



**Graduate Education
Strategic Plan
2010-2014**

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**Elizabeth City State University
Graduate Education
Strategic Plan**

EXECUTIVE SUMMARY

1. MISSION AND GOALS

Mission Statement

Graduate Education is committed to the mission of Elizabeth City State University. Quality graduate degree programs are designed to meet the needs of the citizens of Northeastern North Carolina, the State, the Nation and the Global Community. Dedicated faculty and staff prepare students in a challenging, supportive, highly technical environment to compete and excel in a technologically advanced society for the Twenty-First Century Global Economy.

Vision Statement

The vision of Graduate Education at Elizabeth City State University is to provide students with the advanced knowledge and skills, utilizing innovative technologies, that will secure the future intellectual leadership in the knowledge economy. Our students will serve as leaders in Northeastern North Carolina, the State, the Nation and the Global Community

This plan is based on the nine goals of the ECSU Strategic Plan 2009-2014.

1. Global Readiness
2. Higher Education Access
3. Public Education
4. Our Community and Their Economic Transformation
5. Our Environment
6. Our University's Outreach and Engagement
7. Our Health
8. Our Diversity
9. Our Graduates

2. Summary of Process Used to Develop the Strategic Plan

On Wednesday, July 21, 2010, Dr. Paula S. Viltz, Director of the Office of Graduate Education convened the first of four meetings to develop a Strategic Plan for Graduate Education at Elizabeth City State University. The charge for the Strategic Planning Committee for Graduate Education was taken from the Provost and Vice Chancellor for Academic Affairs. Strategic Goal 4. Strengthen commitment to the strategic planning process which stated the following:

- Develop, implement and evaluate action plans that are consistent with institutional strategic goals and objectives;
- Implement a plan to effectively communicate and implement the Strategic Plan;
- Develop an assessment plan for and a method to review and revise the Strategic Plan on an annual basis

The Strategic Planning Committee for Graduate Education included the following persons: Dr. Harry S. Bass, Dean and Professor, School of Mathematics, Science and Technology; Dr. David Bejou, Dean, School of Business and Economics; Dr. Anthony Brown, Vice Chancellor for Student Affairs; Mr. George M. Brown, Director, Small Business Technology and Development Center; Dr. Farrah J. Chandler, Professor and Chairperson, Mathematics and Computer Science; Dr. Charles D. Cherry, Interim Dean and Professor, School of Education and Psychology; Dr. Sandra S. Copeland, Associate Professor, Teacher Education, Coordinator, Master of School Administration and Elementary Education; Dr. Barbara L. Johnson, Professor and Associate Vice Chancellor for Academic Affairs; Dr. Murel M. Jones, Dean and Professor, School of Arts and Humanities; Dr. Ali A. Khan, Provost and Vice Chancellor for Academic Affairs; Dr. Miles M. Fisher, IV, HBCU Masters Degree Project Coordinator; Dr. James E. Hedgebeth, Adjunct Faculty, School of Education and Psychology; Dr. Jeffrey M. Rousch, Associate Professor, Chairperson Biology; Mr. Carl Seward, Graduate Student; Dr. Damon Wade, Director, Office of Institutional Effectiveness, Research and Assessment and Dr. Paula S. Viltz, Professor and Director of Graduate Education.

Strategic Planning meetings were held on: Wednesday, July 21, 2010; Wednesday, September 1, 2010; Wednesday, October 13, 2010; and an Electronic meeting via e-mail Wednesday, November 10, 2010. Meetings were held with the Committee for the purpose of revisiting the University's Strategic Plan 2009-2014 and further expanding the areas as relate to Graduate Education.

A document was prepared which expanded on the University's earlier work and focused only on Graduate Education. The goals of the University were expanded to meet the needs of Graduate Education. The mission statement and vision statements for Graduate Education were revised by the Committee. Objectives and Strategies were revised and Targets were established for 2010-2014.

3. Summary of Major Goals in Strategic Plan

Global Readiness: ECSU will offer high-quality degree programs in a student-centered environment and will deliver them in a manner that enhances student learning and prepares graduates to be globally competitive leaders in the 21st century.

Graduate Education

ECSU will utilize the latest technology to expand graduate distance learning offerings and professional development skills to faculty and staff to provide expanded offerings to the Global Community.

ECSU will expand partnerships with global universities for exchange of faculty, students, programs and services to Higher Education Institutions in African Countries, European Countries, Asian Countries and South American Countries

Higher Education Access: ECSU will, through its outreach programs and retention efforts, provide access to higher education for all citizens of North Carolina. ECSU recognizes that learning is a life-long process and thus provides opportunities for developing more joint and shared degree programs while making education more accessible and affordable.

Graduate Education

ECSU will increase graduate student enrollment by adding new relevant graduate degree programs using student friendly delivery format and increasing financial scholarships and support for graduate programs.

ECSU will expand recruitment efforts for graduate programs by revising recruitment materials, broadening recruitment methods and developing a university marketing plan for graduate programs.

ECSU will make Graduate Education a top priority and establish a School of Graduate Education with a Dean

Public Education Improvement: ECSU will remain actively engaged in supporting the 21 county school systems of northeastern North Carolina through initiatives and programs to improve classroom instruction, curriculum development, and K-12 professional development.

Graduate Education

ECSU will increase the number of Northeastern North Carolina teachers enrolled in the MSA, M.Ed., M.S. in Biology and M.S. in Mathematics Programs by visiting schools, presenting information, scheduling meetings, and utilizing the latest technology and advertising in local newspapers

ECSU will accommodate the needs of graduate candidates by student friendly scheduling of classes, developing on-line graduate programs and professional development.

ECSU will provide opportunities for public school and university involvement in all graduate programs through community service opportunities, information sessions, and resource utilization.

Our Communities and Their Economic Transformation: ECSU will foster collaborative relationships with regional partners to facilitate sustainable economic growth in the region.

Graduate Education

ECSU will establish collaborative relationships with local Chambers of Commerce, public sector organizations and regional economic development agencies and provide human resources who are highly trained to foster the economic development of the northeastern counties of North Carolina.

Our Environment: ECSU will be proactive in collaborating with its community partners to improve the quality of life for current and future generations in Northeastern North Carolina by addressing climate change, sea-level rise, and other environmental issues critical to the region.

Graduate Education

ECSU will encourage research, theses and products of learning with focus on environmental issues through coursework, experience, instrumentation and internships.

