

High Quality Educators

A high quality educator understands the central concepts, tools of inquiry and structure of the discipline(s) he/she teaches and creates educational experiences that make these aspects meaningful for students.

- Goal 1 The SOE will increase its commitment to and enhance its reputation for the development of high quality educators.
- Goal 2 The SOE will continue to use student and program data to improve the performance of the unit.
- Goal 3 The SOE candidates will demonstrate a high level of attainment on knowledge, skills, and professional dispositions on appropriate assessments.
- Goal 4 The SOE will strive to use best-practices in the innovative use of instructional and information technology.
- Goal 5 The SOE will attract and retain high quality faculty, professional staff, and classified staff.
- Goal 6 The SOE will attract and retain high quality teacher candidates.

Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 1</u>	Begin a concentrated effort to prepare teachers for National Board Certification (NBC) through publications, literature, and the use of NB outcomes.	<i>Ninety-five percent of M.S. Candidates who enter fall 2003 will meet NBPTS standards by 2007.</i>	Begin offering a course Fall 2003. Annually.	<i>None</i>	Graduate Studies Team, MEST
	Offer a new NB Course.	Record who has taken course and who has accomplished National Board Certification (NBC).	Begin offering a course Fall 2003 (grad credit – 3 hrs). Annually.	<i>Cost of adjunct \$2500</i>	Graduate Studies Team, MEST
	Provide opportunity for NBC teachers for roles in SOE programs.	Document degree of involvement in SOE by NBC teachers.	Begin Fall 2003. Annually.	<i>None</i>	Graduate Studies Team, MEST

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Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 1</u>	Record development of full and part-time faculty by encouraging attendance and participation at conferences.	Eighty percent of faculty and adjuncts will attend at least two conferences per year. One hundred percent will engage in some type of scholarly activity. Record # conferences, # scholarly activities through surveys and annual reports.	Begin Jan. 2004 with 2003 annual reports. Annually.	<i>85% is 24 full-time faculty x \$400 per faculty = \$9600</i> <i>Adjunct will pay for their own conference and workshop attendance</i>	<i>Faculty Performance and Development/ Student Support and Recognition (FPDSSR)</i> <i>Dean</i>
	Promote student/faculty collaboration on research projects.	Increase student participation in IU Undergraduate Research Conference by 10 percent each year Increase participation of students and faculty by 10 percent in Best Practices Fair	Begin spring 2004	<i>None</i> <i>Refreshments \$100</i>	<i>Curriculum Development</i>

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Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 1</u>	<p><i>Enhance reputation by sharing success through media coverage and website improvement.</i></p> <p><i>Review effectiveness and professional presentation of website.</i></p>	<p>Determine level of media coverage the SOE receives and then increase media coverage by 10% each year.</p> <p><i>Make improvements based on evaluation of website.</i></p>	<p>Began fall 2004</p> <p>Summer 2003</p>	<p><i>None</i></p> <p><i>None</i></p>	<p><u>FPDSSR quality team</u></p> <p><i>Webmaster & IUS Media Development</i></p>
<u>Goal 2</u>	<p><i>Collect scoring rubrics on certain assessment to determine candidate performance</i></p>	<p><i>At least 80% of all courses uses rubrics to judge assessments</i></p> <p><i>100% of all SOE courses assess candidate knowledge of the appropriate conceptual framework theme(s).</i></p>	<p><i>Fall 2004 - ongoing</i></p>	<p><i>None</i></p>	<p><i>Curriculum Development Quality Team</i></p>

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Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
	<i>Determine high stakes assessments for each program and collect student work samples</i>	<i>Have at least 1 or 2 high stakes assessments per program to use for unit overall performance.</i>	Fall 2004	None	<i>Curriculum team working with Programs</i>
<u>Goal 2</u>	<i>Develop a report on candidate performance over time and follow-up of graduates</i>	<i>Identify cohorts per program and aggregate and disaggregate data on candidate performance on certain assessments. Summaries of assessments of candidates, including those used at entry, prior to the student teaching/internship, at completion of student teaching/internship, and at program completion.</i>	<i>Fall 2003 ongoing</i>	None	<i>Same</i>

