GOVERNANCE and ORGANIZATIONAL PLAN

VT School of Education
College of Liberal Arts & Human Sciences

1. Mission and Foundational Framework for the School of Education

1.1. Mission: Virginia Tech’s School of Education (SOE) is dedicated to enriching the lives of PK-20 learners, families, and communities through inquiry, leadership and advocacy in a diverse world. We fulfill this mission through the preparation of educational professionals, applied research, and high impact outreach. We seek to promote rigorous inquiry in all aspects of our teaching, research, and outreach, provide the leadership necessary to advance all educational systems, and engage in advocacy that ensures equity and accessibility to quality learning experiences for all members of our diverse and global community. Our mission clearly situates our work within the university’s motto “Ut Prosim.”

1.2. Conceptual Framework: The School of Education is guided by the conceptual framework, updated in Fall, 2010. The executive summary is available at http://www.soe.vt.edu/intranet/word/CF.ExecutiveSummary.docx The organizational plan is based on the five key framework themes that guide our continuous improvement and frame our goals for the future:

1. Conduct our educational programs so that prospective graduates have maximum opportunities to be engaged in and learn from the actual practices they will use upon program completion.
2. Expand and deepen our engagement with, and inquiry into, the practices and policies critical to PK-20 education.
3. Ensure that our teaching and curriculum practices are aligned with desired outcomes and contemporary research and theory related to learning and development.
4. Create a technology blueprint that provides a clearer, more consolidated picture of what the School is doing to enhance program effectiveness, and identifies opportunities for leadership and distinctiveness in advancing applications of technology to education.
5. Move forward aggressively with ongoing STEM initiatives while giving special emphasis to integration within the STEM disciplines themselves, advancement of PK-20 and corporate partnerships, and design of advanced curriculum strategies.

1.3  Operating Principles: Since January, 2010, the SOE community met several times to discuss our goals for the future and the key principles to guide our efforts to achieve those goals. The following design principles have been gleaned from the conversations, surveys, and focus groups:
1. Maintain a school that functions as a unit with a clear mission.
2. Nurture a school culture that emphasizes research and funded programs.
3. Enhance functions that facilitate school operations.
4. Enhance an administrative structure that is adequate in size to support the work of faculty, staff, and graduate students.
5. Promote communication, collaboration and coordination across colleges, departments, and programs for research, teaching, and outreach.
6. Provide accessible services to support faculty and graduate student research, outreach, and international programs.
7. Maintain partnerships within the university community and with our educational and corporate colleagues to advance mutual interests.
8. Promote faculty involvement in governance.
9. Promote visibility through collegiality, productivity, and ensuring quality in all that we do.
10. Foster access and equity in all aspects of the school culture.
11. Advance learner success through instructional excellence enhanced by technology.

2. Organizational Plan

The School of Education is organized as a single unit and is comprised of a central administrative office, the Office for Academic Programs, the Office for Educational Research and Outreach, and three departments: Educational Leadership and Policy Studies, Learning Sciences and Technologies, and Teaching and Learning. The organizational chart is located at:

- **School of Education Central Office (SOE):** The main School of Education office is responsible for overall leadership and administration including budget and personnel. Additional operations include central management of communications and public relations, course scheduling and the timetable for both on-campus programs and programs delivered at our extended campus sites, development and donor relations, emergency operations, fixed assets, information and instructional technology, key control, major events, physical plant, supplies on the Blacksburg campus, and all other school-wide activities and needs.

- **Office of Academic Programs (OAP):** Primary responsibilities of the personnel in the Office of Academic Programs include managing student admission, records, and graduation procedures; coordinating curriculum actions; preparing and submitting university, state, and federal reports; and managing candidate field experience placements. In addition, the office is responsible for coordination of accreditation procedures through the National Council for Accreditation of Teacher Education and professional licensure through the Virginia Department of Education. OAP personnel serve as the liaisons
between the School of Education, the CLAHS Graduate Committee and the university’s Graduate School.

