Mission
The Thomas Harriot College of Arts and Sciences is dedicated to helping achieve the broader institutional goals of maximizing student success, public service, and regional transformation. To these ends, Harriot College will:

• embrace its longstanding role as the liberal arts college of East Carolina University;
• prepare students for success in their degree programs, in their professional pursuits, and in their roles as citizens in an increasingly global society;
• promote core values that include lifelong learning, scholarship and research, leadership, and service;
• push forward the frontiers of knowledge through mission-driven research and creative discovery;
• seek new entrepreneurial partnerships that foster programs of genuine distinction;
• recruit, support, and work to retain a diverse and talented faculty; and
• serve as ECU’s indispensable catalyst for enhancing student access, diversity, and excellence.

Commitment 1: Maximize Student Success

University Action 1.2: East Carolina University will lead the examination of general education requirements and pursued needed reforms that will be a model for others to follow.

Unit Objective 1: In support of this University commitment, the College of Arts and Sciences will improve the preparation, delivery, and assessment of its courses in the University’s core foundations curriculum. The College assumes an important responsibility for providing the highest quality foundational curriculum for ECU students, including those majoring in Arts and Sciences programs as well as those seeking degrees in other colleges and schools. Harriot College is dedicated to identifying and leveraging opportunities for improved instructional excellence.

Metrics:
1. The College will document the creation, distribution, and impact of instructional development opportunities that assist faculty in designing and delivering courses as engaging introductions to the humanities, social sciences, natural sciences, and mathematics. Increases in faculty participation in College and OFE initiatives will be expected.
2. The College will track progress toward improved learning outcomes using student feedback on instructional effectiveness, existing annual assessment tools, and program exit surveys.

Unit Actions:
1. Harriot College will enhance partnerships with the Office of Faculty Excellence (OFE) to develop College-level initiatives that prepare new faculty (tenure-track and fixed-term) for meeting the unique goals of core curriculum courses.
2. We will form an Undergraduate Council of the College of Arts and Sciences, charged with documenting and promoting best practices in (a) the use of new instructional technologies that improve student learning outcomes, (b) academic advising, and (c) enrollment planning, management, and course scheduling.

University Action 1.3: East Carolina University will improve retention and graduation rates.

Unit Objective 2: Because so many of the University’s undergraduate students take foundational courses in the College of Arts and Sciences—and because Harriot College produces more graduates annually than any other college or school at ECU—improvements in retention and graduation rates for A&S students can dramatically impact the University’s overall trajectories in both areas. The College will work to improve the performance of undergraduate students by sharpening our understanding of the factors influencing attrition, by improving advising and early intervention, and by selectively redesigning courses.
Metric:
1. Harriot College will track progress toward its objectives using trend data on DFW rates, time to degree, and student hours at graduation.

Unit Actions:
1. Harriot College will partner with IPAR to empirically identify and isolate those factors most responsible for inhibiting student success. Findings will guide efforts to improve advising and early intervention.
2. Harriot College will identify and remove bottlenecks to student success and will pursue resources—both internal and external—to support innovative redesign efforts in courses identified as having exceptionally high DFW rates. We will pilot a model of supplemental instruction to strengthen the study skills of at-risk students.

University Action 1.7: East Carolina University will provide U.S. students with more opportunities to study abroad and increase those with competency in a second language.

Unit Objective 3: The College of Arts and Sciences will help internationalize East Carolina University through programs that make our students globally aware, globally competent, and globally competitive.

Metrics:
1. Success will be measured by increases in the number of College-sponsored faculty-led study abroad and bilateral exchange programs, as well as by increases in the average annual number of Arts and Sciences majors and graduate students who participate in for-credit programs outside the United States.
2. Success in promoting second language acquisition will be measured by sustained increases in credit hours generated by courses in foreign languages as well as by increases in the number of students who declare as majors/minors in foreign languages.

Unit Actions:
1. The College of Arts and Sciences will prioritize external fundraising to support scholarships for study abroad.
2. The College of Arts and Sciences will foster cross-disciplinary and cross-college partnerships that will expand and align foreign language instruction with strategic institutional goals. The College will support development and launch of a new MA program in Hispanic Studies.

Commitment 2: Serve the Public

University Action 2.1: East Carolina University will inspire its students to be engaged citizens and leaders.

Unit Objective 4: Harriot College will redouble its efforts to provide students with the skills and knowledge necessary to become responsible citizens and leaders in a diverse 21st century society.

Metrics:
1. Progress toward this objective will be measured by increased enrollments in the College’s interdisciplinary Leadership Studies minor and its courses.
2. Progress will be measured by increases in the number of faculty who successfully compete for grants from the BB&T Center for Leadership Development.

Unit Actions:
1. The College will institute curricular changes that make its Leadership Studies program more attractive to students from across the university. One such step is a College-sponsored proposal to decrease the number of hours (currently 24) required to earn a minor at ECU, which significantly exceeds requirements at other institutions in the UNC System.
2. The College will strengthen its service through leadership by further developing ties with the BB&T Center for Leadership Development. Such actions will include participation in faculty grant programs as well as prioritizing fundraising to endow a professorship in leadership studies.

