

Office of Economic Development

East Carolina University

DRAFT STRATEGIC PLAN

VISION

ECU is recognized as North Carolina's top economic and community development university and enjoys a national reputation for beneficial and impactful programs.

MISSION

The Office of Economic Development meets strategic regional needs through research, education, and outreach to foster economic growth and improve the quality of life for North Carolinians.

STRATEGIC PRIORITIES

Despite increasing public demand for higher education to contribute to regional prosperity and remain relevant to all citizens, many public universities face relative declines in state funding. In this environment, the outreach functions of universities are increasingly vital to justify public support and develop alternative sources of funding. At East Carolina University (ECU), the Office of Economic Development (OED) is responsible for addressing public requests for assistance and meeting strategic regional needs; specifically those identified through the UNC Tomorrow Initiative.

OED engages current competencies of the universities to meet existing regional needs and drive investment decisions focused on emerging opportunities. Specifically, OED fosters the convergence of research and outreach to achieve immediate local impacts and pursue economic transformation across the region and beyond. OED must help ECU create a campus-wide climate of innovation, entrepreneurship, and collaboration that catalyzes a globally competitive regional culture. Finally, OED must raise awareness and recognition of ECU's contributions within the debate on public funding for higher education.

To accomplish these objectives OED's strategic priorities are to:

- Build a culture of innovation, entrepreneurship, and engagement;
- Create a knowledgeable, skilled and adaptable workforce;
- Start, grow and recruit jobs and new enterprises;
- Create vibrant and livable communities.

ROADMAP TO THE FUTURE

The following ten elements summarize requirements for the Office of Economic Development to achieve the above strategic objectives.

1. Market Position

OED is the go-to-partner for community and economic development programming in North Carolina.

2. Insider Perception

OED is known for its creative, entrepreneurial work environment and its supportive team approach to meeting the needs of those we serve. Team members clearly understand objectives, have the necessary tools, and are entrusted with the latitude to succeed. Learning is valued, success is celebrated and rewarded.

3. Outsider Perception

OED staff are recognized for their creativity, professionalism, and commitment to shared success. OED is seen as an effective point-of-contact to ECU's vast array of resources.

4. Brand

OED is known nationally as the top university-based economic and community development organization.

5. Organizational Citizenship

OED promotes scholarly engagement and recognizes and rewards outreach excellence.

6. Organizational Culture

OED is committed to the core values of respect, authenticity, transparency, team work, commitment, compassion, and communication.

7. Workforce Characteristics

OED values and seeks the best available team of diverse, creative, and collaborative professionals.

8. Ownership

Through collective success we succeed as individuals.

9. Incentive Philosophy

OED team members are fairly compensated, supported for near-term success, and encouraged to plan for long-term advancement.

10. Innovation

OED deploys innovative initiatives and services to meet the needs of industry, government, and communities, as well as those of faculty, staff, and students. OED continually and creatively rethinks its activities to maximize returns on investment.

PLAN IMPLEMENTATION

The following OED constituent units form the foundation for future growth and success:

Center for Survey Research
Community and Regional Development
Economic and Business Development
ECU Outreach Network
Entrepreneurial Initiative
Office of Technology Transfer
Small Business and Technology Development Center

GOAL 1: Build a culture of innovation, entrepreneurship, and engagement

Objectives for Goal 1

1. Establish an Outreach Scholars Academy to increase faculty knowledge, motivation, and capacity to secure funding and conduct outreach programs in ways that support their academic success – research, publications, promotion and tenure.
2. Host an annual recognition and awards event to showcase and support faculty and student achievement in innovation, outreach, service, and engagement scholarship, as well as recognize outstanding external partners.
3. Appoint taskforce and lead acquisition of the Carnegie Foundation’s new “Engaged University” classification for ECU in 2008.
4. By 2007, establish an ECU Economic Transformation Council to address ECU and UNC System economic transformation issues, as well as to facilitate the culture of engagement on campus.
5. Provide strategic institutional investments for scholarship and creative activities to leverage external resources
 - a. Earmark internal funding for faculty fellowships to enable scholarly involvement in economic and community development activities (\$100,000)
 - b. Establish engagement and outreach seed grant funds
6. Establish a comprehensive public relations strategy that effectively markets the services of OED to the campus and external communities. Promotes the economic and community development contributions of each of the colleges to external stakeholders including citizens, companies, and the legislature.