- **Office Educational Research and Outreach (OERO):** The Office of Educational Research and Outreach supports School of Education faculty in their pursuit of discovery and engagement initiatives. Specifically, the OERO works with faculty across the lifecycle of funded research and outreach projects. Pre-award functions include assistance in locating funding opportunities for such efforts, as well as assistance with budget and proposal development and submission. Post-award functions of the OERO include the management of all funded project expenditures, as well as assistance with financial reporting to sponsors. The Office also ensures compliance with relevant federal, state, and university policies for funded research endeavors.

- **Departments:** The departments facilitate program administration, promote faculty communication and collaboration, and keep the promotion and tenure process close to peers who best know the work of colleagues. Programs are clustered within departments. All faculty members are encouraged to affiliate across departments and programs to engage in research, teaching, and outreach. Department chairs may choose to convene the programs within the department as a whole; however, individual programs retain primary responsibility for program curricula, teaching assignments, student admissions, advising, and accreditation. The three departments and associated programs are based on areas of emphasis within the School:
  - **Educational Leadership and Policy Studies (ELPS)** emphasizes scholarship, outreach, and professional preparation in assessment, evaluation, and research methods; higher education; school and community counseling; and school leadership and supervision. The programs in the department are Counselor Education, Educational Leadership, Educational Research and Evaluation, and Higher Education.
  - **Learning Sciences and Technologies (LST)** brings together multiple aspects of learning in different environments, including specific aspects of the content to be mastered, cognitive aspects of the student, the instructional environment and materials, the preparation and activities of the instructor, socio-cultural and linguistic components, and assessment outcomes. Instructional areas include the social, organizational, and cultural dynamics of learning; learning and cognition; learning strategies; educational psychology; educational testing and measurement; instructional design and technology; and statistical design of educational research. The programs located in the department are Educational Psychology, Foundations of Education, and Instructional Design and Technology.
  - **Teaching and Learning (T&L)** is dedicated to the preparation of teachers as leaders for the 21st century. Inquiry and reflection, diversity and social justice, and field-based collaboration with PK-12 partners, the university, state, nation and the world are central elements to research, teaching, and outreach. Signature elements of the programs include the integration of emerging, 21st century pedagogies and technology; interactions with nationally recognized, and highly qualified faculty in small programs;
engagement with learners in a variety of settings (urban and rural schools, and informal and service learning in communities); and participation in interdisciplinary research. The programs located in the department are Career and Technical Education, Elementary Education, English Education, English as a Second Language Education, Foreign Language Education, Integrative STEM Education/Technology Education, Literacy/Reading Specialist, Mathematics Education/Math Specialist, Music Teacher Education, Science Education, History and Social Studies Education, and Special Education.

3. **Administrative Personnel**

3.1. **Director of the School of Education and Associate Dean for Professional Education**

The Director of the School of Education is appointed for a five-year term by the Dean of the College of Liberal Arts and Human Sciences. Directors will be identified through a national search process with a committee composed of faculty, staff, graduate students, and university and PK-12 partners. One or more candidates will be recommended to the dean, who makes the appointment. A director may serve for successive terms of up to five years each upon favorable evaluation and recommendation by a committee of faculty to the dean who has final approval. If an internal faculty member is selected, a hire-behind position will be provided by the college to the school for the term that this person serves as director. The director:

