

**College of Arts and Sciences
Unit Plan
1990 - 1993**

VISION STATEMENT

The College of Arts and Sciences cherishes creativity, inquiry, and understanding as among the greatest values in human experience. It thus is dedicated to the questioning, creation, and transmission of knowledge; to the provision of undergraduate and graduate educational programs which are responsive to the need for an enlightened and productive citizenry; and to the provision of programs and services which enhance the quality of life of the people it serves. These goals compel a commitment to creativity and inquiry free of bias and based upon the principles of objective scholarship. They require a responsibility to promote and convey those elements of the liberal arts and sciences which must be essential components of the scholarly goals of all units of the University. The College seeks richness through diversity of its programs and strength through erudition. Scholarly activity is recognized as a necessary condition for effective teaching at the university level. Faculty are expected to be teaching at the university level; they are expected to be caring, effective classroom instructors and productive scholars and, where appropriate, professional service providers to the community at large. The College is dedicated to the creation of an environment of intellectual activity and excitement which supports faculty scholarship and inspires students to pursue lifelong learning.

During the planning period, the College will focus on enhancing undergraduate education; expanding its graduate programs especially at the doctoral level; increasing its creative, scholarly, and publishing activities; managing its resources effectively; evaluating its organization; and developing additional sources of non-state support for its programs and activities.

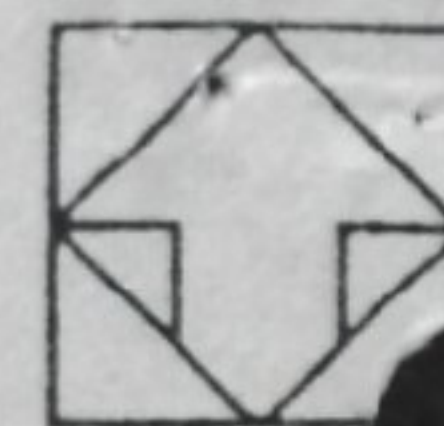
ELEMENTS OF DISTINCTION

- ◆A diverse faculty including scholars of national and international reputation in such areas as humanities and fine arts, social science, and natural science
- ◆Particular strength in coastal and marine studies, rhetoric and composition, medical biophysics, and maritime history
- ◆International programs, including successful programs of study abroad, which provide both faculty and students with a multicultural perspective
- ◆Significant contributions to public school education through specialized program tracks, academic concentrations, centers, and institutes
- ◆Sponsored scholarly publications of distinction, including Children's Folklore Review, Tar River Poetry, and Victorians Institute Journal
- ◆Unique laboratories, such as the Accelerator Laboratory, the Central Environmental Laboratory, the Hybridoma Laboratory, the Human Performance Laboratory, and the Biomechanics Laboratory; centers, such as the Science Math Education Center, which is shared with the School of Education; institutes, such as the Institute for Cultural and Historical Research and the Science Institute for the Disabled; archives, such as the Folklore Archive; and programs, such as those in Gerontology and in Maritime History and Underwater Research

PRIORITIES FOR ACTION

1. Achieve distinction in undergraduate education

- a. In all courses where such emphases are pedagogically sound, particularly in general education courses, develop curricula which emphasize writing, critical thinking, reading, oral communication, mathematical skills, the ethical dimension of decision-making, the acquisition of knowledge, and life-long learning
- b. Integrate information technology into the structure of all courses where such emphasis is appropriate



Strategies for Distinction

c. Incorporate international multiethnic and gender perspectives into those courses where such emphases is pedagogically sound, and incorporate foreign language study into appropriate undergraduate programs

d. Orient programs and advising in such a way as to increase the proportion of graduates interested in and qualified for entry into graduate programs

e. Seek accreditation for undergraduate programs, such as journalism and urban and regional planning, where program quality and reputation will benefit

2. Strengthen the commitment to excellence in teaching

a. Revise unit codes, where necessary, to emphasize the importance of teaching effectiveness for renewal, tenure, promotion, and the allocation of annual merit pay increments

b. Require multiple, valid assessment of teaching effectiveness appropriate to each discipline within the College

c. Work closely with the General College to simplify and strengthen advising procedures

d. Establish a system of effective guidance for junior faculty during the probationary period

e. Establish a program for ensuring the quality of instruction provided by teaching and laboratory assistants

f. Facilitate collaborative instruction and research that will make it feasible for faculty to have shared responsibility for instruction in women's studies, medieval and renaissance studies, and other interdisciplinary programs

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

a. Increase admission and retention of minority, nontraditional, and foreign students admitted to the University

b. Increase opportunities for and recognition of student and faculty exchanges with foreign universities and participation in programs of study abroad

c. Improve cultural and gender diversity by increasing the number of women and minority faculty and administrators

d. Address cultural and gender diversity in curricula where it is appropriate

e. Create a program of instruction in English as a second language to make it possible to recruit an increasing number of international students