ECSU will educate the citizenry on environmental issues of the region and provide avenues for involvement in solutions in appropriate areas including school-age students and others in their research.

Our University's Outreach and Engagement: ECSU will be more progressive in integrating outreach and engagement into its academic and support services to enrich the students, faculty, staff, and citizens of northeastern North Carolina.

Graduate Education

ECSU will encourage community service through graduate students, faculty, graduate student association, community activities and graduate school conferences.

ECSU will provide more Continuing Education courses (CEU's) aligned to course offerings and create websites where students and the community can request services from the graduate school.

Our Health: ECSU will work to reduce disparities in health by strengthening the health services and available resources for citizens in northeastern North Carolina and its surrounding constituents.

Graduate Education

ECSU will seek funding to continue and expand existing Continuing Education Programs related to health disparities by identifying funding agencies and supporting the education of individuals through nonprofit partnerships.

ECSU will provide outreach activities to expand research knowledge, health awareness, partnerships and preventive care.

Our Diversity: ECSU will be committed to creating diversity in all aspects of university life.

Graduate Education

ECSU will increase the number of members of the male population and other underserved populations in graduate programs, through partnerships with schools, extensive recruitment efforts, joint programs, assistantships and graduate housing.

Our Graduates: ECSU will produce graduates who are prepared for leadership roles and lifelong learning in a global society.

Graduate Education

ECSU will increase the number of graduate program completers, provide support services and a graduate student organization.

ECSU will instill dispositions for life-long learning, leadership and a service learning component for graduate programs.

4. Summary of Resources Required to Achieve Goals

The Office of Graduate Education at Elizabeth City State University has been fortunate in being a recipient of a three (3) million dollar grant for six years to enhance its Graduate Education offerings at ECSU especially in the areas of Biology and Mathematics. The HBCU Masters Degree Program Grant has provided support, which but for this grant would not have been possible. Earlier, the Graduate Education Office received a grant to initiate the Professional Masters in Science Degree Program. This effort is being pursued at this time with the possibility of support from the United States Department of Education Grant.

An array of activities and events have been encouraged and supported by this grant.

1. The hiring of a Project Coordinator, Recruiter and Program Coordinators for Mathematics and Biology;
2. The provision of scholarships to eighteen (18) students during the Fall and Spring Semesters of the first year of the program, Sessions I and II of Summer School and the Fall Semester of the second year of the program;
3. The provision of funding for State Teacher Licensure for three (3) Biology Professors and one (1) Math Professor;
4. The development of a proposal for a new initiative, The Professional Science Masters (PSM) in Applied Mathematics;
5. The renovation of a classroom for the purpose of creating a biology computer laboratory and graduate student office space;
6. The purchase of computers for a commuter student research/work space in the Graduate Office of the K. E. White Graduate Center;
7. The purchase of supplies and other consumables for Graduate Programs;
8. The payment of the University's membership in the Council of Graduate Schools (CGS);
9. The provision of travel funds for the Recruiter, Faculty, Students, and Staff to attend meetings and conferences;
10. The development of new program concentrations in Biology Education and in Mathematics Education to provide "M" Licenses for teachers in education;
11. The establishment of a Graduate Student Organization;
12. The development of a new program recruitment brochure, flyers and posters;
13. The distribution of program information to upwards of 300 persons who have expressed interest in the Masters Degree Programs; and
14. The establishment of a working relationship with the undergraduate students in the Biology and Mathematics Programs as a base for present and future program recruitment.

Enrollment growth with completers is the focal point and supportive alternatives for students ie, computer center, computer lab, Student Government Association, and for student and faculty travel to conferences as participants and presenters.

Specific Resources Required:

1. More Graduate Faculty for the expanded new programs;
2. Space for graduate offices in the new education building;
3. Scholarship funds for students across all program disciplines;
4. Assistantships for students to upgrade additional financial support and provide teaching and research experience;

5. Exchange of programs across all discipline areas;
6. More online concentrations;
7. Long term sustainability of new programs and initiation with faculty administrators and financial support;
8. Continuity of leadership to ensure institutionalization of new programs;
9. More guest faculty;
10. More detailed requirements for the underlying Strategic Plan Goals; and
11. More professional development opportunities for faculty.

The Graduate Education Strategic Plan will be utilized to inform present decision-making in an effort to ensure a sustainable future for Graduate Education at ECSU.

SECTION I. OVERVIEW

The overview includes: Charge to the Committee, History of Graduate Education at Elizabeth City State University, Mission Statement, Vision Statement, and Core Values.

Charge to the Committee

The charge given to the Committee was Academic Affairs Strategic Goal 4: Strengthen Commitment to the Strategic Planning Process:

- Develop, implement and evaluate action plans that are consistent with institutional strategic goals and objectives;
- Implement a plan to effectively communicate and implement the Strategic Plan; and
- Develop an assessment plan for and a method to review and revise the Strategic Plan on an annual basis.

History of Graduate Education at Elizabeth City State University

Prior to the Twenty First Century, Graduate Education was non-existent at ECSU. The University was a baccalaureate degree graduating institution with a primary focus on Teacher Education. Beginning in the late Twentieth Century and early Twenty First Century, the University began to focus on Graduate Education. The first Graduate Program at ECSU was the Master's Degree Program in Elementary Education which was instituted in the Fall of 2000. The second Master's Degree Program was in Biology which was instituted in Fall 2003. The Third Master's Degree Program was in Mathematics which was instituted in Fall 2004. The fourth Master's Degree Program was the Master of School Administration which was instituted in the Fall of 2007.

Presently, the new initiative in graduate offerings is the Professional Science Master's Program (PSM), which is now being developed by the Biology Department. This

program is part of a university-wide system's emphasis on the PSM Master's Degree. This program was initiated with a grant from the Sloan Foundation and the support of the Council of Graduate Schools (CGS).

In 2009, the University was awarded a three (3) million dollar grant from the United States Department of Education to enhance the Biology and Mathematics Degree Programs and further develop the first Professional Science Degree Program (PSM) in Applied Mathematics. During Academic Year 2009-2010, the university added an education concentration in Mathematics and Biology. The Mathematics Concentration and the Biology Concentration have been approved by the State of North Carolina's Department of Public Instruction. In 2011, two additional Concentrations were added to the Mathematics degree offerings. They are Remote Sensing and Community College Teaching. In 2012, the Biology Department changed its name to the Department of Biology and Marine Environmental Science to better reflect its program offerings.

