



Campus Visit Summary
Elizabeth City State University

Campus Visit Date: May 15, 2007

Brief Overview

ECSU is a comprehensive public university offering degree programs at the baccalaureate level in the basic arts and sciences, selected professional and pre-professional programs, and master's degrees in selected areas. ECSU's instructional programs are offered through four schools, 15 academic departments, a General Studies department, and a Special Programs office. Through its Graduate Center, the University provides educational access to students who seek advanced professional study and master's degree programs offered by other constituent institutions. ECSU promotes excellence in teaching as its primary responsibility to meet the needs of the students and citizens of the state. The University actively seeks to recruit and enroll a more diverse student body.

Elizabeth City (city-county population: 36,071) is situated in the historic northeastern region of North Carolina, convenient to the Outer Banks, the Atlantic Ocean, and the populous Norfolk- Portsmouth metropolitan area in Virginia.

- Total Enrollment Fall 2006: 2,681
- Undergraduate Enrollment Fall 2006: 2,620
 - 79% black, 18% white, 3% other
 - 62% female, 38% male

Campus' definition of its "region"

Located in Elizabeth City, ECSU serves primarily the 21 counties in Northeastern North Carolina (Beaufort, Bertie, Camden, Chowan, Currituck, Dare, Edgecombe, Franklin, Gates, Halifax, Hertford, Hyde, Martin, Nash, Northampton, Pasquotank, Perquimans, Tyrell, Vance, Warren, and Washington)

Current responses to regional and statewide needs

The campus highlighted the following programs and activities as representative of its efforts to meet regional and statewide needs:

- *Aviation Science Program* – In collaboration with Elizabeth City and Pasquotank County Airport Authority in developing an Aviation Research and Development Commerce Park at the airport, this program will include 20 acres for on-site classroom and lab space allowing for work directly with current and future aviation industries located at the park. Future potential for ECSU programs at the site include curricula in aviation management and homeland security.

- *Pharmacy Degree Program* – Conducted jointly with UNC-CH School of Pharmacy, the program helps address a statewide shortage of pharmacists, especially minorities in this profession (15 students entering program this fall).
- *Business Development* – Classes on entrepreneurship are taught through the Business School

- *K-12*

Combining all methods, the University has produced an average of 86 teachers per year over the past three years. An average of twenty-eight (28) teachers was produced through traditional methods, classroom methods, and an average of 58 teachers was produced through the alternative and lateral entry process. By 2008, the alternative licensure is projected to produce 289 teachers. (Data Source: Dean of the School of Education and Dr. Claudie Mackey Director of alternative entry program)

- Working with Elizabeth City Schools to revise the curricula in an alternative school, and plan to track student achievement at this school to evaluate effectiveness of new curricula.

Citing financial difficulty, the Elizabeth City/Pasquotank School System decided to drop its collaboration with ECSU to revise its curricula. However, the Alternative School remains involved in several ECSU programs such as the Mathematics Sprint Competition, the Celebration of Women in Mathematics Program, and the Globe Science Program. See the links below as evidence as these involvements.

><http://nia.ecsu.edu/nrts/2006events/061214cwm/cwm06.html>
 ><http://nia.ecsu.edu/nrts/2006events/06mathsprint/trigg06.html>
 ><http://nia.ecsu.edu/nrts/2005events/050303trigg/trigg.html>
 ><http://nia.ecsu.edu/nrts/2003events/052203globe/globetrigg.htm>
 ><http://nia.ecsu.edu/nrts/2003events/021303globe/globe.htm>
 ><http://nia.ecsu.edu/nrts/2003events/020603globe/globetrigg.htm>

- Coordinating with DPI in implementing the 21st Century Schools project in 7 NENC school sites

ECSU is also currently involved in the Elizabeth City/Pasquotank School System. In the fall of 2007, ECSU will begin its fourth year of service to five different sites. Three other community collaborations provide services to students through the Elizabeth City Arts Council, the National Council of Negro Women and the River City Development Corporation. One hundred eighty one (181) students completed this program during the 2006-2007 academic year.