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Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
		<i>Report of follow-up of graduates and first year of practice teachers</i>		<i>(postage and printing cost) estimate \$100</i>	<i>Curriculum Quality Team</i>
	Promote Indiana Professional Standards Board (IPSB) Mentor Teacher Certification through graduate course or grant	Eighty percent of teachers who take the mentoring course will receive certification. Record # of mentor teachers trained. Maintain contact with teachers following training to track the number of mentees.	Begin Spring 2003. Annually.	None	MEST
<u>Goal 2</u>	<i>Implement a clinical field placement for advanced programs.</i>	<i>Eighty percent of teachers who enter the Graduate Program will have a field placement experiences and receive an acceptable rating before they graduate or receive their license.</i>	<i>Begin fall 2004</i>	<i>None</i>	<i>MEST</i>

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Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 2</u>	Expand field experience opportunities. Increase the number of field experience placements in diverse settings.	Increase the number of students who participate in study abroad opportunities by 25% per year. Record # of students studying abroad. Increase the number of field experience placements in diverse settings by 5% each year. Survey students as to effectiveness of field experiences. Track field placements in diverse setting.	Begin fall 2003	None	Field Experience Quality Team
	<i>Map diversity knowledge and skills used in programs.</i>	<i>All candidates will have an acceptable on their assessment of diversity knowledge and skills by 2007.</i>	<i>Begin fall 2004</i>	<i>None</i>	<i>Curriculum Quality Team</i>

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Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 3</u>	Maintain UAS with program analysis of student and program performance.	One hundred percent of programs will document student and program performance.	Begin fall 2003. Continuous-End of year reporting of program changed based on data collection.	None	UAT
	Utilize data from assessment system to inform program curriculum.	Record UAS documentation, program documentation, student work samples, and additional staff assigned to assessment initiative. Record number and type of changes in programs and data used to make decision		None None	UAT UAT and Program Coordinators

High Quality Educators

Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
	<i>Implement year four of five year assessment plan</i>	<i>Summarize year accomplishments</i>	<i>Annually</i>	<i>None</i>	<i>UAT</i>
	<i>Provide all candidates with program handbooks and revise all handbooks to aligned with new template</i>	<i>Eighty percent of teacher candidates will rate the information in program handbooks as effective/informative, useful on their exit survey. All handbooks will be revised.</i>	<i>Spring 2004 & ongoing</i>	<i>None</i>	<i>UAT and Program Coordinators</i>
	<i>A policies and procedures handbook will be developed for SOE.</i>	<i>Handbook completion</i>	<i>Begin Spring 2004. Annually.</i>	<i>Printing \$100</i>	<i>UGR</i>
	<i>Develop and standardized procedures for collecting and reporting complaints.</i>	<i>Track number and types of complaints. Reduce number of complaints by 10% each year</i>	<i>Fall 2003 - ongoing</i>	<i>None</i>	<i>UGR</i>
<u>Goal 3</u>	<i>Monitor candidate success at SDPs for each program.</i>	<i>Establish average hiring base and report number of graduates who are hired each year to the faculty.</i>	<i>Begin Spring 2004</i>	<i>None</i>	<i>Field Experience</i>

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Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
	<i>Monitor candidate performance on Praxis Tests and report to faculty on pass rate by content area.</i>	<i>100% of candidates will meet and or exceed state cut rate for tests.</i>	<i>Spring 2004 & ongoing</i>	<i>None</i>	<i>Field Experience</i>
	<i>Work with new COPEP to integrate Arts and Sciences faculty in developing High Quality Educators</i>	<i>At least -----A & S faculty will be familiar with and using state and or professional standards and assessing candidate knowledge of the standards. Arts and Sciences faculty will provide disposition data on SOE candidates.</i>	<i>Fall 2003</i>	<i>None</i>	<i>COPEP</i>

