The Board of Trustees met in regular session in the Great Room,
Mendenhall Student Center, on Friday, December 10, 2004, at 3:55 p.m. Mr.
James R. Talton, Jr., Chair, presided and called the meeting to order. Mr.
Dan V. Kinlaw, Secretary, called the roll.

Roll Call

Members present:

William H. Bodenhamer, Jr.    J. Fielding Miller
David S. Brody                 Shannon L. O’Donnell
Robert J. Greczyn, Jr.         E. David Redwine
Robert O. Hill, Jr.            Stephen D. Showfety
Michael W. Kelly               James R. Talton, Jr.
Dan V. Kinlaw                  Margaret C. Ward

Members absent:

Joel K. Butler (present during committee reports)

Also present:

Chancellor Steve Ballard
Vice Chancellor Garrie W. Moore
Interim Vice Chancellor and Assistant Secretary to the Board
    James LeRoy Smith
Interim Vice Chancellor for Finance and Facilities Rick Niswander
Acting Vice Chancellor for Research and Graduate Studies
    John Lehman
Vice Chancellor William E. Shelton
Director of Institutional Planning, Research and Effectiveness and
    Interim Director of Economic Development and Community
    Engagement Robert J. Thompson
Interim Chief Information Officer Jack Brinn
Chief of Staff Austin W. Bunch
Athletics Director Terry Holland
OATH OF OFFICE

It should be noted that due to time constraints with the Pitt County Clerk of Court Eleanor Farr, Mr. Joel K. Butler was sworn in at 10:30 a.m.

Chairman Talton asked Mr. Showfety for a motion to go into Closed Session at 12:40 p.m. Mr. Showfety then moved that we go into Closed Session:

1. to consult with our attorney and to protect the attorney-client privilege and to consider and give instructions concerning judicial claims entitled:
   b. West v. Balch, et al; and

2. to prevent the disclosure of privileged information under #126-22 - #126-30 of the NC General Statues; and

3. to consider the qualifications, performance or conditions of appointment of prospective employees and employees.

The motion was seconded by Mr. Kinlaw and passed by a voice vote.

Chairman Talton reconvened the Board meeting at 3:10 p.m. and continued with committee reports. Action items will be announced in the full Board meeting.

APPROVAL OF MINUTES

It was moved by Mr. Showfety and seconded by Mr. Kinlaw that the minutes of the September 24, 2004 full meeting of the Board of Trustees be approved as submitted. The motion passed with no negative votes.
Chairman Talton asked Chancellor Ballard for the Chancellor’s Report.

CHANCELLOR’S REPORT

Mr. Chairman and members of the Board, I would like to focus on two items today. One is that the future of the institution is related to the quality of the people who are here and we will continue to pursue that goal every chance that we get. You heard this morning that we have put a lot of money into our searches and that is just one indicator that we intend to hire the very best people and we will not be satisfied with anything less than top quality. In that regard, I would like to report on two successful hires.

Some of you know but you may not all know that we are spending a lot of time this year developing the federal initiative because we believe that many of our goals require a very strong presence in Washington, DC including a list of priorities that have been drafted by Dr. Bunch—who is working on it as we speak. In that regard, we are very pleased that Al Delia will be the director of our federal liaison program reporting to Dr. Bunch who has been working in this temporary role for sometime. He is developing relationships with the office of the president of federal relations and will be coordinating now with our state priorities and other activities so we expect to be very active with this initiative this year. Al Delia will help us make that successful.

Secondly, after about a 14 month national search and three different interview periods, I am extremely pleased to announce the conclusion of a national search for our vice chancellor for finance and administration. Mr. Kevin Setiz from Buffalo has accepted our offer to come to ECU on the first of February. Kevin is currently the vice president in the same position in SUNY Buffalo. His years of experience in these areas will strengthen us and he is extremely knowledgeable about finance, budget, fiscal management – he will be not only an extremely competent addition to our staff but will include his collaborative teamwork and skills. We are very happy that Kevin Setiz will be joining us. He is one of my key aspects in regard to the leadership team and a key member of the Executive Council. We appreciate Mr. Brody’s service on the committee and, even though it took longer than we hoped, it was a very successful committee.

