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

Commitment 1: Maximize Student Success

University Action 1.2: We will be a national leader as a “best value” in undergraduate and graduate education.

Unit Objective 1: 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. Collegiate Learning Assessment (CLA) measure of “value added”

Unit Actions
1. Develop purposeful advising component geared toward career readiness.
2. ECU will reform its general education curriculum toward a competency-based model.

University Action 1.3: We will retain and graduate students at a rate that is consistently higher than our peers.

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

Metrics
1. Retention rate (first-time, full-time and transfer students – 85% in 5 years)
2. 6-year Graduation rate (first-time, full-time and transfer students – 65% in 5 years)

Unit Actions
1. Design and implement a strategic enrollment management plan for all student groups that reflects ECU’s fiscal needs and balances the available campus resources. This plan must encompass the university’s commitment to access and diversity.
2. Reduce the performance gaps in retention and graduation among identified student groups.
3. Position the office of summer school to partner with the offices in Academic Affairs responsible for student success to provide experiences in the summer sessions for students that will foster and improve their (1) academic success with forward progression, (2) enrollment and retention, and (3) timely degree completion and graduation.

University Action 1.7: We will reflect a global workplace and society by diversifying our faculty, staff, and students. We will increase international students, provide U.S. students with more opportunities to study abroad, increase those with competency in a second language, and significantly expand the number of global classrooms to connect diverse cultures to instructional opportunities.

Unit Objective 3: Implement innovative approaches to global education/international affairs.

Metrics
1. Number of International students, faculty and staff
2. Number of disciplines utilizing global connectivity for instruction

**Unit Actions**
1. Restructure global and International offices into a collaborative unit of academic programming and student services.
2. Institute an enrollment increase initiative of 25% growth in international undergraduate and graduate students, exchange students, and study abroad programs over the next 5 years.

**Unit Objective 4:** ECU will exhibit an inclusive climate for faculty, staff and students that embraces diversity.

**Metrics**
1. Number of underrepresented faculty, staff and students
2. Number of cultural diversity and global diversity courses
3. Key indicators of campus climate presented in institutional surveys (NSSE, BSSE, COACHE, Campus Climate Survey, Employee Exit Survey)

**Unit Actions**
1. Monitor and reward the increase of diversity and inclusion across the university through awards, recognition, and incentives.
2. Implement best practices for recruitment and retention of diverse faculty, staff and students through targeted access and success programs.

**Commitment 2: Serve the Public**

**University Action 2.1:** We will expand service learning, undergraduate research, and creative activity across our entire campus.

**Unit Objective 5:** Provide students, faculty, and staff with the opportunity to serve a diverse population of eastern North Carolina and beyond.

**Metrics**
1. Number of students, faculty, and staff participating in volunteer and/or service-learning programs
2. Number of hours logged for outreach
3. Number of hours logged for service

**Unit Actions**
1. Work with Volunteer and Service Learning Center and Office of Public Service and Community Relations and other University offices to establish an institutional database of public service.
2. Develop interdivisional collaboration for engagement in public service initiatives
3. Establish goals for each academic college, school and department to incorporate service learning into their curriculum

**University Action 2.5:** We will be a portal to serve the lifelong learning needs of North Carolina and our region. We will target professional development, continuing education, and lifelong learning opportunities that support the needs of the 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. Number of participants in lifelong learning and professional development activities across the University
2. Number of Continuing Education Units (CEU) awarded annually
Unit Actions
1. Expand the Lifelong Learning program through international travel programs
2. Identify and tailor professional development programs and courses that meet the needs of the region.

University Action 2.6: We will continue on this course by assuring that all ECU programs are committed to outreach and demonstrate that commitment through action. We will identify and invest in engagement programs that align with educational and research programs of the university. We will inventory and align faculty expertise and facilities with regional needs. We will be designated as an Innovation and Economic Prosperity University by the Association of Public and Land Grant Universities.

Unit Objective 7: Achieve national recognition for our efforts in rural development.

Metrics
1. Association of Public and Land Grant Universities (APLU) designation as a university that provides innovation and economic prosperity
2. Number of community and economic development projects

Unit Actions
1. Identify and invest in outreach engagement programs for community and economic development projects.
2. Organize and expand initiatives that address business, industrial and corporate development.
3. Organize and expand initiatives that address non-profit, governmental and community organizations.

Commitment 3: Lead Regional Transformation

University Action 3.3: We will dramatically expand ECU’s research enterprise by investing in the people, tools, and facilities needed to conduct mission-driven research.

Unit Objective 8: Promote the development of a culture of entrepreneurship.

Metrics
1. Enrollment in entrepreneurial certificate programs and training activities
2. Faculty participation in collaborative applied research projects

Unit Actions
1. Market entrepreneurial certificate programs and training activities to faculty, staff, students and the general public
2. Intensify (or exploit) the intersection of science, engineering, and design to enhance innovation and entrepreneurship.
3. Create a center of excellence in support of pharmaceutical manufacturing and other emerging technologies and enterprises.

Unit Objective 9: Establish a School of the Coast

Metric
1. Approval secured from UNC-GA for a School of the Coast

Unit Actions
1. Implement an administrative and academic structure for the School
2. Market the new School to a focused audience of potential students and funding agencies

University Action 3.6: We will secure ECU’s position as a leader in addressing North Carolina’s educational challenges.
Unit Objective 10: Create collaborative pipelines to ECU programs including P-12 teacher preparation

Metrics
1. Number of partnerships developed with schools, institutions, and organizations promoting educational advancement
2. Enrollment in pipeline programs (ECSLP, STEM initiatives, etc.)
3. Number and quality of P-12 teachers graduated

Unit Actions
1. Through a needs assessment, identify NC’s educational challenges in workforce development.
2. Implement a program to address identified needs in workforce development.
3. Develop new pipeline programs for special populations (Military/veterans, “part-way” home, nontraditional)

Closing Note: In support of the University’s pledge to stewardship of resources, we will:
- Improve our operational efficiencies in the personnel and budget process, including
  - the examination and improvement of faculty and non-faculty hiring processes with focus on contract development and execution;
  - examining and improving the flow of personnel actions between the colleges and the divisional office;
  - improving the EPAF process
- Expand our capacity for data analytics in support of decision-making
- Study and make recommendations for a One Stop Student Services Center