1. Approval of Minutes of September 11, 2007  Action

2. Student Tuition and Fees (KS)  Action

3. Appointment and Review of Administrative Officers  Action

4. Board of Trustees Governance  Discussion
   Actions by Fax
   Guidelines for Committees  Action
   Meeting Dates  Action

5. Board of Visitors Vacancies  Action

6. Cell Phone Allowance for Phyllis Horns  Action

7. Economic Development  Information
   Military Community Readiness
   Economic Development Partnerships

8. Closed Session

9. Other Items
Bob Greczyn, chair of the Executive Committee, called the meeting to order at 3 p.m. in Room 4300 of the Health Sciences Building.

Other members of the committee in attendance were David Brody, Margaret Ward, Robbie Hill, David Redwine, Joel Butler and Bob Lucas. Also attending were Mark Tipton, Carol Mabe, Robert Brinkley and Keri Brockett.

Mr. Greczyn asked for assessments of the new meeting and committee structures. Ms. Mabe and Mr. Redwine complimented the new system. Mrs. Ward said that she would like to be able to attend every meeting.

Mr. Greczyn said the purpose of this meeting was to see what issues surfaced. Mr. Lucas said that the initial meeting of the University Affairs Committee went well, that a lot of issues were covered, and that there were a number of topics that could be brought to the larger group such as fees and SAT scores. Mrs. Ward added that the topics discussed at the University Affairs Committee were salient.

Mr. Greczyn said that one of his goals was that the Board get very efficient in its conduct of the full Board meeting.

Kevin Seitz gave a report on the budget for the 2007-08 fiscal year.

Judi Bailey provided an update on financial aid. A copy of her report is included in the minutes as Appendix A. Information in the report was current as of early September.

Chancellor Ballard led a discussion of campus-based tuition and fee increases for 08-09. He said that the needs on campus are real, but a problem was that every auxiliary went to the students to raise money. Good education costs money, but the students should not bear the brunt of the cost. He said he will vigorously oppose any increase approaching what has been approved in recent years and that he would like to keep the total increase under 1 percent.

Mr. Seitz said that the review process for tuition and fee increases had begun in the spring. He said all the auxiliaries had been asked to develop 3-year budget. He said the university is at a point where it can live with Dr. Ballard’s 1 percent limit.

Mr. Tipton said he hoped that the university is not setting itself up for an atom bomb in future costs.
Several committee members were interested in exploring whether distance education students should pay student fees. The Board of Governors currently has a policy that prohibits charging fees, other than technology, to distance education students.

Members noted that the issue of tuition and fees is intertwined with questions such as how big the university should be in terms of enrollment and the quality of the student body.

Mr. Greczyn said the Board will wait for data before making decisions. The Board will have to view whether the proposed increases are enough to maintain quality, he said. Recommendations will be brought to the committee for action at the November meeting.

Ted Morris gave a brief update on economic development. He reported that the name of Regional Development Services has been changed to the Office of Economic Development to more accurately reflect the mission and work of the enterprise.

The committee adjourned at 4:45 p.m.

APPROVED: ______________________________
Robert J. Greczyn Jr., Chair
Executive Summary
2008/09 Proposed Student Fees and Tuition

The Chancellor wants tuition and fee increases to be minimal for 2008/09. Therefore, the proposed tuition and fee increase is $38. Attachment 1 summarizes how the $38 increase will be allocated. The overall increase in the cost of education to the in-state undergraduate student will be .87%. (Attachment 2) BOG policy limits a 6.5% increase on tuition and required general fees. The increase in tuition and required general fees is .98%. (Attachment 2)

The 2008/09 fee process began in Spring 2007 when the Campus Based Tuition and Fee Committee met and reviewed the current fees and reviewed the BOG tuition and fee policy. The SGA President and several SGA Officers and Congress members were present at the meeting. BOG policy requires that students be involved in the tuition and fee process. Vice Chancellor for Administration and Finance advised the group that the Chancellor wanted tuition and fees increases to be minimal. Administration advised that the organizations could no longer look at fees on a year to year basis, but they needed to look three years out to understand the impact over time. Therefore, the budget process for 2007/08 included three year budget analysis. Each organization submitted a budget for 2008/09 that did not include a fee increase and had to explain the impact of not having a fee increase. Financial Services reviewed each three year budget, including a review of cash reserves to determine the organizations that would have to reduce services if the fee was not increased. This review resulted in three areas that needed a fee increase to continue to provide expected services. (See Attachment 3) The $24 fee increase provides operational funding for the new North Recreational Complex, provides a paralegal for the student legal services area, and continues to provide technology services to students. (See attachment 4) In addition to the general fees, the Minges debt service fee will be eliminated and a proposal is submitted to create a new Athletics Facility debt service fee which will provide funds to build/renovate facilities for non-revenue generating sports and other projects. (See attachment 4) The proposal for the Athletics Facility fee is $70, the same as Minges debt service fee, which results in no additional cost to students.

The tuition increase request is minimal and is compliant with BOG guidelines in allocating tuition revenues. The BOG requires at least 25% of new tuition revenue be applied to increasing faculty salaries to the 80th percentile of an institution’s public peers and it also states at least 25% of new tuition revenue be applied to need-based financial aid. ECU continues to put emphasis on providing need based financial aid; therefore, 75% of tuition increase will be allocated to financial aid and 25% to faculty salaries.

The Chancellor’s Executive Council reviewed and approved the proposed 2008/09 tuition and fee rates on November 7, 2007 and then forwarded the proposal to the SGA.

Kerri Brocket, SGA President identified SGA representatives to work with each unit that receives a fee. These representatives met with the organizations to understand the operations of the unit and the need for a fee increase. On November 12th the SGA Congress meeting was held and the proposed fee changes were introduced by the assigned SGA representative to the SGA Congress with support of the respective administrator from the organization charging the fee. All fees were unanimously approved.

Based on 2007/08 data, ECU’s total general fees is ranked 6th and tuition is ranked 6th in the UNC system. (See attachment 5) Data is not yet available for 2008/09 fees.

Finally, attachment 6 provides historical information regarding ECU’s tuition and fees and Attachment 7 includes historical information of the UNC system tuition and fees.
## Attachment 1
### Tuition and Fee Allocation For
#### FY 2008-09

<table>
<thead>
<tr>
<th>Tuition</th>
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<tbody>
<tr>
<td>Financial Aid</td>
<td>10.00</td>
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<tr>
<td>EPA Faculty Salaries</td>
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<table>
<thead>
<tr>
<th>Required Fees</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Student Government Association</td>
<td>1.00</td>
</tr>
<tr>
<td>Campus Recreation and Wellness</td>
<td>5.00</td>
</tr>
<tr>
<td>Education &amp; Technology</td>
<td>18.00</td>
</tr>
</tbody>
</table>

**Total Increase for Tuition and Required Fees**  $38.00

<table>
<thead>
<tr>
<th>Other Fee Adjustments</th>
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<tbody>
<tr>
<td>Discontinue Minges Debt Service Fee</td>
<td>($70.00)</td>
</tr>
<tr>
<td>Add Athletics Facility Debt Service Fee</td>
<td>$70.00</td>
</tr>
</tbody>
</table>

**Total Increase to Student**  $38.00

| Amount of Financial Aid generated from tuition increase * | $195,000 |
| Amount needed to hold harmless the neediest students **   | $190,000 |

* 19,500 students X $10 = $195,000

** 5,000 students X $38 = $190,000
### EAST CAROLINA UNIVERSITY

**TUITION AND FEES FOR IN-STATE UNDERGRADUATES**

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<tr>
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<tr>
<td><strong>Tuition In-state Undergraduate</strong></td>
<td>$1,195</td>
<td>$1,453</td>
<td>$1,819</td>
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<td>$2,135</td>
<td>$2,135</td>
<td>$2,335</td>
<td>$2,431</td>
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<tr>
<td><strong>Total General Fees</strong></td>
<td>$796</td>
<td>839</td>
<td>901</td>
<td>952</td>
<td>996</td>
<td>1,146</td>
<td>1,292</td>
<td>1,432</td>
<td>1,456</td>
<td>1.68%</td>
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<tr>
<td><strong>Total Tuition and General Fees (base for cap)</strong></td>
<td>$1,991</td>
<td>$2,292</td>
<td>$2,720</td>
<td>$2,862</td>
<td>$3,131</td>
<td>$3,381</td>
<td>$3,627</td>
<td>$3,863</td>
<td>$3,901</td>
<td>0.98%</td>
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<tr>
<td><strong>Total Special Fees (excluded from cap)</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>0.00%</td>
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**Total Tuition, General, Debt and Special fees Paid by In-State Undergraduate**


---

1. Athletics, Health Services, Education and Technology, Student Activities
2. Administrative Computing Fee (BANNER)
3. Transc, Graduation, Association of Student Governments
## East Carolina University
### Student Tuition and Fees Proposed
#### 2008-2009

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Tuition</strong></td>
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<tr>
<td><strong>Instate</strong></td>
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<tr>
<td>Undergraduate</td>
<td>$2,431</td>
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<tr>
<td>Graduate</td>
<td>$2,912</td>
<td>$2,926</td>
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<tr>
<td>MSA/MBA</td>
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<td>$4,006</td>
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<tr>
<td><strong>Out of State</strong></td>
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<tr>
<td>Undergraduate</td>
<td>$12,945</td>
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<tr>
<td>Graduate</td>
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<td>MSA/MBA</td>
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<td><strong>School of Medicine</strong></td>
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<tr>
<td>School of Medicine - (M1 in Fall 2005)</td>
<td>$6,430</td>
<td>$5,444</td>
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<tr>
<td>School of Medicine - (M1 in Fall 2006, 2007, 2008)</td>
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<td>$7,144</td>
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<td><strong>General Fees</strong></td>
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<td>Student Government Association</td>
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<tr>
<td>Media</td>
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<td>Fine Arts</td>
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<td>Campus Recreation and Wellness</td>
<td>221.00</td>
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<tr>
<td>Minges Operations</td>
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<tr>
<td>Student Activity Programs</td>
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<tr>
<td>MSC Operations</td>
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<td>Athletics Fee</td>
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<tr>
<td>Education &amp; Technology</td>
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<td><strong>Total General Fees</strong></td>
<td>$1,432.00</td>
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<td><strong>Debt Service</strong></td>
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<tr>
<td>Student Recreation Center</td>
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<td>Recreation Fields</td>
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<tr>
<td>Minges Coliseum Improvements</td>
<td>70.00</td>
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<td>(70.00)</td>
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<tr>
<td>Student Health Center</td>
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<tr>
<td>Student Union</td>
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<td>Athletic Facility</td>
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<tr>
<td><strong>Total Debt Service</strong></td>
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<td>$318.00</td>
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<td><strong>Special Fees</strong></td>
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<tr>
<td>SCT Banner Fee</td>
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<tr>
<td><strong>Total Special Fees</strong></td>
<td>$50.00</td>
<td>$50.00</td>
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<tr>
<td><strong>Miscellaneous Fees</strong></td>
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<tr>
<td>Transit</td>
<td>$130.00</td>
<td>$130.00</td>
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<tr>
<td>Graduation</td>
<td>6.00</td>
<td>6.00</td>
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<tr>
<td>Association of Student Governments</td>
<td>1.00</td>
<td>1.00</td>
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<tr>
<td><strong>Total Miscellaneous Fees</strong></td>
<td>$137.00</td>
<td>$137.00</td>
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<tr>
<td><strong>Total Mandatory Student Fees</strong></td>
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<td>$1,961.00</td>
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## Application Fees

