AGENDA
Finance and Facilities Committee
ECU Board of Trustees
Allied Health Lobby, LAHN Building
July 25, 2006

I. Minutes

A. Finance and Facilities Committee Meeting of 5/4/06
B. Joint Health Sciences/Finance & Facilities Committee Meeting of 5/4/06

II. Finance

A. Budget Update

III. Facilities

A. Recommendations for the Transition to Increased Acquisition Flexibility for the Medical Faculty Practice Plan
B. Proposed Purchase of Land for Utility Infrastructure
C. Approval of Changes to the Parking Ordinance
D. Project Update
   1. Wright Circle/Fountain
   2. Downtown Center
   3. East Carolina Heart Institute
E. ECU Colors on Campus
F. Six-Year Plan for State Appropriated Capital Facilities
G. Six-Year Plan for Non-Appropriated Capital Projects
H. Designer Selections Approved by Finance and Facilities Since Last Meeting
I. Status of Major Capital Projects

IV. Information Technology and Computer Services (ITCS)

A. Year-in-Review

V. Other
East Carolina University
Board of Trustees
Finance and Facilities Committee

Item I. A – Finance and Facilities Committee Meeting Minutes of 5/4/06

Attached are minutes from the Special Finance and Facilities Committee meeting held on May 4, 2006.

Vice Chancellor for Administration & Finance
July 25, 2006
Committee Board Members Present: Mike Kelly, Chair, Bruce Austin, David Brody, Joel Butler and Steve Showfety

Others Present: Steve Ballard, Robert Hill Jr., Bob Greczyn Jr., David Redwine, Mark Tipton and Kevin Seitz

The Finance and Facilities Committee meeting was called to order at 3:40 p.m. by Chair, Mr. Kelly.

Chancellor Ballard reminded the Board of Trustees that the reception would be at Emerge Gallery and Art Center on Evans Street at 6:30 p.m.

Mr. Kelly asked for approval of the minutes of the previous meeting of February 23 and February 24th. Mr. Butler moved and Mr. Showfety seconded the motion and it passed.

Mr. Seitz initiated discussion on the Stipend Policy for Non-teaching EPA employees. The policy was developed by a campus committee and was approved by the Executive Council. ECU developed this policy as part of its Management Flexibility program.

Mr. Seitz emphasized that this policy is for administrative (non-teaching) employees who are not covered by the state personnel act. It provides additional compensation to employees who experience:

1. A temporary increase in responsibilities
2. The need to perform extra duties outside their job description

Dr. Ballard stated that the Vice Chancellors are reviewing the need to develop new policies and revise current policies to be sure they are complete and up to date. He wants policies which cover most situations and minimize the need for exceptions. The Chancellor wants operations governed by sound policy. Mr. Brody moved that the Board approve the Stipend Policy for Non-Teaching EPA employees as outlined in the Board materials. Mr. Kelly seconded the motion and it passed. Mr. Kelly stated they will make their recommendation to the Board of Trustees on Friday.

Mr. Seitz indicated that work on the 2006/07 budget is being done at the system and the campus levels. President Bowles instituted a new process for reviewing budget priorities. Each campus listed its highest priorities for operating and capital funding.

The President, Chancellors and General Administration staff reviewed all the campus priorities and developed a UNC proposal. Some items were determined to be system-wide issues such as utilities, compensation for faculty and SPA staff and enrollment growth. ECU submitted
nine operating and two capital items. In addition, Dr. Marilyn Sheerer, Dean of the College of Education, developed a $1.3M proposal for a new teaching induction model.

ECU submitted two capital budget items: 1) School of Dentistry and 2) shared academic building for business and education. The shared academic building was approved for the pre-construction phase of the project ($4.4M). In addition, $7M was approved to be distributed to UNC-CH and ECU for dentistry. Dr. Ballard added that the capital funding requests were four times larger than funds available due to significant growth. The possibility of a second bond issue was mentioned. President Bowles thinks it would take at least a couple of years before a second bond issue was approved. The only other process for funding capital projects is through the General Administration and the General Assembly.

There is great competition for limited funding. President Bowles is using a three year funding cycle to sequence projects. The chances are excellent that ECU will receive some funding for its projects. Dr. Ballard indicated that he was pleased with the treatment that ECU is receiving from the General Administration.

Mr. Tipton commented that ECU is the fastest growing university and noticed that with this pace there is no place for some of these students to live. Dr. Ballard responded in that 80% of the growth is coming from distance education so additional housing capacity is not needed. In addition, housing capital projects are paid from non-appropriated funds. We are adding new capacity with the College Hill Suites project which is funded by housing revenue. Mr. Seitz explained that it is a self-liquidating project. Mr. Redwine referenced the need for a second bond program which he feels needs to be approved soon. He expressed his concern for the potential backlog of capital projects. Dr. Ballard indicated that bond issues need to be well planned. He indicated that he hopes a new program is passed soon.

Mr. Tipton inquired as to what differentiates projects that are built with state appropriation versus other revenue streams. He asked to see the guidelines.

Mr. Seitz commented that ECU started its internal resource allocation process earlier this year. A timeline has been developed and funding priorities identified. Each division’s resource profile will be shared with the Executive Council. The goal is to be able to make resource allocations by the end of the summer. Mr. Seitz further commented that there will be a lot of discussion regarding resources over the next few meetings.

Mr. Brody suggested a spreadsheet for the capital projects so the Board could see the entire picture on a few pages. He suggested that a bar graph presentation which would show progress of the project and the rate at which the money is being spent. Mr. Seitz said he would develop such a report.

Mr. Showfety said that the recent growth of the campus facilities was fueled by the bond program. He indicated that it was a good time to review the physical planning of the campus for the future. There have been a lot of changes and some of the changes involve movement toward the center of the city. He also talked about the chancellor’s residence and how it interfaces with
ECU. He would like a survey completed regarding the other UNC campuses and their chancellor residences.

Mr. Kelly mentioned that the Redditt property on 10th Street is ready for action. Mr. Brody moved to purchase the property and Mr. Tipton seconded the motion. The motion passed.

Mr. Seitz asked Mr. Bagnell to provide additional information regarding the Wright Fountain project. Mr. Bagnell explained that he had difficulty in obtaining a rendering from the fountain vendors. He commissioned a design architect to produce a rendering. Mr. Bagnell indicated that the fountain is to be a destination point. Mr. Showfety indicated a desire for a stone seat that would be of the same stone that is at the entrance points of ECU.

Mr. Redwine asked if there were naming possibilities for the fountain. Mr. Showfety suggested one avenue would be to name it the Trustee Fountain at Wright Circle. He explained some of the history. The class of 1932 designated the Wright Circle as their class project. He suggested that the current trustees take the leadership role in this landmark project. If it was going to cost $400,000 to repair the fountain, Mr. Showfety thought it would be a good idea to spend more and have a project for the centennial year. Mr. Bodenhamer has agreed to chair the fundraising effort for the enhanced fountain. Perhaps the dedication of this new facility could be the kick-off for the centennial celebration.

Mr. Kelly asked Mr. Bagnell how long it will take to prepare the necessary documents. Mr. Bagnell said it will take 6-8 weeks. There are construction documents for the repair of the fountain. However, the designer needs specific directions for the desired enhancements.

Dr. Niswander reported on the Downtown Project. There are a few technical and operational issues he is working through but he did not see any big problems. There have been preliminary discussions with BB&T. Discussions are also being held with the city about their participation in the project through the parking deck. The discussions appear to be going well. Dr. Niswander reported that he made a presentation to the ECU Foundation Board. Those Board members see the efforts moving in the right direction.

Mr. Kelly indicated that East Carolina Heart Institute should not be referred to as ECHI. Mr. Bagnell stated approval of Phase I is in process through State Construction Office. By the end of June, work should begin on the site. Construction documents are being developed and should be ready in nine weeks. The price will be established after the bids are received. A question was raised regarding storm water retention. Laupus Lake is a large retention area. The main campus does not have a lot of retention. Mr. Bagnell said that he is approaching this matter from a broader perspective. Mr. Showfety commented that this approach is very good.

Mr. Tipton asked how we anticipate the pricing of projects as the volume of construction begins to slow down. He indicated that ECU is a real plum right now for contractors but wanted to know if projections had been made with the idea in mind that business will slow down. CM@risk projects have had trouble getting bids. Mr. Bagnell expects as more contractors become available bid prices should go down. The more companies looking for work the better the bid packages will be. Mr. Tipton suggested that ECU work to have the General Assembly
modify the CM@risk process. It is unfair for general contractors to take the risk for something that is out of their control. Now the general contractor is taking all of the risk. Mr. Tipton suggests that the contractor be incentivized to bring projects to completion ahead of schedule and below budget. Mr. Tipton indicated that under the current arrangement, buildings will inflate the cost estimates to cover unforeseen expenses. Mr. Tipton felt that ECU needs to make the argument for a change in the CM@risk process to the General Assembly. Mr. Redwine commented that CM@risk is designed to save money and felt that delving into this is a “hornet’s nest.” Mr. Tipton said that CM@risk is the right way to go but modifications need to be made to improve the process. Mr. Seitz said he and his staff would investigate the most appropriate way to try to modify the current CM@risk process. Mr. Tipton suggested that the industry trade organization, AGC (Association of General Contractors) be asked for support and to start the process. Mr. Bagnell indicated that at this time the Association of General Contractors and General Administration are working on some changes.

Mr. Kelly adjourned the meeting at 4:45 p.m.
Item I. B – Joint Health Sciences/Finance and Facilities Committee Meeting Minutes of May 4, 2006

Attached are minutes from the Joint Health Sciences/Finance and Facilities Committee meeting held on May 4, 2006.
Mr. Kelly and Mr. Hill called the joint committee meeting to order and asked Dr. Lewis to expand on the topic of management flexibility for property acquisitions through delegated authority. Dr. Lewis stated that management flexibility would allow the university to obtain space for clinical activities in a more timely manner. It appears that an opportunity may exist under the existing law and policy to pursue this flexibility. He noted that Dr. Johnson has established a working group to examine the issue. Both he and Mr. Seitz felt it would be appropriate to discuss this issue at a joint meeting.

Dr. Johnson stated that the delegated authority flexibility policy would allow the university to be more nimble in its pursuit of property acquisition. She noted that in 1998 the University of North Carolina at Chapel Hill invoked the same policy. The current process that ECU follows has multiple steps. It can take 18 months from the day you determine the need for rental property until completion of the rental transaction. She suggested that the UNC Chapel Hill model be evaluated and adapted to fit our needs and she is hopeful that a proposal can be brought forward at the July Board meeting. She assured everyone that the procedures would be detailed and available for full review and discussion. Mr. Seitz reported that using the Chapel Hill approach should bring positive results for ECU since Chapel Hill has successfully set a precedent. There will be no additional legislation necessary. He noted that there will be significant reduction in the time needed to approve leases and purchases if done at the campus level. Procedures for a campus level approval process are being developed. Mr. Seitz indicated that initial discussions with representatives of the State Property Office were positive. A property office will be
established at the Brody School of Medicine. A campus property committee will be created to examine the different proposals and the financial issues involved.

According to Mr. Seitz, the proposal will be reviewed by the Medical Faculty Practice Plan Board and the Executive Council before it is presented to the Board of Trustees for its consideration. Coordination will also occur with the General Administration and respective state offices.

Mr. Butler inquired as to the “down” side of this process. Mr. Seitz responded that as long as our policies and procedures are developed according to the established state guidelines, there should not be any “down” side. Mr. Redwine asked about the institutional oversight. Mr. Seitz stated that the need for institutional oversight is understood by everyone involved. It will be clearly covered in the proposed policy and procedures which the Board will review and approve. Dr. Johnson noted that there will be various levels of approval depending upon the amount of monies involved. Mr. Seitz reiterated that the Board will be an integral part of the approval process and will receive written reports of all property acquisitions. Mr. Showfety stated that the documentation normally received by the board members should be sufficient to make a value judgment and would be scrutinized by all along the way. He commented that this was a wonderful idea and should allow the university to make business decisions on a more timely basis. Mr. Brody suggested that part of the due diligence should be to conduct a market study of local rental rates to be used as a benchmark. Mr. Greczyn noted that a significant number of our board members have extensive experience in this area.

Mr. Showfety asked if the Board should provide formal approval of the concept. Mr. Kelly indicated not at this time. There may be need for some interim review before the next board meeting. Mr. Greczyn noted that there was not enough known about the concept and would like to examine the full proposal. Mr. Redwine agreed and stated that he would rather reserve judgment until the full proposal has been reviewed. Mr. Showfety stated that the joint committee agreed to entertain the concept but would delay any approval until the full proposal could be reviewed and the Board was assured that all the proper checks and balances were in place. Mr. Butler indicated that he wanted to make sure that the Board did not slow the process. Mr. Seitz noted that once approval is obtained from the Board that the proposal would still have to be approved by General Administration, the Board of Governors, and all the necessary state agencies. Mr. Showfety asked that the minutes show that future actions are needed on the proposal. Mr. Kelly assured the group that the institutional oversight issue is understood. It was agreed that Mr. Seitz and/or Dr. Johnson will bring committee members together as needed. The group agreed that the discussion on this proposal was good and work should continue.

There being no further business, the meeting adjourned at 3:25 pm.
Item II. A – Budget Update

Attached is a memo from President Bowles with a spreadsheet which tracks the 2006 UNC budget request through the stages of the budget process.
July 3, 2006

MEMORANDUM

To: Members of the Board of Governors

From: Erskine Bowles EBB

RE: Budget Update

Late Friday, House and Senate budget conferees reached agreement on the 2006-07 state budget. The NC General Assembly is scheduled to debate and vote on the budget July 7th and 8th. Attached is a comparison chart showing the University budget recommendations of the House and Senate conferees.

The budget being recommended by conferees is absolutely extraordinary for the University of North Carolina. It once again includes full funding for enrollment growth and need-based financial aid, but it also incorporates our enrollment funding in the continuation budget. Securing enrollment funding in the continuation budget was the highest priority for the University this legislative session, and this important fiscal shift ensures that our enrollment growth funding will be in future budgets.

The budget includes a 6% salary pool for EPA faculty and non-faculty employees and a 5.5% increase for SPA employees—the largest state increases our faculty and staff have received in more than 15 years. We are also pleased that a Faculty Recruiting and Retention Fund was created with a $5-million recurring appropriation that will help us keep excellent faculty from leaving our campuses.

In addition, this budget responds to the University’s priorities for improving K-12 education by expanding several teacher scholarship loan programs, and it also addresses several UNC nursing priorities. The conference report expands AHEC to address health workforce shortages, creates a Graduate Nurse Scholarship Program for Faculty Production, and provides funding for new BSN programs at Fayetteville State University and UNC Pembroke and a RN to BSN program at Appalachian State University.

Finally, the capital recommendations in the conference report are tremendously supportive of the University. Every UNC campus has received planning funds
July 3, 2006
Page Two

for a priority capital project, and several key campus projects are fully funded in this
budget, including the NC State Engineering Complex and the UNC Charlotte Center City
Classroom. Requested planning funds for the Plan for Dentistry in North Carolina were
also included for UNC-Chapel Hill and East Carolina University.

I cannot emphasize enough the generosity that this General Assembly has shown the
University of North Carolina—or the importance of that support to our ability to meet the
growing needs of the state. Please take a moment this week and call your legislators,
thanking them for their ongoing support of public higher education in North Carolina.

cc: The Chancellors
    General Administration Council
## The University of North Carolina
### Budget Comparison
#### 2006-07

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<td>University-Wide Continuation Budget</td>
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<td>Academic Salary Increases</td>
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*Provides a 6% increase (estimated at $90.6 million) for EPA employees. In addition, $5M is provided for retention of faculty with competitive offers. SPA salary increases are 5.5% at an estimated $31,774,122.*

### Expanding Teaching and K-12 Education
- North Carolina High Need Teacher Scholarship Loan Program: $1,975,000
- Prospective Teacher Scholars Expansion Pilot for Math and Science: $1,526,620
- Lateral Entry Scholarship Program: $1,625,000
- UNC/NCCCS Partnership Online 2+2 Joint Initiative: $1,000,000
- Distance Education Professional Development for Mathematics and Science Education (ECU, ECSU, UNCW): $500,000
- Systemwide request to Increase Support for Student Teaching Field-Based Experiences: $1,100,000
- New Teacher Support and Mentoring Aimed at Retention: $2,196,382
- University-School Teacher Education Partnerships – Matching Funds: $750,000
- Lateral Entry Teacher Initiative for High Need Areas – UNCC: $500,000
- Pilot New Teacher Induction Model – ECU: $1,321,000
- Pilot New Teacher Induction Model – WCU: $500,000
- Summer Ventures in Science and Mathematics: $1,250,000
- DESTINY Traveling Science Lab – UNC-CH: $2,000,000
- Science, Technology, Engineering and Mathematics (STEM) Education – NCSU: $2,000,000
- Pilot Initiative to Recruit, Prepare, Mentor, and Differentially Reward Select Mathematics Teachers in High Need Schools: $2,100,000

*Provides funding for a pilot initiative through the Dept. of Public Instruction's budget ($515,115 in recurring funds).*

- Mathematics and Science Education Network Pre-College Program: $670,000
- Initiative to Improve the Management and Leadership Skills of Principals in High Need Schools (Principals’ Executive Program): $250,000
- Prospective Teacher Scholarship Loan: $1,000,000
- N. C. Teacher Academy Training of 21st Century Literacy Coaches: $1,675,000
- Hunt Institute: $225,000
- A+ Schools – UNCG: $500,000
- Expand Future Teachers of NC Scholarship Loan Program: $487,500

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## The University of North Carolina
### Budget Comparison
#### 2006-07

