



Office of the Chancellor

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MEMORANDUM

TO: Campus Tuition and Fees Committee (CT&FC)

FROM: Steve Ballard *Steve*
Chancellor

SUBJECT: Charge to CT&FC

DATE: April 17, 2009

Thank you for accepting appointment to the Campus Tuition and Fees Committee (CT&FC). The CT&FC has the important responsibility of providing tuition and fee recommendations for my consideration and serves as the basis for my further recommendation to the ECU Board of Trustees (BOT). This year, because of the harsh economic times which we are facing, my charge to the CT&FC is more challenging than ever before. ECU must prepare for a loss of \$25 to \$35 million of state revenues each year of the biennium and possibly more because of endowment downturns and difficulties with other revenue sources. The critical financial situation has resulted in the BOT approving the Policy Framework for Resource Allocation and the UNC Board of Governors (BOG) to adopt a Value Statement. As we prepare for the 2010/11 tuition and fee process we will be using a new business model for revenue generation, cost reduction and resource allocation. We will no longer operate with a "business as usual" mode nor will we say, "We've never done it that way before." This new business model will accomplish the following:

- Protect the academic core to the maximum extent
- Demand that strategic priorities be protected from cuts and that selected priorities receive new funding
- Maximize flexibility because future economic conditions cannot be predicted
- Demand strong stewardship of existing resources
- Protect essential services to students

These criteria will be applied to all funds, revenues and expenditures regardless of their source. All expenditures from state funds will be under laser-beam scrutiny, and every fungible revenue source will be evaluated from the perspective of its highest use. With this approach, partnerships will be required not requested, and every program of inadequate or low performance must get better immediately. Finally and most importantly, every service that affects affordability must reduce its cost to the student. Our goal is to protect essential services to students and, given our regional transformation mission, we will keep the total cost of education paid by them to a minimum. Every category of student fees will be reduced by 10%, unless I have an acceptable business plan for that area that convinces me otherwise. However, we will consider tuition increases, because we have the ability to use these funds for financial aid, recruitment and retention of faculty and to enhance the academic experience of our students.

I'm asking you to submit your recommendations and supporting documents to me by October 16, 2009, so that I can submit my recommendations to the ECU Board of Trustees and give them ample time for their consideration.

Thank you for your commitment to this effort and for your continued dedication to improving the quality and accessibility of education at East Carolina University.

cc: Kevin Seitz, Chair CT&FC
Executive Council