1. Supports and encourages efforts toward the mission and goals of the SOE, the College of Liberal Arts and Human Sciences, and the University.
2. Serves as an advocate for the School of Education to the Dean of the College of Liberal Arts and Human Sciences and other constituents.
3. Serves as Associate Dean for Professional Education in CLAHS.
4. Provides overall leadership for the school.
5. Manages overall SOE budget and facilities.
6. Based on the recommendation of associate directors and chairs, allocates personnel and funds to offices and departments, including faculty, graduate assistant, staff, and adjunct appointments.
7. Manages the search process and negotiates hiring contracts.
8. Coordinates course timetable with faculty and budget.
9. Coordinates with the college and university Development Office, including fund raising and alumni affairs.
10. Serves as primary contact for public relations to promote the School of Education within and outside the university.
11. Provides leadership for SOE planning, policy development and implementation.
12. Evaluates associate directors and department chairs.
13. Conducts faculty evaluations in collaboration with department chairs and makes final recommendations to the dean on merit salary increases and top performers.
14. Determines reappointments for pre-tenured and clinical faculty with the assistance of the department chairs and Promotion and Tenure (P&T) committees.
15. Maintains accreditation in collaboration with the Associate Director for Academic Programs.
16. Serves as chief liaison for partnerships both on and off-campus.
17. Recommends candidates for promotion and tenure at the first level (with assistance of department chairs and faculty committees).
18. Coordinates P&T process at first level.
19. Serves as supervisor for staff members in the administrative office and final reviewer for other SOE staff members on staff evaluations.
20. Maintains a personal research and writing agenda, publishes research results in refereed journals, presents papers at conferences, and seeks funding to support personal and SOE research/outreach efforts.
21. Teaches one course or equivalent per calendar year.

3.2. **Associate Director for Academic Programs**

The Associate Director for Academic Programs is appointed for a five-year term by the director of the School of Education upon a favorable evaluation, the recommendation by a committee of faculty, and with the agreement of the dean. Successive terms are optional based on favorable evaluations by faculty and the director. Working closely with the Director, Associate Director for Educational Research and Outreach, department chairs, program leaders, and faculty, the Associate Director for Academic Programs:

1. Supports and encourages efforts toward the mission and goals of the SOE, the College of Liberal Arts and Human Sciences, and the University.
2. Oversees the graduate program, manages the processing, storage, and retrieval of student records, and serves as liaison to the Graduate School.
3. Coordinates and supports all professional preparation programs and serves as licensure liaison with the Virginia Department of Education.
4. Works with faculty and staff members in the management of all activities related to student field experiences, including student teaching and internships.
5. Coordinates and organizes unit accreditation activities and preparation for reviews and visits; serves as liaison with the National Council for the Accreditation of Teacher Education.
6. Coordinates SOE procedures related to curriculum, degrees, and certificates.
7. Manages the student and program data systems for the School of Education related to degrees, accreditation and reports to internal and external constituents.
8. Collaborates with department chairs to promote programs and degrees.
9. Contributes to policy development and implementation as a member of the SOE Leadership Team.
10. Supervises and evaluates staff members in the Office of Academic Programs.
11. Maintains a personal research and writing agenda, publishes research results in refereed journals, presents papers at conferences, and seeks funding to support personal and SOE research/outreach efforts.
12. Teaches one course or equivalent per academic year.

3.3 Associate Director for Educational Research and Outreach

The Associate Director for Educational Research and Outreach is appointed for a five-year term by the director of the School of Education upon a favorable evaluation, the recommendation by a committee of faculty, and with the agreement of the dean. Successive terms may be available based on favorable evaluation by faculty and director. Working closely with the Director, Associate Director for Academic Programs, department chairs, program leaders, and faculty, the Associate Director for Educational Research and Outreach:

1. Supports and encourages efforts toward the mission and goals of the SOE, the College of Liberal Arts and Human Sciences, and the University.
2. Promotes collaboration on sponsored research projects across faculty and programs within the SOE and across the university.
3. Promotes, supports, and coordinates sponsored research for the SOE. This includes pre-award services of searches for funding programs, proposal development assistance, budget planning, and proposal submission; and post-award services of research personnel appointments and payroll, expenditure processes, budget reporting, and fiscal oversight.
4. Provides assistance to seek funding for domestic and international programs (e.g., finds relevant RFPs, identifies appropriate faculty, assists in proposal development).
5. Manages and coordinates proposal development and submission.
6. Provides oversight of SOE centers.
7. Identifies, nurtures, and supports partnerships with PK-12 colleagues and corporate agencies.
8. Focuses all work on the missions and goals of the School, College, and University, and identifies promising ventures that fulfill these missions and goals.
9. Makes office operations self-sustaining through generation of sponsored research and overhead revenue.
10. Provides oversight of sponsored research expenditures to ensure compliance with university, state and federal policies and regulations.
11. Promotes and supports research, outreach, and international efforts of faculty at extended campus centers.