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<td><strong>Expanding Nursing and Health Care</strong></td>
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<td>Area Health Education Centers (AHEC) Expansion – UNC-CH</td>
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<td>Translational Medicine Program – UNC-CH School of Medicine</td>
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<td>CASTLE/CCCDP Program – UNC-CH</td>
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<td>Nurse Scholars Program Expansion</td>
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<td>Faculty Production – Graduate Nurse Scholarship Program</td>
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<td>AHEC – Expansion to Improve and Expand Nursing Clinical Education</td>
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<td>Systemwide Request to Fund the Clinical Component of Nursing at a Higher Level</td>
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<td>New Bachelor of Science in Nursing Programs (ASU, FSU, UNCP)</td>
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<td>AHEC Program for Psychiatrist Recruitment</td>
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<td>Operating Funds – NCCU</td>
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<td>Biomass Manufacturing Training and Education Center (BTEC) – NCSU</td>
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<td>Center for Rapid Prototyping – WCU</td>
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<td>NC Engineering Technology Center (Hickory)</td>
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<td>Research – Development Fund</td>
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<td>Expand HUB Contractor Academies</td>
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<td><strong>Assisting Focused Growth &amp; Special Needs Institutions</strong></td>
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<td>Provides $1M nonrecurring to be divided evenly among the seven focused growth campuses, $453,334 nonrecurring each to UNC Asheville and NCSA, and $93,332 to NCSSM.</td>
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<td><strong>Matching Funds/Other Programs</strong></td>
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<td>North Carolina in the World Project – NCCIU</td>
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<td>Libraries – Joint Purchasing and Licensing of Electronic Materials</td>
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<td>RESERVE – Fiscal Impact of Statutory Changes</td>
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<td>Reserve for Utility and Fuel Costs</td>
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<td>Aid to Private Colleges – Increases in the Legislative Tuition Grant (LTG) and State Contractual Scholarship Fund (SCSF), plus expansion of the SCSF and the LTG programs for part-time students in teaching and nursing</td>
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<td>4,616,125</td>
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<td>Aid to Private Colleges – funding for NCLIVE</td>
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<td>TEACCH – UNC-CH</td>
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<td>Perinatal Care Network – UNC Hospitals</td>
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<td>Statewide Prog. for Infection Control &amp; Epidemiology (SPICE) – UNC-CH</td>
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<td>Institute of Medicine – UNC-CH</td>
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<td>Family House at UNC Hospitals</td>
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<td>Center for Universal Design – NCSU</td>
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<td>NC Progress Board</td>
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<td>World View – UNC-CH</td>
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<td><strong>Improvements to Information Technology</strong></td>
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<td>Campus IT Infrastructure Update</td>
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<td>Data Center Consolidation and Disaster Recovery</td>
<td>6,000,000</td>
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<tr>
<td>RESERVE – Renaissance Computing Institute (RENCI) – Operations</td>
<td>11,525,000</td>
<td></td>
<td></td>
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<tr>
<td>RESERVE – Renaissance Computing Institute (RENCI) – Infrastructure</td>
<td>11,200,000 NR</td>
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<td><strong>Base Budget Adjustments</strong></td>
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<td>(9,379,543)</td>
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<td>NCA&amp;T Inflationary Increases</td>
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<td>NCSSM's Textbook Increase</td>
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<td>Building Reserves Adjustment</td>
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<td>spec. prov. - 9.17(d)</td>
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<td>Move Teacher Academy (UNC-GA) to DPI</td>
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<td><strong>TOTAL 2006-07 Budget – recurring</strong></td>
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<td><strong>TOTAL 2006-07 Budget – nonrecurring</strong></td>
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<td>37,559,936</td>
<td>9,704,587</td>
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<td><strong>Recommended UNC Operating Budget</strong></td>
<td>2,419,941,103</td>
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<td>2,344,662,978</td>
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The University of North Carolina  
Budget Comparison  
2006-07

<table>
<thead>
<tr>
<th>Budget Item</th>
<th>BOG Budget Priorities</th>
<th>Senate Budget</th>
<th>House Budget</th>
<th>Conference 6/30/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Improvements (nonrecurring)</td>
<td>385,836,903</td>
<td>184,730,061</td>
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<td>UNCW School of Nursing</td>
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<td>NCSU Engineering Building III Complex – Centennial Campus</td>
<td>86,300,000*</td>
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<td>Coastal Studies Institute (ECU, ECSU, NCSU, UNC-CH, UNCW)</td>
<td>30,300,000</td>
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<td>UNCC Center City Classroom Building</td>
<td>45,327,389</td>
<td>45,827,400</td>
<td>3,392,100</td>
<td>$45.8M from COPs</td>
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<td>UNC-CH Science Complex South – Genomic Sciences Building</td>
<td>145,300,000</td>
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<td>UNC-CH Alfred Mann Institute (contingent on award)</td>
<td>25,300,000*</td>
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<td>NCSA Center for Design Innovation</td>
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<td>WCU New School of Health &amp; Gerontological Science Building - Planning</td>
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<td>UNC Health Care Master Plan – Planning</td>
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<td>Plan for Dentistry – Reserve</td>
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<td>ASU College of Education Living Learning Academic Building – Planning</td>
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<td>FSU Science &amp; Technology Complex – Planning</td>
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<td>NCA&amp;T General Classroom/Instructional Facility – Planning</td>
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<td>NCCU Complete Repairs to Steam Line</td>
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<td>NCSA Library – Planning</td>
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<td>UNCA Rhodes Hall – Comprehensive Modernization – Planning</td>
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<td>UNCG Academic Classroom &amp; Office Building – Planning</td>
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<td>UNCP Residence Hall – Planning</td>
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<td>WSSU Student Activities Center – Planning</td>
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<td>NCSU Terry Companion Animal Veterinary Medical Ctr - Planning</td>
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<td>ECU Business &amp; Education Building – Planning</td>
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<td>NCCU BRITE Facility</td>
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<td>Reserve for Capital Cost Overruns</td>
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</tbody>
</table>

In addition to the capital projects listed, the Board of Governors also requested $29,365,898 for planning funds for other campus projects and land acquisition.

* This request included $25 million for the Alfred Mann Institute. An agreement has not been reached.

Repairs and Renovations (R&R) – UNC’s share of the $222.2 million statewide reserve would be $102.2 million.

<table>
<thead>
<tr>
<th>BOG Budget Priorities</th>
<th>Senate Budget</th>
<th>House Budget</th>
<th>Conference 6/30/06</th>
</tr>
</thead>
<tbody>
<tr>
<td>260,000,000</td>
<td>103,500,000</td>
<td>97,039,386</td>
<td>102,225,427</td>
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Note: The budget includes funding for UNC Learn and Earn sites and Futures for Kids Program through DPI’s budget.

NR Nonrecurring funds
Item III. A – Recommendations for the Transition to Increased Acquisition Flexibility for the Medical Faculty Practice Plan

We continue to work on a document which outlines the policies and procedures which will provide flexibility to the Medical Faculty Practice Plan for real property acquisitions. This document has had the preliminary review of the State Property Office and we are in the process of incorporating their suggested changes. As soon as the document is completed, we will send it to the Board members.
Item III. B – Proposed Purchase of Land for Utility Infrastructure

The State Property Office and the Attorney General’s Office are still working with the property owners to finalize all aspects of the purchase. The proposed purchase document is prepared by the State Property Office and cannot be finalized until a new survey of the property is completed. We hope to be able to present a proposed purchase agreement at the Board meeting.
Item III. C - Approval of Changes to the Parking Ordinance

These changes correct an error regarding moped tags, adds the A5 and B4 Zones for the Health Science Campus, and increases the fine for illegally parking in a handicap space to $250 (consistent with the City) that was unanimously approved by the Parking and Traffic Committee. The fine is already $250 on campus if the University Police write the citation; this would make it the same if our TCO’s write the citation. Wording of the ordinance is being reviewed by the attorney’s office.
TO: Board of Trustees
FROM: Mike Van Derven
DATE: June 29, 2006
SUBJECT: Parking Ordinance Change Request

The following changes are requested to the current parking ordinance as approved by the Board of Trustees in 2005:

**Article II**

**REGISTRATION OF & PARKING PERMITS FOR STUDENT MOTOR VEHICLES**

**Section 18.**
The Director of Parking and Transportation Services or his/her designee shall report to the Office of Student Conflict Resolution the names of students who do not comply with registration provisions. If appropriate, such students may be disciplined in accordance with university procedures.

**Article III**

**FACULTY AND STAFF PARKING PERMITS**

**Section 2.**
The parking permits issued to faculty and staff shall be serially numbered and have a letter and color designation which indicates the zoned parking area in which the parking permits are valid. The East Campus Zone A1 and Zone B1 permits and the Medical Campus Zone A3, A5, and Zone B3 permits authorize parking in spaces, lots, and zones of either campus with comparably lettered zone designations. Zone C permits are also interchangeable on either campus. All zone permits will be sold based on an oversell rate established by the ECU Director of Parking and Transportation Services. When permits sales for the following year are available for sale based on dates posted on the ECU official web site, faculty and staff possessing high priority zone permits will have ten (10) days to repurchase their current zone permit. After the initial ten (10) day registration period, all remaining available parking permits will be offered to faculty/staff remaining on waiting lists in chronological order, until zones are filled to maximum capacity. When the zone sales maximum capacity is reached, all applicants will be placed on a first-come-first-served appropriate waiting list.
Article V
PARKING REGULATIONS

Section 2.
No person shall park a vehicle at any time on the university campus except in spaces marked or designated for parking. When signs are placed, erected, or installed giving notice thereof, or the curbing or street has been painted in such manner as to give notice in lieu of signs, no person shall park in these designated areas or places unless authorized to do so by proper authority, and no person shall park except in spaces marked or designated for parking. The parking facilities on the campus shall be divided into the following general categories:

Zone A1 – Faculty/Staff (Main Campus)
Zone A2 – Resident Student (College Hill)
Zone A3 – Faculty/Staff (Brody Campus)
Zone A5 – Faculty/Staff (Allied Health & Nursing)
Zone B1 – Faculty/Staff (Main Campus)
Zone B2 – Resident Student (Main Campus)
Zone B3 – Faculty/Staff (Brody Campus)
Zone B4 – Allied Health & Nursing Students
Zone C – Commuter Student/staff/faculty
Zone D – Freshman Student
Handicap in each zone
Courtesy Permit Parking
Facilities Service Vehicles
State/University Owned
Service/Maintenance

Article VII
ENFORCEMENT

Section 1.
Drivers not complying with parking and traffic regulations are subject to assessment of the appropriate penalty fees. Penalties are payable in person at the Department of Parking and Transportation Services between 7:30 a.m. and 4:30 p.m., Monday through Friday, during fall and spring semesters. During summer sessions, penalties are payable in person between 7:30 a.m. and 4:30 p.m., Monday through Thursday, and between 7:30 a.m. and 11:00 a.m. on Friday. Penalties may be paid by mail. A night deposit facility is available for payments after hours. A $5.00 late fee is added to each citation if not paid within 10 days of the date of the citation. The following are violations and penalties as listed in the Ordinance Governing Parking, Traffic, Registration of Motor Vehicles and Collection of parking fines for East Carolina University as adopted by the Board of Trustees:

VIOLATIONS AND PENALTIES

1. Unregistered vehicle $ 35.00
2. Parking in unauthorized zone $ 20.00
3. Officer's signal disregarded $ 35.00
4. Traffic signal disregarded $ 35.00
5. Sign prohibiting turns disobeyed $ 35.00
6. Illegal turn $ 35.00
7. Signs prohibiting parking or stopping disregarded $ 25.00
8. Driving or parking on the grass $ 25.00
9. Blocking driveway or service entrance $ 25.00
10. Parking facing the wrong direction $ 10.00
11. Wrong way on a one-way street $ 35.00
12. Driving across or parking on curb or sidewalk $ 25.00
13. Improper equipment $ 35.00
14. Failure to stop at stop sign $ 35.00
15. Driving left of center $ 35.00
16. License plate illegal, obscured, non-displayed $ 35.00
17. Overtime parking/meter and/or timed area $ 10.00
18. Reckless operation $ 35.00
19. Parking disregarding painted lines $ 10.00
20. Failure to signal stop, turn, etc. $ 10.00
21. Permit not displayed properly $ 5.00
22. Illegal use of a permit $ 50.00
23. Disregard of barricades $ 35.00
24. Failure to yield to pedestrians or vehicles $ 35.00
25. Damage to or removal of gates, signs, barricades, and other traffic control devices $ 35.00
26. Failure to report lost or stolen permit $ 25.00
27. Intentionally moving a ticket from one vehicle to another vehicle $ 25.00
28. Riding motorcycle on the sidewalk $ 35.00
29. Riding bicycle on the sidewalk $ 15.00
30. Bicycle impounded or not registered $ 5.00
31. Operating a motor vehicle on campus after suspension of parking privileges $ 50.00
32. Use of skateboards, roller-skates or in-line skates in a manner prohibited by this Ordinance $ 50.00
33. Pedestrian violations $ 5.00
34. Littering (non dangerous) $ 15.00
35. Dangerous littering (plus restitution for damages) $ 35.00
36. Unauthorized parking in Handicap Zone will result in vehicle being towed $ 250.00
37. Unauthorized parking in a Fire Zone will result in vehicle being towed $ 25.00
38. Exceeding safe speed of 15 mph $ 35.00
39. Unsafe movement $ 35.00
40. Impeding traffic will result in vehicle being towed $ 25.00
41. Unauthorized parking of trailer will result in a vehicle being towed $ 35.00
42. Trick riding of bicycles $ 50.00

University traffic citations issued must be paid or appealed to the ECU Parking and Transportation Services. Based on circumstances and severity of the offense, ECU Police may issue uniform state citation for moving violations. The issuance of a state citation requires the operator of the offending vehicle to pay the fine at the Magistrate’s Office or to appear in District Court.
ARTICLE XII
BICYCLES

Section 7.
Per Article XI Section 2., motor scooters and mopeds must park in spaces and zones specifically designated as Motorcycle Parking Only.
Item III. D – Project Update

Wright Circle/Fountain
Downtown Center
East Carolina Heart Institute
Item III. E – ECU Colors on Campus

Mr. Kelly would like to discuss some ideas regarding using the ECU colors on campus.
Item III. F – Six-Year Plan for State Appropriated Capital Facilities

Attached for your information is ECU’s 2005 Six-Year Plan for Capital Facilities developed as part of the 2005/07 legislative budget process. The projects listed were intended to be the second phase of UNC’s Ten-Year Capital Plan. Please note that the projects on the list include major renovations of existing space as well as construction of new space. We are in the process of responding to General Administration’s request to update the list as part of the 2007/09 biennial process. Once we have the revised list we will share it with you.
EAST CAROLINA UNIVERSITY

The six-year capital improvements plan for East Carolina University totals $673,562,582 of which $513,517,582 is requested from the state, with the balance of $160,045,000 to be financed from nonappropriated funding sources on the campus.

The projects requested to be funded by the state are listed below in the priority order of the Chancellor.

**Academic Building A**

- Estimated Cost: $64,125,000
- Design: $6,412,500
- Construction: $54,964,300
- Contingency: $2,748,200

The project would provide for the construction of a 225,000 square-foot building that would include offices, classrooms and meeting spaces to meet the needs of expanding programs and enrollment growth. The two units proposed to occupy the new space are the Colleges of Education and Business, both of which have experienced significant growth and have capacity needs beyond their current building space. The relocation of these two academic units would vacate a significant amount of existing campus space, providing space for other academic units that have also experienced similar growth. The project would also include a new utility plant.
EAST CAROLINA UNIVERSITY (continued)

New Biology and Science Building
Estimated Cost: $50,746,000
Design: $5,074,600
Construction: $43,496,570
Contingency: $2,174,830

The project would provide for the construction of a Biology and Science Building to be located on the current site of the Christenbury Gym (to be demolished). The new facility would provide state-of-the-art science facilities.

Family Practice Center
Estimated Cost: $30,000,000
Design: $3,000,000
Construction: $25,715,000
Contingency: $1,285,000

The project would provide for the construction of a 90,000 square-foot Family Practice Center on the Health Sciences Campus of the Brody School of Medicine that would replace the existing Family Practice facility that has reached capacity. The Family Practice Center is also used as a clinical teaching site for medical students and the existing facility is functionally outdated for this purpose.

Utility Infrastructure, Academic Support Phase I
Estimated Cost: $8,500,000
Design: $850,000
Construction: $7,285,700
Contingency: $364,300

The project would provide for infrastructure improvements to include steam line replacements and extensions, chilled water plant expansions, storm and sanitary sewer upgrades, and expansions of primary electrical loops that are essential to providing dependable and cost-effective operations.

IT Infrastructure Upgrade, Phase II
Estimated Cost: $3,300,000
Design: $330,000
Construction: $2,828,570
Contingency: $141,430

The project would provide for the expansion of campus network infrastructure to meet the current and future educational and administrative needs. Distance education programs and the demand for new programs require upgrades to existing infrastructure and technologies. The project would help the University meet its goals and efforts to offer and maintain high quality distance education programs.
EAST CAROLINA UNIVERSITY (continued)

Health and Human Performance Addition
Estimated Cost: $10,000,000
Design: $1,000,000
Construction: $8,500,000
Contingency: $500,000

Additional office, recreational and teaching space to accommodate enrollment growth is required for the College of Health and Human Performance. In anticipation of the need to demolish the existing Christenbury Gym for future expansion of the Biology and Science Building, current activities within the facility would be relocated, thus allowing for minimal disruption to the academic programs.

Academic Office Building
Estimated Cost: $8,750,000
Design: $875,000
Construction: $7,500,000
Contingency: $375,000

The project would provide for the construction of a 50,000 square-foot building that would provide faculty offices for programs located throughout the campus. The current enrollment growth and resultant increase in faculty positions has created a shortage of offices on campus. The building would also aid in the execution of renovation projects by providing temporary office space for dislocated faculty and academic units.

New Facilities Services Space
Estimated Cost: $8,969,600
Design: $896,960
Construction: $7,688,230
Contingency: $384,410

The project would provide for the construction of a facility to consolidate all building trades, utilities, grounds, housekeeping and facilities administration into a central location. Currently, these functions are located across campus and in leased space.

