

The header image shows a blue-tinted photograph of a classical building facade with ornate architectural details and sculptures. The text 'Warner Priorities' and '2021-22' is overlaid in white.

# Warner Priorities

## 2021-22

### RESEARCH

Our faculty, students, staff, alumni, and community partners are passionate about broadening our understanding of the world through innovative research. Together, they generate and disseminate knowledge leading to new understandings of education and human development across the lifespan, on which more effective educational, social, and equitable policies and practices can be grounded.

**Priority 1: Develop greater internal capacity to secure external funding to support research efforts, leveraging current funding priorities and equitable opportunities.**

- 12-Month Goal: Engage in a self-study of the motivations and barriers to faculty pursuing and securing external funding to support research efforts. Develop strategies to reduce barriers and to increase incentives/motivation for this pursuit.
- 12-month Goal: Focus on a greater research infrastructure for faculty and students, which will include initiating a pilot funding mechanism, faculty development workshops, internal conferences for sharing work, one-on-one research mentoring, and increased dissemination of Warner scholarship.

**Priority 2: Foster interdisciplinary collaborations and partnerships across the University to identify and pursue new and synergistic research opportunities.**

- 12-Month Goal: Coordinate with other research and education departments (iZone, CETL, CEL, Career Center, MAG, VP of Research, URM, etc.) to develop synergistic events to foster interdisciplinary collaborations across the University and to encourage the exploration of research ideas that can lead to new and synergistic opportunities.
- 12-Month Goal: Coordinate/collaborate with others in the University around research issues specifically focused on anti-racism and anti-oppression.



## COMMUNITY ENGAGEMENT

Community engagement at Warner, both locally and nationally, is shaped by relationships with multiple types of partners that are thoughtful, respectful, and reciprocal. We view partnership as entailing a process in which all members bring shared vision, goals, and commitment; working together to exchange ideas, knowledge, expertise, resources, and decision-making to address issues of public concern.

**Priority 1: Position Warner as the premier resource to support educational and community institutions (K-12 schools, higher education, and community agencies) to co-construct responses to the most pressing equity issues of public concern.**

- 12 Month Goal: post-COVID: As we recognize that learners have realized negative consequences from the pandemic (e.g., learning losses, mental health/ trauma, etc.), we want to help support educators and educational systems in designing a “new normal,” utilizing digital learning and technology-based strategies, in identifying and scaling new opportunities that arise as part of this “new normal.”
- 12-Month Goal: Leadership development: Increase outreach efforts; partnering Educational Leadership program and the Center to proactively identify initiatives.

- 12-Month Goal: Support the development and implementation of anti-racist and anti-oppressive curriculum and policy development training and education.

**Priority 2: Foster and support more integrated community engagement efforts. Learn and understand the needs and provide opportunities to invite more community members into our programs, our classrooms, and our research as teachers, learners, researchers, and key stakeholders.**

- 12-Month Goal: Develop a process to inventory the work we are currently doing in the community and understand elements of success in community engaged research, partnership, and education.
- 12-Month Goal: Develop a communications plan utilizing existing channels to increase awareness of community engagement efforts and opportunities.



## PREPARING PRACTITIONERS AND RESEARCHERS

Our educational programs prepare and support both new and experienced practitioners and researchers who are empirically knowledgeable, reflective, skilled, and equity minded. Our students learn to work as caring educators who can bridge research, theory, and practice, and serve as leaders of systemic change efforts.

**Priority 1: Review and evaluate Warner’s academic profile of programs; consider program elements with an equity lens and ensure high-quality learning experiences.**

- 12-Month Goal: Make short-term decisions and long-term plans about what courses to move/leave online to maximize Warner students’ access, success, and satisfaction. Conduct market research and engage multiple stakeholders in this decision-making process (e.g., faculty, students, and alumni) by gathering insights via a “customer discovery” approach, in support of moving additional programs to fully online.
- 12-Month Goal: Align, and make widely available, research opportunities for doctoral and masters students to enhance our educational programs.

**Priority 2: Attract highly motivated, diverse applicants through the development of a supportive environment that meets the learning needs of all students.**

- 12-Month Goal: Provide students supportive services designed to engage them more actively throughout their time at Warner, from their first experience in our classes, to when they become alumni. One way we will do this is by launching specific initiatives focusing on inclusion (i.e. affinity groups).
- 12-Month Goal: Examine our financial aid process and explore ways to expand scholarship opportunities, including seeking additional external funding and gifts to support scholarships for diverse applicants.



## EQUITY AND INCLUSION

Warner is dedicated to fostering and living as an anti-oppressive learning community.

**Priority 1: Continue to explore ways to increase access to programs, learning opportunities, and research for our diverse students, as well as efforts to support their success; increase access to opportunities at Warner more broadly, through various stakeholders' recommendations.**

- 12-Month Goal: Engage in a process to evaluate who has access and is being served by Warner programs, learning opportunities, and research to identify and then strategize how Warner connects with, supports, and engages with the community at large. This can include the creation of affinity groups to facilitate access and engagement.
- Diversity, equity, and inclusion (DEI) Action Plan written in the Fall 2020.

**Priority 2: Attract talented, diverse researchers, educators, and staff to Warner to continually re-energize the Warner mission/vision and embody the ideals illustrated by our priorities.**

- 12-Month Goal: Explore possible “flexible” arrangements that may help us recruit a more diverse faculty (ex: some “distance” arrangements and/or positions shared with other institutions). Explore affiliate/secondary appointments.
- 12-Month Goal: Identify and track (progress) the anti-racist and anti-oppressive work related to policies, practices, curricula and climate; and specifically provide additional faculty development and staff development on anti-racism.



## ORGANIZATIONAL ENVIRONMENT

The organizational environment—defined by school- and university-wide policies, procedures, and processes—shapes and impacts our climate and culture.

**Priority 1: Create and maintain a sustainable work culture in which all employees can thrive, productivity is increased, and faculty, staff, and student needs are met.**

- 12-Month Goal: Develop a restorative practices framework/plan for faculty and staff to build a more supportive and inclusive work environment. Identify and hire an outside facilitator to work with each program area, centers and staff on restorative work – building capacity and instilling a restorative culture for Warner into the future. This should also facilitate a mechanism for us to have “courageous” conversations with each other and with our community.
- 12-Month Goal: Design flexible working arrangements for both faculty and staff that leverage online communications, building on lessons learned during the pandemic, so as to increase our productivity as well as the quality and accessibility of the services offered to our students.

**Priority 2: Examine communications channels to ensure information to all stakeholders is disseminated in a meaningful way.**

- 12-Month Goal: Audit communication pathways for all stakeholders and develop an infrastructure that allows for improved flow of information through new and existing communication channels.