My last remark is to indicate to the Board that we are making great progress in coordinating our activities. This morning Cynda Johnson was discussing the importance of student success with the Brody School of Medicine. That would be a hallmark of everything we do in Academic Affairs and at East Carolina. Also Dr. Moore’s activities with student affairs provides great leadership

Leadership, especially with Dr. Moore, Dr. Smith and Marilyn Sheerer in the College of Education, we had a series of leadership initiatives that we
were bringing together – that we are calling the Center for Leadership Excellence – with those people leading the effort. The goal of the Center for Leadership Excellence would be that every ECU student would have a significant leadership experience before they graduate as undergraduates. We already have many things in place. Just this past weekend we had the Chancellor’s Leadership Conference, 175 juniors and seniors participated and had an opportunity to learn more about leadership, experience leadership, discuss leadership with their colleagues. These are great students. We will expand this opportunity to include all undergraduates at ECU. We have too many initiatives to summarize today but we will be saying much more about this as we move forward this year with great leadership on the vice chancellor and dean level. You can believe that tomorrow’s students will either be well prepared in great fashion in the classroom, in their experiential learning, and in their leadership development. We intend to be known as the leadership university in terms of those leadership experiences that they get and what it means in their ability to move to the next stage of their life be that in the job market or further schooling or other endeavors that they might pursue.

So I appreciate the work of the vice chancellors and deans on this and I simply alert the Board to how important we think that is to student success and how many great things ECU is already doing. I think we are, in my opinion, the leader of the UNC system in leadership development and we will continue to push that advantage. Thank you very much.

Chairman Talton thanked Dr. Ballard and applauded the new hires and said again that all of the Trustees appreciate the leadership that you have brought and bring to our university. I know that I feel, and I think we collectively feel, better than we have in years with the seriousness, the direction, the communication, the openness, the transparency, and the teamwork that you have brought to East Carolina University in such short order. Thank you again.

Mr. Talton thanked the Chair of the Faculty, Catherine Rigsby for her patience and asked for her comments.

CHAIR OF THE FACULTY REPORT

Thank you, Mr. Chairman. Do you know how hard it is for a faculty member to sit in the back of the room and not speak all day?

Today I would like to continue with the themes that I presented at your last meeting: faculty scholarship and the work of the Faculty Senate.

I told you about my own research last time. But, because ECU has many amazingly qualified, interesting faculty, doing many types of
scholarship, I would like to take a few moments each time we meet to tell you about one of the many.

I’ll tell you about some of our most interesting faculty. It will be my own eclectic selection – most likely a different group than someone else would choose. But, my aim is to introduce you to the variety of experiences and abilities our faculty bring to the university. I’ll try to pick our tenure-track faculty – those faculty who have been here for 6 years or less – because they are the future of the university and the faculty you may be least familiar with.

Many of these faculty have a wealth of experiences (both academic and non academic) that are not necessarily what most people think of when they think of university faculty, but that allows them to bring unique perspectives to their disciplines and to ECU’s students.

The public often thinks academicians choose the scholastic life early, and remain in it until they retire both wiser and more prestigious after years of esoteric research. Yes, some academics do follow this path.

But many of our faculty have given up equally rewarding careers to return to academia – and to return some of their energy and expertise to their students, to the world of scholarship, and to the community. We need to recognize the diverse backgrounds and the sometimes hidden talents of faculty scholars at ECU, because it is from this rich diversity that we gain the most return on the academic investment.

One of these talented faculty members is Dr. Harold Stone. Many of you meet Harold last night. Harold is an Assistant Professor of Environmental and Coastal Planning.

Planning is a wonderfully complex discipline. As Harold explains it to me, planning uses a combination of quantitative analysis and social policy to help create sustainable communities.

Although planning is a small department on the ECU campus, it has trained over 1000 of the city planners and city managers in North Carolina. These planners work to meet the demands of our dynamically changing state.

As do other planners, Dr. Stone has a desire improve the quality of life of those in eastern North Carolina. He is unique, however, in the breadth of talents he brings to this task.

