



Thomas Harriot College of Arts and Sciences 2017-2022 Strategic Plan

Unit Mission: The Thomas Harriot College of Arts and Sciences is dedicated to helping achieve the broader institutional goals of maximizing student success, public service, and regional transformation. To these ends, Harriot College will:

- embrace its longstanding role as the liberal arts college of East Carolina University;
- prepare students for success in their degree programs, in their professional pursuits, and in their roles as citizens in an increasingly global society;
- promote core values that include lifelong learning, scholarship and research, leadership, and service;
- push forward the frontiers of knowledge through mission-driven research and creative discovery;
- seek new entrepreneurial partnerships that foster programs of genuine distinction;
- recruit, support, and work to retain a diverse and talented faculty; and
- serve as ECU's indispensable catalyst for enhancing student access, diversity, and excellence.

Commitment 1: Maximize Student Success

University Goal 1.2: East Carolina University will improve retention and graduation rates.

Unit Objective 1. Because so many of the University's undergraduate students take foundational courses in the College of Arts and Sciences—and because Harriot College produces more graduates annually than any other college or school at ECU—improvements in retention and graduation rates for A&S students can dramatically impact the University's overall trajectories in both areas. The College will work to improve the performance of undergraduate students by sharpening our understanding of the factors influencing attrition, by improving advising and early intervention, and by selectively redesigning courses.

Metric:

1. Harriot College will track progress toward its objectives using trend data on student enrollment, reductions in DFW rates, time to degree (four- and five-year graduation rates in percentages), and student hours at graduation.

Actions:

1. Harriot College will partner with IPAR to empirically identify and isolate those factors most responsible for inhibiting student success. Findings will guide efforts to improve advising and early intervention.
2. Harriot College will identify and remove bottlenecks to student success and will pursue resources—both internal and external—to support innovative redesign efforts in courses identified as having exceptionally high DFW rates. We will pilot a model of supplemental instruction to strengthen the study skills of at-risk students.

University Goal 1.3. East Carolina University will be a national leader in the assessment of learning outcomes and the use of innovative teaching strategies. Faculty will lead examination of general education requirements and pursue needed reforms that will be a model for others to follow.

Unit Objective 2. In support of this University commitment, the College of Arts and Sciences will improve the preparation, delivery, and assessment of its courses in the University's core general education curriculum. The College assumes an important responsibility for providing

the highest quality foundational curriculum for ECU students, including those majoring in Arts and Sciences programs as well as those seeking degrees in other colleges and schools. Harriot College is dedicated to identifying and leveraging opportunities for improved instructional excellence.

Metrics:

1. The College will document the creation, distribution, and impact of instructional development opportunities that assist faculty in designing and delivering courses as engaging introductions to the humanities, social sciences, natural sciences, and mathematics. Increases in faculty participation in College and OFE initiatives will be expected.
2. The College will improve learning outcomes as measured by student feedback on instructional effectiveness, existing annual assessment tools, and program exit surveys.

Actions:

1. Harriot College will enhance partnerships with the Office of Faculty Excellence (OFE) to develop College-level initiatives that prepare new faculty (tenure-track and fixed-term) for meeting the unique goals of core curriculum courses.
2. The Undergraduate Council of the College of Arts and Sciences will document and promote best practices in (a) the use of new instructional technologies that improve student learning outcomes, (b) academic advising, and (c) enrollment planning, management, and course scheduling.

University Goal 1.4. East Carolina University will increase the number of international students on our campus, will provide ECU graduates with more opportunities to study abroad, and will increase those with competency in a second language.

Unit Objective 3. The College of Arts and Sciences will help internationalize East Carolina University by doubling the number of students with international experiences and/or who study foreign languages through programs that make our students globally aware, globally competent, and globally competitive.

Metrics:

1. Success will be measured by increases in the number of College-sponsored faculty-led study abroad and bilateral exchange programs, as well as by increases in the average annual number of Arts and Sciences majors and graduate students involved in international experiences.
2. Success in promoting second language acquisition will be measured by sustained increases in credit hours generated by courses in foreign languages as well as by increases in the number of students who declare as majors/minors in foreign languages.

Actions:

1. The College of Arts and Sciences will prioritize external fundraising to support scholarships for study abroad.
2. The College of Arts and Sciences will foster cross-disciplinary and cross-college partnerships that will expand and align foreign language instruction with strategic institutional goals. The College will support development and launch of a new MA program in Hispanic Studies.

Commitment 2: Serve the Public

University Goal 2.1. East Carolina University will inspire its students to be engaged citizens and leaders.

Unit Objective 4. Harriot College will redouble its efforts to provide students with the skills and knowledge necessary to become responsible citizens and leaders in a diverse 21st century society.

Metrics:

1. Progress toward this objective will be measured by increased enrollments in the College's interdisciplinary Leadership Studies minor and its courses.
2. Progress will be measured by increases in the number of faculty who successfully compete for grants from the BB&T Center for Leadership Development.
3. Progress will be measured by a 25% increase in the number of faculty who participate the Engagement and Outreach Scholars Academy (EOSA).

Actions:

1. The College will institute curricular changes that make its Leadership Studies program more attractive to students from across the university.
2. The College will strengthen its service through leadership by further developing ties with the BB&T Center for Leadership Development. Such actions will include participation in faculty grant programs as well as prioritizing fundraising to endow a professorship in leadership studies.