- Working with regional community colleges to recruit potential teachers by targeting students and current teacher assistants (Transition to Teaching

Project)-goal is to recruit and retain 20 new teaching students with commitment to remain in NCNE as k-12 teachers

Two hundred eighty-nine teachers will complete this program by December 2008. As of April 2007, one hundred forty-one (141) teachers completed this program.

ECSU has articulation agreements with Halifax Community College, Roanoke Chowan Community College, Martin Community College and the College of the Albemarle. Thirteen (13) students graduated through the Wachovia 2+2 project.

- Awarded grants to develop educational materials for students in Africa

Collaborations between Elizabeth City State University, the United States Aid for International Development (USAID) and the Université Cheikh Anta Diop (UCAD) of Dakar, Senegal allowed ECSU to produce, translate, print and distribute one million books and educational materials in the country of Senegal West Africa. Further, Seventy (70) nationwide inspectors and master teachers were trained to utilize the teaching techniques outlined in the books and learning materials. These inspectors are expected to train other teachers to utilize these books. Books were produced in areas of mathematics, science, language arts and health and hygiene.

- *Health & Environment* –
 - Student research (40 students) in Africa on HIV/AIDS
 - Developing program for undergraduate assistantships in bio-molecular sciences targeted at increasing participation among minority students and conducting workshops for k-12 teachers (the program currently accommodates 6-7 teachers per summer workshop)
- *Environment* –
 - Research grant to study impact of global warming and sea level rise on coastal communities as part of National Science Foundation study
 - One of 5 campuses partnering with the UNC Coastal Studies Institute, focusing on ocean and marine science programs for students and faculty research
 - Studying submerged vegetation in Currituck Sound as part of NC DENR sound restoration project
- *Community Issues* –
 - Faculty provide advice to low-income families on home-purchasing (*note: do not track rate of home purchases by clients, so difficult to evaluate program's effectiveness*)
 - Involved in DOT-funded study of NCNE transportation needs
 - Faculty participate in local speakers forums and symposia for sharing research findings of faculty; Chancellor is encouraging faculty to participate in state-wide, national, and international venues

- *Community College Partnerships* – campus is developing 2+2 agreements with Collage of the Albemarle and Halifax Community College

Methods of identifying and incorporating regional and statewide needs into academic mission

- *New masters degree programs* – In planning for new masters degree programs, the campus conducts student surveys of career goals, evaluates undergraduate programs with high enrollment, market trends and external surveys, and meetings with local economic developers in the region. Currently, the campus is planning new masters degree programs in Social Work, Criminal Justice, Engineering Technology, Special Education, and English
- *Board of Visitors* – 48-member board recently established to give campus additional input from community and business leaders, and increase alumni support
- Information gathered informally by faculty and staff through community and social contacts
- Public forums conducted by Chancellor with community leaders (*note: no information provided on the feedback received during these forums*)
- *Alignment with ECSU goals* – new academic degree programs aligned with UNC 7 strategic directions, campus mission, and 6 campus goals:
 - High quality undergraduate degree programs
 - Recruitment and retention of Faculty with high professional standards
 - Recruitment and retention of highly motivated students
 - Increase organized research and funding levels
 - Enhance administrative efficiency and effectiveness of each organizational unit
 - Broaden educational and community outreach
- *Student input* - evaluation of student surveys (sophomore and graduating seniors) and student data profiles

Teaching Innovations (soft skills development, experiential learning, etc.)

- ECSU ensures curriculum efficacy through collaboration with all relevant partners in the 21 county area by:
 - Custom-designing professional development delivered when, where, and how it is needed
 - Continually adjusting programs to meet a community of diverse learners
 - Collaborating with education and business partners to identify and provide necessary resources for training of employees
 - Aligning programs to meet current and future professional development and training needs

- Currently, ECSU offers courses dedicated to teaching students the fundamentals of critical thinking. The university is in the process of establishing a “Critical Thinking Across the Curriculum” initiative for the campus.

