

**Division of Academic Affairs
Unit Plan
1990-1993**

VISION STATEMENT

The Division of Academic Affairs is dedicated to providing leadership and support for the achievement of excellence in undergraduate and graduate education in art, arts and sciences, business, education, home economics, industry and technology, music, social work, academic library services, and continuing education. Within the division, the offices of the Undergraduate Studies, the Graduate School and Research, the BB&T Center for Leadership Development, the International Studies Center, and the East Carolina University Southern Association of Colleges and Schools Self-Study contribute to this endeavor.

In pursuing this excellence, the vice chancellor for academic affairs is responsible to the chancellor for policy and operations relating to all academic aspects of the University, except those of the health sciences division, and is responsible for the academic environment of the University.

The Division of Academic Affairs envisions these four aspects of educative excellence: the creation and development of a productive faculty; faculty involvement in establishing, reviewing, and improving both undergraduate and graduate curricula so that these programs provide a well-informed, ethical, and critically proficient basis for educating an eclectic student body; a university environment within which human diversity founded on respect for human worth and individual rights flourishes; and the strengthening of teacher education for the sake of achieving social justice, stimulating intellectual curiosity, and fostering better scholastic preparation for university study.

Nurtured by these activities and this vision, the Division of Academic Affairs strives to contribute to the environment and the experience of the students such that they can and will lead examined lives of self-initiated inquiry which are based on integrity, self-reliance, and respect for the common good. Success in such activities will

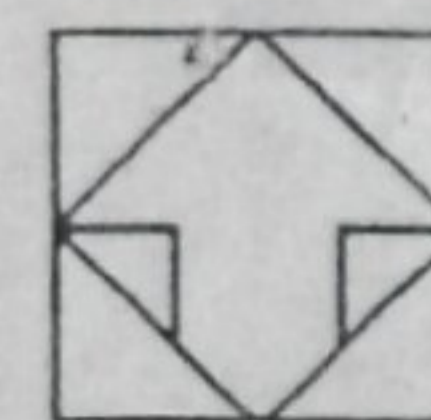
confirm the effective stewardship of resources for the sake of improving the quality and value of life for all people that the University serves.

During the planning period, the Division of Academic Affairs will focus on improving the academic quality of the institution through aggressive recruiting of talented students, increased emphasis on faculty and staff development, and informed administrative leadership.

PRIORITIES FOR ACTION

1. *Achieve distinction in undergraduate education*

- a. Raise admission requirements to increase the likelihood that admitted students will be successful in a university course of study
- b. Assess and reward effective advising
- c. Schedule appropriately small classes at the freshman and sophomore levels while continuing to meet student course needs
- d. Refine assessment plans and evaluate program effectiveness in general education and the major
- e. Provide academic support services aimed at improving graduation and retention rates
- f. Promote faculty development through travel, grants, released time, and the services of a faculty development center
- g. Coordinate enrollment management functions
- h. Establish a process to ensure that reappointment, tenure, promotion, and merit pay decisions are based on clearly-defined performance expectations in research, teaching effectiveness, and service
- i. In cooperation with appropriate committees, review and implement appropriate changes in general education requirements to ensure a substantial and coherent core of studies in humanities, fine arts, social studies, mathematics, and sciences



j. Monitor remedial instruction to ensure its effectiveness

2. *Strengthen the commitment to excellence in teaching*

- a. Improve instruments for assessing teaching effectiveness
- b. Coordinate unit code revisions to include other evaluation procedures in addition to student opinion surveys for assessing teaching effectiveness
- c. Establish an international studies center to promote an international perspective and to coordinate student, faculty, and curricula-related activities
- d. Recognize excellence in teaching in the promotion, tenure, and merit pay processes

3. *Develop a university culture based on respect for individual rights and human diversity*

