



**Department of Counseling
2010-2015 Strategic Plan**

I. EXECUTIVE SUMMARY

1-2 pages

<p>A. Mission and goals:</p>	<p>The mission of the Department of Counseling is to prepare excellent counseling professionals who are compassionate, reflective, proactive, and effective change agents for the promotion of greater human understanding, dignity, and positive relationships. The mission is accomplished by faculty working together in partnerships with schools, communities, and university colleagues at the local, national, and international levels in response to the University of North Carolina at Charlotte's commitment to children, families, schools, and other settings.</p> <p>In addition to the Counseling Department mission statement, the faculty has formalized five goals that specify how we intend to fulfill our mission.</p> <p>The goals of the Department of Counseling are to continue:</p> <ul style="list-style-type: none"> • to develop and maintain a curriculum based on current knowledge concerning the counseling and human development needs of a global multicultural society, • to challenge and support student and faculty growth in human understanding, dignity, and positive interactions on all levels, • to achieve excellence defined by maintaining CACREP accreditation at both the Master's and Doctoral levels, • to enhance appreciation of the additive nature of multiculturalism, • and to provide excellent instruction, research and community service. <p>Specific goals of the Department of Counseling, aligned with the strategic goals of College of Education, the goals of the Office of Academic Affairs, and the goals/actions of the UNC Tomorrow report include:</p> <ol style="list-style-type: none"> 1. The Department will respond to the increased demand for excellent counselors in schools and mental health/community agencies to serve urban and underrepresented populations. 2. The Department will identify major research themes related to diversity issues. 3. The Department will increase engagement and support for program graduates and initiate continuing education for counselors in the region, particularly in the areas of diversity, supervision, and children, couples, and families. 4. The Department of Counseling is committed to infusing diversity into all courses and clinical experiences and creating ways to measure its impact. 5. The Department of Counseling will develop innovative teaching and advising methods to insure that students are well prepared to meet the needs of diverse clients in the 21st century. 6. The Department of Counseling will utilize the resources provided by the College of Education to support faculty and staff development. 7. The Department of Counseling will validate its work through CACREP accreditation, service on professional boards and organizations, and program recognition awards. 8. The Department of Counseling will address global understanding through academic courses and learning experiences. 9. The Department of Counseling will engage in activities to reach out to alumni.
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B. Summary of process used to develop unit goals:	These goals were established through discussion with faculty members during Department meetings. The document was sent electronically for comments prior to meetings and updated after each discussion.
C. Summary of major goals in strategic plan:	These goals represent our focus on developing excellent professional counselors who are prepared to work with diverse clients in multicultural settings. We desire to provide education to both students and community professionals in the region to develop a national reputation as a leader in multicultural counseling.
D. Summary of new resources required to achieve new goals:	In order to meet the addition of an Addiction Counseling program, an additional faculty member would be needed for expansion growth. If a study of the need for a College Counseling and Student Personnel program supports the development of such a program, additional faculty (1-2) will be needed. In order to develop adequate clinical experiences for students, we would like to establish a community clinic through building cooperative agreements with community agencies. This process would entail providing university supervisors in the field and would include 2 MA level Licensed Professional Counselors.

II. ENVIRONMENTAL SCAN/ UPDATES SINCE LAST FIVE –YEAR STRATEGIC PLAN

1-2 pages

A. Assessment of cumulative progress in meeting goals in current strategic plan:	
B. Environmental scan/updates of challenges, opportunities, and obstacles since last strategic plan:	



III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES FOR 2010-2015

A. #1: The Department of Counseling will respond to the increased demand for excellent counselors in schools and mental health/community agencies to serve urban and underrepresented populations.