Enrollment growth - General

- *On-campus enrollment growth*: will grow from 2,838 total students in the fall 2007 to 4,083 by fall 2015.
 - School of Pharmacy will admit 15 students in Fall 2007 (seven are original ECSU students).
 - Aviation Science enrollment increased to 18 students in Fall 2006 and projects annual enrollment increases of 25% with an expected 75 students by Fall 2012.

Enrollment growth – Special Populations

- *Maynard Scholars* - Targeting underrepresented populations with specific interest in African American males.
 - 80% remain in 21 county service area following graduation
- *Viking Scholarships* – Chancellors scholarship program that recruits students into high need areas
- *Pharmacy* - Graduates from NC Pharmacy education programs are more likely than those educated outside the state to practice in a non-metropolitan area.
 - Goal to increase the number of under-represented minorities in pharmacy practice as African-Americans comprise only 3.3% of the NC Pharmacist workforce.
- Recruitment and retention of faculty challenging because of low faculty salaries
- Current small class sizes seen as positive, allowing close faculty-student interaction. With potential enrollment growth, faculty are concerned about their ability to maintain small class sizes and close interaction

External Communications

- ECSU estimates it’s impact on the local economy (Elizabeth City and Pasquotank County) at approx. \$100 million (study conducted by Raleigh firm of Smith Moore), including 1,500 campus-related jobs (1 out of every 10 in the county)

Barriers and Challenges facing the campus

- Lack of awareness in the region of programs offered by campus – provides opportunity for increased communication by campus with community leaders to increase awareness and utilization of campus programs and benefits
- Low retention and graduation rates compared to other UNC campuses:

- Retention: 72.3%
- 4-yr Graduation: 23.6%
- 6-yr Graduation: 49.3%
- Small student enrollment:
 - Fall 2005 total enrollment: 2,664
 - Fall 2005 Undergraduate enrollment: 2,604
 - 2017 projected enrollment (GA projections): 3,978
 - Campus growth goal (by 2015): 4,083
- Low facility utilization rate:
 - Total room occupancy rate (5-yr avg.): 19.3%
 - Total station usage rate (5-yr avg.): 11.6%
- Student growth projections and goals result in shortage of 639 on-campus residential beds
- Need for increased funding for IT upgrades, physical plant maintenance

Opportunities

- *Increased communication with area business leaders* – currently, most external conversations are with economic developers, education officials, and government officials; direct communication with business leaders would enhance campus’ ability to be responsive to workforce needs
- *Reevaluation of General College curricula* (as part of upcoming SACS accreditation review) – provides opportunity for increasing interdisciplinary studies and programs to develop “soft-skills”; campus is considering establishing a Freshman Academy and a “Critical Thinking Across the Curriculum” program to expand opportunities for soft-skills development.
- As part of the 2011 SACS Accreditation Review and preparation of the Quality Enhancement Plan, a review of the General Education Curricula is underway. Recommendations were presented to the Academic Affairs Administrative Council. The committee will continue to review and implement the new curriculum with opportunities for the development of “Soft Skills”
- A review of Appalachian State and Western Carolina University’s program will allow ECSU to observe and incorporate proven models. ECSU currently incorporates critical thinking across the curriculum as part of the syllabi in both General Studies courses and courses in the individual majors.
- *Center for Language and Culture* – campus is considering planning a center for study of foreign languages and increasing global awareness

- *Greater student assessment* – increasing assessment of students to measure academic progress and allow for intervention prior to graduation; also to measure student proficiency in soft-skills
- *Student mentoring* – currently, mentoring is done both by faculty and administrators; campus is considering incorporating “developmental advising” into mentoring programs where the adviser not only coaches students, but also teaches students in life skills and personal and professional development