Supporting Principles:
The Office of Public Service and Community Relations is guided by the “enduring values” outlined in ECU Tomorrow: A Vision for Leadership and Service (2007); ECU’s Strategic Action Plan, 2010-13 and its corresponding Key Performance Indicators; and ECU’ mission:

ECU’s Values:
- Respect
- Authenticity
- Accountability
- Teamwork
- Commitment to Serve.

ECU Mission:
To serve as a national model for public service and regional transformation by
- Preparing our students to compete and succeed in the global economy and multicultural society,
- Distinguishing ourselves by the ability to train and prepare leaders,
- Creating a strong, sustainable future for eastern North Carolina through education, research, innovation, investment, and outreach,
- Saving lives, curing diseases, and positively transforming health and health care, and
- Providing cultural enrichment and powerful inspiration as we work to sustain and improve quality of life.

(Approved by the UNC Board of Governors - November 13, 2009)

Public Service at ECU:
Public service occurs when ECU faculty, staff, and/or students work to improve communities in eastern North Carolina and beyond. This type of work involves communities, benefits communities, and can advance scholarship and use disciplinary expertise. ECU faculty, staff and students work with communities through engagement and outreach activities, coursework and perform service to the community through continuing education, co-curricular service, extra-curricular service, and volunteerism.

Long Range Outcomes of Public Service:
- Students who have a sense of their connection to communities and other stakeholders and who apply their knowledge in the public domain to make the world a better place.
- Empowered communities who collaborate with ECU in addressing problems and resolving issues.
Broad interprofessional networks of scholars focused on community issues.

Recognition of public service as a valued component of ECU.

Operationalization of ECU’s mission.

Key Strategic Planning Principles:
Several key planning principles were established to develop this strategic plan.

- Support for student success throughout the continuum of the college learning experience
- Support for effective leadership and professional development
- Purposeful decision-making, moving towards clearly defined goals and measurable outcomes
- An ongoing commitment to institutional effectiveness
- Allocation of resources to ensure attainment of established long range outcomes
- A commitment to both ECU’s motto *Servire* and its mission statement as they are focused on public service and regional transformation.

Goals
The goals outlined in this plan have been established for the period March 1, 2012, to July 30, 2015, and are aligned to outcome objectives and activities set forth by the Chancellor’s Division (found at the end of this plan). Using the Logic Model, this collaborative and integrated approach to planning has facilitated the opportunity to integrate and align efforts towards accomplishing the following goals.

**GOAL 1:** Prepare students to become leaders in public service.

**GOAL 2:** Ensure students, faculty, and staff acquire the knowledge, skills, and abilities to partner effectively with others to address community issues.

**GOAL 3:** Develop a deliberate strategy in order to improve the two way sharing of knowledge between ECU and the broader community.

**GOAL 4:** Enhance ECU’s infrastructure to promote and support public service.

**GOAL 5:** Increase the perceived value of public service within the ECU community and external to ECU.

**GOAL 6:** Partner strategically to foster and expand ECU’s public service mission.

**Goal 1:** Prepare students to become leaders in public service.
**Rationale/Need:** Like so many other regions of the state and the nation, eastern North Carolina is facing a myriad of challenges and issues that require leaders to serve as agents for positive change. Servant leadership is a natural fit for ECU’s mission as its philosophy and practice is historically grounded in the understanding that servant-leaders achieve results for their organizations by giving priority attention to the needs of those they serve.

**Challenges:** At this time, ECU has a distributed model to support and advance student leadership development that minimizes the institution’s ability to integrate and align efforts and, in turn, to measure results. In addition, there is insufficient understanding regarding the relationship between public service and leadership at ECU.

**Opportunities:** ECU’s commitment to leadership development from senior administration; support from the Baldridge initiative in terms of efforts to gather input regarding stakeholder satisfaction on a continuous basis; and a renewed commitment to continuously measuring outcomes.

