Division of Academic Affairs 2017-2022 Strategic Plan

Unit Mission: The Division of Academic Affairs strengthens ECU’s culture of academic excellence through innovation, accountability, and collaboration.

Commitment 1: Maximize Student Success

University Goal 1.1: We will leverage our leadership in distance education to improve accessibility for key student populations. We will establish targeted programs supporting seamless transitions to ECU for active military, veterans, and transfers. We will encourage the return of “part-way home” students to complete their degrees. We will lead the UNC System in the enrollment and graduation of students from rural counties.

Unit Objective 1: Use predictive analytics to target students in rural high schools and rural zip codes.

Metric:
1. Rural Completions (17.7% increase from 2,210 by 2022 = 2,601)

Actions:
1. Design and deploy an infrastructure that leverages and integrates predictive analytics and multi-dimensional communications to support enrollment and completion goals.
2. Design and employ co-admissions programs with rural community colleges.

University Goal 1.2: We will improve retention and graduation rates. We will retain and graduate students at a rate that is consistently higher than our peer-average to achieve a five-year graduation rate that exceeds 67 percent.

Unit Objective 2: Strategically manage overall university enrollment to realize university goals.

Metrics:
1. Retention rate at ECU (first-time, full-time – 85% by 2022)
2. 5-year Graduation rate at ECU (first-time, full-time – 70% by 2022)
3. Low-income Completions (23.2% increase from 1,784 by 2022 = 2,198)
4. F/M Achievement Gap in UG Degree Efficiency (reduce -1.8 gaps by 50%)

Actions:
1. Design and implement a comprehensive strategic enrollment management plan, to include enrollment growth short-term (2019-2024) and long-term (2024-2029) targets and strategies to achieve those targets.
2. Reduce the performance gaps among identified student groups.
3. Design and deploy an infrastructure that leverages and integrates predictive analytics and multi-dimensional communications to support enrollment and completion goals.

4. Design and implement a strategic completion agenda (e.g. Finish in Four) aligned with the goals in ECU’s Performance Agreement with UNC-GA and the Undergraduate Degree Completion Improvement Plan.

5. Increase graduate applications and graduate enrollment by engaging in marketing campaigns that utilize affinity models and consumer databases and leverage predictive analytics.

**University Goal 1.3:** We will be a national leader as a “best value” in undergraduate and graduate education while minimizing student debt and cultivating an institutional culture of timely graduation. We will develop programs to grow the number of enrolled and graduating low-income students and establish competency-based requirements for all degree programs. We will be a national leader in the assessment of learning outcomes and the use of innovative learning strategies. Faculty will lead examination of general education requirements and pursue needed reforms that will be a model for others to follow.

**Unit Objective 3:** ECU will be a low-cost option when compared to its peers. As a result, ECU will be recognized as a national leader in “value-added” education.

**Metrics:**
1. Net price per student (tuition less financial aid)
2. Social Mobility Index
3. Number of students enrolled with financial awards through the RaiseMe micro-scholarship programs
4. Low-income Enrollments (11.7% increase from 7,227 by Fall 2021 = 8,070)
5. Low-income Completions (23.2% increase from 1,784 by 2022 = 2,198)
6. Number of graduates from the Innovation Early College High School (PCS & ECU) who complete their baccalaureate degree at ECU

**Actions:**
1. Develop a purposeful advising component geared toward career readiness.
2. ECU will continue to reform its general education curriculum toward a competency-based model with improved assessment of well-defined competencies.
3. Implement strategic enrollment management initiatives to support low-income students, including micro-scholarship programs.
4. Expand existing and create new certificate and master’s programs that offer flexible modes of delivery.
5. In partnership with Pitt County Schools, ECU will provide high school students with an opportunity to complete up to 60 credit hours through the Innovation Early College High School.
**University Goal 1.4:** We will reflect a global workplace and society by diversifying our faculty, staff, and students. We will increase the number of international students on our campus. We will provide 25 percent of ECU graduates with study abroad experience and increase international scholarship opportunities to improve accessibility. We will increase those with competency in a second language and leverage our success with the Global Partners in Education.

