I. Minutes

   A. Facilities and Resources Committee meeting of September 11, 2007 Action

II. UNIVERSITY ADVANCEMENT

   A. Review of “ECU Trustees Policy on Naming University Facilities and Activities” Discussion

   B. ECU Alumni Association Highlights Discussion

   C. University Development Update Discussion

   D. Marketing/Branding Progress Report Discussion

III. ADMINISTRATION AND FINANCE

   A. Property Action
      1. Lease request for Academic Affairs
      2. Short-term lease of existing space and long-term lease of new clinical/office space for Plastic and Reconstructive Surgery Clinic
      3. Lease and sublease of space to University Health Systems
      4. Severance of Modular Office Unit at Brody School of Medicine
      5. Demolition of Hatteras Hammock property

   B. Review Elevations Action
      1. Mendenhall Student Center/Ledonia Wright Cultural Center
      2. Family Medicine Center

   C. Designer Selections Action
      1. Leo Jenkins Cancer Center Renovations (Design)
      2. Boiler Controls Upgrade

   D. Design and Construction Process for Capital Projects Discussion

   E. University Guest House Information

   F. Greek Village Information

   G. Chancellor’s Residence Information

   H. Status of Major Capital Projects Information

   I. Other Discussion
Chairman David Redwine called the meeting to order at 12:10 p.m. and noted this as being the first meeting of the newly reconstituted committee known as the Facilities and Resources Committee. He welcomed to the committee new Board members Robert Brinkley and Carol Mabe and returning Board member Mark Tipton. Others attendees included Clint Bailey, Jack Brinn, Paul Clifford, Mickey Dowdy, John Durham, Kay Hill, Brenda Myrick, Lisa Overman, Jimmy Ryals, Kevin Seitz, Lee Workman and Paul Zigas.

Chairman Redwine read a Conflict of Interest statement and asked members to identify any such conflicts. There being no conflicts noted, Mr. Redwine asked Mr. Dowdy to proceed with his report. Mr. Dowdy responded saying there no action items but several items of interest which are outlined below:

**University Advancement**

**Capital Campaign**

1. Approximately 12 years since university’s last campaign during which peer institutions have completed a couple of campaigns.
2. ECU’s capital campaign will be officially launched this academic year.
3. Accomplishments include:
   - Recruitment of personnel
   - Positive response to March 8 Centennial Celebration kickoff
   - Marketing initiatives
   - Fundraising totals increased; 2006-07 fundraising total = $24.3 million / includes all foundations, special funds, state matching funds and grants (from private foundations & corporations). Note: If grants removed from total, total raised still up approximately 5%.
4. Theme: “Second Century Campaign” with proposed idea to include “Supporting ECU’s Vision for Leadership and Service”
5. Timeline:
   - Quiet phase – May 4, 2004 / day Chancellor Ballard took oath
   - Public Announcement – March, 2008
   - Completion – December 2011
6. UNC GA fundraising benchmarks for all system institutions.
7. Campaign Cabinet – fairly small cabinet selected from many university volunteer boards/groups.
ECU Board of Trustees
Facilities and Resources Committee
Tuesday, September 11, 2007; Health Sciences Building, room 4300

Marketing/Branding (update provided by Clint Bailey, Director of University Marketing, in collaboration with Lee Workman, Athletics)

1. Campus colors are being used to complement campus appearance & provide colors reflecting pride & spirit.
2. Spirit Icon Project - Original idea was for icon to be located inside the crosswalks. Current plan is to have icon strategically placed between the crosswalks and facing east. Icon will be applied in several steps with the ring around the Pirate head being the first step; 8-10 crosswalks have been identified.
3. Proposed new logo which is Centennial logo with centennial years removed.
4. New logo could be phased in and will support campus branding.
5. “ECU” more locally/regionally recognized; “East Carolina University” more broadly/nationally recognized.

Alumni – University Conference Center Plan

1. Proposal – supported by ECU Alumni Association to investigate use of Christenbury Memorial Gymnasium as university-alumni conference center – was discussed with committee recommending that scope and programming be defined before initiating a full-blown feasibility study.

Chairman Redwine thanked Mr. Dowdy for his report and called for a brief recess before continuing the meeting.

Administration and Finance

Mr. Redwine reconvened the committee at 1:35 p.m. The minutes were approved for the March 28, 2007 Finance and Facilities Committee meeting.

Mr. Seitz reviewed the process for selecting a designer for a capital project. For small projects the designer selection committee is composed of personnel on campus including representatives from campus operations, while larger projects include Board participation. Proposals are requested, reviewed, and followed by interviews of the short-listed design firms. The committee recommends three designers to the Board for approval. The designer selection is made based on qualifications rather than price. Time constraints have required some fax approvals between Board meetings. Once a designer is selected and approved, the next steps are preliminary programming and schematic design.
Mr. Seitz requested approval by the Facilities and Resources Committee of the designer selection for the Croatan and Wright Place Renovation Feasibility Study. This particular project was part of an overall capital plan developed by Dining Services and Aramark. Mr. Tipton discussed the advantages of the project and recommended that the Facilities and Resources Committee should be involved with architectural uniformity on campus. He stressed the Board’s involvement with large projects rather than internal renovations. Mr. Redwine’s motion to approve the designer selection for the Croatan and Wright Place Renovation was unanimously approved.

Mr. Seitz gave an update on the master planning process. In March an RFP was distributed for a design firm to assist in the process. Mr. Lucas was selected as the Board representative. On July 19 the Committee met to review the process and distribute the materials provided by the firms. The Committee met again on August 3 and decided to interview five firms on October 5. Mr. Tipton stated that he will be attending the October 5 meeting. A recommendation of the top three firms will be made to the Board after the October 5 interviews.

Mr. Tipton questioned the scope of work and the purpose of the project. Mr. Seitz stated that the broadest definition of master planning was presented in the RFP: all locations, all buildings, infrastructure, roadways, parking, transit, utilities, and technology. The former master plan was not as comprehensive as this one will be. The master plan will be revised on an annual or biennial basis. Discussion followed on Board participation on the master plan project. Mr. Brinkley asked about master planning for the medical campus, and Mr. Seitz indicated that master planning had been separate in the past but the new master plan will include all university property and buildings. Mr. Tipton stated that a master plan identifying infrastructure needs will save funds and is an excellent planning tool.

Mr. Seitz addressed the lease for the third floor of the Moye Medical Building and gave a brief summary of each floor’s use. The owners asked the university to move quickly because of changes in the financial market. Mr. Collins of ECG Consultants suggested a joint venture with PCMH which will provide an equity arrangement and a beginning point for future endeavors. The lease was approved through an expedited process presented and approved at a previous Board meeting.

Designer selections were included in the Board materials for information. The status of capital projects was presented in spreadsheet form and will be updated for the next Board meeting.

Mr. Tipton asked about the School of Dentistry and Mr. Seitz indicated that the designer selection committee has chosen a company which has been approved by the Board and programming has begun. Since there is no faculty, Dr. Chadwick is working with consultants regarding design of the building. Mr. Tipton encouraged the inclusion of technology in the planning. Dr. Brinn indicated that upgrades to smart classrooms are made every year, planning is on-going, and his department works with end users and campus operations to make sure programs, upgrades and equipment are compatible.
Ms. Mabe asked about the Coastal Studies Institute (CSI). Mr. Seitz stated that the CSI is a campus being built on land donated by Dare County in Manteo and will be a cooperative effort with ECU, NC State and UNC-CH. The institute will conduct basic research and training on large scale interactions between ecological systems, the ocean, the earth, and the atmosphere. ECU will lead the construction and facility operation of the campus. A Board member will be added to the committee. Mr. Tipton recommended reviewing the major capital projects and participating Board members. Mr. Seitz will send the Committee a spreadsheet of the major capital projects with Board representatives listed.

Mr. Redwine mentioned that since three of the committee members are new to the committee, if anything arises between meetings questions could be addressed under “other topics of interest.” Mr. Tipton mentioned that ECU’s construction management program is not being marketed appropriately. He would like to see the title of the college changed. Ms. Mabe and Dr. Ballard agreed that changing the name of a college is very complicated, however, marketing of the department can certainly be more aggressive.

Mr. Brinkley stated the master plan could tie everything together with strategic planning and capital planning – infrastructure, buildings, leadership and service.

Mr. Seitz presented the Policy of Social Security Numbers and Personal Identifying Information. Dr. Brinn and Mr. Zigas were present for questions. A campus committee developed the policy as a result of the emphasis on protection of personal identifying information in the NC General Statutes and having a policy in place to deal with data exposure issues. The committee will survey departments on how social security numbers are used and will review new requests. The policy will provide a framework and workshops will be presented to educate employees. The Executive Council and the Chancellor approved the policy and brought it forward to be approved by the Facilities and Resources Committee. Mr. Redwine presented a motion for approval of the policy which was seconded and approved unanimously.

The meeting was adjourned at 2:32 p.m.
EAST CAROLINA UNIVERSITY TRUSTEES
POLICY ON NAMING UNIVERSITY FACILITIES AND ACTIVITIES

I. Establishment and Source of Authority. The Board of Governors of the University of North Carolina delegated the duty and authority to the Board of Trustees to approve the names of all individuals on whom "Honorary Distinction" is conferred by the university. As a means of guiding the development of recommendations to the Board of Trustees for naming university facilities and activities, the Trustees created the Committee on Naming Facilities and Activities, hereafter referred to as the "Committee," as a permanent committee.

II. Organization.
A. Membership. Members shall be appointed by the Chair of the Trustees on an annual basis. Members may include trustees, staff or other individuals whose knowledge and presence may benefit the Committee.
B. Chair. The Chair of the Committee will be appointed by the Chair of the Trustees.
C. Assistance. The Committee may call upon any university employee for assistance in the performance of its duties.