Mission Statement

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Vision Statement

The vision of Graduate Education at Elizabeth City State University is to provide students with the advanced knowledge and skills, utilizing innovative technologies, that will secure the future intellectual leadership in the knowledge economy. Our students will serve as leaders in Northeastern North Carolina, the State, the Nation and the Global Community

Our Core Values

ECSU is guided by a commitment to excellence, which is personified in the subsequent group of core values the university strives to demonstrate and maintain;

- Accountability – Being responsible for our actions is part of the ECSU ethos. Administration, faculty, staff and students endeavor to continue to expand on the Quality already in existence at the university;
- Diversity – Diversity of viewpoints, experiences, and backgrounds are critical tools of a quality education in our global marketplace;

- Excellence – Excellence is the measure for teaching, learning, and service to the university community; and
- Preparing students holistically – The full measure of personal, professional, and social development of our students, faculty, and staff is an integral part of the ECSU philosophy: “To live is to learn.” Institutional Goals 2009 – 2014

SECTION II. ENVIRONMENT

The Elizabeth City State University Graduate Education Strategic Planning Committee identified strengths, challenges, and opportunities during meetings from July 21, 2010 to November 22, 2010. Administrators, faculty, staff, and students reviewed information and provided input during the process of distinguishing and summarizing strengths, challenges, and opportunities.

Strengths

Our strengths are born out of our heritage of educating the citizenry of North Carolina and our role as one of the engines of economic development in the region. In addition, these strengths reflect a commitment to educational excellences within our academic divisions, a dedication to customer service and a pledge to uphold the highest standards of ethics, collegiality, and professional integrity. The core of a thriving university is its faculty. ECSU has a dedicated and capable faculty, comprised of outstanding educators and researchers. A commitment by faculty to capturing grants and conducting significant research has put ECSU in league with some of the most distinguished research universities in the United States. In addition to our outstanding faculty, the following list underlines widely shared views of ECSU’s strengths in Graduate Education:

- The university’s location in an area poised for exponential economic growth and in close proximity to major government installations, research laboratories, defense contracting agencies, and outstanding cultural opportunities.
- The university’s participation in the regional economy of northeastern North Carolina through its contribution to the educated labor force needed in an information-based economy.
- Exceptional alumni and dedicated friends as active partners in efforts to maintain excellence, and the growing impact of their support.
- Talented faculty focused on teaching and learning, advising and scholarship.
- Excellent academic reputation in teaching and research.
- Intense student and faculty interaction, enabled by a low student to faculty ratio.

- Staff who bring talent, skill, and dedication to their work and who strive to make a lasting contribution to student learning.
- Significant research productivity and funding.
- Continuing efforts to improve the campus climate and efficiency for university Stakeholders
- Well-established economic development opportunities

Additional Strengths include:

- Unique program in NENC with small class sizes
- Feeder from Undergraduate Program
- Recruiter for Graduate Programs
- Highly qualified and motivated Faculty members who are engaged in current research
- Scholarships in STEM areas and Teach Programs
- Mechanism in place to obtain grant money

Challenges

Many of the challenges confronting ECSU are attributable to a need for increased financial resources. Elizabeth City State University operates within a framework rife with challenges common to most university environments. These challenges often include: (a) increased demand for transparency and accountability; (b) efforts to increase the global reach of the organization with respect to research and distance education; (c) increasing costs of education and financial aid; and (d) competition for faculty and students. The university has expanded rapidly over the last eight years with rising student enrollment. However, the physical infrastructure of the campus has not kept pace with enrollment. Thus, keeping up campus facilities and its physical infrastructure is a primary challenge. The Strategic Planning Council identified the following challenges to achieving institutional goals in Graduate Education;

- The university needs significant new space to meet the needs of our growing residential student body.
- The university must renovate older facilities.
- The university must continue to support the library's plan to provide complete electronic access to available materials and maintain a strong academic research collection.

- The university must seek to create a larger, more engaged group of alumni and constituents toward whom it can consistently look for shared commitment and financial support .
- The university must keep the most talented faculty and staff.
- The university must develop academic programs that will improve the university's global networking position.
- The university must communicate with constituencies in ways that clearly express the university's efforts and accomplishments.
- The university must preserve an attractive, safe, and functional physical environment.

Additional Challenges include:

- Offering more courses in a semester;
- More research supplies needed;
- Need for additional faculty and Recruitment of strong Graduate Faculty to the program;
- Graduate student perks needed, parking, graduate student labs and continuing to offer funds for graduate students; and
- Dedicated building needed because of lack of space.

Opportunities

Northeastern North Carolina is ideally situated to become a major hub for the aviation industry. Likewise, Elizabeth City State University is perfectly positioned to become a major hub for the growth of this industry as new partnerships are forged between public and private sectors. In addition, developing a green economy comprised of businesses that manage renewable energy sources, organic produce and products, green construction, and alternative bio-fuels has potential to produce transformational social and economic growth in this region. ECSU's faculty can support new endeavors with their expertise, and the university can provide the region with the educated labor force necessary to connect to a rapidly changing and globalized economy. Given the advantages of our location and unique strengths, opportunities exist that the university can take advantage of for Graduate Education:

- ECSU is, and will continue to be, a principled partner in its community and seeks to form the essential relationships that foster enterprise and accessibility to the tools which will build positive and lasting change.

- ECSU's proximity to the District of Columbia metropolitan area; Hampton Roads, Virginia; and Raleigh, North Carolina, is an advantage in attracting and retaining world-class faculty to an environment where they can preserve and improve their relationships with other scholars, government agencies, and global leaders.
- ECSU's partnerships with area public schools foster collaborative efforts to enrich the educational experience of children in grades K-12.
- ECSU's growing number of graduate programs and distance education offerings serve North Carolina's need for more and better-prepared teachers. ECSU offers working professionals an asynchronous learning environment.
- ECSU will increase the number and nature of international experiences for students.
- Graduate students will develop critical thinking skills, knowledge, and experiences that will enable them to become leaders in their fields of endeavor.
- All students will have access to tools and opportunities for lifelong learning.
- ECSU will strengthen its reputation through the integrity and achievements of its graduates.

Additional Opportunities include:

- Increase the number of Graduate Programs across disciplines;
- Build on the success of the current Graduate Program with better collaboration; between programs;
- Ensure that programs are not duplicating efforts;
- More social events for graduate students; and
- More grants needed to provide scholarships and research support.