1) **Student Leadership Development**

**Outcome Objectives: Baseline Spring 2012**

1.1.1. By Spring 2015 increase student knowledge and understanding of ECU’s mission and strategic action plan.

➢ **Measure:** number of presentations completed at student organizations

1.1.2. By Spring 2015 increase application of the ECU Integrated Leadership Framework’s (ILF): Service Development component

➢ **Measure:** number of units reporting use of the ILF to the ECU Leadership Collaborative, number of student service experiences recorded by Center for Student Leadership & Engagement

These Outcome Objectives will be accomplished via the following units’ activities:

Student and EC Scholars Engagement & Outreach Scholars Academies, Chancellor’s Student Leadership Academy, joint planning between Office of PSCR and Center for Student Leadership & Engagement
Goal 2: Ensure students, faculty and staff acquire the knowledge, skills, and abilities to effectively partner with others to address community issues.

Rationale/Need: Partnerships between ECU and external communities are an integral part of ECU’s core mission as a recognized, regionally-engaged university. ECU firmly believes that enhancing community partnerships should not be treated as a supplement to what we do, but rather as an integral part of our core mission. When community and ECU expertise and resources are integrated, a powerful synergy is created that can address complex community issues.

Challenges: Collaboration with the Office of Diversity and Equity and others will enhance our efforts regarding increased cultural awareness and sensitivity. At this time, there is a need to consider the heterogeneity of our community partners to enable partnerships to flourish. The role of public university continues to be an ongoing conversation as we consider dual responsibilities: meeting needs of community and meeting the needs of disciplines.

Opportunities: ECU has recently created an executive-level position housed in the Chancellor’s Division to support and coordinate community partnerships. This individual will, along with other duties, (1) facilitate a series of regional community forums, and (2) organize development events to prepare ECU members and community members to work collaboratively. ECU has committed significant resources to the 2013 Carnegie application renewal.

2.1) Development Events

Outcome Objectives: Baseline 2012

2.1.1. By Spring 2015 increase the number of opportunities for hands-on public service opportunities and skills development applicable to North Carolina communities and available to undergraduate and graduate students.

➢ Measure: The number of available undergraduate and graduate public service opportunities, the % of ECU students who participate, the number of ECU units represented (source: PSCR data, Volunteer and Service Learning data)

2.1.2. By Spring 2015 produce more and better prepared faculty who demonstrate the knowledge, skills, and abilities to implement public service outreach and community engagement.

➢ Measure: The number of faculty graduating from the Engagement & Outreach Scholars Academies (EOSA), the percentage of ECU faculty who are alumni of EOSA, the number of faculty who have participated in Engagement Symposia, the percentage of ECU faculty who have participated in EOSA, the number of ECU units represented (source: PSCR data), the number of EOSA participants whose EOSA research proposals meet specified criteria.

These Outcome Objectives will be accomplished via the following units and activities:
2.2) STUDENT EXPERIENCES (SATISFACTION)

Outcome Objectives: Baseline Spring 2012

2.2.1. By Fall 2013, increase students’ perceptions of how often they participated in a community-based project as part of a regular course (as determined via the National Survey of Student Engagement [NSSE]).

➤ Measure: NSSE question 1.k.

2.2.2. By Fall 2013, increase students’ perceptions of whether they have done or plan to do before they graduate any of the following: practica, internships, field experience, co-op experience or clinical assignment, community service or volunteer work (as determined via the NSSE).

➤ Measure: NSSE question 7 a

2.2.3. By Fall 2013, increase students’ perceptions of the extent that their experience at ECU contributed to their knowledge, skills, and personal development by means of their contributions to the welfare of communities. (as determined via the NSSE).

➤ Measure: NSSE question 11 O

These Outcome Objectives will be accomplished via the following activities:
Service and Community Based Learning, Extra Curricular Activities, Co-Curricular Activities, Volunteer Experiences

Goal 3: Develop an intentional strategy to improve the two way exchange of knowledge between ECU and the stakeholder communities.

Rationale/Need: Public access to university knowledge resources is a central dimension of public service and community partnerships. When community knowledge and skills and ECU scholarly expertise are applied to community problems, communities and ECU become stronger. ECU is strategically positioned to work collaboratively with communities to inspire positive change.