Harold’s credentials include a Bachelor’s degree in Geochemical Oceanography from Texas A&M, and a Master’s in Public Administration for Columbia University. But, more importantly, he has had an abundance of life experiences that he uses to enhance his work at ECU.
He has worked in the political realm – serving in the administration of former Texas governor Ann Richards – where he was responsible for administering and distributing over $200 million statewide. He has worked with Fortune 500 companies – creating the first entrepreneurial wetland mitigation bank in Texas and surveying harbors for the creation of a pipeline across the Yucatan Peninsula. He is a certified mediator and was once a social worker in the inner city of Houston, Texas, where he received the Citizen of the Year award for his work with at-risk youth.

These experiences led Harold back to academia, to a PhD in Environmental and Coastal Planning from Texas A&M, an appointment at ECU, and a deep interest in the values held by residents, tourists and developers in coastal regions.

Harold’s scholarly work is what we would call the scholarship of service. This is an important type of scholarship that – as we heard earlier today – needs to be a focus at ECU and, importantly, needs to be valued and supported as true scholarly activity of our faculty.

Harold and his students work with coastal communities, such as Ocracoke Island and Hyde County to develop a strategic plan to achieve sustainability. His work has been especially important in the aftermath of our recent series of devastating hurricanes. His coastal planning scholarship also led to a Fulbright Fellowship to Ukraine, where Dr. Stone continues to work on the development of a national park on the Black Sea.

Harold is always looking for new ways to translate his research into the classroom. His succession this endeavor was recognized recently: he received a 2004 Scholar - Teacher Award in the College of Technology and Computer Sciences for translating sustainable planning values into computer animated models that can be used for teaching.

He uses this model in his classes and, as I mentioned earlier, he and his students also apply the model in their work in the communities.

It is the diversity and richness of life experiences, woven into the discipline of scholarship that creates the environment of academic excellence we applaud in our faculty at ECU.

Dr. Stone is unique, but his story is only one of many that I will highlight in coming meetings.

As the Chair of the Faculty, I am proud to represent Harold, and all of the inspired and energetic scholars of East Carolina University. These scholars provide the foundation upon which ECU will continue to build its
reputation in scholarship, in teaching, and in service to eastern North Carolina and beyond.

At the last meeting, I predicted that – as long as the lines of communication remain open, as long as faculty continue to see their efforts are appreciated, and as long as administration continues to raise the “status” of faculty in the minds of the university and the community – the “mood” of the faculty would remain positive.

I’m pleased to report that the faculty are impressed with the communication and openness on campus this year, are actively engaged in the process of shared governance, are making progress with some of the initiatives we started in August, and are still in that generally positive mood (“cautiously optimistic”).

The Faculty Senate and its committees are busily working on the initiatives I discussed at the September Board meeting – as well as many other of our “normal” projects.

Today I’ll highlight just two of the Senate’s ongoing projects – both from the Faculty Welfare committee: (1) a Faculty Salary Study and (2) a Faculty Mentoring Survey

The initial results of the Faculty Salary Study are interesting (and relevant to your earlier discussions on campus-based discussions). They are comparing ECU salaries with those at other public PhD-granting institutions and with our “peer” institutions as defined by OP. It is also examining salaries in individual departments within the university.

Based on the 2003-2004 salary data, salary depression, compression, inversion, and expansion all exist at ECU.

It is no surprise that ECU salaries are lower than the 80th percentile of our peer institutions (the OP target) – salary depression.

The report also documents university-wide salary compression (where the mean salary at one rank converges with the mean salary at the next higher rank). As evidence, the report noted that the difference between the salaries of assistant and associate professor dropped from the 10-year average of 29% to a 2003-2004 low of 12%.

The report also notes that examples of inversion (where faculty at lower ranks are earning more than faculty at higher ranks) and expansion (where there are far greater differentials between ranks than is usual for US public doctoral universities) are present in individual departments.
The committee is now working to incorporate the most recent salary data into their study. As we all acknowledge, to recruit and retain the best faculty we must provide fair and competitive salaries. The faculty want to make sure that the salary situation at ECU is fully understood so that it can be adequately addressed.

