Enrollment Growth:

**Problem:**
- Declining enrollment of traditional, on-campus students.
- Low enrollment of traditionally marginalized populations.
- Educator diversity does not match the diversity of North Carolina students.

**Solution:**
The ECU Future Educators Leadership Academy (FELA) is designed to increase the number of “intended teacher education majors” in ECU on-campus educator preparation programs, particularly for underrepresented populations. Sophomore/junior high school students who are interested in a career in teaching will attend a multi-day on-campus summer camp that will offer early exposure to teacher education at ECU and provide continued mentorship and support.

Partnerships and Outreach:

**Problem:**
- Internal: Redundancy of professional development efforts across ECU campus.
- External: Changing landscape.

**Solution:**
The development of a Professional Learning and Outreach Hub would provide dedicated personnel with the capacity to support programming, outreach, marketing, data analytics, and revenue streams. Thus allowing faculty and staff to focus on the development of professional learning curriculum and programming.
Faculty and Staff Support:

Problem 1: Program Coordinators
- Equity in resources and support across the College.
- Mentoring more and advising less.

Solution 1:
The College of Education will support Program Coordinators with an annual stipend to support the time and effort provided in mentoring and helping retain students.

Problem 2: Research Leave Program
- Lack of support and encouragement for post-tenure faculty to engage in the academy throughout their career.

Solution 2:
- Participation in an optional research leave program for tenured faculty to submit proposals to the department chair in an area of focus.

Problem 3: Staff Support
- Equity in support and resources for staff.
- Wellness and work-life balance challenges.

Solution 3:
- Providing technology to create efficiency and flexibility in work schedules.
- Develop succession planning and "super-user" groups to address redundancies in tasks.
- Provide options for mentoring and development of onboarding systems.
- Provide equitable access and support for awards and growth opportunities.

Problem 4: Fixed Term and Adjunct Faculty
- Inconsistent annual review process and fewer long term contracts.
- Less access and support for professional development and conference travel.
- Current culture is not inclusive of fixed term or adjunct faculty.

Solution 4
- Development of policies and procedures that align to the university on annual review and hiring process for fixed term and adjunct faculty.
- Offer opportunities for multi-year contracts based on years of service.
- Offer advancement in title opportunities.
- Increase support for professional development and conference travel.
- Begin a series of learning exchange sessions to share and discuss the current culture and ways in which the college can create a more inclusive environment.

Problem 5: Centralizing Systems
- Redundancy of work

Solution 5:
- Developing opportunities for systems to centralize within the college as opposed to individual departments.
Identity and Advocacy:

**Problem 1:** Teaching with a multicultural and cross cultural focus
- Faculty, staff, and administrative population is not similar to the populations we serve at our institution nor in the schools and communities we serve.
- Lack of courses and/or programs that address meaningful educational issues within the profession with a focus on equity.

**Solution 1:**
- Increase recruitment efforts with marginalized populations.
- Provide Implicit Bias training to departmental search, personnel and promotion committees.
- Provide professional development opportunities to faculty, staff, and students on cross cultural competence in K12 and Higher Education.
- Build capacity and engage in conversations to further examine ways that social justice, equity, and cross cultural competence are connected with parts of the curriculum.

**Problem 2:** Student Recruitment
- The student population is not similar to the populations we serve at our institution nor in the schools and communities we serve.

**Solution 2:**
- Increase recruitment efforts with marginalized populations.
- Increase scholarship opportunities for marginalized populations.
- Offer waivers for application fees, GRE’s and SAT/ACT requirements.
- Develop a K12 - Community College - University pipeline for marginalized populations.

**Problem 3:** Increase CoE Identity
- Students within marginalized populations do not see themselves within their classrooms or on campus (belongingness and place).

**Solution 3:**
- Increase recruitment and engagement opportunities for "student learning exchanges".
- Increase engagement with ECU Community School.
- Increase engagement with ECU Early College High School.
- Creation of an Identity and Advocacy infographic.