The Board of Trustees met in regular session in the Great Room at Mendenhall Student Center on the campus of East Carolina University. Chairman Robert Greczyn called the meeting to order at 8:30 a.m. and read the following provision regarding conflict of interest requirements:

“As Chair of the Board of Trustees, it is my responsibility to remind all members of the Board of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflict of interest as required by this Act. Each member has received the agenda and related information for the Board of Trustees’ meeting. If any board member knows of any conflict of interest or appearance of conflict with respect to any matter coming before the Board of Trustees at this meeting, the conflict or appearance of conflict should be identified at this time.”

Mr. Greczyn asked if anyone would like to declare a conflict of interest or appearance of conflict for this meeting. Hearing none, he asked Ms. Ward, Secretary, to call the roll.

ROLL CALL

Members present:

Bruce N. Austin  Robert O. Hill, Jr.
Robert G. Brinkley  Carol M. Mabe
Keri L. Brockett  E. David Redwine
David S. Brody  Mark E. Tipton
Joel K. Butler  Margaret C. Ward
Robert J. Greczyn, Jr.
APPROVAL OF MINUTES

It was moved by Mr. Greczyn and seconded by Mr. Butler that the minutes of the September 12, 2007 meeting be approved as submitted.

The motion passed with no negative votes.

REPORT OF THE CHAIR

Chairman Greczyn presented Ms. Linda June-Fowler with a resolution from the Board of Trustees in recognition of her 31 years of service to ECU, specifically the 17 years she spent in the Chancellor’s Office. In addition, Chairman Greczyn recognized Mr. Paul Zigas, Interim University Attorney who introduced the new Assistant University Attorney, Ms. Hope Murphy.

CHANCELLOR’S REPORT

Dr. Ballard began his remarks by thanking the Board for their participation and their support in reference to the approval of tuition and fees for students. The goal is to keep the costs of education to students at a minimum by utilizing other revenue sources. That being stated, Dr. Ballard stressed the need for more legislative support for East Carolina University.

Dr. Ballard discussed the Mandatory “Hard Waiver” Health Insurance Policy for ECU Students. He asked that the Board of Trustees take another four to seven weeks to contemplate this issue due to the tough decision. He encouraged all the Board of Trustees to make their opinions known to him. He stated that the students will also have a say in the decision. Dr. Sheerer will put a fact sheet on this issue on the ECU website that will be accessible to students. In addition, Dr. Ballard will put that information on his “Chancellor’s Perspective” blog. Dr. Ballard also stated that he would like to have a forum for students on this issue. He is hopeful that a decision will be made by mid January so that ECU will not lose the opportunity to implement the changes by Fall of 2008.

Dr. Ballard stated that the Voluntary System of Accountability is beginning to prepare for the SACS Accreditation study. Dr. Sheerer was named to head up the study along with Dr. Horns and Dr. Mageean. The General Administration in Chapel Hill will forward more instructions in February or March.
Dr. Ballard reported that there are four candidate searches that hold particular interest to the Board. First, the Dean of the Brody School of Medicine will hopefully be appointed in early March. The finalists for that position will be interviewed in early February. The search for the Dean of the School of Dentistry is also of key interest. The search committee for that position will meet for the first time in December and a search firm will assist in the appointment process. The search for the Chief Diversity Officer is in the final stages. It is hopeful that a decision will be made by Christmas. And finally, the search for the University Attorney is underway. Mr. Paul Zigas is serving as the Interim University Attorney. Dr. Virginia Hardy is the chair of the search committee. The tentative date for appointment is early April.

Dr. Ballard congratulated the football team and Athletics Director Terry Holland on a great season. He stated that everyone was looking forward to a bowl game. He also recognized Ms. Kelley Wernert, a senior volleyball player for being named “National Volleyball Player of the Week.”

Dr. Ballard recognized Col. Steve Delvaux and his wife Christine for running a 26 mile marathon while wearing an “ECU T-Shirt”, showing his Pirate Pride. In addition, he donated his winnings, almost $12,000, to charity.

Two PhD programs received national recognition. Congratulations to Dean Gilbert for the PhD program in Bioenergetics in the College of Health and Human Performance. Congratulations also to the PhD program in Communication Sciences and Disorders in the College of Allied Health Sciences, which was ranked fourth in the Nation.

Dr. Ballard stated that former ECU Chancellor, Dr. Richard Eakin has been approved to receive Chancellor Emeritus Status. In addition, there is also the Dr. Richard Eakin Distinguished Professorship in the College of Nursing made possible by a $667,000 grant from the Spangler Foundation and approximately $300,000 in state matching funds for a total endowment of approximately $1,000,000.

Dr. Ballard also recognized Dr. Michael O’Driscoll in Geological Sciences for being one of six professors across the country to attend an invitation only conference sponsored by the National Science Foundation in Kazakhstan. The purpose of this conference was to establish new collaborative partnerships between the United States and Central Asia.

SGA REPORT

Ms. Brockett reported that this year, each class officer has a class theme. For example, the Freshman class has the Freshman Experience; the Sophomore class has leadership training; the Junior class expands on the leadership training and also works on resume building; and finally, the Senior class focuses on giving back to North Carolina via the Alumni Association.
Ms. Brockett reported that a main initiative of the SGA this year is Student Welfare. She addressed the issue of Hard Waiver Mandatory Insurance for students and stated that at this time, the SGA needs much more information to make an informed decision.

The issue of “reading days” at ECU are up for debate. Ms. Brockett stated that the SGA is looking at how students across the campus utilize “reading days” before exams to determine if they are used effectively, and if they are not used effectively, what can be done to restructure those days.

Ms. Brockett reported that there was a campus wide Safety Walk. A group composed of students, faculty and administration walked the entire East Carolina University campus including the Medical School and Athletic Complex. The group noted areas of the campus that needed improvements. For example, some areas needed better lighting, more alert boxes, etc…This was apart of SGA’s safety and security initiative.

SGA is also working in the Greenville community. Ms. Brockett reported that ECUnity was sponsoring an Angel Tree via the Salvation Army.

Ms. Brockett also reported that ECU is well represented in Chapel Hill at the UNC-GA Student Government Association. ECU holds four key positions in Chapel Hill: Eastern Regional Director – Abul Bhula, Vice President of Finance – Carl Marrow, Speaker of the General Assembly – Ashley Yopp, and Chair of the Council of Presidents – Keri Brockett.

Finally, Ms. Brockett commented on ECU’s Student Athletes. She stated that she is impressed with who these student athletes are as people. She commented that she has met with several athletic teams and have realized how much these students do, not only on the field, but in the classroom and the community.

FACULTY SENATE REPORT

Mr. Mark Taggart, Chair of the Faculty, gave a brief report. He updated the Board of Trustees on the Faculty Welfare Committee and their work. He stated that the Faculty Welfare Committee is in consensus that the faculty should have background checks. He also stated that they feel there should be in depth criminal background checks when warranted. Mr. Taggart reported that the questions on faculty applications are definitely more in depth. In addition, he stated that the Faculty has developed a new policy, the Faculty Applicant Verification System. This new policy was compared to both University of North Carolina at Chapel Hill and at North Carolina State University and is considered to be much improved. In regards to the issue of annual background checks, Mr. Taggart stated that he was not in favor of that, however, he will take the idea back to the Faculty and they will consider it.
BOARD OF GOVERNORS REPORT

Mr. Dixon gave the Board of Governors Report. He stated that he had been elected Vice Chair of the Educational Planning, Policies and Programs Committee within the Board of Governors.

Mr. Dixon promoted the Board of Governors Distinguished Public Service Award and encouraged East Carolina University to submit nominations for that award.

Mr. Dixon stated that East Carolina University should consider increasing the standards for admission due to the significant enrollment growth and the projected enrollment growth for the next several years.

In reference to the continuing UNC Tomorrow forums, Mr. Dixon reported that Mr. Erskine Bowles, President of the UNC System, wants to consider satellite campuses in several locations such as Hickory, Hendersonville, Rocky Mount and Jacksonville. These satellite campuses would encourage UNC campuses to work together.

Mr. Dixon addressed the issue of expanding the medical school. Mr. Dixon stated that with the shortage of physicians in North Carolina, the University of North Carolina at Chapel Hill has been approved to expand its Medical School. There is a possibility of UNC sending its third and fourth year medical school students to other campuses, such as UNC Charlotte and UNC Asheville. Mr. Dixon stated that he supports this measure, however, he would like the Board of Governors to consider East Carolina University when discussing the shortage of physicians. ECU has done the best job of recruiting, training and retaining physicians, however, is not being considered for additional funding to expand its medical school. Mr. Dixon called for even more advocacy from the Board of Trustees and from Senior Administration with hopes that ECU would be recognized as a viable option.

Mr. Dixon also reported that he will be again going to Washington DC in an advocacy role. He stated that North Carolina is a finalist for the National Bio and Agro Defense Facility which would be located in Creedmoor, NC if approved. He reiterated that this would be a good thing for not only East Carolina University, but also for Eastern North Carolina.

BOARD OF VISITORS REPORT

Mr. Carl Davis gave the report from the Board of Visitors. He stated that the Board of Visitors last met on October 5, 2007. At that meeting, three new committees were developed. The Fund Raising and Development committee will specifically work with ECU’s University Advancement office. The Marketing and Engagement Committee will work to expand the name and image of East Carolina University. The Scholarship and Awards Committee will attempt to gain more scholarships for ECU students. There is also an existing Advocacy and Legislative Committee of the Board of Visitors whose goal is to advocate for funding from the North Carolina Legislature.
The next meeting of the Board of Visitors will be February 29, 2008, in Fayetteville, NC.

EXECUTIVE COMMITTEE REPORT

Mr. Greczyn gave the Executive Committee Report. He stated that there were several matters that had been approved in the committee and now needed the attention of the full Board.

Mr. Greczyn moved approval of the increases in campus-based tuition and fees as presented in the Board materials (See Attachment A).

The motion was approved by the Board with no negative votes.

Mr. Greczyn moved approval of the Policy for Appointment and Review of Administrative Officers as presented in the Board materials (See Attachment B).

The motion was approved by the Board with no negative votes.

Mr. Greczyn moved disapproval of the Faculty Senate resolution on administrator evaluations as presented in the Board materials (See Attachment C).