Austin Building Comprehensive Modernization
Estimated Cost: $11,405,908
Design: $1,140,590
Construction: $9,776,500
Contingency: $488,818

The project would provide for the renovation of the 63,866 square-foot Austin Building built in 1964. Included in the project are the replacement of the HVAC system, repairs to the electrical and lighting systems, ADA upgrades, and the installation of fire alarms. The project would also provide acoustic and sound control improvements.
EAST CAROLINA UNIVERSITY (continued)

Graham Building – Comprehensive Modernization
Estimated Cost: $5,240,504
Design: $524,050
Construction: $4,491,861
Contingency: $224,593

The project would provide for the renovation of this 16,080 square-foot facility built in 1929. The project would include asbestos removal, the repair/replacement of mechanical systems, window replacements, electrical system improvements and ADA upgrades.

Ragsdale Hall – Comprehensive Modernization
Estimated Cost: $11,022,189
Design: $1,102,218
Construction: $9,447,591
Contingency: $472,380

The project would provide for the renovation of Ragsdale Hall, a 41,144 square-foot facility built in 1923. Included are repairs to the mechanical and electrical distribution systems, lighting and emergency power improvements, window replacements, the installation of rated doors, ADA upgrades, and repairs to the clay tile (built-up) roof system. In addition, the project would involve room-space reconfiguration to improve the functional adequacy of the facility.

Spilman Building – Comprehensive Modernization
Estimated Cost: $3,894,830
Design: $389,483
Construction: $3,338,426
Contingency: $166,921

The project would provide for the renovation of this 16,720 square-foot facility that was built in 1930. The project would include asbestos removal, the repair/replacement of the building's mechanical systems, electrical and lighting systems improvements, and roof and window replacements. In addition, the project would involve room-space reconfiguration to improve the functional adequacy of the facility.

Whichard Building – Comprehensive Modernization
Estimated Cost: $4,508,863
Design: $450,886
Construction: $3,864,740
Contingency: $193,237

Whichard Building was constructed in 1923, contains 23,470 square feet, and requires modernization. The project includes asbestos removal, repairs to the electrical system, the installation of an emergency power system, roof repairs/replacement, window replacements, and ADA upgrades. In addition, the project would provide for improvements to the building's acoustics.
EAST CAROLINA UNIVERSITY (continued)

**Fletcher Music Center – Comprehensive Modernization**

- Estimated Cost: $8,636,513
- Design: $863,651
- Construction: $7,402,726
- Contingency: $370,136

The project would provide for the renovation of this 58,950 square-foot facility that was built in 1966. The project would include upgrading the air distribution and control systems, sprinkler installation, electrical system repairs, window replacements, ceiling surface replacements, elevator improvements, ADA corrections, and improvements to the building's acoustics.

**Brewster Building A, B C & D Wings – Comprehensive Modernization**

- Estimated Cost: $14,108,362
- Design: $1,410,836
- Construction: $12,092,882
- Contingency: $604,644

The 118,456 square-foot Brewster Building was built in 1970 and requires significant improvements. The project would include the redesign and replacement of the heating and cooling systems in each wing, electrical system repairs, and the reconfiguration of building space.

**Rawl Building – Comprehensive Modernization**

- Estimated Cost: $9,524,341
- Design: $952,434
- Construction: $8,163,721
- Contingency: $408,186

The project would provide for the renovation of this 73,524 square-foot facility that was built in 1959. The project would include the replacement of the HVAC system, electrical system improvements, installation of a fire alarm system and exit lights, window replacements, and the reconfiguration of space to provide for a technology-enhanced teaching and learning environment.

**Rivers Building – Comprehensive Modernization**

- Estimated Cost: $8,733,622
- Design: $873,362
- Construction: $7,485,962
- Contingency: $374,298

The project would provide for the renovation of this 73,997 square-foot facility, built in 1967 and 1968. The project would include asbestos removal, upgrades to the building's HVAC, electrical, and plumbing systems, the addition of fire alarm and fire protection systems, and ADA corrections. The project would also include space reconfiguration.
EAST CAROLINA UNIVERSITY (continued)

Brody Medical Science Building – Comprehensive Modernization
Estimated Cost: $ 23,303,979
Design: $ 2,330,398
Construction: $ 19,974,839
Contingency: $ 998,742

The project would provide for the renovation of the 480,279 square-foot facility that was built in 1982. The project would include asbestos removal, HVAC system repairs, plumbing improvements, electrical system improvements, roof replacement, repairs to the building exterior, elevator repairs and replacements, and ADA improvements to address accessibility issues.

Health Affairs – Life Sciences Building – Comprehensive Modernization
Estimated Cost: $ 1,689,648
Design: $ 168,965
Construction: $ 1,448,268
Contingency: $ 72,413

The project would provide for the renovation of this facility that was originally built with 15,090 square feet in 1980 and had an addition of 75,392 square feet in 1999. The project would include repairs to the HVAC and electrical systems, plumbing system repairs, lighting improvements, and roof replacement.

Biotechnology Building – Comprehensive Modernization
Estimated Cost: $ 2,433,684
Design: $ 243,368
Construction: $ 2,086,015
Contingency: $ 104,301

The project would provide for the renovation of this 28,152 square-foot facility. The project would include repairs to the heating and cooling system to insure the necessary climate control in this science facility. The project would also include improvements to lab space; lighting, roofing, and electrical system repairs; and ADA upgrades for improved accessibility.

Howell Science – Comprehensive Modernization
Estimated Cost: $ 26,308,836
Design: $ 2,630,884
Construction: $ 22,550,430
Contingency: $ 1,127,522

The project would provide for the renovation of this 107,569 square-foot facility built in 1969. The project would include repairs to the electrical, lighting, and plumbing systems; lab safety/security improvements; window replacements; and space reconfigurations to better support modern science instruction.
EAST CAROLINA UNIVERSITY (continued)

McGinnis Theater – Comprehensive Modernization
Estimated Cost: $3,745,536
Design: $374,554
Construction: $3,210,460
Contingency: $160,522

The 26,692 square-foot McGinnis Theater was built in 1951 and requires comprehensive modernization. The project would include the redesign and replacement of the heating system, upgrades to the electrical system, chiller replacement, installation of fire and sprinkler systems, and significant acoustical improvements.

Willis Building – Comprehensive Modernization
Estimated Cost: $2,141,737
Design: $214,174
Construction: $1,835,774
Contingency: $91,789

The project would provide for the renovation of this 15,366 square-foot facility that was built in 1974. The project would include asbestos removal, redesign and replacement of the heating system, the installation of fire alarm and emergency power systems, and acoustical improvements.

Wright Annex – Comprehensive Modernization
Estimated Cost: $4,290,471
Design: $429,047
Construction: $3,646,900
Contingency: $214,524

The project would provide for the renovation of the 49,279 square-foot Wright Annex, constructed in 1968. The project would include asbestos removal, electrical system improvements, elevator repairs, lighting improvements, the installation of fire/sprinkler systems, and window replacements.

Wright Auditorium – Comprehensive Modernization
Estimated Cost: $2,563,647
Design: $256,365
Construction: $2,197,411
Contingency: $109,871

The project would provide for the renovation of this 33,986 square-foot auditorium that was built in 1925. The project would include asbestos removal, electrical system improvements, lighting upgrades, elevator repairs, window replacements, and acoustical improvements.
EAST CAROLINA UNIVERSITY (continued)

Minges Coliseum (Academic Space) – Modernization
Estimated Cost: $3,077,597
Design: $307,760
Construction: $2,637,940
Contingency: $131,897

The project would provide for renovations to this 155,598 square-foot facility that was built in 1967. The project would include asbestos removal, electrical system improvements, HVAC improvements, and the reconfiguration of space to improve classroom functionality for health and physical education courses offered in this facility.

New Lab Space
Estimated Cost: $78,461,099
Design: $7,846,110
Construction: $67,252,370
Contingency: $3,362,619

The project would provide for the addition of 160,734 square-feet of space to existing academic buildings to address the most urgent needs that are emerging as a result of enrollment growth in the sciences. The additional space would provide teaching laboratories needed in all science curricula areas.

New Physical Education Space
Estimated Cost: $23,738,300
Design: $2,373,830
Construction: $20,347,114
Contingency: $1,017,356

The project would provide for the construction of additional space for physical education resulting from enrollment growth. Christenbury Gym, scheduled for demolition, would be replaced by this project.

New Office Space
Estimated Cost: $12,291,704
Design: $1,229,170
Construction: $10,565,534
Contingency: $526,787

The project would provide for the addition of office space that is needed based on current and projected enrollment growth. The current enrollment growth and substantial increase in faculty positions, particularly to accommodate distance education instruction, has created an office shortage on campus. The project would also aid in the execution of renovation projects by providing temporary office space for dislocated faculty and academic units.
EAST CAROLINA UNIVERSITY (continued)

New Student Services Space
Estimated Cost: $14,680,638
Design: $1,468,064
Construction: $12,583,404
Contingency: $629,170

The project would provide for the addition of student services space to meet the demands of current and projected enrollment growth. Student services are currently disjointed and this project would provide for the consolidation of these services and move toward a one-stop-shop approach.

New Library and Study Space Requirements, Phase II
Estimated Cost: $17,173,800
Design: $1,717,380
Construction: $14,720,400
Contingency: $736,020

The project would provide for the addition of needed library space. The library has reached capacity and the number of volumes held exceeds the available shelf space. In addition, the library lacks adequate and functional study space to support the needs of the growing student body and faculty.

Upgrades to Hazardous Storage Facilities
Estimated Cost: $1,554,525
Design: $155,452
Construction: $1,332,450
Contingency: $66,623

The project would provide for the construction of a new facility for hazardous waste storage. The current facility does not adequately meet the needs for hazardous waste storage that result from the University’s scientific and medical research and teaching mission. The existing warehouse building used to store these materials is slated for demolition, consistent with the campus master plan.

Minges Chiller Plant
Estimated Cost: $2,753,730
Design: $275,373
Construction: $2,360,340
Contingency: $118,017

The project would provide for the expansion of the existing chiller plant that serves Minges Coliseum and the Strength and Conditioning Center to a regional central chiller plant that would have the capacity to add the surrounding buildings and the proposed replacement facility for Christenbury Gym. The central chiller would provide for more efficient and effective chiller operations and maintenance.
EAST CAROLINA UNIVERSITY (continued)

Data Network Infrastructure and Telecommunications Improvements
Estimated Cost: $7,592,779
Design: $759,278
Construction: $6,508,096
Contingency: $325,405

This technology initiative would allow the campus to continue to expand its network infrastructure and replace telecommunications equipment to meet the educational and administrative needs of the University. Strong growth in distance education activities are driving the need to expand, develop and maintain the network infrastructure necessary to meet the demand for this type of course delivery.

Main Campus Utility Infrastructure, Academic Support, Phase II
Estimated Cost: $19,866,380
Design: $1,986,638
Construction: $17,028,326
Contingency: $851,416

To respond to enrollment growth and provide cost-effective energy utilization, significant improvements in systems for steam, electricity, gas, chilled water, storm and sanitary sewer are needed. Projects would include steam line replacements and extensions, chilled water plant expansions, storm and sanitary sewer upgrades as well as expansions of primary electric loops that are essential to dependable and cost-effective operations.

East End Chiller Plant
Estimated Cost: $4,383,762
Design: $438,377
Construction: $3,757,510
Contingency: $187,875

To respond further to enrollment growth and provide cost-effective utilization of energy, this project would expand the existing Central Campus chiller plant to serve the eastern side of the main campus. The project would include the installation of chillers, cooling tower cells, and associated pumps and electrical gear.
Item III. G – Six-Year Plan for Non-Appropriated Capital Projects

Attached is ECU’s Six-Year Plan for non-appropriated (self-liquidating) projects. The list was developed in response to General Administration’s request as part of the 2007/09 biennial budget process. This list can be revised on an annual basis.

Vice Chancellor for Administration & Finance
July 25, 2006
<table>
<thead>
<tr>
<th>Project #1 (Prioritized):</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Proposed Project Title:</strong></td>
<td>Scott Residence Hall Renovation</td>
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<tr>
<td><strong>Estimated Cost ($):</strong></td>
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</tr>
<tr>
<td>Design:</td>
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<tr>
<td>Designer Start</td>
<td>4/15/2006</td>
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<tr>
<td>Construction Start</td>
<td>5/5/2008</td>
</tr>
<tr>
<td>Construction Complete</td>
<td>6/15/2009</td>
</tr>
<tr>
<td>Occupancy</td>
<td>8/1/2009</td>
</tr>
<tr>
<td><strong>Estimated Indebtedness ($):</strong></td>
<td>10,100,000</td>
</tr>
<tr>
<td><strong>Fee Process End Date:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Description:</strong></td>
<td>Complete building renovation to include mechanical, electrical, plumbing, fire sprinkler, ADA upgrades as well as architectural upfits. Door and window replacement, asbestos removal, elevator installation, bathroom renovations, and emergency generator replacement.</td>
</tr>
<tr>
<td><strong>Justification:</strong></td>
<td>Aging facilities need to be renovated to meet the demands of a competitive housing market. Originally constructed in 1962, the infrastructure systems are worn or out of date and need replacement.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project #2 (Prioritized):</th>
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</thead>
<tbody>
<tr>
<td><strong>Proposed Project Title</strong></td>
<td>Health Sciences Student Services and Food Service Facility Addition</td>
</tr>
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<td><strong>Estimated Cost ($):</strong></td>
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</tr>
<tr>
<td>Design:</td>
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<tr>
<td>Construction Start</td>
<td>10/1/2007</td>
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<tr>
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<td>2/1/2009</td>
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<tr>
<td>Occupancy</td>
<td>5/1/2009</td>
</tr>
<tr>
<td><strong>Estimated Indebtedness ($):</strong></td>
<td>7,000,000</td>
</tr>
<tr>
<td><strong>Fee Process End Date:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Description:</strong></td>
<td>A new building located on the health sciences campus that will house Student Services including Academic Advising, Student Counseling, Cashiers Offices, Bookstore services, and new Health Sciences Campus Police Department. The building will also accommodate a Food Service Facility as well as recreational health facilities.</td>
</tr>
<tr>
<td><strong>Justification:</strong></td>
<td>The Health Sciences Campus has grown with the relocation of the Colleges of Nursing and Allied Health Sciences to create a need for permanent student services functions. In addition, no university operated food service facilities are currently located on the Health Science Campus where demand for service is high.</td>
</tr>
<tr>
<td>Project #3 (Prioritized):</td>
<td></td>
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<tr>
<td>--------------------------</td>
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</tr>
<tr>
<td><strong>Proposed Project Title</strong></td>
<td>Wright Soda Shop Addition and Renovation</td>
</tr>
<tr>
<td><strong>Estimated Cost ($):</strong></td>
<td>1,500,000</td>
</tr>
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<td>Design:</td>
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<tr>
<td>Designer Start</td>
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<td>4/15/2008</td>
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<td>8/15/2008</td>
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<td>1,500,000</td>
</tr>
<tr>
<td><strong>Fee Process End Date:</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Description:**
Renovations and Additions to provide modern dining services to central main campus. The current Wright Place will expand into the outdoor seating area.

**Justification:**
Upgraded facilities are needed to meet demands of a growing campus population. No new space is available to expand this section of the core academic space and the outdoor seating area has little use in the winter and in inclement weather.

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<table>
<thead>
<tr>
<th>Project #4 (Prioritized):</th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Proposed Project Title</strong></td>
<td>General Internal Medicine and Medicine/Pediatrics Clinic Facility</td>
</tr>
<tr>
<td><strong>Estimated Cost ($):</strong></td>
<td>18,000,000</td>
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<tr>
<td>Design:</td>
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<td>Construction:</td>
<td>15,900,000</td>
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<tr>
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<td>500,000</td>
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<td><strong>Estimated Schedule:</strong></td>
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<tr>
<td>Designer Start</td>
<td>10/15/2006</td>
</tr>
<tr>
<td>Construction Start</td>
<td>2/1/2008</td>
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<td>Construction Complete</td>
<td>3/1/2009</td>
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<tr>
<td>Occupancy</td>
<td>5/1/2009</td>
</tr>
<tr>
<td><strong>Estimated Indebtedness ($):</strong></td>
<td>18,000,000</td>
</tr>
<tr>
<td><strong>Fee Process End Date:</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Description:**
A new 55,000 GSF clinical facility for General Internal Medicine and Medicine-Pediatrics Clinics. The facility will be closely aligned with the new Family Medicine Facility and will share resources with this out-patient facility.

**Justification:**
New facilities are needed to provide modern clinical facilities that keeps pace with the customer demands for state of the art medical facilities.

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<table>
<thead>
<tr>
<th>Project #5 (Prioritized):</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Proposed Project Title</strong></td>
<td>Student Recreation Center and Wellness Expansion</td>
</tr>
<tr>
<td><strong>Estimated Cost ($):</strong></td>
<td>12,250,000</td>
</tr>
<tr>
<td>Design:</td>
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</tr>
<tr>
<td>Construction:</td>
<td>10,600,000</td>
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<tr>
<td>Contingency:</td>
<td>550,000</td>
</tr>
<tr>
<td><strong>Estimated Schedule:</strong></td>
<td></td>
</tr>
<tr>
<td>Designer Start</td>
<td>1/15/2007</td>
</tr>
<tr>
<td>Construction Start</td>
<td>4/15/2008</td>
</tr>
<tr>
<td>Construction Complete</td>
<td>6/15/2009</td>
</tr>
<tr>
<td>Occupancy</td>
<td>8/15/2009</td>
</tr>
<tr>
<td><strong>Estimated Indebtedness ($):</strong></td>
<td>12,250,000</td>
</tr>
<tr>
<td><strong>Fee Process End Date:</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Institution Name:</td>
</tr>
<tr>
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</tr>
<tr>
<td><strong>Description:</strong></td>
<td>Expansion to create additional recreational services facilities to keep pace with the growth of the campus. Based on 70,000 SF to include two basketball courts, additional weight room areas, group fitness rooms, office space, academic teaching areas and a center for campus wellness.</td>
</tr>
<tr>
<td><strong>Justification:</strong></td>
<td>The student recreation facility is currently not large enough to house all the functions needed for our current campus population. With enrollment increases, an expansion is needed.</td>
</tr>
</tbody>
</table>
## Project #6 (Prioritized):

**Proposed Project Title:** Main Campus Police Department Expansion

<table>
<thead>
<tr>
<th>Estimated Cost ($)</th>
<th>6,300,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design:</td>
<td>570,000</td>
</tr>
<tr>
<td>Construction:</td>
<td>5,560,000</td>
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<tr>
<td>Contingency:</td>
<td>170,000</td>
</tr>
</tbody>
</table>

**Estimated Schedule:**
- Designer Start: 4/1/2007
- Construction Start: 6/1/2008
- Construction Complete: 6/1/2009
- Occupancy: 8/1/2009

**Estimated Indebtedness ($):** 6,300,000

**Description:**
It is anticipated that this new facility will be approx 21,000 SF that will pull the police department under one state of the art facility. The new facility will include training rooms, locker rooms, offices, central dispatch, telecommunicator areas as well as security monitoring.