12. Maintains close relationships with members and organizations in fields closely related to the work of the SOE and seeks opportunities for self and the School to provide high impact services, paid and unpaid, needed by these members and organizations.

13. Serves as supervisor for research faculty.

14. Supervises and evaluates staff members in the Office of Educational Research and Outreach.

15. Contributes to policy development and implementation as a member of the SOE Leadership Team.

16. Maintains a personal research and writing agenda, publishes research results in refereed journals, presents papers at conferences, and seeks funding to support personal and SOE research/outreach efforts.

17. Teaches one course or equivalent per academic year.

3.4 Department Chairs

Department chairs are elected for a term of three years by all full-time faculty of the department. The elected chair assumes the position upon approval by the Director of the School of Education and Dean of the College of Liberal Arts and Human Sciences. Terms are three years, with the option to stand for re-election based on satisfactory evaluation by the SOE Director. Eligible faculty for this position must be tenured faculty in the department in which they are serving as faculty.

This position is a nine-month, academic year contract plus one course equivalent for each summer session. Faculty members serving in this position will receive one course release in each of the Fall and Spring semesters; adjunct for each release provided by the SOE; and one 10-hour graduate assistant to support department activities.

Working closely with faculty, director, and associate directors, the chair:

1. Supports and encourages efforts toward the mission and goals of the SOE, the College of Liberal Arts and Human Sciences, and the University.

2. Establishes department goals, operating procedures and conducts regular faculty meetings of all programs.

3. Provides support and guidance to program leaders in development and implementation of program plans.

4. Coordinates and supports programs at extended campus centers (i.e., Abingdon, Falls Church, Hampton Roads, Richmond, and Roanoke) and distance education programs as needed.

5. Convenes department meetings and facilitates communication within the department and to/from the Director’s office.

6. Provides guidance to faculty on teaching and service load expectations.
7. Coordinates and monitors faculty mentoring and support for graduate assistants.
8. Encourages faculty professional development and participation in internal and external grant activities.
9. Manages election and/or selection of faculty and graduate students for department, SOE, College of Liberal Arts and Human Sciences, and Virginia Tech committees, task forces, councils, awards, and recognition.
10. Manages the department’s day-to-day operation and communication.
11. Advises SOE Director regarding faculty, adjunct, and graduate assistant office and space utilization.
12. Manages department’s operating budget and monthly accounting including faculty and graduate student travel approvals and HokieMart purchases.
13. Manages course scheduling/timetable and coordinates course delivery across other departments.
14. Advises SOE Director on adjunct and graduate teaching assistant needs.
15. Reviews annual faculty activity reports; conducts annual meetings with faculty.
16. Submits written evaluations, rankings, and recommendations for faculty merit raises to the SOE Director.
17. Coordinates and implements the promotion and tenure procedures for tenure track and clinical faculty including securing external reviewers with the department’s P&T committee using the SOE P&T Guidelines and department’s approved P&T Guidelines.
18. Advises SOE Director on renewal or non-renewal of pre-tenured and clinical faculty.
19. Approves monthly staff timesheets and leave reports and coordinates leave requests.
20. Conducts or coordinates performance evaluation and supports professional development of department classified and university staff.
21. Serves on the SOE Leadership Team; advises the SOE Director on all matters related to SOE goals, expectations, and operations.
22. Represents department on CLAHS Administrative Council and the University’s Department Head’s Council.
23. Submits an annual report that includes activities related to accomplishments, faculty annual evaluation information, goals for the next academic year, and other items that align with the CLAHS annual report guidelines.
24. Is available throughout the summer to conduct administrative duties.
25. Teaches two courses within the academic year.
26. Maintains a personal research and writing agenda, publishes research in refereed publications, presents papers at conferences, and seeks funding to support personal and SOE research/outreach efforts.