University Goal 2.2. East Carolina University will refine our strengths as an "Engaged University" (as designated by the Carnegie Foundation) and as an Economic Prosperity University (as designated by the Association of Public and Land Grant Universities) to benefit communities in eastern North Carolina and beyond.

Unit Objective 5. Harriot College is committed to community engagement, and we will forge, cultivate, and/or strengthen strategic partnerships with key constituents in Pitt County and in the broader region that advance our institutional mission. We will raise the public profile of the humanities, social sciences, natural sciences, and mathematics.

Metric:

1. The College will document establishment of new collaborative programs with community partners (e.g., non-profit organizations, schools, religious communities, government institutions, cultural entities, and Uptown Greenville) that advance discipline-specific scholarship, instruction, and service.

Action:

1. The College will charge each of its academic departments with designating and developing at least one signature outreach partnership.

University Goal 2.3. East Carolina University will be a national leader in the integration of health sciences instructional, research, and clinical programs.

Unit Objective 6. Harriot College will prioritize increases in support for research and instruction in the areas of medical physics, health psychology, and other areas relating to biomedicine. The College's contributions to these fields of research and study advance collaboration across ECU's campuses, and they are crucial to improving the quality of life for North Carolina's citizens.

Metric:

1. We will track program success through annual assessments of quality, through budgetary allocations (especially external funding), through returns on institutional investments, and through external measures of impact and reputation.

Action:

1. The College will leverage existing and build new research partnerships with units on the medical campus to expand external funding for shared research on health challenges.

Commitment 3. Lead Regional Transformation

University Goal 3.1. In support of a regional mission, East Carolina University will grow into the third-largest research institution in the UNC System.

Unit Objective 7. Harriot College will target an increase to \$10 million in annual research expenditures with \$8.5 million from external sources as reported by the NSF Higher Education Research and Development (HERD) survey, by the close of the 2021-22 fiscal year.

Metrics:

1. The College will chart annual increases in sponsored research awards (total awards; NSF HERD expenditures; awards for internationally-oriented research projects), contracts, and prestigious fellowships.
2. The College will chart annual refereed publications, books, creative activities, etc., and the number of internationally-oriented research publications, publications with international collaborators, and/or presentations at international conferences, workshops or seminars

Actions:

1. The College will invest in and promote faculty research and creative activity through competitive reassignment awards and variable workloads that reflect and reward exceptional productivity.
2. The College will annually provide a Dean's Early Career Award program, which will recognize and reward outstanding tenure-track Assistant Professors for exceptional success in scholarly productivity.

Unit Objective 8. Given the centrality of coastal studies to many of Harriot College's disciplines and interdisciplinary programs, the College will provide constructive and collaborative leadership for designing and launching a new coastal coded unit related to the coastal enterprise and support the marine and coastal systems pan-university cluster.

Metrics:

1. Progress toward this objective will be measured by establishment of a new, coded coastal unit and a marine and coastal systems cluster that grow ECU's research enterprise and further advance our collective efforts in coastal and marine research, teaching, and outreach.

Actions:

1. The College will assist in the pan-university effort to enhance the coastal enterprise at ECU by supporting the development of a set of operating procedures that clearly define the responsibilities and expectations of jointly appointed faculty members, the methods by which faculty members outside the new coastal coded unit and the marine and coastal systems pan-university cluster can become affiliated with and collaborate with these two new entities, and the governance of the coastal-related PhD program.

University Goal 3.5. East Carolina University will emphasize critical workforce needs in the region and beyond, including STEM, K-12 teacher education and healthcare.

Unit Objective 9. Harriot College is committed to helping meet critical workforce needs in the region. We will partner with the College of Education to improve science education and teacher preparation programs that will benefit North Carolina's schools.

Metric:

1. Working with the COE's Department of Mathematics, Science, and Instructional Technology Education, we will measure progress on: (a) DFW rates in core 1000-level natural science

courses; (b) the quantity and quality (graduation rates) of secondary and middle grades science teachers, as well as the core science content knowledge of elementary teachers; and (c) increases in external funding in science education and the natural sciences.

Action:

1. In conjunction with the College of Education, Arts and Sciences will create, launch, and help sustain a Science and Teaching Learning Collaborative to improve teaching and learning in the natural sciences and in the preparation of science teachers.

University Goal 3.6. East Carolina University will grow innovative and market-driven graduate programs that respond to regional challenges and opportunities.

Unit Objective 10. Harriot College will recruit and retain diverse, high-ability graduate students who will become tomorrow's mission-driven problem solvers, graduating from ECU with the skills and knowledge to transform their disciplines and their communities.

Metrics:

1. Arts and Sciences will track the quality GRE and quantity of graduate applications, the number of application acceptances, trends in actual enrollments, and increases in annual program graduations. The College will seek systematic collection of data on placement of graduate students to better document regional impact.
2. Arts and Sciences will track growth and enhancements to professionally oriented programs that address market needs.

Actions:

1. Harriot College will develop and implement new strategies to attract top students, expanding the diversity of applicant pools across programs and partnering with the Honors College to identify and recruit ECU's best and brightest into our graduate programs. The Graduate Council of the College of Arts and Sciences will document and promote best practices in (a) recruitment, (b) program policies and procedures, and (c) enrollment planning, management, and course scheduling.
2. The College will work to develop and launch one or more new professional science master's programs (PSMs).