Challenges: Further discussions are needed to finalize language and taxonomies as well as to identify outlets for “telling the public service and engagement story” that will result in the greatest return on investment.

Opportunities: Senior administration has committed resources to support the development of viable synergistic partnerships that harness the strengths of each partner. Work is underway to formulate an initial taxonomy and data repository of university-community partnerships with the
goal of identifying efficacious and mutually beneficial policies and programs that are based on innovation.

3.1) Marketing and Communication

**Outcome Objectives: Baseline Spring 2012**

3.1) Increase the number of news articles featuring ECU public service.

3.1.1. Develop and implement an integrated process with ECU News Service to tell the story of ECU’s public service.

➤ **Measure:** Number of news articles, media stories, records on Telling Our Story web page.

3.1.2. Develop and implement a web page and web portal focused on public service.

➤ **Measure:** Number of web page “hits”.

3.2) Scholarly Products

3.2.1 Increase the number of scholarly outputs related to ECU faculty and student public service.

➤ **Measure:** Faculty reports via Sedona, TracDat, EOSA annual report.

These Outcome Objectives will be accomplished via the following activities:

Jointly developed guidelines between PSCR and ECU Communications, Marketing and Public Affairs

**Goal 4:** Enhance ECU ‘s infrastructure to promote and support public service.

**Rationale/Need:** External sources increasingly require data related to the mission and purpose of public education. At ECU, the data informing monitoring and measuring public service have been inconsistent. The development of a coordinated data tracking system will result in better coordination of public service. Analysis and interpretation of the data will lead to quality improvement and the identification of best practices in public service.

**Challenges:** ECU has inconsistently valued the products of public service; thereby decreasing motivation to participate in public service. This is especially true for faculty and staff and their corresponding reward systems.

**Opportunities:** In 2013 ECU must reapply for the Carnegie designation as an engaged institution. This application will provide a powerful institutional incentive to implement infrastructure to enhance public service delivery processes and recognition. The new office of Public Service and Community Relations will be able to coordinate infrastructure development and investigate best practices in community engagement. The recommendations from SACS and
Baldridge reviewers will provide guidelines to improve ECU’s initiatives and activities in the areas of public service and engagement, as these areas align with the institution’s mission.

4.1) Enterprise Model

**Outcome Objectives: Baseline Spring 2012**

4.1.1. By Fall 2012 implement the Enterprise Model for the Office of Public Service & Community Relations.

➤ **Measure:** Complete plan, completed budget and other resources required for the office, ongoing monitoring of the plan.

4.1.2. By Fall 2013 complete the development of procedures for monitoring and measuring public service at ECU.

➤ **Measure:** Implementation of plan with outcomes, completion of electronic data base with procedures implemented for data input, evidence of the use of quality assessment measures by Public Service Assessment units, improvement in quality of data reported by Public Service Assessment units.

4.1.3 By Fall 2014 increase public perceptions regarding the quality of public service at ECU.

➤ **Measure:** Analysis of bi annual Public Listening sessions transcripts and recordings (Community members, Community advisory groups at ECU; partners of projects)

These Outcome Objectives will be accomplished via the following activities: division and college strategic action plans for public service, Public Listening sessions,

**Goal 5:** Increase the perceived value of public service within the ECU community and with stakeholders external to ECU.

**Rationale/Need:** ECU recognizes the need to recognize and reward those who are engaged in public service in a meaningful manner. Indeed, recognizing and rewarding external service is perhaps the most significant and effective way to encourage and increase our efforts.

**Challenges:** Current perception of faculty and staff that public service not valued in the employment processes thereby limiting the time and resources allocated to working with communities. Current reporting systems (Sedona for faculty, nothing for staff) limit the institution’s ability to track data to inform and guide assessment and strategic planning efforts. There is a need to include, as appropriate, public service in ECU’s hiring processes.
Opportunities: ECU has recently created an executive-level position housed in the Office of the Chancellor to support and coordinate community partnerships. This individual will, along with other duties, (1) facilitate a series of regional community forums, (2) organize ECU’s responses to community feedback, and (3) market the value of public service. ECU has committed significant resources to the Carnegie application renewal in 2013. As Public Service is at the forefront of the ECU Mission, there is a renewed focus on demonstrating results at the levels of institution, state, and nation.