The motion was approved by the Board with no negative votes.

Mr. Greczyn moved approval of the Guidelines for Committees of the Board of Trustees as presented in the Board materials (See Attachment D).

The motion was approved by the Board with no negative votes.

Mr. Greczyn moved approval of new members of the Board of Visitors as presented in the Board materials (See Attachment E).

The motion was approved by the Board with no negative votes.

Mr. Greczyn moved approval of a cell phone allowance for Dr. Phyllis Horns, as presented in the Board materials (See Attachment F).
The motion was approved by the Board with no negative votes.

Mr. Greczyn moved that East Carolina University conduct criminal background checks of all new employees, including faculty members, effective January 1, 2008.

The motion was approved by the Board with no negative votes.

Mr. Greczyn moved that the Administration be asked to develop a plan to present to the Board for conducting background checks of current employees.

The motion was approved by the Board with no negative votes.

There were also two personnel actions to present:

Mr. Greczyn moved approval of the conferral of tenure for Dr. Patrick T. Long (See Attachment G).

The motion was approved by the Board with no negative votes.

Mr. Greczyn moved approval of the designation of Chancellor Emeritus status for Richard Eakin.

Mr. Greczyn also announced the Board of Trustees meeting dates for 2008 as follows: February 22, 2008, April 18, 2008, July 17, 2008, September 26, 2008, and November 21, 2008.

AUDIT COMMITTEE REPORT

Mr. Joel Butler gave the Audit Committee Report. Mr. Butler stated that Chairman Greczyn and Trustees Carol Mabe and Bruce Austin were present for the meeting. They were also joined by Trustees Robert Brinkley and Margaret Ward. A summary of the Audit Committee Meeting is listed as Attachment H.

FACILITIES AND RESOURCES COMMITTEE REPORT

Mr. David Redwine presented the Facilities and Resources Committee Meeting Report. He stated that due to time restraints, the committee did not complete its meeting,
therefore, will schedule a meeting in January. A summary of the Facilities and Resources Committee Meeting is listed as Attachment I.

There were several action items that Mr. Redwine presented to the Board on behalf of the committee.

Mr. Redwine moved approval of the lease request for Academic Affairs as presented in the Board materials (See Attachment J).

The motion passed with no negative votes.

Mr. Redwine moved approval of the short-term lease of existing space and long-term lease of new clinical/office space for Plastic and Reconstructive Surgery Clinic as presented in the Board materials (See Attachment K).

The motion passed with no negative votes. Mr. Joel Butler recused himself from this issue.

Mr. Redwine moved approval of the lease and sublease of space to University Health Systems as presented in the Board material (See Attachment L).

The motion passed with no negative votes. Mr. Joel Butler recused himself from this issue.

Mr. Redwine moved approval of the severance of Modular Office Unit at Brody School of Medicine as presented in the Board material (See Attachment M).

The motion passed with no negative votes.

Mr. Redwine moved approval of the demolition of Hatteras Hammock property as presented in the Board material (See Attachment N).

The motion passed with no negative votes.
Mr. Redwine moved approval of the elevation for the Mendenhall Student Center/Ledonia Wright Cultural Center as presented to the Facilities and Resources Committee on November 29, 2007.

There was discussion as to the appearance of the exterior of Mendenhall. The hope is that the designers can keep the exterior of Mendenhall consistent with the rest of the campus. With that discussion, the motion passed with no negative votes.

Mr. Redwine moved approval for the designer selection for the Leo W. Jenkins Cancer Center Renovations as presented in the Board materials (See Attachment O).

The motion passed with no negative votes.

Mr. Redwine moved approval for the designer selection for the Boiler Controls Upgrade as presented in the Board materials (See Attachment P).

The motion passed with no negative votes.

HEALTH SCIENCES COMMITTEE REPORT

Mr. Robbie Hill gave the report from the Health Sciences Committee Meeting. A summary of the Health Sciences Committee meeting is listed as Attachment Q.

UNIVERSITY AFFAIRS COMMITTEE REPORT

Mr. Bob Lucas gave the report from the University Affairs Committee Meeting. A summary of the University Affairs Committee meeting is listed as Attachment R.

There were two action items that need the Board’s attention.

Mr. Lucas moved approval of the Conferral of Degrees at the Fall Commencement on December 15, 2007 as approved by the Faculty and the Chancellor.

The motion passed with no negative votes.
Mr. Lucas moved approval of the UNC Campus-Based Scholarships policy as presented in the Board materials (See Attachment S).

The motion passed with no negative votes.

OLD BUSINESS

There was no old business.

NEW BUSINESS

There was no new business.

Hearing no further business, Chairman Greczyn announced the meeting adjourned at 11:25 a.m.
Executive Summary  
2008/09 Proposed Student Fees and Tuition

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

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

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

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

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

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

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

<table>
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<th>Tuition</th>
<th>$14.00</th>
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<tr>
<td>Financial Aid</td>
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<td>EPA Faculty Salaries</td>
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<tr>
<th>Required Fees</th>
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<tr>
<td>Student Government Association</td>
<td>1.00</td>
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<tr>
<td>Campus Recreation and Wellness</td>
<td>5.00</td>
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<tr>
<td>Education &amp; Technology</td>
<td>18.00</td>
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**Total Increase for Tuition and Required Fees**

| **$38.00** |

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

**Total Increase to Student**

| **$38.00** |

Amount of Financial Aid generated from tuition increase

| $195,000 |

Amount needed to hold harmless the neediest students

| $190,000 |

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

** 5,000 students x $38 = $190,000
### Attachment 2

**EAST CAROLINA UNIVERSITY**

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

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<thead>
<tr>
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<td>$2,335</td>
<td>$2,431</td>
<td>$2,445</td>
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<td>Total General Fees¹</td>
<td>796</td>
<td>839</td>
<td>901</td>
<td>953</td>
<td>996</td>
<td>1,146</td>
<td>1,292</td>
<td>1,432</td>
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<td>Total Tuition and General Fees (base for cap)</td>
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<td>$2,292</td>
<td>$2,720</td>
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<td>$3,381</td>
<td>$3,637</td>
<td>$3,863</td>
<td>$3,900</td>
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<tr>
<td>Total Special Fees (excluded from cap)²</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
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<td>Total Tuition, General, Debt and Special fees Paid by In-State Undergraduate</td>
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<td>$2,809</td>
<td>$3,051</td>
<td>$3,370</td>
<td>$3,550</td>
<td>$3,806</td>
<td>$4,231</td>
<td>$4,257</td>
<td>0.90%</td>
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</table>

¹ Athletics, Health Services, Education and Technology, Student Activities
² Administrative Computing Fee (BANNER)
³ Transit, Occupation, Association of Student Government

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SNC
VC Administration and Finance
1/17/2008
## East Carolina University
### Student Tuition and Fees Proposed
#### 2008-2009

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<td><strong>Tuition</strong></td>
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<td><strong>Instate</strong></td>
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<td>Fine Arts</td>
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<td>Student Activity Programs</td>
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<td>Minges Coliseum Improvements</td>
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<td>(70.00)</td>
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<td>SCT Banner Fee</td>
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<td><strong>Total Special Fees</strong></td>
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<td><strong>Miscellaneous Fees</strong></td>
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<td>$130.00</td>
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Mandatory Fees

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

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

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

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

**Debt Service Fees**

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

**Minges Debt Service - $70.00 - Discontinue fee**

Minges debt account has enough money to pay off the bond, therefore, we will discontinue the fee.

**Athletics Facilities - $70.00 - New Fee**

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

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

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

**Miscellaneous Charges**

**College Alc $7.50 - New Fee**

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

SMC
11/13/07
Fee justification to BOT
Attachment 4  
Fee Justifications for 2008-2009

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

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

Room and Board Rates

Housing

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

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

Dining

Meal plans increasing average 3% and it will provide funding for renovations and expansions that are planned over the next 5 years.
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SMC
1/13/2007
STUDENT FEES 2008-09 proposed annual comparison
1 of 5
## Mandatory Student Fees (Paid by All Students)

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### Debit Service (excluded from cap):

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### Special Fees (excluded from cap):

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### Miscellaneous Charges (excluded from cap):

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<td>6.00</td>
<td>6.00</td>
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<td>10.00</td>
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### Total Mandatory Fees Paid by Each Student

| Total Mandatory Fees Paid by Each Student | VCSIL | 1,147.06 | 1,211.00 | 1,319.00 | 1,492.00 | 1,688.00 | 1,937.00 | 24.00 | 1,961.00 | 1.54% |
### East Carolina University

**Miscellaneous Charges, Special and Application Fees (Charged Only If Applicable)**

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<tbody>
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<td><strong>Application Fees</strong></td>
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### Photography Lab Fee

- Undergraduates (3201, 3211, 3217, 3331, 3341, 3371, 4011, 4021, 4211, 4511)
- Graduates (6016, 6017, 6018, 6019, 6109, 6116, 6117, 6339, 6331, 6421, 6422, 6423, 6519, 6520, 6521, 6522, 6523, 6524, 6525, 6566, 6567, 6962, 6963, 6964, 6977, 6978, 6979, 6981, 6982, 6983, 6984, 6985, 6986, 6987, 6988, 6989, 6990, 6991, 6992, 6993, 6994, 6995, 6996, 6997, 6998, 6999, 7000, 7001, 7002, 7003, 7004, 7005, 7006, 7007, 7008, 7009, 7010, 7011, 7012, 7013, 7014, 7015, 7016, 7017, 7018, 7019, 7020, 7021, 7022, 7023)

### Drawing Fee

- Art 2220, 3220, 4220, 4250, 5220

### Wood Fee

- Art 2304, 2322, 2337, 2332, 2312, 4302, 4312, 4322, 5302, 5312

### Proposed Increases

- 100.00% (SMC 11/13/2007)

**Student Fees 2008-09 Proposed Annual Comparison**
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SMC 5/15/2007
Students Fees 2008-09 proposed annual comparison 4 of 5
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<td>with air conditioning</td>
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<td>3,910</td>
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The University of North Carolina
Tuition Applicable to All Regular Full-Time Undergraduate Students

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Ranked high to low

Data from http://nc.eduACHI/Web/controllers/
## The University of North Carolina

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

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

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

Ranked high to low.