SECTION III. UNIVERSITY PLANNING AND BUDGETING

Elizabeth City State University's Planning and Budgeting Process

As a constituent institution of the University of North Carolina, Elizabeth City State University is a link in the budget process of the total University of North Carolina system. General statutes require that the board of Governors develop, prepare, and present to the Governor, the Advisory Budget Commission, and the General Assembly a single, unified budget for the University of North Carolina. The recommendations consist of requests in three general categories:

Funds (continuation budget) for the continuing operation of each constituent institution which are then appropriated directly to the institutions;

Funds for salary increases for employees exempt from the State Personnel act, which are appropriated in lump sum to the board of Governors for allocation to the institutions; Funds (expansion budget) requested without reference to constituent institutions, itemized as to priority. These funds cover such areas as new programs and activities, expansions of existing programs and activities, increases in enrollments, increases to accommodate internal shifts and categories of persons served, capital improvements, operational improvements, and deficiency remediation. The funds also address areas which are appropriated to the Board of Governors for allocation to institutions in accordance with the Board's schedule of priorities and any specifications in the "Current Operations Appropriations Act."

The budget request is biennial and is prepared in even-numbered years, while the Board's Long Range Plan is generally revised in odd-numbered years. The planning process always precedes the preparation of the board request. The budget is then driven by the planning and policies of the Board.

Integration with the University of North Carolina Planning Process

Elizabeth City State University links into the overall university system process through the Office of the President's long range Planning Process. As part of the system-wide planning process, the Chancellor sends instructions to each division for input from faculty and staff. Each unit is involved in the planning process. The individual departments and schools submit their plans through their division heads and planning councils for hearings by the Administrative Council and recommendations by the Chancellor to the Board of Trustees. Additionally, the Chancellor provides input into the system-wide process during the President's budget workshops using information he has obtained through the campus budget hearings and the recommendations of the Administrative Council.

SECTION IV. INSTITUTIONAL GOALS

2009-2014

Global Readiness: ECSU will offer high-quality degree programs in a student-centered environment and will deliver them in a manner that enhances student learning and prepares graduates to be globally competitive leaders in the 21st century.

Graduate Education

ECSU will utilize the latest technology to expand graduate distance learning offerings and professional development skills to faculty and staff to provide expanded offerings to the Global Community.

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ECSU will increase graduate student enrollment by adding new relevant graduate degree programs using student friendly delivery format and increasing financial scholarships and support for graduate programs.

ECSU will expand recruitment efforts for graduate programs by revising recruitment materials, broadening recruitment methods and developing a university marketing plan for graduate programs.

ECSU will make Graduate Education a top priority and establish a School of Graduate Education with a Dean.

Public Education Improvement: ECSU will remain actively engaged in supporting the 21 county school systems of northeastern North Carolina through initiatives and programs to improve classroom instruction, curriculum development, and K-12 professional development.

Graduate Education

ECSU will increase the number of Northeastern North Carolina teachers enrolled in the MSA, M.Ed., M.S. in Biology and M.S. in Mathematics Programs by visiting schools, presenting information, scheduling meetings, and utilizing the latest technology and advertising in local newspapers

ECSU will accommodate the needs of graduate candidates by student friendly scheduling of classes, developing on-line graduate programs and professional development.

ECSU will provide opportunities for public school and university involvement in all graduate programs through community service opportunities, information sessions, and resource utilization.

Our Communities and Their Economic Transformation: ECSU will foster collaborative relationships with regional partners to facilitate sustainable economic growth in the region.

Graduate Education

ECSU will establish collaborative relationships with local Chambers of Commerce, public sector organizations and regional economic development agencies and provide human resources who are highly trained to foster the economic development of the northeastern counties of North Carolina.

Our Environment: ECSU will be proactive in collaborating with its community partners to improve the quality of life for current and future generations in Northeastern North Carolina by addressing climate change, sea-level rise, and other environmental issues critical to the region.

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ECSU will provide outreach activities to expand research knowledge, health awareness, partnerships and preventive care.

Our Diversity: ECSU will be committed to creating diversity in all aspects of university life.

Graduate Education

ECSU will increase the number of members of the male population in graduate programs, through partnerships with schools, extensive recruitment efforts, joint programs, assistantships and graduate housing.

Our Graduates: ECSU will produce graduates who are prepared for leadership roles and lifelong learning in a global society.

Graduate Education

ECSU will increase the number of graduate program completers and provide support services and a graduate student organization.

ECSU will instill dispositions for life-long learning, leadership and a service learning component for graduate programs.

SECTION V. OBJECTIVES AND STRATEGIES

Goal 1. Global Readiness: ECSU will offer high-quality degree programs in a student-centered environment and will deliver them in a manner that enhances student learning and prepares graduates to be globally competitive leaders in the 21st century.

Objective 1.1 ECSU will utilize the latest technology to make educational offerings accessible to the global community

Strategy 1.1.1 ECSU will expand graduate distance learning offerings utilizing appropriate technology

Strategy 1.1.2 ECSU will provide professional development technology skills to faculty and staff in concert with the Distance Education Program to prepare for expanded offerings in the global community

Objective 1.2 ECSU will expand partnerships with global universities for the exchange of graduate faculty, students, programs and services

Strategy 1.2.1 ECSU will develop partnerships with Higher Education Institutions in African Countries, European Countries, Asian Countries, and South American Countries.

Goal 2. Higher Education Access: ECSU will, through its outreach programs and retention efforts, provide access to higher education for all citizens of North Carolina. ECSU recognizes that learning is a life-long process and thus provides opportunities for developing more joint and shared degree programs while making education more accessible and affordable.

Objective 2.1 ECSU will increase graduate student enrollment

Strategy 2.1.1 ECSU will add new relevant graduate degree programs using student friendly delivery format, i.e. online programs

Strategy 2.1.2 ECSU will increase financial scholarships and support for graduate programs

Objective 2.2 ECSU will expand recruitment efforts for graduate programs

Strategy 2.2.1 ECSU will revise graduate recruitment brochures and materials

Strategy 2.2.2 ECSU will broaden graduate recruitment methods to include the use of technology, face-to-face outreach, and alumni

Strategy 2.2.3 ECSU will develop a university marketing plan for graduate programs

Objective 2.3 ECSU will make Graduate Education a top priority

Strategy 2.3.1 ECSU will establish a School of Graduate Education with a Dean

Goal 3. Public Education Improvement: ECSU will remain actively engaged in supporting the 21 county school systems of northeastern North Carolina through initiatives and programs to improve classroom instruction, curriculum development, and K-12 professional development

Objective 3.1 ECSU will increase the number of teachers enrolled in the MSA, M.Ed., M.S. in Biology Education and M.S. in Mathematics Education programs

Strategy 3.1.1 ECSU will visit schools to present information on graduate degree programs. Have teachers complete an information/interest form. Send follow-up letters to all potential candidates. Contact schools and schedule meetings during regular after-school faculty meetings. Ask current and past graduate students to assist with presentations.