III. Functions of the Committee.
A. Role. The Committee shall be a fact finding and advisory body for the Trustees and shall have no policy making or administrative authority.
B. Duties. The Committee shall advise the Trustees and the Chancellor 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 this policy statement.
C. **Meetings.** The Committee shall meet at such times and places as it finds necessary for the effective performance of its duties. Meetings shall be called by the Chair, on written request from any three members of the Committee, or by the Chancellor. A simple majority of membership of the Committee shall constitute a quorum. All members present at a meeting may vote. No proxies shall be recognized at any meeting of the Committee.

D. **Naming Responsibility.**

(1) The act of naming a building, an addition to a building, or a significant interior or exterior space ordinarily accessible to the public, shall be the responsibility of the Board of Trustees, after receiving a recommendation from the Committee. Whenever a naming proposal originates, at the earliest feasible date it shall be routed through the responsible dean and/or vice chancellor to the Chancellor, from the Chancellor to the Committee, from the Committee to the Executive Committee of the Trustees, and from the Executive Committee to the full Board for final action.

(2) The act of naming a school, department, other unit, or activity shall be that of the Board of Trustees, after receiving a recommendation from the Committee.

IV. **Policies and Procedures With Respect to Naming Facilities and Activities.**

A. **Subjects for Naming.** It shall be the policy of the university that any facility or activity of the university not previously named may be named in consideration of:

(1) personal services rendered or financial contributions made to the university, or

(2) services rendered to society at large.

For the purposes of this policy statement, the following definitions shall apply:

(1) "Facility". Facility means every building, addition to a building, space in a building, outdoor spaces such as a garden, court or plaza, and other tangible and relatively permanent feature locations on any university property.
(2) "Activity". Activity means every school, department, unit, center, program, or organization operating under the auspices of the university.

(3) "Personal Service". Personal service means substantial service that is sustained in character, and rendered to or on behalf of the university as a student, faculty member, administrator, staff member, alumnus, trustee, or friend of the university.

(4) "Financial Contribution". Financial contribution means a contribution of money or property that is substantial in relation to the facility or activity being named.

B. **Caution.** The act of naming a university facility or activity for a person, a family, or an organization is a conferral by the university of a high and conspicuous honor. It is intended to be a permanent act. The act endurably recognizes the person, family, or organization so honored, and it perpetually exhibits to the world the judgment and standards of this university as to the qualities and actions that justify linking the name of the individual, family, or organization so honored with that of this institution. All who are involved in the act of naming a facility or activity must ever be aware that they are naming public property with the intent for it to be perpetual recognition of the person, family, or organization being honored. It follows that the act of naming a facility or activity is to be taken discreetly, advisedly, soberly, and with concern for how that action will be viewed in retrospect.

C. **Chancellor's Responsibility.** Subject to the responsibilities of the Committee, the Chancellor also shall have responsibility and authority with respect to and is an essential participant in all naming actions. No facility or activity may be named without early knowledge and prior approval of the Chancellor. The Chancellor shall endeavor to determine that any such proposed action is consistent with the interest of the university, to assure that the amount of contribution warrants the action proposed, and to maintain equity in the relationship of donations for similar naming actions.
D. **Duration and Change of Naming Actions.** Every name assigned to a facility or activity is intended to be enduring. A recommendation to change or alter in any way the name of a previously named facility or activity must be initiated by the Board of Trustees. Circumstances that may lead to consideration of a name change may include, but shall not be limited to such items as:

1. significant renovation or addition of space,
2. actions by an honored person that brings discredit to the institution,
3. failure by the honored person to fulfill agreed upon obligations, or
4. the demolition of a facility or the discontinuation of an activity.

E. **Delay in Certain Naming Actions.** A facility or activity shall not be named for a person who is honored chiefly or solely for services rendered as a faculty member, staff member, administrator, or trustee until that person shall have died or shall have been retired from the regular service of the university for at least two years.

F. **Faculty Consultation.** When a facility or activity to be named is closely related to a school, department, or other unit having its own administration and faculty, the members of the administration and faculty shall be consulted by the Chancellor or his designee before the Committee acts on the naming proposal. Recommendations from the unit shall be weighed as one factor, but shall not constitute approval or disapproval of the proposal.

G. **Buildings or Facilities Constructed By Public Funds.** When a building or facility that is currently standing or one to be built is funded entirely from non-gift resources (state allocations, federal grants, or fees), the Trustees may require the proceeds to be placed in unrestricted endowment funds within any one or multiples of its related foundations for the general benefit of an area or the entire university.
H. Procedure. Whenever a naming proposal originates, at the earliest feasible date it shall be routed through the responsible dean and/or vice chancellor to the chancellor, from the chancellor to the Committee, from the Committee to the Executive Committee of the Trustees, and from the Executive Committee to the full Board for final action. It shall be the responsibility of the Chancellor or his designee to assure that a form, developed and approved by the Trustees ensuring uniform reporting of data to the Committee, is provided to individuals planning to submit proposals for naming, and that all pertinent information is collected and completed before forwarding the materials to the Committee.

(1) **Step One:** Upon the identification of an individual(s) for whom a facility is proposed to be named, subject to the individual’s agreement to donate the funds requested, the Chancellor may bring the proposal to the Naming of Buildings, Facilities, and Other Recognitions Committee for consideration and to determine whether there are objections to said naming.

**Step Two:** Upon the receipt of at least 60% of the funds committed and with a written gift agreement in place for the remainder, the Chancellor may present a recommendation to the Board of Trustees in closed session to approve the naming of the facility. Gifts of irrevocable trusts may be considered case by case apart from this 60% receipt requirement. If approved, the Chancellor will make public the naming action at an appropriate time.

(2) **The Form.** The form developed by the Chancellor and approved by the Trustees shall be completed and signed by the person responsible for originating the proposal for naming. If the proposal involves a financial commitment of $25,000 or more, a copy of the signed Letter of Intent defining pertinent arrangements must also be included.

(3) **Time Delay for Review.** There shall be a minimum of thirty (30) days for review and collection of additional materials and information between the consideration and actions by the Naming Committee and consideration by the Board of Trustees. If the Chancellor believes a naming opportunity needs immediate attention, he/she
may request that the Board Chair determine as soon as practicable, by phone or fax, a majority determination of the Board of Trustees as to the appropriateness of suspending the naming policy and deciding the naming question forthwith.”

Tentative Prior Approval. From time to time, as a benefit and guide to staff and potential donors, the Trustees may choose to pre-approve groups or classes of facilities or activities that may be considered for naming upon the completion of a qualified gift arrangement at a designated level. If not otherwise stated, facilities and activities which receive prior approval concerning levels of gifts required to attain naming privileges shall extend for five (5) years from the date of approval. After five (5) years, all classes or groups of prior approved items shall be reevaluated or deemed to have expired.

I. Shared Funding for Naming Opportunities. Naming opportunities are intended to recognize individuals, organizations or families for their efforts on behalf of the university. Required gift levels may not be split into units among unrelated individuals, with recognition conferred in multiple or hyphenated name fashion, without prior permission of the Board of Trustees.

J. Transfer of Donations. When a facility or activity is to be named in consideration of a financial contribution, the money or other property constituting the donation shall be transferred to the university or one of its related foundations, or its future transfer shall be assured through signed documentation before official action shall be taken.

   (1) Non-cash gifts.

   a. Gifts of real estate. The valuation of real estate shall follow IRS regulations and CASE Management Reporting Standards for establishing value. The valuation for the gift shall be based on a qualified current MAI appraisal (less than six months of age).

   b. Gifts-in-Kind. In accordance with IRS regulations and CASE Management Reporting Standards, gifts of real and personal property are to be counted at full fair market value regardless of the value the donor
may be able to take as a charitable deduction. Gifts of $5,000 or more shall be valued by qualified, independent appraisers.

c. Additional requirements. When an opportunity to name a facility or service is expected in return for a non-cash gift, the Trustees may require additional agreements from a donor to assure the eventual net from the sale of real estate or other valuables is not less than the value required for naming. Some examples of potential requirements could include a delay in naming until the article of value is sold, the requirement of multiple appraisals, or the requirement of a make-up provision in which the donor commits to make up the difference between the net received from the sale of the asset and the minimum amount required for naming.

(2) Commitment periods may not extend more than five years.

(3) Once a designated level of giving has been established for naming, no portion of "annual gifts" or "membership fees" may be counted toward the total required for naming purposes.

L. List of Named Facilities. The Chancellor or his designee shall maintain a list of officially named facilities and activities.

M. Effective Date. This policy shall become effective July 25, 1997.

Note: Amendments to the East Carolina University Trustees Policy On Naming University Facilities and Activities are listed on the following page(s)
AMENDMENTS MADE TO THE NAMING POLICY

1. Addition to the Naming Policy to be placed at the end of section H., 1.

“If the Chancellor believes a naming opportunity needs immediate attention, he may request that the Board Chair determine as soon as practicable, by phone or fax, a majority determination of the Board of Trustees as to the appropriateness of suspending the naming policy and deciding the naming question forthwith.”

Approved by the Board of Trustees on May 12, 2000.

2. Section H., of the Naming Policy was removed

“Time Delay for Review. There shall be a minimum of thirty (30) days for review and collection of additional materials and information between the consideration and actions by each Trustee committee in the chain leading to formal approval by the Board of Trustees. Example - Chancellor must provide a completed package and recommendation to the Committee thirty (30) days in advance. The Committee sends its recommendation and the completed package to the Executive Committee thirty (30) days prior to its meeting. The Executive Committee forwards the package and its recommendation to the members of the Board of Trustees at least thirty (30) days prior to their next meeting. If the Chancellor believes a naming opportunity needs immediate attention, he may request that the Board Chair determine as soon as practicable, by phone or fax, a majority determination of the Board of Trustees as to the appropriateness of suspending the naming policy and deciding the naming question forthwith.”

Approved by the Board of Trustees on May 22, 2002.

3. Section K., 2 of the Naming Policy was removed and Sections K., 3. and K., 4. were renamed Sections K., 2. and K., 3.

“At the Committee's discretion, it may recommend prior approval or reserve a facility or activity for a particular donor pending the completion of funding of at least forty percent (40%) of the total committed toward the project.”