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*Data from my.collegeboard.org/research

Page 2 of 3
## The University of North Carolina

### Total Tuition and Fees Applicable to All Regular Full-Time Undergraduate Students

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**Data from: [http://admissions.unc.edu/](http://admissions.unc.edu/)**

**Page 3 of 3**

**Historical Tuition/Fees UNC System 2007-08**

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

Ranked high to low.
Appointment and Review of Administrative Officers at ECU
November 1, 2007

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

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

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

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

Guiding Principles

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

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

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

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

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

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

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

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

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

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

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

A. RECRUITMENT, SELECTION, AND HIRING

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

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

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

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

B. ANNUAL EVALUATIONS

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

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

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

C. FIVE-YEAR REVIEW

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

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

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

Elements of the five-year review will include:

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

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

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

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

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

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

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

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

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

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

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

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

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

D. RETENTION

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

Among the essential elements in the retention policy are:

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

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

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

E. TERMINATION

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

F. LEADERSHIP SUCCESSION

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

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

Leadership succession plans shall be reviewed during annual evaluations and during the five-year review.
FACULTY SENATE RESOLUTIONS APPROVED AT THE OCTOBER 9, 2007, MEETING

Faculty Senate Resolution #07-21
Approved by the Faculty Senate: October 9, 2007
Approved by the Chancellor: pending

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

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

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

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

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

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

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

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

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

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

- The Chancellor or his representatives is responsible for reviewing the administrative performance of the academic officers.
- The evaluation of administrators should be drawing on all informed sectors of the university community.
- The evaluation needs to be done periodically.
FACULTY SENATE RESOLUTIONS APPROVED AT THE OCTOBER 9, 2007, MEETING (continued)

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

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

1. Introduction

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3. Timeframe

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

6. Procedures

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

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

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

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

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

7. Review Reporting

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

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

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

The faculty report should:

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

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

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

8. After the review

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

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

Attachment

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

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

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

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

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

The abridged administrative portfolio for voting faculty review shall include at least the following documents and statements:
FACULTY SENATE RESOLUTIONS APPROVED AT THE OCTOBER 9, 2007, MEETING
(continued)

1. Documents
   a. Cumulative Report for Reappointment, Promotion, and Tenure Form (see Part XII. of the ECU Faculty Manual);
   b. unit strategic planning progress reports during the review period;
   c. annual reports for the unit during the review period.

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

SECTION 400. MEMBERSHIP.

400 A. General Provisions.

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

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

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

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

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

400 B. Dual Membership Prohibited.

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

401 A. Chair, Vice Chair, and Secretary.

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

401 B. Assistant Secretary.

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

SECTION 402. MEETINGS.

402 A. Frequency.

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

402 B. Rules of Procedure.

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

402 C. Keeping Board of Governors Informed.

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

402 D. Notice of Committee Meetings

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

SECTION 403. POWERS AND DUTIES.

403 A. General Powers and Duties.

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

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

SECTION 502. CHANCELLORS OF CONSTITUENT INSTITUTIONS.

502 A. General Authority.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

I. ACADEMIC AND ADMINISTRATIVE PERSONNEL

A. Appointment and Compensation

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

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

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

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

B. Discharge or Suspension

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

C. Personnel Policies

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

D. Chancellor Selection

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

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

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

II. ACADEMIC PROGRAM

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

III. ACADEMIC DEGREES AND GRADING

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

IV. HONORARY DEGREES, AWARDS AND DISTINCTIONS

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

V. BUDGET ADMINISTRATION

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

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

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

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

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

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

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

VII. ENDOWMENTS AND TRUST FUNDS

Subject to applicable provisions of state law and to such terms and conditions as may be prescribed from time to time by the Board of Governors, each board of trustees shall be responsible for the preservation, maintenance, and management of all properties, both real and personal, funds and other things of value which, either separately or in combination, constitute all or any part of the authorized endowment or trust funds, either currently in existence or to be established in the future, for the benefit of the individual constituent institution. [See G.S. 116-11(2); 116-12; 116-36; 116-36.1; 116-36.2; 116-36.3]
VIII. ADMISSIONS

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

IX. TUITION, FEES AND DEPOSITS

A. General Authority of Boards of Trustees

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

B. Tuition and Fee Deposits

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

C. Application Fee

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

D. Acceptance of Obligations in Lieu of Cash

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

E. Fee Recommendations

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

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

XI. STUDENT SERVICES

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

XII. STUDENT CONDUCT, ACTIVITIES AND GOVERNMENT

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

XII. STUDENT ACTIVITIES AND GOVERNMENT

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

XIII. INTERCOLLEGIATE ATHLETICS

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

XIV. TRAFFIC AND PARKING REGULATIONS

XV. CAMPUS SECURITY

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

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

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

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

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

EXECUTIVE COMMITTEE

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

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

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

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

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

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

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

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

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

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

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

UNIVERSITY AFFAIRS COMMITTEE

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

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

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

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

FACILITIES AND RESOURCES COMMITTEE

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

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

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

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

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

HEALTH SCIENCES COMMITTEE

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

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

TO: Members of the ECU Board of Trustees

FROM: Steve Ballard, Chancellor

DATE: November 14, 2007

SUBJECT: Board of Visitors nominees for vacancies in the Class of 2008 and Class of 2009

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

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

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

Thank you.
ECU Board of Visitors Nominations
Class of 2008 and 2009

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

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

Mark Garner of Greenville – nominated by BOT member Mark Tipton

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

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

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

Home:
Mailing address:  3289 Brick Kiln Road, Greenville, NC  27858
Phone:  252-752-1948   Fax:  N/A
E-Mail:   

Business:
Company Name:  Rivers and Associates, Inc.
Mailing address:  107 E. 2nd Street, Greenville, NC  27858
Phone:  252-752-4135   Fax:  N/A
E-Mail:  mgarner@riversandassociates.com

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

Profession:   Municipal Planning/Engineering Consultant
Title:   Project Manager

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

_1-Athletics, 2-Marketing

ECU Alum: (please check one)   X   Yes   _____ No
If yes, year: 1977  Degree(s):  Bachelors of Science  Major:  Urban & Regional Planning
Spouse’s name:  Gail Garner

X Nominee has agreed to serve if appointed.
Name of sponsor:  Mark Tipton

(Please attach resume to this form, if possible.)
Employment:
Rivers & Associates, Inc., 30 years
Position: Associate, Board of Directors
Title: Project Manager

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

Certifications:
American Institute of Certified Planners, #021746

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

Leadership Positions:
Pitt County, North Carolina - Board of Adjustments 2004-present, Vice Chairman 2005-present
East Carolina Engineers Society – Board of Directors 1982-1985, President 1984
East Carolina University Department of Athletics – Women’s Basketball Coach Search Committee 1985
East Carolina University Planning Professional Society – Ad Hoc Foundation Committee Chairman 1985, Board of Directors 1986-1989
MARVIN E. GARNER, JR., AICP, ASSOCIATE

Pitt-Greenville Chamber of Commerce – ECU Athletics Committee Co-Chairmen 1985-1988
Pitt County Girls Softball League, Inc. – Board of Directors 1994-2005, Vice-President 1998-2002,
   President 2003-2004, Capital Campaign Committee Chairman 1997-2003, Babe Ruth World
   Series Host Administrative Chairman 2002

Panelist, Speaking Engagements, Presentations:

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

Awards & Honors:

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

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

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

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

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

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

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

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

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

Name of nominee: Mary C. Schulken

Home: 1812 Belvedere Avenue, Charlotte, NC 28205

Phone: 704-377-7264  Fax: N/A

E-Mail: mschulken@charlotteobserver.com

Business:
Company Name: The Charlotte Observer

Mailing address: PO Box 30308, Charlotte, NC 28302-0308

Phone: 704-358-5518  Fax: 704-358-5022

E-Mail: mschulken@charlotteobserver.com

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

Profession: Journalist

Title: Editor

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

Student Scholars; Student Recruitment

ECU Alum: (please check one)  X Yes  No

If yes, year: 1979  Degree(s): Bachelors of Arts  Major: English; minor: Journalism

Spouse’s name: Bion Schulken

X Nominee has agreed to serve if appointed.

Name of sponsor: Carl Davis

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

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

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

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

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

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

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

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

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

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

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

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

A single Latin word

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

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

In truth, it’s both.

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

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

That’s something. Really something.

Shaping my view

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

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

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

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

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

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

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

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

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

Guidelines for Participants:

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

By signing below, I certify that I understand the purpose of this program and agree to the guidelines. I will be compensated $30.00 per pay period for University use of my MCD. I further understand that I am responsible for my monthly invoice and that East Carolina University bears no further financial responsibility for personal MCD charges beyond the payment of the appropriate allowance except in unusual circumstances.

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

Employee Date 10-15-07
Supervisor
Department Head Date 10-15-07

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

Effective: November 1, 2007
Attachment F
MEMORANDUM

TO: John Durham, Assistant Secretary
    ECU Board of Trustees

FROM: Marilyn Sheerer
       Interim Provost and Vice Chancellor for Academic
       and Student Affairs

DATE: November 2, 2007

RE: Request for BOT Action on Recommendation for Tenure
    for Dr. Patrick T. Long

John, there is a new faculty hire in the Department of Marketing and Supply Chain
Management, College of Business, for whom a tenure recommendation has been made. In
addition, this individual will serve as the Director of the Center for Sustainable Tourism in
the Division of Graduate Studies and Research. Therefore, we are requesting that this
action be placed on the agenda for the November 29th meeting of the Board of Trustees
meeting in order for them to consider the tenure recommendation for:

Dr. Patrick T. Long, Professor with permanent tenure in the Department
of Marketing and Supply Chain Management in the College of Business,
and Director of the Center for Sustainable Tourism, in the Division of
Research and Graduate Studies, effective October 1, 2007 at a 12-month
salary rate of $170,000.

This recommendation has been approved by all appropriate parties, including the
Chancellor.

Please let me know if you have questions regarding this request.

MS/ce
Attachments: BOT Tenure Format for Patrick T. Long
MEMORANDUM

TO: Chancellor Steve Ballard
FROM: Marilyn Sheerer
Interim Provost and Vice Chancellor
for Academic and Student Affairs

DATE: November 2, 2007
RE: Recommendations for Tenure for
Dr. Patrick T. Long

I am requesting your support for tenure of a new faculty member in the Department of
Marketing and Supply Chain Management in the College of Business. This new hire
will also serve as the Director for the Center for Sustainable Tourism.