5.1) Rewards

Outcome Objectives: Baseline Spring 2012

5.1.1. By summer 2013 increase the knowledge of Personnel Action Committees and administrators regarding the nationally accepted outputs of public service (Association of Public and Land Grant Universities, Campus Compact, New England Resource Center for Higher Education, Carnegie, Imagining America, International Association for Research on Service-learning and Community Engagement, etc).

- **Measure:** Number of attendees at workshops by role (faculty member, administrator, staff, committee), changes to Unit Tenure and Promotion Criteria

5.1.2. By Fall 2013 increase the appreciation of Search Committees for public service as a hiring component.

- **Measure:** Number of attendees at workshops by unit, survey of unit administrators.
- **Measure:** review of position postings, type of language within job ads; position descriptions; interview criteria and actions.

5.2) Awards

5.2.1. Increase the number and types of public service related awards for ECU and the external communities related to public service.

- **Measure:** Number and type of awards, number of nominees for awards.

These Outcome Objectives will be accomplished via the following activities:

With the Office for Faculty Excellence and Faculty Senate, increase the education of Search Committees, Personnel Action Committees, and administrators regarding public service activities and outputs, development of awards

*Goal 6:* Partner strategically to build and enhance ECU’s public service activities.
**Rationale/Need:** How ECU operates and organizes itself to sustain partnerships is at the core of our work in the coming years. The university will adhere to an institution-wide commitment to formalizing strategic partnerships and alliances and sustaining them. These partnerships will need to be carefully nurtured to make a lasting impact on addressing the most pressing needs of the region we serve.

**Challenges:** Finding solutions that bring sustainable social and economic benefits will necessitate addressing how partnerships are maintained. When the partnership is supported by a singular faculty member, a process must be established to address how, when faculty disband or leave the institution, work that is underway can be sustained.

**Opportunities:** ECU has a strong history of partnerships sustained over multiple years. Examination of these partnerships can help to identify “best practices” in informing and guiding future partnership efforts.

6.1) **Partnerships**

**Outcome Objectives: Baseline Spring 2012**

6.1.1. Increase the number of partnerships sustained over two years within each of the five ECU strategic directions.

- **Measure:** OPSCR data management system that has tracked partnerships since 2008 (Count of partnerships, types and mix of partnerships, longevity of partnerships, distribution of partnerships across 5 strategic directions)

6.1.2. By Spring 2014, develop and submit a demonstration grant that applies ECU resources to a targeted geographic area.

- **Measure:** Identification of targeted area, identification of funder, application submitted

These Outcome Objectives will be accomplished via the following activities:

- Monitoring and measuring activities re: public service; development of portal or point of contact for communities to access ECU partners; presentations to communities including Board of Visitors, key NGOs.
ECU Values:
ECU’s Chancellors Division adheres to the established “enduring values” outlined in *ECU Tomorrow: A Vision for Leadership and Service* (2007), ECU’s long-range strategic plan and advances the goals outlined in ECU’s Strategic Action Plan, 2010-13 and its corresponding Key Performance Indicators.

ECU’s values are outlined below:
- Respect;
- Authenticity;
- Accountability;
- Teamwork; and
- Commitment to Serve.

ECU Mission:

To serve as a national model for public service and regional transformation by:

- Preparing our students to compete and succeed in the global economy and multicultural society,
- Distinguishing ourselves by the ability to train and prepare leaders,
- Creating a strong, sustainable future for eastern North Carolina through education, research, innovation, investment, and outreach,
- Saving lives, curing diseases, and positively transforming health and health care, and
- Providing cultural enrichment and powerful inspiration as we work to sustain and improve quality of life.