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<tr>
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</thead>
<tbody>
<tr>
<td>Application Fee- Undergraduate</td>
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<td>$60.00</td>
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<tr>
<td>Application Fee- Graduate</td>
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<td>60.00</td>
<td>-</td>
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<tr>
<td>Application Fee- Medical School</td>
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<td>60.00</td>
<td>-</td>
</tr>
<tr>
<td>Application Fee- 1st time Housing Applicants</td>
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<tr>
<td>Study Abroad Application</td>
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## Special Fees

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<tr>
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<tbody>
<tr>
<td>Private Music (per CR. hour)</td>
<td>35.00</td>
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## Miscellaneous Charges

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<tbody>
<tr>
<td>Transcript</td>
<td>$5.00</td>
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<tr>
<td>Returned Check</td>
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<tr>
<td>Late Payment</td>
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<tr>
<td>Student Parking</td>
<td>72.00 to 288.00</td>
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<tr>
<td>Orientation</td>
<td>70.00</td>
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## Miscellaneous Charges (Academic)

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<tbody>
<tr>
<td>Physical Education Course Fees</td>
<td>150.00 to 500.00</td>
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</tr>
<tr>
<td>Nursing Practicum- Undergraduate (per course)</td>
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</tr>
<tr>
<td>Graduate (per course)</td>
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<tr>
<td>Photography Lab Course Fee</td>
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<tr>
<td>Various Art Major Course Fees</td>
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<tr>
<td>Clinical Skills Education and Assessment Program (Annual)</td>
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<tr>
<td>Construction Management Course Fee</td>
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<tr>
<td>Remedial Math</td>
<td>128.00</td>
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<tr>
<td>College Aic Program</td>
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## Housing & Food Services

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<tbody>
<tr>
<td>with air conditioning</td>
<td>$4,150.00</td>
<td>$4,250.00</td>
<td>$100.00</td>
</tr>
<tr>
<td>Suite Style Dorm</td>
<td>4,530.00</td>
<td>4,750.00</td>
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### FOOD SERVICES

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<tr>
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</thead>
<tbody>
<tr>
<td>9 meals per week plan</td>
<td>$2,360.00</td>
<td>$2,440.00</td>
<td>$80.00</td>
</tr>
<tr>
<td>14 meals per week plan</td>
<td>2,880.00</td>
<td>2,760.00</td>
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</tr>
<tr>
<td>19 meals per week plan</td>
<td>3,000.00</td>
<td>3,080.00</td>
<td>80.00</td>
</tr>
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</table>
Mandatory Fees

1. Student Government Association from $26.50 to $27.50- $1.00 increase
The increase is to provide support to the student legal services area. Originally, this area was going to hire an SGA attorney on a contractual basis, however, due to various legal and contractual concerns it was determined by the University that the person should be a full time employee, therefore, substantial benefits cost were added. In addition, due to the popularity of the program a full time paralegal has been hired. Currently, the paralegal’s salary is partly paid by another budget, however, the long term plan is to pay all salary and benefits by the SGA fee.

2. Campus Recreation and Wellness- $221.00 to $226.00- increase $5.00
With the minimum wage increase, 40% ($39,000) of the additional funding ($97,500) will go directly back to students in student wages, internships and graduate assistant stipends. The Department currently employs approximately 250 students during the course of the year, provides paid internship opportunities and funds 5 graduate assistants. CRW has restructured the adventure program area/staffing to better align with the Chancellor’s leadership and strategic initiatives. This resulted in the creation of a Leadership and Team Training Specialist position to administer this area. Additional personnel have also been added for the operation of the North Recreational Complex, including a full time Supervisor and Groundskeeper, resulting in a personnel cost increase of approximately $83,000.

The Department of Campus Recreation and Wellness has been a good steward of Student Activity Fee funds and with the $5 fee, the budget will be able to continue to offer a comprehensive wellness program, support the increasing costs for utilities and facility operations, and facilitate a full year of operational expenditures for the North Recreational Complex. Without the requested fee increase, current programs would need to be restricted, student employment opportunities will be reduced, and the development of the North Recreational Complex, which is scheduled to be fully operational in the fall of 2008, would be limited in scope.

3. Education and Technology $144.00 to $162.00- increase of $18.00
The fee supports technology throughout campus including, over 100 computer labs on a four year refresh rotation cycle, nine of these labs are general purpose labs and funded for student support is provided; software licenses in these labs is also funded. Support is provided for the repair and maintenance of computers, peripherals, and servers supporting the software. Your fee supports the 24x7 Austin computer lab (closes Friday and Saturday night at 8pm) and the help desk. Support is provided to the ACE Student Computing Support Center. A walk -in support center that provides trouble shooting and support for student owned computers. A number of student home use site licenses are funded including SPSS, Nvivo, Mathematica, and Symantec. Technology infrastructure is funded which includes support and software such as, spam software, email for students, Microsoft products for the computer labs, shared storage space, and online training tools. The fee funds a portion of the networking infrastructure, specifically wireless upgrades in student academic areas. Support is provided for printing through the purchase of paper and toner, plus the upgrade and maintenance of printers. Wireless printing is provided as an additional benefit. Additionally, a variety of software and hardware tools are provided to the colleges. The fee increase would allow us to continue to maintain current level of service without
cutting service, provide more software and hardware to the colleges for student use, provide increased access to tools through projects such as the Virtual Computing Initiative (remote access to lab machines), continue to add and provide tools and services for all students, and provide a limited amount of support for the data center that is currently out of capacity.

**Debt Service Fees**

Athletics is requesting that the Minges debt service fee of $70, scheduled to expire in June of 2009, be discontinued and redirected for the development of other athletic facilities.

**Minges Debt Service - $70.00- Discontinue fee**
Minges debt account has enough money to pay off the bond, therefore, we will discontinue the fee.

**Athletics Facilities- $70.00 – New Fee**
The basic use of the fee will be to build/renovate the following athletic facilities:
- Softball Facility
- Track and Field Facility
- Tennis Complex
- Women’s Soccer Facility
- Auxiliary Gymnasium Facility (Volleyball, Men's and Women's Basketball)

These facilities positively impact 13 of our 19 sports, and are needed in order to move these sports forward and help the university comply with Title IX and gender equity requirements.

Due to the continuing rise in the costs of construction, it will be necessary to augment the funds generated from this fee increase with a companion fundraising program in order to complete the projects noted here.

**Miscellaneous Charges**

**College Alc $7.50- New Fee** “College Alc” will be for students that incur an alcohol legal infraction and are referred to the ECU Counseling Center via a local attorney or the Pitt County District Attorney’s Office. The District Attorney’s Office has approved this educational intervention for first time violators of local laws pertaining to alcohol. Most of these offenses are for simple possession of alcohol under the age of twenty one. More serious charges related to alcohol, or subsequent legal infractions after the first offense, warrant a more intense intervention, including formal face-to-face assessment and referral to an education and/or treatment program offered at the ECU Center for Counseling and Student Development.
Attachment 4
Fee Justifications for 2008-2009

The program will include a group screening of about twelve students to determine appropriateness of this educational intervention and a 45 minute alcohol education and harm-reduction session. At the conclusion of the group session each student will receive a password and instructions on how to access the on-line program. Students will then be given one week to complete this on-line education program and assignments (the program takes 1.5-2 hours to complete). Each student will also be given an individual follow-up session (15 minutes duration) in seven days to ensure that student has completed the assignment and to further engage in education pertaining to alcohol and also review legal and safety issues regarding alcohol.

This fee covers the cost ECU will pay to the online education program, which currently has been negotiated at $7.50 per program enrollee.

Room and Board Rates

Housing

A/C dorm room rate increasing $100. Annual rent will be $4,250
College Hill Suites room rate increasing $220. Annual rent will be $4,750.

Increase in room rates will provide funding for projected increase in utilities and the sprinkler systems that will be installed in the dorms.

Dining

Meal plans increasing average 3% and it will provide funding for renovations and expansions that are planned over the next 5 years.
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## EAST CAROLINA UNIVERSITY
### MANDATORY STUDENT FEES (PAID BY ALL STUDENTS)
#### 2008-09 Proposed

|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------------|---------------------|
### GENERAL FEES:
#### SGA
- VCISL: 13.00 15.00 16.50 17.50 20.50 26.50 1.00 27.50 3.77%
#### MEDIA
- VCISL: 22.00 24.00 23.00 24.00 27.50 30.00 0.00 30.00 0.00%
#### FINE ARTS
- VCISL: 4.00 4.00 6.00 6.50 8.00 8.00 0.00 8.00 0.00%
#### CAMPUS RECREATION AND WELLNESS
- VCISL: 118.00 118.00 118.00 138.00 178.00 221.00 5.00 226.00 2.29%
#### MINGS OPERATIONS
- VCAF: 6.00 6.00 6.00 6.00 6.00 6.00 0.00 6.00 0.00%
#### STUDENT ACTIVITY PROGRAMS
- VCISL: 49.00 55.55 48.60 55.00 64.00 65.50 0.00 65.50 0.00%
#### MSC OPERATIONS
- VCISL: 120.00 131.45 154.00 205.00 215.00 290.00 0.00 290.00 0.00%
#### ATHLETICS FEE
- VCISL: 300.00 320.00 336.00 398.00 438.00 481.00 0.00 481.00 0.00%
#### STUDENT HEALTH FEE
- ITCS: 174.00 178.00 180.00 180.00 200.00 220.00 0.00 220.00 0.00%
#### EDUCATION AND TECHNOLOGY FEE
- ITCS: 95.00 100.00 108.00 128.00 137.00 144.00 18.00 162.00 12.50%
### TOTAL GENERAL STUDENT FEES
- 901.00 952.00 996.00 1,146.00 1,202.00 1,432.00 24.00 1,456.00 1.63%

### DEBT SERVICE (excluded from cap):
#### STUDENT REC. CENTER
- VCAF: 76.00 76.00 76.00 76.00 76.00 63.00 0.00 63.00 0.00%
#### FICKLEN STADIUM
- VCAF: 15.00 15.00 15.00 15.00 15.00 15.00 0.00 15.00 0.00%
#### RECREATION FIELDS
- VCAF: 8.00 8.00 8.00 8.00 8.00 8.00 0.00 8.00 0.00%
#### MINGS COLISEUM IMPROVEMENTS
- VCAF: 70.00 70.00 70.00 70.00 70.00 70.00 0.00 70.00 0.00%
#### STUDENT HEALTH CENTER
- VCAF: 20.00 20.00 20.00 20.00 20.00 20.00 0.00 20.00 0.00%
#### STUDENT UNION DEBT
- VCAF: 0.00 0.00 0.00 0.00 0.00 150.00 0.00 150.00 0.00%
#### ATHLETIC FACILITY DEBT
- VCAF: 189.00 189.00 189.00 189.00 189.00 318.00 0.00 318.00 0.00%
### TOTAL DEBT SERVICE
- 1,089.00 1,141.00 1,185.00 1,335.00 1,481.00 1,750.00 24.00 1,774.00 1.37%

### TOTAL GENERAL STUDENT FEES & DEBT SERVICE
- 1,090.00 1,141.00 1,185.00 1,335.00 1,481.00 1,750.00 24.00 1,774.00 1.37%

### SPECIAL FEES (excluded from cap):
#### SGT BANNER
- VCAF: 50.00 50.00 50.00 50.00 50.00 50.00 0.00 50.00 0.00%
### TOTAL SPECIAL FEES
- 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00%