**Justification:**
The police department has outgrown its currently facilities and is spread out among several facilities. In order to provide adequate public safety, it is essential that we add new space for the Public Safety Department. Public Safety is seeing increased demands for space due to added personnel, security and surveillance systems.

## Project #7 (Prioritized):

**Proposed Project Title:** Student Health Services Expansion & Addition

<table>
<thead>
<tr>
<th>Estimated Cost ($)</th>
<th>3,600,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design:</td>
<td>350,000</td>
</tr>
<tr>
<td>Construction:</td>
<td>3,100,000</td>
</tr>
<tr>
<td>Contingency:</td>
<td>150,000</td>
</tr>
</tbody>
</table>

**Estimated Schedule:**
- Designer Start: 4/1/2007
- Construction Start: 6/1/2008
- Construction Complete: 6/1/2009
- Occupancy: 8/1/2009

**Estimated Indebtedness ($):** 3,600,000

**Description:**
It is anticipated that this new facility will be approximately 12,000 SF, three stories on the south side of the current Student Health Center. The facility will support additional medical personnel as well as student counseling staff.

**Justification:**
In order to meet the demands of an increased enrollment, Student Health will need to add medical support personnel. Additionally, Student Counseling is now a function of the Health Center. Additional space is needed to house the Counseling Center Staff.
<table>
<thead>
<tr>
<th>Project #8 (Prioritized):</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Proposed Project Title</strong></td>
<td>Croatan Dining Facility Expansion and Renovation</td>
</tr>
<tr>
<td><strong>Estimated Cost ($)</strong></td>
<td>1,500,000</td>
</tr>
<tr>
<td>Design</td>
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<td>Construction</td>
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<td>Contingency</td>
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<td>Construction Start</td>
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<tr>
<td>Construction Complete</td>
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<tr>
<td>Occupancy</td>
<td>5/15/2009</td>
</tr>
<tr>
<td><strong>Estimated Indebtedness ($)</strong>:</td>
<td>1,500,000</td>
</tr>
<tr>
<td><strong>Fee Process End Date</strong>:</td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td>It is anticipated that this expansion would add 5000 SF of dining services space to the core campus where no new space is available for an additional dining services building.</td>
</tr>
<tr>
<td>Justification</td>
<td>With increased demands for food service on the core of the East Carolina University main campus, expanding the Croatan is a critical need to meet this demand.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project #9 (Prioritized):</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Proposed Project Title</strong></td>
<td>Greek Student Housing</td>
</tr>
<tr>
<td><strong>Estimated Cost ($)</strong></td>
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<tr>
<td>Design</td>
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<td>Construction Start</td>
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<td>Occupancy</td>
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<tr>
<td><strong>Estimated Indebtedness ($)</strong>:</td>
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<tr>
<td><strong>Fee Process End Date</strong>:</td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td>East Carolina University would like to develop a “Greek Village” that would provide group housing to our fraternities and sororities that do not have housing. Currently we have 9 NPHC Organizations and 6 IFC chapters that do not have houses. We also have 8 Pan-Hellenic Sororities and 10 IFC Chapters that do have houses that are away from campus. The idea of a “Greek Village” in which Fraternities and Sororities that do not currently have houses could benefit and open up to groups that already have houses, but would rather buy into the “Greek Village” concept. Scope is based on 300 bed village.</td>
</tr>
<tr>
<td>Justification</td>
<td></td>
</tr>
<tr>
<td>Project #10 (Prioritized):</td>
<td></td>
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<tr>
<td>----------------------------</td>
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</tr>
<tr>
<td><strong>Proposed Project Title</strong></td>
<td>Main Campus Book Store Expansion</td>
</tr>
<tr>
<td><strong>Estimated Cost ($)</strong>:</td>
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<td>Design:</td>
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<tr>
<td>Construction:</td>
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<tr>
<td>(MM/DD/YYYY)</td>
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<tr>
<td>Designer Start</td>
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<td>Occupancy</td>
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<tr>
<td><strong>Estimated Indebtedness ($):</strong></td>
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<tr>
<td><strong>Fee Process End Date:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Description:</strong></td>
<td>A new Main Campus Book Store</td>
</tr>
<tr>
<td><strong>Justification:</strong></td>
<td>A new Book Store expansion is needed to support University Growth</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project #11 (Prioritized):</th>
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</thead>
<tbody>
<tr>
<td><strong>Proposed Project Title</strong></td>
<td>Ficklen Stadium Concession Booth Renovation Project</td>
</tr>
<tr>
<td><strong>Estimated Cost ($)</strong>:</td>
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</tr>
<tr>
<td>Design:</td>
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<td>(MM/DD/YYYY)</td>
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<td><strong>Estimated Indebtedness ($):</strong></td>
<td>1,000,000</td>
</tr>
<tr>
<td><strong>Fee Process End Date:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Description:</strong></td>
<td>Renovations of the lower deck concession booths at Ficklen Stadium</td>
</tr>
<tr>
<td><strong>Justification:</strong></td>
<td>Build state of the art concession stand to support fast food operation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project #12 (Prioritized):</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Proposed Project Title</strong></td>
<td>North Recreational Fields Complex - Phase II Expansion</td>
</tr>
<tr>
<td><strong>Estimated Cost ($)</strong>:</td>
<td>10,500,000</td>
</tr>
<tr>
<td>Design:</td>
<td>950,000</td>
</tr>
<tr>
<td>Construction:</td>
<td>9,100,000</td>
</tr>
<tr>
<td>Contingency:</td>
<td>450,000</td>
</tr>
<tr>
<td><strong>Estimated Schedule</strong>:</td>
<td></td>
</tr>
<tr>
<td>(MM/DD/YYYY)</td>
<td></td>
</tr>
<tr>
<td>Designer Start</td>
<td>5/1/2008</td>
</tr>
<tr>
<td>Construction Start</td>
<td>5/1/2009</td>
</tr>
<tr>
<td>Construction Complete</td>
<td>5/1/2010</td>
</tr>
<tr>
<td>Occupancy</td>
<td>8/1/2010</td>
</tr>
<tr>
<td><strong>Estimated Indebtedness ($):</strong></td>
<td>10,500,000</td>
</tr>
<tr>
<td><strong>Fee Process End Date:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Description:</strong></td>
<td>Phase II construction of the North Recreational Fields Complex. A 129 acre recreation sports facility that includes soccer, rugby, baseball, football, beach volleyball, wellness course and other student oriented recreational programs.</td>
</tr>
<tr>
<td><strong>Justification:</strong></td>
<td>Build state of the art recreational facilities to support University Growth</td>
</tr>
<tr>
<td>Project #13 (Prioritized):</td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>--</td>
</tr>
<tr>
<td><strong>Proposed Project Title</strong></td>
<td>Ficklen Stadium East End Zone and Press Box Renovation &amp; Expansion</td>
</tr>
<tr>
<td><strong>Estimated Cost ($)</strong>:</td>
<td>50,000,000</td>
</tr>
<tr>
<td>Design:</td>
<td>4,000,000</td>
</tr>
<tr>
<td>Construction:</td>
<td>44,600,000</td>
</tr>
<tr>
<td>Contingency:</td>
<td>1,400,000</td>
</tr>
<tr>
<td><strong>Estimated Schedule</strong> (MM/DD/YYYY)</td>
<td></td>
</tr>
<tr>
<td>Designer Start</td>
<td>2/1/2008</td>
</tr>
<tr>
<td>Construction Start</td>
<td>6/1/2009</td>
</tr>
<tr>
<td>Construction Complete</td>
<td>6/1/2011</td>
</tr>
<tr>
<td>Occupancy</td>
<td>7/1/2011</td>
</tr>
<tr>
<td><strong>Estimated Indebtedness ($)</strong>:</td>
<td>50,000,000</td>
</tr>
<tr>
<td><strong>Fee Process End Date</strong>:</td>
<td></td>
</tr>
</tbody>
</table>

**Description:**
This renovation and expansion will include the addition of 6000-8000 end zone seats, new press box facilities, donor suites, and supporting structure that will house offices and student athlete academic support space.

**Justification:**
Need academic support space for student athletes, replace outdated press box facility, create new office space and create additional football seating capacity. Suites will finance the project.

<table>
<thead>
<tr>
<th>Project #14 (Prioritized):</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Proposed Project Title</strong></td>
<td>Softball/Women's Soccer/Women's Track Support Facility Addition</td>
</tr>
<tr>
<td><strong>Estimated Cost ($)</strong>:</td>
<td>2,500,000</td>
</tr>
<tr>
<td>Design:</td>
<td>250,000</td>
</tr>
<tr>
<td>Construction:</td>
<td>2,150,000</td>
</tr>
<tr>
<td>Contingency:</td>
<td>115,000</td>
</tr>
<tr>
<td><strong>Estimated Schedule</strong> (MM/DD/YYYY)</td>
<td></td>
</tr>
<tr>
<td>Designer Start</td>
<td>4/1/2007</td>
</tr>
<tr>
<td>Construction Start</td>
<td>6/1/2008</td>
</tr>
<tr>
<td>Construction Complete</td>
<td>6/1/2009</td>
</tr>
<tr>
<td>Occupancy</td>
<td>7/1/2009</td>
</tr>
<tr>
<td><strong>Estimated Indebtedness ($)</strong>:</td>
<td>2,500,000</td>
</tr>
<tr>
<td><strong>Fee Process End Date</strong>:</td>
<td></td>
</tr>
</tbody>
</table>

**Description:**
It is anticipated that this new facility will build locker rooms, office space, and support facilities for women's outdoor sports in the area behind the current women's softball stadium

**Justification:**
Create a better environment for the student athletes and coaches in these women's sports.

<table>
<thead>
<tr>
<th>Project #15 (Prioritized):</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Proposed Project Title</strong></td>
<td>Soccer/Track Complex Renovation and Relocation</td>
</tr>
<tr>
<td><strong>Estimated Cost ($)</strong>:</td>
<td>3,000,000</td>
</tr>
<tr>
<td>Design:</td>
<td>300,000</td>
</tr>
<tr>
<td>Construction:</td>
<td>2,575,000</td>
</tr>
<tr>
<td>Contingency:</td>
<td>125,000</td>
</tr>
<tr>
<td><strong>Estimated Schedule</strong> (MM/DD/YYYY)</td>
<td></td>
</tr>
<tr>
<td>Designer Start</td>
<td>2/1/2009</td>
</tr>
<tr>
<td>Construction Start</td>
<td>5/15/2010</td>
</tr>
<tr>
<td>Construction Complete</td>
<td>7/1/2011</td>
</tr>
<tr>
<td>Occupancy</td>
<td>7/1/2011</td>
</tr>
<tr>
<td><strong>Estimated Indebtedness ($)</strong>:</td>
<td>3,000,000</td>
</tr>
<tr>
<td><strong>Fee Process End Date</strong>:</td>
<td></td>
</tr>
<tr>
<td><strong>Institution Name:</strong></td>
<td>East Carolina University</td>
</tr>
<tr>
<td>----------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td><strong>Description:</strong></td>
<td>Replace current track and soccer complex with an updated facility that will give our student athletes a first-class venue to utilize for both practice and competition.</td>
</tr>
<tr>
<td><strong>Justification:</strong></td>
<td>The current facility is land-locked, the track surface needs to be replaced, and the configuration of the soccer field inside of the track is not suitable. Relocating this facility will also free up a large tract of land that can be used for future development.</td>
</tr>
</tbody>
</table>
East Carolina University  
Board of Trustees  
Finance and Facilities Committee

Item III. H – Designer Selections Approved by Finance and Facilities Since Last Meeting

Since the last board meeting designer selections were made for the following projects:

HSC Administration Space Study & Renovation

Joyner Roof Replacement

Vice Chancellor for Administration & Finance  
July 25, 2006
MEMORANDUM

TO: Dr. George W. Harrell
FROM: William E. Bagnell
DATE: April 28, 2006
SUBJ: Designer Selection
       HSC Administration Space Study & Renovation

The designer pre-selection committee recommends the following three firms in prioritized order:

- B Jac
- Davis Kane Architects
- MHA Works

The designer pre-selection committee consisted of:

Mr. David Brody        Board of Trustee Member
Dr. Virginia Hardy     Associate Dean of Academic Support & Counseling, BSOM
Dr. Nick Benson        Associate Dean, BSOM
Mr. Gary Vanderpool    Executive Vice Chancellor of Admin. & Finance for HSC
Mr. Bill Bagnell       Director of Facilities Engin. & Architectural Services
Mr. Mark Myer          Project Manager, Facilities Engin. & Arch. Services
Mr. David Lancaster    Director of Facilities Maintenance for HSC
Mr. Griffin Avin        Assistant Director of Facilities Maintenance for HSC

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 a continuation of the upgrade of facilities on the Health Sciences Campus of the East Carolina University. Project will renovate the 42,880 sq ft of space vacated by the Health Sciences Library and renovate the space for the Vice Chancellors Offices, Admissions office, Bookstore, Student Support Services, and other function to be designated. The renovation will gut much of the space, reconfigure the space, and then replace all the finishes. The mechanical and electrical systems will be evaluated, and repaired, upgraded or replaced as necessary to support the new program requirements.

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

May 01, 2006

TO: Finance and Facilities Committee

FROM: George W. Harrell

SUBJECT: Designer Selection
HSC Administration Space Study & Renovation

Attached is the recommendation from the Designer Pre-Selection Committee in regard to the HSC Administration Space Study & Renovation. The firms are recommended in priority order; the firm recommended for first priority is BJAC, Raleigh, NC.

Please review this recommendation, register your vote below, and return this memo by fax to (252) 328-0792.

Please contact Bill Bagnell or me at (252) 328-6858 if you have any questions regarding this recommendation.

Thank you.

George W. Harrell, PhD
Senior Associate Vice Chancellor for Campus Operations

cc: K. Seitz
J. Durham
B. Bagnell

Attachment

Approved Date

Disapproved Date
MEMORANDUM

May 02, 2006

TO: Bill Bagnell

FROM: George W. Harrell

SUBJECT: Designer Selection
HSC Administration Space Study & Renovation

We have received approval from five of the six Finance and Facilities Committee members approving the Designer selection for the HSC Administration Space Study & Renovation. The firms were approved in the following order:

1. B Jac                           Raleigh, NC
2. Davis Kane Architects          Raleigh, NC
3. MHA Works                      Durham, NC

You may proceed with the next steps of the process.

[Signature]

George W. Harrell, PhD
Senior Associate Vice Chancellor
for Campus Operations

cc: K. Seitz
    J. Durham
TO: Dr. George W. Harrell
FROM: William E. Bagnell
DATE: May 22, 2006
SUBJ: Designer Selection
       Joyner Roof Replacement

The designer pre-selection committee recommends the following three firms in prioritized order:

   Roof Engineering, Incorporated          Greenville, NC
   Rooftop Systems Engineers, P.C.         Raleigh, NC
   MACTEC Engineering & Consulting, Incorporated Raleigh, NC

The designer pre-selection committee consisted of Facilities Services’ representatives Mr. R.V. Parker and Mr. Ernest Brannon and Facilities Engineering and Architectural Services’ representatives Mr. Gerry Gable and Mr. Stephen D. Atkinson.

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 the replacement of the existing loose laid ballasted EPDM and fully adhered EPDM roofs with a new built-up roof system including a modified cap sheet. The total area to receive a new roof is 43,882 square feet.

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

Enclosure
MEMORANDUM

May 25, 2006

TO: Finance and Facilities Committee

FROM: George W. Harrell

SUBJECT: Designer Selection
         Joyner Roof Replacement

Attached is the recommendation from the Designer Pre-Selection Committee in regard to the Joyner Roof Replacement. The firms are recommended in priority order; the firm recommended for first priority is Roof Engineering, Incorporated Greenville, NC.

Please review this recommendation, register your vote below, and return this memo by fax to (252) 328-0792.

Please contact Bill Bagnell or me at (252) 328-6858 if you have any questions regarding this recommendation.

Thank you.

George W. Harrell, PhD
Senior Associate Vice Chancellor
for Campus Operations

Attachment

cc: K. Seitz
    J. Durham
    B. Bagnell
MEMORANDUM

May 30, 2006

TO: Bill Bagnell

FROM: George W. Harrell

SUBJECT: Designer Selection
Joyner Roof Replacement

We have received approval from five of the six Finance and Facilities Committee members approving the Designer selection for the Joyner Roof Replacement. The firms were approved in the following order:

1. Roof Engineering, Inc. Greensville, NC
2. Rooftop Systems Engineering, P.C. Raleigh, NC
3. MACTEC Engineering & Consulting, Inc. Raleigh, NC

You may proceed with the next steps of the process.

George W. Harrell, PhD
Senior Associate Vice Chancellor
for Campus Operations

cc: K. Seitz
J. Durham
Item III. I - Status of Major Capital Projects

Attached is a revised report on the major capital projects ECU is undertaking.
STATUS OF CAPITAL PROJECTS UNDER CONSTRUCTION
EAST CAROLINA UNIVERSITY

ALLIED HEALTH, NURSING AND HEALTH SCIENCES
LIBRARY:
Funding Source: Higher Education Bond Project - New construction on the Health
Sciences Campus that will re-locate the Schools of Allied Health, Nursing and the Health
Sciences Library to the School of Medicine Campus. The building is a 3 and 4-story
structure, consisting 303,000 SF, a 25-acre site with parking lots, and a new campus
entrance.