Strategy 3.1.2 ECSU will request to present at school convocations.

Strategy 3.1.3 ECSU will visit distant schools via video-conference/SKYPE

Strategy 3.1.4 ECSU will disseminate graduate program flyers to schools via e-mail , postal service, and LEA Websites

Strategy 3.1.5 ECSU will post Ads for graduate programs in the local newspaper each Spring, Summer, and Fall Semesters

Strategy 3.1.6 ECSU will request all University Supervisors to place a graduate flyer in the cooperating teacher's packet. Disseminate graduate flyers during school visits, visits with principals and superintendents. Current graduate students can distribute flyers at their respective schools

Strategy 3.1.7 ECSU will encourage graduate students to participate in recruitment twice a year (Fall/Spring).

Strategy 3.1.8 ECSU will offer a Departmental Graduate Program Open House. Have the program coordinator and faculty available to answer questions. Gather participant information and send follow-up and thank you letters. Begin the application process for interested students on location.

Strategy 3.1.9 ECSU will speak with student teachers in the Seminar in Contemporary Issues Class, and the final class prior to graduation

Objective 3.2 ECSU will accommodate the needs of graduate candidates

Strategy 3.2.1 ECSU will have candidates complete a survey on graduate program needs (this should include course schedules, times etc.). Use feedback to develop schedules conducive to student needs.

Strategy 3.2.2 ECSU will develop online graduate programs to meet the needs of candidates at a distance. Continue to offer face-to-face and hybrid courses for locals and for addressing learning styles.

Strategy 3.2.3 ECSU will offer in concert with all university graduate programs symposiums, workshops, professional development, roundtable discussions as a means for candidates to grow professionally and learn additional information to use in their classrooms.

Objective 3.3 ECSU will provide opportunities for public school and community involvement in all graduate programs

Strategy 3.3.1 ECSU will ensure that each graduate course offers a school and community service component.

Strategy 3.3.2 ECSU will provide an information session for graduate candidates to share their final Products/Thesis with family, coworkers, school administrators and the community.

Strategy 3.3.3 ECSU will include members of school partners and the community as resources for graduate program events.

Goal 4. Our Communities and Their Economic Transformation: ECSU will foster collaborative relationships with regional partners to facilitate sustainable economic growth in the region.

Objective 4.1 ECSU will establish collaborative relationships with local chambers of commerce, public sector organizations and regional economic development agencies.

Strategy 4.1.1 ECSU will promote and support regional and collaborative partners in their efforts to achieve sustainable economic development in the state and the university's regional service area by surveying needs and providing need based solutions.

Strategy 4.1.2 ECSU will create collaborative partners by training high quality graduate students to work in identifiable regional economic clusters. ECSU Graduate Education programs will provide quality teaching and scholarly research so that their students become the most qualified personnel to work in the Automotive, Aviation, Boatbuilding/Marine Trades, Heritage Tourism, Inner Coastal Development, and Life Sciences/Biotechnology clusters.

Strategy 4.1.3 ECSU will partner with the Small Business and Technology Development Center (SBTDC) and the ECSU Community Development program in its effort to provide quality graduate internships.

Strategy 4.1.4 ECSU will assist in the establishment of an Advanced Study Program that meets the needs of developing high quality graduate training for leaders in the 21st Century Workforce.

Objective 4.2 ECSU will assist in aligning the graduate curricula more closely with the needs of business and industry, communities, and people across the region and state.

Strategy 4.2.1 ECSU will offer high quality graduate education programs that prepare students for a work environment that is increasingly interdisciplinary and require creative thinking, technical skills, business expertise and the ability to communicate in many ways.

Strategy 4.2.2 ECSU will integrate the graduate classroom experience with knowledge that is gained through on-the-job learning activities as provided by collaborative partners. Assist in providing cooperative learning, internships, and service learning activities developed in conjunction with collaborative partners in order to facilitate sustainable economic growth in the region.

Strategy 4.2.3 ECSU graduate programs will be created with emphasis on entrepreneurship across all disciplines within and outside the classroom.

Strategy 4.2.4 ECSU will remain engaged with our graduates throughout their careers, by delivering continuous, lifelong learning, i.e. CEUS.

Objective 4.3 ECSU will enhance our capacity to assist regional business leaders and collaborative partners by implementing learning experiences for improved sustainable economic development.

Strategy 4.3.1 ECSU will develop high quality graduate programs that link faculty research and student learning activities to economic development opportunities in the local communities, region and state.

Strategy 4.3.2 ECSU will share applied research studies and other analyses to collaborative partners as needed.

Strategy 4.3.3 ECSU will increase public awareness of various learning activities, professional trainings and programs that are available to business leaders, collaborative partners and public sector employers throughout the region and state.

Goal 5. Our Environment: ECSU will be proactive in collaborating with its community partners to improve the quality of life for current and future generations in Northeastern North Carolina by addressing climate change, sea-level rise, and other environmental issues critical to the region.

Objective 5.1 ECSU will encourage graduate students to produce research, theses and products of learning with focus on environmental issues critical to Northeast North Carolina (NENC).

Strategy 5.1.1 ECSU will assist graduate students in developing a background in the science and issues centered on environmental concerns through formal coursework and hands-on experiences with environmental instrumentation and affected organisms.

Strategy 5.1.2 ECSU will assist graduate students in furthering the objective of producing important research in environmental impacts in North East North Carolina by partnering with other programs that understand and have experience in these critical issues. These partnerships will be encouraged for their potential to produce internship possibilities.

Objective 5.2 ECSU Graduate students will educate the citizens of NENC on the environmental issues concerning the region and will provide avenues for their involvement toward a solution.

Strategy 5.2.1 ECSU will encourage graduate students to present their research information as part of their oral skills development in arenas appropriate to educate people on local environmental issues. Their activities will be integrated into coursework.

Strategy 5.2.2 ECSU will encourage graduate students participating in Products of Learning to involve school-age children in research that helps determine the most effective education methods on local environmental concerns.

