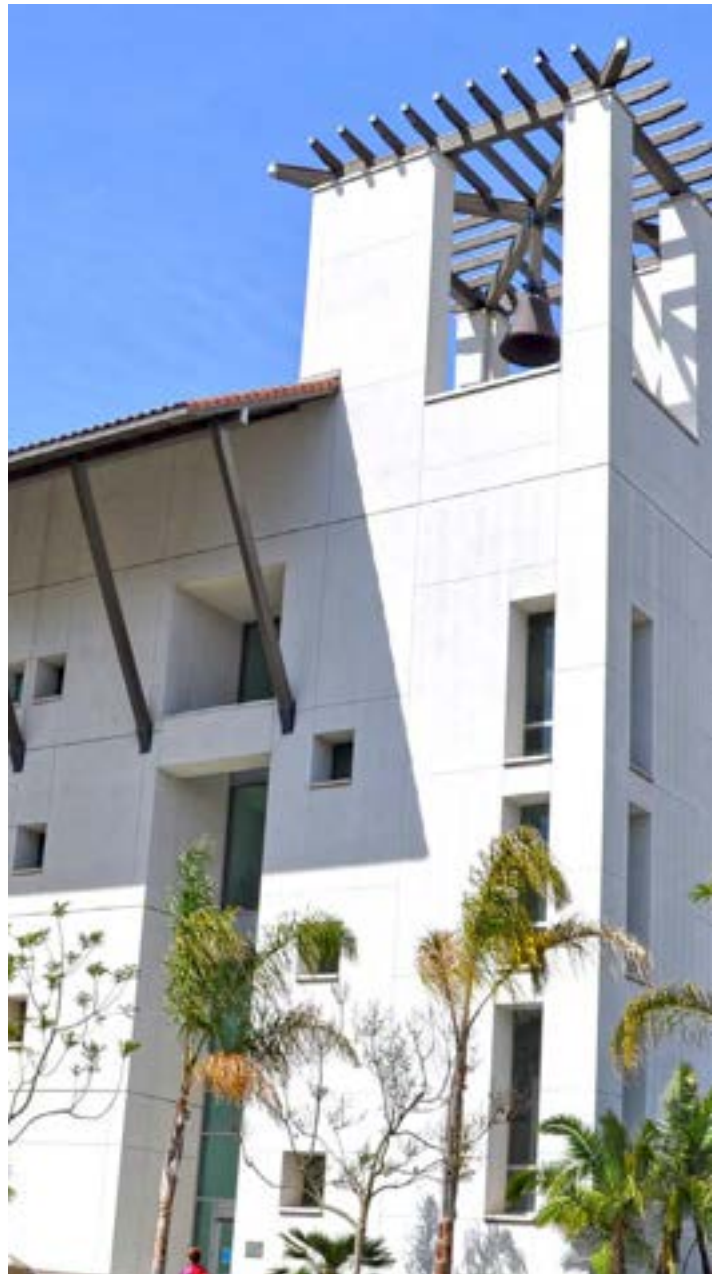


Hosford Counseling

GOAL 1

Objectives:

- a.** Offer stronger multi-year funding packages to graduate students; double graduate student “quarters funded annually.”
- b.** Increase the percentage of graduate students (Student Assistant and GSR) that are engaged in funded research.
- c.** Increase the number of undergraduate students engaged in research at the GGSE through enrollment in independent study courses for research (e.g., 99RA, 199RA).
- d.** Cluster hire at least 3 new faculty members whose research and teaching expertise focuses on pressing social and structural inequities that persist in education and communities.
- e.** Develop and implement a school-wide recruitment plan that increases and diversifies the GGSE student, faculty and staff applicant pools.
- f.** Formulate compensation packages that enable GGSE to recruit and retain exceptional staff who are actively involved in the mission of GGSE.



Develop and implement a school-wide recruitment plan that increases and diversifies the GGSE student, faculty, and staff applicant pools.



GOAL 2:

Be an optimal place to work and study at UCSB by developing a transparent, respectful, inclusive community that embraces the GGSE mission and provides clear career pathways.

GOAL 2

Objectives:

- a.** Implement a compensation plan that ensures staff salaries are aligned and competitive with salaries across UCSB and that faculty salaries are aligned and competitive with education and psychology units at peer universities.
- b.** Develop expectations for mentoring faculty, students, and staff.
- c.** Consistently offer programs, services, and events that bring people together and highlight intentionally diverse communities, engaging UCSB and the broader region.
- d.** Develop recommendations on policies and practices that will help GGSE students, faculty, and staff navigate living in a high cost, urban area.
- e.** Develop guidelines that articulate the important roles of faculty, students, and staff in achieving the mission and values we have as a community and provide mutual working expectations for faculty and staff, faculty and students, and staff.