Approved by the Board of Trustees on May 22, 2002.
Two additional components were added to Section H, “Procedure”, of the Naming Policy.

(1) **Step One:** Upon the identification of an individual(s) for whom a facility is proposed to be named, subject to the individual’s agreement to donate the funds requested, the Chancellor may bring the proposal to the Naming of Buildings, Facilities, and Other Recognitions Committee for consideration and to determine whether there are objections to said naming.

**Step Two:** Upon the receipt of at least 60% of the funds committed and with a written gift agreement in place for the remainder, the Chancellor may present a recommendation to the Board of Trustees in closed session to approve the naming of the facility. If approved, the Chancellor will make public the naming action at an appropriate time.

(2) **The Form.** The form developed by the Chancellor and approved by the Trustees shall be completed and signed by the person responsible for originating the proposal for naming. If the proposal involves a financial commitment of $25,000 or more, a copy of the signed Letter of Intent defining pertinent arrangements must also be included.

4. An addition was added to section H of the Naming Policy.

   Approved by the Board of Trustees on December 12, 2003

   “Time Delay for Review. There shall be a minimum of thirty (30) days for review and collection of additional materials and information between the consideration and actions by the Naming Committee and Consideration by the Board of Trustees. If the Chancellor believes a naming opportunity needs immediate attention, he may request that the Board Chair determine as soon as practicable, by phone or fax, a majority determination of the Board of Trustees as to the appropriateness of suspending the naming policy and deciding the naming question forthwith.”
Name of Originator

Department/Division  Phone  Email

Proposed Name(s) to Honor: _____________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

Address:  City  State  Zip

Telephone:  ___________________________________________________________________

Home  Business

Relationship to the University: ____________________________________________________

Proposed Object for Naming: ____________________________________________________

Purpose for recommendation:  ❑ Service  ❑ Gift

Explanation (Attach background materials as appropriate to justify the recommendation)
______________________________________________________________________________

If related to a gift:

Purpose of Gift:  ❑ Annual  ❑ Capital  ❑ Endowment

Date of Original Commitment: __________________________________________

Amount of the Total Commitment: _________________________________________

Amount Paid:  ________________________________

Current Pledge Balance:  ________________________________

Status of Payments:  ________________________________

Was the gift part of a campaign:  ❑ Yes  ❑ No  Define:  ________________________________

Was the project pre-approved:  ❑ Yes  ❑ No

Directed to:  ❑ ECU Foundation  ❑ Educational Foundation

❑ Medical Foundation  ❑ Other

If the Gift was more than $25,000:

1. Attach a copy of the signed Letter of Intent.

2. Define in detail any special arrangements or expectations the donor may have resulting from this Gift.

3. If the Gift is other than cash or cash equivalent, explain the method of valuation, and the plan for liquidation.

______________________________________  ___________
Signature of Originator  Date
As East Carolina celebrates its 100 year history, North Carolina’s fastest growing university is looking toward the future. 

A Vision for Tomorrow
With a doctor on the verge of discovering a cure for diabetes, a chamber music guild that has performed at Carnegie Hall, an alumnus who stars on one of the CBS Network’s most watched prime-time dramas and a track record of producing the highest number of educators and nurses for the state of North Carolina, East Carolina University is a school you may not realize you know a lot about.

What began as the 174-student East Carolina Teachers Training School has now grown to an internationally recognized institution of higher education. As ECU celebrates its centennial year, the University’s Board of Trustees, senior leadership team and Chancellor Steve Ballard, worked together to create a plan for East Carolina in the century to come. Their collaboration produced ECU Tomorrow: A Vision for Leadership and Service detailing five strategic directions that the University will focus on in the years to come:

- **Education for a New Century** — ECU will prepare students to compete and succeed in the global, technology-driven economy.
- **The Leadership University** — ECU will distinguish itself by the ability to train and prepare leaders for tomorrow for the eastern region of the state, for North Carolina and for the nation.
- **Economic Prosperity** — ECU will create a strong and sustainable future for Eastern North Carolina through education, innovation, investment and outreach.
- **Health Care and Medical Innovation** — ECU will save lives, cure diseases and transform the quality of health care for the region and the state.
- **The Arts, Culture and the Quality of Life** — ECU will provide world-class entertainment, culture and performing arts to enhance the quality of life of the University, the region and the state.

“I don’t believe in skinny goals,” said Chancellor Ballard, who came to East Carolina in May 2004 and believes in its role as the University for North Carolina. “This plan has two elements essential for success: It has focus and it identifies a distinctive role and commitment for East Carolina University. ECU Tomorrow was written with a purpose and with input from all segments of the University.”

When developing the five strategic directions, university administration considered East Carolina’s tradition, resources and national reputation in order to identify opportunities for greater service and distinction in the new century.

The plan utilizes the “80-20 rule”: 80 percent of the University’s resources will be devoted to the five strategic directions, while 20 percent will be available for other advancement opportunities and the emerging needs of North Carolina. Mickey Dowdy, vice chancellor for university advancement, is spear-heading the University’s efforts to raise the money necessary to support the vision.

“We are in the process of getting a capital campaign started,” said Dowdy. “We hope to go public with the campaign on March 27, 2008, on Founders Day. The goal of the campaign, which will run through Dec. 31, 2011, is to raise $150-160 million.”

While this seems a lofty goal for a university with fewer corporate connections than most larger institutions, Dowdy said he believes that the alumni and friends of the University will support the vision.

“I have never been at a university that was so counted on and supported by the community and region that it serves,” said Dowdy. “The impact of a dollar here is greater than it is elsewhere. That money is helping to retain or recruit a faculty member, give scholarship help to a student who needs it or contribute to a research program that will directly benefit the economy of Eastern North Carolina.”
Like any university, East Carolina focuses on the three tenets of higher education: research, teaching and service. What sets ECU apart, however, is its emphasis on the latter. The University’s motto is Servire, or To Serve, and the five strategic directions use ECU’s strengths and its growth to achieve its commitment to making a positive contribution to Eastern North Carolina.

“East Carolina University is part of the fabric of the eastern region of the state. The University serves its region so much more than most other universities do,” said David Brody, a member of the Board of Trustees and a former chair of the Pitt County Memorial Hospital board of trustees. “If you look at teachers, doctors and nurses in every community in Eastern North Carolina, many of them were trained at ECU. People who are taking courses through the business school or getting their MBAs online are taking that knowledge back into the community. But we have to do more because the need is there. ECU has to take leadership and act as a resource to help people in the region.”

In many ways, East Carolina has already established itself as a leader in contributing to the state and regional job market. Last year, East Carolina produced almost double the number of teachers licensed and employed in the state than did UNC-Chapel Hill and nearly four times the number produced by North Carolina State University. In addition, 60 percent of the nearly 1650 doctors who have graduated from the Brody School of Medicine since 1977 practice in North Carolina, a far greater percentage than any other medical school in the state.

Still, the University administration feels that ECU has the potential for an even larger impact on the region’s economic development.

“ECU has a 100-year history of outreach to the region. We have made a lot
happen already, but we want to see much greater focus on significant industry clusters that will be created to stay, such as boat building, marine sciences, food processing and health care,” said Ted Morris, associate vice chancellor for economic development. “We also want to see an expanded K-12 education system. If you don’t start with education, you are starting from the wrong spot.”

Bob Greczyn, chairman of the Board of Trustees and CEO of Blue Cross and Blue Shield of North Carolina, agrees with Morris: “ECU has a huge potential to impact health care, as well as the economic development of Eastern North Carolina. We need to continue to strengthen our impact on communities with lower economic development by going into those communities, assessing their strengths and finding out what resources they have that can be turned into jobs and areas of economic growth.”

Over the next century, the University will create and strengthen regional partnerships with the business community, elected officials and economic developers. ECU will also increase investment in innovation and applied, externally focused research that emphasizes the economic and physical health of citizens in the community, region and state.

“Business partnerships and research are vital to the economic development of the region for multiple reasons,” said Morris. “The first reason is the University’s ability to supply businesses with employees who can come in and be productive right away. Second, is the innovation and development of new products. Many people have great ideas but need technological assistance in clearing the hurdles to developing that technology. We do a lot with our small business centers and that delivers tremendous returns. Finally, we hope to recruit and connect companies that are not yet in North Carolina with those that are.”

CULTURAL ENRICHMENT

Coinciding with the University’s mission of facilitating economic development in the region is ECU’s commitment to improving the arts, culture and quality of life in Eastern North Carolina.

“There has been a recent rise of the creative class. Parts of the country, like Silicon Valley or even the Research Triangle, where there is lots of technology and industry, need a creative economy in order to be able to recruit good employees,” said Dr. Jeff Elwell, dean of the College of Fine Arts and Communication. “People want good arts. They have their professional life and then afterward they want to have access to other things that round out their life.”

Currently, East Carolina’s theater and fine arts program boasts an impressive repertoire of famous alumni like Emily Procter, star of the CBS crime drama, CSI: Miami and actress Sandra Bullock. Early last year, Ballard and 30 ECU faculty, staff and students traveled to New York City to watch as the University’s Four Seasons Chamber Music Festival made its debut in Carnegie Hall.

At a reception after the event, Ballard revealed the plans for an $85 million Performing Arts Theatre, which Elwell hopes will be built in the next five years. The university’s current facilities, Wright Auditorium and Fletcher Recital Hall, are limited in space and prohibit a number of performing arts series from visiting ECU.

“Most universities thrive on the Broadway shows they bring in, but we don’t have the capacity,” said Elwell. “Our fine arts and communications students are thriving, but we have limited spaces for them to work and perform. Building the new Performing Arts Theatre would have a significant impact in providing new learning opportunities to students and world-class entertainment to people from I-95 east.”
For those who are not interested in the performing arts — and for those who are — no mention of the culture of East Carolina is complete without a discussion of ECU athletics. The campus of ECU bleeds purple and gold, and Greenville has a long-standing reputation as the heart of the “Pirate Nation.” East Carolina athletics fuel an economic impact of approximately $100 million annually, but it is not just the money that makes the athletic department an integral part of the strategic plan.