3.5 Extended Campus Center Site Leadership
Extended campus center site leadership positions are located at extended campus sites where SOE faculty and staff members are posted. These leadership positions are appointed for a term of 3 years by the Director of the School of Education, and may be reappointed based on satisfactory evaluation by the SOE Director. Eligible faculty for this position must be located at the extended campus site for which they are serving as extended campus center site coordinator. These positions are held by faculty who are on nine-month, academic year contract with an appropriate amount of support for each summer session depending on the duties required during this time period. Faculty serving in this position may receive course release in the academic year depending on the duties. Adjuncts for each release will be provided by the SOE if necessary. Specific terms of the appointment will be negotiated with each faculty member and codified in her/his letter of agreement.

Specific duties related to this position vary based on the needs of the applicable extended campus center.

**Northern Virginia Center – Falls Church, VA:**

1. Supports and encourages efforts toward the mission and goals of the SOE, the College of Liberal Arts and Human Sciences, and the University.
2. Interfaces with the director with notification to the Educational Leadership and Policy Studies department chair for all issues related to budget, space, development, public relations, and partnership agreements.
3. Interfaces directly with the Educational Leadership and Policy Studies department chair, and Counselor Education and Educational Leadership program leaders, for all issues related to program needs including staffing, graduate student requests, timetable/scheduling, and governance.
4. Coordinates budget with the director, ELPS department chair, and relevant program leaders.
5. Establishes operating procedures and conducts faculty meetings as appropriate with faculty who are posted to the site.
6. Provides support and guidance to site faculty across all programs.
7. Facilitates communication at the extended campus center and to/from the ELPS department chair’s office, and to/from the SOE director’s office as needed.
8. Facilitates and monitors faculty mentoring and support for graduate assistants if needed.
9. Serves as the representative of the SOE at program leader meetings at the extended campus center.
10. Encourages faculty professional development and participation in internal and external grant activities.
11. Manages the extended campus center’s day-to-day operations and communication.
12. Manages extended campus center’s operating budget and monthly accounting including faculty and graduate student travel approvals as
appropriate, HokieMart purchases, and the professional development budget for faculty at the center.

13. Approves monthly staff timesheets and leave reports, and coordinates leave requests as needed.

14. Conducts or coordinates performance evaluation and supports professional development of department classified and university staff.

15. Is available throughout the summer to conduct administrative duties.

16. Teaches courses within the academic year as negotiated with the program leader, department chair, and director.

17. Maintains a personal research and writing agenda, publishes research in refereed publications, presents papers at conferences, and seeks funding to support personal and SOE research/outreach efforts.

**Hampton Roads/Richmond, VA:**

1. Supports and encourages efforts toward the mission and goals of the SOE, the College of Liberal Arts and Human Sciences, and the University.

2. Interfaces with the director with notification to the Educational Leadership and Policy Studies department chair for all issues related to budget, space, development, public relations, and partnership agreements.

3. Interfaces directly with the Educational Leadership and Policy Studies department chair and Educational Leadership program leader for all issues related to program needs including staffing, graduate student requests, timetable/scheduling, and governance.

4. Coordinates budget with director, ELPS department chair, and Educational Leadership program leader.

5. Coordinates space and office procedures with the Hampton Roads/Richmond Center director.

6. Provides support and guidance to site faculty.

7. Facilitates communication at the extended campus center and to/from the ELPS department chair’s office, and to/from the SOE director’s office as needed.

8. Serves as the representative of the SOE at program leader meetings at the extended campus center.

9. Manages extended campus center’s operating budget and monthly accounting including faculty travel approvals as appropriate, HokieMart purchases, and the professional development budget.