Another subcommittee of the Faculty Welfare Committee is looking at faculty mentoring practices. They recently distributed a Faculty Mentoring Survey. The survey will be used to help establish a baseline understanding of campus-wide mentoring practices. From there the committee will develop a set of “best practice” suggestions for the mentoring of all faculty. This is an important endeavor.

We must not only pay them fairly and competitively, we must properly mentor all of the excellent faculty we have at ECU – we must mentor the Harold Stones of ECU (and there are many others like him!) who make this university such a great place for our students and such a great asset to our region and our state.

Mr. Chairman, this concludes my remarks. I will be pleased to answer any questions.

Hearing no questions, Chairman Talton asked for the Naming Committee report.

HISTORICAL MOMENT BY UNIVERSITY HISTORIAN

Chairman Talton announced that there would be an additional report at each Board meeting by University Historian Henry Ferrell. The actual report took place following the Naming of Buildings, Facilities and Other Recognitions Committee but is now transcribed in the order which it was listed in the agenda.

This is a result of a conversation I had with the Board Chair last year. One of the problems most institutions have is lack of continuity—how to get from the past to the present. I’m certainly not going to give you the history of East Carolina in two minutes. Someone said historians have the last word and I’m pretty close to that!

Before there were parking lots and before there were skyscraper dormitories and before there were students and before there were faculty and before there were staff and before there were presidents, there were Trustees. An institution has a lot of characteristics and the Trustees are the oldest element in the University. It started right after the charter was put together and they have been with us ever since.
There have been phases in which Trustees have had high moments and sometimes not so high.

One of the moments that I think would be worth looking at because in some respects it’s like us today, is the period of 1957 to 1972. Those are the last years of John Messick’s administration and cover most of the years of Leo Jenkins’ administration.

Certain things happened in 1957 that should give you some pause as to what you decide each day, because you never know when you are doing things and they last for decades.

In 1957 the state legislature very quietly removed “white” from the East Carolina charter to teach “white” boys and girls. Of course that was the issue of civil rights and it would continue for the next two decades, as far as the institution is concerned. East Carolina handled it a bit differently than was the case of other institutions but we don’t need to go into that today. Fortunately there were several persons on the Trustees who were able to advise and give counsel to not only President Messick but President Jenkins as well. Almost within four days in 1954 after the Brown vs. Board of Education case came through and was sustained by the Supreme Court, one of our future Trustees said, the best thing North Carolina can do, is go ahead and do it. His name, of course, would be attached to the reports he would head up in the 1950s and 1960s. Irving Carlyle was the person who put together one of the best statements of higher education that we have today, the 1962 Carlyle Commission Report. This is the report that defined the different levels from research, 1, 2, 3 all the way down. Of course, Chapel Hill and some of the other schools wrote reports within the next two years. He was probably as cool and calm and collected a character that I’ve met, as one example.

The new issues that were coming before the college during the civil rights movement included the confederate flag. There are different views of the confederate flag—of course, it’s not the right flag, it’s the battle flag, but we won’t go into that this afternoon.

Carlyle tells Jenkins in a very succinct letter, “seems to me that we could take down the confederate battle flag and bring peace to the campus.” That is a small price to pay.

Another similar Trustee Henry Phelps, who came on board in 1947 and stayed until 1972, had similar ideas about the process of desegregation. Mr. Phelps advised Jenkins early in 1962 that we needed to go ahead and do this and get it done.
Of course Belk had already been involved in the early decision in the summer of 1957 to admit African-Americans to the college. So, East Carolina was one of the first white schools, if not the first, who admitted blacks into the curriculum. Those blacks in the summer school were teachers and they had found it very difficult to renew themselves and gain credits here in the east due to the lack of higher education. They would be members of that activity for the summer, 1962, when the first black students were admitted to regular session.

All of this happened without court cases or even headlines. Mr. Belk, who was editor of the Goldsboro News Argus said, let’s just keep this quiet, which was similar to what Carlyle said. As a result, I would suggest that you might consider that sometimes doing it quietly, but doing it, is much better than standing in the middle of the parking lot and talking.