4. Expand doctoral programs

a. Seek permission to plan new PhD programs in history with a special emphasis in maritime history, coastal resources management, English with special emphasis in rhetoric and composition and in noncanonical literature, medical biophysics, and other disciplines as needed

b. Seek approval to establish new master's degree programs in economics and international studies

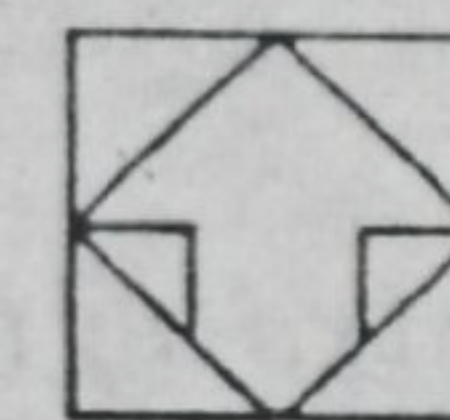
c. Seek permission to plan new master's degree programs, such as French and Spanish in the Department of Foreign Languages and Literatures, and computer science and statistical computing in the Department of Mathematics

d. Develop additional new master's and doctoral programs which are consistent with the academic strength of the University

e. Seek accreditation of master's programs in library science, medical physics, public administration, school psychology, and other programs where such sanctions would clearly enhance program quality and reputation

f. Evaluate MA programs with patterns of small or declining enrollments

g. Establish linkings with other higher education institutions in the region and with predominantly minority institutions enabling regional and minority students to proceed directly into higher degree programs at East Carolina University



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

- a. Revise unit codes, where necessary, to emphasize the importance of research and creative activity for renewal, tenure, promotion, and allocation of annual merit pay increments
- b. Increase the availability of released time for research
- c. Develop proposals for additional endowed chairs to take advantage of the availability of State funds for this purpose
- d. Develop systems for allocating College resources that take research productivity into account
- e. Increase faculty summer research
- f. Develop mechanisms for collaborative research by faculty and students within and among disciplines

Encourage cooperative programs with the School of Medicine whenever appropriate

6. Improve teacher education and stimulate improvement in public schooling

- a. Promote liberal arts, mathematics, and science concentrations to teacher education students
- b. Encourage College faculty to serve as resources to regional public schools and to participate in teacher training workshops
- c. Offer more evening, Saturday, and summer courses specific to the needs of teachers, particularly to those working to acquire advanced degrees

7. Recruit and support academically proficient and talented students

- a. Work with the University College to encourage the further development of programs for nontraditional students whereby they can obtain a degree by attending evening and Saturday classes

Develop strategies for the recruitment of high quality students at both the undergraduate and graduate levels

8. Promote the University effectively to external publics

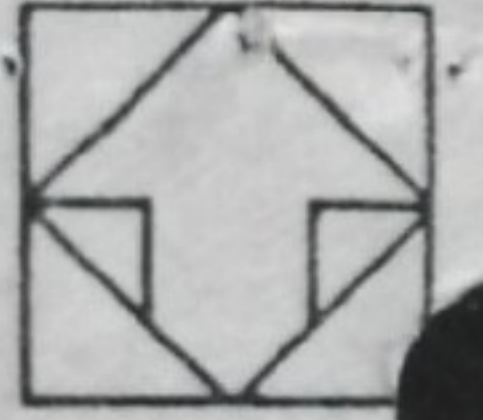
- a. Work closely with the internal and external news media to publicize the accomplishments of faculty and students in teaching, research, and service
- b. Publicize colloquia and other activities of visiting scholars
- c. Support the goals in Pitt County's Focus 2007 strategic plan, particularly those relating to education and culture

9. Develop and use expanded information resources

- a. Provide computer workstations to those faculty members who can demonstrate the greatest potential benefits from this resource
- b. Increase computer access for staff and students
- c. Encourage the acquisition of additional library research resources in areas of greatest need
- d. Acquaint faculty with the possibilities of satellite uplinks for research collaboration and distance education

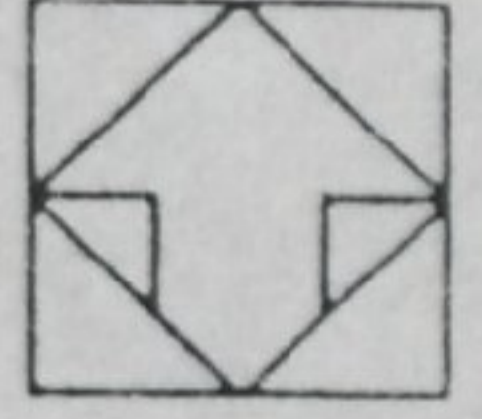
10. Provide effective stewardship of the University

- a. Dramatically increase non-state support for College programs and activities
- b. Evaluate the effectiveness of the organizational structure of the College to ensure balanced and appropriate representation of all areas
- c. Evaluate the benefits and costs of organizational changes for the College, including but not limited to:
 - separation of health, physical education, recreation & safety as a separate school within Academic Affairs
 - separation of the planning program as a separate department within the College
- d. Provide a clearly-defined process for budget planning and implementation in the College