The information for Dr. Long is as follows:

Dr. Patrick T. Long, Professor with permanent tenure in the
Department of Marketing and Supply Chain Management in the
College of Business, and Director of the Center for Sustainable
Tourism, in the Division of Research and Graduate Studies,
effective October 1, 2007 at a 12-month salary rate of $170,000.

If you approve this recommendation for tenure, please indicate below with your
signature. Upon your approval, we will prepare the necessary paper work to submit this
recommendation to the Board of Trustees for consideration at their November 29th
meeting.

Thank you for your support of this important appointment.

********************
Approved:

Steve Ballard

Date
EAST CAROLINA UNIVERSITY PERSONNEL ACTION SUMMARY FORM
(Administrator completes Section I. and faculty member (appointee) completes Section II.)

Section I. To be completed by the appropriate administrator(s).

Name of Appointee: Patrick T. Long

Department: Marketing & Supply Chain Management
School/College: College of Business

Current Rank or Title: (if applicable)
Proposed Rank or Title: Professor
Indicate Type of Action: (select all that apply)
- Administrative Appointment: [ ]
- New Faculty Appointment: [x]
- Promotion: [ ]
- Conferral of Tenure: [x]
- Other: (describe)
  
Distinguished Professorship:
  (provide name of professorship)

Effective Date of Action: 10/1/2007

Contract Period:
  Administrative Appointment: 9 mo. [ ] 12 mo. [ ]
  Faculty Appointment: 9 mo. [ ] 12 mo. [x]

Salary: $170,000 Source(s): State Funds: $123,008
*Non-State Funds: $46,992
*Indicate Sources of non-state funds generically (i.e., grants, receipts, trust funds, endowments, medical faculty practice plan, etc.): Special funds

Prior Recommendations/Personnel Actions:
(please check appropriate responses)

<table>
<thead>
<tr>
<th>Source</th>
<th>Recommended</th>
<th>Not Recommended</th>
<th>Not Applicable</th>
</tr>
</thead>
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<tr>
<td>Appropriate Unit Personnel Committee</td>
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<td>Chair/Unit Head</td>
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<td>[ ]</td>
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</tr>
<tr>
<td>Director</td>
<td>[ ]</td>
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<tr>
<td>Dean</td>
<td>[x]</td>
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<td>Provost/Vice Chancellor</td>
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<tr>
<td>Chancellor</td>
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</tr>
<tr>
<td>Board of Trustees</td>
<td>[ ]</td>
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<td>[ ]</td>
</tr>
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</table>
Section II. To be completed by the faculty member.

1. Education Background: *(indicate degree, date earned and institution, note additional study & training)*

1977  Doctorate of Education.  
      Area of Study  
      Western Michigan University, Kalamazoo, Michigan.  
      Community Education/Community Development

1969  Masters of Education.  
      Area of Study  
      University of Minnesota, Minneapolis, Minnesota.  
      Park and Recreation Administration

1968  Bachelor of Arts.  
      Area of Study  
      University of St. Thomas, St. Paul, Minnesota.  
      Community Sociology

2. Teaching and other professional experience: *(Show inclusive dates, rank and/or title, institution or agency, and indicate first appointment at current institution with rank and any changes to date)*

Full Professor, Leeds School of Business, University of Colorado at Boulder. 2001 to present. Affiliate Faculty, Environmental Studies Program, College of Arts and Sciences, 2002 to present.

Full Professor, Tourism Management Program, Division of Marketing, College of Business and Administration, University of Colorado at Boulder. 1997 - 2000.

Associate Professor, Tourism Management Program, Division of Marketing, College of Business and Administration, University of Colorado at Boulder. 1988 - 1997.

Assistant Professor, Tourism Management Program, Division of Marketing, College of Business and Administration, University of Colorado at Boulder. 1986 - 1988.

Assistant Professor, Recreation Degree Program, Department of Physical Education and Recreation, College of Arts and Sciences, University of Colorado at Boulder. 1978 - 1986. *(included a two year leave of absence to develop the Center for Recreation and Tourism Development)*.

Assistant Professor, Department of Parks, Recreation and Community Education, Mankato State University, Mankato, Minnesota. 1977 - 1978.

Instructor, Department of Parks, Recreation and Community Education, Mankato State University, Mankato, Minnesota. 1973 - 1977. *(included a leave of absence to pursue doctoral degree)*.

3. Scholarly & Creative Activities:

<table>
<thead>
<tr>
<th>Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Book</td>
<td>1</td>
</tr>
<tr>
<td>Edited Book</td>
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<tr>
<td>Chapter</td>
<td>6</td>
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<tr>
<td>Refereed Journal Article</td>
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<tr>
<td>Other Journal Article</td>
<td>13</td>
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<tr>
<td>Juried Performance/Show</td>
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</tr>
<tr>
<td>Non-Juried Performance/Show</td>
<td>27</td>
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<tr>
<td>Other:_Technical Pubs</td>
<td></td>
</tr>
<tr>
<td>Other:_Special Reports</td>
<td>16</td>
</tr>
<tr>
<td>Other:_Teaching Recognitions</td>
<td>4</td>
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</tbody>
</table>
4. Membership in professional organizations:

Travel and Tourism Research Association
Mtn States Chapter—TTRA
Sustainable Travel International
Editorial Board—Journal of Sustainable Tourism
Editorial Board—Interamerica Journal of Environment and Tourism

5. Professional service on campus:

Center for the American West Faculty Advisory Board
Coordinator, Tourism Management Program
Faculty Director, Center for Sustainable Tourism
Reviewer, Faculty Seed Grant Program(s)
Internship Coordinator

6. Professional service off campus:

President, American Leisure Academy
Reviewer for
Annals of Tourism Research
Journal of Travel Research (Editorial Board)
Journal of Sustainable Tourism (Editorial Board)
Interamerica Journal of Environment and Tourism
Journal of Socio-Economics
Journal of Leisure Sciences
Journal of Rural Sociology
Journal of the Community Development Society
Journal of Health, Physical Education and Recreation
Research Symposia--American Alliance of Health, Physical Education, Recreation & Dance
Leisure Research Symposium--National Recreation and Parks Association
Sea Grant Program

Conducted work for such agencies as the Cuba Policy Foundation, Japan Travel Bureau Foundation and Ministry of Land, Infrastructure and Transport, and the State of Wyoming Department of State Parks and Cultural Resources (for National Park Service).
August 27, 2007

Patrick T. Long, Ed. D.
4111 S Hampton Circle
Boulder, CO 80301

Dear Dr. Long:

Based upon the recommendation of Dr. Ron Newton, Chair of the Search Committee, I am pleased to offer you an appointment as Director for Sustainable Tourism, effective September 16, 2007. This letter of appointment is based upon your fulfillment of any contingencies that may be stated herein. Your appointment is subject to continuation or discontinuation at the will of the Chancellor or his designee and is governed by East Carolina University's (hereinafter "ECU") Policy for Employees Exempt from the State Personnel Act, which has been approved by the ECU Board of Trustees and which is subject to periodic review and revision. A copy of this policy is enclosed.

You will be paid at an annual salary rate of $170,000. This salary is predicated on 12-months of full-time service to the University, and is payable in 24 consecutive semi-monthly installments. You will receive your first installment on September 30, 2007 provided all necessary paperwork is completed in time for that payroll. Compensation is subject to periodic review, according to the policies as originally adopted, and as may be periodically revised, by the University of North Carolina (hereinafter "UNC") Board of Governors or the ECU Board of Trustees. In this position, you are entitled to annual leave at the rate of 24 days per year and sick leave at the rate of 12 days per year, plus the administrative holidays observed by the University. In addition, you will be reimbursed for your moving expenses up to $10,000.

In addition to this administrative appointment, I have recommended that you hold a permanently tenured faculty appointment as Professor in the College of Business, contingent upon approval of the faculty in the College and the ECU Board of Trustees.

Also enclosed for your information are copies of Appendix I and Part VI (Section V) of the ECU Faculty Manual, which covers the University's policy governing conflicts of interest and external professional activities for pay. Full-time employees who earn annual leave must take such leave when conducting these types of activities during their regularly scheduled work time. You may access the full Faculty Manual at:

www.ecu.edu/fsonline/FacultyManual2/contents.htm

continued.../

East Carolina University is a constituent institution of the University of North Carolina. An equal opportunity/affirmative action university, which accommodates the needs of individuals with disabilities.
You are eligible to participate in the Optional Retirement Program (ORP). You must make an election to participate in either the ORP or the Teachers' and State Employees' Retirement System (TSERS) within 60 days of employment. Please call the Office of Human Resources at 328-9889 immediately upon arrival on campus to schedule an appointment with one of the benefits counselors, who will be available to answer any question you may have regarding your retirement plan options, and in order to complete the final employment process. Your paycheck will be automatically deposited in the bank of your choosing. **NOTE:** The University reserves the right periodically to revise its fringe benefit programs. The University will notify you of such revisions and of their effective date.

You will also need to complete the Employment Eligibility Verification (I-9) process within the first three (3) business days from the date your employment begins. A list of the original documents (not photocopies) you may use to complete this verification is enclosed. Failure to complete the I-9 certification with the federally required three-day period may result in consequences up to and including removal from payroll or termination.

In addition, ECU requires that a criminal background check be conducted of non-faculty employees. Therefore, this offer of employment is contingent upon receipt of a favorable report. Please complete the attached disclosure form and return it with this letter so that the process may be initiated.

North Carolina law requires notice to every applicant for State employment that willfully providing false or misleading information or failing to disclose relevant information shall be grounds for rejection of an application or later disciplinary action or criminal prosecution. Dismissal from employment shall be mandatory in any case in which a false or misleading representation is made in order to meet position qualifications. The employer is required by law to verify an applicant's representations about credentials and other qualifications relevant to employment. By executing this employment letter, you authorize the release to East Carolina University of any document or information within the possession of a third party, such as an educational institution or licensure board, which may serve to verify any representations made by you in this employment application.

continued.../
If you accept our contingent offer, please sign all copies of this contract letter, return the signed original letter to my attention as soon as possible. You will also need to complete the enclosed withholding forms and return them, along with the original of your signed letter. It will be necessary to have your acceptance of this offer within three weeks of the date of this letter in order to make other arrangements to cover your proposed responsibilities should you decline our offer. Failure to accept within this time period will render this offer null and void. We look forward to a favorable reply from you.