- a. Strengthen existing programs and initiate additional programs to recruit and retain minority students
- b. Urge units to recruit, hire, and develop minority and women faculty and staff
- c. Promote the understanding and the practice of teaching techniques that eliminate gender and racial bias in the classroom, laboratory, and studio
- d. Encourage the inclusion of diverse perspectives (e.g., gender, racial, ethnic) in the curriculum consistent with individual rights
- e. Increase enrollment of graduate and undergraduate nontraditional students

4. *Expand doctoral programs*

- a. Implement the EdD program in educational leadership
- b. Enhance targeted faculty, facilities, and curricula in preparation for requests for authorization to plan new doctoral programs
- c. Establish systematic procedures for evaluating proposed and existing doctoral programs

d. Implement strategies to recruit students nationally for master's and doctoral programs

5. *Strengthen the commitment to research, scholarship, and creative activity*

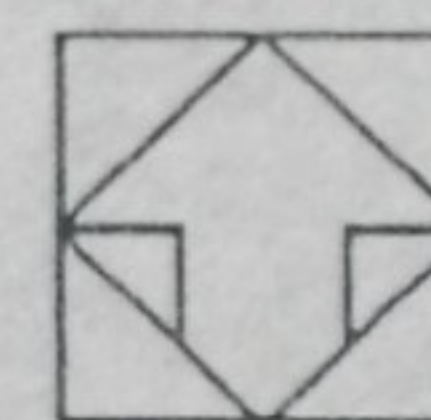
- a. Review and implement tenure and promotion procedures as revised in the Faculty Manual, Appendices C and D
- b. Include research, scholarship, creative activity, and grant productivity as major factors in hiring, tenure, and promotion decisions
- c. Increase support for faculty research, scholarship, creative activity, and grant productivity through travel, grants, released time, and the services of a faculty development center

6. *Improve teacher education and stimulate improvement in public schools*

- a. Assess teacher education programs to determine the most effective way to improve quality
- b. Increase faculty participation in efforts to improve public school education and expand the Scholastic Aptitude Test workshops in the public schools offered through the Office of Undergraduate Studies
- c. Monitor the effectiveness of the teaching fellows program
- d. Support preparations for the National Council for Accreditation of Teacher Education and State Department of Public Instruction reaccreditation visit

7. *Recruit and support academically proficient and talented students*

- a. Expand the scope and quality of the honors program by providing student and faculty incentives to participate
- b. Expand efforts to recruit superior graduate and undergraduate students and provide merit-based scholarship and fellowship support
- c. Provide merit-based scholarships for transfer and sophomore and junior students



Strategies for Distinction

d. Provide services to enhance honors students' graduate and professional school opportunities

8. Advance the University effectively to external publics

- a. Coordinate activities with the deans and the publication office to ensure that publications are accurately and well written
- b. Encourage the formation of advisory and support organizations for academic units that do not already have them
- c. Support outreach agencies, such as continuing education, cooperative education, and bureau of business research, to accomplish their missions more effectively

9. Develop and use expanded information resources

- a. Ensure that the expansion and renovation of Joyner library are guided by the teaching and research needs of the students and faculty
- b. Establish computer facilities adequate to the needs of students and faculty, especially in the areas of research and advising
- c. Increase computer facilities and services for academic use, especially for classroom use

10. Provide effective stewardship of the University

- a. Review academic programs to determine those to be enhanced, maintained, reduced, combined, or discontinued
- b. Ensure that unit evaluations are synchronized with the institutional effectiveness focus of the strategic planning process; that they address goals, objectives, and educational outcomes; and that they incorporate the use of reviewers and consultants from outside the unit being evaluated
- c. Refine criteria for budget allocation and reallocation
- d. Refine and implement institutional assessment plan

e. Coordinate the Southern Association of Colleges and Schools Self-Study with the goal of attaining reaccreditation

f. Work closely with the faculty senate and its committees regarding relevant questions, issues, and procedures

g. Strengthen search procedures, implement an orientation schedule for new faculty, adopt a faculty mentoring program, and institute leadership training programs for deans and chairs

h. Make reallocations to implement the academic affairs strategic plan