Designer: Walter, Robbs, Callahan and Pierce, Winston Salem, NC
CM @ Risk: Bovis Lend Lease, Raleigh, NC

Project Completion Date: January, 24, 2006
 Anticipated Completion Date: May 18, 2006

Project Status: The project is approximately 99% complete. The Health Sciences Library
and the School of Allied Health portions of the building have received beneficial
occupancy. The School of Nursing portion is expected to receive beneficial occupancy
by July 7. All finishes including paint, tile, and carpet are nearing completion. Exterior
site work is completed except punch list for asphalt and landscaping.

COLLEGE HILL SUITES – PHASE I:
Funding Source: Self Liquidating Project – Student Life project consists of construction
of a new 488 bed Residence Hall in a suite style arrangement. Project is sited between
Tyler Residence Hall and Todd Dining. The project budget is $31,500,000.

Designer: Burt Hill Kosar, Philadelphia, PA
CM @ Risk: Skanska USA Building, Inc., Raleigh, NC

Project Completion Date: July 24, 2006

Project Status: Building is under construction and approximately 98% complete.
Building inspections and punch lists have started for the 3rd, 4th, & 5th Floors. Brick
installation is complete. Roof top equipment is 99% complete. Roofing is on-going.
Mechanical, Electrical & Plumbing rough-in is substantially complete on all floors.
Drywall work is 98% complete and window installation is 99% complete. Exterior site
work and landscaping is on-going. Building has permanent power, water, & steam. A
web camera has been established to observe the construction at
http://150.216.128.239/top/liveapplet.html. Control the camera by hitting “Start
Control” or select one of the preset camera positions.
OLD CAFETERIA RENOVATION:
Funding Source: Higher Education Bond Project Renovation of the 54,800 GSF building that was built in several phases, beginning in 1909. The renovation will primarily address deferred maintenance needs related to mechanical, electrical, plumbing and building systems. The project will include modernization of the building to office space and renovation of Student Financial Aid offices. The South Wing ground floor offices including Student Loans and the Cashiers Office were recently renovated and will remain unchanged. Project Budget is $8,700,005.

Designer: Davis Kane Architects, Raleigh, NC
General Contractor: D.S. Simmons, Goldsboro, NC

Project Completion Date: July 14, 2006
Anticipated Completion Date: August 22, 2006

Project Status: Construction is underway. Mechanical, Electrical and Plumbing rough-in is complete. Metal Stud installation and Drywall Installation is 95% complete. Exterior waterproofing and brick tuck point is complete. Window installation is complete. Roof remediation is complete. Mechanical systems will start-up first week in July. Exterior fine grading and sidewalk installation is on-going. Prime cost painting is underway. Finish painting and final finishes will begin with the start-up of mechanical systems. Project is approximately 85% complete.

FLETCHER MUSIC ADDITION:
Funding Source: Higher Education Bond Project consists of a 17,000 GSF addition to the Fletcher School of Music. The addition will add rehearsal and practice rooms to meet the student growth of the School of Music.

Designer: Calloway, Johnson, Moore & West, Greensboro, NC
General Contractor: Daniels and Daniels, Goldsboro, NC

Project Completion Date: June 27, 2006
Anticipated Completion Date: September 25, 2006

Project Status: Project is under construction and approximately 90% complete. Recital hall entry is approx. 95% complete, metal studs 95% complete, dry wall installation is approx. 35% complete. Masonry is 95% and pre-cast installation is about 50% complete. Roof tile is on-going. Mechanical, Electrical & Plumbing rough-in work is about 95% complete. Sprinkler installation shop drawings approvals were delayed due to fire separation discussions between the existing building and the new building. The designer has reached an agreement with the Department of Insurance on the corrective actions needed and sprinkler installation is proceeding.
STATUS OF CAPITAL PROJECTS UNDER DESIGN
EAST CAROLINA UNIVERSITY

EAST CAROLINA CARDIOVASCULAR INSTITUTE:
Funding Source: State Appropriation: House Bill – H 1264 Certificates of Participation.
This ECU project consists of a 210,000 gsf building. The new building will include
cardiovascular clinical research, outpatient programs and an education center, and basic
science research for cardiovascular disease. The new building will create a facility with a
focused initiative directed toward comprehensive treatment, prevention and eradication of
cardiovascular maladies. Project Budget is $60,000,000.

Designer: Perkins and Will, Charlotte, NC
CM@ Risk: Bovis Lend Lease, Raleigh, NC

Project Status: The building program has been restructured to meet budget. The two
story addition and elevated bridge to Warren Life Sciences have been eliminated. In
addition, the new ECCI building has been increased to four floors to accommodate
both clinical and research functions. Upfits for the Auditorium in the Education Wing
and the 4th Floor Research upfits will be designed, but treated as additive alternates that
will be accepted if funds allow. The State Construction Office has issued an award
letter for a Preliminary Guaranteed Maximum Price contract. The project schedule
includes an early release site package to start in July-August 2006 with the building
package following in Sept-Oct 2006 and a project completion date of
November-December 2007. The early release package has been reviewed and
approved by state agencies. Construction Documents for the building packages have
been submitted to state agencies for review and approval.

GERIATRICS CENTER:
Funding Source: Donor Gift: This program is for a new Geriatrics Clinic space of
approximately 10,000 gsf and a total project budget of $2,500,000. The new facility will
be located in proximity to the future Family Practice Building on the Health Sciences
Campus. The building will consist of exam rooms, support spaces, offices, patient
services and building support spaces.

Designer: BBH Design Research Triangle Park, NC

Project Status: Design contract has been approved and executed. Schematic
Design and Programming are complete. Site selection is underway and will be
coordinated with the site selection for the Family Medicine Center. At this time,
the proposal is to incorporate the center into the Family Medicine Building, but
with an identifiable presence including a separate entrance.
MENDENHALL STUDENT CENTER AND LEDONIA WRIGHT CULTURAL CENTER RENOVATION:
Funding Source: Self Liquidating Project – Student Life. Mendenhall and the Ledonia Wright Cultural Center currently occupy about 123,000 square feet of floor space. Enrollment projections define a need to increase the student center up to 320,000 square feet. A renovated and expanded student/campus services center will include relocation of the Ledonia Wright Cultural Center, additional 1000 seat banquet room, additional meeting rooms, student organization offices, lounge spaces, gallery spaces, media center, entertainment spaces, retail spaces, business center, expanded game areas, and additional building renovations. The project budget is $35,000,000.

Designer: The Freelon Group, Inc., Research Triangle Park, NC

Project Status: The Programming and Concept Design document has been completed and reviewed with the executive committee. The program includes new and renovated space for Mendenhall Student Union and Ledonia Wright Cultural Center. Design negotiations are complete, and the design contract has been signed. Bi-weekly meetings with the project committee have started to begin the Schematic Design process.

NORTH RECREATIONAL FIELDS:
Funding Source: Self Liquidating Project – Student Recreational Services. This project is an incremental development of a 129 acre site, for additional recreational sports fields to accommodate enrollment growth in the student population. The site is outside the city limits of Greenville at the intersection of highways NC 33 and US 264. The site development includes new roadways, parking, infrastructure, support facilities, and fields for intramurals and club sport activities. Once the site is fully developed, fields would include but not be limited to football, softball, soccer, rugby, lacrosse, ultimate Frisbee, and field hockey. A large lake for boating and swimming, a skate park, a student services building and an amphitheater have also been considered in the planning effort. Phase I project budget is $6,000,000.

Designer: Site Solutions, Inc., Charlotte, NC

Project Status: Master plan was approved by the Board of Trustees. Construction Documents are at State Construction and DOI for final review and approval. Anticipate construction to begin August/September 2006.
STATUS OF CAPITAL PROJECTS UNDER DESIGN
EAST CAROLINA UNIVERSITY

BELK BUILDING RENOVATIONS:
Funding Source: Higher Education Bond Project. This project is a comprehensive renovation and conversion from Allied Health to General Academic use by the College of Health and Human Performance. The scope of work is primarily deferred maintenance needs as well as a significant amount of asbestos abatement that will restore the flexibility and utility of the building.

Designer: Michael Hining Architects, Chapel Hill, NC

Project Status: Construction Document drawings have been submitted for review by State Construction and Department of Insurance. State Construction has approved the project pending final approval of the Department of Insurance. Anticipate bidding August 2006 and construction to begin September 2006.

UNC COASTAL STUDIES INSTITUTE:
Funding Source: State Appropriation The Coastal Studies Institute will consist of the development of 40 acres adjoining the North Carolina Aquarium and the Dare County Airport in Manteo, NC. The Institute will conduct basic research and training on large scale interactions between ecological systems, the ocean, the earth, and the atmosphere. The research activities of the Institute will require offices, common spaces, areas of computer research, wet labs, dry labs, flexible space for equipment assembly and storage, as well as associated facilities that include residential functions for visiting researchers. The design will place a high priority on minimizing environmental impacts as well as maximizing possible energy efficiency and use of sustainable materials necessary for LEED certification. The project is approved for advanced planning with a planning budget of $1,300,000.

Designer: PBC+L Architecture/ Kahoon & Casten Raleigh, NC
CM@Risk: Whiting-Turner Contracting Co., Raleigh, NC

Project Status: The program identifies 90,000gsf and $28.1 million program budget. A meeting was held at UNC-GA to review the program as well as the proposed project budget for consideration in the 2006 General Assembly. It is anticipated that the legislative request will be $30-31 million to include; design, construction, FF&E, LEEDS Certification, Scientific Equipment, and Wetland development for Research. We have received a design proposal and contract negotiations are currently underway.
STATUS OF CAPITAL PROJECTS UNDER DESIGN
EAST CAROLINA UNIVERSITY

WRIGHT CIRCLE INFRASTRUCTURE REPAIRS:
Funding Source: 2003 COPS Repairs and Renovation Funds $412,900.
The project involves removing the fountain and repairing the storm drain line beneath that has deteriorated and is causing sink holes in Wright circle and below the fountain. In addition, the project will relocate a sanitary sewer line crossing under the fountain and repair a storm drain line from the steam tunnel located beneath the fountain. The fountain, landscaping and walkways will be restored following the repairs.

Designer: Rivers and Associates, Greenville, NC

Project Status: Construction Documents have been submitted for review and approval. Anticipate bidding and notice to proceed for the infrastructure portion of construction in July/August 2006. Plans and specifications have been forwarded to Mr. Showfety and Mr. Tipton for evaluation of scope and the potential of donor contributions for changes to the fountain and landscaping within the Wright Circle. The University will engage Davis Kane Architects to develop plans for the fountain, seating wall and landscape replacements with input from the Trustee’s.

SCOTT RESIDENCE HALL RENOVATION:
Funding Source: Self Liquidating Project – Student Life.
This project will provide ADA up-fits, door and window replacements, asbestos abatement, HVAC replacement, elevator installation, complete bathroom renovations, fire alarm replacement, and emergency generator installation.

Designer: Davis Kane Architects, Raleigh, NC

Project Status: Survey work is complete and the designer has submitted a draft of the study for review

TODD DINING SERVERY RENOVATION:
Funding Source: Self Liquidating Project – Student Life.
This project will include replacing existing serving lines and stations to allow for a better traffic flow through the dining hall. This will also include expanding the servery into the current Sweetheart’s private dining space. Also plan the addition of a stone pizza oven and a bakery station. Design will also evaluate head load added to the space, since the building is close to maximum cooling capacity in the summer now.

Designer: Moser Mayer Phoenix Assoc. PA, Greensboro, NC

Project Status: A design proposal has been submitted to the State Construction Office and has been approved. Design contract is pending.
CAPTIAL PROJECTS ANTICIPATED FOR ADVANCED PLANNING AND DESIGN
EAST CAROLINA UNIVERSITY

Academic Building A: Designer Selection completed with Walter Robbs Callahan & Pierce selected. Design Contract is pending.

Family Medicine Center: Designer Contract Amendment is completed, and meetings for revisiting the program are on-going.

Health Science Campus Student Services Building and Police Department: Advanced Planning Authorized. Designer Selection Underway

Health Science Administration Space Study and Renovation: Designer Selection completed with BJAC of Raleigh selected. Design Contract is pending. (vacated Health Sciences Library)

Brody School of Medicine Auditorium Renovation: Designer Selection completed with Cherry Huffman selected. Design Contract is pending.

Main Campus: New Police Department Building: Project Authorization Requested

Performing Arts Building Study: Concept Planning Started

Health Sciences Campus New Dental School Study: Concept Planning Started

Ficklen Stadium East End Zone Expansion and Press Box Renovation and Expansion Study: Project Authorization Requested

Athletics: Women’s Center for Outdoor Sports: Concept Planning
Item IV.A - Information Technology and Computer Services (ITCS) Year-in-Review

Dr. Jack Brinn will present the ITCS year-in-review report.
Year In Review 2005-06

INFORMATION TECHNOLOGY
STATUS REPORT

JACK BRINN
INTERIM CHIEF INFORMATION OFFICER

JOE NORRIS
ASSOCIATE CHIEF INFORMATION OFFICER
PREFACE

Our annual Year-in-Review continues to evolve as dictated by events and conditions. Most prior reports were lists of accomplishments and projects. The 2004-05 report reflected the major management changes in the department as well as project summaries. While a list of projects and accomplishments is included at the end of the report, this year’s Year In Review highlights the major financial, growth and governance challenges faced by ITCS in its provision of computing services at ECU. Our goal is to bring the news and issues of ITCS to the reader in relevant and understandable terms. We welcome your comments on whether we have achieved that goal (brinnj@ecu.edu).
EXECUTIVE SUMMARY

ECU has a significant investment in its information technology infrastructure, an investment that has brought high levels of functionality, reliability and support expertise to the campus. In the corporate world, IT is viewed as being integral to the business process whereas the educational environment tends to view IT as a service, often characterized by a siloed evolution, redundant functionality and misspent resources. As a result IT departments are often viewed as cost centers, and, conversely, there is a lack of emphasis on the value and institutional differentiation that IT brings to all aspects of the parent organization. One purpose of this document is to address these gaps and help to establish the framework for a shared ownership and management of ECU’s IT resources.

As a first step, this summary will provide a synopsis of the major issues faced jointly by Information Technology and Computing Services (ITCS) and ECU and which are covered in greater detail in subsequent pages. Those issues are:

1. Market-competitive salaries for staff, especially as more advanced technologies are needed to develop the needed infrastructure;
2. A growth in the need for services and backend support staff without a funding plan for that growth;
3. A management/planning/investment process that ensures stakeholder buy-in and alignment of issues 1 and 2 with the University’s strategic directions.

Finally, we will comment on some value-added directions that build on ECU’s IT investments.

STAFFING:
The recent career-banding exercise has shown serious discrepancies between salaries paid to ITCS staff and comparable positions in the North Carolina market place (~$1 million at 100% of market rate) as well as differences between ITCS staff and decentralized IT positions at ECU. Additional staffing challenges are being posed by more sophisticated technologies, e.g. Banner and Blackboard databases and operating systems that will require new skill sets and advanced training. The director-level positions are inadequately funded and therefore vulnerable to external recruitment.

SERVICE AND INFRASTRUCTURE CHALLENGES:
A detailed listing of ITCS projects/services is provided in Appendix A; however, these services can be inclusively summarized as follows: ITCS manages the technologies that enable the University to conduct business operations, provide instruction and perform research. We do so in a culture of service and with high levels of expertise, efficiency and significant cost avoidances.

The delivery of these services requires major investments in salaries, training, hardware and software, including licensing and maintenance costs. With budgeted expenditures, including salaries and funds spent for other units, ITCS is roughly a $16 million per year operation.

Infrastructure support issues lie mainly in the absence of a funding plan and process that will ensure timely and appropriate equipment replacements and upgrades. All of the University’s IT equipment has a defined service life because of wear, new developments and phasing out of
vendor support on old equipment. Servers, of which there are approximately 300, and networking equipment all have defined lengths of service and must be replaced on a cyclical basis. We anticipate continuing price rises in service contracts, licensing fees, Internet gateway fees and connectivity to high speed research networks. Refreshing the electronic components of the data network is an on-going process.

In addition to the normal end-of-life issues for equipment there is a need for growth of the infrastructure, driven by additional needs and requirements of students and faculty, new programs, research growth and the need to be competitive in the educational market place. For example, smart classrooms have resulted in a redefinition of audiovisual services as well as requiring significant support resources. We anticipate that some new technologies will also impact us, e.g., wireless communication devices and Intel-powered Macintoshes.

Data storage is a significant growth “hot spot.” ITCS currently stores nearly 29 terabytes of digital data with an anticipated need for an estimated 45 terabytes to accommodate Banner, Blackboard, email, etc. within 18 months. The current storage infrastructure was built largely with reallocation monies and specially designated Banner/ Blackboard project funds. Furthermore, larger data stores will eventually require a new type of professional data management staff persons.

All of these technical strategies and needs pose challenges for the data center itself. The need for redesigning the electrical power supply can no longer be ignored as evidenced by the two power failures that occurred on June 20 and 22 and which stopped all network-based computer activity on the campus. Service and infrastructure growth will, in turn, pose growth challenges in our existing physical space for staff and hardware.

CHALLENGES AND MANAGING IN THE FUTURE:
The central challenge is a common across the industry, namely, bringing a realization of the value rendered by IT. While difficult to quantify, the issue might be framed by a few questions:

1. How much more effectively does ECU operate with a data network that has >98% up-time?
2. Do collaborative tools better enable ECU to work more effectively, e.g., Outlook, Sharepoint, etc?
3. Is there convenience in being able to securely store your files on Pirate Drive?
4. Is it easier to create grant proposals, analyze data, write and submit publications with technology?

From a near-future perspective:

5. Would the Executive Council’s work be facilitated by simple, desktop reporting tools for monitoring admissions, position management, Advancement donations, and account overviews?
6. Would oversight and management of the strategic plan be facilitated if it were in a virtual workspace with tools for status reports?

