Office of Innovation and Economic Development 2014-2019 Strategic Plan

Mission
To engage ECU’s resources and make essential contributions to the community and economic vitality of eastern North Carolina and beyond.

We fulfill this mission by leveraging the expertise and resources of ECU with education, industry, government, military and community partners to

- Start, grow and recruit jobs and new enterprises;
- Create a knowledgeable, skilled and adaptable labor-force;
- Fuel knowledge transfer, innovation and entrepreneurship;
- Develop regional leadership;
- Target scholarship and service for distressed communities; and
- Position the region as a magnet for talent, creativity and investment.

Commitment 1: Maximize Student Success

University Action 1.2: We will be a national leader as a “best value” in undergraduate and graduate education. We will aggressively grow programs that support this goal. We will establish competency-based requirements for all degree programs while reducing the average debt carried by students who graduate within four years. We will be a leader in the assessment of learning outcomes and the use of innovative teaching strategies. Faculty will lead examination and pursue needed reforms of general education requirements that will be a model for others to follow.

Unit Objective 1: We will establish and enhance education-to-workforce pathways where students and professionals acquire the skills, knowledge and abilities necessary to innovate, transform lives and build regional economies.

Metric:
1. Number of students and professionals participating annually in innovation, entrepreneurship, small business, leadership, workforce development and other enrichment programs

Unit Actions:
1. Collaborate with education, industry, government, military and community partners to develop novel education-to-workforce pathways that include new curriculums, experiential learning opportunities and innovation environments. For example, establish the Golden LEAF Advanced Manufacturing and Innovation Academy with regional K-12 education and industry partners.
2. Collaborate with ECU colleges and the Graduate School to prepare and recruit a diverse population of regional K-12 students for education, leadership and research opportunities at ECU.

Commitment 2: Serve the Public

University Action 2.2: We will be a national model for developing the leadership of faculty, staff, and students through engaged research and service.

Unit Objective 2: Collaborate to provide programs that educate and inspire faculty, staff and students, as well as citizens of the region, on the importance of leadership in community and economic development.

Metrics:
1. Number of leadership programs made available to faculty, staff and students, as well as citizens of the region.
2. Number of program participants.

**Unit Actions:**
1. Develop and validate best practices for preparing leadership-oriented educators and future leaders.
2. Leverage and incorporate elements of the Shelton Leadership Challenge @ ECU into other engaged research and service training programs.

**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 corporations.

**Unit Objective 3:** We will offer multiple pathways to educate citizens of the region about topics related to community enhancement, innovation, entrepreneurship and workforce preparation.

**Metric:**
1. Number of program participants.

**Unit Action:**
1. Expand collaborations with K-12, community college, ECU Colleges, military and industry partners to identify knowledge/skills gaps and needed programming. For example, expand Tools for Advanced Manufacturing for Veterans to additional service member populations, community college partners and industry sectors.

**University Action 2.6:** 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.

**Unit Objective 4:** Support the formation of Centers of Excellence targeting critical education, research and engagement needs of the region, specifically the needs of firms and organizations within targeted industry clusters.

**Metrics:**
1. Number of firms engaged in pharmaceutical-related research, education and workforce development.
2. Number of participants involved in Center of Excellence activities and programming.

**Unit Actions:**
1. Partner with regional industries to develop centers of excellence that increase their competitiveness in the global economy while providing for faculty and student research and workforce training. For example, work with regional pharmaceutical companies to establish the ECU Pharmaceutical Development and Manufacturing Center of Excellence.
2. With Research and Graduate Studies develop a searchable online inventory of faculty expertise, interest and related capabilities and infrastructure, which will work in conjunction with and complement the REACH-NC database.

**Commitment 3: Lead Regional Transformation**

**University Action 3.1:** ECU will be “open to business.” We will create a new Millennium Campus and we will develop the business structures and practices needed to interact and innovate efficiently with our partners in the public and private sectors.

**Unit Objective 5:** Drive collocation and proximity of education, industry, government, military and community partners with ECU’s research talent, creative talent and collaborative innovation spaces to strengthen our shared competitiveness in the global economy.

**Metrics:**
1. Designate a combination of West Campus, Up Town and other ECU properties as ECU’s Millennial Campus.
2. Number of education, industry, government and military partners locating to millennial-designated space at ECU.

Unit Action
1. Leverage best practices to develop the collaborative programming and sustainable business plan necessary to secure millennial campus approval and designation thereby establishing ECU’s Millennial Campus.

Unit Objective 6: We will develop varied resources to significantly strengthen and promote ECU’s growing innovation ecosystem and stimulate entrepreneurship and entrepreneurship on campus and throughout the region.

Metrics:
1. Number of university inventions disclosed.
2. Number of start-ups, spin-outs, spin-ins, license agreements and other means of technology commercialization and business formation.

Unit Actions:
1. Enhance awareness and provision of OIED innovation, entrepreneurship and small business programming.
2. Establish, brand, raise and invest an ECU Foundation Innovation and Entrepreneurship Fund.

University Action 3.3: We will seek solutions to the challenges of our region, including assisting the military by providing support and solutions to those currently serving and our veterans.

Unit Objective 7: Establish the ECU Rural Community Consortium to engage ECU colleges, faculty, staff, students, statewide organizations and rural community leaders in a formal partnership that leverages resources and designs transformational approaches to critical community and economic development issues in rural communities.

Metrics:
1. Assess the levels of engagement by statewide partners, faculty, students and rural communities.
2. Assess the levels of financial support, technical assistance, training and project assistance offered to communities.

Unit Actions:
1. Establish a formal coalition of faculty, staff, economic development professionals, funders and rural leaders.
2. Develop a comprehensive offering of funding and community development services for rural communities.

Unit Objective 8: Develop collaborative research agendas with our close partners to address defense, national security and veteran priorities that integrate disciplines and builds on the existing strengths of our collective institutions.

Metrics:
1. Resources raised for pilot research.
2. Number of pilot projects supported.

Unit Actions:
1. Develop philanthropic and other resources that incentivize research-based, multi-disciplinary pilot projects, including faculty buyouts and student support, to drive innovation and realization of significant returns on investment.
2. Invest in faculty and infrastructure that increases institutional competitiveness for multidisciplinary program funding including, for examples, the Laboratory for Simulated Blast Injury and High Explosive Research and the Mobile Tele-Health and Innovation “Rover”.
3.8 University Action: We will share our engineering expertise with the region to solve wide-ranging problems in health, advanced manufacturing, and the environment. We will ignite innovation and technology development through integration of engineering and the health sciences. We will prioritize support for our new graduate program in biomedical engineering.

Unit Objective 9: Establish an Integrated Innovation Collaborative (ECU IIC) in partnership with the Colleges of Fine Arts and Communication, Engineering and Technology and Business, as well as the Brody School of Medicine to create integrated innovation clusters that engage the arts, design, engineering, business and medical innovation as a primary catalyst for economic development for our region and beyond.

Metrics:
1. Number of certificate, undergraduate and graduate experiences offered and completed.
2. Establishment and up-fit of the Integrated Innovation Collaborative and ECU ThinkHouseU.

Unit Actions:
1. With these academic partners develop certificate, undergraduate and graduate programs in integrated innovation, as well as supporting living learning communities such as an ECU ThinkHouse-U.
2. Leverage best practices to design, up-fit and launch ECU’s IIC facilitating collaborative innovation and economic development