

Institutional Priorities

Draft 4:

Preamble: East Carolina University will continue to provide students a strong general education in the humanities and arts and sciences as it advances state and regional achievements in teacher education, human health, the fine and performing arts, and economic development beginning in 2004-2005, ECU will also:

Two "Procedural" Priorities:

—open all budget processes to cabinet/executive council discussion and chancellor's prioritization. It is an institutional priority underlying the effective achievement of all other institutional priorities that such communication and collaboration occur. Without shared knowledge and collectively formulated rationales, divisions cannot work together for the achievement of common purposes. Without this foundation, central relationships in the University become private transaction relationships, deans and others have little or only diffuse awareness of institutional direction, and the teamwork that could otherwise occur is thwarted

—increase financial growth internally ("culture of giving") and with state, OP, and patrons. While an institution can always improve its financing by working harder, ECU is in a particularly positive position now to lobby for and create increased funding through creating a culture of giving internally, presenting compelling arguments for increased State funding (for example for BSOM and for distance education), and for patron support for furthering out successful missions.

Six "End-State" Priorities:

—work internally and externally to consolidate the financial stability of the BSOM. Given the history and mission of the BSOM and the importance to the region of making continued progress in achieving that mission, and given the current challenges to this financial stability, ECU must work as a team to secure this stability while minimizing the impact on other vital University programs and services.

—improve infrastructure, especially in developing research targets & investments. Faculty and administration alike have noted infrastructure limitations in support areas that hold back present potential. Moreover, the recently established Research Institute, while well-motivated to advance ECU research endeavors, must be more broadly based on faculty confidence while the University leverages all available resources toward maximizing research success. The Institute should be reviewed by the recently established research task force. Recommendations from that task force must be formulated with adequate faculty input and carefully directed to the goal of maximizing available resources. Improving faculty support, increasing collaborative involvements, and moving forward with everyone on the same page is paramount. Developing an appropriate graduate student support plan tied to adequately articulated research goals should be part of the infrastructure improvement.

—continue economic development through partnerships with the city and with curriculum/outreach. ECU has considered itself as contributing to the economic development of the area it serves. Clearly, that has occurred with graduates' contributions and with facilities development creating jobs, as just two examples. Our interactions with the City of Greenville can create a more highly qualitative environment for the region. Moreover, a specific action plan that will leverage our potential in every area, including academic programs, is needed. With the appointment of a committee to make recommendations on such an action plan, the institution's contributions can be pro-active, specific, measurable, and, hence, made more effective. Once underway in this deliberate, self-reflective manner, such action plans can be extended with even greater effect.

—develop diversity and compensation plans that value the efforts of all in the ECU community. ECU should develop a diversity council that oversees the diversity efforts both within the curriculum and extra-curricularly. Also, as compensation improves with assistance from the Legislature, we must continue that effort by maximizing our abilities to continue in this direction. This applies to our SPA employees as well.

—allocate significant resources to targeted academic programs that best fulfill regional missions. Productivity and need intersect in several areas of the University and the continuing prospect of limited funding requires that resources be allocated in ways that will both reward the productivity and extend the University's contributions to the region. Deans and vice chancellors must work together to prioritize these needs on sound programmatic, productivity, and regional contribution bases.

—provide ECU undergraduates a nationally competitive "leadership experience." Students must find leadership opportunities available to them at every turn. In the classroom and in extra-curricula activities, student must see and hear about how their experiences contribute to developing their leadership potential, no matter their chosen majors or professions. A central feature of every profession is the professional autonomy extended to the individual to contribute to her profession. Academic Affairs, Health Sciences, and Student Life should join together to explicitly reflect on ways to make more explicit these activities and messages.

The Postcard Summary:

- open all budget processes to cabinet/ executive council discussion & chancellor's prioritizations
- work internally and externally to consolidate the financial stability of the BSOM
- improve administrative infrastructure, especially in developing research targets & investments
- continue economic development through partnerships with the city and with curriculum/outreach
- increase financial growth internally ("culture of giving") and with State, OP, and patrons
- develop diversity and compensation plans that value the efforts of all in the ECU community
- allocate significant resources to targeted academic programs that best fulfill regional missions
- provide ECU undergraduates a nationally competitive "leadership experience."