



Division of Student Affairs 2017-2022 Strategic Plan

Unit Mission: The Division of Student Affairs provides programs and services that optimize student learning and leadership, builds a safe supportive and welcoming campus community, fosters the emotional growth and personal development of students, and makes a positive contribution to the overall student experience.

Commitment 1: Maximize Student Success

University Goal 1.2: We will improve retention and graduation rates. We will retain and graduate students at a rate that is consistently higher than our peer-average to achieve a 5-year graduation rate that exceeds 67 percent.

Unit Objective 1: By 2022, we will increase student engagement in the Division's early intervention and transformative learning programs and services by 25% to improve persistence to completion outcomes.

Metrics:

1. Number of students engaged in programs/services
2. Retention and 5-year undergraduate graduation rates from program data sets

Actions:

1. Leverage divisionally generated research and data to promote access, inclusion, retention, graduation, and student success outcomes inclusive of utilizing technology platforms such as Maxient, PAR, Starfish and departmental program/service data sets.
2. The Division of Student Affairs will provide enhanced support for student populations who are most at risk for departure or under-represented through focused outreach and engagement initiatives (first generation, rural counties, veterans, gender gap, financial need, etc.).

University Goal 1.3: We will be a national leader as a "best value" in undergraduate and graduate education while minimizing student debt and cultivating an institutional culture of timely graduation. We will develop programs to grow the number of enrolled and graduating low-income students and establish competency-based requirements for all degree programs. We 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: By 2022, we will increase the number of collaborations by 50% with academic affairs and other campus partners to facilitate student engagement in high impact, transformational learning and development experiences.

Metrics:

1. Number with type description of collaboration projects (rubric: high impact practices and research)
2. Number of scholarship productivity based on collaborations: presentations, publications, and associated creative activity

Actions:

1. Reduce barriers to student success by addressing students' unmet financial needs such as food and housing insecurity, employment, career clothing, etc.
2. Advance sustainable collaborations focused on building a co-curriculum of high-impact practices, inclusive of learning communities, community-based learning, internships/co-ops, common intellectual experiences, problem solving cooperative projects, undergraduate research, capstone projects, and diversity/global learning.
3. Establish collaborations between faculty, students, and Student Affairs Educators that focus on multidisciplinary inquiry and educational experiences to increase the institution's knowledge about students, the educational environment, and institutional effectiveness in support of student success.

University Goal 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.

Unit Objective 3: By 2022, we will increase the number of opportunities by 50% for students to engage in global learning and leadership experiences.

Metrics:

1. Number of students involved in global learning and leadership experiences
2. Summary description of annual global learning and leadership assessment results

Actions:

1. Establish a Global Leadership and Learning Initiative to facilitate student experiences focused on leadership development and global "big ideas" learning projects.

University Goal 1.7: We will foster a positive campus environment and culture that encourages a diverse, living-learning community to maximize student success.

Unit Objective 4: We will expand opportunities by 15% annually for students to reflect on personal and multiple perspectives regarding inclusion, diversity, and a safe campus culture.

Metrics:

1. Number of programs/experiences.
2. Number of student participants.

Actions:

1. Increase, enhance and integrate programs and experiences that facilitate learning across identities and affinities and create a shared sense of connection, belonging, and social responsibility.
2. Develop a series of trends and critical issues educational “plug and play” modules that address issues such as bystander intervention, personal safety practices, health and wellness, civility and respectful discourse, etc.
3. Advance programs and services that promote behaviors, attitudes, and environments that contribute to health and a culture of well-being at ECU.

Commitment 2: Serve the Public

University Goal 2.1: We will inspire our students to be engaged citizens and will be a national model for developing the leadership of faculty, staff, and students through engaged research and service.

Unit Objective 5: By 2022, we will fully develop and embed civic learning and democratic engagement on campus through a framework of programming and action that includes understandings of democratic values, capacities to engage diverse perspectives and people, and commitment to collective civic problem solving.

Metrics:

1. Number of students involved
2. Summary description of annual project outcomes

Actions:

1. Promote student civic learning and democratic action through focused engagement in 1) intergroup and deliberative dialogue, 2) service-learning, and 3) collective civic problem-solving projects.
2. Enhance the Division’s influence in the field of student affairs by supporting the development of staff to be leaders in student affairs and their respective functional areas with specific focus on addressing common problems, empowering people to act, strengthen communities, and generate new knowledge.

Unit Objective 6: We will expand opportunities by 15% annually in the development of leadership competencies among its 1500+ staff and student employees through integrative experiential learning, coaching, and evaluation experiences.

Metrics:

1. Number of student engagement
2. Number of professional development engagement opportunities and participation

Actions:

1. Design programs and services that equip students with the competencies desired by employers and ensure they are highly sought after for jobs and participation in significant areas of service upon graduation.
2. Train and develop staff to meet the evolving needs of an increasingly diverse student body.

University Goal 2.2: We 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 7: By 2022, we will expand student and staff engagement by 25% in community-based service and learning focused on capacity building and solution-driven projects with on and off campus partners

Metrics:

1. Number of student and staff service engagement activities (individual students, clubs/orgs, academic programs)
2. Number of community engagement partnerships/projects

Actions:

1. The Division of Student Affairs will fully integrate a monitoring and measuring community engagement system to assess and advance its community engagement efforts.
2. The Division of Student Affairs will expand its commitment to integrating community engagement throughout its operations and programs.

Commitment 3: Lead Regional Transformation

University Goal 3.3: We will grow public-private partnerships through development of the East Carolina Research and Innovation Campus. ECU is "open to business."

Unit Objective 8: By 2022, we will develop five new public-private partnerships that address regional challenges and opportunities by leveraging our expertise in experiential learning and student engagement.

Metrics:

1. Number of proposals and corresponding memorandum of partnership
2. \$ impact for public-private collaborations

Actions:

1. Student Affairs will seek partnerships that promote new educational opportunities, career development, and economic development outcomes, which also prepare students for successful careers and civic engagement.
2. Student Affairs will expand its measuring and monitoring economic impact formula across the Division.

University Goal 3.7: We will enrich the quality of life for our students and our region through our strengths in the arts. We will collaborate with local and regional interests to develop a performing arts center.

Unit Objective 9: By 2022, we will increase arts programming and services in the Division by 25% to enhance the quality of life for students, faculty, staff, and community members.

Metrics:

1. Number by type of programs and services offered related to the arts

2. Descriptive profile of participants engaged in arts programs and services

Actions:

1. Establish a new Division of Student Affairs “Arts Signature Series” to promote intellectual, cultural, and aesthetic aspects of arts awareness and education.
2. Develop new partnerships with ECU colleges, local and regional organizations, and artists and art leaders to advance arts awareness and education.

Our Responsibilities

University Goal 4.3: We will launch the largest, university-wide comprehensive campaign in our history.

Unit Objective 10: By 2022, we will raise \$10 million through donors, sponsorships, and grants.

Metrics:

1. Number of proposals and asks
2. Total dollars raised with number of donors/sponsors/grants commitments

Action:

1. Establish and sustain necessary resources to advance Division priorities