B. Relationship of goal to next higher reporting unit goal:	1. The College of Education will graduate highly effective and ethical 21 st century professionals - teachers, school leaders, and counselors - who will have a positive impact on children, youth, families, communities and schools and who will be successful in urban and other high need settings.
C. Action plans to achieve goal:	<ul style="list-style-type: none"> (1) The Department will screen and select students who are committed to serving diverse communities. (2) Curriculum will include a focus on multicultural and diversity. (3) Placements for practicum and internships will include sites which serve underrepresented populations. (4) Strategic partnerships will be established with community agencies to provide high quality, sustained, and supervised practicum and internship sites for master's and doctoral student. (5) The Department will collaborate with the College of Education Candidate Assessment System to identify and implement new strategies to measure student learning outcomes. (6) The Department will develop a new track in the M.A. in Counseling in Substance Abuse Counseling. (7) The Department will explore the feasibility of developing a College Counseling and Student Personnel track in the M.A. in Counseling Program.
D. Effectiveness measures/methods to assess outcomes/goal attainment:	<ul style="list-style-type: none"> (1) Feedback from instructors of multicultural course based on class performance. (2) CACREP review of courses for meeting multicultural standards. (3) Review of sites to assess diversity of clientele. (4) Increase in number of high quality of placement sites. (5) Development of data collection system through TK-20 (6) Approval of Addiction Counseling track. (7) Data collected from campus offices in Student Affairs, information from other programs in the state that offer this program.
E. Assessment schedule to assess goal:	Summative assessment annually
F. Person/group responsible:	Department Chair; Department Program Coordinators, Clinical Coordinator
G. Performance outcomes for goal:	Increased effectiveness of our students/graduates as reported by site supervisors/employers. Increased number of effective sites. New curriculum options for students.
H. Resources Required:	Funding for supervisory positions for clinical placements; new faculty member for increased enrollment as addiction counseling program grows; new faculty line if feasibility study supports development of College Counseling and Student Personnel track.

ANNUAL REPORT

I. Annual progress assessment of performance outcomes:	
J. Follow-up plan to make changes as a result of assessment findings:	



III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES

A. #2: The Department of Counseling will identify major research themes related to diversity issues.

B. Relationship of goal to next higher reporting unit goal:	2. The College of Education will achieve a distinguished record of research that benefits children, youth, families, communities and schools.
C. Action plans to achieve goal:	(1) Faculty members will establish research teams based on common interests and identify grants that will support these research interests. (2) Doctoral dissertations will include diversity as part of the research focus. (3) Faculty members will team with school and community partners to provide support for research in their settings. (4) The Department will increase the number of grant proposals submitted each year and the number/percentage of faculty engaged in proposal development. (5) Faculty members will make efforts to partner with other disciplines across campus on collaborative diversity related research efforts.
D. Effectiveness measures/methods to assess outcomes/goal attainment:	(1) Establishment of research teams. (2) Examination of topics of dissertations. (3) Provision of research support to school and community partners. (4) Increase in number of grants proposals submitted. (5) Establishment of multidisciplinary research teams.
E. Assessment schedule to assess goal:	Summative assessment annually.
F. Person/group responsible:	Department Chair
G. Performance outcomes for goal:	Increased number of publications and grant submissions
H. Resources Required:	No additional resources

ANNUAL REPORT

I. Annual progress assessment of performance outcomes:	
J. Follow-up plan to make changes as a result of assessment findings:	



III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES

A. #3: The Department of Counseling will increase engagement and support for program graduates and initiate continuing education for counselors in the region, particularly in the areas of diversity, supervision, and children, couples, and families.

B. Relationship of goal to next higher reporting unit goal:	3. The College of Education will strengthen effective partnerships with schools, communities and alumni.
C. Action plans to achieve goal:	(1) The Department will deliver a regular series of continuing education programs to address changing community needs in areas such as supervision, substance abuse counseling, play therapy, and multicultural counseling. (2) The Department will explore establishing school partnerships and school-based counseling clinics. (3) The Department will explore methods to seek funding to support on-site practicum and internship supervision for sites lacking qualified supervisors who do not meet Program or CACREP standards.
D. Effectiveness measures/methods to assess outcomes/goal attainment:	(1) Provision of continuing education programs. (2) Completion of assessment on feasibility of establishing partnerships. (3) Investigation of funding for new positions for supervision at community sites.
E. Assessment schedule to assess goal:	Summative assessment annually.
F. Person/group responsible:	Department Chair; Coordinator of McLeod Institute; Coordinator of Play Therapy Institute; Clinical Coordinator.
G. Performance outcomes for goal:	Delivery of Continuing Education Programs; completion of studies.
H. Resources Required:	No new resources for Continuing Education Programs; no new resources for feasibility studies; resources for Supervisory positions.

