GOAL 1: Recruit, retain, and graduate students who will contribute to the economic prosperity of the state, the nation, and global communities.

- **Objective 1.1:** Increase college-readiness among high school graduates through mentoring programs, pre-college application assistance, and Summer Bridge programs.

- **Objective 1.2:** Develop a comprehensive enrollment management plan that ensures academic success by focusing on retention, recruitment and timely graduation.

- **Objective 1.3:** Develop relationships with leading employers in the public and private sectors to help graduates achieve gainful and timely employment.

- **Objective 1.4:** Enhance the accessibility of diverse student populations to the university.

- **Objective 1.5:** Collaborate with educational institutions, government agencies, and businesses to enhance recruitment efforts.
Objective 1.6: Increase the exposure of all stakeholders to university educational programs.

GOAL 2: Strengthen academic quality by promoting a climate of intellectual excellence through delivering high quality educational programs.

Objective 2.1: Provide students with high quality educational programs by offering effective instruction in a student-centered learning environment.

Objective 2.2: Attract and retain a qualified and highly productive faculty.

Objective 2.3: Offer market-responsive educational, cultural, and economic development programs that contribute to the academic core of the university.

Objective 2.4: Develop new undergraduate and graduate academic programs consistent with the mission and goals of the university.

Objective 2.5: Increase and sustain the quality of faculty development opportunities in support of high quality academic programs and research.

Objective 2.6: Focus resources on sustainable programs and redesign programs that are not sustainable to meet the demands of tomorrow’s workforce.

Objective 2.7: Develop continuing education programs at all levels, including academic offerings, personal enrichment and professional licensing courses.
GOAL 3: Serve the people of North Carolina, especially those living in our 21-county service area, by promoting a culture of community service, engagement, outreach, and support.

- **Objective 3.1:** Grow existing relationships with constituents in the surrounding community through active participation in community boards, forums and volunteer opportunities.

- **Objective 3.2:** Identify exemplary projects, programs, and initiatives that make a positive and profound impact on the quality of life in North Carolina, and that continue to build partnerships for expanding outreach and engagement.

- **Objective 3.3:** Provide Continuing Education and Certificate programs and increase the availability of credit and non-credit courses and educational programs.

- **Objective 3.4:** Develop systematic evaluations of all community engagement activities.

- **Objective 3.5:** Connect community engagement to on-campus educational and research activities.

GOAL 4: Strengthen the university’s internal controls, operational infrastructure and accountability.

- **Objective 4.1:** Build and sustain an infrastructure that operates effectively and efficiently to meet the needs of students, faculty and staff.
- **Objective 4.2:** Provide educational/training opportunities for faculty, staff and students in order to maintain a safe campus environment.

- **Objective 4.3:** Obtain and retain national, regional, state and specialized accreditations.

- **Objective 4.4:** Evaluate and assess all goals, objectives and outcomes on an ongoing basis and use results to make continuous improvement.

- **Objective 4.5:** Maintain best practices and the innovative use of cost effective information technology to support the strategic direction of the university.

- **Objective 4.6:** Improve customer service and accountability throughout the campus.

- **Objective 4.7:** Pursue optimal development and use of existing facilities and strategic expansion of the campus.

- **Objective 4.8:** Strengthen university focus on talent acquisition, management, and development programs.

**GOAL 5:** Maintain fiscal stability and systematically strengthen the university’s short and long-term financial outlook.

- **Objective 5.1:** Develop and implement a comprehensive fiscal stability plan for strengthening, monitoring and continuously evaluating ECSU’s financial health.
- **Objective 5.2:** Increase the university’s academic and operational efficiency by strategically reducing the cost to deliver various programs and services.

- **Objective 5.3:** Align the university’s internal budget process to distribute resources on the basis of strategic priorities.

- **Objective 5.4:** Increase the amount of private donations and gifts that the university receives each year over the next five years.

- **Objective 5.5:** Grow the university’s endowment portfolio and gain the optimal return on the university’s investments without incurring undue risks.

- **Objective 5.6:** Develop university-wide marketing communication and branding strategies that support the goals of the Strategic Plan by raising the visibility and enhancing favorable perceptions of ECSU.

- **Objective 5.7:** Expand the university’s financial resource base and ability to address short and long-term liquidity needs by systematically building the university’s amount of flexible reserves.

**GOAL 6:** Expand educational opportunities through a commitment to a student-centered campus culture and co-curricular activities.

- **Objective 6.1:** Increase student access to internships in collaboration with academic programs.
- **Objective 6.2:** Expand student participation in community and volunteer services.

- **Objective 6.3:** Enhance student opportunities for global learning.

- **Objective 6.4:** Create or expand existing programs that enhance student leadership skills inside and outside the classroom.

- **Objective 6.5:** Increase opportunities for student participation in research and scholarships.