Sincerely yours,

Deirdre M. Mageean, PhD
Vice Chancellor, Research & Graduate Studies

cc: Human Resources
    Personnel File

Enclosures: ECU Faculty Manual, Appendix I, and Part VI (Section V), Policy for Employees Exempt from the State Personnel Act, I-9 Certification Guidelines, Criminal Background Release Form, Withholding Forms

I accept the terms set forth in this letter dated August 27, 2007. I fully understand that my appointment as Director for Sustainable Tourism will be subject to the ECU's "Policy on Employees Exempt from the State Personnel Act." I further understand that I am subject to all other School/Division/Department policies and ECU policies relating to EPA employees.

Signature

Date 9-7-07
To: Kenneth Anselmi, Chair  
Department of Marketing and Supply Chain Management  

From: William Swart, Personnel Committee Chair  
Department of Marketing and Supply Chain Management  

Date: September 2, 2007  
Re: Tenure Recommendation for Dr. Patrick T. Long

The Tenure Committee met on Wednesday, August 29, 2007 to consider the conferral of permanent tenure in the Department of Marketing and Supply Chain Management for Dr. Patrick T. Long, candidate for Director of Tourism Center in the Division of Research and Graduate Studies.

After reviewing the candidate’s vita and with committee discussion, a majority of the Tenure Committee recommends that Dr. Patrick T. Long be awarded permanent tenure in the Department of Marketing and Supply Chain Management. This recommendation is contingent upon Dr. Long accepting and assuming the position of Director of Tourism Center and is effective on the date upon which he assumes the duties of the position.

I concur with the recommendation to award permanent tenure for Dr. Patrick T. Long.

I do not concur with the recommendation to award permanent tenure for Dr. Patrick T. Long.

I concur with the recommendation to award permanent tenure for Dr. Patrick T. Long.

I do not concur with the recommendation to award permanent tenure for Dr. Patrick T. Long.

I concur with the recommendation to award permanent tenure for Dr. Patrick T. Long.

I do not concur with the recommendation to award permanent tenure for Dr. Patrick T. Long.
Patrick T. Long  
Academic Vita  
5/19/07  

Professor, Leeds School of Business  
Affiliated Faculty, Environmental Studies Program  
College of Arts and Sciences  
Faculty Director, Center for Sustainable Tourism  
University of Colorado at Boulder  
Boulder, Colorado 80309-0419  
Bus: (303) 492-2381 Fax: (303) 492-5962  
Patrick.Long@Colorado.Edu  

My current scholarship focuses on sustainable practices in tourism, tourism planning strategies, and host community adjustments to tourism development. My interest in these topics spans a number of years in a variety of capacities including program management, teaching, and research and publication in leading tourism journals. Current examples of this work include a Climate and Tourism Initiative with the National Oceanic and Atmospheric Administration, a Business Enterprise Development Initiative with the Colorado Department of Natural Resources, and a renewable energy initiative with the National Renewable Energy Lab, the University of Colorado and Sustainable Travel International. In addition to my appointment in the Leeds School of Business I also hold an Affiliate Appointment in the College of Arts and Science’s, Environmental Studies Program.  

From 1982 to 1993, with major funding from the USWEST Foundation I directed the Colorado and Intermountain Rural Tourism and Recreation Initiatives and from 1993 to 1999, I served in the capacities of President/CEO and Chairman of the Board of Directors of the National Rural Tourism Foundation authorized by Congress (Public Law 102-372) to support tourism development in rural America. Recently I began a two year term as President of the America Leisure Academy. I have also served as Principle Investigator of a multi-year research effort on state and local policies regarding community-based casino gambling funded through the Rural Economic Policy Program of The Aspen Institute, Washington, DC. Over the last two decades I have administered over $3 million of tourism and recreation research and program funding.  

Currently, I serve on the Editorial Board of the Journal of Sustainable Tourism and the InterAmerica Journal of the Environment and Tourism. I am co-founder and Faculty Director of the University of Colorado at Boulder’s Center for Sustainable Tourism and manage a multi-disciplinary research group of campus faculty consisting of social and natural scientists conducting tourism related research. The work of the Sustainable Tourism Center focuses on issues of effective planning and management of tourism-dependent communities seeking long-term socio-cultural, environmental and economic benefits. I am also a member of the faculty of the Environmental and Ecotourism Management Graduate Program, College of the Americas (Coordinating University is the University of Costa Rica).  

My scholarship includes a number of research and technical publications on tourism impacts, planning, and policy, including a monograph on gambling titled Win, Lose or Draw? Gambling
with America’s Small Towns and a co-edited book titled Seeing and Being Seen: Tourism in the American West. I served as Guest Editor of a special issue on gambling and tourism for the Journal of Travel Research and have made numerous national and international presentations regarding general rural tourism policy as well as on the implications of gambling tourism. In 1996, my co-authored article received the Travel and Tourism Research Association’s Best Article Award.

I have served as a “Tourism Scholar-in-Residence” with the Western Governors’ Association and as a member of the Advisory Committee for the National Rural Tourism Development Project and the National Cultural Tourism Development Project. I have also been a member of the National Tourism Design Team for the Department of Agriculture and served as a consultant for the National Trust for Historic Preservation’s Heritage Tourism Initiative. I have conducted research for the Cuba Policy Foundation, the Japan Travel Bureau Foundation and the National Park Service and hold an on-going appointment as a Senior Research Fellow for the Hunter Valley Research Foundation, Newcastle, New South Wales, Australia, where he contributed to the Country’s national initiative on local government and tourism development. My work has been formally recognized by the National Recreation and Park Association and the American Association for Leisure and Recreation. I am the recipient of the University of Colorado President’s Public Service Award, Procter and Gamble Teaching Excellence Award, CU Alumni SOAR Teaching Recognition, Joseph L. Frascona Teaching Excellence Award and Susan C. Wright Communication of Research Award.

Current Research Initiatives and Funding

- **Climate and Tourism Initiative ($15,000).** This initiative is funded by the National Oceanic and Atmospheric Administration with the initial activity being the construction of an applied research agenda on water and western tourism business operations.
- **Sustainable Business Enterprise Development on Public Lands ($1.5 million, five years).** Funded by the Colorado Department of Natural Resources, Division of Parks and Outdoor Recreation this initiative is designed to support business enterprise development and expansion within the Colorado State Parks system.
- **Student Competition on Sustainable Practices in Mountain Resort Communities ($5,000).** Funding provided by Vail Resorts to support student research and competition on sustainable practices in destination attractions and amenities.
- **Canadian Studies Program on Course Enhancement ($3,000).** Travel grant to conduct research in Canadian resort communities on “sense of place” and mountain resort communities.
- **Economic and Social Impacts of Second Home Development.** A research agenda focusing specifically on Colorado resort counties and communities and generally on second home economies and their impacts throughout the world.
- **Sustainable Practices in Tourism.** Research and programmatic work in identifying and quantifying personal behaviors, business initiatives and public policy leading to sustainability in community tourism destinations and economies.
- **Tourism Impacts, Planning and Policy.** My work in this area involves the assessment and determination of the appropriateness and effectiveness of tourism planning techniques and tourism policies on the overall impact of tourism development on community stakeholders within and around,
tourism destinations.

- **Colegio de las Americas Project on Environmental and Ecotourism Management.** I am a faculty member in this graduate program offered by the University of Costa Rica in partnership with the University of Talco, Chile, the University of Oriente, Venezuela, Sherbrooke University, Quebec City, Canada, Quisqueya University, Haiti, and the University of Colorado-Denver, Colorado.

- **Native American Indian Tourism Initiative.** In partnership with the Western American Indian Chamber and the BEST Initiative, I am a co-principle investigator researching economic development opportunities through tourism by tribes and Indian entrepreneurs. Additionally, this project provides support for emerging Indian entrepreneurs and a nation-wide marketing initiative of tourism offerings.

**Refereed Journal Articles, Books and Book Chapters**


Referred Conference Papers


Special Reports, Technical Guides, Research Session Chair, and Other

Co-Chair, Ecotourism Track Program, Sustainable Resources 2004 World Conference. This international conference was designed to generally address the issues of sustainability and poverty. University of Colorado at Boulder.

Business Enterprise for Sustainable Tourism Initiative (2002-04). Sub-Committee member for Community Tourism Program. Initiative of the World Travel and Tourism Council and The Conference Board, this effort focuses on sustainable travel and tourism practices that advance community, business and traveler’s interests. First meeting was convened at the Bongani Mountain Lodge, Kaapmuiden, South Africa (2001).


Chairman, Sustainable Tourism Research Session. 2003 Travel and Tourism Research Association Conference. St. Louis, MO.

With Professor Glenn Haas et al. (2002). An expert opinion on the reasonableness of the cooperating agencies’ Alternate #2 (snowmobile use) for inclusion in the Yellowstone Winter Use SEIS. State of Wyoming Department of State Parks and Cultural Resources.


Education, Recreation, and Dance. Special Issue.


Technology Development/Transfer

Long, P. & Nuckolls, J. (1994-96). United States Travel & Tourism Information Network (USSITIN). Provides the Internet user a graphics-based, user-friendly, nationwide directory to travel, tourism, and recreation-related services and resources. The USSITIN was developed to be both a tourism marketing and management tool, creating a unified presence for the US travel industry by linking to new and existing travel and recreation-related web sites on the Internet. Product was licensed to Online System Services of Denver, CO in March, 1996.

Long, P. & Trieweiler, K. (1989-91). Colorado Loves Company (CLC). Statewide hospitality training program developed for the Governors' Office of Job Training in support of job creation and business expansion for rural tourism businesses. This three tiered training program (front line service employees, managers, and train-the-trainer) was transferred in 1992 to FOCUS 2000, a private, non-profit foundation.

Funded Research and Service Projects Developed and Managed


Long, P. & Clark, J. (1993-95). Limited Stakes Gambling and State Policy Impact's Project. This project looked at the implications of state gambling policies on the presentation of gambling across the country with special emphasis on Colorado and South Dakota. Research included a resident attitude survey, focus groups with casino owners/managers, telephone survey of state gaming officials in all states with casino style gambling, and analysis of secondary data on objective indicateurs. Major policy publication distributed to legislators in all fifty states.