GOAL 2: Create a knowledgeable, skilled, and adaptable workforce

Objectives for Goal 2

1. Work with regional companies to continually expand ECU’s offering of needed workforce development programs such as the systems engineering program. Seek support of Provost and other relevant units to streamline the curriculum and degree creation processes to better meet the education needs of existing and emerging industry clusters.

2. Through a broad regional partnership establish a novel K-12 education experiment and new mechanisms supporting high school graduation and the creation of life-long learners.
3. OED's Entrepreneurial Initiative, the colleges, and other partners will seek new models for entrepreneurial education, innovation, commercialization, and skills development.

GOAL 3: Start, grow, and recruit jobs and new enterprises

Objectives for Goal 3

1. Determine feasibility, and if appropriate, pursue ECU land investment in Carteret County Marine Industrial Park.
2. Engage marine sciences/manufacturing cluster specialist and identify infrastructure investments to expand regional innovation cluster capacity and foster job creation.
3. Survey university-industry connections as basis for regional industry roadmaps (Fall 2007-Spring 2008).
4. Deploy a Precision Marketing Campaign to catalyze new jobs and investment via recruitment of partners to university research and education programs.
 - a. By 2007, establish Pitt County-ECU/Wake County-NC State economic development collaborations
 - b. Develop marketing materials targeting the serious gaming/advanced medical care cluster. Build upon ECU capacities in robotics surgery, medical devices, and advanced medical procedures training.
 - c. ECU/Pitt County participation in the April 2008 national Advanced Learning Technologies Symposium.
 - d. ECU Precision Marketing Initiative and Pitt/Wake alliance will promote the triangle and eastern North Carolina for collocation of corporate headquarters and manufacturing operations - "Farmshoring".
5. Construct a comprehensive, integrated enterprise to stimulate entrepreneurship, enhance knowledge transfer, and increase new product development and commercialization throughout the region.
 - a. Establish and brand an ECU Innovation Extension Service to institutionalize the provision of industrial design, engineering, and other product development assistance to both on-campus and private sector entrepreneurs.
 - b. Coordinate seamless pathways for industry-sponsored research, faculty and student entrepreneurship, new product development, intellectual property management and innovation commercialization.
 - c. Office of Technology Transfer will explore new models for translational research and innovation commercialization.
 - d. Expand the capacity of the Entrepreneurial Initiative via hiring of support staff, recruitment of students from all colleges, continuation of the Innov8 series, and support of innovation extension activities.
 - e. Co-lead development and implementation of a campus-wide entrepreneurship strategy including establishment of the planned Entrepreneurship Advisory Council.

6. Provide leadership in the development of ECU's Millennial Campus. By 2008, identify core ECU research and education programs providing sufficient connectivity, critical mass, and momentum to justify pursuit of the Millennial Campus designation.
7. Via the Small Business and Technology Development Center provide more than 3,700 hours of counseling to the following types of clients: Pre-venture, Emerging Small Business, Mid-Sized Companies, and Economic /Community Development and Nonprofits (2007-08).
8. Work with regional economic development leaders to construct and monitor new metrics for economic transformation.

GOAL 4: Create vibrant and livable communities

Objectives for Goal 4

1. Establish GIS-based expertise and infrastructure to support the data analysis, strategic planning, and grant acquisition needs of counties in eastern North Carolina.
 - a. Secure permanent funding and hire new OED geographic information specialist.
 - b. Secure one-time funding to engage and collaborate with the NC Center for Geographic Information Systems to develop needed hardware/software infrastructure.
2. Coordinate and align information outreach activities with the Bureau of Business Research and other faculty within the College of Business and across campus.
3. Identify shared priorities and joint objectives with ECU's Center for Sustainable Tourism.
4. Position OED's Center for Survey Research as a value-adding resource supporting the growth of ECU's clinical trial activities.
5. Coordinate delivery of public policy analysis services via faculty fellowships and internal capacity building. Partner with relevant resources at other universities and partners.