### MISCELLANEOUS CHARGES (excluded from cap):
#### TRANSIT
- VCISL: 70.00 73.00 77.00 100.00 130.00 130.00 0.00 130.00 0.00%
#### GRADUATION
- CHANCELLOR: 6.00 6.00 6.00 6.00 6.00 6.00 0.00 6.00 0.00%
#### ASSOCIATION OF STUDENT GOVERNMENTS
- BOG: 1.00 1.00 1.00 1.00 1.00 1.00 0.00 1.00 0.00%
### TOTAL MISCELLANEOUS CHARGES PAID BY ALL STUDENTS
- 77.00 80.00 84.00 107.00 137.00 137.00 0.00 137.00 0.00%

### Total Mandatory Fees Paid by Each Student
- 1,167.00 1,221.00 1,316.00 1,492.00 1,668.00 1,937.00 24.00 1,961.00 1.24%

---

SMC
11/13/2007
STUDENT FEES 2008-09 proposed annual comparison
## EAST CAROLINA UNIVERSITY
### MISCELLANEOUS CHARGES, SPECIAL AND APPLICATION FEES (CHARGED ONLY IF APPLICABLE)
#### 2008-09 Proposed

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**SMC**
11/13/2007
STUDENT FEES 2008-09 proposed annual comparison

3 of 5
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### EAST CAROLINA UNIVERSITY

**HOUSING AND DINING FEES**

**2008-09 Proposed**

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## The University of North Carolina  
Tuition Applicable to All Regular Full-Time Undergraduate Students

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Ranked high to low

Data from [http://www.northcarolina.edu/finance/](http://www.northcarolina.edu/finance/)  
Page 1 of 3  

Historical Tuition fees UNC System 2007-08
### The University of North Carolina

**Total Fees* Applicable to All Regular Full-Time Undergraduate Students**

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*Includes Athletics, Student Health, Student Activities, Education & Technology, Debt Service**

**Revised from December schedule, because ASU and UNCP implemented a debt service in Spring 2007 instead of Fall and Spring 2006-07.

Ranked high to low
## The University of North Carolina
### Total Tuition and Fees Applicable to All Regular Full-Time Undergraduate Students

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**Revised from December schedule, because ASU and UNCP implemented a debt service in Spring 2007 instead of Fall and Spring 2006-07. Ranked high to low.**

Data from: [http://fred.finance.northcarolina.edu/](http://fred.finance.northcarolina.edu/)
Appointment and Review of Administrative Officers at ECU
November 1, 2007

The review of administrative officers is framed by the Chancellor’s Leadership Development Policy:

East Carolina University is a major national doctoral university. High quality, effective leadership is instrumental to the future of ECU. We are committed to ensuring that great leaders come to ECU, are successful, and remain at ECU for an appropriate time period. Because leadership transition is a given, the university is also committed to developing tomorrow’s leaders and to ensuring leadership succession.

This policy governs all direct reports to the chancellor, academic deans (including the graduate dean), library directors, department chairs, and selected other leaders. It is consistent with the chancellor’s authority as specified by the UNC policy manual and by bylaws and policies of the ECU Board of Trustees.

The purpose of this policy is to enhance the quality of leadership at ECU. Philosophically, it is formative; it is meant to foster the development and continuous improvement of leadership. Because all institutions must consider termination of administrative officers, guidelines for removal are also included. Termination of employment is the responsibility of the appointing officer, with appropriate input from relevant constituencies.

Guiding Principles

1. The strength, empowerment, and continuous development of leadership are essential to the university’s future.

2. This policy is based on national best practices and the experiences of ECL’s peer institutions and sister institutions within the UNC system.

3. Evaluation and assessment ranging from immediate to annual to five-year are essential for continuous improvement.

4. Responsibility and control of the policy rest with the appropriate appointing officer.

5. The evaluation should be a collaborative endeavor involving students, faculty, administration, and other campus constituencies as appropriate.

6. The appropriate level of faculty involvement in evaluation should be determined by the nature of the administrative post (e.g., faculty input
should be weighted more heavily in the evaluation of deans and department chairs than in the evaluation of positions above the level of dean).

7. The evaluation must be constructive and developmental; its ultimate purpose should be to offer guidance on improving performance.

8. All leaders are expected to engage in professional development or other best practices that help to improve leadership competencies.

Policies for the Recruitment, Selection, Retention, and Development of Administrators

These policies will vary according to four primary levels of university administration: divisions, colleges, schools, and departments.

The following policies apply to all levels. Specific policies related to each classification follow these general guidelines.

A. RECRUITMENT, SELECTION, AND HIRING

Hiring of administrators is the primary responsibility of the appointing officer, with appropriate input from relevant constituencies. Constituencies vary significantly by position.

The primary functions of search committees are to develop strong applicant pools, ensure diversity in the top candidates, and identify strong finalists to bring to campus. Committees should solicit applications from the best candidates who appear to possess effective leadership qualities.

It is the responsibility of the appointing officer to select the top candidate from all campus finalists, based on both feedback from all relevant constituencies, and the appointing officer’s assessment of the leadership characteristics of the finalists. Only the appointing officer has this responsibility. It is expected that the search will be re-opened or re-started unless the appointing officer is satisfied that an excellent leader has been found. As part of this process, clearly defined expectations and outcomes for the person to be hired are articulated.

Compensation for the person to be hired is the responsibility of the appointing officer, based on Board of Governors policy, the qualifications of the candidate, and the appointing officer's assessment of what is appropriate for the success and retention of the candidate. Compensation will be based
on relevant comparisons from public doctoral universities, the experience of the candidate, and the responsibilities of the position.

B. ANNUAL EVALUATIONS

The appointing officer will conduct annual written evaluations of each administrator and will base merit increases on this evaluation.

Each annual evaluation will be available for the five-year review (specified below) and will be an important consideration in the development of the administrator.

Annual evaluations should identify elements of leadership development, areas of strength and needed improvement, and how to achieve better performance of the leader.

C. FIVE-YEAR REVIEW

Each senior administrator will undergo a comprehensive assessment every five years, or earlier if requested by the appointing officer. (NOTE: Some direct reports to the chancellor who serve primarily in staff roles—including the chief of staff, the director of communications and the university attorney—will not undergo these reviews.)

The purpose of the five-year review is formative. Specifically, the goals are to improve the performance of the leader and to identify areas of necessary leadership development.

The five-year review is the responsibility of the appointing officer, who shall determine its conduct, conclusions, and necessary actions resulting from the review.

Elements of the five-year review will include:

1. **Criteria for Evaluating Administrators**: Each administrator under review will be evaluated based on a predetermined set of criteria that reflect the nature of the division, unit, or office and the specific responsibilities of that administrator. The established review criteria will be used in addition to the clearly defined outcomes and expectations for the administrator. The criteria to be used by members of the review committee may include the following:

   - Administrative Leadership: Articulates a vision that includes high goals; understands the importance of strategic planning; effectively
communicates priorities, standards, and administrative procedures; provides for financial stability.

- **Academic Leadership**: Promotes student access and success; helps build a climate that promotes excellence in teaching, research and creative activity, and service (and patient care if appropriate); demonstrates success in hiring high quality faculty and staff; promotes innovative development of the unit; builds interdisciplinary capacity in areas where it enhances the unit; understands and supports the principles of academic freedom and shared governance; adheres to established governance documents.

- **External Relations and Development**: Works to pursue external support for the constituency; develops public and constituency support for the university; participates and encourages service activities related to the fulfillment of the university’s mission.

- **Diversity**: Encourages diversity and implements mechanisms for attracting and retaining underrepresented groups; is responsive to cultural, ethnic, and gender diversity; demonstrates and encourages respect for all persons in the constituency and the university.

2. **Process for Evaluating Administrators**: The following process is prescribed for the general evaluation of all administrators:

   - The process begins by a statement by the appointing officer of the job expectations, goals, major constraints, and factors affecting the administrator during the preceding five years. All other elements of the process are directly related to the expectations and conditions specified by the appointing officer.

   - The second stage of the process is a detailed self-assessment by the administrator, which will include a personal leadership development plan and an administrative portfolio that documents his or her performance during the review period.

   - The five-year review will include a “survey instrument” using primarily Likert scales to address the major dimensions of the job
duties and expectations. Final responsibility for the instrument rests with the appointing officer.

- A review committee will be constituted according to the specific guidelines developed for each administrative role (i.e. vice chancellors, deans, chairs, etc.) For each role, the constituency of the review committee will change, as well as the process for selection of committee members.

- Feedback will be solicited from internal and external constituencies of the division or unit. (External constituencies may include major donors, external clients, the local community, business interests, etc.).

- The appointing officer is responsible for a written report summarizing the review. This report will be shared with the leader and others as determined by the appointing officer.

- At the end of the process, the administrator under review has the opportunity to review the draft report and respond in writing to the appointing officer prior to the completion of the final report.

D. RETENTION

Retention of good leaders is vital to the institution, and the appointing officer is responsible for maximizing the opportunity for retaining strong leaders or, alternatively, finding a better leader.

Among the essential elements in the retention policy are:

- Identification of training and professional development needs and providing the resources necessary to access training and development

- Support and encouragement for national best practices in leadership development, such as the Center for Creative Leadership and the Leadership at the Peak program

- Appropriate compensation, consistent with UNC policy and Board of Trustees guidelines. Unless otherwise specified and dependent on the experience and performance of the individual, the goal of the appointing officer should be to have a plan for bringing the leader to the 80th percentile of the peer group salary
• Annual review of leadership skills and identification of the conditions for success of the administrator.

E. TERMINATION

Administrators serve at will and may be terminated at any time, either by the chancellor, or by the chancellor upon the recommendation of the Academic Council. Causes for termination range from malfeasance to lack of financial control to lack of adequate leadership characteristics. A negative five-year review can result in a recommendation for removal. No formal process is required for termination.

F. LEADERSHIP SUCCESSION

It is the responsibility of the leader (dean, vice chancellor, or direct report) to develop a plan for leadership succession in her or his unit, division, or office. Leadership succession recognizes the importance of developing the next generation of leaders for the division, unit, or office and ensures that plans are in place for the emergence of strong new leaders.

Every administrator should be developing the leaders within his/her division, unit, or office to ensure that the organization is ready for inevitable transition in leadership.

Leadership succession plans shall be reviewed during annual evaluations and during the five-year review.
Faculty Senate Resolution #07-21
Approved by the Faculty Senate: October 9, 2007
Approved by the Chancellor: pending

Whereas, academic freedom and tenure are core values of the American academic system and thus are of significant concern to faculty; and

Whereas, the UNC system, as the oldest public university in the nation, has been and should continue to be a leader in best practices in academic; and

Whereas, the UNC Faculty Assembly has pointed out significant problems with key aspects of the revisions proposed by the “Code 603/604 Committee” (as of July 17, 2007), particularly those relating to institutional guarantees of tenure, grounds for discharge, utilization of post tenure review for discharge, and rights of “special faculty”; and

Whereas, the UNC Faculty Assembly has noted that there are areas in which the language of the proposed changes needs to be clarified in order to avoid possible future confusion and has developed alternative language to address its concerns with the “Code 603/604 Committee” proposal; and

Whereas, it is the view of both the UNC Faculty Assembly and the ECU faculty that the Code Review Committee’s work exceeded its charge insofar as it included recommendations regarding post-tenure review processes that are inconsistent with policies reviewed and supported by the Assembly in late Spring 2007, as reported to the Board of Governors Committee on Personnel and Tenure in June 2007; and

Whereas, the UNC Faculty Assembly has sought additional review from faculty from the constituent UNC campuses.

Therefore Be It Resolved, that the ECU faculty affirms its support for UNC Faculty Assembly’s criticisms of the changes proposed by the “Code 603/604 Committee” in its July 2007 draft.