“At the football stadium, on any given Saturday, there are 40,000 people in purple and gold cheering on our football team. There’s a certain loyalty among ECU fans, and that loyalty is what gives us confidence that the community and the region are behind the school and will support us in the new century,” said Ballard.

While the athletic department was wrought with turnover in the earlier part of the decade, Ballard is now confident of where the University’s athletic programs are headed under the leadership of Terry Holland. At six feet eight inches tall, Holland is both literally and figuratively one of the University’s biggest supporters of the strategic plan.

“Our goal is for the athletic department to find new ways to serve the community at large and support the overall mission of the University while becoming more competitive at a national level,” said Holland.

Holland agreed to a five-year contract with ECU in 2004, leaving his position as assistant to the president at the University of Virginia. Holland also served as the athletics director at the University of Virginia from 1995 to 2001, before becoming the special assistant to the president. He began his career at Virginia in 1974 as head men’s basketball coach, where he was touted as the most successful coach in the university’s history with a 326-173 record.

According to Holland, Pirate athletics provides more than 100 entertainment events annually, all of which provide a gathering place for alumni, students and supporters and contribute greatly to the “spirit” of the University and the community. However, Holland and the other coaches in the athletic department know that their
jobs do not stop after the game. Each athletic program provides hands-on leadership training for hundreds of ECU student-athletes and partners with the University to provide tutoring and other academic support for student-athletes who are juggling heavy course loads, practices, community service and other normal college activities.

**LEADING THE WAY**

While establishing East Carolina as “the leadership university” is explicitly stated as one of the strategic goals, there seems to be an element of leadership in everything the University has planned for the next century.

Since coming to East Carolina, Ballard has made it his goal to build a leadership culture within the University and ensure that both faculty and students are trained to be competent leaders in the 21st century. The University’s Center for Transformational Leadership in Eastern North Carolina and ECU’s Center for Student Success will provide programs and resources to develop service-oriented leaders and ensure that all students graduate with leadership experience in their field of study. The BB&T Leadership Center will continue to serve as a model for helping faculty incorporate leadership and service learning components into their programs, while the Chancellor’s Leadership Center will aid the professional development of university faculty and staff, with particular emphasis on women and minorities.

“Leadership is always contextual. There isn’t one correct model. It depends on who you are, when you are and where you are,” said Ballard. “I believe that the way leaders lead and work together is the single most important thing we can do in public institutions. We forget that it’s a group of leaders.”

According to Ballard, teamwork will play a key role in accomplishing the goals laid out in the strategic directions.

“Getting good people here and then ensuring that they work together and that all the atomistic forces are recognized and not succumbed to is vital to our success because none of our jobs is isolated to one division. They are all about what’s best for the students, and they are all about what this institution means to our community, region and state. We can’t be successful by ourselves,” said Ballard.

Ballard encourages his administration continually to ask themselves three questions: What is best for East Carolina, what is happening with our students and what are we doing for the state of North Carolina? Perhaps it is this intentional questioning that drives East Carolina University to live up to its motto and mission of service.

“We are authentic. When we say something is important to us, we mean it,” said Ballard. “Major economic transformation will not happen unless there are major educational enterprises that are partners and catalysts to the transition. We want to be the leaders in the economic transformation of Eastern North Carolina. In 10 years when people think about the economy of the east, I want them to think about East Carolina University.”
as the fastest growing school in the 16-school University of North Carolina system, East Carolina University is faced with a big challenge: How to ensure that the University’s estimated 4200 incoming freshmen and nearly 26,000 students receive the individualized attention and education necessary to succeed in today’s workplace. Where most schools see a problem, ECU sees a tremendous opportunity by making education the top priority in the University’s vision of five strategic directions arising from the school’s 100th anniversary this year. The promise is on the table to equip students with the tools necessary to succeed in the 21st century.

“Today, an East Carolina graduate is competing for a job with a student from New Bern, New York and New Delhi. You can’t just think about being as qualified as the kid next to you, you have to be as competent as the kid in New Delhi. It is our job to prepare our students to compete and succeed in the new global economy,” said Chancellor Steve Ballard.

According to Ballard, university administration, faculty and staff are continually asking themselves how to prepare students for the jobs of tomorrow. Many students at ECU are choosing to pursue careers which will directly benefit the community in which they live — a choice that is in line with the University’s mission of service. Teaching, nursing, occupational therapy and construction management are among the University’s most popular majors, and ECU prides itself on providing the state with more education professionals and nurses than any other university in North Carolina.

With nearly 200 undergraduate, graduate and professional degree programs, East Carolina’s administration and faculty place a high priority on ensuring that no student gets lost in the educational shuffle.

“The larger the university, the more it tends to lose students in the crowd,” said Marilyn Sheerer, who served as ECU’s Dean of Education for eight years before accepting her current position as interim Provost and Vice Chancellor of Academic and Student Affairs. “We have set up a very personalized advisement system at ECU. Students know exactly who their adviser is, so they know who to go to when they have questions or concerns about their major.”

Each college has a professional advisement center that connects to a larger general advisement center for undeclared majors. In addition, every faculty member at East Carolina is trained in advisement and equipped to help students with making the right career choice.

“We have students who get to college, take a class or two and realize that they don’t want to major in what they came to school to do. Incorporating a socio-emotional component into advisement helps students work through those changes. It’s what gives the University a smaller feel and creates a community within a community,” said Sheerer.

Another way the University creates a small college atmosphere is through the “Living, Learning Communities” program that integrates academic and student affairs by allowing students of the same academic major to live together in residence halls with extra rooms where faculty advisement, studying and even classes can take place.

Both Ballard and Sheerer say they realize these programs are useless if potential students do not have access to them. To address this potential issue, the University works to ensure that receiving an education at East Carolina is both affordable and accessible.

Additionally, over the last two years, East Carolina has led the UNC school system in the percentage of new tuition dollars recycled back into the system and used as financial aid for incoming students.

“We have a thousand needs for these dollars, but our single most important goal is to ensure that the students who are able to succeed in college — who have an interest and a passion to do it — are getting the money they need to help them be successful. We do everything in our power to keep the cost to the student down, and I think we’ve demonstrated that we are truly putting our money where our mouth is,” said Ballard.
Another integral part of East Carolina’s emphasis on education is ensuring students easy access to the University’s wide range of academic programs. The University demonstrates this commitment to academic accessibility through its flourishing distance education program. East Carolina is the state leader in these programs and currently boasts an enrollment of over 6000 students—a number that is expected to increase by thousands in the next few years.

While most universities create a separate curriculum and employ different faculty for their distance education program, ECU uses the same curriculum and faculty as their on-campus programs. Faculty members who teach a course on the University’s main campus will usually teach that same course in an online format.

According to Sheerer, faculty members who teach online courses are continually thinking of ways to create the feel of a small classroom setting through cyberspace.

“Some of our most forward-thinking faculty members were pioneers in putting together our distance education programs,” said Sheerer. “We have two-way audio and two-way video capabilities and offer hybrid courses that meet at an offsite location. One of our professors shows his students how to put their pictures online and then gets on the Internet with his video phone and teaches the class. It’s extremely interactive.”

In order to ensure that the program adheres to the strictest standards of learning, each faculty member who teaches a distance education course undergoes a rigorous peer and student review process.

In addition, department heads can go online during any session to observe the class as it is being taught.

“I think there’s a natural skepticism that comes along with distance education. ‘Can it really be as good?’ After spending time with the students and faculty in the program, I feel confident in answering ‘Yes’ to that question,” said Ballard. “Almost every student in our distance education program, whether they are working toward a full degree or taking a class to increase their competency in a certain discipline, has complete access to the faculty member who is teaching that course.”

In the future, both Ballard and Sheerer would like to see the University create new career options and degree programs for on-campus and distance education students. When constructing these programs, however, Sheerer says that the University will not stray from its mission of serving and giving back to the region of Eastern North Carolina and the state.

“We’re going to grow. How we grow takes planning and continued focus on the economic opportunities that exist in the region,” said Sheerer. “The need is in North Carolina and that drives how we create and realize our educational goals and our potential.”

Economic variables aside, one thing remains constant at ECU. Students are the top priority. Improving the quality of education and everyday life for students has been the heart of East Carolina over the past century and will remain at the University’s core in the century to come.
New Dental School to Enhance Expanded ECU Medical Complex

by Steve Row

For a medical school that many of the state’s most powerful tried to block four decades ago, The Brody School of Medicine at East Carolina University is doing quite well, thank you.

Since its founding in 1975, the School has become one of the brightest stars in the skies over Eastern North Carolina, consistently ranking in the top 10 nationwide in family care, primary care and rural medicine. National family medicine groups have recognized Brody as one of the 10 top medical schools nationwide for sending a high percentage of graduates into family residencies.

When the medical school graduated its first class in 1981, perhaps 500 primary care physicians were practicing in Eastern North Carolina. Today, that number has grown to more than 1500, a large percentage of them Brody products.

A total of more than 2000 have graduated from The Brody School of Medicine and residency programs and more than half have stayed in North Carolina. Almost a third practice in Eastern North Carolina and more than half now practice in primary care — with 10 to 14 percent practicing in the most underserved counties.

The medical school is only one of three separate components that make up ECU’s Division of Health Sciences. Approximately 200 nurses graduate each year from ECU’s recently renamed College of Nursing, and ECU’s College of Allied Health Sciences, which marks its 40th anniversary this year, graduates more than 200 students each year.

The division’s three programs will be joined by a fourth school — a School of Dentistry that faced some early opposition but has since received approval and initial state financing.