*Approved by the UNC Board of Governors - November 13, 2009*
Key Strategic Principles:

Several key planning principles were established to develop this strategic plan:

- Prepare students to become a knowledgeable, skilled and adaptable workforce that can effectively address the current and developing needs of eastern North Carolina.
- Expand and advocate for our mission of serving the underserved populations in North Carolina.
- Link the University with industry, government, individuals, communities, and the military to serve as a strong economic partner for the east.
- Continue to improve and strengthen the university’s financial and administrative operations.

Goals:

**GOAL 1.** Prepare students to become a knowledgeable, skilled and adaptable workforce that can effectively address the current and developing needs of eastern North Carolina.

**GOAL 2.** Expand and advocate for our mission of serving the underserved populations in North Carolina.

**GOAL 3.** Link the University with industry, government, individuals, communities, and the military to serve as a strong economic partner for the east.

**GOAL 4.** Continue to improve and strengthen the university’s financial and administrative operations.
Goal 1: Prepare students to become a knowledgeable, skilled and adaptable workforce that can effectively address the current and developing needs of eastern North Carolina.

Rationale/Need: Both public and private stakeholders have made accountability in higher education an increasingly significant and visible national and regional issue in recent years. Spurred by rising college costs, a struggling global economy, disappointing retention and graduation rates, employer concerns that graduates do not meet workplace needs, and questions about the learning and value that higher education provides to students, specifically in the state of NC.

Challenges: Current challenges include alignment of professional development to enhance performance of duties, customer and employer dissatisfaction with graduates and increasing needs of eastern NC constituents in regards to health, healthcare and military outreach.

Opportunities: Key opportunities include the established Program Review Process, adoption of the Baldrige Model for Performance Excellence, adoption of an institutional model for Program Prioritization and increased partnerships with employers.

1.1) SKILLED AND KNOWLEDGEABLE WORKFORCE

Outcome Objectives: Base Line Fall 2010

1.1.1 By Fall 2013, recruit and retain the brightest innovators to create long-term intellectual infrastructures in eastern North Carolina.

➤ Measure: The number of external grants secured that focus on eastern NC will increase by 2% over the next 3 years

1.1.2 By Fall 2013, provide undergraduate and graduate students professional development, skills training, and hands-on research and employment opportunities applicable to North Carolina employers.

➤ Measure: The number of undergraduate and graduate students participating in employer-informed programs.

1.1.3 By Fall 2013, produce more and better prepared service providers in all critical need areas, such as teachers and medical professionals.

➤ Measure: ECU will increase the number of educational and health professionals over the next three years to serve the needs of the region
These outcome objectives will be accomplished via the following activities:

- Ongoing assessment of collaborations with regional military partners, colleges, industry, and employers (Associate Vice Chancellor, Office of Engagement and Innovation and Economic Development)
- Ensuring financial support for undergraduate and graduate student professional development and research opportunities (Associate Vice Chancellor, Office of Engagement and Innovation and Economic Development)
- Ongoing assessment of student learning (Deans, College of Education, Brody School of Medicine, College of Allied Health Sciences, and College of Nursing)
Goal 2: Expand and advocate for our mission of serving the underserved populations in North Carolina.

Rationale/Need: ECU’s special distinctiveness may well be its commitment to, and success in, public service and engagement through strategic partnerships and faculty, staff and student service to the region. The community benefits from outreach activities in nursing, allied health, and other disciplines as well as individual service to underserved populations.

Challenges: The increasing downturn of the economy has resulted in an elevated need for service and assistant to a large number of citizens in NC. Budget cuts have increased over past years and deeper cuts are anticipated in the coming budget cycles.

Opportunities: Through established partnerships, ECU is well positioned to focus its efforts to enhance efforts to create, encourage, and facilitate opportunities to meet the needs and expectations of the region we serve.