Be It Further Resolved, that the ECU faculty requests that submittal of the “Code 603/604 Committee” recommendations be deferred so that appropriate Faculty Senate committees might have adequate time to evaluate both the implications of the proposed changes for the status of academic tenure and the implications for administering such changes within the academic units at this institution and respectfully invites the administration of ECU to join us with the request.

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Faculty Senate Resolution #07-24
Approved by the Faculty Senate: October 9, 2007
Approved by the Chancellor: pending

The Faculty Senate endorses the following principles on administrator evaluations and moves to have these principles transmitted, along with the latest draft of the instrument being proposed by the Faculty Governance Committee, to Chancellor Ballard and members of the Task Force on Administrator Evaluation.

- The Chancellor or his representatives is responsible for reviewing the administrative performance of the academic officers.
- The evaluation of administrators should be drawing on all informed sectors of the university community.
- The evaluation needs to be done periodically.
The evaluation should be a collaborative endeavor involving the faculty, the administration and other campus constituencies.
The evaluation must be constructive and developmental; its ultimate purpose should be to offer guidance on improving performance.
There should be a commitment of all parties to a generally understood and agreed-upon procedure to carrying the review.
According to the nature of the administrative post, there should be a distinction of the appropriate level of faculty involvement.
The voice of the faculty is to be weightiest at the departmental and decanal level, and more diluted by the necessary presence of other institutional constituencies in the review of administrators above the level of dean.
Faculty need to have reason to believe that their participation in the review has been meaningfully taken into consideration in the outcome.

Report on faculty input to the Chancellor and his/her representatives in the evaluation of administrators

1. Introduction

The East Carolina University community believes every university employee deserves regular evaluation of his or her performance of professional duties as they relate to a formal job description and the university’s needs. This process should be honest, open, and forthright, including an acknowledgment of the employee’s achievements, as well as an assessment of his or her ability to match the university’s expectations, and a determination of areas needing improvement.

The evaluation of ECU’s administrators is the responsibility of the Board of Trustees, the Chancellor, or his/her representatives. In the evaluation of the academic officers, the input of the faculty is of primary consideration, although input from a variety of other groups is also necessary and must be received. In the evaluation of the Chancellor, the views of constituencies other than the faculty are as important as those of the faculty.

The procedures described in this policy are designed to serve the following purposes:
- to enable the faculty to provide input to academic administrators charged by the Board of Trustees or the Chancellor to conduct administrator evaluations;
- to provide information to administrators for the purpose of self-evaluation and improvement of performance;
- to facilitate communication between faculty and administration by providing procedures that stimulate faculty members to express their views of administrative performance;
- to provide faculty input to the appropriate appointing officer concerning the performance of the academic administrators;
- to facilitate shared governance.

2. Criteria to be used by members of the faculty in providing input in the administrative evaluation process, where applicable.

a. Leadership - Promotes high standards in the areas of teaching, research/creative activity, and service; communicates priorities, standards, and administrative procedures effectively; articulates a vision for the future; communicates ideas in a clear and timely fashion to faculty, staff, and other University administrators; demonstrates listening skills; provides national and statewide visibility and recognition.
for the constituency; contributes to the leadership of the University and effectively advocates for all relevant constituencies.

b. Shared Governance – Supports the principles of shared governance; adheres to the policies of the ECU Faculty Manual and other established governance documents.

c. Planning - Works effectively with faculty and staff in identifying appropriate short-term and long-term goals, in setting priorities, and in focusing resources across all constituencies.

d. Administration and Management - Oversees the recruitment and appointment of highly qualified faculty and staff; provides support for the successful recruitment and retention of administrators, faculty and staff; manages the administrative office effectively; seeks input and accepts responsibility for decisions; provides for effective budget management; works effectively with other administrative officers; makes decisions in a timely fashion.

e. Diversity - Encourages diversity and implements mechanisms for attracting and retaining underrepresented groups; is responsive to cultural, ethnic, and gender diversity; demonstrates and encourages respect for all persons in the constituency and the University.

f. Teaching – Supports and fosters a climate that promotes excellence in teaching.

g. Research/Creative Activity – Supports and fosters a climate that promotes excellence in research/creative activities.

h. Patient Care – Supports and fosters a climate that promotes an excellence in patient care.

i. Service – Participates and encourages service activities related to the fulfillment of the University’s mission.

j. Development - Within the context of the administrative office, works to identify and pursue philanthropic support for the constituency; develops public and constituency support for the University.

k. Personnel Development - Supports and defends academic freedom; provides guidance, support and resources for faculty and staff development, particularly in promotion, tenure and evaluation; demonstrates equitable judgment and action.

l. Assessment - Effectively evaluates or assesses the units under his/her administration, acknowledges areas of excellence, and recommends areas where improvement is needed.

3. Timeframe

The reviewing officer shall inform the constituent faculty of the need for a Review committee at least 5 months prior to the faculty vote on the effectiveness of the administrator. The committee will present its final report to the reviewing officer before the vote occurs. In accordance with part F of Appendix L, the faculty vote on the effectiveness of the administrator shall occur by the end of March.

4. Appointment of faculty representation to a Review Committee for Administrator Evaluations

The East Carolina University faculty believe that it is important for the review of academic administrators to be conducted so as to include as many as possible of the faculty constituencies with whom an administrator works. The involvement of faculty in substantive ways is critical to an effective evaluation.

Faculty involvement in the review of administrators shall be initiated by the administrator charged by the Board of Trustees, the Chancellor, or his/her representatives to conduct the review (hereafter to be named the reviewing officer). The review of the Chancellor shall be initiated by the Board of Trustees. In September, the reviewing officer will notify the Chair of the Faculty to begin the faculty portion of the review process.

To be eligible to serve on a Review Committee, a faculty member must meet the definition of voting faculty as noted above in Section A of this appendix.

For the evaluation of the Chancellor, the faculty members of the Review Committee will be selected in the following way:
FACULTY SENATE RESOLUTIONS APPROVED AT THE OCTOBER 9, 2007, MEETING
(continued)

a. The Committee on Committees, in consultation with the reviewing officer, will provide a slate of candidates for the Review Committee.

b. The Faculty Senate will elect 7 voting faculty members to the Review Committee during the November Faculty Senate meeting every fourth year concurrently with the Board of Trustees' evaluation schedule.

For the evaluation of the Provost/Vice Chancellor for Academic Affairs and Student Affairs, Vice Chancellor for Health Sciences and Vice Chancellor for Research and Graduate Studies, seven faculty members of the Review Committee will be selected in the following way:

a. The Committee on Committees, in consultation with the reviewing officer, will provide a slate of faculty candidates for each Review Committee representing the appropriate constituencies for the administrator being reviewed.

b. The Faculty Senate will elect 4 voting faculty members to each Review Committee during the November Faculty Senate meeting.

c. The Chancellor or his representative will appoint 3 members for each Review Committee.

For the review of Deans, Associate Deans, Directors of Academic Library Services and the Health Sciences Library, the faculty members of the Review Committee will be selected in the following way:

a. The officer will designate a committee of at least 3 persons and no more than 7.

b. At least two-thirds of this committee will be voting faculty members belonging to the entire constituency of the office whose administrator is under review, appointed by the Chair of the Faculty in consultation with the constituency and the reviewing officer, and voting at a meeting called for that purpose by the reviewing officer.

c. The remainder of the committee (no more than one-third) will be chosen from other constituencies in a manner designated by the reviewing officer.

For the review of Chairs and Directors of Professional Schools, Centers, and Institutes with academic programs, the faculty members of the Review Committee will be selected in the following way:

a. The officer will designate a committee of at least 3 persons and no more than 7.

b. At least two-thirds of this committee will be voting faculty members belonging to the entire constituency of the office whose administrator is under review, elected by secret ballot by a majority of the voting faculty members of that constituency present, and voting at a meeting called for that purpose by the reviewing officer.

c. The remainder of the committee (no more than one-third) will be chosen from other constituencies in a manner designated by the reviewing officer.

The reviewing officer may request that the officer under review suggest potential members of the Review Committee. Administrators should not be appointed to Review Committees when they are themselves undergoing review.

6. Procedures

The Review Committee is responsible for conducting its evaluation in accordance with the criteria established in Section 2. Criteria to be used by members of the faculty in providing input in the administrative evaluation process. The Review Committee is also responsible for the following procedural aspects of the review:

a. Meet with the reviewing officer to whom it reports to receive advice regarding specific areas for review and persons to consult, and to determine a proper timeline for the review to assure that the faculty evaluation material is ready in time to be included in the entire evaluation document.

b. Meet with the officer under review. At this time, the officer under review will submit the administrative performance portfolio (attachment), and may also suggest additional persons to consult. There should be no bar to further oral or written communication after this meeting.
c. The committee may gather other information as suggested by the reviewing officer, the officer under review or at its own discretion; including, if appropriate, reviews by professionals outside the constituency regarding the performance of the officer under review in representing the officer’s unit externally.

d. The committee will determine a method of operation that allows maximum participation in a consistent way. The committee will submit that method to the entire constituent faculty as a public document. This document should:

i. State clearly how the review information will be sought.
ii. Specify the timeframe for written or oral evaluations of the performance of the officer under review by faculty.
iii. Specify procedures to address confidentiality in information supplied to the committee and to allow for anonymous input to the committee.
iv. Identify persons or groups with whom the committee wishes to speak.
v. Indicate openness to meetings with reasonable time limits with any individual or group that seeks access.

7. Review Reporting

Before the final faculty report is given to the reviewing officer, a draft of the report will be given to the administrator under review. It is appropriate to invite the administrator under review for an informal discussion of the findings. He or she shall be invited to prepare a written response. If he or she should choose to do so then any such response should be included with the final written report.

The Review Committee shall present a written report to the reviewing officer.

For Deans, Directors of Academic Centers and Institutes, and unit code administrators, the final written report should be available to voting faculty, upon permission of the administrator under review, prior to the faculty’s vote on administrator’s effectiveness. The final written report shall be forwarded to the reviewing officer at the same time as the report of the results of the unit faculty’s vote on the administrator’s effectiveness.

The faculty report should:

a. Describe the main premises governing the report.
b. State clearly what information was used, and the sources of this information in assessing performance in relation to the standards of evaluation.
c. Give fair treatment both to the strengths and the weaknesses of administrator.
d. Clearly state whether:
   i. The review is positive.
   ii. The Review Committee has areas of concern, in which case recommendations for improvement should be provided.
   iii. The review is negative.

The committee shall continue its work until it receives information on how the officer under review responds to constructive feedback and/or a final decision is made.

After meeting with the officer under review the Review Committee will provide its report to the reviewing officer.

8. After the review

The reviewing officer shall review the Review Committee’s report and inform the officer under review, the Review Committee and the faculty of the unit of his or her conclusions. A negative review shall constitute a recommendation from the committee that the administrator be removed.
A decision to terminate an administrative officer’s appointment ultimately rests with the Chancellor, although the recommendation is generally made by the appointing officer. If the administrative officer under review is the Chancellor, the decision to terminate shall be made by the Board of Trustees.

The reviewing officer will forward the report and his/her recommendation to the Chancellor. The reviewing officer or Board of Trustees shall publish a summary of the review, including a statement of actions taken as a result of the review. The summary shall include the principles, procedures, and criteria used in the review, but shall exclude any legally confidential information. (For a list of specific information that is appropriate to disclose see NC General Statutes #126-23.

Attachment

The administrative portfolio is prepared by the officer under review and documents his or her performance during the review period.