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Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 3</u>	<i>Integrate Conceptual Framework themes into courses and assignments. Review Syllabi for integration of CFT.</i>	<i>100% of candidates (initial and advanced) will receive an acceptable rating on CF themes. All programs will assess candidate knowledge of CF</i>	<i>Begin Spring 2004 on-going</i>	<i>None</i>	<i>Curriculum Quality Team</i>
	<i>Collect student work samples from SOE courses and A&S courses.</i>	<i>Record number of work samples collected for Standard 1 – at least 5 work samples per program.</i>	<i>Spring 2004</i>	<i>None</i>	<i>Curriculum Quality Team</i>

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Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 4</u>	<i>Build a list of teaching strategies (including technology) used in unit.</i>	<p><i>Twenty-five percent of faculty will do presentations on effective teaching practices.</i></p> <p><i>Each year faculty will increase their use of technology by 10%</i></p>	<i>Begin Spring 2003. Annually.</i>	<i>None</i>	<i>Faculty Performance Quality Team</i>
	<i>Review and Map by program technology assessments and usage by candidate</i>	<p><i>Each year candidate use of technology will increase by 10%.</i></p> <p><i>All programs are mapped. 100% of candidates are rated acceptable in technology usage.</i></p>	<i>Fall 2004 – establish a base - ongoing</i>	<i>None</i>	<i>Curriculum Development Quality Team</i>

High Quality Educators

Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 5</u>	Encourage optimal involvement of new faculty in assessment/ NCATE/IPSB.	One hundred percent of faculty will be involved in some level of NCATE preparation activities. Record # of faculty involved in NCATE conferences, units and program planning for NCATE	Begin Spring 2004. Annually.	None	NCATE Coordinator
	<i>Promote ILTE partnerships, and FACET nominations.</i>	<i>Record # of activities faculty participate in.</i>	<i>Begin Fall 2004. Annually.</i>	<i>None</i>	<i>Dean</i>
	<i>Establish regular NCATE meetings for entire faculty.</i>	<i>NCATE faculty meetings will occur at least 2 times a month.</i>	<i>Fall 2004 – fall 2005</i>	<i>None</i>	<i>Dean</i>
	<i>Develop case studies and other examples that demonstrate candidate impact on p-12 learning.</i>	<i>All candidates graduating by 2005 will demonstrate how they have adjusted their instruction to improve student learning. Case studies and rubrics will be collected and summarize.</i>	<i>Begin Spring 2004</i>	<i>None</i>	<i>Curriculum Quality team and faculty.</i>

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Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 5</u>	Faculty: Preserve quality through release time, salary initiatives and reduced class size, and professional travel.	Faculty: Record # reassigned time, # class size, salary increment, and funding	Begin Fall 2003. Annually.	Cost of release time and professional travel	Dean's Office
	Staff: Preserve quality through additional training, salary initiatives, recognition for quality performance and involvement in relevant unit decision-making.	Staff: Eighty percent of staff will engage in activities that improve performance each year. Record # of training activities, monitor salary, list recognitions, tabulate involvement on unit teams.	Begin Fall 2003. Annually.	None - IUS merit pay recommendations	Dean,
<u>Goal 6</u>	Conduct outreach to area schools for targeted student recruitment: build outreach into annual review scholarships and encourage collaboration with and visits by recruitment staff.	<p>Increase number of visits to targeted schools by ¼ each year. Record # of visits.</p> <p>Increase number of students admitted to teach in areas of need by 5 per year. Record # of people admitted</p> <p>Record # of candidates in need areas – special education, science, math. Increase GPA of each group by 5 points per year. GPA of each cohort group.</p>	Begin Fall 2004. Annually.	None	<i>Field Experience Quality Team and Cadet Teaching Team</i>

High Quality Educators

Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 6</u>	Work with UD to establish a plan for working with potential minority student education majors	Increase number of minority students by 2 a year.	Fall 2003	None	<i>Program Coordinators</i>

Caring Professional

A caring professional engages in continuous self-improvement and professional growth, support the professional development of others and display positive professional behaviors and dispositions.