As she approaches her first anniversary this month as interim vice chancellor for health sciences, Phyllis N. Horns says the growth of East Carolina University’s health sciences programs mirrors the expanding need to serve healthcare requirements of the citizens of North Carolina, especially the eastern third of the state. With its alarming incidence of heart disease, hypertension, obesity, diabetes and other critical illnesses — rates that often are higher than in other regions of the state — this part of North Carolina needs as many qualified healthcare professionals as it can get.

“This University has been very responsive to the needs of the citizens in all areas of health care,” she says. “I’ve been astounded at the complexity of what goes on in our health sciences division. We are very pleased with the top quality students and how committed they are in all our disciplines, and we have excellent faculty and outstanding programs across the board.”

The Brody School of Medicine’s very creation came in the face of strong opposition. Although the North Carolina General Assembly authorized a school of medicine for the region as early as the mid-1960s, getting the school started was a 10-year process.

But the late Leo W. Jenkins, who was chancellor of East Carolina at the time, did-
n’t stop pushing the important questions for state legislators to consider.

As noted in a 1985 volume of the ECU Medical Review, Jenkins asked:

“Should the provision of adequate modern medical care be dependent upon geography? Why should residents of the Piedmont be the beneficiaries of a 20th century healthcare system and Easterners relegated to one more reminiscent of the 19th?”

Jenkins’ solution to this problem was to create a state medical school at East Carolina “to act as an incubator for desperately needed primary care physicians and to serve as the hub of a regional network of modern medical care.” Despite his proposed solution, opposition to the School still was “widespread and formidable,” according to the account in the Medical Review. “Opponents included powerful Piedmont politicians, influential businessmen, major urban newspapers, the higher education establishment and the state medical society.

“Though there was a general agreement that healthcare service delivery needed to be upgraded in the East, the idea of a new medical school was rejected as too costly, other measures were considered more effective and ECU was deemed ill-equipped academically to support a medical school.”

Jenkins saw the conflict as an attempt to defend and preserve the status quo. Some viewed the controversy as part of the historic dispute between the rural east and the urban Piedmont.

In 1968, after Jenkins asked the state for nearly $2.5 million to start a two-year medical school, the facility actually began operations in 1972, although students who entered concluded their studies at The University of North Carolina at Chapel Hill. It was not until 1974 that the state legislature appropriated funds to establish a four-year school of medicine at ECU. The school acquired land for its campus in 1976, and the first class of 28 students to enroll in the four-year program came to ECU in 1977.

The Brody School of Medicine building was finished in 1981, with more than 450,000 square feet of space on nine floors, and the first four-year medical school students graduated that year. The school now has nearly 300 students in nine main disciplines — family medicine, surgery, internal medicine, pediatrics, psychiatry, OB-GYN, emergency medicine, rehabilitation and pathology.

Horns knows the history of The Brody
School of Medicine, but she says most people now associated with the School “have never felt they had anything to prove, though that sense might be out there somewhere. We know we are running top-quality programs that are surpassed by very few. We know that our graduates are serving people throughout the state. They are doing fabulous work.”

**PARTNERS IN SUCCESS**

The goal of filling the needs of underserved communities and populations with critical healthcare shortages is shared by the other two components of the health sciences division. For example, more than 88 percent of last year’s graduates of the College of Allied Health Sciences remained to work in North Carolina. In a separate survey of nursing college alumni, 88 percent of bachelor-degree nurses reported living in North Carolina, and 63 percent say they practice in a 41-county region of the eastern part of the state.

The College of Nursing is the oldest of the University’s three health sciences programs, and it too faced strong opposition 50 years ago when the idea first surfaced to create the program at what was then East Carolina Teachers College. Support shifted in favor of a nursing school in the region when hospital-affiliated nursing schools began closing in the late 1950s. And though some higher education officials remained opposed to a separate four-year state nursing school at East Carolina, the proposal was finally approved, and a School of Nursing was established in 1960 as the first four-year, degree-granting school in Eastern North Carolina.

The program began with two main goals — to supply nurses as generalists for healthcare agencies in the region and to provide more nurses for the state as a whole. Now the school graduates more nurses than any other program in the state. The nursing college plans to turn out more nurses in the future, up from approximately 200 students each class now to about 260 by 2010.

To respond to the complexity of medicine and medical practice increases, with rising dependency on high-tech diagnostic equipment, the allied healthcare professions are becoming more important to the School’s goals. ECU’s College of Allied Health Sciences, formed in 1967 as the Life Sciences and Community Health Institute, is the first and only school of its kind in the state.

Students in ECU’s allied health sciences programs consist of a slightly older population, and some already are employed in healthcare positions. Some of these students have come from a community college with an associate’s degree and now want to complete work on a bachelor’s degree. Some are seeking to upgrade their skills through the advanced-skill healthcare education the college provides.

Graduates can move into healthcare professions to provide essential services and fill essential positions in one of nine important allied health specialties — physical therapy, occupational therapy, speech pathology, audiology, health information systems, laboratory clinician, physician assistant and systems management. In all, 15 bachelor’s, master’s and doctoral degrees are offered, and nearly two-thirds of the School’s students are enrolled in graduate programs.

The nursing college and allied health sciences college moved into a new space near The Brody School of Medicine in the summer of 2006. The new building “has created wonderful new space and simulator laboratories for nursing and allied health,” Horns says. The Laupus medical library is in the new building, and that has created “joint learning opportunities for all three disciplines.”

**WORKING TOGETHER**

Stephen W. Thomas, dean of the allied health sciences college, said last year one beneficial result of the new building will be to help arrange more coordination of instruction among students in all three Health Sciences Division programs.

“I see more interdisciplinary relationships with the other programs in teaching, research, community service and clinical practice,” he said. “I think we can become more integrated, more streamlined, and I think we can focus our collective attention on meeting healthcare needs as a team — working on such problems in this area as obesity, diabetes and hypertension.”

Horns agrees: “Our growth in interdisciplinary teaching and service will be significant. We will look for creative ways to partner with other areas on campus, and we will see richer and stronger educational opportunities for students, along with more grant opportunities.”

In particular, she sees greater interdisciplinary efforts opening “huge opportunities for translational research,” the kind that brings the best science to human reality and helps people manage their health conditions better. We can translate knowledge into functional applications for real-life situations.”

The East Carolina Heart Institute, the first of its kind in the state, is set to open in 2008 as a joint effort of East Carolina University, Pitt County Memorial Hospital and private medical professionals to engage in research, treatment and prevention of cardiovascular diseases. The death rate from heart disease is higher in North Carolina than the nation as a whole and higher in

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**College of Allied Health Sciences**

**Year founded:** 1967 (started as Life Sciences and Community Health Institute)

**Current enrollment:** 730

**Full-time, part-time faculty:** 75

**Degrees offered/concentrations:**

Bachelor of science degree in speech and hearing sciences, clinical laboratory science, health services and information management (two concentrations), rehabilitation services; master of science degree in speech-language pathology, speech-language pathology through distance education, occupational therapy, physician assistant studies, rehabilitation counseling, substance abuse and clinical counseling; doctor of physical therapy; PhD in clinical audiology, communication sciences and disorders, rehabilitation counseling and administration

**Dean:** Stephen W. Thomas

**Enrollment trends**

<table>
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<th>Enrollment</th>
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<tr>
<td>2007-08</td>
<td>730</td>
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<tr>
<td>2008-09</td>
<td>Approximately the same as current</td>
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the counties of Eastern North Carolina than in the rest of the state.

Work and research in the East Carolina Metabolic Institute for the Study of Diabetes and Obesity, which started in 2004, could fit in with work planned at the Heart Institute, which will receive its own separate 230,000-square-foot center a few years from now for research in obesity, diabetes and other similar disorders and illnesses.

A family medicine center is set to open in 2009 that will include the Monk Geriatric Medicine Specialty Center. A center for health disparities, just getting under way, is a multi-disciplinary effort involving several programs on campus that will examine how different segments of the population suffer from and are treated for illness and disease.

The University's public health program, which began a master's degree in 2004, could eventually become a separate school, "but that's at least a decade out," Horns says.

And getting the new School of Dentistry operating, with the first students enrolled in 2011, "will be an exciting time for us," she adds.

At some point in the future, the medical school portion of the division might have to expand. Because many physicians are reaching retirement age, one national healthcare organization has suggested that medical schools expand enrollment by 30 percent to offset the current decline in numbers of practicing physicians.

Horns points out that enrollment in The Brody School of Medicine gradually will increase to 80 per class, up from the current 72, but that's about all the school physically can accommodate with current space, "including appropriate clinical learning opportunities at Pitt County Memorial Hospital and University Health Systems."

This means a critical need for more physical space, but "we can't do that now. We would need about $200 million in construction to accommodate that.

"We will continue to grow, though our real issue is managing that growth," she says.

To illustrate whether the effort to create a medical school in Greenville was worth the trouble, the 1985 ECU Medical Journal article cited a visit Jenkins made to the School’s Neonatal Intensive Care Unit, where he observed six critically ill infants.

He asked a neonatologist what their prognosis would have been if the School had not been built.

Two would be dead, two would be severely retarded and two would be borderline, the doctor replied. With the intensive care unit “and a little luck, all of them would grow up without any handicaps,” the article noted.

"Does that answer the question, ‘Was it worthwhile?’" Jenkins asked.
What is the current status of the ECU School of Dentistry? How much money still needs to be raised to get the school going?

At this point, we’re in the planning and design phase. The legislature approved funding of $25 million in its most recent session. Our total cost is nearly $90 million, with $28 million raised so far, so we will need $62 million from state sources to finish. We have developed a curriculum for the dental school, which had to be done before going through the permission to establish. We’ve been working with the University of North Carolina system under a joint plan for dentistry for what role ECU should play going forward. When the (UNC) board of governors decided to go ahead with the joint plan, we were given the ability to grant a DDS degree.

Under the best conditions, when will the first students be admitted, and when will the first students graduate? How many will be in each class?