The administrative portfolio for the Review Committee shall include the following documents and statements:

1. Documents
   a. Cumulative Report for Reappointment, Promotion, and Tenure Form (see Part XII. of the ECU Faculty Manual);
   b. unit strategic planning progress reports during the review period;
   c. annual reports for the unit during the review period;
   d. administrator’s annual report during the review period;
   e. annual faculty evaluation survey results during the review period (if such surveys are conducted for the officer under review);
   f. annual personnel evaluations by the supervisor of the officer under review performed during the review period.

2. Statements
   The administrative portfolio shall include a reflective statement describing the officer-under-review’s:
   a. administrative philosophy, strategies, and methodologies;
   b. attempted innovations and assessment of their effectiveness;
   c. a statement of objectives for the future of the administrative unit;
   d. a written summary statement prepared by the officer under review that documents his or her performance during the review period. The summary statement shall address the evaluation standards referenced in Section H.2. above.

Upon permission of the administrator under review, the above documents and statements shall be forwarded to the voting faculty a minimum of five working days prior to their vote. If permission is denied, an abridged administrative portfolio, which shall include at least the following documents and statements, will be forwarded to the voting faculty a minimum of five working days prior to their vote.

The abridged administrative portfolio for voting faculty review shall include at least the following documents and statements:
1. Documents
   a. Cumulative Report for Reappointment, Promotion, and Tenure Form (see Part XII. of the ECU Faculty Manual);
   b. unit strategic planning progress reports during the review period;
   c. annual reports for the unit during the review period.

2. Statements
The administrative portfolio shall include a reflective statement describing the officer-under-review's:
   a. administrative philosophy, strategies, and methodologies;
   b. attempted innovations and assessment of their effectiveness;
   c. a statement of objectives for the future of the administrative unit;
   d. a written summary statement prepared by the officer under review that documents his or her performance during the review period. The summary statement shall address the evaluation standards referenced in Section H.2. above.
UNC CODE

CHAPTER IV - BOARDS OF TRUSTEES

SECTION 400. MEMBERSHIP.

400 A. General Provisions.

(1) Each constituent institution shall have a board of trustees composed of 13 persons[1] chosen as follows: (i) eight elected by the Board of Governors, (ii) four appointed by the governor, and (iii) the president of the student government of the institution, ex-officio. [See G.S. 116-31(d)]

(2) In every odd-numbered year, the Board of Governors shall elect four persons to each board of trustees and the governor shall appoint two persons to each such board; and the term of office of all such elected or appointed trustees (excluding ex-officio trustees) shall be four years, commencing on July 1, of such odd-numbered year. [Compare G.S. 116-31(e) and (f)]

(3) Whenever any vacancy shall occur in the membership of a board of trustees among those appointed by the governor, it shall be the duty of the secretary of the board of trustees to inform the governor of the existence of such vacancy, and the governor shall appoint a person to fill the unexpired term, and whenever any vacancy shall occur among those elected by the Board of Governors, it shall be the duty of the secretary of the board of trustees to inform the Board of Governors of the existence of the vacancy, and the Board of Governors shall elect a person to fill the unexpired term. Whenever a member shall fail, for any reason other than ill health or service in the interest of the state or nation, to be present for three successive regular meetings of a board of trustees, the individual’s place as a member shall be deemed vacant. [See G.S. 116-31(j)]

(4) Any person who has served two full four-year terms in succession as a member of a board of trustees shall, for a period of one year, be ineligible for election or appointment to the same board but may be elected or appointed to the board of another institution. [See G.S. 116-31(g)]

(5) No member of the General Assembly or officer or employee of the state or of any constituent institution or spouse of any such member, officer, or employee shall be eligible for election or appointment as a trustee. Any trustee who is elected or appointed to the General Assembly or who becomes an officer or employee of the state or of any constituent institution or whose spouse is elected or appointed to the General Assembly or becomes such officer or employee shall be deemed thereupon to resign from membership on the board of trustees. [See G.S. 116-31(h)]

400 B. Dual Membership Prohibited.

No person may serve simultaneously as a member of a board of trustees and as a member of the Board of Governors. Any trustee who is elected to the Board of Governors shall be deemed to have resigned as a trustee effective as of the date that the individual’s term commences as a member of the Board of Governors. [See G.S. 116-31(i)]
SECTION 401.  OFFICERS.

401 A.  Chair, Vice Chair, and Secretary.

At the first regular meeting after June 30 of each year, each board of trustees shall elect from its membership a chair, a vice chair, and a secretary. [See G.S. 116-32] Each of these officers shall serve until his or her successor is elected. If the term of the chair on the board of trustees expires before his or her successor as chair is elected, then the vice chair shall become the interim chair until the chair's successor is elected.

401 B.  Assistant Secretary.

Each board of trustees may also elect an assistant secretary, from among the members of the chancellor's staff. Copies of all minutes, papers, and documents of a board of trustees may be certified by its assistant secretary with the same force and effect as though such certification were made by the secretary of such board.

SECTION 402.  MEETINGS.

402 A.  Frequency.

Each board of trustees shall hold not fewer than three regular meetings a year and may hold such additional meetings as may be deemed desirable. [See G.S. 116-32]

402 B.  Rules of Procedure.

Each board of trustees shall determine its own rules of procedure and may delegate to such committees as it may create such of its powers as it deems appropriate. The board of trustees may convene in closed session, consistent with state law and policy.

402 C.  Keeping Board of Governors Informed.

The secretary of each board of trustees shall keep the Board of Governors, through the secretary of the University, fully and promptly informed concerning activities of the board of trustees, including notice of any changes in the membership of the board or in its committee structure or bylaws, notices of meetings, and a copy of the minutes of all meetings.

402 D.  Notice of Committee Meetings

Each board of trustees shall provide timely notice of each of its meetings and committee meetings to every member of that board of trustees.

SECTION 403.  POWERS AND DUTIES.

403 A.  General Powers and Duties.

Each board of trustees shall promote the sound development of its institution within the functions prescribed for it, helping it to serve the people of the state in a way that will complement the activities of the other institutions and aiding it to perform at a high level of excellence in every area of endeavor. Each board of trustees shall serve as advisor to the Board of Governors on matters pertaining to its institution and shall also serve as advisor to the chancellor concerning the management and development of the institution. [See G.S. 116-33]
403 B. Other Powers and Duties.

Each board of trustees shall have such other powers and duties, not inconsistent with other provisions of this Code or with applicable provisions of state law, as shall be defined and delegated by the Board of Governors. [See G.S. 116-33 and G.S. 116-11(13) and (14)]
CHAPTER V - OFFICERS OF THE UNIVERSITY

SECTION 502. CHANCELLORS OF CONSTITUENT INSTITUTIONS.

502 A. General Authority.

The administrative and executive head of each constituent institution shall be the chancellor, who shall exercise complete executive authority therein, subject to the direction of the president. The chancellor shall be responsible for carrying out policies of the Board of Governors and of the board of trustees. [See G.S. 116-34(a)]

502 B. Relation of the Chancellor to the Board of Governors and the President.

(1) It shall be the duty of the chancellor to keep the president, and through the president the Board of Governors, fully informed concerning the operations and needs of the institution. Upon request, the chancellor shall be available to confer with the president or with the Board of Governors concerning matters that pertain to the institution. [See G.S. 116-34(c)] As of June 30 of each year, the chancellor shall prepare for the Board of Governors a detailed report on the operation of the institution for the preceding year. [See G.S. 116-34(a)] The chancellor shall make such additional reports to the president or the Board of Governors as the president or the Board of Governors may require.

(2) The chancellor shall make recommendations for development of the educational programs of the institution [See G.S. 116-34(d)] and shall serve as general adviser to the president, and through the president the Board of Governors, with respect to all programs and activities of the institution.

(3) The chancellor shall be responsible to the president for the administration of the institution, including the enforcement of the decisions, actions, policies, and regulations of the Board of Governors applicable to the institution.

(4) Subject to policies prescribed by the Board of Governors and by the institutional board of trustees, the chancellor shall make recommendations for the appointment of personnel within the institution. [See G.S. 116-34(d)] With respect to all personnel matters, including appointments, promotions, removals, and compensation for the institution's academic, administrative, and other staffs, which are required to be acted upon by the Board of Governors, the chancellor shall make recommendations to the president.

(5) The chancellor shall present to the president all matters concerning the institution which are to be considered by the Board of Governors or any of its committees. In accordance with prescribed administrative procedures uniformly applicable to all institutions, the chancellor shall participate in the development of the proposed budget of the University of North Carolina.

(6) The chancellor shall be the official medium of communication between the president and all deans, heads or chairs of departments, directors, and all other administrative officers, faculty members, students, and employees.

502 C. Relation of the Chancellor to the Board of Trustees.

(1) It shall be the duty of the chancellor to attend all meetings of the board of trustees and to be responsible for keeping the board of trustees fully informed on the operation of the institution and its needs. [See G.S. 116-34(b)]

(2) As of June 30 of each year, the chancellor shall prepare for the board of trustees a
detailed report on the operation of the institution for the preceding year. [G.S. 116-34(a)] The chancellor shall also submit such additional reports to the board of trustees as the chancellor may deem wise or as the board may require. The chancellor shall seek the counsel of the board of trustees concerning the affairs of the institution.

(3) The chancellor shall be responsible to the board of trustees for enforcing all policies, rules, and regulations of the board of trustees.

(4) The chancellor shall be the official medium of communication between the board of trustees and all individuals, officials, agencies, and organizations, both within and without the institution.

502 D. Relation of the Chancellor to the Constituent Institution.

(1) Subject to policies established by the Board of Governors, the board of trustees, or the president, the chancellor; shall be the leader of the official spokesperson for the institution; shall promote the educational excellence and general development and welfare of the institution; shall define the scope of authority of faculties, councils, committees, and officers of the institution; and all projects, programs, and institutional reports to be undertaken on behalf of the institution shall be subject to the chancellor's authorization and approval.

(2) The chancellor shall be a member of all faculties and other academic bodies of the institution and shall have the right to preside over the deliberations of any legislative bodies of the faculties of the institution.

The chancellor shall be responsible for ensuring that there exists in the institution a faculty council or senate, a majority of whose members are elected by and from the members of the faculty. The general faculty, however, which shall include at least all full-time faculty and appropriate administrators, may function as the council or senate. The faculty shall be served by a chair elected either by the general faculty or by the council or senate. However, the chancellor may attend and preside over all meetings of the council or senate. The council or senate may advise the chancellor on any matters pertaining to the institution that are of interest and concern to the faculty.

In addition to ensuring the establishment of a council or senate, the chancellor shall ensure the establishment of appropriate procedures within the institution to provide members of the faculty the means to give advice with respect to questions of academic policy and institutional governance, with particular emphasis upon matters of curriculum, degree requirements, instructional standards, and grading criteria. The procedures for giving advice may be through the council or senate, standing or special committees or other consultative means.

Effective July 1, 2003, Code Section 502D(3) shall read as follows and will apply to offences committed on or after that date:

(3) Subject to any policies or regulations of the Board of Governors or of the board of trustees, it shall be the duty of the chancellor to exercise full authority in the regulation of student affairs and student conduct and discipline. In the discharge of this duty, delegation of such authority may be made by the chancellor to faculty committees and to administrative or other officers of the institution, or to agencies of student government, in such manner and to such extent as may by the chancellor be deemed necessary and expedient. In the discharge of the chancellor's duty with respect to matters of student discipline, it shall be the duty of the chancellor to secure to every student the right to due process. Appeals from these disciplinary decisions are allowable only on the following grounds:

1) a violation of due process; or
2) a material deviation from Substantive and Procedural Standards adopted by the Board of Governors.