ANNUAL REPORT

I. Annual progress assessment of performance outcomes:	
J. Follow-up plan to make changes as a result of assessment findings:	



III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES FOR 2010-2015

A. #4: The Department of Counseling is committed to infusing diversity into all courses and clinical experiences and creating ways to measure its impact.

B. Relationship of goal to next higher reporting unit goal:	The College of Education will promote appreciation of and experience with human diversity and begin to examine ways to enumerate/measure its benefits.
C. Action plans to achieve goal:	(1) Measurement tools will be examined to evaluate the impact of our courses on counselor effectiveness working with diverse clients. (2) The faculty will revise and develop a brief assessment focusing on various aspects of diversity that will be given to students and their clients during practicum and internship experiences.
D. Effectiveness measures/methods to assess outcomes/goal attainment:	(1) Identification of appropriate measurement tools. (2) Development of assessment tool to evaluate counseling diversity skills; administration of instrument at each clinical experience.
E. Assessment schedule to assess goal:	Summative evaluation of identifying measure tool at end of 2011. Administration of measurement tool each year 2012-2015.
F. Person/group responsible:	MA coordinator
G. Performance outcomes for goal:	Implementation of assessment process.
H. Resources Required:	If there is a cost for the assessment instrument, additional funds may be needed.

ANNUAL REPORT

I. Annual progress assessment of performance outcomes:	
J. Follow-up plan to make changes as a result of assessment findings:	



III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES FOR 2010-2015

A. #5 The Department of Counseling will develop innovative teaching and advising methods to insure that students are well prepared to meet the needs of diverse clients in the 21st century.

B. Relationship of goal to next higher reporting unit goal:	The College of Education will support the success of candidates through innovative programming and delivery, technology integration, excellent advising and academic services, and enrichment activities.
C. Action plans to achieve goal:	(1) Faculty members will utilize electronic resources such as Wimba and Moodle when these resources can enhance the classroom experience. (2) Electronic modules will be developed to standardize training in clinical content areas. (3) Creative strategies to engage students in advising upon entering the program will be developed. (4) Volunteer activities will be developed to enrich the student experience outside of the classroom.
D. Effectiveness measures/methods to assess outcomes/goal attainment:	(1) Feedback from Classroom Evaluations on use of technology. (2) Implementation of modules. (3) Revision of student advising and orientation. (4) Development of volunteer activities for students.
E. Assessment schedule to assess goal:	Classroom evaluations will be reviewed each semester; modules will be implemented by Fall 2011; orientation and advising will be revised by Spring 2011; volunteer activities will be assessed each semester.
F. Person/group responsible:	Department Chair; MA Coordinator
G. Performance outcomes for goal:	Increased use of technology; implementation of electronic modules; improved orientation and advising; increased use of volunteer experiences.
H. Resources Required:	No new resources required.

ANNUAL REPORT

I. Annual progress assessment of performance outcomes:	
J. Follow-up plan to make changes as a result of assessment findings:	



III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES FOR 2010-2015

A. #6: The Department of Counseling will utilize the resources provided by the College of Education to support faculty and staff development.

