

## *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

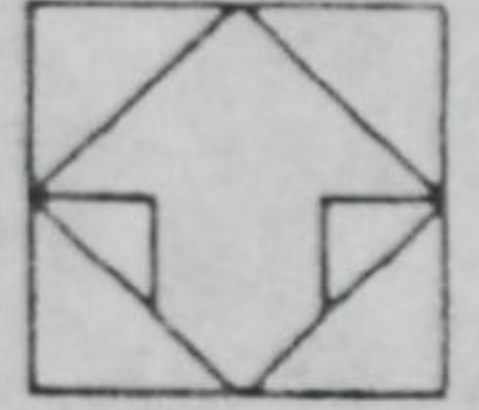
- k. Apply high standards of scholarship and creative activity to all graduate and associate graduate faculty members

- 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

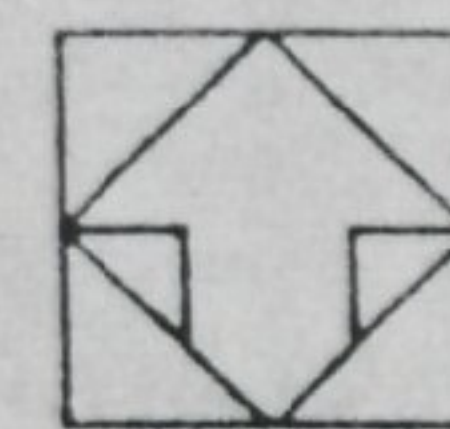


## *Strategies for Distinction*

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### *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 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



## 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. Evaluate and revise present codes 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



## *Strategies for Distinction*

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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

e. Increase support for innovative teaching and curriculum development through travel, grants, released time, and the services of a faculty development center

### ***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

e. Work cooperatively with the Division of Health Sciences to expand existing and develop new 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. Evaluate and revise present codes to ensure that research, scholarship, creative activity, and grant productivity, where appropriate, are 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

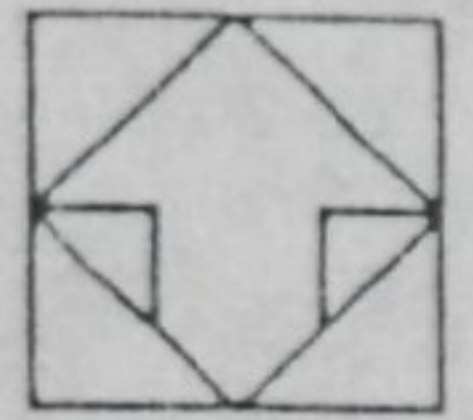
### ***6. Improve teacher education and stimulate improvement in public schools***

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



## Division of Business Affairs Unit Plan 1990 - 1993

### VISION STATEMENT

The Division of Business Affairs exists solely to support the instructional, research, and public service missions of the University by offering services that fall into the categories of financial, business, computing and communications, facilities, human resources, and safety. Team members within each department are committed to responsive, knowledgeable, efficient, courteous and prompt high quality services. Flexibility, creative problem-solving, and honesty must be reflected in all interactions. As it serves students, faculty, staff, and the public, the vision of the Division is to be recognized for excellence, professionalism, and a commitment to customer satisfaction.

During the planning period, the Division of Business Affairs will focus on developing necessary campus services, increased application of computer technologies, and improvement in the appearance and functionality of our physical facilities.