As an added value we also function as facilitators by negotiating with vendors for best prices and consulting with our clients on new solutions and improved processes. There are many other frames from which to assess value; however, maintaining and improving that value requires infrastructure. Given the scope of the service and, hopefully, value already provided by ITCS
and the need to support and refresh the underlying technologies, we must ask “How should ECU govern and manage its IT resources?” The question involves more than simply assigning the CIO to manage the infrastructure. First, ITCS cannot and should not drive critical IT decisions without stakeholder buy-in. IT investments must be aligned with key business decisions that include the strategic directions in teaching, research, health care, and administrative functions. In other words, IT management must regularly engage with the other key management levels as well as end users at the University to help translate their operational needs into appropriate IT decisions. The mechanisms by which that should happen are not yet defined, although many of the key pieces of the puzzle may already be in place but are not yet linked or of sufficient maturity.

Out of that engagement process should come an appropriate funding process for IT that maintains the present infrastructure as well as implementing any new infrastructure as determined by the integrated planning process. Be assured that defining that process is an industry-wide enigma. It is widely recognized that the fixed-percentage-of-operating budget model no longer works well, and it is apparent that the variable of reallocation funding will no longer work at ECU. Whether we can arrive at a service value paradigm or a mix of models remains to be determined, but maintenance of expected service levels as well as meeting the challenges of a growing university will require some new or strengthened levels of engagement between ITCS and our stakeholders in order that East Carolina University meet the challenges of the future.
INTRODUCTION

Institutional and corporate information technology (IT) departments have evolved far beyond the concept of data processing in the era of mainframe computers. Data processing services were easily managed and essential for business operations, and costs were easily-defined. On the other hand, distributed computing in the form of networks, ever-more powerful personal computer and server hardware and software, the incursion of technology into the realm of pedagogy, and the constant appearance of new technologies etc. have all altered the management of IT and rendered the prioritization and funding of those resources increasingly difficult for senior management. The difficulty is no doubt complicated in no small part by the failure of IT professionals to communicate well and the absence of appropriate communications channels between management and IT.

In order that East Carolina University teach, discover, heal, communicate, purchase and pay, it must have the enabling technologies and services provided by ITCS. ITCS is perhaps the premier central IT department in the UNC system. To illustrate:

1. ECU has implemented the most comprehensive Banner Finance system in the UNC system, including SciQuest, a purchasing add-on that will enable ECU to be the first UNC school to participate in a state-mandated e-procurement process;
2. Banner came on-line with no software or technical (hardware/communications) glitches and continues to function in a stable manner;
3. ITCS assembled the infrastructure for the largest Blackboard deployment in the UNC system;
4. We have the largest deployment of VoIP telephones in the UNC system;
5. We have implemented operational and procurement standards for desktop computers, servers, smart classrooms, software, etc. that provide cost avoidances as well as functional uniformity across the campus;
6. By external standards, ITCS ranked in the top-tier of the UNC system for data security and is leading in PCI compliance.

ECU has arrived at this point on the vision and efforts of a few individuals rather than a strategic plan that is fully aligned and integrated with that of the University. At this point we feel that our efforts and those of the University are congruent; however if the University is to maintain its current level of IT services and improve its competitive edge, there is a need for widespread recognition of the value that technology brings to the campus and for an appropriate funding paradigm that ensures alignment of IT initiatives with ECU’s strategic academic, research and administrative needs. East Carolina University’s new integrated strategic planning process offers a strong opportunity to resolve this issue and to bring IT management, as a University function, to maturity.

To assist senior management in their understanding of the current status of information technology and to provide a basis for the development of a strategic IT partnership with administrative and academic arenas of the University, the following pages will highlight our current status as well as some future needs in the areas of infrastructure and staffing. We will then touch on IT governance. The purpose of the document is to raise awareness, not an alarm.
MISSION STATEMENT:
ITCS is committed to providing excellent information technology infrastructure and service for students, faculty, staff, and alumni. ITCS partners with our campus clients, other universities, and industry to make strategic investments in information technology infrastructure that will maintain ECU in a state-of-the-market posture with respect to administrative applications, faculty research, student learning and training and outreach to the state and nation.

KEY ISSUES FACED BY ITCS:
The following discussion will focus on three areas:
- Staffing – the most important and valuable IT resource
- Core Services Growth – current services and predictions
- Planning, Budgeting and Management – funding and governance

ISSUE I: STAFFING

ITCS employs approximately 200 persons working in five locations; Cotanche, Austin, Brody, Joyner Library and the Thomas Professional Building. Those employees are organized under seven Direct Reports (DRs) who report to the Chief Information Officer (Appendix B). Each DR is responsible for specific functional areas. This collective team constitutes a highly effective, service-oriented organization that provides a wide variety of IT services to ECU clients ranging from prospective students to the Board of Trustees. The business and technical acumen of this team also enables us to form strategic partnerships with vendors, resulting in cost avoidances of hundreds of thousands of dollars in hardware and software purchases per year.

The summary of ITCS’ projects/services in Appendix A illustrates (1) the wide range of services provided by ITCS and (2) the level of expertise and the associated staff training required to execute those functions. Supporting that expertise requires around $175,000 per year in training costs with a likely increase being needed in order to address Banner and Blackboard related needs. Exclusive of physicians, our staff requires more in-service training than any other profession on the campus.

Salary support for ITCS totals approximately $9,300,000. Seventy-five percent of those funds are from the East Campus and 25% are derived from Medical Faculty Practice Plan and West Campus State funds.

The recent career banding exercise has shown salary differences between the current ITCS staff and comparable staff in the information technology market place (Table 1). Realization of these discrepancies presents two issues, potential losses and morale. We have already seen critical staff leave ECU for significant salary increases. The problem is exacerbated by the requirement to fund any vacant position within 10% of the market rate for that position, thus creating more inequity between new and existing staff.
Table 1. Comparison of ITCS salaries with market rates (Data from ECU HR).

<table>
<thead>
<tr>
<th>% of Market Rate</th>
<th>Software Development</th>
<th>IT Support Services</th>
<th>Network Support</th>
<th>IT Security</th>
<th>Total Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>$439,413</td>
<td>$434,156</td>
<td>$134,857</td>
<td>$58,924</td>
<td>$1,067,350</td>
</tr>
<tr>
<td>90%</td>
<td>$189,341</td>
<td>$160,324</td>
<td>$44,445</td>
<td>$22,269</td>
<td>$416,379</td>
</tr>
<tr>
<td>85%</td>
<td>$105,531</td>
<td>$77,627</td>
<td>$13,829</td>
<td>$11,437</td>
<td>$208,424</td>
</tr>
</tbody>
</table>

In addition to ITCS, ECU spends another $4,103,000 on 110 decentralized IT (non-ITCS) support staff that will require an additional $93,845 to bring them to 100% of the market rates. IT Support Services in Table 1 has about 15 fewer employees than the total decentralized support staff, and bringing their salaries to 100% of the market rate would require over $434,000, meaning that decentralized IT staff are salaried at higher rates than ECU’s core IT support staff.

Management salaries are also misaligned. The two Associate CIOs have had offers for significant salary increases, and the Director of Network Services is not competitively paid. The entire technical infrastructure of the University is managed by these three people. The currently vacant Directorship of IT Security also may not be adequately funded.

ISSUE II: CORE SERVICES AND GROWTH

As noted earlier, ITCS is focused on delivering and supporting IT services that are appropriate to the academic and administrative requirements of the University. In that context, it is important that we:

- Align IT services with the strategic plan of the University while remaining attuned to the on-going, changing needs of our clients
- Work to continually improve the quality of IT services
- Effectively manage services for minimal cost impact.
- Continually monitor emerging technological solutions that enable greater efficiencies.
- Work to develop new efficiencies with technology, e.g., business intelligence.

SERVICE GROWTH AND CHALLENGES:

Again, a more comprehensive list of ITCS services is in Appendix A; however, the following data will serve as key indicators of ITCS service growth.

Figure 1. Desktop computers supported by ITCS.

Desktop computers reflect the growth in the numbers of faculty and staff as well as a growing dependence on the tools inherent in a desktop computer in all sectors of the University. This support includes not only the persons who go to offices to “touch” the machines, but also the networking
infrastructure, remote service provision (Symantic antivirus software), Help Desk, software licensing and backend storage (Pirate Drive). Remote desktop management has proven to be an effective tool for offsetting the need for support staff to match the growth in the number of desktop machines. East Campus desktop systems are updated on a cyclical schedule with budgeted funds.

Figure 2. Servers managed by ITCS. Blue - Windows, White - Unix.
Servers range from the IBM mainframe and the Banner- and Blackboard-hosting computers to departmental data storage machines. Servers also rely on networking technology as well as highly trained operating system technicians (systems programmers) and, depending on the server, database analysts or Internet-enabling programmers. Like desktop machines, all of these computers have a life cycle of three to five years.

Data Storage:
Storage is a “backend” service that end users are rarely aware of, but the expense in terms of support staff, sophisticated hardware and disaster preparedness is significant in the operation of a data center. Our total hard drive space allocated to data storage is now approximately 29 terabytes (one terabyte equals 12.5 eighty gigabyte PC hard drives). That includes:

1. 7 terabytes for email (5 terabytes in reserve)
2. 5.5 terabytes for Banner/Blackboard (800 gigabytes in reserve)
3. 5.5 terabytes for Pirate Drive (500 gigabytes in reserve)
4. 5.2 terabytes of Windows-based storage
5. 5.5 terabytes for Joyner Digitization Program

This storage space includes production databases as well as backups for disaster recovery or incremental data retrieval. Excepting Banner and Blackboard storage, most of our storage capacity has been purchased by reallocation monies, and like any other digital equipment, it has a predictable end of life.

ECU’s data storage needs are projected to exceed 45 terabytes within 18 months, and there may be unanticipated regulatory requirements placed on email archiving, for example.

Key facts regarding storage include:

- The industry standard for data storage growth is for it to double every 18 months. Fully implemented with imaging capability, Banner may shorten this cycle.
- The current investment of 3 million dollars over the last three years should be doubled in the next 5 years.
- Data management has become a more sophisticated endeavor and more critical than the actual computing cycles because of its enormity and its residence in multiple databases.
on multiple operating systems. These issues add to the complexity of disaster recovery efforts.

- High speed data storage for databases such as Banner and Blackboard involves sophisticated
  - Storage Area Network (SAN) infrastructure (communications)
  - Storage management software tools
  - Staff expertise

Figure 3. Technology-enhanced room (smart classroom) growth.

With the new Allied Health/Nursing facility coming on-line, the number of smart classrooms will expand to nearly 300. Approximately $10 million has been spent thus far in this area. Smart classrooms are technology-enhanced rooms equipped with devices ranging from a simple digital projector/screen combination to programmable hardware and video-conferencing-capable capabilities. They require network connectivity, sophisticated staff support and a much larger maintenance budget than the traditional classroom. The present smart classroom numbers can be supported on available funds; however, any expansion of the program must be given careful consideration for on-going support cost, life cycle upgrades, periodic staff training, etc. These costs should be weighed against proper assessments of learning outcomes.

Banner/Blackboard:

ECU has implemented the most complete Banner Finance Module of any UNC school, which brings with it the backend support and storage needs. The Student, HR and Advancement modules are slated for implementation by the summer of ’07. Blackboard, which we will be running locally in the Fall of ’06, runs on a similar hardware/operating system platform as Banner.

- The Banner hardware configuration involves a complex environment of servers with related networking and backup infrastructure rather than a single mainframe (Appendix C). Additional issues -
  - Disaster planning is more complex and expensive in such a multi-tiered system.
  - Network communication and data interfaces among these various servers and with the existing legacy systems, including the mainframe, physicians’ billing and scheduling (IDX), One Stop, etc., present daily challenges to the staff.
  - The level of staff expertise needed to support the Banner system is more sophisticated than with past applications.
  - To support the Solaris (Sun’s version of Unix) operating system we rely on one local Unix-trained staff member recruited from Computer Science and external consultants. We are training another person. Our present salary structure precludes us from hiring Unix support staff from outside the region.
Enterprise databases, particularly the Oracle engine in Banner, Blackboard and the electronic medical record, necessitate a team of database administrators with a different expertise than required by the mainframe. We lack appropriate depth in this area.

- Banner necessitates that nearly every ITCS staff member must learn new development and systems tools as a part of their jobs.
- Storage Area Networking is a sophisticated storage technology for Banner, Blackboard and other applications. We have one qualified support person.

**Research Computing:**
The office of the CIO has been working with Dr. Paul Gemperline, Associate VC for Research and Graduate Studies, and others over the last two years to develop a strategic direction for research computing. Those efforts have produced a campus-wide survey of research IT needs and, most recently, a planning process for establishing research directions, priorities and recommendations, especially for high performance computing. This is a major step forward for the University and ITCS. Strategic research computing decisions will now be made by the appropriate management and client base and ITCS will support those decisions.

Research computing at ECU will gain further momentum with the development of a RENCI satellite center on the campus in collaboration with Dr. Dan Reed at UNC-CH.

**Security Issues:**
- Security is a constant challenge and a growing effort. ECU’s network faces incessant intrusion efforts by outside entities probing for available ports.
- ITCS manages an effective multi-layered combination of hardware and software to protect clients and data from malware and data theft.
- The technology must be upgraded and the staff must be continually trained as the “intruders” hone their skills.
- The security staff members are assuming an increasing responsibility in the University’s complex security and compliance policies for HIPAA, PCI, etc.

**Near-Horizon Technology Changes:**
- Microsoft is bringing its 64-bit operating system to the market later this year accompanied by a new Exchange email system. This changeover will require
  - Approximately 30 64-bit capable servers for many applications, including email.
  - Additional training for the support staff.
  - Changes in the end-users’ desktop configuration and additional support.
- Identity management – as ECU’s DE and research collaborations develop, we need the ability to authenticate a spectrum of users on Sharepoint and other collaborative technologies.
- Intel-based Macintoshes, especially those capable of using both Apple and Microsoft operating systems, will grow in popularity and alter our support profile.
- Increased usage of wireless hand-held communication devices, e.g., Blackberries, will probably necessitate ITCS support, including local servers for message storage.
- Given PCMH’s plan to build a regional electronic medical record on its new Epic implementation, what is the future of the School of Medicine’s electronic medical record and practice management applications? What applications will the dental school bring?
Capital Needs:
The most critical data center issue is the outdated configuration of the electrical power supply and the air conditioning system in the server rooms. No modern data center should be without redundant power supplies, but ECU is in that single point-of-failure mode of operation. Two totally crippling power failures on June 20 and June 22 bore that vulnerability out.

Staffing and hardware needs will in turn place strains on the existing data center.

Table 2. Data center (computer rooms) environmental issues.

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Capacity</th>
<th>Utilization</th>
<th>% Capacity Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Square footage</td>
<td>1,040</td>
<td>1,040</td>
<td>0 (without modification)</td>
</tr>
<tr>
<td>Cooling (BTUs)</td>
<td>473,600</td>
<td>357,724</td>
<td>24</td>
</tr>
<tr>
<td>Electrical (Uninterruptable Power Supply) Amperes</td>
<td>400</td>
<td>320</td>
<td>20</td>
</tr>
<tr>
<td>Available rack space (units)</td>
<td>2,394</td>
<td>1,784</td>
<td>25</td>
</tr>
</tbody>
</table>

We have no space into which to grow; however modifications of the existing data center space and more modern server configurations with additional power and air conditioning capabilities can allow a greater density of computers/servers. A nearby site in which to relocate staff such as the Help Desk would enable us to renovate existing space in Cotanche to house more computing hardware at some savings over creating new computer space.
ISSUE III: PLANNING, BUDGETING AND MANAGEMENT

While ITCS manages and spends large sums of money, most of it is directed and inflexible spending. The following table shows the budgets that we manage.

Table 3. Budgets managed by ITCS.

<table>
<thead>
<tr>
<th>Budget Source</th>
<th>Comment</th>
<th>East Campus</th>
<th>MFPP</th>
<th>BSOM State</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Computer Program</td>
<td>Money provided to ITCS to purchase administrative desktops</td>
<td>$150,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty Computer Program</td>
<td>Funds provided to ITCS to refresh faculty desktops</td>
<td>$535,404</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distance Education</td>
<td>DE funds to cover operational costs</td>
<td>$33,289</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SCTF</td>
<td>Student fees to pay for computer labs, specialty software for courses. The lowest such fee in the UNC system.</td>
<td>$1,428,926</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GA Funds</td>
<td>Network, Web support, TLT.</td>
<td>$343,732</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long Distance Resell</td>
<td>Charge backs on LD calls</td>
<td>$211,028</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support Services, Networking, Security, Software Development, VoIP, Administrative, Communications, Smart Classrooms</td>
<td>Self explanatory</td>
<td>$1,389,582</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed Costs</td>
<td>Service contracts, software licenses, etc.</td>
<td>$1,672,198</td>
<td>$827,040</td>
<td>$32,296</td>
<td><strong>$2,524,738</strong></td>
</tr>
<tr>
<td>Other Recurring Costs</td>
<td>Operational costs for ITCS</td>
<td>$525,260</td>
<td>$68,500</td>
<td>$27,845</td>
<td><strong>$621,605</strong></td>
</tr>
</tbody>
</table>

| Total of Budget Sources                    |                                                                       | **$6,238,133** | **$895,540** | **$53,345** | **$7,238,304** |

The multi-year Banner Project budget of $18.7 million is not included in this list. The first seven items are fixed and directed to specific needs with no flexibility to direct those funds elsewhere. The only area in which we have leftover funds is in Fixed Costs wherein we had approximately $200,000 this year. However, this is the area from which we absorb inflationary increases in contractual and licensing costs and in the absence of reallocation monies, purchase server and other critical hardware upgrades such as upgrading Pirate Drive and the robotic backup device and purchasing storage analysis tools. To put this in a longitudinal perspective,
the Banner hardware cost about $1.7 million and is slated for replacement in three to four years. Storage hardware, software and professional services will cost approximately $750,000 for the projected growth to 45 terabytes, including disaster recovery redundancy. In the absence of reallocation monies, the fixed cost budget is our only planning and “cushion” resource.” Occasionally, there will be unspent funds in the “operating costs for ITCS” and directors and managers will replace staff computers and printers with those funds.