10. Supervises SOE staff personnel at the Hampton Roads location, approves monthly staff timesheets and leave reports, and coordinates leave requests as needed.

11. Is available throughout the summer to conduct administrative duties.

12. Teaches courses within the academic year as negotiated with the program leader, department chair, and director.

13. Maintains a personal research and writing agenda, publishes research in refereed publications, presents papers at conferences, and seeks funding to support personal and SOE research/outreach efforts.
3.5 Program Leaders

In most cases, program leaders are nominated for a three-year term by clinical and tenure-track program faculty of at least .50 FTE and are appointed by the director. They may serve consecutive three-year terms pending a favorable evaluation by the department chair and director as part of the annual review. Release time and/or summer employment may be made available depending on program size and complexity as determined by the department chair and director. Working closely with the faculty, director, associate directors, and department chairs, program leaders:

1. Support and encourage efforts toward the mission and goals of the SOE, the College of Liberal Arts and Human Sciences, and the University.
2. Provide leadership for the development, implementation, evaluation and improvement of the curriculum.
3. Facilitate student recruitment, admission, and re-admission processes, including communications with potential and newly-admitted students.
4. Organize and provide leadership for maintaining accreditation.
5. Manage individual program course scheduling and coordinate requests with the department chair.
6. Supervise and evaluate program area graduate assistants.
7. Identify qualified adjuncts or temporary faculty as needed.
8. Collaborate with other programs to ensure curricular cohesion, prevent scheduling conflicts, and reduce course redundancy.
9. Coordinate new academic initiatives with department chair, program faculty, associate director for academic programs, and director.
10. Manage program allocations when available that support instructional programs.
11. Serve as the contact person for program public relations (website and promotion material).
12. Provide leadership to continually improve instruction and promote the integration of technology (including the distance delivery of courses and programs).
13. Manage the collection of data on student and program performance for accreditation and program improvement.
14. Maintain a personal research and writing agenda, teaching assignments, publish research results in refereed journals, present papers at conferences, and seek funding to support personal and School of Education research efforts.

4. Resources

4.1 Personnel
SOE personnel are comprised of all faculty, research faculty, staff, and graduate assistants assigned to the SOE including personnel served through OERO and all constituent centers and projects and those housed at VT extended campus centers. All hiring and administration of personnel must conform to SOE and university policies and guidelines. Evaluation of all personnel must be done on an annual basis and in accordance with university policies and guidelines. SOE administrators, including the director, associate directors, assistant director, department chairs, and site coordinators are charged with those duties outlined in their job description and afforded to them through the university Faculty Handbook and the SOE organizational plan. Faculty workload guidelines are described in detail at: http://www.soe.vt.edu/intranet/word/2011-2012_SOE_Faculty_Load_Policy-rev.docx

4.2 Budget

The SOE budget is centralized and administered under the director and the director has ultimate signature authority and responsibility for all SOE accounts. The SOE manages a large range of accounts including:

- Education and General (E&G) base salary and operating funds
- Foundation accounts
- Sponsored program accounts
- Overhead accounts
- Residual accounts from Continuing and Professional Education and the Institute for Distance and Distributed Learning
- One-time dollars to meet specific temporary needs

1. Base salary funds: The SOE receives base funds annually to pay full-time instructional faculty, staff, and graduate assistants. The faculty and staff funds are dedicated to specific personnel and must be used as salary for the individuals in these positions. The graduate assistant (GA) base funding covers a basic salary for the number of assistantship lines supported by the CLAHS. The SOE supplements the GA stipends by using our Education and General (E&G) dollars when available in order to be more competitive with other campus units.

2. Base operating funds: All SOE administrative offices, departments, and extended campus sites with assigned personnel have operating funds dedicated to academic program activities and must be expended during the fiscal year. Deadlines for expending operating money are set each year at the university and school levels but usually occur in April and May.