Strategies for Distinction

- e. Develop an enrollment management plan which projects enrollment levels in General College courses and counts as a factor in allocating College resources
- f. Implement policies for the appropriate use of fixed-term faculty
- g. Undertake a College-wide identification of priority programs
- h. Implement valid assessment of the effectiveness of administrators
- i. Expand programs for assessing student performance
- j. Establish and maintain standards in teaching, research, and service which serve as models for the University
- k. Improve the quality of routine interactions between faculty, staff, students, and external publics



Strategies for Distinction

- b. Reevaluate and revise criteria for continued appointment of graduate faculty

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

- a. Establish program to enhance recruitment of minority graduate students
- b. Identify practices which act as barriers to application and admission of nontraditional students to graduate programs and develop strategies to remove these barriers
- c. Increase recruitment of academically talented international students to graduate school
- d. Develop programs to recruit academically talented students to graduate school from a broader geographical area

4. Expand doctoral programs

- a. Work with the School of Education to complete details of the new EdD program and implement via recruitment of highly qualified students
- b. Work with the School of Medicine to recruit more qualified students to current PhD programs
- c. Work with academic units to develop plans for implementation of new doctoral programs consistent with the strategic plan, including history with a special emphasis in maritime history, coastal resource management, English with a special emphasis in rhetoric and composition and in noncanonical literature, and medical biophysics
- d. Identify external funds to support students in new doctoral and master's programs
- e. Establish institutional procedures for periodic evaluation of established doctoral and master's programs

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

- a. Place priority on the needs of minority populations and rural, health, coastal, and environmental issues in the distribution of resources and publication of programs

- b. Increase extramural support by increasing faculty submission of applications and increasing the success of applications

- c. Establish a Research Advisory Council to provide advice and consultation on research issues

- d. Establish institutional policy for distribution of indirect cost funds in support of research and creative activity to provide an incentive to faculty efforts

- e. Initiate a faculty research awards program similar to the faculty teaching awards program

- f. Coordinate process for awarding funds to faculty in support of research and creative activity

- g. Promote technology transfer and other faculty entrepreneurial activity which can directly benefit the University

- h. Foster collaborative research on campus and across campuses, both within disciplines and across the disciplines

- i. Increase assistantship support for students who are carrying out research

- j. Increase externally funded undergraduate and graduate student research

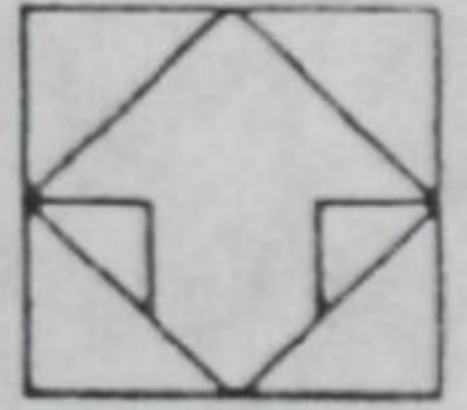
- k. Apply high standards of scholarship and creative activity to all graduate and associate graduate faculty members

- l. Develop and implement a strategy to strengthen biotechnology research and teaching efforts

- m. Develop new research programs in coastal and marine resources and marine biotechnology to complement existing programs

- n. Formalize organizational structure of ECU/Caswell Center Developmental Disabilities Research and Intervention Program in order to seek approval from UNC General Administration to establish a Developmental Disabilities Institute for Research and Intervention

- o. Establish a Center on Aging with the approval of the UNC General Administration and Board of Governors



Strategies for Distinction

10. Provide effective stewardship of the University

- a. Establish a formal budget calendar and process that links the strategic plan to resource allocations
 - b. Evaluate the adequacy and effectiveness of the University's system of internal control over its resources
 - c. Develop annual internal audit plans
 - d. Engage in the practice of preventive law in order to focus on initiatives that the University can take before actual legal disputes arise
 - e. Seek greater faculty involvement in student-athlete recruitment efforts
 - f. Establish a centralized data base for all University policies and regulations
 - g. Strengthen leadership development and team building among University administrators
 - h. Support the concept and continued development of faculty governance.
 - i. Allocate University space in accordance with the strategic plan
 - j. Perform an analysis of faculty supply and demand by department in cooperation with academic affairs and health sciences
 - k. Obtain accreditation from Southern Association of Colleges and Schools, National Council for Accreditation of Teacher Education, and other appropriate accrediting agencies
 - l. Replace the administrator-staff survey with other appropriate evaluation mechanisms
 - m. Assess the effectiveness of the institution in carrying out the strategic plan by implementing a formal mechanism for monitoring progress towards stated goals and priorities
- Make assessment a university-wide responsibility and assure that the results of assessment are used to improve the University's programs and activities