Long, P. (with Heller, J., Kraus, B., Behm, J., Richardson, S., & Nuckolls, J.). (1981-1992). Colorado Rural Recreation and Tourism Development Project. This research and service project provided support to over 80 rural Colorado communities in recreation and tourism systems development over an eleven year time period. It was designed and implemented as a "field" laboratory providing an environment for data collection, service learning opportunities for both graduate and undergraduate students, and as a vehicle by which the University of Colorado at Boulder could serve the needs of its Colorado constituents. Literally hundreds of university students and rural youth from Colorado and funding agencies and organizations participated in this Project which has been replicated in many parts of the US.

training effort was designed to enhance the ability of rural communities to provide quality service and to effectively meet the needs of the traveling public. Three tiers of training were developed and implemented, those being for front-line service employees, managers, and trainers. Over 3,000 tourism and recreation industry representatives participated in this training.

Long, P. (1985-1990). Intermountain Rural Recreation and Tourism Development Project. Arizona, Idaho, Montana, New Mexico, Utah, Wyoming. This Project was a formal extension of the highly successful Colorado effort to assist economic and social development of rural Western communities through tourism and recreation development. Funded by the Mountain Bell Foundation, in cooperation with universities and state professional societies, the University of Colorado at Boulder provided training, and technical and research support to each of the participating states.

Long, P. & Kieselback, S. (1987-1992). Enterprise Skill Development Project for Youth Entrepreneurial Training Program. This Project was designed to assist high school age youth in the development of entrepreneurial behaviors and successful enterprises. Clients ranged from at-risk to gifted youth, with a specifically targeted effort to youth on the Pine Ridge Indian Reservation.

Long, P., Brammel, H. & Zinn, L. (1980-82). Cardiac Wellness Training Project. This was a joint effort between the CU Recreation Degree Program and the CU Health Science’s Research and Training Center in Cardiac Rehabilitation. The purpose was to conduct research and provide consultation to public recreation agencies nationally on establishing medically acceptable community-based cardiac wellness activities. Project culminated with the Coor’s Cardiac Wellness Games.

**Funding Received** (total to date is approximately $3.2 million)

Colorado Department of Natural Resources, Division of Parks and Outdoor Recreation. Five year contract beginning January 2007, $350,000 per year for Business Enterprise Development on Public Lands.

National Oceanic and Atmospheric Administration. Climate and Tourism Initiative. ($15,000).


*US WEST* Foundation and Mountain Bell Foundation. ($1,097,147). Funding has been sustained for a ten year time period in support of research in rural tourism impacts, planning, and policies, and for rural tourism planning, programmatic and publication activities.

The Aspen Institute. ($81,171). Funding provided by the W.K. Kellogg Foundation and the Ford Foundation through The Aspen Institute's Rural Economic Policy Program for research on limited stakes casino gambling. Funding supported the publication of a state policy guide as part of the Institute's Best Practices Series.

Other Private Foundations. ($97,000). Funding provided by the Cuba Policy Foundation, the Japan Travel Bureau Foundation, the National Rural Tourism Foundation, Colorado Council on the Arts and Humanities and the U.S. and Colorado Tennis Associations for programmatic development, technical assistance, and/or research.
State of Colorado. ($781,971). Funding provided from various state agencies for research, training and programmatic activities in rural tourism and recreation development. This included the research and development of Colorado Loves Company, a statewide hospitality training program, Web site development for the Colorado Scenic Byway Program, research on Colorado’s rural tourism industry and the development and implementation of a youth leadership training institute in tourism and recreation.

Local Communities. ($217,598). Funding provided to support planning, research and programmatic activities for individual communities seeking assistance with tourism and recreation development. Over 85 Colorado towns and cities assisted to date.

University of Colorado. ($190,714). Funding provided through the Council on Creative Work, the Boulder campus Outreach Committee, the CU Foundation and the Presidents Office of Community Relations in support of research and service activities in tourism and recreation development.

Miscellaneous. ($256,341). Funding provided through the U.S. Office of Education, through contracts with other states and universities for training and technical assistance, from program generated fees, and from the Department of Social Services Administration on Aging.

Non-Referred Publications


**Technical Publications**


Tourism Attitude Survey, Eagle, Colorado, 10 pp.


Education

1977 Doctorate of Education. Western Michigan University, Kalamazoo, Michigan. Area of Study Community Education/Community Development

1969 Masters of Education. University of Minnesota, Minneapolis, Minnesota. Area of Study Park and Recreation Administration

1968 Bachelor of Arts. University of St. Thomas, St. Paul, Minnesota. Area of Study Community Sociology

Courses (Current or Recent).

- Business Administration4820: Strategies in Sustainable Tourism
- Tourism Management 3400: Principles of Tourism Management
- Tourism Management 3500: Tourism Destination Development
- Tourism Management 4820: Sustainability, Tourism and the Natural Environment.
- Environmental Studies 4100: Sustainability, Tourism and the Natural Environment

Selected Significant Professional Presentations

International

Long, P. (May 2002). "Tourism Development and Management in Sensitive Socio-Cultural and Natural Resource Environments." Presentation for the Colegio de Las Americas Graduate Program in Environmental and Ecotourism Management, University of Costa Rica, San Jose, Costa Rica. Participants from University of Costa Rica and partner universities from Chile, Haiti, Venezuela, Canada and the University of Colorado.


**National**

Environmental Protection Agency, Region 8. (March, 2006). *Sustainability and Mountain Resort and Gateway Communities*, EPA Regional Office, Denver, Colorado.

National Social Sciences Educational Consortium Summer Institute. (July, 2002). *Perceiving the American West: Expectations and Outcomes*, University of Colorado at Boulder.


15


University Presentations

Issues in Sustainable Tourism in the American West (February, 2006). Capstone Course for Western American Studies Certificate, Center for the American West.

Economic and Social Impacts of Second Homes in Colorado's Resort Communities. (November, 2005). Introductory Course for Western American Studies Certificate, Center for the American West.

Sewell Hall Residence Program Presentation (October, 2004). "Tourism and the American West."


Commencement Speaker, Leeds School of Business, University of Colorado at Boulder. (December, 2003). Title of presentation "Travel Responsibly Through Life."

Public Lecture, University of Colorado at Boulder. (July 10, 2001). "Significance of tourism in the historical development of economies and socio-cultural aspects of the American West."

The Center of the American West University Colloquium Series. (November 1995). The Impact of Casino
Gambling on the West, University of Colorado at Boulder campus.

The Center of the American West University Colloquium Series. (November 1995). The Impact of Casino Gambling on the West, University of Colorado at Boulder campus.


Office of the President, University of Colorado. (July 1994). University Efforts in Rural Economic and Community Development through Tourism and Recreation, Summit County, Colorado.


"Back to Campus Day" for Legislators, CCHE Commissioners, and Legislative Council Staff. (October 1993). The Colorado Economy is Banking on Rural Development. University of Colorado at Boulder campus.


Recent Consulting Activities

Cuba Policy Foundation, Japan Travel Bureau Foundation and Ministry of Land, Infrastructure and Transport, and the State of Wyoming Department of State Parks and Cultural Resources (for National Park Service).

Awards and Honors

President, American Leisure Academy. Two year term as President began April, 2006.

Delivered Commencement Address, Leeds School of Business, University of Colorado at Boulder (December 2003). Title of talk was “Travel Responsibly Through Life”

Procter and Gamble Teaching Excellence Award (2003). Recipient of this award is determined by the vote of graduating seniors of the Leeds School of Business. $3,000 Stipend.

Inducted as a Senior Fellow into the American Leisure Academy (2002). Membership in the academy is limited to fifty scholars selected from the international research community by the Academy’s current membership. American Association for Leisure and Recreation.


Nominee for the CU President's Teaching Scholars Program (2001) and finalist for the Leeds School of

University of Colorado SOAR Teaching Award (1998). This is the only student-evaluated, student selected teaching award on the CU-Boulder campus. Sponsored by the Student Organization for Alumni Relations and funded by the Parents Association and the Alumni Association Directors Club. $1,500 Stipend.


Susan C. Wright Award for the Communication of Research Results to the Wider Community (1994). Dean's Advisory Council, College of Business and Administration, University of Colorado at Boulder. $5,000 Stipend.

Elected the First Chairman of the Board of Directors of the National Rural Tourism Foundation (1993). This is a non-profit foundation created by an Act of Congress (Public Law 102-372) to provide support for tourism development in rural America.

Joseph L. Frascona Teaching Excellence Award (1993). College of Business and Administration, University of Colorado at Boulder, undergraduate teaching excellence award. $4,000 Stipend.

President's University Service Award (1991). Award presented through the President's Office of the University of Colorado in recognition of service provided to the university and the state. $2,000 Stipend.


National Corporate Humanitarian Award (1990). Award presented by the National Recreation and Park Association to the U S WEST Foundation in recognition of their financial support of this principle investigators work in rural tourism and recreation development.

Corporate Humanitarian Award (1989). Award presented by the Midwest Region of the National Recreation and Park Association to the U S WEST Foundation in recognition of their financial support of this principle investigators work in rural tourism and recreation development.

Mortar Board Society Teaching Recognition (1986). Recognized for teaching excellence by the Mortar Board Society of the University of Colorado at Boulder.

Presidents Citation (1987). Award presented by the American Association for Leisure and Recreation to the University of Colorado and the Mountain Bell Foundation in recognition of this principle investigators work in rural tourism and recreation development.

Citation Award (1986). Award presented by the Colorado Parks and Recreation Association to the Board of Directors of the Mountain Bell Foundation in recognition of their financial support of this principle investigators work in rural tourism and recreation development.
Columbine Award (1986). Award presented by the Colorado Parks and Recreation Association to the Regents of the University of Colorado and the Center for Tourism and Recreation Development (UCB) in recognition of this principle investigators work in rural tourism and recreation development.

Charles Stewart Mott Fellowship (1975-77). Western Michigan University, Kalamazoo, Michigan. Fellowship to support doctoral studies. $18,000 Stipend.

Wilcox Enrichment Award (1972). Professional Development Scholarship. $500 Stipend.