It should be noted that one GIS supplement was provided this year: $100,000 that will be used to hire an additional database administrator for Banner, Blackboard and Centricity (electronic medical record) and for salary increases promised to our STEP graduates.1

The other source of funds has been reallocation dollars.

**Table 4. Reallocation dollars provided to ITCS.**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Year 2004</td>
<td>$1,048,847</td>
</tr>
<tr>
<td>Fiscal Year 2005</td>
<td>$4,260,178</td>
</tr>
<tr>
<td>Fiscal Year 2006</td>
<td>$248,000</td>
</tr>
</tbody>
</table>

This budget source has been erratic. Furthermore, the 2005 allocation was an anomaly in the distribution process but included $1.3 million that was spent on outdated, risk-prone desktop computers and network equipment in the Brody School of Medicine as well as a HIPAA-related firewall. Another $367,000 reallocation came to ITCS in ’05-’06 via Academic Affairs to facilitate the Blackboard transition.

Major hardware infrastructural hardware purchases have been made with reallocation monies, e.g. the tape robot, the Storage Area Network (SAN), Pirate Drive, the last Exchange (Outlook) upgrade, most of the recent security devices and software, etc., rather than by planned, allocated spending. In other words, ITCS has built much of its infrastructure on reallocation monies, yet that equipment has a defined life and must be upgraded.

**TECHNOLOGY DECISIONS:**

ITCS works with key vendors for the benefit of ECU faculty, staff and students. Our technology refresh/upgrade programs for desktops, servers, networking and smart classroom technologies work through a centralized purchasing model that is consistent with the IT Management Flexibility plan and equates to more than $800,000 cost avoidances annually. We are able to negotiate aggressive pricing with vendors because of a state-of-the-market approach to decision-making and standardization across the enterprise rather than individual departmental purchases of commodity technologies. Students have benefited from this model with a three year contract relationship with IBM/Lenovo to provide low cost laptops at 32% below standard pricing. This same aggressive program also provides on-campus hardware for laboratories and specialty software for advanced courses at no additional cost to the students.

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1 STEP: The Staff Training and Education Program has offered staff applicants an opportunity to further their professional development by means of defined curricula, agreed upon and approved by their managers, and which promised a salary increase upon completion. We have refocused the program to aim it at the needs of the department and to eliminate pay increases.
A general market awareness helps us make key technology purchasing decisions. One market indicator is the “hype cycle” shown below. Notice VOIP, Voice Over Internet Protocol telephony, located on the “Slope of Enlightenment.” ECU anticipated the market maturation of VOIP and has moved forward with its implementation more aggressively and successfully than any campus in the UNC system. Podcasting, on the other hand, resides further back on the curve, which is now a year old, but from our perspective, it is not yet a mature technology.

![Figure 4. The life cycle of new technologies, the hype cycle (from Gartner Research).](image)

It is important to emphasize that basic infrastructure should be built on state-of-the-market developments and that state-of-the-art technologies, those before the “slope of enlightenment,” must be evaluated critically for institutional value and total cost of ownership at the local (ECU) level before investments are made. Our goal is to make wise investments in stable technologies that ensure optimal efficiencies at minimal long-term cost. We feel that we are succeeding in this effort.

**INNOVATION:**
In addition to managing an “invisible” and stable infrastructure, any IT organization should also be expected to provide innovative, value-added tools to its customers, especially those tools that can enhance decision making or process change. SharePoint and Outlook are two of those platforms upon which we can build.

1. The software development group in ITCS is developing business intelligence software tools that will enable decision-makers to view up-to-date raw data from a variety of sources as useful, graphical information in the form of pies, charts, cones, dashboards, etc. These presentations, with full drill-down capability, can be provided to the individual user via scheduled emails or to managerial workgroups on SharePoint.
2. We will develop Outlook email encryption this year as an enhancement for doctor-patient or doctor-doctor communications as well as providing additional security for the use of Outlook on the wireless network.
3. We anticipate being able to test an enterprise-level project management tool that will have broad applicability across the campus.

Unrelated to Sharepoint and Outlook, the IT Support Services group will test a secure biometrics-based logon for clinicians accessing the electronic medical record, thus eliminating the present time-consuming, multi-stage logon process. This technology has potential for a wider deployment outside the clinical arena.

**HOW DO WE MANAGE FOR THE FUTURE?**

The issues discussed thus far are primarily financial ones. While convenient to refer to information technology expenses as the cost of doing business; the institution’s dependence of computer technology makes IT the fabric of the business. In order to validate that frame of reference, we must address the broader issue of IT management to ensure that an appropriate awareness of IT is present at all client and management levels at the University. In other words, institutional growth and maturation must bring an increasing IT-awareness on the part of all of our clients, including senior management, in order that the University leverage its IT resources to its advantage. That includes regular, mutual access between the CIO and the collective senior management of the academic, research, clinical and administrative enterprises of the University to ensure alignment of all IT resources and initiatives with a strategic direction.

ECU’s IT management has already undergone significant evolutionary developments, from separate departments on the medical and main campuses to a strong central IT organization. Those changes at ECU as well as in the wider IT industry are reflected in (Table 5).

**Table 5. Evolution of IT management.**

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unit and domain views</strong> – departmental view of IT management, distributed computing</td>
<td><strong>Unified, virtualized service views</strong> – single network domain and name directory, virtual server management.</td>
</tr>
<tr>
<td><strong>Hope and pray application and policy development</strong> – too little communication and coordination of effort.</td>
<td><strong>Predictive modeling and impact studies</strong> – decisions based on meaningful local and market data</td>
</tr>
<tr>
<td><strong>Islands of implementation, automation</strong> – distributed creativity to include everything from servers to special end-user devices.</td>
<td><strong>Policy-driven orchestrated implementation, automation</strong> – as we did strong passphrase management; requires planning and management awareness.</td>
</tr>
<tr>
<td><strong>Highest levels of service</strong> – mainframe uptime, rule of 5 nines for service</td>
<td><strong>Appropriate levels of service</strong> – with adequate notice, can the client tolerate defined down time?</td>
</tr>
</tbody>
</table>

The morphing of “unit and domain views” into more “unified views” is a natural consequence of cost realizations at the unit level versus economies of scale in a centralized paradigm. Furthermore, the transition from hoping to predicting is a result of ITCS having at its disposal the tools and expertise necessary for predictive analyses. The two remaining views require a shared decision-making process. ITCS management is in its second year of working to improve our campus relations through communications efforts and strategic networking in order that we have client buy-in on policies and appropriate service levels.
A major step forward has been taken with the new integrated strategic planning process involving key stakeholders at all levels. The completion and implementation of that plan will require continued open dialogue between ITCS and those stakeholders. We are beginning to realize benefits through the following:

- Clinical Information Systems Committee
- Faculty Information Technology Review Committee
- Information Resources Coordinating Council
- IT Security Council - new
- Research IT Committee
- IRCC Executive Board
- ITCS and the Information Systems management at Pitt County Memorial Hospital.
- SGA budget committee.
- Deans and Directors meeting

The process by which technology initiatives are reviewed and funded is better defined in some respects with the Brody School of Medicine than with the main campus; however, the new budgeting process which promises to include ITCS in the annual evaluation of IT proposals from the various budget units is a vast improvement. We still need to determine a method for making strategic IT decisions. The Research Information Technology Committee is addressing research IT needs by bringing key researchers, Research and Graduate Studies and ITCS together, and a planning process for research computing has now emerged from that group. A mechanism for initiating and distilling new academic computing needs is yet to be developed, although there are several channels, including the Deans and Directors or the Chancellor’s Cabinet, or a reconstituted Faculty Information Technology Review Committee.

There are two related issues to be addressed in order to complete this process:

1. There should be a final “clearing house” involving a combination of IT-informed, higher-level administrators and clients, preferably faculty, who discuss and distill IT initiatives for senior management. A workable process is in effect in the BSOM.
2. At what level of University management must the final integrative discussions occur?

The management/client milieu of the main campus is more complex than that of the School of Medicine as are its technology needs, yet we must develop a minimally cumbersome “distillation” process for needs and funding that works similarly. At that point, IT spending will become a strategic investment, understood and championed by all of our stakeholders. ITCS’ leadership is dedicated to helping bring these processes to fruition.
SUMMARY

The purpose of this document is to raise awareness that information technology can provide value through basic and essential working services as well as enabling a strategic differentiation for the University. In order to maximize that capability, we must collectively (1) address the staff salary issues, (2) determine a funding model or plan that allows regular, planned upgrades and additions to the infrastructure, and (3) improve mutual access between the CIO and senior management. While there are some stark challenges for ECU’s information technology efforts, most do not constitute a crisis (the data center power supply being the exception), and there are also significant opportunities for IT to help advance the mission of the University through the new integrated planning process. With some slight changes in committees and communications channels that will provide greater technology awareness to our client base, including senior management, as well as programmatic feedback to ITCS, there is indeed an opportunity for ECU to excel in IT governance, management, development and implementation like few other universities have succeeded in doing.
Appendix A: Projects and Services, 2005-06

Software Development Services Projects
Don Sweet, Director

Banner Project:
ECU implemented the most comprehensive Banner Finance Module in the UNC system during this reporting period. The system, including software, hardware and networking infrastructure came up smoothly and flawlessly.

IDX (Physicians’ Scheduling and Billing System) Projects:

Enterprise Wide Scheduling (EWS) IDX via the WEB
Enterprise Wide Scheduling via the web was implemented for the Patient Access Services, providing BSOM a robust, web-based appointment management system that allows capabilities to assist with coordinating and scheduling appointment times, providers and locations via automated ‘rules’ throughout all clinics.

Common Registration (CRT) including the ADT Inbound Interface and the ADT Outbound Interface
Both of these interfaces were required for the BSOM to achieve the Fall 2000 Joint Board Liaison Committee directive of common registration to share patient visit information seamlessly between BSOM and PCMH.

IDX↔Banner Interface

Refunds/Accounts Payable

General Ledger
With the implementation of Banner, two IDX system interfaces were modified to meet Banner specifications in order that these two major financial system exchange data.
Network Services Projects
Rob Hudson, Director

New Buildings & Renovations
Major data network upgrades and installations were done in the arena of renovations and new construction, including Central Receiving Warehouse, Allied Health and Nursing, Pediatrics Clinic, Financial Services, Slay Office Suite, Clark Warehouse with Old Cafeteria, Fletcher Music and the New College Hill Dorm to come online first quarter this fiscal year. These efforts have increased our active network port count by approximately 3600 ports (~17,000 total) with an anticipated 2200 additional new ports in the first quarter of this year.

Network Upgrades
Upgrades supporting the continued roll out of the VOIP technology, were implemented in the Belk and Ward Sports Medicine buildings. Nineteen BSOM communications closets have been upgraded with new switches providing increased performance from 100mb to gigabit uplink speeds at users’ desktops.

The first phase of the ECU Core network upgrade is complete, including design, acquisition of equipment and preliminary testing for the upgrade of the four core nodes to provide enhanced network performance and bandwidth up to 10gig.

SAN Infrastructure Expansion
ECU’s sophisticated Storage Area Network was expanded this year by three new switches, including an off-site switch for disaster recovery at Brody. The SAN provides a quick interim step for ultimate tape backup thus minimizing backup time for the primary data servers. The SAN also stores some servers’ operating systems and enables those servers to boot from the SAN, thus conserving server working space.

Wireless Expansion:
ITCS continued to expand ECU’s wireless connectivity to include 112 new access point installations in new construction sites as well as renovation projects, bringing the total to over 425 access points and approaching a saturation total of 75% campus wide.

IP Telephony (VoIP):
The current database of IP assigned numbers has surpassed 2100. Approximately 1600 hand sets have been deployed, and over 1000 those have unified messaging (integration of voice mail with the Outlook email Inbox. Emergency Responder has been installed to route emergency 911 calls from VoIP phone sets to ECU’s Public Safety.

Connect2ECU:
Campus Living and ITCS worked together to implement “Connect2ECU,” an authentication and enforcement tool which ensures that residence hall users are authorized to use the network resources and their computers meet the University’s security requirements before access is granted. As a result there has been a significant reduction of network attacks originating from the residence halls, as well as fewer security problems.
IT Support Services
Joe Norris, Director

Performance Management

Service Calls
ITSS implemented several proactive measures this year with a goal of reducing overall service call volumes. That goal was achieved through the continued refinement of services and implementation of new infrastructure support systems. As a result, the IT Help Desk experienced a **19% decrease** in incoming service calls for FY06. The beginning of the Fall and Spring semesters continue to be peak demand for IT service requests with more than 16,000+ calls in August while the average service call resolution time was less than **one business day** for **79%** of the service calls processed this fiscal year.

A new help desk telephone system, Cisco IP Contact Center (IPCC), using VOIP technology was installed August 2005 making East Carolina University the first university in the UNC system to utilize this new technology. IPCC enables the Help Desk to segment customers and monitor resource availability, profile customers using contact-related information, and assign the most appropriate resources to meet a customer’s needs based on real-time conditions such as agent skills, availability, and queue lengths.

<table>
<thead>
<tr>
<th>Faculty and Staff</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY05</strong></td>
<td><strong>FY06</strong></td>
</tr>
<tr>
<td>Phone</td>
<td>79787</td>
</tr>
<tr>
<td>Web</td>
<td>5086</td>
</tr>
</tbody>
</table>

ACE Support Center
Over 4,000 service calls were logged in the ACE Student Support Center, a 50% increase from last year, due largely to the growth in our laptop program. To handle the increase in service calls, the Student Help Desk was merged with the ACE center to create a more informed student worker. Service was extended in the spring semester to include third shift student help desk support. During the day, an area to consult directly with students was created and during projects that directly impact student users such as “Connect2ECU” satellite support areas were established.
Technology Resource Center

The Technology Resource Center located in Austin 103 scanned almost 400,000 Opscan sheets this year. This service is considered invaluable by faculty because of the amount of time it saves with the examination grading process. Consultants in the resource center also offered assistance with multimedia, web page design, virus resolution, and a testing environment for software and hardware used throughout campus.

Major Services Availability

ITSS strives to ensure that all computing resources are available to users to the greatest extent possible. The below chart signifies the availability of our major systems/services:

Notes:

**EMR** – Electronic Medical Record System(Centricity, formerly Logician)

**All Servers** – This category includes all systems including departmental servers that reside in the ITCS Cotanche Facility
Desktop Support Service Call Volume
After years of frequent double-digit growth in requests for user desktop support, ITCS experienced a welcome call volume decrease for these requests in FY05-06. East campus and West campus both experienced a decline of 15% and 8% respectively in these types of service requests. The decreases can be attributed to proactive measures that ITCS implemented to help minimize user requests, as well as a renewed vigor in investment in new desktop computers chiefly at BSOM. The central management of Windows desktop Operating System updates, initiated three years ago, continues to pay huge dividends in reducing support requests. This initiative gave ITCS staff a larger role in ensuring that critical operating systems updates are deployed and installed on campus workstations. An initiative launched in Fall 05 enabled the central management of virus definitions on faculty and staff Windows computers. Additional capabilities were implemented in Spring 06 that enabled the management of Windows anti-virus programs on these machines and involved upgrading approx 7400 systems to the latest version of anti-virus software. Another highly successful measure started in FY04-05 and expanded in FY05-06 involved ‘locking down’ desktop computers in the BSOM clinics thus resulting in few support issues on these systems. In addition to these measures, various ITCS user education strategies and tools gave users a heighten awareness regarding self-sufficiency and the importance of workstation security.

![Desktop Resolution Methods (East & West Campuses FY05-06)](image)

![Desktop Support Average Queue Time (Days)](image)
Infrastructure & Security Updates

Campus Email Upgrade
Completion of the upgrade to the campus Exchange email system brought about new features and capabilities for the campus community. The email system consists of 23 core servers and over 50,000 mailboxes enabling vital communication capabilities for ECU faculty, staff, enrolled and prospective students. Servers were upgraded to the latest version of Microsoft’s server software, Windows 2003 Enterprise as well as upgrading the core mail platform to the latest version of Microsoft Exchange (Exchange 2003). As a result of the upgrade, users email addresses changed slightly by dropping “mail” in @mail.ecu.edu” and replaced with “@ecu.edu” thus allowing for a more identifiable branding of ECU email addresses.

Mass Storage Growth
ITCS experienced phenomenal growth in their three main mass storage data systems. These systems utilize Storage Area Networks (SAN) and Network Attached Storage (NAS) disk storage as well as tape backup technologies. Utilization of personal/departmental storage, data archival needs and HIPPA-driven secure data storage requirements, fueled the demand and utilization of NAS technology – PIRATEDRIVE. During FY05-06, PIRATEDRIVE raw storage capacity increased 254%. SAN technology growth was spurred by ITCS server consolidation efforts, backup-to-disk implementations and the Banner implementation. SAN raw storage capacity grew by 1650% during FY05-06. As these capacities grow, so do the associated backup capacities, which went from approx. 2TB per night to over 3.75TB currently.

*Raw Disk Capacity represents total managed space including system overhead.
Student Computing & Technology Fee
The Student Computing and Technology Fee provided upgrades for twenty-two student computer laboratories with 410 new computers and printers ($723,000). Software upgrades were provided to academic departments for their labs totaling more than $437,000. Twenty previously created labs that were not supported have been added to our technology fee refresh program to ensure consistency across campus. Wireless access points were added or upgraded in student areas to enhance coverage ($136,000) for student laptop use.

Technology Enhanced Classrooms
Technology-enhanced classrooms are increasing at a rapid rate. There are currently 155 technology-enhanced rooms throughout campus with more than 76 new rooms coming online with the completion of the Allied Health and Nursing(AH&N) building. In order to save costs, much of the programming and installation of new technology-enhanced rooms is completed using existing campus personnel. As a result, we can troubleshoot our own problems and regulate the user interfaces to be similar in nature, making it easier for faculty to teach in multiple classrooms.