We will have a four-year curriculum, and in the most realistic scenario, our first students will come in 2011. By then, we will have to complete our construction, hire our faculty and administrators, and have our accreditation. The first DDS graduates will be in 2015. We will have up to 50 students in each class, and we will have about 60 faculty members and administrators. We will also have a residency in pediatric dentistry for four or five students a year and in advanced education in general dentistry.

Describe the four-year program.

We will be focusing on primary care dentistry, but not all of our instruction will take place in Greenville. When you look at the focus of the School, we will concentrate on service and making a difference in the lives of people in Eastern North Carolina. In that respect, we will be similar to East Carolina’s Brody School of Medicine. But we are going to use a different approach. A student typically spends all four years right in the dental school. Here, we’ll have the first, second and third year here, and then in the fourth year, we’ll move students out into 10 service learning centers throughout the state. So seniors will not be here during their last year. They could be in the east, but they also could be in a western area where they will experience living in other locales. They will work with our faculty in these areas. We’ll have faculty members, residents and students outside Greenville to work with the students. We’re in the process of identifying the 10 areas where we will provide education, plus care in those areas. Overall, we want to graduate more primary care dentists, especially for rural and underserved areas of the state. Plus, we want to give students from rural and underserved populations a chance for a dental education.

We will work on the maldistribution of dentists in the state. North Carolina has 15 urban counties and 85 rural counties, yet the population is about split in half. Since 1979, when I started keeping track, distribution figures show that rural areas have (an average of) about three dentists per 10,000 residents, and that has stayed pretty steady. Four counties have none, and 20 count-
Stark initiatives have two per 10,000. We think that ECU is a perfect place for this kind of program. We can provide a healthcare infrastructure that will make North Carolina a more attractive place to live. Our focus will be improving oral health and the maldistribution of dentists all across the state.

What kind of building will house the School?

We’ll have 112,000 square feet, though I don’t know the number of floors yet. The exact site has not been approved yet. First-year students will have more classes, but they will have some labs. In the second year, they will have a significant number of classes, but there will be more clinical experience. In the third year, most of the time will be spent in clinical activities. The building will have three areas — typical classrooms, seminar rooms and labs. We’ll be set up to have a lot of interaction electronically with other students and instructors. We could have lectures and clinical seminars taught through electronic courses. And “tele-health” opportunities will be available so the faculty will be able to consult with students in our outlying service learning areas.

What is your background in administering dentistry programs?

The preponderance of my time has been spent as a practicing dentist, but over the last 10 years I’ve been intimately involved in issues of dental education. In some ways, I’ve been involved in dental education all of my life. I came to Greenville two years ago. They had initiated the thought process (about creating the school) and asked me to join and begin to lead the effort.

What will the preference be on admissions — NC residents only? Mostly NC residents?

We’re modeling after the Brody School. We will focus on North Carolina residents for 100 percent of our students. That is so critical, getting the right students into the School, mentoring them, encouraging them, giving them options, getting them back to those areas. It would be a shame to lose them to somewhere else, where they would have to pay a lot higher tuition — maybe double ours — which would be a huge hurdle and a detriment to their going to a smaller town, a rural area or an underserved area.

What particular specialties will the School emphasize in training dentists?

Pediatric dentistry will be one of the specialties, the only specialty program for the foreseeable future.

In addition to helping overcome a basic lack of dentists in some areas, what kind of oral health problems will the School’s graduates be especially well-trained to encounter and help remedy?

Remember that primary care is our focus. We will place strong emphasis on clinical skills in all areas. If you are in an urban area, you can refer out those treatments you don’t like, but you can’t do that in rural areas. And an educational component is necessary because parents need to be aware of prevention, of how they can prevent dental disease, plus how they can notice some signs and symptoms of it.

Is there any kind of a feeling that “nobody wanted us to have this, so we’ll have to work extra hard to prove ourselves”?

I think that’s overplaying the opposition. There’s been an awful lot of support for a dental school here. In fact, the support has been tremendous for the School. We are going to have to work hard, but that’s because of the needs out there for more dental care and to address the maldistribution. We’re going to work hard for that reason — for the mission of the University and for the people of North Carolina — not to prove something to people who are naysayers.

What are your own goals and objectives for the School, for five years out and 10 years out?

Our goals are pretty simple. Looking 10-20 years out, we want to improve the oral health of the people of North Carolina and cure the maldistribution of dentists. We hope five years from now we’ll have one or two classes of students from North Carolina looking forward to graduating from this dental school and practicing in rural North Carolina.
Combining Strengths Creates Progress In The Battle Against Heart Disease and Diabetes:

ECU’s Wayne Cascio and Walter Pories Leading The Charge

by Steve Row

S
ome of North Carolina’s most persistent and severe health problems — heart disease, obesity and diabetes — are fought in the offices, clinics and research laboratories of East Carolina University’s Division of Health Sciences.

Including the offices, clinics and research labs of Drs. Wayne E. Cascio and Walter J. Pories.

Cascio is professor of internal medicine at East Carolina University’s Brody School of Medicine, chief of cardiology at Pitt County Memorial Hospital and director of research at the new East Carolina Heart Institute. Pories is professor of surgery, biochemistry and exercise and sports science at The Brody School of Medicine, and director of the East Carolina Metabolic Institute for the Study of Diabetes and Obesity.

The Metabolic Institute started operations in 2004 and hopes to have its own location in the next year or two. The University’s component of the Heart Institute will begin operating in 2009 in its new building on East Carolina’s growing Health Sciences campus.

Together, they are expected to have a considerable impact on the population of North Carolina and beyond.

“The Heart Institute could transform the delivery of cardiovascular services in eastern North Carolina and have an impact on the cardiovascular health of the population that could trickle down into the health and economics of the whole region,” says Cascio, who has been in Greenville for four years.

The East Carolina Heart Institute, a partnership involving the University, the hospital and University Health Systems of Eastern Carolina, will consist of a $150 million, 120-bed regional heart care center operated by the hospital and a $60 million cardiac research and treatment center operated by the University. The Institute will consist of state-of-the-art medical technology, education and research and will be the centerpiece of a new department of cardiovascular sciences at The Brody School of Medicine.

Cascio says the new department represents a break from most traditional structures in a medical school by combining elements of cardiology and cardiothoracic surgery.

“This concept is gaining momentum elsewhere, but we are one of a handful of hospitals actually doing it.”

“We need to work more collaboratively and train the next generation of cardiovascular physicians as the field becomes more broadly defined. New doctors must be acquainted with all aspects of cardiovascular medicine,” he says.

“The new center is the catalyst that enables this to happen. It serves as a physically visible sign of the commitment of University Health Systems, the School, the School, and the State.”

A few years down the road, Cascio says the first priority of the Institute will be to address all the clinical needs of the people of the Greenville area and Eastern North Carolina. A “robust” clinical research program should be going strong and expanded use of surgical robotics in the treatment of cardiovascular disease and heart valve replacement should be under way.

“We already are doing funded research in stem cell biology and environmental cardiology,” which involves the study of airborne particles that can affect cardiovascular health.

Part of the collaboration might include closer work with the Metabolic Institute, which now is housed in The Brody School of Medicine. The Metabolic Institute is an outgrowth of the bariatric surgery program at the hospital and The Brody School of Medicine, which began in 1978 under Pories’ leadership. The Metabolic Institute now houses research efforts including nursing care, sports medicine, endocrinology, sleep disorders, obesity and other metabolic diseases.

Pories already had a reputation for his research in nutrition when he arrived in Greenville in 1977. He and Dr. Adrianus Van Rij developed a standard surgical procedure that became known as the “Greenville Gastric Bypass,” a way to reduce the food intake and weight of severely obese patients.

One byproduct of the surgery was that patients who also were diabetic no longer needed insulin. A subsequent 20-year study of the gastric bypass surgery found that about 80 percent of people with pre-existing type 2 diabetes, whether they were using insulin or oral medication, had normal blood glucose without any treatment after this surgery. Most patients could stop taking insulin within a week of the surgery. The other patients with diabetes that did not diminish were generally older and had the illness for more than 20 years.

“We basically changed the plumbing, and when we did that, the diabetes went away,” says Pories, a former president of the American Society for Bariatric Surgery and the Association for Program Directors in Surgery.

This led to new research into the cause of diabetes — perhaps a molecule in the intestine — that continues to this day.

Pories says collaboration among scientists and medical professionals can lead to such breakthroughs, and his work with the Metabolic Institute and that of Cascio in the Heart Institute could find common ground in the future. “Diabetes and obesity are closely related ailments associated with heart disease,” he says.

“As researchers get friendly, they bring along others, and this leads to a magical coalition of real good people and friendships because we are all studying the same patients,” Pories says.

He foresees “collaborative labs” where graduate students will talk with each other and researchers will talk with each other.

“It takes a village to do research,” he says.
Ara Gregorian came to East Carolina with a vision: a chamber music guild that would contribute to the cultural enrichment of university students, as well as members of the state and local community. Years later that dream is now a reality. Gregorian is now the founder and artistic director of the Four Seasons Chamber Music Festival, which began its eighth season of performances this year.

This season, the group will return to New York City to perform at Weill Recital Hall at Carnegie Hall, travel to Israel in May for a five-concert tour and bring concerts and outreach programs to Carteret County, Columbia and the newly refurbished Turnage Theater in Washington, NC.

Last year marked the first season of the Four Seasons Teachers and Students programs, which provides teachers of all disciplines the opportunity to create an art-centered mentoring relationship with their students through attendance at Four Seasons concerts. The 2007-2008 season will mark the debut of the first Children's Residency. In addition to offering children's concerts as part of regular residency activities, children at selected elementary and secondary schools in Pitt County and surrounding communities will have the opportunity to participate in master classes and interactive presentations.

"Ara Gregorian and everyone who performs and participates in the Four Seasons Music Festival has a passion for enhancing the arts and quality of life of Eastern North Carolina," said Dr. Jeff Elwell, dean of the College of Fine Arts and Communication.

