VISION:

East Carolina is the opportunity university. We open doors and transform lives. We make a difference for our community, our state, and our world. Tomorrow starts here.

MISSION:

Born 100 years ago as East Carolina Teachers Training School, East Carolina has grown into a national research university with world-class competencies. We enter our second century with pride in our heritage and a clear vision of our role as the university FOR North Carolina. We are committed to the three-part public university mission of instruction, exploration and outreach, and, in addition, over the last three decades, we have expanded this commitment into a distinctive ability in the health sciences.

Eastern North Carolina is more than our home. It is in our name and in our genes. We live and work here and this place inspires our motto: “To serve.” Eastern North Carolina—the counties east of Interstate 95—in many ways is a third Carolina. It does not share in the prosperity, the health, or the achievement of the rest of North Carolina. If it were a separate state, it would rank at or near the bottom in almost any category that can be measured: income, education, life expectancy. The dropout rate is high; the college-going rate is low. Cardiovascular disease, obesity, diabetes and AIDS are astoundingly common. While there are pockets of prosperity and progress—Greenville, Wilmington, the Outer Banks—there are great swaths of despair.

Our challenge and our determination is to use our strengths as a national public research university to bring change to our region. ECU makes a difference through access, partnerships, and economic development. Our strengths allow us to offer our neighbors, indeed all North Carolinians, access to better education, better health, a better future. Our partnerships make us all better and stronger. We are intentionally and inextricably linked to Pitt County Memorial Hospital (our teaching hospital); to the public schools, the community colleges and our sister universities; to our city, our county and our state; and to the banks, factories, and biotech centers in the private sector. Economic development is the touchstone by which we measure our participation in joining our region to the rest of our state.
STRATEGIC DIRECTIONS AND GOALS:

21st Century Education

Through the education of top-tier teachers and school administrators, we will improve the performance of public schools and hence the college-going rate, especially in eastern North Carolina. We will provide financial aid to enable students to afford post-secondary education. Our enrollment will grow to 30,000 students.

Our distance education programs will continue to lead the state and to be highly competitive nationally, thus removing geographic barriers to higher education. They are taught by the same faculty members as our on-campus courses. Our focus in distance programs will be on areas that are critical to the state of North Carolina: teaching, nursing, technology, and business development. Our on-campus programs will maintain their traditional small-small class focus and will, to a great extent, be taught largely by full-time faculty members.

Through our partnerships with public schools, in enterprises such as the Latham Clinical Schools network, we put the best and brightest teachers and administrators in schools throughout North Carolina. Through our partnerships with community colleges and the private sector in the Wachovia Partnership East, we enable aspiring teachers to realize their dreams.

A Region’s Health

We will improve the health of the region. Through ventures such as the East Carolina Heart Institute and the Metabolic Institute, we will attack the diseases that are particularly devastating in eastern North Carolina. Through the education of nurses, physicians, allied health, and other health professionals, we will provide for the prevention and treatment of disease and access to better health for the entire region and beyond.

Our Brody School of Medicine is a young institution; the first four-year class enrolled in 1977. Despite its youth, it has achieved notable success in a number of areas. It was ranked in the top 10 medical schools in the nation in three categories by U.S. News & World Report. Among the four medical schools in North Carolina, it has the highest percentage of graduates practicing in the state. It has the highest percentage of graduates in the state entering primary care residencies. All its students – 72 are admitted each year – are North Carolina residents.

Our nursing school enhances the health of citizens in numerous ways. We are the largest producer of new nurses in the state, and our new doctoral program educates faculty members who can teach still more nursing students.
The School of Allied Health Sciences and the College of Health and Human Performance have a rich array of academic programs, and its faculty members conduct path-blazing research that leads to inventions such as the Speech Easy anti-stuttering device that is now used by thousands of individuals with speech dysfunctions.

Through these efforts and new programs such as the planned school of dentistry, we will continue to develop resources that will lead to better health for all the citizens of our region and state.

**Arts in Lives**

ECU has a storied tradition in the arts, from theatre and dance to chamber music and jazz to sculpture and metal design. Our faculty and graduates are recognized nationally and internationally for their work, winning popular prizes such as Oscars and Emmys and Pulitzers and entertaining millions of individuals. Closer to home, through our artistic faculty, students, performances, exhibitions, and intercollegiate athletics contests, we will make Eastern North Carolina more attractive to employers and retirees. The “creative economy” is a vital factor in economic advancement of the region because it is one of the major factors in drawing new economic enterprise to a region. We excel in this contribution.

We will plan and build facilities such a performing arts center to provide appropriate teaching, rehearsal, exhibition and performance venues for the university and the community.

Through our programs and facilities and through partnerships with the city and the private sector, we will forge a renaissance in downtown Greenville that will provide access to richer artistic, cultural and social experiences.

**Prosperity in Eastern North Carolina**

For North Carolina to prosper, eastern North Carolina must prosper. Our biggest contribution to economic development is workforce education: We develop graduates who build the future by laying a foundation for a more diverse, productive regional economy.