There were, of course, problems which were associated with all of this. Jenkins, for example, in 1960 faced a lot of things that nobody wants to face again. There was the independent university move – different from the university movement – and the medical school. These were the kinds of things that the Trustees were able to support him on but at the same time, they were their own person.

In the middle 60s, East Carolina was invited to join the University of North Carolina, which at that time had taken in three schools (Wilmington, Charlotte and Asheville). The faculty voted against it but the Trustees weren’t sure. When they looked at the full total, they might be better financed if they joined the university system instead of trying to remain outside as an independent university. The vote of the Board of Trustees passed by one person—not to go into the university system.

Now I must say that was a moment the Trustees made history forever. A lot of things might have been changed – I suspect a lot of the things that have been done in the last 40 years might not have been done.

So what do we say about Trustees? We say that they certainly take their job seriously. They advise the Chancellor. Jenkins in 1969 wrote a letter to Robert Morgan, who had become one of the more prominent Democratic legislators that he was retiring. It stated that the job had exhausted me and I don’t know how much longer I can sustain this medical school activity. He was 55 and came in office when he was 46.

That gives you some insight as to the kinds of pressures that I suspect Chancellors still have. In Jenkins’ case he had been involved in all of the items already mentioned. He wrote this letter to Robert Morgan saying he cannot move the governor, he won’t budge on this issue. Three months later, Robert Scott voted. Both Jenkins and his predecessors expected the Trustees
to be in the loop and to be there working. They must have been because it passed.

Thank you for this opportunity. I’ll see you in April.

Chairman Talton thanked Dr. Ferrell for his remarks and apologized for it taking so long to get on the agenda.

Dr. Ferrell responded that it was his pleasure and to remember, the Trustees are in charge!

**COMMITTEE REPORTS and RECOMMENDATIONS**

**EXECUTIVE and AUDIT COMMITTEE REPORT**

Mr. Showfety stated there were seven action items approved by the full Board since the last meeting as follows:

1) approval of resolution of naming Conference Room #1203 the *East Carolina University Foundation Board Room*;
2) approval of request for property acquisition—911 Forbes Street;
3) approval of request for property acquisition—928 E. 14 Street;
4) approval of right-of-way easements for DOT 14th Street bridge replacement and street widening;
5) approval of reimbursement resolution for certification of participation (COPS) financing of banner administrative systems project;
6) approval of request to harvest timber at ECU’s Otter Creek Natural area; and
7) approval of recommendation of initial appointment with permanent tenure for Marcus Randall, M.D., Professor, Department of Radiation Oncology and Director of the Leo Jenkins Cancer Center, Brody School of Medicine; and Martha Alligood, Ph.D., Professor and Director of the PhD Program, Department of Family and Community Nursing, School of Nursing.

**NAMING OF BUILDINGS, FACILITIES, and OTHER RECOGNITIONS COMMITTEE**

Committee Chair Bodenhamer stated there were no action items.

**ACADEMIC AFFAIRS and STUDENT LIFE COMMITTEE REPORT**
Committee Chair Ward moved that the candidates for degrees as approved by the Faculty Senate, be authorized for conferral on Saturday, December 11, 2004 at the annual fall Commencement.

Mr. Brody seconded the motion and it passed with no negative votes.

UNIVERSITY ADVANCEMENT COMMITTEE REPORT

Chairman Talton asked Committee Chair Miller for any action items from his Committee. There were none.

FINANCE and FACILITIES COMMITTEE

Mr. Talton asked Committee Chair Kelly for any action items. Mr. Kelly responded that there were several and asked for approval of the cardiovascular center site as presented and as well as approval of the north recreation fields master plan as presented.

Mr. Greczyn moved approval and Mr. Bodenhamer seconded the motion. It was approved by a voice vote with no negative votes.