Residency season performances are held in AJ Fletcher Recital Hall on the East Carolina University Campus. For a full listing of performances and to purchase tickets, call the Central Ticket Office at 252-328-4788 or visit www.ecuarts.com.
III. A. Property

There are five property items for Board approval:

- Lease agreement for Academic Affairs
- Lease agreements for short-term of existing space and long-term of new clinical/office space for Plastic and Reconstructive Surgery Clinic
- Lease and sublease agreement of space to University Health Systems
- Severance of modular office unit at Brody School of Medicine
- Demolition of Hatteras Hammock property

Please see the attached materials describing the leases.
MEMORANDUM

TO: Kevin Seitz
FROM: Scott Buck
DATE: October 30, 2007

SUBJECT: Lease Request for Academic Affairs

Request ECU Board of Trustees approval to lease +/- 4,381 net square feet of office space for the Division of Academic Affairs in an effort to relieve overcrowding conditions in the Spilman Building.

While subject to competitive bidding by the North Carolina State Property Office, we estimate a full service lease rate of $16.00 per square foot at +/- $70,096 per year. Term shall be for three (3) years with two (2), three (3) year renewal options. Prefer a location within a three mile radius of East Campus. Source of funds shall be General Institutional Rental (State Funds).

________________________   _______________________
Approve                                          Date

________________________   _______________________
Disapprove                                        Date
MEMORANDUM

TO: Kevin Seitz

FROM: Scott Buck

DATE: October 30, 2007

RE: (1) Request Short-Term Lease of Existing Clinical/Office Space for Plastic and Reconstructive Surgery Clinic, Brody School of Medicine from PCMH Management, Inc.

(2) Request Long-Term Lease of New Clinical/Office Space for Plastic and Reconstructive Surgery Clinic, Brody School of Medicine

Plastic and Reconstructive Surgery Clinic lease agreement with PCMH Management, Inc. expires December 31, 2007. The clinic has occupied this facility since 1995 and desires a smaller, more updated clinic. To transition into another facility, a short-term lease agreement with PCMH Management, Inc. is necessary until we are able to occupy another facility.

Based on the above, request ECU Board of Trustees approval to enter into a short-term lease agreement (18 months) with PCMH Management, Inc. for the existing 7,425 square foot facility. The lease rate shall be $111,375 per year ($15.00/sq. ft.) with ECU paying janitorial and utility expenses. Source of funds shall be Medical Faculty Practice Plan (MFPP). This short-term lease agreement will be obtained in accordance with ECU Physicians Medical Faculty Practice Plan Real Property Policy.

Subsequently, request ECU Board of Trustees approval to enter into a long-term lease agreement for +/- 5,500 square feet of clinical/office space to relocate Plastic and Reconstructive Surgery Clinic. Annual lease rate is estimated to be +/- $99,000.00 per year ($18.00/sq. ft.) with ECU paying janitorial and utility expenses. Term desired will be five (5) years, with two (2), three (3) year renewal options. Source of funds shall be MFPP. This long-term lease agreement will be obtained in accordance with ECU Physicians Medical Faculty Practice Plan Real Property Flexibility Policy.

cc: Phyllis Horns
MEMORANDUM

TO: Kevin Seitz

FROM: Scott Buck

DATE: October 30, 2007

SUBJECT: (1) Lease by Disposition of 2,369 sq. ft. in Brody Outpatient Center to UHS
(2) Sublease by Disposition of 692 sq. ft. in Firetower Medical Office to UHS

Request ECU Board of Trustees approval for two property matters with University Health Systems of Eastern North Carolina, Inc. (UHS).

The first request is a disposition by lease for 2,369 square feet of clinical space in the Brody Outpatient Center to UHS for laboratory and radiology services. Lease amount shall be $37,904 per year ($16.00/sq.ft.) inclusive of janitorial and utilities. Term shall be for three (3) years with two (2), three (3) year renewal options retroactive to July 1, 2006, subject to State Property Office and Council of State approval.

The second request is a disposition by sublease of 692 square feet of clinical space in the Firetower Medical Office to UHS for laboratory and radiology services. Lease cost shall be $11,072 per year ($16.00/sq.ft.) inclusive of janitorial and utilities. Term shall be three (3) years with two (2), three (3) year renewal options retroactive to July 1, 2006. This sublease shall be in accordance with ECU Physicians Medical Faculty Practice Plan Real Property Flexibility Policy.

cc: Phyllis Horns

Approve Date

Disapprove Date
MEMORANDUM

TO:           Kevin Seitz
FROM:         Scott Buck
DATE:         October 30, 2007
RE:           Severance of Modular Office Unit at Brody School of Medicine

Request ECU Board of Trustees approval to sever via demolition or removal a 1,344 square foot modular office unit in very poor condition from the Brody School of Medicine campus. This unit was purchased used twelve years ago for $42,000 and no longer has functional value.

While subject to competitive bids by the NC Department of Administration and approval by the Council of State, we request authorization to begin the process. Funding shall come from Medical Faculty Practice Plan.

Cc: Phyllis Horns

[signature]

Approve

Disapprove

Date

Date
MEMORANDUM

TO: Kevin Seitz

FROM: Scott Buck

DATE: October 30, 2007

SUBJ: Demolition of Hatteras Hammock Property – Building #1104
Clark Street – Due to Severe Fire Damage

Request ECU Board of Trustees approval to demolish Hatteras Hammock
Property – Building #1104 Clark Street due to severe damage that occurred by
fire on June 13, 2007. ECU acquired the 21,216 square foot building in July
2003 for future campus expansion and prior to the fire utilized the building for
equipment storage by ECU Campus Operations.

The extent of the damage, paired with the cost to bring the twenty-five year old
building into compliance with current codes are the determining factors in the
recommendation to demolish the building. The North Carolina Department of
Insurance concurs with this assessment and will pay up to $909,224 toward
building replacement subject to competitive bidding by the NC Department of
Administration and Council of State approval. Source of funds shall be lapsed
salary dollars.

cc: George Harrell

__________________________  ______________________
Approve                      Date

__________________________  ______________________
Disapprove                   Date
III. B. Review Elevations

At the Facilities and Resources Committee meeting the elevation drawings for the Mendenhall/Ledonia Wright Cultural Center and Family Medicine Project will be presented for review and approval.
III. C. Designer Selections

The designer selections for the Leo Jenkins Cancer Center Renovations (Design) and Boiler Controls Upgrade are attached for the Committee’s consideration.
MEMORANDUM

TO: Mr. Kevin Seitz, Vice Chancellor
   Administration & Finance

FROM: William E. Bagnell, Director

DATE: November 14, 2007

SUBJ: Designer Selection
   Leo Jenkins Cancer Center Renovations (Design)
   Code: 40636    Item: 311

The designer pre-selection committee, after conducting interviews on November 14, 2007, recommends the following three firms in prioritized order:

LS3P Associates                           Wilmington, NC
Small Kane Architects                     Raleigh, NC
BJAC                                      Raleigh, NC

The committee consisted of Dr. Ron Allison; Professor, Chairman, & Director of Photodynamic Therapy, Interim Director of Leo Jenkins Cancer Center, Dr. Nick Benson; Vice Dean of Brody School of Medicine, Mr. Bill Bagnell; Executive Director of Facilities Services, Mr. Griffin Avin; Director of Facilities Services; Ms. Caroline Erwin; Group Practice Administrator, and Mr. Michael Talton; Facilities Engineering and Architectural Services.

To the best of our knowledge and belief, all steps in this selection were conducted in accordance with requirements of the State Building Commission as they apply to the institutions of the University of North Carolina.

This project will consist of renovations to the first and second floor of the Leo Jenkins Cancer Center, in an effort to improve circulation, replace worn finishes, update nurses stations, waiting areas, and infusion area.

Approval by the Board of Trustees is requested. If you have any questions or need additional information, please do not hesitate to call.

Att: Memorandum to Interested Designers

Cc: Dr. George Harrell – AVC Campus Operations
MEMORANDUM

TO: Interested Designers

FROM: William E. Bagnell, Director

DATE: August 14, 2007

SUBJECT: Leo Jenkins Cancer Center Renovations

This project will consist of renovations to the first and second floor of the occupied Leo Jenkins Cancer Center on the Health Sciences Campus of East Carolina University. The first floor renovations include new finishes for the waiting room and the stair adjacent to the lobby. The renovations on the second floor include new finishes for the waiting room and the upper level of the stair adjacent to the lobby; upgrading and expanding the infusion area plus adding a toilet; modifying the reception desk; adding space to the lab and nursing area; updating the existing nurse station and adjacent storage area; and converting one room to a nurse station or room for patient education. Approximately 6,800 square feet will be affected by the renovations. Adding central oxygen and vacuum at the infusion area will also be considered.

Interested firms should submit three (3) copies of a letter of interest and three (3) copies of a current SF254 to the following address by August 24, 2007:

   William E. Bagnell, Director
   Facilities Engineering & Architectural Services
   1001 E. Fourth St.
   Greenville, NC  27858

In accordance with our qualifications-based selection system, designers are expected to make no contact with our University staff, faculty or trustees at this stage of the selection process. All questions should be directed to the attention of this office. The use of fax is highly recommended. East Carolina University encourages participation by MWBE firms and supports UNC system's policy of ensuring and promoting opportunities for Historically Underutilized Businesses.

Thank you for your interest in East Carolina University.
MEMORANDUM

TO:         Mr. Kevin Seitz, Vice Chancellor
            Administration & Finance

FROM:      William E. Bagnell, Director

DATE:       November 14, 2007

SUBJ:       Designer Selection
            Boiler Controls Upgrade

The selection committee in Facilities Engineering and Architectural Services conducted a qualifications based selection of designers for this work, and recommends the following three firms in prioritized order:

RMF Engineering, Inc.                Durham, NC
Affiliated Engineering East, PC       Chapel Hill, NC
Engineered Designs, Inc.             Raleigh, NC

The committee consisted of Mr. Tony Yamada, Assist. Director of Facilities Services – Utilities, Mr. Gerald Stein – Project Manager, Facilities Engineering and Architectural Services and Mr. Robert Still – Project Manager, Facilities Engineering and Architectural Services.