Dissemination of Research to the General Public—Media Coverage


Reviewer

Annals of Tourism Research
Journal of Travel Research (Editorial Board)
Journal of Sustainable Tourism (Editorial Board)
Interamerica Journal of Environment and Tourism
Journal of Socio-Economics
Journal of Leisure Sciences
Journal of Rural Sociology
Journal of the Community Development Society
Journal of Health, Physical Education and Recreation
Research Symposia—American Alliance of Health, Physical Education, Recreation & Dance
Leisure Research Symposium—National Recreation and Parks Association
Sea Grant Program

Academic Appointments

Full Professor, Leeds School of Business, University of Colorado at Boulder. 2001 to present. Affiliate Faculty, Environmental Studies Program, College of Arts and Sciences, 2002 to present.

Full Professor, Tourism Management Program, Division of Marketing, College of Business and Administration, University of Colorado at Boulder. 1997 - 2000.
Associate Professor, Tourism Management Program, Division of Marketing, College of Business and Administration, University of Colorado at Boulder. 1988 - 1997.

Assistant Professor, Tourism Management Program, Division of Marketing, College of Business and Administration, University of Colorado at Boulder. 1986 - 1988.

Assistant Professor, Recreation Degree Program, Department of Physical Education and Recreation, College of Arts and Sciences, University of Colorado at Boulder. 1978 - 1986. (included a two year leave of absence to develop the Center for Recreation and Tourism Development).

Assistant Professor, Department of Parks, Recreation and Community Education, Mankato State University, Mankato, Minnesota. 1977 - 1978.

Instructor, Department of Parks, Recreation and Community Education, Mankato State University, Mankato, Minnesota. 1973 - 1977. (included a leave of absence to pursue doctoral degree).

Other University Appointments


Director (and Founder), Center for Recreation and Tourism Development (now Center for Sustainable Tourism). 1982 - 1991. Activities of the Center are both research and service focused and involve faculty and students from multiple universities. Funding for Center activities grew to an annual budget exceeding $500,000 and a staff of four full-time research associates.

Co-Faculty Founder and Co-Faculty Director of the Center for Sustainable Tourism, Leeds School of Business, 1998 - present. The Center for Sustainable Tourism is the management unit for the tourism research and service functions of the College of Business. It also serves as a "virtual think-tank" where students, faculty, tourism industry representatives, community leaders and government officials, committed to the intelligent and orderly growth of tourism, can come together to share their thoughts, concerns, ideas, research and solutions.

Other Administrative Experience

Chairman of the Board of Directors, National Rural Tourism Foundation. Elected the first chairman and first President/CEO of this non-profit foundation authorized by Congress in 1992. Responsible for the administration of all activities necessary to establish and develop the Foundation including the management of all day-to-day activities, the convening of all meetings; the development of a business plan and fund raising strategy; and the administration of Foundation funds.

Director of the Center for Community Education Development, Mankato State University, Mankato, Minnesota, December 1976-August 1978 (as part of academic appointment). Responsible for providing consultant services in community education development to 186 school districts across southern Minnesota; supervised graduate program; and taught undergraduate and graduate courses in
recreation and community education.

Director of Parks, Recreation and Community Education, Marshall, Minnesota, June 1971-August 1973. Responsible for administering a joint city-school district program of leisure services, park development and adult and continuing education. Supervised three full-time and 117 part-time/seasonal staff, administered a budget of $130,000, and provided programs and activities for the 15,000 area residents.

Director of Recreation, Pipestone, Minnesota, June 1969-June 1971. Responsible for administering a joint city-school district program of leisure services. Supervised a department that provided general recreation services to the 9,000 area residents, including a senior citizen center, indoor skating facility, community center, outdoor pool, and scheduling of all school facilities for recreation and adult education.

Honorable Discharge, U.S. Naval Air Reserve, November 9, 1969.

**Outreach to Colorado Communities.**

Have conducted programs, research, or given presentations to the following Colorado communities:

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East Carolina University
Report of Audit Committee Meeting
November 29, 2007

Certification Letter from Chancellor
• The bylaws of the Board of Trustees requires the Chancellor to certify annually to the Board there is an adequacy of management staff and existence of sufficient controls to administer ECU’s additional authorities that have been authorized under management flexibility legislation.
• The Chancellor certified to the board via a letter that to the best of his knowledge ECU was in compliance with management flexibility legislation.

University Research Compliance Officer
• The University has hired Mr. John Chinn as the University Research Compliance Officer under the Division of Research and Graduate Studies.
• Mr. Chinn will be providing regular updates to the audit committee with regard to the University’s compliance plan as it relates to research.

2007-2008 Annual Audit Plan
• Reviewed and approved the changes to the 2007-2008 annual audit plan.
• 256 hours have been added to the plan

Enterprise Risk Management
• Discussed the status of implementing Enterprise Risk Management.
• The University is currently deciding the best organizational model to implement.
• The Audit Committee would like a timeline regarding the decision on the organizational model.

Anti-Fraud Awareness Plan
• Update was provided on the anti-fraud awareness plan.
• A fraud and abuse policy has been drafted and is currently under review.

Internal Audit Resource Review
• The need for additional staffing resources was discussed.
• The Director of Internal Audit explained these resources were needed to provide adequate audit coverage for the Medical School.
• Request for additional resources has been submitted to Executive Council and is under review.

Foundation Audits and Financial Statements
• UNC Policy requires that the board receive and review foundation audits and financial statements
• The financial statements for the ECU Foundation and ECU Alumni Association were received and reviewed.
• There were no reportable conditions with regard to the financial audits of these two foundations.
ECU Board of Trustees
Facilities and Resources Committee
Thursday, November 29, 2007 – 12 Noon
Mendenhall Student Center Great Room 2

University Advancement

Naming Policy

1. In recent years the policy had been housed with the Advancement and Naming Committee but with revised structure of the committees it now resides under Facilities and Resources Committee. Therefore, the policy language needs slight modifications and a recommendation for “Guidelines for Committees” will be made by Mr. Durham to the Executive Committee addressing some of these changes and, therefore, will bring this under Facilities and Resources Committee. Mr. Dowdy briefly reviewed the naming process, noting naming responsibility governs the act of naming a building, an addition to a building, or significant spaces accessible to the public. It also covers the act of naming a school, department, other unit or activity. Naming may be considered for personal services rendered – not only to ECU but to society in general – or financial contributions to the university. While most naming opportunities to date have been based on financial contributions, other contributions as noted may be considered. No policy changes are recommended at this time. The receipt of 60% of the funds committed and a written agreement for the remaining funds will continue to be required as will the minimum 30-days between the Committee’s approval and presentation to the full board. At 12:25 p.m. Mr. Redwine made a motion to go into closed session for consideration of a naming opportunity. The committee reconvened at 12:40 p.m.

Alumni Highlights

1. Alumni staff have done an outstanding job this year promoting and staffing the following activities:
   - Football tailgating – average of 760/game; 1,100 at Homecoming
   - Scholarship Golf Tournament – all-time high participation w/140 golfers; $27,000 raised
   - Homecoming weekend – great parade; top-notch Awards banquet; ECU Ambassadors won Spirit Cup; reunions of ECTC/ECC Golden Alumni, Collegians, Wesley Methodist Student Reunion, Black Alumni, ROTC
   - “Evening with the Chancellor” for strategic plan discussions with alumni and friends – Greensboro, November 6; Raleigh, January 9 at N. C. Museum of History; Charlotte, January 22
   - Membership – 2,996
Development Highlights

1. Year-to-date totals slightly ahead
   - Larger gifts include $1 million combination gift from C.D. Spangler Foundation matched by UNC Professorship fund; $1 million from GoldenLEAF Foundation for Family Medicine Center; $500,000 committed by Boddie family; NC Independent Insurance Agents are expected to make a significant gift in the near future. Mr. Redwine requested Mr. Dowdy report on year-end totals, gifts, etc. at the February meeting.
   - Planned giving program growth was noted and Mr. Dowdy asked Mr. Abeyounis, Director of Planned Giving, to share the story of a recent estate gift. Mr. Abeyounis responded that in 1985 Janie Barber, a retired teacher from Charlotte, began to establish the R. Janie Barber East Carolina Scholars Award and that throughout her lifetime she contributed $107,000 to the award. In August of this year, ECU was notified that Ms. Barber died in July and had left her entire estate totaling $400,000 to ECU. Ms. Barber’s generosity will take her total ECU Scholars award in excess of $500,000 yielding approximately $20,000 annually for student support.
   - Face-to-face visits are up significantly with 750 visits since July 1.
   - Annual Giving Program is making great progress with e-solicitation and telefund efforts.

2. Program Development Involvement
   - Bill Clark, ECU Foundation President, reported on scholarship efforts noting:
     - Access Scholarships – 27 awarded this year with a goal to award 25 new scholarships each year which will result in the support of 100 scholarships by 2010-11. Future considerations are to increase the annual award from $5,000 to $6,000 and to increase the number of scholarships.
     - East Carolina Scholars – Planned improvements for 2008-09 are to increase scholarship award to each student ($10,000 of scholarship x 4 years = $40,000) and a Study Abroad Stipend ($5,000) totaling $45,000. Future considerations are to increase the annual award to $12,500 per year and the number of scholarships as well as enhancing the programs and activities for EC Scholars.

   Mr. Tipton noted his appointment as the trustee to oversee EC Scholars and offered his assistance, as did Mrs. Ward, to Mr. Clark in his work with scholarship initiatives.

University Marketing Highlights

1. Strategic Plan Rollout
Campus-distribution -- email from Chancellor to all faculty, staff and students regarding the strategic plan
ECU Tomorrow booklet mailed with EAST magazine to alumni and friends
Great ECU coverage in latest Metro magazine
Chancellor’s events continue to share the ECU strategic plan

2. Campaign branding efforts continue with one logo having been completed in the west end plaza cul-de-sac and, weather permitting, others to be installed soon.

Administration and Finance

Property

The Committee reviewed the Board materials provided regarding the following proposed actions concerning university property:

1. Lease for Academic Affairs
2. Leases for Plastic and Reconstructive Surgery
3. Lease and sublease with University Health Systems
4. Severance of modular office unit at Brody School of Medicine
5. Demolition of building on the former Hatteras Hammock property

Mr. Buck, Associate Vice Chancellor for Business Services, was available to answer questions regarding each of the actions.