### PRIORITIES FOR ACTION

#### 1. Achieve distinction in undergraduate education

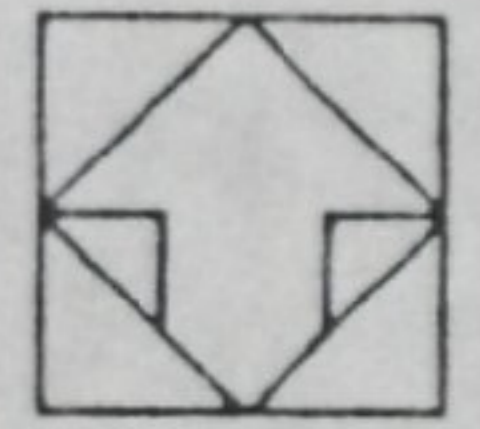
- a. Implement an automated advising system, train faculty in its use, and make it and other related modules of the student data base system available to academic advisers
- b. Expand student computing labs to attain a desired ratio of one microcomputer for every ten students and implement computer-based technologies integral to the related academic programs

#### 2. Strengthen the commitment to excellence in teaching

- a. Coordinate with the academic departments to provide software, hardware, and training to expand faculty mastery of information technology
- b. Create a multi-media networked classroom to be used by faculty to learn new skills for use in teaching students
- c. Bring in guest speakers to advance faculty knowledge of new information technology
- d. Provide interactive video facilities for additional training courses
- e. Provide assistance to improve on-line accessing of Health Sciences and Joyner Libraries

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

- a. Provide staff development on topics that promote understanding, sensitivity, respect, and tolerance for others
- b. Expand programs in public safety regarding respect for human diversity as well as racial and ethnic awareness
- c. Work with the Affirmative Action Office to assist in the development of the Chancellor's Minority Initiative Program
- d. Assist the Affirmative Action Office in establishing more effective recruitment programs, especially for the job classifications identified as being underrepresented
- e. Assist in the formulation of guidelines and procedures to improve and strengthen the search process including the functioning of search committees for SPA and appropriate non-teaching EPA staff
- f. Implement the goals set forth in the affirmative action plan as they apply to the Division of Business Affairs
- g. Assist in the development of formal and informal mentor relationships for new and continuing employees



## *Strategies for Distinction*

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

- a. Recognize the important cultural and social issues in health care and ensure that the divisional culture recognizes the changing patterns of societal evolution
- b. Provide opportunities for professional education for underrepresented or minority groups and technically impaired persons
- c. Mold courses suitable for professional education of nontraditional students, persons seeking career advancement, or those embarking on second careers
- d. Build a culture which welcomes and encourages retention of minority faculty
- e. Build an academic climate based on integrity and traditional professional values

### ***4. Expand doctoral programs***

- a. Expand existing PhD programs and explore new programs suitable for the professional needs of allied health and nursing
- b. Create an environment of strict scientific discipline in doctoral training
- c. Work cooperatively with the Division of Academic Affairs to expand existing and develop new doctoral programs

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

- a. Require participation by all faculty in scholarship in their area of expertise
- b. Develop appropriate research support systems to encourage faculty research
- c. Encourage cooperation and sharing of research and creative projects among departments or schools
- d. Encourage all types of research, including clinical and education projects, technology assessments, and outcomes

- e. Improve the cooperation between schools, the Division, practicing communities, and health service facilities in the region in the development of research projects
- f. Seek further sources of seed monies to help initiate faculty research and increase all external research sponsorship
- g. Nurture an environment of scientific and professional integrity in the Division
- h. Ensure informed study of the particular health problems of eastern North Carolina
- i. In conjunction with Pitt County Memorial Hospital, establish a regional clinical information system suitable for health policy and outcomes research

### ***6. Improve teacher education and stimulate improvement in public schooling***

- a. Make available resources from the Division of Health Sciences to ensure greater student understanding of health and scientific subjects
- b. Provide, where appropriate, professional services to assist the handicapped and disadvantaged school child
- c. Be available as a resource to help ensure mental, physical, and emotional health of students

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

- a. Develop integrated recruiting materials and programs to attract students to all the health sciences schools
- b. Extend the nature and scope of preparatory programs aimed at nontraditional students
- c. Ensure flexibility of programs to allow self-pacing to enrich studies
- d. Monitor and revise course times and locations to provide maximum convenience for existing professionals returning to study