To the best of our knowledge and belief, all steps in this selection were conducted in accordance with requirements of the State Building Commission as they apply to the institutions of the University of North Carolina.

This project is to upgrade the control system for three boilers with new loop controllers since existing loop controllers are no longer supported (replacement parts not available) and a complete replacement control system for a fourth boiler to match up with the three other boilers.

Approval by the Board of Trustees is requested. If you have any questions or need additional information, please do not hesitate to call.

Cc:        Dr. George Harrell – AVC Campus Operations
Facilities Engineering & Architectural Services
East Carolina University
1001 East 4th Street
Greenville, NC 27858-4353
Office: (252) 328-6858  Fax: (252) 328-4259
www.ecu.edu/facility_serv/

TO: Interested Designers

FROM: Robert Still, CEM

DATE: August 9, 2007

SUBJECT: Steam Plant Boiler Controls Upgrade

This design study project will determine all necessary scope needs, constructibility needs and budget needs to replace and/or upgrade the loop controllers on two 75,000 #/hr boilers and one 40,000 #/hr boiler at the main campus steam plant at East Carolina University. This contract will also include re-designing one 75,000 #/hr boiler control system (currently a parallel positioning control system to a fully metered cross limited flow tie back system.) It is anticipated that this design study will transition on to full design and continue on through bidding, construction administration and close-out.

Interested firms should submit three (3) letters of interest and three (3) copies of the current SF254 to the following address by August 24, 2007:

Robert Still, CEM
Facilities Engineering & Architectural Services
1001 East Fourth St.
Greenville, NC 27858

In accordance with our qualifications-based selection system, designers are expected to make no contact with our University staff, faculty or trustees at this stage of the selection process. All questions should be directed to the attention of this office. The use of email and/or fax is highly recommended.

East Carolina University is seeking qualified design firms with experience in steam plant boiler controls such as this one. East Carolina University encourages participation by HUB firms.

Thank you for your interest in East Carolina University.
East Carolina University  
Board of Trustees  
Facilities and Resources Committee  

III. D. Design and Construction Process for Capital Projects

A draft process has been included as requested by the Committee members at the November 6, 2007 meeting.
<table>
<thead>
<tr>
<th>Phase</th>
<th>Task</th>
<th>Board/Facilities &amp; Resources Committee Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Approval/Designer Selection</td>
<td>Obtain approval for project</td>
<td>BOT member selected for designer selection committee</td>
</tr>
<tr>
<td></td>
<td>Advertise for designers</td>
<td>F&amp;R Committee receives copy of Request for Proposals</td>
</tr>
<tr>
<td></td>
<td>Select designers for interviews</td>
<td>BOT member participates in designer selection process and keeps F&amp;R Committee informed</td>
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<tr>
<td></td>
<td>Interview designers</td>
<td></td>
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<tr>
<td></td>
<td>Recommend up to 3 designers</td>
<td>F&amp;R Committee approves designer selection</td>
</tr>
<tr>
<td>Programming</td>
<td>Develop scope</td>
<td></td>
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<tr>
<td></td>
<td>Accept design proposal</td>
<td>F&amp;R Committee receives copy of design proposal</td>
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<tr>
<td></td>
<td>Obtain State Construction Office approval of design proposal</td>
<td></td>
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<tr>
<td></td>
<td>Pre-design programming and site selection</td>
<td>F&amp;R Committee approves site selection</td>
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<tr>
<td>Design</td>
<td>Prepare schematic design</td>
<td>Schematic design shared with F&amp;R Committee</td>
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<td>Accept schematic design</td>
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<td></td>
<td>Review schematic design by SCO/DOI/Owner</td>
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<tr>
<td></td>
<td>Prepare design development documents</td>
<td>F&amp;R Committee approves building exterior (if applicable)</td>
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<td>Prepare construction documents</td>
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<td>Send construction documents for SCO/DOI review</td>
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<tr>
<td>Advertise/Bid/Award</td>
<td>Advertise for contractors</td>
<td>F&amp;R Committee receives final project scope</td>
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<td>Complete bidding process</td>
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<td></td>
<td>Award construction contract(s)</td>
<td>F&amp;R Committee notified of selected construction firm and project budget</td>
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<td></td>
<td>Mobilization</td>
<td>BOT participates in ground breaking ceremony</td>
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<tr>
<td>Construction</td>
<td>Construct building</td>
<td>Monthly project reports to BOT with tours available at 50, 75 and 95% completion</td>
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<tr>
<td></td>
<td>Accept building</td>
<td>F&amp;R Committee notified of acceptance</td>
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<tr>
<td></td>
<td>Occupy building</td>
<td>BOT participates in ribbon cutting ceremonies</td>
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</table>
III. E. University Guest House

On December 14, 2006 the ECU Board of Trustees approved the purchase of a private residence at 601 East Fifth Street. This property is next door to the Chancellor's residence. After discussions with the City and neighborhood residents, the university decided to renovate the property as a university guest house. In order for the university to proceed with its plan the City’s Planning Board must approve ECU’s request for a special use permit. This matter has been placed on the agenda for the Planning Board’s meeting on December 28, 2007.

In addition to needing the Planning Board’s approval, the City council will also have to approve ECU’s plan.
III. F. Greek Village

Todd Johnson, Interim Vice Provost for Student Life, will present a short update regarding efforts to date on the Greek Village project at ECU.
East Carolina University
Board of Trustees
Facilities and Resources Committee

III. G. Chancellor’s Residence

The following materials are provided for the Committee’s information regarding activities surrounding the Chancellor’s residence.

1. Actions taken regarding Chancellor’s residence.

2. Letter from Mike Kelly to the ECU Board of Trustees dated May 22, 2007 regarding the Chancellor’s residence.

Actions Taken Regarding Chancellor’s Residence

- Conducted short survey with other UNC schools regarding other chancellor’s residences. Distributed the results to the full Board on September 21, 2006 and May 22, 2007.

- Asked General Administration about the concept of providing a housing allowance rather than a residence. General Administration does not want to provide housing allowances to chancellors.

- Investigated availability of other houses located close to campus that ECU might purchase. No homes which met our needs were available.

- Investigated the possibility of buying other property adjacent to the chancellor’s residence in order to build an addition to chancellor’s residence. The neighborhood association is opposed to the demolition of any homes in the historic district however we have not asked them specifically about this particular option. The home on 5th street directly west of the Chancellor’s residence was purchased and will be used as a guest house.

- Reviewed plan developed by Mark Tipton for a greatly enhanced residence in the Rock Springs development. The plan was not supported and did not move forward.

- Authorized university administration to provide furnishings for the second floor of the Chancellor’s residence.
### CHANCELLOR'S RESIDENCE QUESTIONNAIRE SUMMARY

<table>
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<th>Uses</th>
<th>ECU</th>
<th>ASU</th>
<th>ECSU</th>
<th>NCSU</th>
<th>UNC-A</th>
<th>UNC-C</th>
<th>UNC-CH</th>
<th>UNC-G</th>
<th>UNC-W</th>
<th>WCU</th>
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<th>AVERAGES</th>
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</table>

Vice Chancellor for Administration and Finance
September 20, 2006
MEMORANDUM

TO: ECU Board of Trustees
FROM: Mike Kelly, Chair
Finance and Facilities Committee
DATE: May 22, 2007
SUBJECT: Chancellor’s Residence

As chair of the Finance and Facilities Committee, I have spent time looking at the adequacy of the Chancellor’s residence. I believe the Board of Trustees has the responsibility to ensure the University provides a residence that meets the Chancellor’s needs. While we continue to investigate alternatives to the current residence, I have one proposal that I would like you to consider.

We require the Chancellor to live in a state-owned residence as a condition of employment. We can decide whether the house is furnished or not. Currently, the University is responsible for furnishing the first floor and the Chancellor is responsible for furnishing the second floor of the residence. I propose that the University’s administration be authorized to change its past practice and be responsible for furnishing the entire residence. Furnishings would include carpets, furniture, appliances, draperies, artwork, etc. All furnishings purchased by the university would remain the property of the university and would be inventoried accordingly. Furnishings would not include personal items such as pillows, linens, blankets, bedspreads, etc. As the need for purchases arose, a budget would be prepared and approved by the Chair of the Finance and Facilities Committee.

Please let me know if you have any concerns with this change in practice.

East Carolina University is a constituent institution of the University of North Carolina. An equal opportunity/affirmative action university, which accommodates the needs of individuals with disabilities.
III. H. Status of Major Capital Projects

Attached is the latest status report on the major capital projects at ECU.
<table>
<thead>
<tr>
<th>PROJECT</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Recreational Fields Complex</td>
<td></td>
<td></td>
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<tr>
<td>Belk Building Renovations</td>
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<tr>
<td>East Carolina Heart Institute</td>
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<tr>
<td>Todd Dining Hall Servery Renovation</td>
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<tr>
<td>Family Medicine Center &amp; Geriatric Center</td>
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<tr>
<td>Mendenhall Student Center &amp; Ledonia Wright Cultural Center Addition and Renovation</td>
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<tr>
<td>Coastal Studies Institute</td>
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<tr>
<td>School of Dentistry</td>
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<tr>
<td>Academic Bldg. “A” (Education &amp; Business)</td>
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<tr>
<td>Brody Auditorium Renovations</td>
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<tr>
<td>Ficklen Stadium Expansion Study</td>
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<tr>
<td>Health Science Administration Space Study &amp; Renovation</td>
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<td>Campus Master Plan</td>
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<td>Health Science Campus Student Services Building</td>
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<tr>
<td>New Performing Arts Center</td>
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**KEY:**
- Project Approval/Designer Selection
- Programming
- Design
- Advertise, Bid & Award
- Construction

- HOLD AT DESIGN COMPLETION FOR FUNDING

August 2008 through June 2011

Aug 2010 through June 2011
III. I. Other

This agenda item is an opportunity to discuss other topics of interest.