College of Education 2017-2022 Strategic Plan

Unit Mission: The mission of the College of Education is the preparation of professional educators and allied practitioners, including professionals in counseling, electronic media, and librarianship. Significant to this mission is a strong commitment to three important related areas, all of which are realized through partnerships and other endeavors. These areas are:

1. the encouragement and nurturing of professional growth for educators and allied practitioners at all levels and in all areas of the education endeavor;
2. a continuing emphasis on and support for scholarship and research/creative activity; and
3. service in all areas of professional education.

Critical to such commitment is the promotion of effective teaching; staff participation in the improvement of schools; and, in concert with other state agencies, the development and creation of educational policy for North Carolina.

Commitment 1: Maximize Student Success

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 1: The College of Education will increase underserved student populations by a total of 5% by 2022 through targeted recruitment and new support mechanisms to strengthen and diversify the undergraduate and graduate candidate population.

Metrics:
1. Undergraduate student enrollment
2. Graduate student enrollment
3. Four and five-year graduation rates
4. Graduate graduation rate
5. Diversity
6. Rural and low-income completion

Actions:
1. Increase targeted recruitment by maximizing partnerships with school districts, outreach to high school students, and partnerships with community colleges, other institutions of higher education, regional businesses, and government.
2. Implement new and strengthen existing support structures and intensive advising throughout undergraduate, graduate, and alternative pathway programs of study to retain and graduate candidates, including diverse student populations.

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 teaching strategies. Faculty will lead examination of general
education requirements and pursue needed reforms that will be a model for others to follow.

**Unit Objective 2:** The College of Education will be a national model of quality and access for teacher preparation, leader preparation, and educational professionals. By 2022, the College of Education will graduate 80% of the undergraduate student population within three years of admission to Upper Division.

**Metrics:**
1. Critical workforce (the number of credentials awarded in K-12 education)
2. Employment outcomes
3. Licensure pass rates
4. Percentage of COE undergraduates who graduated within three years of admissions to Upper Division

**Actions:**
1. Enhance field experiences of teacher candidates, leadership candidates, and educational professionals throughout our preparation programs using innovative strategies such as service learning, co-teaching, global practicum experiences, laboratory school experiences, and virtual learning environments.
2. Support high needs areas like STEM and Special education (SPED) through increasing support for internal and collaborative STEM and SPED related initiatives and programs.
3. Provide access to quality instructional resources like improved facilities and enhanced technology through fundraising by thematic priorities.
4. Review COE processes and explore opportunities for reducing costs and fees for undergraduate and graduate students.

**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 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 3:** The College of Education will engage students in 100% of its academic departments in global engagement initiatives including program study abroad, individual study abroad, student exchanges, global classroom experiences, interaction with visiting scholars, and external global fellowships by 2022.

**Metrics:**
1. Student Representation (students involved in international experiences)
2. Number of faculty-led study abroad programs
3. Number of international external fellowships

**Actions:**
1. Create partnerships (including MOUs) with international university partners.
2. Create a COE student study abroad handbook that assists students in creating individual study abroad experiences.
3. Create a COE faculty study abroad handbook that assists faculty designing program study abroad experiences.
4. Create a COE Global Engagement website to serve as a comprehensive tool for advertising COE study abroad opportunities, assisting students and faculty looking
for study abroad experiences, and linking students and faculty to available resources.

5. Annually host an international visiting scholar and utilize those connections to create study abroad opportunities for COE students.

**Commitment 2: Serve the Public**

**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.

**Unit Objective 4:** The College of Education will develop and utilize the ECU Lab School to forward innovative educational and wrap-around services for 100% of ECU Lab School students.

**Metrics:**
1. Innovative student services
2. Interdisciplinary/inter-professional collaboration
3. School-Community partnerships
4. COE Economic Impact

**Actions:**
1. Design and implement innovative professional development for lab school faculty and practicum/internship students.
2. Facilitate a variety of multi-field experiences to introduce and engage COE stakeholders in the workings of the lab school.
3. Collaborate with university and private enterprise partners to provide wrap-around services to lab school students and families (including Integrated Health Services, Family Education Sessions and Home Visits, Mental and Physical Health Assessments).
4. Engage with a variety of research partners on Research Practice Partnership/Design-based Implementation Research.

**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 see solutions to challenges of our region, including health issues, resiliency, rural development, advanced manufacturing, and assisting the military.

**Unit Objective 5:** The College of Education will increase annual research expenditures to $2 million from $1.55 million from external sources as reported to NSF HERD survey by FY 2021-2022.

**Metrics:**
1. Faculty scholarship (refereed publications, books, creative activities)
2. Annual research expenditures reported in the NSF Higher Education Research Development (HERD) Survey
3. Economic Impact (COE internal metric)

**Actions:**
1. Increase contributions to forums that help shape the national dialogue on improving education.
2. Build partnerships with business, government, education and allied professionals and community leaders to capitalize on North Carolina’s educational opportunities and address challenges (e.g. poverty, illiteracy, digital divide) by submitting related grants with those regional, national, and international partners.

3. Use COE related centers and institutes (C-STEM, REI, IHAT, etc.) to promote research, service, and innovation around a variety of rural prosperity initiatives and educational issues.

4. Investigate processes and provide opportunities for rethinking faculty loads to enhance research, service, and innovation.

5. Increase research, service, and innovation related to global initiatives and partnerships.

6. Increase research, service, and innovation related to the various fields and disciplines housed in the COE.

7. Collaborate with the ECU Millennial Campus to provide avenues for innovation and entrepreneurship.

**University Goal 3.5:** We will emphasize critical workforce needs in the region and beyond, including STEM, K-12 teacher education, and healthcare.

**Unit Objective 6:** The College of Education will demonstrate a positive economic impact on the region of at least $60,000,000 annually using a variety of instructional platforms in a variety of educational settings.

**Metrics:**
1. The number of credential awarded in K-12 education
2. Globalization: Student representation
3. Merit Scholarships

**Actions:**
1. Leverage faculty and staff expertise in e-learning and distance education to improve program and student learning outcomes and to provide professional development to regional, national, and global partners and faculty.
2. Create innovative graduate programs such as certification and non-licensure programs, global off-model programs certificates, and degrees, stackable credentials, and off-campus certificate programs.
3. Expand access to and support for critical areas of workforce development through initiatives such as the Center for STEM Education (C-STEM), IHAT, ECU Laboratory School, Mursion, Latham Clinical Schools Network, and the Rural Education Institute (REI)

**Our Responsibilities**

**University Goal 4.2:** We will launch the largest, university-wide comprehensive campaign in our history.

**Unit Objective 7:** The COE will undertake a comprehensive campaign that will generate $30 million in combined contributions by 2022.

**Metrics:**
1. Fundraising totals (by college)
2. Merit scholarships
3. Gifts
**Actions:**
1. Utilize the COE Professional Advisory Board to generate ideas for enhancing contact to alumni and donors.
2. Work collaboratively with ECU Advancement to secure major gifts from prospective high capacity donors and corporate and foundation funders.
3. Articulate and implement a comprehensive strategy that includes measurable targets for annual giving, planned gifts, one-time gifts, and faculty and staff giving, among others.