Mr. Kelly asked for approval of the adjustments in the student fees as follows:

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<thead>
<tr>
<th>Service</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Student Government</td>
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</tr>
<tr>
<td>Student Media</td>
<td>$1.00</td>
</tr>
<tr>
<td>Fine Arts</td>
<td>$0.50</td>
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<tr>
<td>Recreational Services</td>
<td>$20.00</td>
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<tr>
<td>Adult and Commuter</td>
<td>$2.00</td>
</tr>
<tr>
<td>Student Activity Fees</td>
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<tr>
<td>Mendenhall Student Center</td>
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<tr>
<td>Athletic Fee</td>
<td>$50.00</td>
</tr>
<tr>
<td>Education and Technology</td>
<td>$20.00</td>
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<tr>
<td>Special Fees (Transit)</td>
<td>$23.00</td>
</tr>
<tr>
<td>Housing Application Fee</td>
<td>$100.00</td>
</tr>
<tr>
<td>Private Music Course Fee</td>
<td>$4.00 per credit hour</td>
</tr>
<tr>
<td>Housing (with a/c)</td>
<td>$100.00</td>
</tr>
<tr>
<td>Housing (w/o a/c)</td>
<td>$100.00</td>
</tr>
</tbody>
</table>
Nine Meal Plan $ 50.00  
Fourteen Meal Plan $ 50.00

Mrs. Ward moved approval and Mr. Kinlaw seconded the motion with no objections.

Chairman Kelly then asked for action regarding the last two motions on campus based tuition. He asked that the campus initiated tuition for East Carolina be increased $300.00 per year for all students for fiscal year 2005-2006 and that the funds be used for the financial aid and compensation competitive for salaries as detailed in documents that we have reviewed. I also ask for approval of the master of business administration program and the master of science in accounting program tuitions increased $1,080.00 per year for 2005-2006 and that the funds be used to enhance the quality of the MBA and the MSA program and improve to the MBA and MSA students success in the workplace as detailed in the documents presented.

Mr. Showfety moved that the actions be approved. Mr. Kinlaw seconded the motion. The motion carried by a voice vote with Mr. Redwine voting “no”.

HEALTH SCIENCES COMMITTEE REPORT

Committee Chair Hill reported that there were no action items.

ATHLETICS COMMITTEE REPORT

Chairman Talton asked Committee Chair Miller for any action items from his committee. There were none.

RESEARCH, ECONOMIC DEVELOPMENT and COMMUNITY ENGAGEMENT

Committee Chair Greczyn reported no action items from his Committee

OLD BUSINESS
There was no old business brought before the Board.

**NEW BUSINESS**

There was no new business brought before the Board.

Chairman Talton stated there were some items to be reported on as a result of the Closed Session meeting earlier in the day.

Mr. Kinlaw moved approval of the appointment of Mr. Kevin R. Seitz to the position of Vice Chancellor for Administration and Finance effective February 1, 2005 at an annual salary of $212,000. Also I move approval of the Chancellor’s recommendation that Mr. Seitz be provided non-salary compensation as follows:

1. annual contributions of $5,000 to a deferred compensation plan for a period of 5 years;
2. initiation fees and monthly dues for membership in a local country club; and
3. a stipend to compensate for business related use of a personal cell phone.

Mr. Bodenhamer seconded the motion and it was approved by a voice vote.

Mr. Kinlaw moved approval of the Chancellor’s recommendation that Dr. Terry A. Senne be awarded permanent tenure effective August 23, 2004.

Mrs. Ward seconded the motion and it carried with no negative votes.

Hearing no further business, Chairman Talton announced that the next full meeting of the Board would be on Friday, April 1, 2005. He stated there would be a Board retreat in Greensboro on January 20/21, 2005. Materials will be mailed to Trustees including a questionnaire which will set the agenda of the meeting. He thanked each of the Trustees for their commitment to East
Carolina in their charge of being a Trustee as well as the commitment of time, not only today but yesterday. The Board meeting structure will be a topic of discussion at the retreat. He thanked Chancellor Ballard for his outstanding leadership and commitment to leadership and ECU. Chairman Talton extended best wishes for a happy holiday on his and his wife, Myrtle’s behalf.

The meeting was adjourned at 4:25 p.m.

__________________________________
James R. Talton, Jr. Chairman

__________________________________
Dan V. Kinlaw, Secretary

Minutes of the Committee meetings are on file in the Executive Assistant’s office and shall be retained for the term of this administration.