Vision	Mission
To be a top-ranking institution that generates impactful research to advance its mission	We *prepare* transformational leaders as highly qualified teachers, reflective practitioners, effective administrators and engaged researchers who influence educational policies and practices relevant to Black and other underserved populations; we *empower* individuals, schools, and communities; and we *promote* racial and social justice.

Values

Excellence–We value the relentless pursuit of excellence and integrity in teaching, research and service.

Disciplined inquiry–We value transformational, rigorous, systematic and culturally affirming scholarship that promotes and advances Black and other underserved communities.

Equity and inclusion–We value a climate that is inclusive, open and welcoming to diversity of people, ideas, and perspectives all aimed toward promoting equity, racial equality and social justice.

Service–We value service to our local, national and global communities through advocacy, professional development and education.

Innovation–We value innovation for advancing learning, discovery, research and practice.

Collaboration–We value collaborations and partnerships across sectors/disciplines aimed at co-constructing solutions for reducing disparities and improving equity.

Continuous improvement–We value ongoing self-reflection, evaluation and use of results for continuous improvement of programs and services.

Goals	Initiatives	Expected Outcomes
Policy Influence Significantly influence debates and policies on Black and other underserved children, families and professionals, particularly in urban settings	**Develop an Advocacy Center** that will provide an organized space for faculty and, students, and community leaders to receive formalized training in advocacy and to actively participate in national policy and advocacy activities **Incorporate advocacy experiences** through theory and practice to improve the application of equity and inclusion **throughout the curriculum** in each degree program	✓ A formal committee/partnership of global leaders on urban education advocacy (3-12 partners) ✓ Annual workshops by the Advocacy Center (2-4 per year) ✓ Annual attendance at by Advocacy Center members at national advocacy activities (3-4 per year) ✓ Advocacy Center services provided to the community (3-5 services) ✓ Degree programs with an advocacy course or learning experience (3-5 programs) ✓ Faculty invitations to speak for conferences, symposiums, seminars, meetings, workshops or public hearings (3-9 per year) ✓ Faculty invitations to become members of national committees or professional boards (3-9 per year)
Academic Excellence Sustain students' learning opportunities, outcomes, global engagement and proficient use of technology for social sciences	**Provide holistic, interdisciplinary preparation** for students to ensure their training equips them to meet the needs of the individuals they serve **Increase students' global engagement** to improve their acceptance of cultural diversity and understanding of opportunity gaps **Increase the use of instructional technology** in instructor-led courses **Increase opportunities for distance learning** through online course offerings and hybrid degree programs **Improve programmatic assessments and evaluations**	✓ High student outcome rates in retention, on-time graduation, comprehensive exams, field evaluations and licensure exams (80-100%) ✓ Substantive global education, service learning or student organization activities (3-5 per year) ✓ Courses that require use of SAS, R, STATA, Python, SPSS, SQL or data visualization software (6-15 courses) ✓ Online and hybrid degree programs or advanced certificates (1-3 programs or certificates) ✓ Online course offerings (6-15 courses) ✓ State-approved, nationally-recognized or accredited degree programs (6-12 programs)

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School of Education
HOWARD UNIVERSITY

Goals	Initiatives	Expected Outcomes
Research Impact Expand the footprint of advanced research and data analysis	**Develop courses in** structural equation modeling (SEM), hierarchical linear modeling (HLM) and other **advanced statistical models** to expand doctoral students' skills in advanced statistical analysis **Develop incentives to increase sponsored quantitative and qualitative research** that supports the SOE mission **Provide** ongoing, systematic **professional development opportunities for faculty and students** **Establish partnerships** with state and local education agencies **to provide a professional development institute** for SOE stakeholders	✓ Increase in U.S. News & World Report Ranking (top 100) ✓ Professional development opportunities for faculty and students (2-4 per year) ✓ Citations for faculty and students (320-450 per year) ✓ Increase in funded research ($3-10M) ✓ Presentations made at conferences by faculty and students (6-12 per year) ✓ Professional development workshops provided by faculty to SOE stakeholders (3 per year) ✓ Partnerships with educational agencies (3-5 partnerships) ✓ High pass rates in advanced statistics and advanced qualitative research courses (80-100%)
Operational Excellence Operate efficiently and effectively across all departments in the School of Education	**Streamline core processes** related to academic affairs such as recruitment, graduation, assessment, accreditation and fundraising **Increase the reliability and validity** of operations **Improve operational assessments** **Provide** ongoing, systematic **professional development opportunities for staff** **Establish partnerships** with foundations and corporations **to increase technological resources and funding opportunities** **Maintain excellent customer service**	✓ Annual administrative unit assessment ✓ SOE standing committee meetings (4-8 per year) ✓ Exceptional time-to-response for requests (2-7 days) ✓ High percent of on-time deliverables (80-100%) ✓ Professional development opportunities for staff (2-4 per year) ✓ Foundation and corporate partners (3-5 partners) ✓ High percent of course assessments in Taskstream (80-100%) ✓ Increase in SOE funding opportunities (8-20 covering full tuition; 12-25 covering partial tuition) ✓ Hosted events with SOE stakeholders (2-4 per year) ✓ Increase in enrollment (20-50%) ✓ High percent of "Satisfied" ratings on customer service surveys (80-100%)