B. Relationship of goal to next higher reporting unit goal:	The College of Education will support the success of faculty and staff through career development opportunities, mentoring, and access to supportive infrastructure.
C. Action plans to achieve goal:	(1) Travel funding will be a major priority in the departmental budget. (2) Stronger connections with grant writing resources on campus will be developed. (3) When available, the department will provide appropriate opportunities for additional staff development.
D. Effectiveness measures/methods to assess outcomes/goal attainment:	(1) Faculty members are able to maintain involvement in professional organizations. (2) Increased submission of grants with funding for professional meetings. (3) Maintain staff development opportunities.
E. Assessment schedule to assess goal:	Summative assessment annually and formative assessment after every semester.
F. Person/group responsible:	Department Chair
G. Performance outcomes for goal:	Continued involvement in professional activities.
H. Resources Required:	Maintain budget for travel and professional training.

ANNUAL REPORT

I. Annual progress assessment of performance outcomes:	
J. Follow-up plan to make changes as a result of assessment findings:	



III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES FOR 2010-2015

A. #7: The Department of Counseling will validate its work through CACREP accreditation, service on professional boards and organizations, and program recognition awards.

B. Relationship of goal to next higher reporting unit goal:	The College of Education will receive external validation of its work and its impact through accreditation reviews and increased recognition of its expertise and resources.
C. Action plans to achieve goal:	(1) The Department of Counseling will successfully attain CACREP accreditation and maintain this status throughout the time span of this strategic plan. (2) Faculty members will increase involvement with professional boards and associations. (3) The department chair will create a committee to prepare nominations for professional awards.
D. Effectiveness measures/methods to assess outcomes/goal attainment:	(1) Receiving full accreditation from CACREP. (2) Increased number of faculty involved with professional boards and associations. (3) Submission of nominations.
E. Assessment schedule to assess goal:	Summative assessment annually and formative assessment after every semester.
F. Person/group responsible:	Department Chair, CACREP Coordinator
G. Performance outcomes for goal:	CACREP Accreditation; number of board appointments; nominations submitted.
H. Resources Required:	Funding for CACREP accreditation activities.

ANNUAL REPORT

I. Annual progress assessment of performance outcomes:	
J. Follow-up plan to make changes as a result of assessment findings:	



III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES FOR 2010-2015

A. #8: The Department of Counseling will address global understanding through academic courses and learning experiences.

B. Relationship of goal to next higher reporting unit goal:	The College of Education will enhance the global awareness of faculty and students and prepare graduates for our globally interconnected world.
C. Action plans to achieve goal:	(1) Global understanding will be included in multicultural counseling and other relevant courses. (2) Travel abroad experiences will be developed and promoted through the department.
D. Effectiveness measures/methods to assess outcomes/goal attainment:	(1) Examination of courses to verify that global understanding is included in the curriculum and outcome is measured. (2) Offer study abroad program.
E. Assessment schedule to assess goal:	Summative assessment annually and formative assessment after every semester.
F. Person/group responsible:	Department Chair
G. Performance outcomes for goal:	Course examination is conducted; study abroad program is offered every two years.
H. Resources Required:	Support from Study Abroad Program.

ANNUAL REPORT

I. Annual progress assessment of performance outcomes:	
J. Follow-up plan to make changes as a result of assessment findings:	



III. NEW STRATEGIC GOALS, ACTION PLANS AND PERFORMANCE OUTCOMES FOR 2010-2015

A. #9: The Department of Counseling will engage in activities to reach out to alumni.

B. Relationship of goal to next higher reporting unit goal:	The College of Education will secure the resources needed to strengthen the mission of the College and will honor the College's 40th Anniversary.
C. Action plans to achieve goal:	(1) Faculty members will participate in College of Education activities related to the College's 40 th Anniversary. (2) The Department will explore ways to seek funding to establish annual Student of the Year and Alumni of the Year awards.
D. Effectiveness measures/methods to assess outcomes/goal attainment:	(1) Number of faculty who participate in College of Education activities. (2) Secure funding for awards.
E. Assessment schedule to assess goal:	Summative assessment annually.
F. Person/group responsible:	Department Chair
G. Performance outcomes for goal:	Involvement with Anniversary activities; funding secured.
H. Resources Required:	Support from Alumni Affairs.

ANNUAL REPORT

I. Annual progress assessment of performance outcomes:	
J. Follow-up plan to make changes as a result of assessment findings:	