Goal 6. Our University's Outreach and Engagement: ECSU will be more progressive in integrating outreach and engagement into its academic and support services to enrich the students, faculty, staff, and citizens of northeastern North Carolina.

Objective 6.1 ECSU will engage in more community service activities

Strategy 6.1.1 ECSU will involve graduate students in community service through the new Graduate Student Association.

Strategy 6.1.2 ECSU will set up graduate program booths at community activities such as the Down East Classic, the Potato Festival, Junteenth Celebration, etc.

Strategy 6.1.3 ECSU will create a graduate school conference where students can present their research and invite students, faculty, staff and the community.

Objective 6.2 ECSU will create more professional development opportunities.

Strategy 6.2.1 ECSU will develop Continuing Education Courses (CEU) which are aligned with the current graduate school offerings (especially education).

Strategy 6.2.2 ECSU will create a website where students and the community at large can request specific services from the graduate school.

Goal 7. Our Health: ECSU will work to reduce disparities in health by strengthening the health services and available resources for citizens in northeastern North Carolina and its surrounding constituents.

Objective 7.1 ECSU will seek external funding to continue and expand the existing continuing education programs related to health disparities commonly found in northeast North Carolina

Strategy 7.1.1 ECSU will identify various funding agencies to sponsor programs which are essential to supporting the education of individuals in the northeast region of North Carolina

Strategy 7.1.2 ECSU will identify various civic and nonprofit organizations to partner with in a collaborative effort of securing external fund and additional resources to reduce the health disparities in the northeast region of North Carolina.

Objective 7.2 ECSU is committed, through outreach and other activities, to expand the research knowledge and health awareness on campus and in the community.

Strategy 7.2.1 ECSU will continue to expand and develop partnerships with other academic institutions and research centers to reduce health disparities through northeast region of North Carolina

Strategy 7.2.2 ECSU will continue to explore various educational avenues to increase the knowledge of the citizens in the northeast region of North Carolina of the different health issues and how preventive care can possible reduce some of the common health problems found in the region.

Goal 8. Our Diversity: ECSU will be committed to creating diversity in all aspects of university life.

Objective 8.1 ECSU will increase the number of members of the male population and other underserved populations in all graduate programs

Strategy 8.1.1 ECSU will partner with local Elementary, Middle, and High Schools to target males of all ethnicities

Strategy 8.1.2 ECSU will attend convocations and Career Fairs, attend other events and celebrations held at the local schools (Grandparents Day, Science Night, Math Night, Fall Festivals, Spring Flings, Donuts for Dads, Muffin for Moms, PTA Meetings, International Night, Literacy Night, Relay for Life, Open House, Career Day, etc.)

Objective 8.2 ECSU will participate in expanded recruitment opportunities

Strategy 8.2.1 ECSU will target the Middle and High School teachers to form a male Cohort

Strategy 8.2.2 ECSU will target Elementary School teachers to form a male Cohort

Objective 8.3 ECSU will implement a joint Undergraduate/Graduate Masters Degree program where students consecutively receive an undergraduate and master's degree within five to six years (5th Year Program).

Strategy 8.3.1 ECSU will provide Graduate Assistant opportunities for fulltime students

Strategy 8.3.2 ECSU will provide Graduate Student housing

Goal 9. Our Graduates: ECSU will produce graduates who are prepared for leadership roles and lifelong learning in a global society.

Objective 9.1 ECSU will increase the number of graduate program completers

Strategy 9.1.1 ECSU will provide relevant support services for student success

Strategy 9.1.2 ECSU will establish a graduate student organization that will provide opportunities for peer interaction

Objective 9.2 ECSU will instill dispositions for life-long learning and leadership

Strategy 9.2.1 ECSU will institute a service learning component for graduate programs

SECTION VI. TARGETS 2010 – 2014

1. Global Readiness: ECSU will offer high-quality degree programs in a student-centered environment, and will deliver them in a manner that enhances student learning and prepares graduates to be globally competitive leaders in the 21st century.

GRADUATE EDUCATION					
OUTCOME	STRATEGY	2010 2011	2011 2012	2012 2013	2013 2014
Objective 1.1 ECSU will utilize the latest technology to make educational offerings accessible to the global community	1.1.1 ECSU will expand graduate distance learning offerings utilizing appropriate technology	●	●	●	●
	1.1.2 ECSU will provide professional development technology skills to faculty and staff in concert with the Distance Education Program to prepare for expanded offerings in the global community	●	●	●	●
Objective 1.2 ECSU will expand partnerships with global universities for the exchange of graduate faculty, students, programs and services	1.2.1 ECSU will develop partnerships with Higher Education Institutions in African Countries, European Countries, Asian Countries, and South American Countries			●	●

SECTION VI. TARGETS 2010 – 2014

2. Higher Education Access: ECSU will, through its outreach programs and retention efforts, provide access to higher education for all citizens of North Carolina. ECSU recognizes that learning is a life-long process and thus provides opportunities for developing more joint and shared degree programs while making education more accessible and affordable.

GRADUATE EDUCATION					
OUTCOME	STRATEGY	2010 2011	2011 2012	2012 2013	2013 2014
Objective 2.1 ECSU will increase graduate student enrollment and completers.	2.1.1 ECSU will add new relevant graduate degree programs using student friendly delivery format, i.e. online programs	●	●	●	●
	2.1.2 ECSU will increase financial scholarships and support for graduate programs	●	●	●	●
Objective 2.2 ECSU will expand recruitment efforts for graduate programs	2.2.1 ECSU will revise graduate recruitment brochures and materials	●		●	
	2.2.2 ECSU will broaden graduate recruitment methods to include the use of technology, face-to-face outreach, and alumni	●	●	●	●

Objective 2.3 ECSU will make Graduate Education a top priority	2.2.3 ECSU will develop a university marketing plan for graduate programs		●		
	2.3.1 ECSU will establish a School of Graduate Education with a Dean		●		

SECTION VI. TARGETS 2010 – 2014

3. Public Education Improvement: ECSU will remain actively engaged in supporting the 21 county school systems of northeastern North Carolina through initiatives and programs to improve classroom instruction, curriculum development, and K-12 professional development.