Offices and departments also receive annual allocations for faculty professional development which are earmarked for each faculty member and must be spent by university deadlines of each fiscal year. All uses
of operating and professional development funds are subject to university and school policies and guidelines. Administrators and chairs of each of these departments and budget accounts have signature authority for these operating/professional development dollars. The director must approve all other budgets and expenditures except those related to sponsored programs, which are approved by the OERO associate director. The director has signature authority over all expenditures, especially one-time grant dollars and awards which are funded with E&G support, and is kept apprised of funds management through the monthly reconciliation reports. The associate directors for OAP and OERO have signature authority over SOE expenditures should the director not be available.

3. *Foundation accounts*: These accounts include a general SOE foundation account which stewards the unrestricted foundation gifts, as well as the full range of scholarships, department or program specific funds, and other awards based on the generosity of our donors. The SOE administrative office manages all of these funds, and works directly with programs and departments on fund expenditures. Permission from the Foundation through the SOE office must be secured before using these funds for their stated purposes. These funds carry over from year to year. All foundation accounts are charged a 7% annual administrative fee by the Virginia Tech Foundation.

4. *Overhead accounts*: Individual grant and principal investigator accounts are managed by OERO. Overhead fund accounts should be used by the faculty to advance their research, support graduate students, and secure materials, equipment, technology, etc. approved by VT for their professional needs. Faculty may access their overhead accounts through their department’s administrative assistant. These funds carry over from year to year. Faculty should use their overhead accounts before requesting operating dollars for projects from the SOE office.

5. *Residual accounts*: Individuals with residual accounts should use this money similar to their overhead accounts. Faculty should use their residual accounts before requesting operating dollars for projects from the SOE office.

6. *One-time dollars*: These funds may be available on an annual basis depending upon salary savings or allocations for specific needs made by the CLAHS dean’s office for clinical faculty, temporary faculty, and adjuncts, as well as through the various internal grant programs that are announced on an annual basis. These funds cannot be carried over and must be spent within the university’s guidelines. Permission from the SOE office must be obtained before committing one-time funding for any reason. Faculty who have time bought out on funded projects may be
eligible to receive a portion of their salary savings depending upon the amount of time released and the cost of adjuncts to fill behind. Please see the SOE Faculty Incentive Policy on the OERO website for more details. URL

4.3 Resource Allocation Guidelines

1. All resources must be focused on achieving the mission of the School and the operating principles outlined at the beginning of this document.
2. The operating and personnel needs of each department will be evaluated on an annual basis, and allocations will be made in accordance with individual program needs related to basic delivery, federal regulations, accreditation, and SOE priorities for growth and potential for funded research.
3. Support will be available for faculty and graduate students to engage in research and outreach and will vary based on the resources available in any given year.
4. Overhead money will be invested to support new research, outreach, and innovative activities related to the mission.
5. Support will be provided for innovative program delivery systems.
6. Overhead will be distributed to encourage further ventures. Distributions will be based on formulae established by the director in consultation with the associate directors and department chairs.

4.4 Allocation of Discretionary Resources

Discretionary resources for “start-ups” will be allocated by the School of Education Director in consultation with the associate directors and department chairs in accordance with the principles and the current budget status. Resources can be acquired by faculty members via two alternate routes:

1. Faculty proposals: The written proposal must indicate how the project or program contributes to the mission and goals of the SOE and provide evidence of success in terms of scholarship or external funding.
2. Administrator proposals: The director, associate directors, or department chairs may identify potential projects or programs and solicit participation by relevant departments, programs, faculty, staff, or partners.

Funding for these projects may come from either one-time or overhead funds depending upon resources available at the time. Faculty members are accountable for use of discretionary resources and must follow all university guidelines for the use of other one-time or overhead funds. Follow-up reports of the outcomes of any awarded resources must be made within 30 days of the event or closure of the project for any future funds to be available to the individual faculty member or team of faculty members. Evidence of resulting scholarship must be included. A project may be supported for up to five years;
thereafter, it must function independently from SOE’s operating budget resources.