Our linkages to a stronger economy abound. Through our distance-education programs, some 5,000 students who otherwise could not be resident students on any campus, enroll in programs that allow them to earn degrees and develop competencies that lead directly to jobs.

The Bio-Tech Center that is housed on our campus truly represents the future of economic development, and it is a partnership with the state and the county that will make us all stronger.

Through the expertise and outreach of our faculty, the discoveries they make and the innovations they foster, ECU helps city, county and state officials improve the
economic prospects of their areas. Our strength is in applied or translational research. We will grow our external funding for research to $100 million a year.

**The Leadership University**

From recruitment through graduation, we will provide programs, personnel and opportunities to assure that our students have the opportunity to and are likely to succeed. Through our emphasis on leadership opportunities for students, we will provide graduates more attuned to the possibilities of an enhanced lifestyle and more likely to make a difference.

Through our long-standing BB&T Leadership Center, we introduce students to leaders in national enterprises and expose them to the best thinking on leadership. Through our volunteer center, we bring our students into productive, committed contact with the real world. Through our Leadership Academy, we prepare our faculty and staff for leadership roles on the campus.

We will provide the resources and encouragement to: increase the percentage of our students who participate in international education programs; raise our retention and graduation rates; and develop a national model for student-athlete programs.

**CONTEXT:**

East Carolina University, the intellectual and cultural hub of eastern North Carolina, has almost 24,500 students from around the world. We have outstanding faculty teaching in first-class academic programs in disciplines ranging from the health sciences to the visual and performing arts to a great liberal arts curriculum.

The foundation of our undergraduate degrees is a core strength in the liberal arts, and our professional schools offer robust, contemporary programs. Our research capability, which has already scored path-breaking achievements, is expanding, fueled notably by interdisciplinary and interinstitutional efforts. Technology permeates our university, improving day-to-day operations, enabling connectivity and access, supporting research and preparing students. We use technology in all that we do to improve efficiencies, processes, and connectivity. We have a successful athletic tradition and compete in Conference USA in 19 Division-I sports.

Success in higher education is the single most important factor in determining the future of the region and beyond. ECU will lead the effort to ensure access and, most importantly, the success of our students in their ability to graduate, to be ready for the next step in their careers, to be tomorrow’s leaders.

ECU is dedicated to ensuring that its students develop the capacities and competencies to work successfully in an international, rapidly changing, technology-dominated, interconnected environment. The university reflects that world’s diversity.
DISTINCTIONS:

ECU is a constituent institution of the 16-campus University of North Carolina system. As such, it shares the public-university commitment to teaching, research and service. Within the system, East Carolina is distinctive in:

*The value it adds.* From tenure-track faculty in the classrooms to careful advising to rich leadership opportunities, ECU prepares students to succeed.

*Effectiveness of mission execution.* The university was established as a teacher-training school, and today prepares more education professionals than any other university in North Carolina.

*Responsiveness to legislative mandates.* The Brody School of Medicine has improved the health of rural North Carolina residents, improved access to medical education for underrepresented students, and focused on primary care—all in response to its charge from the General Assembly. Its graduates practice in North Carolina at a higher rate than any other medical school in the state. ECU is the state leader in education of nurses and allied health professionals.

*The impact it has.* ECU is the economic and cultural hub of the largest geographic region of the state. The variety and talent of its visual and performing arts, its athletic teams, and its economic development efforts enrich the lives of citizens far beyond Greenville.

*Delivering education beyond the campus.* From the days when professors drove hours to offer courses off campus to today’s on-line degrees, ECU has taken higher education to the people. The university is the unquestioned leader in distance education in North Carolina.

*Academic entrepreneurship.* ECU faculty, through unique programs and interdisciplinary centers and institutes, respond to the challenges and opportunities of the region.
APPENDIX A

STRATEGIC DIRECTIONS EXAMPLES

21st Century Education
- Largest producer of educational professionals in the state
- East Carolina Scholars program
- Largest provider of distance education in UNC system
- Latham Clinical Schools network
- Wachovia Partnership East

A Region’s Health
- Strong academic programs: Medicine, Nursing, Allied Health, Health and Human Performance, Nutrition
- Highest percentage of primary care physician graduates and highest percentage of graduates who practice in North Carolina
- East Carolina Heart Institute, Metabolic Center
- Dental school

Arts in Lives
- Successes of faculty members in music, metals, sculpture
- Success of graduates in acting, music, ceramics, lighting, literature, journalism
- Planned performing arts center
- Touring performing arts series on campus
- Campus-based performances and exhibitions
- Athletics events

Prosperity in Eastern North Carolina
- Distance education programs
- Regional Development Services
- Workforce development (e.g., nursing, teaching, construction management, coastal resources management)
- Entrepreneurial Initiative
- New tourism center
- Research
- Technology transfer
- Increase in external funding

Leadership University
- Outstanding College of Arts & Sciences
- BB&T Leadership Center
- Leadership programs in athletics
- Student Life Division leadership programs