Monitored Environmental Controls and Systems
ECU’s data centers are now being monitored on a constant basis with newly added power management devices. These devices provide detailed reporting of electrical loads, monitor the environmental infrastructure and provide early-warning notifications. Monitoring the mechanical, the electrical, and other critical systems ensures high availability and timely response to events. Early detection of controls such as temperature and humidity further enhances our delivery. Highly sensitive smoke and heat detectors, along with automated moisture detectors, constantly monitor equipment areas, alerting Operations to changes beyond tolerances.

Security
The following initiatives were implemented this year in order to better protect critical ECU computing assets from various security threats such as viruses and hacking attempts:

- Intrusion Prevention software installed on four core infrastructure servers and three critical management stations blocked over 100 million unauthorized access attempts for the year. This software is being expanded to cover an additional ten management stations.
- Core Electronic Medical Records servers were moved behind the “HIPPA” firewall to protect critical sensitive medical information.
- Critical infrastructure servers providing fail-safe system redundancy were moved behind the “HIPPA” firewall. In the event of a network emergency, these HIPPA compliant servers can be segmented from the general campus network.
- Implemented Symantec Anti-Virus Managed Server to ‘manage’ approx 7400 campus computers. Virus definition updates are automatically downloaded from this centrally managed server minimizing security risks for ECU servers, desktops and laptops. This initiative increased threat awareness through monitoring of viruses and malware found on workstations.
- ITCS Client Server staff conducted 13 “in-depth technical system security assessments” for various university departments: Athletics, Continuing Education, Family Medicine, ITCS, Joyner Library, Pathology, and the Physicians Assistants Program. A majority of
these security assessments (10) were proactive measures initiated by the responsible departmental server administrator. The remaining systems were in response to potential system compromises or traffic anomalies.

- Identified and quarantined over 92 million emails out of over 150 million containing identifiable triggers that represented potentially malicious content such as Spam, Viruses or other industry identified mechanisms.

Collaboration

Desktop Procurement/Refresh*
ITSS, Academic Affairs, BSOM, Materials Management, Dell, Apple and a large number of campus departments worked collaboratively to provide ECU faculty, staff, clinics and student labs with a standardized state-of-the-art desktop workstation. Through this collaboration, approx 1,586 desktop systems were acquired, installed, and configured for use at an overall cost savings of $591,500 to the University.

<table>
<thead>
<tr>
<th></th>
<th>East Campus Faculty</th>
<th>East Campus Administration</th>
<th>BSOM Faculty &amp; Staff</th>
<th>BSOM Clinics</th>
<th>BSOM Student Labs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desks (Dell/Apple)</td>
<td>252</td>
<td>188</td>
<td>191</td>
<td>181</td>
<td>648</td>
</tr>
<tr>
<td>Laptops (Dell/Apple)</td>
<td>90</td>
<td>11</td>
<td>25</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>342</strong></td>
<td><strong>199</strong></td>
<td><strong>216</strong></td>
<td><strong>181</strong></td>
<td><strong>648</strong></td>
</tr>
</tbody>
</table>

*Quantities/Savings reflect bulk purchases only and do not take in to account computers ordered individually by departments.

Clinical Upgrades
The Brody SOM Clinical operation was improved by the collaborative efforts of ITSS, SDS IDX, and HIS teams through project management and coordination of several key initiatives. Desktop services replaced 181 aging clinical workstations encompassing exam rooms, nurse’s stations and patient access services to the latest in space saving computer systems.

P2P Music Subscription Service
Campus Living, SGA (Student Government Association), and ITSS worked together to evaluate music subscription services for campus living. Ruckus was chosen for a Spring Campus Living pilot project. Student feedback was positive overall; the basic service of unlimited music downloads to an individual machine for play was offered as a free service to students. Additional options including downloading the music to play on a portable device or movies required an additional subscription from the students and a fee. Internal peer-to-peer traffic was reduced during this time. The pilot project was evaluated and deemed successful. Currently, a contract for the fall semester is in the works. Campus-wide use of the service will provide on-campus students with the basic service for free. Off-campus students, faculty, and staff will be able to subscribe to the service at a reduced cost.

iTunes University
Several colleges, in collaboration with Instructional Technologists and ITSS submitted an iTunes University application to Apple, Inc., which was accepted. iTunesU is a method for distributing multimedia content, including podcasts, to students, faculty, and potentially the
public. The iTunesU interface has the ability to password protect access to audio and video streams and offers an easier method for creating podcasts and RSS feeds. The iTunesU pilot will begin Fall 2006 semester.

New Faculty Orientation Program
Representatives from ITCS, Academic Affairs, Center for Faculty Development, College of Arts and Sciences, and others launched a New Faculty Orientation Program that takes advantage of Blackboard as an asynchronous communications tool through which information about campus divisions, university administrators, essential teaching and learning resources and facilities, and research and service support is shared. This creative approach allows faculty to review orientation material at their convenience while providing those unfamiliar with course management systems (CMS) an opportunity to learn the ins and outs of CMS features. Faculty also attend networking luncheons and are equipped with a “getting started” CD that includes welcome letters from the Chancellor and Provost, along with a memory stick to hold their Personnel Action Dossier. Faculty can include completion of the program as part of their annual Professional Development report.

ACE Program
The ACE initiative, which is the coordination of departments with computer requirements and the support of student technology, shared information with over 1,600 parents this past year. Slightly over 1100 computers were purchased through the Dowdy Student Stores. More academic majors chose to participate in the initiative this year, increasing the number of programs requiring or recommending a computer to 30 programs. Over 4,000 students are in these programs, with 2,700 in required areas and 1,300 in strongly recommended areas.

CommonSpot Expansion
CommonSpot, the web management tool, offers departments an easy-to-use interface to develop and maintain university web pages. To date, over 564 users have been trained to use CommonSpot. This year alone, approximately 24 training sessions were offered by ITSS and users received over 500 hours of one-on-one consulting and training. The CommonSpot development team is continuing to create tools that make web maintenance easier to use, while offering a university wide “look” and “feel” to the web site. New servers were also deployed to reconfigure the Common Spot software for more efficient operation.

Blackboard Migration to ECU
ITSS and Academic Outreach requested and received funding for the relocation of the Blackboard DE service from the outsourced arrangement back to ECU. The transition of the service from Blackboard ASP to ECU is considered a strategic and technical direction that was needed to meet the demands of ECU’s growing DE programs. Over the past two years the Distance Education programs have seen an explosive growth which has directly impacted our dependence and utilization of Blackboard. Blackboard Corporation was unable to react to the increased demand which has negatively impacted course delivery for students and faculty. The result was that ITSS has purchased and engineered a solution to meet these demands while reducing overall costs in providing this critical service. The new system will be available starting July 2006
**Innovation**

**Support Software Procurement**
Through an aggressive arrangement with Symantec Corp., ECU procured remote assistance software (Symantec PCAnywhere) as well as asset management software (Symantec Discover) at nearly a 60% savings over state contract pricing, saving nearly $144,000. PCAnywhere enhances end-user support capabilities by allowing IT support personnel to remotely control the user’s computer thus negating the need for a field visit by a computing consultant. This in turn minimizes the number of IT support staff that the user interfaces with during the problem resolution cycle. The asset management software will allow ECU to make better informed decisions regarding computer system aging/replacement and assist in the management of software licenses.

**Server Consolidation Efforts**
In an effort to maximize the available space in our data center a continuing initiative to consolidate systems was implemented. Nearly 40% of the server inventory in ITCS’s two server rooms has been physically downsized by utilizing ‘virtualization’ or ‘blade’ technologies. To manage growth proactively we will continue to transition to the appropriate technology as funding becomes available.

<table>
<thead>
<tr>
<th>Total</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Blade Technology</td>
<td>24</td>
</tr>
<tr>
<td>Virtual Technology</td>
<td>74</td>
</tr>
<tr>
<td>Traditional Server</td>
<td>162</td>
</tr>
</tbody>
</table>

**Expansion of SharePoint Services**
Microsoft SharePoint services were more widely implemented this year. SharePoint is used to share documents and engage and track discussions, creating a unique collaborative workspace. We migrated to a new portal service interface that was branded with an ECU “look”. Over 90 new collaborative sites were added to SharePoint; a new process was implemented that enabled the service to be extended to researchers and other ECU external users. The extension of services was extremely useful to faculty and staff working on research projects internal and external to the university.
IT Security
Margaret Streeter, Interim Director

We realize that improvements in technology and processes are not enough to ensure the protection of ECU’s enterprise data resources. In fact, the majority of data security breaches are attributed to the data users. We have therefore implemented an aggressive information security awareness campaign to address this critical vulnerability. In addition, ITCS will continue to implement new technology and processes to provide additional layers of security for University data as we address the awareness issue. This report reflects technological, procedural and awareness security initiatives implemented in fiscal year 2005-2006.

Technology Initiatives (some in conjunction with IT Networking or IT Support Services)

1. **External security assessment (SEC)**
   A contracted external vendor conducted assessments of physical, network, application and server security, system documentation, and policies/procedures. The assessment revealed no major vulnerabilities and several notable practices that enhanced the security posture of the University.

2. **Symantec Anti-Virus Managed Servers** – see pages 23, 24
3. **HIPAA Servers Behind Firewall** – see pages 23, 24
4. **Replaced Microsoft System Management Severs (SMS)** – see pages 23, 24
5. **Intrusion Prevention Software (IPS)** – see pages 22, 24

Information Security Awareness
No technology-based security system can provide total data protection in today’s highly networked environment; the user element must also understand their security roles and responsibilities. Closing that loop requires that data users are adequately trained in security responsibilities and procedures. In an effort to accomplish this, ITCS has expanded and intensified its Security Awareness Training Program. The actions below are the first phase of a multi-phase effort, including:

1. Departmental Security Awareness Training
2. Internal (ITCS) Departmental Security Awareness
3. Departmental IT Support Staff Awareness Training
   Quarterly IT Security Awareness Training
4. HIPAA Security Awareness Training
5. Enhanced IT Security Web Page
6. Reduction of the Use of Social Security Numbers (SSN)
   ITCS is requesting that all SSN data sent across the network or stored on local drives be encrypted with WinZip until an enterprise encryption solution is adopted. If locally-stored data is not encrypted, it should be stored on Pirate Drive.

Consulting
To assist the campus in implementing technology in a secure environment, IT Security consults with departments on security best practices; clients include ECU Physicians, Physician Assistant Program, and Health Sciences Library. These efforts inform the departments of procedures and technology that improve their security posture.
ITCS Disaster Recovery Plan (DRP)

Among our procedural improvements this year:

- Development of DRP process for Banner
- Assessment of DRP equipment needs, especially with Banner expansion
- Investigation and recommendation of Alternate DRP recovery site
- Departmental DRP retreat for all ITCS members to ensure everyone understood and could execute their roles in a disaster.
- Development of a DR Planning website at http://www.ecu.edu/cs-itcs/itsecurity/itdrp/
- Coordination of needed updates for the offsite storage contents
- DRP annual recovery testing and successful completion

Banner Financial System

- Worked with the Banner programming team on the design on the workflow request used to request, authorize, modify and grant access to Banner financial applications prior to, during and post startup.
- Provided consulting services to ITCS and the financial modules on procedures for granting access to non-ECU users and elevated privilege users, as well as operational procedures.
- Assumed the responsibility of creating more than 1300 startup user accounts for Banner financial applications.
- Developed procedures to perform yearly, monthly, and weekly review of user accounts to ensure that inactive accounts are purged, account access is revoked in a timely manner, changes in employment are reflected in their system access rights, and that original user account forms match the actual system access.
- Led the implementation of the AppWorx application for the Banner project. AppWorx is benefiting the University through:
  - More effective processing through coordination and control of multiple applications
  - Advanced scheduling beyond simple dates, times and calendars
  - More efficient use of (human) resources through automation of manual processes
  - More reliable processing leading to fewer errors and failures

Policy, Regulations and Compliance

1. Information Security Council

The new Information Security Council (ISC) was charged with the responsibility of providing direction on the use and protection of University information. This high-level group will ensure that issues related to the protection of University information are addressed campus-wide, regardless of who is in control of the information. The ISC has a dual reporting responsibility to the Chancellor’s Cabinet and the Information Resources Coordinating Council for administrative and faculty-level approval and feedback.

2. Payment Card Industry (PCI) Compliance

Credit card companies have mandated new security requirements (PCI Data Security standards) for all merchants in order to protect their customers’ data. Campus merchants were not equipped to determine nor achieve compliance to this new mandate. If a merchant is non-compliant, their ability to take credit card payments can be terminated
as well being subjected to penalties starting at $100,000 for the inappropriate disclosure of personal data.

IT Security assisted the ECU Cashier’s Office and campus merchants in assessing their PCI compliance. More than 500 efforts hours of IT Security, ITCS, and campus merchants were expended in assessing and implementing processes and procedures to meet the PCI security requirements. More than 40 systems were assessed and required changes were implemented. We have met all standards that could be met without a significant financial expenditure.

ITCS along with the other UNC campuses have submitted recommendations for infrastructure and support changes required to bring the campuses into compliance. These recommendations will require capital expenditures as well as ownership of the compliance process by the financial services module.

3. North Carolina Identity Theft Act
The N.C. General Assembly established the Identify Theft Protect Act of 2005, which provided for the “protection of personal and credit information that might lead to identity theft” (N.C. General Assembly, 2005). The Act addressed the protection of Social Security numbers and other identifying information, security freezes on consumer credit reports, secure methods of disposal for personal information, notification of information disclosures, and other measures.

Our compliance efforts in the past months have been focused on the protection of identifying information, the reduction in use of Social Security numbers and an annual evaluation of protection measures. Future efforts will involve developing guidelines for the collecting, segregating, disclosing and protection of SSN. IT Security will work with Legal to publish such guidelines and educate the campus.

4. HIPAA Compliance
HIPAA security compliance is an ongoing process that requires continuous efforts to ensure that the systems which house our electronic protected health information (E PHI) are secure.

- **Critical and Core Status:** The 2006 Annual Risk Assessment has been completed for the Critical and Core HIPAA systems. We assessed of ten departments and eleven systems. Changes for this years’ assessment process included involving the awareness and approval of system’s Risk Assessment by upper management for each HIPAA Contact. This directive was the recommendation of the HIPAA Workgroup and Steering Committee as a means to ensure that management is aware of the threats and associated risks.

- **Departmental Status:** A departmental compliance plan was developed to bring the identified departmental systems into compliance. We reduced the number of departmental HIPAA systems from thirteen to three. We are working with those three systems to bring them into compliance. We have also worked with the departmental contacts to eliminate unnecessary patient databases or introduce the use
of the University’s PirateDrive to securely house the department’s database rather than using local storage devices.

- **HIPPA Portable Device Security:** A task force was created to investigate this use and make recommendations on portable storage devices, including 1) supported devices 2) encryption 3) protection of devices and data and 4) appropriate use of such devices. The recommendations from the task force will be presented to the HIPAA Steering Committee for review and approval.

**ITCS Leadership Program**

ITCS launched its inaugural Leadership Program in the spring of 2006. This program is unique in that it is open to all members of the department. The Leadership Team of ITCS believes that leadership skills can be learned and that leaders exist at every level of the organization. The objective of the program is to enhance those leadership capabilities for all participants to better leverage technology in meeting the strategic goals and objectives of the University. The program is offered once per semester and can accommodate 20 participants per session. We were honored to have Dr. Richard Eakin as the instructor of our spring session.

**Finance and Planning**

**Patsy Mills, Director**

In the second year of our reorganized financial system, we continue to refine, including making alterations for the new Banner Finance Module.

- Improvement in month-end reports to Direct Reports
- Implemented processes to reconcile QuickBooks to Banner
- Staff member completed the ECU Supervision Institute, the ITCS Leadership Program
- Processed and verified approximately 2500 purchase orders and standing orders
- Implemented the “savings” quote for the Cisco contract so that materials management can track savings campus wide.
- Managed and monitored all purchasing activities and financial accounting for a multi-million dollar budget.
- Managed and oversaw all contractual agreements for computer hardware, software, non-computer equipment and service contracts for ITCS
- Assisted the University in training of Banner/PORT across campus

**Administrative Support Services Projects**

**Marlene Anderson, Director**

Our efforts have focused on internal process improvements, data security and team development:

- Identified several security issues (social security numbers, password safety, etc.) within Administrative Support Services and established procedures to correct all issues.
- Provided direction and assistance in the planning, reservations, reimbursements and payment of travel to various conferences, training and seminars for ITCS.
• Successfully converted and maintained check deposits, etc. to the new Banner system.
• Restructured the entire cell phone, pager and calling card billing process and request system for the University.
• Created new employee recognition program for the Administrative Support Staff to enhance the importance of employee morale.
• Shared in the development and maintenance of the ITCS Development Program which consist of a Leadership Program designed to develop the abilities of employees and enhance and expand training opportunities for ITCS staff.
• Enhanced the Fixed Assets and Equipment Insurance Tracking system to alleviate missing equipment and to simplify the tracking process.
• Provided service and support for online registration for the 2006 UNC CAUSE Conference that will be held in New Bern, NC in November, 2006.

**IT Infrastructure Projects**

**Woodrow Bolton, Director**

We were involved in the design and/or construction of forty (40) campus planned construction projects during this past year. Most notable of these projects were the new School of Allied Health, School of Nursing, and Health Sciences Library Building, and West Campus utilities upgrade.

There were several projects that were designed and managed by ITCS outside of the construction projects but were funded by the construction projects. These projects were the result of new building footprints on the university network infrastructure, building renovations that affected a major network node or properties acquired by the university that were remote to the campus network infrastructure. The most notable of these was the re-design and construction of a new primary fiber feed between the main campus and the west campus to include a new primary node telecommunications/network closet to feed all of the existing west campus plus the Learning Village/Allied Health, Nursing and Health Sciences Library buildings as well as new future growth.
Appendix B:

ITCS functional/organizational chart.
Item V. – Other