**Unit Objective 4:** Implement strategies from the ECU Diversity Plan to further diversify the faculty within Academic Affairs.

**Metric:**
1. Number of faculty by college and rank disaggregated by gender, race/ethnicity, veteran’s status, international status, and disability

**Action:**
1. Support faculty diversity recruitment and retention programs and initiatives in the colleges.

**Unit Objective 5:** To increase students’ opportunities for international experiences by implementing innovative approaches to global education/international affairs.

**Metrics:**
1. Number of faculty-led study abroad programs
2. Annual study abroad scholarship disbursements
3. Number of international students and countries represented in the international student population
4. Number of students involved in international experiences

**Actions:**
1. Implement recommendations from the UCFS Global Affairs report.
2. Establish a study abroad marketing and recruitment plan.
3. Elevate study abroad scholarships as a priority in fundraising activities.
4. Support implementation of the Global Affairs international student recruitment plan.

**Commitment 2: Serve the Public**

**University Goal 2.5:** We will be a portal for professional development, continuing education, and lifelong learning opportunities that support the needs of our region’s people and businesses.

**Unit Objective 6:** ECU will provide opportunities for improving the quality of life in eastern North Carolina and beyond.
Metrics:
1. Enrollment growth in certificate programs, with an emphasis on growth in online enrollments
2. Number of participants in lifelong learning and professional development activities across the University
3. Number of Continuing Education Units (CEU) awarded annually

Actions:
1. Leverage our leadership in online delivery through a rebranding of “ECU Online” and a marketing campaign designed to expand our online markets.
2. Identify and tailor professional development programs and courses that meet the needs of the region.

University Goal 2.6: We will establish an innovative Lab School (pre-K through grade 5) in the West Greenville community to improve student learning outcomes through evidence-based best practices, and to provide comprehensive, community-based services. These innovations will be shared with our regional networks (Latham Clinical Schools Network and Partnership East).

Unit Objective 7: ECU will improve Lab School student learning outcomes in partnership with the West Greenville Community.

Metrics:
1. Growth in the annual external funding for innovative programs at the Lab School
2. Number of external partners engaged with the Lab School curriculum and community services
3. NCDPI Student achievement measures

Actions:
1. Invest an adequate level of resources to support innovative instructional strategies at the Lab School.
2. Elevate Lab School funding as a priority in fundraising activities.
3. Develop community partnerships to enhance the curriculum.

Commitment 3: Lead Regional Transformation

University Goal 3.1: We will grow ECU into the third-largest research institution in the UNC system by investing in our people, tools, and facilities. We will seek solutions to the challenges of our region, including health issues, coastal community resiliency, rural development, advanced manufacturing, and assisting the military.

Objective 8: Increase our research and development expenditures.

Metrics:
1. Total Awards ($60,000,000 by FY 2022 – 37.1% increase over FY 2016 baseline $43,769,067)
2. Faculty Scholarship
   a. Data from the NSF Higher Education Research and Development Survey (combined Academic Affairs colleges five-year targets = $21.5M)

   **Action:**
   1. Collaborate closely with REDE to identify and invest in relevant research clusters.

**University Goal 3.7:** We will emphasize critical workforce needs in the region and beyond, including STEM, K-12 teacher education, and healthcare.

**Objective 9:** Grow critical workforce credentials from 3,131 to 3,517 (12.3% increase) by 2021-22.

**Metric:**
1. Critical Workforce credentials

**Actions:**
1. Support targeted recruitment efforts in STEM programs and K-12 teacher education.
2. Assess the undergraduate learning assistant resources in STEM programs.
3. Incentivize and invest in targeted program growth.
4. Expand enrollment and create new research-intensive PhD programs in fields of critical need.