Chancellor’s Division 2017-2022 Strategic Plan

Mission: The mission of the Chancellor’s Division is to serve as a catalyst for the core values of scholarship, leadership, service, and discovery among our faculty, staff, students, and the broader university community. The division seeks to inspire and promote student success, public service, and regional transformation that is sustainable while recognizing and celebrating the strengths and integrity of our diverse community.

The Chancellor’s Division manages activities that are central to ECU’s mission, provides leadership in the allocation of resources, anticipates higher education and environmental trends, and advocates for transparency, accountability and monitoring of university assets in support of ECU’s strategic plan.

Commitment 1: Maximize Student Success

University Action 1.1: “We will leverage our leadership in distance education to improve accessibility for key student populations. We will establish targeted programs supporting seamless transitions to ECU for active military, veterans, and transfers. We will encourage the return of “part-way home” students to complete their degrees. We will lead the UNC System in enrollment and graduation of students from rural counties.”

Division Objective 1: By 2022, we will lead the UNC System in enrollment and graduation rates for undergraduate students in rural counties.

Metrics:
1. Rural Enrollments: 8.8% increase by Fall 2021 (baseline = 10,032)
2. Rural Completions: 17.7% increase by 2021-22 (baseline = 2,210)

Actions:
1. Collaborate with units across the university including but not limited to Enrollment Services, Admissions, Student Affairs, and Creative Services to design and initiate outreach strategies focused on recruiting students from rural counties. Develop a communications strategy that supports recruitment of key student populations.

University Action 1.4: We will reflect a global workplace and society by diversifying our faculty, staff, and students. We will increase the number of international students on our campus. We will provide 25 percent of ECU graduates with study abroad experience and increase scholarship opportunities to improve accessibility. We will increase those with competency in a second language and leverage our success with the Global Partners in Education.

Division Objective 2: We will provide 25% of our students with study abroad experiences by 2022.

Metric:
1. Number of students involved in study abroad experiences
Actions:
1. Collaborate with the Office of Global Affairs to identify and develop initiatives that facilitate and increase international experiences and activities for faculty and students.
2. Implement a strategic marketing campaign to raise funds for study abroad scholarships in collaboration with the Office of Global Affairs, University Advancement, Marketing, and Creative Services.

Commitment 2: Serve the Public

University Action 2.6: We will establish an innovative Lab School (pre-K through grade 5) in the West Greenville community to improve student learning outcomes through evidence-based best practices, and to provide comprehensive, community-based services.

Division Objective 3: By 2022, we will provide families of lab school children access to services aimed at improving health and social mobility.

Metrics:
1. Types of services provided
2. Number of families served

Actions:
1. Collaborate with the Division of Health Sciences and the College of Education to implement a strategy to offer wrap-around services to support families of lab school students.
2. Assist with regulatory and policy matters to include integrated health services marketing and outreach efforts to support the growth of the lab school.
3. Advocate at the federal and state levels for access to better educational resources.

Commitment 3: Lead Regional Transformation

University Action 3.1: We will grow ECU into the third-largest research institution in the UNC system by investing in our people, tools, and facilities. We will seek solutions to the challenges of our region, including health issues, coastal community resiliency, rural development, advanced manufacturing, and assisting the military.

Division Objective 4: We will build new partnerships and grow into the third-largest research institution in the UNC System.

Metrics:
1. Total Awards
2. Expenditures

Actions:
1. Collaborate with the Division of Research, Economic Development, and Engagement to develop initiatives to increase partnerships with local, state, and federal officials and organizations that have the potential to impact ECU’s research growth initiatives.
2. Advocate for policy changes that reduce barriers to successful implementation and sustainability of programs that support research priorities.

**Our Responsibilities**

**University Action 4.2:** We will launch the largest, university-wide comprehensive campaign in our history.

**Division Objective 5:** We will engage in active campaign initiatives that help the university achieve its goal of completing a $500 million comprehensive campaign by 2022.

**Metric:**
1. Fundraising totals

**Actions:**
1. In collaboration with the Vice Chancellor for Advancement, the Athletic Director, and all Foundation board leadership, monitor progress toward $500 million campaign goal and make regular reports on progress to the Board of Trustees. Establish campaign fundraising priorities, help shape their messaging, and champion those priorities both internally and externally. Participate in the strategy development for and solicitation of the campaign’s highest – level 7 and 8 – gifts.
2. Collaborate with the community on economic development projects and strategies to grow the university, community, and region.

**University Action 4.4:** We will reward innovation and continuous improvement in processes, technology, business intelligence, and infrastructure.

**Division Objective 6:** We will improve processes and procedures related to document storage and retention to align with best practices and state guidelines.

**Metric:**
1. Creation, publication, and communication of new policies and operational procedures related to document storage efforts.

**Actions:**
1. Review current methods of storing university records and develop options that better serve the university community.
2. Develop and implement statements of policy and operational procedures that are responsive to best practices and state requirements.

**Division Objective 7:** We will review our policies a minimum of 20% each year until 2022, to ensure all policies align with best practices and follow internal and external diversity requirements.

**Metrics:**
1. Number of new policies revised or initiated
2. Percentage of policies reviewed and/or revised (annually)

**Action:**
1. Review, revise, and/or develop statements of policy that are responsive to best practices as well as regulatory and reporting requirements.