Where the sanction is suspension or expulsion, an appeal may be made to the board of trustees. No appeal to the president is permitted. When the sanction is expulsion, the final campus decision is appealable to the Board of Governors.
Appendix 1 - DELEGATIONS OF DUTY AND AUTHORITY TO BOARDS OF TRUSTEES

Pursuant to authority vested in it by the General Statutes, and consistent with the provisions of The Code of the University of North Carolina, the Board of Governors hereby delegates to the boards of trustees of the constituent institutions of the University of North Carolina the following duties and powers:

I. ACADEMIC AND ADMINISTRATIVE PERSONNEL

A. Appointment and Compensation

1. Upon recommendation of the chancellor, the board of trustees of a special responsibility constituent institution with management flexibility for personnel appointments shall, for all positions exempt from the State Personnel Act except the position of the chancellor, appoint, promote, and set the compensation for such employees consistent with the policies and salary ranges set by the Board of Governors and the regulations and guidelines established by the Office of the President.

Personnel actions at a constituent institution, other than a special responsibility constituent institution with management flexibility, shall be governed as follows:

a. With respect to all faculty positions with permanent tenure and all senior administrative positions, namely vice chancellors, provosts, deans and directors of major educational and public service activities, the chancellor, following consultation with the board of trustees, shall forward to the president recommendations with respect to such appointments, promotions, and compensation; if the president concurs in such recommendations, the president shall forward them to the Board of Governors for approval. Notwithstanding the requirements of this paragraph, a board of trustees may promote in rank a faculty member with permanent tenure, upon the recommendation of the chancellor, and without approval by the Board of Governors.

b. With respect to all faculty and administrative positions other than those identified in subparagraph 2a above, and other than those subject to the State Personnel Act, the chancellor shall forward the chancellor’s recommendations for appointment, promotion and compensation to the board of trustees; subject to applicable provisions of the University Code and to such policies as may be established by the Board of Governors, the action of the board of trustees with respect to such personnel actions shall be final.

B. Discharge or Suspension

Subject to regulations of the board of trustees and consistent with applicable policies of the Board of Governors, all discharges or suspensions of faculty members and administrative personnel, other than those subject to the State Personnel Act, shall be effected by the chancellor. A discharged or suspended employee shall have such rights of appeal from the action of the chancellor as may be prescribed by the University Code, policies of the Board of Governors, or regulations of the board of trustees.

C. Personnel Policies

The board of trustees may adopt personnel policies not otherwise prescribed by state law,
the University Code, or policies of the Board of Governors, for personnel in all categories of university employment. Policies adopted by a board of trustees regarding academic tenure and promotion shall be effective upon review by the senior vice president for academic affairs and the vice president and general counsel, and approved by the president.

D. Chancellor Selection

In the event of a vacancy in the chancellorship, the board of trustees shall establish a search committee composed of representatives of the board of trustees, the faculty, the student body and the alumni. Upon the establishment of the search committee, the chair of the board of trustees and the president shall jointly establish a budget and identify staff for the committee.

The search committee, through its chair, shall make a preliminary report to the president when the committee is preparing a schedule of interviews of those persons it considers to constitute the final list and from among whom it anticipates the trustees' nominees will be chosen, and the president will be given an opportunity to interview each of these candidates.

The board of trustees, following receipt of the report of the search committee, shall recommend at least two names for consideration by the president in designating a nominee for the chancellorship, for approval by the Board of Governors.

II. ACADEMIC PROGRAM

The board of trustees shall be responsible for ensuring the institution's compliance with the educational, research, and public service roles assigned to it by the Board of Governors, either by express directive or by promulgated long-range plans of the Board of Governors.

III. ACADEMIC DEGREES AND GRADING

Subject to authorization by the Board of Governors of the nature and general content of specific degree programs which may be offered by an institution, each institution shall determine whether an individual student shall be entitled to receipt of a particular degree. Each institution also shall determine what grade a student will be assigned in a particular course. No appeal from any of these decisions or any other academic determination is allowable to the president or to the Board of Governors.

IV. HONORARY DEGREES, AWARDS AND DISTINCTIONS

The board of trustees shall be responsible for approving the names of all individuals on whom it is proposed that an honorary degree or other honorary or memorial distinction be conferred by the institution, subject to such policies as may be established by the Board of Governors.

V. BUDGET ADMINISTRATION

The board of trustees shall advise the chancellor with respect to the development of budget estimates for the institution and with respect to the execution and administration of the budget of the constituent institution, as approved by the General Assembly and the Board of Governors.
VI. PROPERTY AND BUILDINGS

The board of trustees of a constituent institution shall be responsible, subject to policies of the Board of Governors and all legal requirements relative to the construction of state-owned buildings, for the following matters concerning campus capital construction projects which have been approved by the Board of Governors and authorized by the state of North Carolina: (1) the selection of architects or engineers for buildings and improvements requiring such professional services; (2) the approval of building sites; (3) the approval of plans and specifications; and (4) the final acceptance of all completed buildings and projects.

The board of trustees shall be responsible to the Board of Governors for preparing and maintaining a master plan for the physical development of the institution, consistent with the total academic and service mission of the institution as defined and approved by the Board of Governors.

Any proposal involving the acquisition or disposition by an institution of any interest in real property shall be recommended by the board of trustees to and must be approved by the Board of Governors; provided, that

(a) if the proposal involves an interest in real property which is valued at less than $50,000, the board of trustees may authorize such transaction and proceed to obtain the necessary approvals from appropriate state officials and agencies, without first obtaining the approval of the Board of Governors;

(b) if the proposal involves an interest in real property, the president may approve or execute leases with a value higher than $50,000 up to $150,000, and may approve or execute contracts to acquire real property with a value higher than $50,000 up to $250,000, without first obtaining approval of the Board of Governors; and

(c) the Board of Governors, under circumstances which it considers appropriate and following notice from it to the board of trustees, may take action necessary to effect the acquisition or disposition of an interest in real property which is related to or which affects the institution, without receipt of a recommendation from the board of trustees. [ii]

VII. ENDOWMENTS AND TRUST FUNDS

Subject to applicable provisions of state law and to such terms and conditions as may be prescribed from time to time by the Board of Governors, each board of trustees shall be responsible for the preservation, maintenance, and management of all properties, both real and personal, funds and other things of value which, either separately or in combination, constitute all or any part of the authorized endowment or trust funds, either currently in existence or to be established in the future, for the benefit of the individual constituent institution. [See G.S. 116-11(2); 116-12; 116-36; 116-36. 1, 116-36. 2; 116-36. 3]
VIII. ADMISSIONS

Subject to such enrollment levels and minimum general criteria for admission as may be established for a constituent institution by the Board of Governors, each constituent institution of the University of North Carolina shall establish admissions policies and resolve individual admission questions for all schools and divisions within the institution. No appeal concerning an individual admission case shall lie beyond the institutional board of trustees.

IX. TUITION, FEES AND DEPOSITS

A. General Authority of Boards of Trustees

The boards of trustees of the constituent institutions shall cause to be collected from each student, at the beginning of each semester, quarter, or term, such tuition, fees, and other amounts necessary to pay other expenses for the term, as have been approved by the Board of Governors. [See G.S. 116-11(7) and G.S. 116-143]

B. Tuition and Fee Deposits

Each board of trustees shall require the payment of such advance deposits, at such times and under such conditions as it determines are appropriate or as may be required by state law or by the Board of Governors. [See G.S. 116-143]

C. Application Fee

Each board of trustees shall require the payment of such nonrefundable application fees, in connection with each application for admission, as may be required by state law or by the Board of Governors. [See G.S. 116-143]

D. Acceptance of Obligations in Lieu of Cash

Subject to policies prescribed by the Board of Governors, the boards of trustees shall establish regulations concerning the acceptance of obligations of students, together with such collateral or security as may be deemed necessary or proper, in lieu of cash, in payment of tuition and fees. [See G.S. 116-143]

E. Fee Recommendations

Subject to policies prescribed by the Board of Governors, each board of trustees, in consultation with the chancellor, shall recommend to the president the amounts to be charged at the constituent institution for application, athletics, health services, student activities, educational and technology, retirement of debt incurred for capital improvements projects authorized by the General Assembly, course, and special fees. In carrying out this responsibility, each board of trustees and the chancellor shall ascertain that the benefits of the activity or service are commensurate with the recommended fee which is required to support the activity or service. Recommended fees should be consistent with the philosophy set forth in the North Carolina Constitution which states that the benefits of the University of North Carolina should be extended to the people of the state free of expense, as far as practicable.
X. STUDENT FINANCIAL AID

All scholarships and other forms of financial aid to students which are limited in their application to or are supported from sources generated by an individual campus shall be administered by the constituent institution pursuant to such regulations as may be prescribed by the board of trustees and subject to the terms of any applicable laws and to policies of the Board of Governors.

XI. STUDENT SERVICES

Each board of trustees, upon recommendation of the chancellor, shall determine the type, level, and extent of student services (such as health care, athletic programs, and counseling) to be maintained for the benefit of students at the institution, subject to general provisions concerning types and levels of student services as may be prescribed by the Board of Governors.

XII. STUDENT CONDUCT, ACTIVITIES AND GOVERNMENT

Under such policies as may be prescribed by the Board of Governors and the board of trustees, the chancellor shall be responsible for the regulation of student conduct, the approval of organized, institutionally-recognized student activities and the definition of roles and functions of any institutionally-recognized system of student self-government and student participation in the governance of any aspect of the institutional programs and services. No appeal concerning such activities shall lie beyond the board of trustees, unless it is alleged that the policy, action, or decision being appealed violates any law or constitutional provision of North Carolina or of the United States, the University Code, or policies of the Board of Governors.

XII. STUDENT ACTIVITIES AND GOVERNMENT

Under such policies as may be prescribed by the Board of Governors and the board of trustees, the chancellor shall be responsible for the regulation and approval of organized, institutionally-recognized student activities, the definition of roles and functions of any institutionally-recognized system of student self-government and student participation in the governance of any aspect of the institutional programs and services. No appeal concerning such activities are allowable to the president or to the Board of Governors.

XIII. INTERCOLLEGIATE ATHLETICS

Subject to such policies as may be prescribed by the Board of Governors and the board of trustees, the chancellor shall be responsible for the establishment and supervision of the institution's program of intercollegiate athletics.

XIV. TRAFFIC AND PARKING REGULATIONS

XV. CAMPUS SECURITY

Subject to applicable provisions of state law and such policies as may be adopted by the Board of Governors or the board of trustees, the chancellor shall be responsible for the maintenance of campus security.

XVI. AUXILIARY ENTERPRISES, UTILITIES AND MISCELLANEOUS FACILITIES
Pursuant to applicable provisions of state law and policies of the Board of Governors, the boards of trustees of affected constituent institutions shall have authority and responsibility for the adoption of policies applicable to and the control and supervision of campus electric power plants and water and sewer systems, other utilities and facilities [G.S. 116-35], and child development centers [G.S. 116-38].

(1) By resolution adopted November 13, 1981, the Board of Governors elaborated upon this provision concerning the acquisition and disposition of interest in real estate. The resolution says, among other things, that the value of an interest in real estate shall, with respect to a lease, be deemed the annual rental thereof. Further, the resolution expressly authorizes the board of trustees to delegate to their respective chancellors the power to authorize for the institutions the acquisition or disposition by lease of institutions the acquisition or disposition by lease of institution property. Legislation adopted by the 1973 session of the General Assembly, on recommendation of the Board of Governors, gave the boards of trustees broad authority in this area and superseded the authority originally granted in this paragraph; hence it is omitted here. [See G.S. 116-44.3 et. seq.]