2.1) COMMITMENT TO UNDERSERVED POPULATIONS

Outcome Objectives: Base Line Fall 2010

2.1.1 By Fall 2103, enhance partnerships to provide critical health services to the underserved populations of eastern North Carolina.
➢ Measure: Number of partnerships maintained and number of new partnerships created

2.1.2 By Fall 2013, integrate and align efforts to provide programs and public services.
➢ Measure: Number of faculty/staff involved in outreach/engagement

These Outcome Objectives will be accomplished via the following activities:
➢ Develop specialized health services marketing and outreach efforts for underserved populations (College of Nursing, College of Allied Health Sciences)
➢ Securing additional resources to advance the education of rural nurses (College of Nursing)
➢ Faculty and staff engagement in local, regional, and state public service activities

Goal 3: Link the University with industry, government, individuals, communities, and the military to serve as a strong economic partner for the east.
Rationale/Need: Leveraging ECU's resources for economic success brings the considerable resources of the University to assist communities and companies throughout North Carolina to address the critical challenges of competitiveness. ECU works to find practical and applicable solutions to the problems for the industry as a whole by working with existing programs and serving as the link between organizations and businesses.

Challenges: In an era of increased need and decreased resources, ECU strives to foster economic growth while improving the quality of life for North Carolinians through research, education and outreach. In today's knowledge-driven economy, ECU is committed to engaging constituents to help identify solutions to the regional issues.

Opportunities: As the state's third largest and fastest growing university, ECU is a catalyst for economic growth throughout the region; and our multi-faceted outreach approach is critical to identifying solutions that ECU is uniquely positioned to address. ECU provides information, technical assistance, and problem solving services to facilitate the implementation of economic development plans and programs in the region.

3.1) ECONOMIC PARTNERSHIPS

Outcome Objectives: Base Line Fall 2010

3.1.1 By Fall 2013, promote a dialogue and reach out to key campus constituencies in the business and government communities to enhance our service mission to these groups in eastern North Carolina.

➤ Measure: The number of constituency contacts/events

3.1.2 By Fall 2013, continue to sustain and enhance critical programs and infrastructure that support key economic constituencies of eastern North Carolina.

➤ Measure: An increase in the number of collaboration and teaming agreements, as well as other means of strategic alliance
These Outcome Objectives will be accomplished via the following activities:

- Integration and alignment of efforts through the development of core processes (using the Baldrige Model for Performance Excellence)
- Promote a dialogue and reach out to key campus constituencies (Chief of Staff, Chancellor’s Office)
- Ongoing assessment of collaborations with eastern North Carolina constituents (Chief of Staff, Chancellor’s Office)
Goal 4: Continue to improve and strengthen the university’s financial and administrative operations.

Rationale/Need: The need to foster partnerships across campus, create efficiencies, define clear roles, and align the goals of space, fundraising and information technology to support the goals of the university.

Challenges: In an age of reduced resources of space, financial and human resources as well as new mandates by UNC General Administration, ECU has had to adopt new and innovative processes and policies to sustain core university functions.

Opportunities: The establishment of the first formal IT Governance process to guide the decision making process, define accountability, and identify responsibility for technology across the university has increased transparency in decision making and established cross-campus communication.

4.1) SUSTAINABILITY

Outcome Objectives: Base Line Fall 2010

4.1.1 By Fall 2013, increase fundraising capacity to generate additional philanthropy.
   ➢ Measure: ECU will conclude the current capital campaign no later than December 31, 2011 and finalize planning for a new campaign no later than January 1, 2014

4.1.2 By Fall 2013, ensure the efficient and effective use of the University’s physical and technological assets.
   ➢ Measure: The completion of annual audits

4.1.3 By Fall 2013, promote a safe and secure campus environment that fosters university community, student engagement and academic success.
   ➢ Measure: Ensure access to crime prevention information and safety awareness information to foster positive student engagement and academic success

These Outcome Objectives will be accomplished via the following activities:
- Implementation and use of X25 software (Director, Institutional Planning)
- Development and implementation of space policies for university space, university research space, and teleworking (Director, Institutional Planning)
- Interaction with alumni, friends, and the greater community to garner support and secure resources (Vice Chancellor, University Advancement)
- Foster positive interactions and communication between the ECU Police, students, and the community to promote a safe and secure campus community (Chief, ECU Police)