GRADUATE EDUCATION					
OUTCOME	STRATEGY	2010 2011	2011 2012	2012 2013	2013 2014
Objective 3.1 ECSU will increase the number of teachers enrolled in the MSA, M.Ed., M.S. in Biology Education and M.S. in Mathematics Education programs	3.1.1 ECSU will visit schools to present information on degree programs. Have teachers complete an information/interest form. Send follow-up letters to all potential candidates. Contact schools and schedule meetings during regular after-school faculty meetings. Ask current and past graduate students to assist with presentations.	●	●	●	●
	3.1.2 ECSU will request to present at school convocations	●	●	●	●
	3.1.3 ECSU will visit distant schools via video-conference/SKYPE		●	●	●

	3.1.4 ECSU will disseminate graduate program flyers to schools via e-mail, postal service, and LEA websites	●	●	●	●
	3.1.5 ECSU will post Ads for graduate programs in the local newspaper each Spring, Summer and Fall Semesters	●	●	●	●
	3.1.6 ECSU will request all university supervisors to place a graduate flyer in the cooperating teacher's packet. Disseminate graduate flyers during school visits, visits with principals and superintendents. Current graduate students can distribute flyers at their respective schools.	●	●	●	●
	3.1.7 ECSU will encourage graduate students to participate in recruitment twice per year (Fall/Spring)	●	●	●	●
	3.1.8 ECSU will offer a Departmental Graduate Program Open House. Have the program coordinators and the graduate faculty available to answer questions. Gather participant information and send follow-up and thank you letters. Begin the application process for interested students on location.	●	●	●	●

	3.1.9 ECSU will speak with student teachers in the Seminar in Contemporary Issues Class and the final class prior to graduation	●	●	●	●
Objective 3.2 ECSU will accommodate the needs of graduate candidates	3.2.1 ECSU will have candidates complete a survey on graduate program needs (this should include course schedules, times, etc.). Use feedback to develop schedules conducive to student needs.	●	●	●	●
	3.2.2 ECSU will develop on-line graduate programs to meet the needs of candidates at a distance. Continue to offer face-to-face and hybrid courses for locals and for addressing learning styles.		●	●	●
	3.2.3 ECSU will offer in concert with all university graduate programs, symposiums, workshops, professional development, and roundtable discussions as a means for candidates to grow professionally and learn additional information to use in their classrooms		●	●	●
Objective 3.3 ECSU will provide opportunities for public school and community involvement in all graduate programs	3.3.1 ECSU will ensure that each graduate course offers a school and community service component		●	●	●
	3.3.2 ECSU will provide an information session for graduate candidates to share their final Products/Thesis with family, coworkers, school administrators and the community	●	●	●	●

	3.3.3 ECSU will include members of school partners and the community as resources for graduate program events	●	●	●	●

SECTION VI. TARGETS 2010 – 2014

4. Our Communities and Their Economic Transformation: ECSU will foster collaborative relationships with regional partners to facilitate sustainable economic growth in the region.

GRADUATE EDUCATION					
OUTCOME	STRATEGY	2010 2011	2011 2012	2012 2013	2013 2014
Objective 4.1 ECSU will establish collaborative relationships with local chambers of commerce, public sector organizations and regional economic development agencies.	4.1.1 ECSU will promote and support regional and collaborative partners in their efforts to achieve sustainable economic development in the state and the university's regional service area by surveying needs and providing need based solutions		●	●	●
	4.1.2 ECSU will create collaborative partners by training high quality graduate students to work in identifiable regional economic clusters. ECSU Graduate Education Programs will provide quality teaching and scholarly research so that their students become the most qualified personnel to work in the Automotive, Aviation, Boatbuilding, Trades, Heritage Tourism, Inner Coastal Development, and Life Sciences Biotechnology clusters		●	●	●
	4.1.3 ECSU will partner with the Small Business and Technology Development Center		●	●	●

	(SBTDC) and the ECSU Community Development Program in its efforts to provide quality graduate internships.				
	4.1.4 ECSU will assist in the establishment of an Advanced Study Program that meets the needs of developing high quality graduate training for leaders in the 21 st century workforce.		●	●	●
Objective 4.2 ECSU will assist in aligning the graduate curricula more closely with the needs of business and industry, communities, and people across the region and state	4.2.1 ECSU will offer high quality graduate education programs that prepare students for a work environment that is increasingly interdisciplinary and require creative thinking, technical skills, business expertise, and the ability to communicate in many ways.		●	●	●
	4.2.2 ECSU will integrate the graduate classroom experience with knowledge that is gained through on-the-job learning activities as provided by collaborative partners. Assist in providing cooperative learning, internships, and service learning activities developed in conjunction with collaborative partners in order to facilitate sustainable economic growth in the region.		●	●	●
	4.2.3 ECSU Graduate programs will be created with emphasis on	●	●	●	●

	entrepreneurship across all disciplines within and outside the classroom				
	4.2.4 ECSU will remain engaged with our graduates throughout their careers by delivering continuous, lifelong learning, i.e. CEUS.	●	●	●	●
Objective 4.3 ECSU will enhance our capacity to assist regional business leaders and collaborative partners by implementing learning experiences for improved sustainable economic development	4.3.1 ECSU will develop high quality graduate programs that link faculty research and student learning activities to economic development opportunities in the local communities, region and state		●	●	●
	4.3.2 ECSU will share applied research studies and other analyses to collaborative partners as needed	●	●	●	●
	4.3.3 ECSU will increase public awareness of various learning activities, professional trainings and programs that are available to business leaders, collaborative partners and public sector employers throughout the region and state.	●	●	●	●

SECTION VI. TARGETS 2010 – 2014

5. Our Environment: ECSU will be proactive in collaborating with its community partners to improve the quality of life for current and future generations in northeastern North Carolina by addressing climate change, sea-level rise, and other environmental issues critical to the region.

GRADUATE EDUCATION					
OUTCOME	STRATEGY	2010 2011	2011 2012	2012 2013	2013 2014
Objective 5.1 ECSU will encourage graduate students to produce research, theses and products of learning with focus on environmental issues critical to Northeast North Carolina	5.1.1 ECSU will assist graduate students in developing a background in the science and issues centered on environmental concerns through formal coursework and hands-on experiences with environmental instrumentation and affected organisms.	●	●	●	●
	5.1.2 ECSU will assist graduate students in furthering the objective of producing important research in environmental impacts in North East North Carolina by partnering with other programs that understand and have experience in these critical issues. These partnerships will be encouraged for their potential to produce internship possibilities	●	●	●	●
Objective 5.2 ECSU Graduate students will educate the citizens of NENC on the environmental issues concerning the region and will produce avenues for their involvement toward a	5.2.1 ECSU will encourage graduate students to present their research information as part of their oral skills development in arenas appropriate to educate people on local environmental issues.	●	●	●	●

solution	Their activities will be integrated into coursework.				
	5.2.2 ECSU will encourage graduate students participating in Products of Learning to involve school-age children in research that helps determine the most effective education methods on local environmental concerns.	●	●	●	●

SECTION VI. TARGETS 2010 – 2014

6. Our University's Outreach and Engagement: ECSU will be more progressive in integrating outreach and engagement into its academic and support services to enrich students, faculty, staff, and citizens of northeastern North Carolina.