- Goal 7 The SOE will provide and support a student-centered learning environment.
- Goal 8 The SOE will promote a learning climate that values service learning.
- Goal 9 The SOE will broaden its efforts in recognizing SOE faculty, staff and students.

Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 7</u>	Strengthen, orientation, advising and career counseling. <i>Work with UD on freshmen orientation and do follow-up contact with students.</i>	Eighty percent of students surveyed will indicate high level of satisfaction with advising and counseling. Record #of advisees per faculty. <i>Record # of contacts made through follow-up mailing.</i>	Begin Fall 2003. Annually.	Postcards, letters, <i>postage \$100</i>	<i>Dean & Program Coordinators</i>
	Create an SOE Website advising section.	Eighty percent of students surveyed will indicate high level of satisfaction with web information. Record number of hits on SOE Website advising section.	Begin Fall 2003. Annually.	<i>None</i>	Webmaster

Caring Professional

Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 7</u>	Support a collegial environment that encourages faculty and staff to interact with each other and with students.	Increase attendance at the following events by 25%: <i>SOE/Alumni [every other year] picnic, SEESAC activities, research fair, Brown Bag lunches, student presentations, honors program, best practices fair.</i> Eighty percent of those surveyed will indicate satisfaction with the climate of SOE.	Begin Spring 2003. Annually.	Picnic \$700. Honors Program \$1000.00 _____	FPDSSR
	Reduce class sizes.	Class size will be reduced by 10% over three-year period until it reaches satisfactory size. Record number of students per class, and prepare comparative tables.	Begin Fall 2004 with goal attained by 2007	None	Dean and School Governance Quality Team

Caring Professional

Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 8</u>	Encourage programs and courses to include service-learning components by requiring a certain amount of hours/assignments as part of each program.	The number of service learning activities will increase by 3 each year across the unit with an increase of at least one per year. Record # of courses that include a service learning component. Syllabi Review and Annual Reports.	Begin Fall 2004. Annually.	None	Program Coordinators and Curriculum Quality Team
	<i>Collect data on candidate dispositions.</i>	<i>100% of candidates will receive an acceptable rating at each SDPM disposition.</i>	<i>Spring 03</i>	<i>None</i>	<i>UAT</i>
<u>Goal 9</u>	Student awards for academics leadership and service.	Number of award recipients will increase by 10%. List of awards granted to students, by category and academic year.	Begin Spring 2003. Annually.	<i>Honor Program</i> <i>\$1,000</i>	Faculty Performance . . . Quality Team
	Scholarship Fund to recognize students' academic accomplishments and promise.	Scholarship funding increase by 5% each year. List of scholarships granted to students by academic year.	Begin Fall 2004. Annually.		<i>Faculty Performance . . . Quality Team</i>

Caring Professional

Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 9</u>	Create section devoted to faculty and students accomplishments in SOE electronic and printed newsletter.	Of those surveyed, 90% will find the newsletter informative and useful. Increase # of accomplishments by 10%	Begin Fall 2003. Annually.	<i>Publicity, printing, mailing \$500</i>	Dean and Webmaster

Continuous Renewal of Schools

A caring, high quality educator possesses knowledge of schools as organizations, knowledge about central issues that are at the center of school change, and skills to analyze and revise new approaches proposed in school transformation.

- Goal 10 The SOE programs will promote systematic review, involvement in and renewal of P-12 schools.
- Goal 11 The SOE will support the equitable distribution of resources to support the continuous renewal of schools.
- Goal 12 The SOE will broaden its relationships beyond the campus.

Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 10</u>	Establish new initiatives and funding sources for collaborative projects.	Increase number of partnerships with schools by 10% each year.	Begin Fall 2003. Annually.	<i>None</i>	<i>FPDSSR</i>
	Communication via email to SOE faculty about potential collaborative projects such as grants, service learning and other projects with local schools.	Number of notices and opportunities presented to faculty for their consideration increase by 10%.	Begin Fall 2003. Annually.	<i>None</i>	<i>FPDSSR</i>
		Monitor SOE involvement in schools.	Begin Fall 2003. Annually.	<i>None</i>	<i>FPDSSR</i>
	Involvement of P-12 schools will be recognized at Honors program, faculty meetings and informational/promotional materials for collaborative projects and volunteer activities.	Number of partnerships will increase by 10% a year recognized.	Begin Spring 2003. Annually.	<i>None</i>	<i>FPDSSR</i>

Continuous Renewal of Schools

Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 10</u>	Work with Arts and Sciences Faculty to involve them in renewal of P-12 Schools.	Increase number of partnerships with other IUS schools by one each year. Record number of projects produced from meetings with A&S. Eighty percent of those involved will find partnerships highly satisfying and effective.	Begin Fall 2004. Annually.	<i>Refreshments for COPEP Meetings (4 meetings per year at \$50 per meeting = \$200</i>	<i>Dean, COPEP</i>
<u>Goal 11</u>	Assess needs of P-12 schools for SOE involvement.	Number of schools who participated in a needs assessment for SOE Services.	Begin Spring 2004. Annually.	<i>None</i>	UGR
	Attract external funding.	Increase number of proposals submitted to 3 per year.	Begin Fall 2004. Annually.	<i>None</i>	UGR
		Grants received increased by 1 each year. Number of grants received and amounts.	Begin Fall 2003. Annually.	<i>None</i>	UGR
	Implement the Transition to Teaching program. Find college graduates interested in teaching career.	Increase admission to T-to-T by 5 per year. T-to-T will increase its number of completers by 5 per year.	Begin Spring 2003. Annually.	<i>Advising sessions refreshments – (2 sessions at \$25.00 per session = \$50</i>	SOE Program Coordinators
Seventy-five percent of T-to-T completers will have jobs within one year.		Begin Fall 2004. Annually.	<i>None</i>	Field Experience Office	

Continuous Renewal of Schools

Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<p><u>Goal 11</u></p>	<p>Establish and or work with cadet teaching programs in high schools and JCPS magnet teacher preparation programs. <i>Send letter to minority student about opt. in teaching profession.</i></p>	<p>Fifty percent of students who participate in the cadet-teaching program will receive college credit for participation. Number of contracts, interactions, and programs with cadet teaching and magnet programs. Ten percent of students who take credit will attend IUS.</p>	<p>Begin Fall 2002. Annually.</p>	<p>Postage \$100</p>	<p>SOE Cadet Teaching faculty advisors</p>
	<p>Establish a regional conference for cadet teaching participant.</p>	<p>One hundred percent of those involved in cadet teaching programs will participate in a regional conference. Of the cadet teachers surveyed after high school graduation, 80% will rate their participation with IUS through the cadet program as highly satisfactory/valuable.</p>	<p>Begin Planning Fall 2003. Annually.</p>	<p><i>Sponsoring a one day conference - estimate \$1000</i></p>	<p><i>SOE Cadet Teaching faculty advisors</i></p>
	<p><i>Education candidates will demonstrate effective knowledge, skills and dispositions needed to help students learn.</i></p>	<p><i>Using multiple assessment strategies candidates will determine their impact on helping students learn.</i></p>	<p><i>Begin fall 2003</i></p>	<p><i>None</i></p>	<p><i>Curriculum Development Team</i></p>