(2) Legislation adopted by the 1973 session of the General Assembly, on recommendation of the Board of Governors, gave the boards of trustees broad authority in this area and superseded the authority originally granted in this paragraph; hence it is omitted here. [See G.S. 116-44.3 et. seq.]
PROPOSED GUIDELINES FOR COMMITTEES
EAST CAROLINA UNIVERSITY BOARD OF TRUSTEES

These guidelines spell out the duties, responsibilities and authorities of the standing committees of the East Carolina University Board of Trustees. The committees and their jurisdictions were approved by a vote of the Board on August 22, 2007. These guidelines are drawn from Appendix 1 of the UNC Code: “Delegation of Duty and Authority to Boards of Trustees” and from the Bylaws of the ECU Board of Trustees before the committees were reorganized by the Board in a bylaw change on August 22, 2007.

EXECUTIVE COMMITTEE

The Committee’s jurisdiction shall include budget and finance (including tuition and fees); strategic planning; liaison with the Board of Governors, the Board of Visitors, and the General Assembly; personnel and tenure; and economic development. The Committee shall meet upon the call of the Chair, and a majority of the members of the Committee shall constitute a quorum for the transaction of business.

The Chancellor shall consult with the Executive Committee on appointments of all Vice Chancellors and other senior administrators as defined by the Board of Governors and within the jurisdiction of the Board of Trustees. In addition, the Chancellor shall consult with the Committee on appointments of the Director of Athletics and the head coaches of football, basketball, and baseball. The Executive Committee shall make its recommendations to the Board of Trustees concerning the Chancellor’s proposed appointments for all such positions. The Committee may act for the Board between meetings of the Board with regard to recommendations from the Chancellor for such appointments.

The Committee may act for the Board to approve degree candidates recommended by the faculty and Chancellor.

The Chancellor shall consult with the Committee concerning budget policy and preparation. The Committee shall make recommendations to the Chancellor and the full Board concerning budget policy.

The Committee may act for the Board in urgent situations when it is impracticable for the Board to act. The Committee, however, cannot take any action that is inconsistent with the existing policies of the Board of Governors or the Board of Trustees.

The Committee shall report on all meetings and actions taken by it to the full Board at regular meetings.
AUDIT COMMITTEE

The Committee’s jurisdiction shall include audit, compliance, ethics, and conflicts of interest.

The Committee shall meet with representatives of the State Auditor’s office to review the institution’s annual audit report and discuss corrective actions if needed; review audit reports of University-associated entities; receive quarterly reports from the University’s internal auditor; develop and maintain a charter to define roles and responsibilities, including the assurance that the institution is performing self assessments of operating risks and evaluations of internal controls on a regular basis; assure that internal audit functions will be carried out in a way that meets professional standards; at the beginning of the audit cycle, review and approve a summary of the annual internal audit plan for the campus; at the end of the cycle, review a comparison of the plan advanced to the internal audits performed; prepare and forward to the Board of Governors an annual summary of the work performed by the Audit Committee, including a report of the work of the campus internal auditor that indicates any identified material reportable conditions and how they were addressed.

The Committee shall meet upon the call of the Chair and a majority of the members of the Audit Committee shall constitute a quorum for the transaction of business. The Committee shall meet no fewer than four times a year.

The internal auditor shall report to the Chancellor but shall also have a reporting relationship to the chair of the Committee to enable the auditor to freely discuss professional issues with the Committee chair.

The Chancellor shall consult with the Committee regularly concerning all matters related to the Committee’s responsibilities and annually at the Board’s fall meeting concerning East Carolina University’s efforts to assure the adequacy of management staff and the existence of sufficient fiscal controls to administer additional authorities authorized under North Carolina General Statutes G.S. 116-30.1.

UNIVERSITY AFFAIRS COMMITTEE

The Committee’s jurisdiction includes academic and student affairs, financial aid, campus safety, research and graduate studies, and athletics.

The Chancellor shall consult regularly with the Committee on policies relating to academic programs, public service activities, and student affairs. The Committee shall
make recommendations to the full Board regarding these policies. The Committee shall review all appeals from faculty members to the Board and make recommendations to the full Board. The Chancellor also may seek the advice of the Committee on matters relating to student self-government.

· The Chancellor shall consult with and may seek the advice of the Committee on policies relating to research and graduate studies.

The Chancellor, who is specifically charged with the responsibility for the establishment and supervision of the institution’s program of intercollegiate athletics, shall consult with the Committee on matters relating to intercollegiate athletics, including the appointments of the Athletics Director and head coaches for football and basketball. The Committee shall make recommendations to the Board of Trustees regarding institutional policy on personnel, operating budgets, and long-range plans for intercollegiate competition.

FACILITIES AND RESOURCES COMMITTEE

The Committee’s jurisdiction shall include master planning, property acquisition and disposition, site selection, designer selection, building plans, parking, information technology, advancement, and naming.

The Committee shall maintain for the Board a master plan for the physical development of East Carolina University and advise and assist the Chancellor and submit recommendations to the Board with respect to real property transactions and other capital transactions within the jurisdiction of the Trustees.

The Committee may act for the Board in the selection of architects or engineers for buildings and improvements requiring such professional services and may act for the Board in approving all proposals involving the acquisition or disposition of any interest in real property, provided that said transactions involving interests in real property valued at $50,000 or more are recommended to the Board for its approval and forwarded to the Board of Governors.

Subject to the prior approval of the Chancellor, the Vice Chancellor for Administration and Finance is authorized to act on behalf of the Board to approve building plans and specifications and to certify final acceptance of completed buildings and projects.

The Chancellor shall consult with the Committee on policies related to advancement activities, including but not limited to fund raising, relationships with the University’s tax-exempt affiliates, and alumni affairs. The Committee shall make recommendations to the full Board regarding these policies. The Chancellor also may seek the advice of the Committee relating to issues involving advancement. The
Committee also shall advise the Chancellor and the Board in confidence with respect to proposals to name or change the name of university facilities or activities consistent with the procedures and guidelines established in the Board of Trustees Policy on Naming University Facilities and Activities.

HEALTH SCIENCES COMMITTEE

The Committee’s jurisdiction shall include health sciences, ECU Physicians, and liaison with Pitt County Memorial Hospital.

The Chancellor shall consult with the Committee on policies relating to academic programs, admissions, clinical affiliations and agreements, community and public service activities, development and foundations. The Committee shall make recommendations to the full Board regarding these policies.
PROPOSED BOARD OF TRUSTEES MEETING DATES

Thursday, July 17, 2008

Thursday and Friday, Sept. 25-26, 2008

Thursday and Friday, Nov. 20-21, 2008

The Board has already approved meeting dates of:

Thursday and Friday, Feb. 21-22, 2008

Thursday and Friday, April 17-18, 2008
MEMORANDUM

TO: Members of the ECU Board of Trustees  
FROM: Steve Ballard, Chancellor 
DATE: November 14, 2007 
SUBJECT: Board of Visitors nominees for vacancies in the Class of 2008 and Class of 2009 

Attached are an information summary and nomination form for the persons nominated to fill the vacancies in the Class of 2008 and the Class of 2009. 

Board member Eric Miller Reeves (Class of 2009) of Raleigh resigned on January 1, 2007, and Board member Mary Plybon (Class of 2008) of Greensboro resigned on October 31, 2007. 

If you choose to fill both spots, there will be a remaining vacancy in the Class of 2009, therefore, you will have one vacancy for your use as the need or desire arises. 

Thank you.
There are two (2) vacancies for the Class of 2009 and one (1) vacancy for the Class of 2008. Practice has been that you have kept at least one vacancy open for any immediate positions that you choose to fill during the year. Given that scenario,

the following person is nominated to fill one of two vacancies in the Class of 2009:

Mark Garner of Greenville – nominated by BOT member Mark Tipton

the following person is nominated to fill the vacancy in the Class of 2008:

Mary Schulken of Charlotte – nominated by BOV member Carl Davis (if elected, she will be eligible to serve a full four-year term following service in this unexpired term of office).
ECU BOARD OF VISITORS NOMINATION FORM

Name of nominee:  Marvin E. “Mark” Garner, Jr.

Home:
Mailing address: 3289 Brick Kiln Road, Greenville, NC  27858

Phone:  252-752-1948   Fax:  N/A

E-Mail: ________________________________________________

Business:
Company Name: Rivers and Associates, Inc.

Mailing address: 107 E. 2nd Street, Greenville, NC  27858

Phone:  252-752-4135   Fax:  N/A

E-Mail: mgarner@riversandassociates.com

Preferred contact address: (Please check one)     Home e-mail
                                            X Business e-mail
                                            ______ Home regular mail
                                            ______ Business regular mail

Profession:  Municipal Planning/Engineering Consultant

Title:  Project Manager

Areas of particular interest in higher education (Example – student recruitment, marketing, academic programs, student scholars, athletics, etc.):

1-Athletics, 2-Marketing

ECU Alum: (please check one)     X Yes      No

If yes, year: 1977   Degree(s): Bachelors of Science   Major: Urban & Regional Planning

Spouse’s name:  Gail Garner

X Nominee has agreed to serve if appointed.

Name of sponsor:  Mark Tipton

(Please attach resume to this form, if possible.)
Employment:

Rivers & Associates, Inc., 30 years
Position: Associate, Board of Directors
Title: Project Manager

Education:

B. S. - Professional, Urban and Regional Planning
Concentration - Environmental Resources
East Carolina University, 1977

Certifications:

American Institute of Certified Planners, #021746

Associations:

American Planning Association
American Public Works Association
APWA Institute for Water Resources
American Water Works Association
East Carolina University Alumni Association
East Carolina University Educational Foundation (Pirate Club)
East Carolina Outer Banks Preservation Association
North Carolina Water Operators Association, Life Member
North Carolina Recreation and Parks Association
North Carolina Rural Water Association
North Carolina Society of Engineers

Leadership Positions:

Pitt County, North Carolina - Board of Adjustments 2004-present, Vice Chairman 2005-present
East Carolina Engineers Society – Board of Directors 1982-1985, President 1984
East Carolina University Department of Athletics – Women’s Basketball Coach Search Committee 1985
East Carolina University Planning Professional Society – Ad Hoc Foundation Committee Chairman 1985, Board of Directors 1986-1989
Pitt-Greenville Chamber of Commerce – ECU Athletics Committee Co-Chairmen 1985-1988
Pitt County Girls Softball League, Inc. – Board of Directors 1994-2005, Vice-President 1998-2002,
	President 2003-2004, Capital Campaign Committee Chairman 1997-2003, Babe Ruth World
Series Host Administrative Chairman 2002

Panelist, Speaking Engagements, Presentations:

East Carolina University Alumni Association, Leadership Conference - Presenter 1985
East Carolina University Urban Planning Program, Student Career Conference - Panelist 1985,
	1989, 2001
Martin County Chamber of Commerce, Future of Groundwater in Eastern North Carolina
	Workshop – Moderator 2002
North Carolina Society of Engineers, State Conference – Presenter 2004
North Carolina Recreation and Parks Association, State Conference – Presenter 2006
Numerous presentations to various Municipal and County Governing Boards 1977-present

Awards & Honors:

East Carolina Engineers Society – Distinguished Service Award 1990
East Carolina University Alumni Association – Volunteer of the Year Award 1986
East Carolina University Educational Foundation (Pirate Club) – Pirates Treasure (fund-raising)
	Award, 1985-1986
East Carolina University Planning Professional Society – Alumnus of the Year 1994
North Carolina Society of Engineers – President’s Service Award 1994
Pitt County Girls Softball League, Inc. – Lifetime Volunteer Service Award 2001

Mr. Mark Garner is a 1977 graduate of East Carolina University where he obtained a Bachelor of Science
Professional degree in Urban and Regional Planning with a concentration in Environmental Resources.  Prior to
graduation, he interned for two years with the firm of Rivers & Associates, Inc.   Upon graduation, he remained
with the firm and in 1979 was invited to become one of its owners.  Today, Mr. Garner is one of the senior
members of the firm serving on its Board of Directors.  He is Rivers’ primary client contact and project manager
for numerous planning, environmental and engineering studies as well as for the design and construction
administration of various public infrastructure projects.

