ETSU Framework 5: Expanding the foundation for scholarly (research and creative activity) excellence and innovation in all disciplines.

**Strategic Focus Area 1:** Develop reviewed and consistent methods for evaluating faculty load relative to performance not limited to an equal distribution among teaching, research, and service.

**Strategic Focus Area 2:** Increase and promote ongoing professional collaborations and professional development around inter and intra college partnerships that encourage the incorporation of more high impact practices (e.g. undergraduate student research).

**Strategic Focus Area 3:** Develop the capacity, structures, and incentives for collaborative activities with the COE, among on campus partners (University School, Medical School, other colleges, etc) and with regional partners (LEAs, Non-profits, etc).

**Strategic Focus Area 4:** Design and implement physical spaces (new or alternations to existing) that are inclusive of the diverse needs of the COE departments and their partners in order to strategically improve collaboration, student engagement, and college culture.

**Strategic Focus Area 5:** Organize and integrate a dynamic process to utilize existing resources (physical space, GA’s, technologies, etc) and advocate for new resources (lab space, resource library, updated analysis software, etc) that are equitably distributed across the COE to benefit teaching, research, and service.

**Strategic Focus Area 6:** Create support structures that acknowledge, develop, and encourage the strengths and various foci of faculty members (non tenure track and tenure track) by providing consistent and thoughtful guidance in the creation/amendment of job descriptions, formalized mentorship, and tenure and promotion criteria.

**Strategic Focus Area 7:** Evaluate faculty job descriptions (at hire and throughout performance) and faculty development needs to better align with funding, educational supports, and scholarship interests to encourage and support avenues for faculty success and improvement.