The Committee shared the following comments regarding these actions.

1. Provide addresses of properties when available.
2. The amount of information provided in the Board materials was sufficient.
3. Identify those actions that are unusual in nature.

Two documents were distributed which outline the approval requirements for real property transactions. One was for the normal state process and the other for leases involving ECU Physicians (ECU’s medical faculty practice plan).

The Committee agreed to recommend all the actions for full Board approval.

Elevations

The Committee reviewed elevations for the Mendenhall Student Center/Ledonia Wright Cultural Center. Questions were answered by Mr. Bagnell and Mr. Jones from Frelon Group, Inc., architects for the project. The Committee had the following comments regarding the elevations.

1. Questions were asked related to food service, retail space, and the multi-purpose room.
2. Value engineering changes to the program or exterior of building projects should be presented to the Facilities and Resources Committee.

3. The extent of change to the exterior will be changed and alternatives for covering the existing exterior were discussed.

The Committee agreed to approve the elevations for Mendenhall Student Center/Ledonia Wright Cultural Center as presented.

The elevations for the Family Medicine Center were not ready for review at this time.

**Designer Selections**

The Committee reviewed the designer selections for the following projects as presented in the Board materials.

1. Leo W. Jenkins Cancer Center Renovations
2. Boiler Controls Upgrade

If there are any major changes to the exterior of the LJCC, the Committee will be advised.

The Committee approved the designer selections for both projects.

**Design and Construction Process for Capital Projects**

This topic was deferred to a future meeting.

**University Guest House**

A short description of the University’s plans for the property at 601 East Fifth Street was presented. The Committee discussed the need to remodel the property to meet building codes and the source of funds for renovations and furnishings.

**Greek Village**

Mr. Johnson provided an overview of what has occurred regarding the Greek Village project.

The Committee made the following comments regarding the Greek Village concept.

1. ECU must be careful with its financial model.
2. There are various models for the building concept.
3. There are benefits to having Greek organizations on campus.
4. The Board is interested in this project from a leadership perspective.
5. The scope of the project needs to be well defined.

Next steps from the Facilities and Resources Committee perspective are:

1. Develop concept as part of the Master Planning Process
2. Determine possible locations
3. Identify financing models

**Chancellor’s Residence**

This topic was deferred to a future meeting.

**Status of Major Capital Projects**

The current report was included in the Board materials for informational purposes.

An additional Committee meeting will be scheduled in January.
MEMORANDUM

TO: Kevin Seitz
FROM: Scott Buck
DATE: October 30, 2007
SUBJECT: Lease Request for Academic Affairs

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

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

Approve __________________________ Date __________________________

Disapprove __________________________ Date __________________________
MEMORANDUM

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

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

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

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

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

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

cc: Phyllis Horns

Approve       Date

Disapprove   Date

East Carolina University is a constituent institution of the University of North Carolina. An equal opportunity/affirmative action university, which accommodates the needs of individuals with disabilities.
MEMORANDUM

TO:        Kevin Seitz

FROM:      Scott Buck

DATE:      October 30, 2007

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

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

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

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

cc: Phyllis Horns
MEMORANDUM

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

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

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

Cc: Phyllis Horns

Approve                     Date

Disapprove                  Date
MEMORANDUM

TO: Kevin Seitz
FROM: Scott Buck
DATE: October 30, 2007
SUBJ: Demolition of Hatteras Hammock Property – Building #1104 Clark Street – Due to Severe Fire Damage

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

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

cc: George Harrell

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Approve ___________________ Date ___________________

Disapprove ___________________ Date ___________________
MEMORANDUM

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

FROM: William E. Bagnell, Director

DATE: November 14, 2007

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

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

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

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

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

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

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

Att: Memorandum to Interested Designers

Cc: Dr. George Harrell – AVC Campus Operations
MEMORANDUM

TO: Interested Designers

FROM: William E. Bagnell, Director

DATE: August 14, 2007

SUBJECT: Leo Jenkins Cancer Center Renovations

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

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

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

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

Thank you for your interest in East Carolina University.
MEMORANDUM

TO: Mr. Kevin Seitz, Vice Chancellor Administration & Finance
FROM: William E. Bagnell, Director
DATE: November 14, 2007

SUBJ: Designer Selection
Boiler Controls Upgrade

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

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

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

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

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

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

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

TO: Interested Designers

FROM: Robert Still, CEM

DATE: August 9, 2007

SUBJECT: Steam Plant Boiler Controls Upgrade

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

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

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

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

Thank you for your interest in East Carolina University.
Health Sciences Committee  
Thursday, November 29, 2007

**HS Division:**

- The Schools of Nursing and Allied Health Sciences have been approved to be Colleges by UNC General Administration.

- The Health Sciences Division (BSOM & the Dental School) was recognized in the November issue of *Metro Magazine*.

- The search for the new Dean of the Brody School of Medicine is progressing. The search firm has received 30-40 names of potential candidates. Plans are to bring candidates in mid January or early February for interviews. The pool of candidates are diverse.

- The Search Committee for a permanent Dean of the School of Dentistry has been appointed. Dr. Stephen Thomas, Dean of the College of Allied Health Sciences, will chair the committee. The membership of the committee includes HS Division Faculty (BSOM, Allied Health, Nursing & Laupus Library), Community Leaders, and an experienced dental physician at UNC Chapel Hill School of Dentistry.

- The East Carolina Heart Institute (ECU portion) should be completed by August 2008. A tour for the entire Board of Trustees is being scheduled when the board meets in February.
College of Nursing:

- The College of Nursing had 283 applicants for their BSN program, 126 were admitted; 276 applicants for their MSN program, 235 were admitted; and 12 applicants for the PhD program, 8 were admitted.
- The College of Nursing's Center for Nursing Leadership is making progress. In combination with this on December 6th the Dick Eakin Distinguished Professorship in Nursing will be announced.

College of Allied Health Sciences:

- The College of Allied Health Sciences had 1074 applicants for their programs for Fall 2007; 264 of those were admitted.
- The College of Allied Health Sciences' Communication Science and Disorders PhD program was ranked 9th in the Chronicle of Higher Education by Academic Analytics for faculty research scholarly productivity.
- The College of Allied Health Sciences was recognized in the News and Observer’s supplement “Celebrating Allied Health Professions” during the Allied Health Professions Appreciation Week in November.

Brody School of Medicine:

- The Brody School of Medicine is looking a ways to expand the class size. Preliminary discussions are being held about the possibility of having satellite clerkships for 3rd and 4th year medical students in Wilmington and other potential locations (Elizabeth City, Carteret County, etc.).
• Health Span (Electronic Medical Records System) is moving forward. Training of management staff began in August 2007 and the projected time to go live is October 2008 in 2-3 pilot sites and December 2008 in the remaining 20 sites. Patient scheduling & registration and patient billing & reimbursement will go live in 2009.

• Family Medicine Center - the leadership at the Brody School of Medicine is working with the NC Academy of Family Physicians to building positive relationships and momentum and work with them on how we can finance the Family Medical Center.

**School of Dentistry:**

- The design and architectural team, BJAC, was on campus this week meeting with the School of Dentistry. The initial planning of the building design should be complete by the first part of the year. The site for the building has not been selected. Construction should be completed by summer 2011.

**Laupus Library:**

- The 4th floor exhibit gallery was named in honor of Evelyn Fike Laupus by the Ji and Li Family Foundation in September. A DVD copy of the dedication is being distributed to the Board of Trustees.

**MFPP Update:**

- CON for Cyberknife – received noticed on Wednesday this week that the CON was signed by the State of NC.
• Endoscopy Center – is progressing and construction has begun on the 3rd floor of the Moye Medical Building.

• Cancer Center - A Cancer Center Executive Council had been developed and they are working hard on getting financials integrated.

• The potential development of a new Breast Center is being proposed.

• MFPP Finances – through October we are $2 million ahead of last year.

**PCMH Update:**

• Last month PCMH was recognized by the NC Hospital Association and the Institute for Health Improvement as “Leaders” for their work with the Mercer program.

• The Heart Center will open in January 2009.

• PCMH is working with the BSOM to integrate resources. PCMH has created a Physician Recruitment Office that is working with the Department Chairs, Section Heads, and Chiefs on physician recruitment. In the last 2 ½ months; 126 potential candidates were identified; 34 deemed acceptable; 5 were interviewed; and 14 are pending to be interviewed. The key areas that we are recruiting for are: Cardiology, GI, Internal Medicine, Cancer/Cancer Surgery, and Pediatrics Surgery.

• A joint PCMH/ECU mini retreat will be held in January to discuss hospital/physician relationships between ECU and PCMH.
The University Affairs Committee discussed the following issues at the November 29 meeting:

- **Campus Safety**
  - Report/recommendations of UNC Safety Task Force
  - Whether ECU should create a position to centrally coordinate our safety efforts
  - Mental health issues (involuntary dismissal policy draft)
  - Possible background checks for all students, faculty, and staff
  - Provost Sheerer and Peter Romary will lead a task force to recommend how to integrate enterprise risk management and safety risk management and report to Chancellor Ballard by mid-January.

- **Conferral of degrees** (approved)

- **Hard Waiver Insurance** (mandatory health insurance for students who cannot prove that they have health insurance from another source)
  - Potentially affects 20% of students
  - Will add $700/year to cost of attendance, which can be covered with financial aid for our neediest students, but may be an issue for the “next-neediest”
  - UNC-GA recommends this kind of policy; 12-13 campuses will adopt a hard waiver policy
  - Needs approval by mid-January for 2008-09 implementation
  - Students are divided on policy (mandatory nature and cost are issues)

- **UNC Campus-Based Scholarships**
  - Amendment to guidelines (rather than listing a fixed GPA each year, will be “based on competitive academic achievement as measured by standardized test scores and high school GPA”)

- **Athletics Update**
  - Bowl situation still undecided (will be Hawaii or GMAC)
  - As of October 31, football ticket revenues exceeded budget projections by $269,000
  - No student fee increase this year; Minges fee will be redirected to support future athletic facility which will provide more visibility for women’s sports (students support this initiative)

- **Outreach Scholarship Academy**
  - This professional development model for faculty will provide mentoring and assistance for faculty to combine their research with economic development. Seed grants and recognition will be available to faculty who complete the program.