Continuous Renewal of Schools

Goals	Suggested Strategies	Assessment/Objectives	Timeline	Budget/Cost	Responsible Parties
<u>Goal 12</u>	Increase SOE faculty and staff involved with community groups such as social service agencies.	Number of involvements by faculty in community groups will increase by 5% each year.	Begin 2003. Annually.	<i>None</i>	<i>Faculty Performance . . . Quality Team</i>
	Increase the diversity of SOE advisory boards.	Each advisory board will increase its diversity each year.	Begin Spring 2004. Annually.	<i>Refreshment for advisory board meetings \$100 each x 4 = \$400</i>	<i>Dean and Program Coordinators</i>
	Establish and support global partnerships with schools and community.	Determine the number of existing SOE global partnerships. Increase that number by one per year.	Begin Fall 2003	<i>Advertisement \$500</i>	Diversity Quality Team
	Create a fund to support international experiences for students and faculty.	Raise at least \$1000 per year for international experiences.	Begin Fall 2003		Governance and Resources
	<i>Involve school partners in the design, delivery, and evaluation of field experience.</i>	<i>Increase involvement of school partners by 50%. 95% of candidates will receive a basic or proficient rating on their field expenses prior to student teaching.</i>	<i>Begin fall 2004</i>	<i>None</i>	<i>Field Experience Quality team</i>
	<i>Candidates will demonstrate through their portfolio their impact on school renewal.</i>	<i>Collection and rating of school renewal projects. 50% of candidates will have a rating of basic or proficient.</i>	<i>Begin fall 2004</i>	<i>None</i>	<i>Curriculum Quality Team and faculty.</i>

Multicultural Society

Caring, high quality educators respond appropriately to diversity and to the needs of all students, and promote educational success and positive personal change in himself/herself and others.

- Goal 13 The SOE will examine, address, and remove all barriers within the SOE environment in order to create access, opportunity, and fairness to all students, faculty, and staff.
- Goal 14 The SOE faculty and staff will develop a professional development program on a variety of issues relating to multicultural education, diversity, and global awareness.
- Goal 15 The SOE curriculum, instructional resources, and clinical experiences will reflect and support the development of the individual student with specific attention to the inclusion of diversity, pluralism, and multicultural and global perspectives and strategies.
- Goal 16 The SOE will improve the educational climate for students, staff, faculty and the surrounding community by fostering an environment that is pluralistic and inclusive.

Goals	Suggested Strategies	Assessment/Objectives	Timeline	Stakeholders	Responsible Parties
<u>Goal 13</u>	See Attached SOE Diversity Plan – pp. 7-11.	See Attached SOE Diversity Plan – pp. 7-11.	Begin Fall 2003. Annually.	<i>(These apply to all 4 goals under Multi-cultural Society)</i> SOE Advisory Board, SOE Faculty, Staff, SOE Dean	<i>(This is a compilation of all of the individuals and groups who have responsibility for the attainment of one or more of these goals.)</i> SOE Dean, SOE Faculty, Diversity Quality Team, SOE UAT, SOE Field Placement Staff, SOE Prof. Dev. Quality Team, Campus Office of Int'l Programs, ILTE, IU Int'l Studies Office, area

Multicultural Society

Goals	Suggested Strategies	Assessment/Objectives	Timeline	Stakeholders	Responsible Parties
					school systems, IUS Affirmative Action Office, SOE S&S Committees and AA Monitors, IUS SFA Office, External Affairs Staff, IUS HR Dept., Univ. Div. Staff, SOE Student Services Staff, SOE Program Stakeholder Groups, IUS Library Faculty and Staff, IUS IT Staff, SOE Quality Team Chairs, IUS Ogle Center Staff
<u>Goal 14</u>	See Attached SOE Diversity Plan – p. 14.	See attached SOE Diversity Plan – p. 14.	Begin Fall 2003. Annually.	See above.	See above.
<u>Goal 15</u>	See Attached SOE Diversity Plan – pp. 3-6.	See Attached SOE Diversity Plan – pp. 3-6.	Begin Fall 2004. Annually.	See above	See above
<u>Goal 16</u>	See Attached SOE Diversity Plan – pp. 12-13.	See Attached SOE Diversity Plan – pp. 12-13.	Begin Fall 2005. Annually.	See above.	See above.