**University Action 2.3:** East Carolina University will be home to premier programs in medical physics and health psychology.

**Unit Objective 5:** Harriot College will prioritize increases in support for research and instruction in the areas of medical physics and health psychology. The College’s contributions to these fields of research and study advance collaboration across ECU’s campuses, and they are crucial to improving the quality of life for North Carolina’s citizens.

**Metric:**
1. We will track program success through annual assessments of quality, through budgetary allocations, through returns on institutional investments, and through external measures of impact and reputation.

**Unit Action:**
1. The College will leverage existing and build new research partnerships with units on the medical campus to expand external funding for shared research on health challenges.

**University Action 2.6:** East Carolina University will identify and invest in engagement programs that align with educational and research programs of the university.

**Unit Objective 6:** Harriot College is committed to community engagement, and we will forge, cultivate, and/or strengthen strategic partnerships with key constituents in Pitt County and in the broader region that advance our institutional mission. We will raise the public profile of the humanities, social sciences, natural sciences, and mathematics. We will partner with the College of Education to improve science education and teacher preparation programs that will benefit North Carolina’s schools.

**Metrics:**
1. The College will document establishment of new collaborative programs with community partners (e.g., non-profit organizations, schools, religious communities, government institutions, cultural entities, and Uptown Greenville) that advance discipline-specific scholarship, instruction, and service.
2. Working with the COE’s Department of Mathematics, Science, and Instructional Technology Education, we will measure progress on: (a) DFW rates in core 1000-level natural science courses; (b) the quantity and quality of secondary and middle grades science teachers, as well as the core science content knowledge of elementary teachers; and (c) increases in external funding in science education and the natural sciences.

**Unit Actions:**
1. The College will charge each of its academic departments with designating and developing at least one signature outreach partnership.
2. In conjunction with the College of Education, Arts and Sciences will create and launch a Science and Teaching Learning Collaborative to improve teaching and learning in the natural sciences and in the preparation of science teachers.

**Commitment 3: Lead Regional Transformation**

**University Action 3.2:** East Carolina University will grow innovative and market-driven graduate programs that respond to regional challenges and opportunities.

**Unit Objective 7:** Harriot College will recruit and retain diverse, high-ability graduate students who will become tomorrow’s mission-driven problem solvers, graduating from ECU with the skills and knowledge to transform their disciplines and their communities.
Metrics:
1. Arts and Sciences will track the quality and quantity of graduate applications, the number of application acceptances, trends in actual enrollments, and increases in annual program graduations. The College will seek systematic collection of data on placement of graduate students to better document regional impact.
2. Arts and Sciences will track growth and enhancements to professionally oriented programs that address market needs.

Unit Actions:
1. Harriot College will develop and implement new strategies to attract top students, expanding the diversity of applicant pools across programs and partnering with the Honors College to identify and recruit ECU’s best and brightest into our graduate programs. We will form a Graduate Council of the College of Arts and Sciences, charged with documenting and promoting best practices in (a) recruitment, (b) program policies and procedures, and (c) enrollment planning, management, and course scheduling.
2. The College will work to develop and launch one or more new professional science master’s programs (PSMs).

University Action 3.3: In support of a regional mission, East Carolina University will grow into the third-largest research institution in the UNC System.

Unit Objective 8: Harriot College will achieve distinction for faculty research and creative discovery. We will target an increase to $8 million in annual sponsored research by the close of the 2019-20 fiscal year. The College will improve and broadly distribute annual grant application and award data by area, department, and individual faculty level to better monitor activity and to assist in setting of priorities and goals. We will partner with the Office of Sponsored Programs and the Office of Grants and Contracts to increase efficiencies in pre- and post-award infrastructure and processes.

Metric
1. The College will chart annual increases in sponsored research awards, contracts, and prestigious fellowships.

Unit Actions:
1. The College will invest in and promote faculty research and creative activity through competitive reassignment awards and variable workloads that reflect and reward exceptional productivity.
2. The College will establish a Dean’s Early Career Award program, which will recognize and reward outstanding tenure-track Assistant Professors for exceptional success in scholarly productivity.

University Action 3.7: East Carolina University will create a School of the Coast and establish it as the state and national leader in developing innovative and viable solutions to the challenges faced by our coastal communities.

Unit Objective 9: Given the centrality of coastal studies to many of Harriot College’s disciplines and interdisciplinary programs—and given that a preponderance of the faculty currently affiliated with the Institute for Coastal Science and Policy (ICSP) are in Arts and Sciences—the College will provide constructive and collaborative leadership for designing and launching the School of the Coast.

Metric:
1. Progress toward this objective will be measured by establishment of a new, non-coded unit that renames ICSP and aggregates dispersed centers of excellence into a positive catalyst for coastal and marine research, teaching, and outreach.

Unit Action:
1. Harriot College will assist in a university-wide effort to develop a set of operating procedures that clearly define the responsibilities and expectations of jointly appointed faculty members, the
methods by which faculty members outside the School can become affiliated with and collaborate with the School, and the governance of the Coastal Resources Management PhD program.