GRADUATE EDUCATION					
OUTCOME	STRATEGY	2010 2011	2011 2012	2012 2013	2013 2014
Objective 6.1 ECSU will engage in more community service activities	6.1.1 ECSU will involve graduate students in community service through the new Graduate Student Association.	●	●	●	●
	6.1.2 ECSU will set up graduate program booths at community activities such as the Down East Classic, the Potato Festival, Junteenth Celebration, etc.	●	●	●	●
	6.1.3 ECSU will create a graduate school conference where students can present their research and invite students, faculty, staff and the community.	●	●	●	●
Objective 6.2: ECSU will create more professional development opportunities.	6.2.1 ECSU will develop Continuing Education Courses (CEU) which are aligned with the current graduate school offerings (especially education).	●	●	●	●
	6.2.2 ECSU will create a website where students and the community at large can request specific services from the graduate school.		●	●	●

SECTION VI. TARGETS 2010 – 2014

7. Our Health: ECSU will reduce disparities in health by strengthening the health services and available resources for citizens in northeastern North Carolina.

GRADUATE EDUCATION					
OUTCOME	STRATEGY	2010 2011	2011 2012	2012 2013	2013 2014
Objective 7.1 ECSU will seek external funding to continue and expand the existing continuing education programs related to health disparities commonly found in Northeast North Carolina	7.1.1 ECSU will identify various funding agencies to sponsor programs which are essential to supporting the education of individuals in the northeast region of North Carolina		●	●	●
	7.1.2 ECSU will identify various civic and nonprofit organizations to partner with in a collaborative effort of securing external fund and additional resources to reduce the health disparities in the northeast region of North Carolina.		●	●	●
Objective 7.2 ECSU is committed, through outreach and other activities, to expand the research knowledge and health awareness on campus and in the community.	7.2.1 ECSU will continue to expand and develop partnerships with other academic institutions and research centers to reduce health disparities through northeast region of North Carolina		●	●	●
	7.2.2 ECSU will continue to explore various educational avenues to increase the knowledge of the citizens in the northeast region of North Carolina of the different		●	●	●

	health issues and how preventive care can possible reduce some of the common health problems found in the region				
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SECTION VI. TARGETS 2010 – 2014

8. Our Diversity ECSU will be committed to creating diversity in all aspects of University life.

GRADUATE EDUCATION					
OUTCOME	STRATEGY	2010 2011	2011 2012	2012 2013	2013 2014
Objective 8.1 ECSU will increase the number of members of the male population and other underserved populations in all graduate programs	8.1.1 ECSU will partner with local Elementary, Middle, and High Schools to target males of all ethnicities	●	●	●	●
	8.1.2 ECSU will attend convocations and Career Fairs, attend other events and celebrations held at the local schools (Grandparents Day, Science Night, Math Night, Fall Festivals, Spring Flings, Donuts for Dads, Muffin for Moms, PTA Meetings, International Night, Literacy Night, Relay for Life, Open House, Career Day, etc.)	●	●	●	●
Objective 8.2: ECSU will participate in expanded recruitment opportunities	8.2.1: ECSU will target the Middle and High School teachers to form a male cohort	●	●	●	●
	8.2.2 ECSU will target Elementary School teachers to form male cohort	●	●	●	●
Objective 8.3 ECSU will implement a joint Undergraduate/Graduate Masters Degree program	8.3.1 ECSU will provide Graduate Assistant opportunities for fulltime students	●	●	●	●

where students consecutively receive an undergraduate and Master's degree within 5-6 to six years (5 th Year Program).					
	8.3.2 ECSU will provide Graduate Student housing	●	●	●	●

SECTION VI. TARGETS 2010 – 2014

9. Our Graduates ECSU will produce graduates that are prepared for leadership roles and lifelong learning in a global society.

GRADUATE EDUCATION					
OUTCOME	STRATEGY	2010 2011	2011 2012	2012 2013	2013 2014
Objective 9.1 ECSU will increase the number of graduate program completers	9.1.1 ECSU will provide relevant support services for student success	●	●	●	●
	9.1.2 ECSU will establish a graduate student organization that will provide opportunities for peer interaction	●	●	●	●
Objective 9.2 ECSU will instill dispositions for life-long learning and leadership	9.2.1 ECSU will institute a service learning component for graduate programs	●	●	●	●

APPENDIX A.**GRADUATE COUNCIL
2010-2011****Dr. Harry Bass****Dr. Kimberly Fitchett- Bazemore****Mr. Vincent Beamon****Dr. David Bejou****Mrs. Deborah Branch****Dr. Farrah Chandler****Dr. Charles Cherry****Dr. Saundra Copeland****Mr. Robert Gaines****Ms. LaTonya Gregory****Dr. James Hedgebeth****Dr. Barbara L. Johnson, ex. officio****Dr. Murel Jones****Mr. Brian Jordan****Dr. Ali A. Khan, ex. officio****Dr. Linda Lisowski****Dr. Jeffrey Rousch****Mr. Carl Seward****Dr. Juanita Midgette Spence****Ms. Amy Jo Spencer****Dr. W. Eric Thomas, ex. officio****Dr. Paula S. Viltz, Chair**

APPENDIX B.**STRATEGIC PLANNING COMMITTEE****Dr. Harry S. Bass****Dr. David Bejou****Dr. Anthony Brown****Mr. George M. Brown****Dr. Farrah J. Chandler****Dr. Charles D. Cherry****Dr. Sandra S. Copeland****Dr. Barbara L. Johnson****Dr. Murel M. Jones****Dr. Ali A. Khan****Dr. Miles M. Fisher, IV****Dr. James E. Hedgebeth****Dr. Jeffrey M. Rousch****Mr. Carl Seward****Dr. Damon Wade****Dr. Paula S. Viltz, Chair**