Consistently offer programs, services, and events that bring people together and highlight intentionally diverse communities, engaging UCSB and the broader region.



GOAL 3:

Build and sustain academic degree programs that meet the needs of the GGSE, the campus, and the broader community.

GOAL 3

Objectives:

- a.** Develop and launch an undergraduate major consistent with UCSB and GGSE missions that engages and serves students and helps achieve GGSE goals.
- b.** Prepare proposals for faculty review to create and refine graduate programs that meet the needs of the GGSE, UCSB, and the broader community.
- c.** Increase capacity for undergraduate and graduate student engagement in research and service; e.g., increase the number of undergraduate and graduate student research publications and conference presentations.
- d.** Further contribute to UCSB's responsibility as a Minority Serving Institution and GGSE commitment to equity by educating UCSB undergraduate and graduate students from diverse backgrounds in our undergraduate and graduate programs.



Develop and launch an undergraduate major consistent with UCSB and GGSE missions that engages and serves students and helps achieve GGSE goals.



GOAL 4:

Increase GGSE collaborations within UCSB, the UC System, and the broader community that follow a model of shared expertise and promote equity-serving research and learning opportunities.

GOAL 4

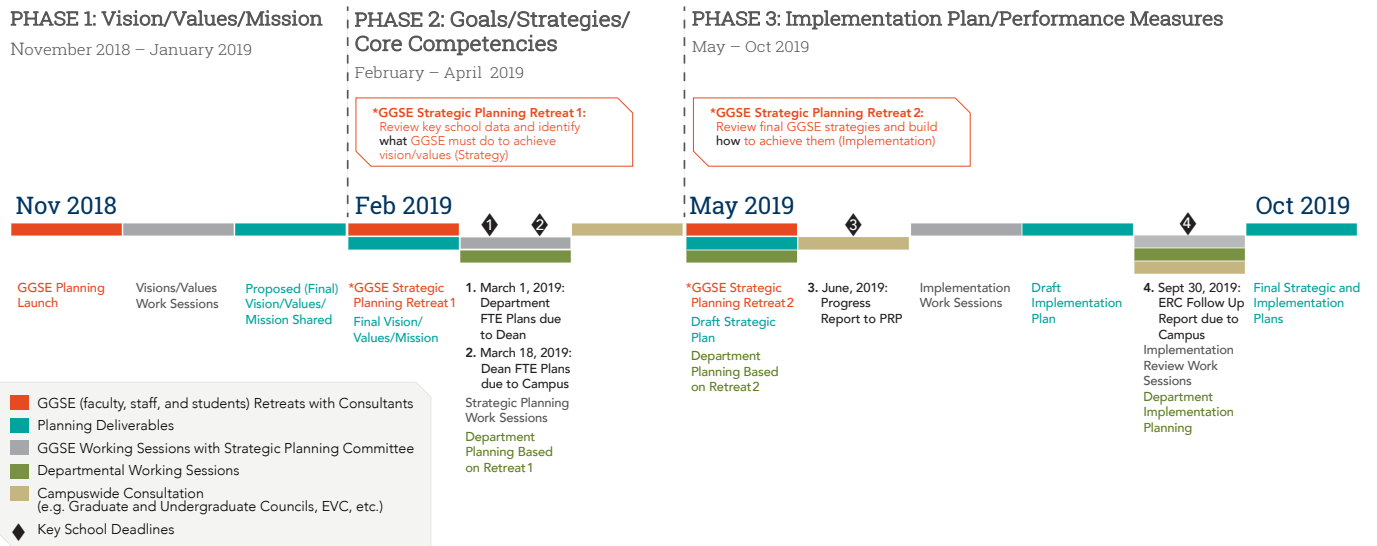
Objectives:

- a. Develop capacity to lead multi-university, interdisciplinary, and community-based projects.
- b. Increase submission of collaborative grants with other institutions.
- c. Build the GGSE policies, structures, and supports needed so that each faculty member will be engaged in significant research collaborations and/or community collaborations.
- d. Create guidelines to promote partnership with community stakeholders.
- e. Promote and incentivize cross-departmental collaboration among faculty and students.



Develop capacity to lead multi-university, interdisciplinary, and community-based projects.

Strategic Planning Engagements and Milestones: November 2018–2019



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The Gevirtz School

Graduate School of Education

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