During his professional career, Mr. Garner has served many Municipalities and Counties while managing over one
hundred fifty projects of various size and function.  He has facilitated nearly $100 million in grants and low-interest
loans to assist financing of more than $115 million in publicly funded projects providing planning and construction for
improvements to water, sewer, drainage, storm water management, street, and recreation infrastructure serving the
citizens of small-to-medium sized towns and rural areas in eastern North Carolina.  He is currently managing a team
of professional engineers and planners implementing more than twenty projects for seven municipalities and four
counties.

In accordance with mandates issued by the US Department of Homeland Security in response to the terrorist
attacks of September 11, 2001, Mr. Garner conducted security evaluations and authored confidential risk
assessments with recommendations for several large public water utility systems in eastern North Carolina.

Mr. Garner has assisted local governments by conducting utility rate studies and devising user charging systems for
equitable cost distribution; performing fixed assets assessments for public infrastructure in response to GASB 34
regulations; providing annual budget preparation assistance; preparing long-range capital improvement plans; facilitating negotiations for various intergovernmental agreements; conducting various planning consultations, and; facilitating the public participation process.

Mr. Garner is a certified planner and a member of numerous professional societies related to the planning and engineering profession. He serves as the Vice-Chairman of the Pitt County Board of Adjustments in his hometown of Greenville, North Carolina. He is the recipient of several meritorious service awards from the various professional societies.

Mr. Garner has recently completed nearly fifteen years of volunteer service as an active Board Member, Vice President and President of Pitt County Girls Softball League, Inc., a non-profit organization that is one of the largest Babe Ruth softball programs in the nation based on per capita of service area. During his service on its Board of Directors, the program grew from serving approximately 200 to over 500 players annually with two seasonal programs. While serving a combined seven-year tenure as first Vice President and then President of the League, Mr. Garner chaired committees responsible for the planning, design, fund-raising, grant acquisition, capital financing, construction, annual budget and operation of the Sara A. Law Memorial Softball Complex, a tournament caliber youth softball facility which is owned and operated by the non-profit organization. Also during his tenure as Vice President and President, the League successfully hosted several Babe Ruth Softball State and Regional Championship Tournaments, as well as the 1999 Babe Ruth 18 and Under National Softball Tournament and the 2002 Babe Ruth 16 and Under Softball World Series. In 2001, he received the League’s Lifetime Volunteer Service award.

Mr. Garner is an avid fan and advocate of his alma mater, East Carolina University. He maintains an active relationship with the university through involvement with his professional degree program department, and through memberships in the Alumni Association and the Educational Foundation (Pirate Club). He is the recipient of several awards from the University, including Alumnus of the Year from his department and Volunteer of the Year from the Alumni Association.

He and his wife Gail have been married for thirty years and are the parents of two daughters, one a graduate of the East Carolina University School of Business and the other a current student in the School of Education.
ECU BOARD OF VISITORS NOMINATION FORM

Name of nominee: Mary C. Schulken

Home:
Mailing address: 1812 Belvedere Avenue, Charlotte, NC  28205
Phone: 704-377-7264    Fax: N/A
E-Mail: mschulken@charlotteobserver.com

Business:
Company Name: The Charlotte Observer
Mailing address: PO Box 30308, Charlotte, NC  28302-0308
Phone: 704-358-5518    Fax: 704-358-5022
E-Mail: mschulken@charlotteobserver.com

Preferred contact address: (Please check one) ______   Home e-mail
                     1st   Business e-mail
                     2nd   Home regular mail
                     ____   Business regular mail

Profession: Journalist

Title: Editor

Areas of particular interest in higher education (Example – student recruitment, marketing, academic programs, student scholars, athletics, etc.):

_ Student Scholars; Student Recruitment

ECU Alum: (please check one)    _X_ Yes    ____ No

If yes, year: _1979_   Degree(s): _Bachelors of Arts_   Major: _English; minor-Journalism_

Spouse’s name: _Bion Schulken

_ X_ Nominee has agreed to serve if appointed.

Name of sponsor: Carl Davis

(Please attach resume to this form, if possible.)
Mary C. Schulken is an associate editor of the Charlotte Observer. She sits on the Observer’s editorial board and writes editorials and a weekly column. Her areas of focus include higher education, local government, immigration and many North Carolina issues, including poverty, rural areas and natural resources.

Schulken graduated from East Carolina University in 1979 with a bachelor of arts in English and a minor in print journalism. Longtime department chair Ira Baker was her advisor.

She began work as a reporter in 1980 covering education and politics for The Daily Reflector in Greenville and worked in that newsroom for 24 years. Her roles included:

- Editorial page editor for 10 years
- Managing editor for 3 years during paper’s conversion from a p.m. to a.m. delivery.
- Senior associate editor, which included writing a weekly column for Cox Newspapers distributed on the New York Times Wire, along with training and development duties for Cox Academy.

In 2000, Cox Newspapers named Schulken Writer of the Year. She has won state press awards for investigative reporting, editorial writing, column writing and newsfeature writing, along with Best of Cox awards from 1995-2004.

She’s also a two-time winner of the O’Henry Award for writing from the North Carolina Associated Press, and in 2001 received the Senator Sam Award from the AP recognizing journalistic work on behalf of open government.

As a managing editor she directed work named a finalist for a national Freedom of Information award from the American Society of Newspaper Editors.

Schulken has served as visiting faculty for persuasive writing at the Poynter Institute in St. Petersburg, Fla.

In October 2007 she was one of 100 women alumni honored for leadership by East Carolina University during its centennial celebration.
The night sky at my mother’s farm twinkles with a million tiny stars you cannot see outside the emptiness of rural eastern North Carolina.

I used to sit-out on black-dark summer nights, wondering what the sky would look like in other places. I wondered what my path to those places might be, and how I would find it.

That path is still unfolding, but it has been blazed with purple and gold.

Those aren't the most recognized colors in the Tar Heel universe, nor are they the most coveted. But to a throwaway region much of the state hurries through on its way to a beach vacation, those colors shine like pirate booty.

A single Latin word

One hundred years ago today, the N.C. General Assembly voted to establish a state normal school to train teachers in eastern North Carolina. The campus went to the highest bidder: Greenville, N.C., a dusty map dot in the central coastal plain. That school is now East Carolina University. It’s the state's third largest university and a doctoral-granting research institution with a medical school consistently ranked in the top five for rural medicine.

Depending on who you’re talking to in North Carolina, its story either one of dogged determination or one about a college that got too big for its britches by ruthlessly playing politics to secure a medical school.

In truth, it's both.

Emblazoned on the school’s seal is a single Latin word “Servire.” It means service, and it defines the mission of outreach to a rural region on which ECU was founded.

Here’s what that motto translates to: You can’t swing a baseball bat in eastern North Carolina without hitting someone one who attended East Carolina, or something connected to it.

That's something. Really something.

Shaping my view

The 41 counties east of Interstate 95 have the state's highest rates of poverty, unemployment and illness and its lowest rates of education and earnings.

That's not because the people are stupid, or sorry. It's because an agrarian economy and spread-out geography kept the region isolated from the rest of the state for decades.

One public university can’t single-handedly change that. But it can’t chip away at it, day by day, student by student. It can take aim at what hurts people the most and fire public resources in that direction. And it can march a steady stream of outside forces into a highly insulated place and broaden horizons.

That's what ECU has done. I know. I lived it. I saw it as a student and while living in Greenville for 25 years. I didn't understand how unique that relationship was, or how valuable, until I saw it from a distance.

Not every public university can pull off that outreach. Not every public university wants to, particularly in a place nobody else cares to own. It takes a little audacity to provide a path for kids who stare at the night sky, wondering.

*Service is the rent that you pay for room on this earth.* Former U.S. Rep. Shirley Chisholm said that ECU lives it.

Mary C. Schulken
Application for MOBILE COMMUNICATION DEVICE (MCD) Allowance

The purpose of this program is to allow approved University employees an allowance for the use of their personal MCD's to conduct official University business. Participants in the program will receive an amount based on previous campus cellular telephone usage or anticipated usage. The employee will be compensated per pay period for the use of his/her personal MCD.

The allowance is subject to income and social security taxes. It is not considered as part of the employee's benefit base salary.

**Guidelines for Participants:**

1. During regular work hours the employee shall have the telephone on and respond to calls as needed.
2. There is no expectation for the employee to respond to calls outside of the normal calling plan or while on leave.
3. Participants must have a valid business reason for participating in the program.
4. Authorization for participation in the program must be approved by the appropriate University party/body as outlined in the ECU MCD Allowance policy.
5. Employees utilizing an ECU convenience Cellular Telephone currently under contract may not participate in this allowance program until the existing contract terms and conditions have been satisfied.

By signing below, I certify that I understand the purpose of this program and agree to the guidelines. I will be compensated $150.00 per pay period for University use of my MCD. I further understand that I am responsible for my monthly invoice and that East Carolina University bears no further financial responsibility for personal MCD charges beyond the payment of the appropriate allowance except in unusual circumstances.

<table>
<thead>
<tr>
<th>Allowance Per Pay Period</th>
<th>Plan</th>
<th>Plan Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$15</td>
<td>Basic</td>
<td>University MCD usage is expected to be minimal</td>
</tr>
<tr>
<td>$25</td>
<td>Regular</td>
<td>University MCD usage is required for normal daily business activity within a limited geographic range</td>
</tr>
<tr>
<td>$30</td>
<td>Extended</td>
<td>University MCD usage is required for normal daily business activity within a wide geographic range and high call volume</td>
</tr>
<tr>
<td>To be determined</td>
<td>Exceptions</td>
<td>Allowances higher than set forth previously to be approved by the appropriate University party/body</td>
</tr>
</tbody>
</table>

Employee: [Signature] Date 10/15/07

Supervisor: [Signature] Date

Department Head: [Signature] Date 10/15/07

In order to receive compensation for the MCD Allowance, an ECU One Form must be completed as detailed in the ECU Business Manual.

Effective: November 1, 2007

Attachment 3
Military Community Readiness

The North Carolina Eastern Region has engaged the Office of Economic Development and appropriate faculty and students to map the historical residential growth patterns of military communities in eastern North Carolina and to project future growth patterns based upon new military personnel coming to the State. These projections will be used to identify needed improvements to local infrastructure to accommodate the expected population growth in each community. This analysis will include needs for new water, sewer, schools, roads and highways, housing, broadband access, and other infrastructure. Once the deficiencies are known, military communities will be able to better plan for needed infrastructure and services in areas where growth occurs naturally, or amend the growth pattern to direct growth towards those areas that can more easily absorb it.

Economic Development Partnerships

The Office of Economic Development is partnering with Elizabeth City State University to develop new metrics of economic transformation for North Carolina’s Eastern and North Eastern Regions. Beyond the traditional approach of simply counting numbers of jobs created, these new metrics will facilitate implementation of regional strategic plans that focus on the needs of complex industry and technology clusters and the need for long-term investments that make regions attractive to knowledge-driven companies.