



Office of the Chancellor

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MEMORANDUM

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

FROM: Steve Ballard
Chancellor

A handwritten signature in cursive that reads "Steve Ballard" with a large, stylized "MS" or "S" below it.

SUBJECT: Charge to CT&FC

DATE: May 10, 2011

Thank you for accepting appointment to the Campus Tuition and Fees Committee (CT&FC). The CT&FC has the important responsibility of providing 2012-13 tuition and fee recommendations to the Executive Council and to me for our consideration and which serve as the basis for my further recommendation to the ECU Board of Trustees (BOT). Last year we faced tough decisions in regard to tuition and fees because of harsh economic issues. This year our charge is even more daunting than ever. We face the most challenging budget picture that ECU has ever experienced within the last 60 years.

Already, ECU's past three-year budget cuts have totaled \$102 million, with the next fiscal year, beginning in July, projected to be the worst yet. The gap between State revenues and expenditures is approaching \$2.5 billion. With less revenues arriving in the state treasury, there will be severe budget cuts for all state institutions. In order for us to maintain and provide a quality educational experience for our ECU students, we will have to ask them to share some of the financial burden through increases in tuition and fees.

We estimate that students will have to make up about 25% of whatever budget reduction with which we are faced. Regrettably, this will follow substantial increases in tuition and fees already approved by the Board of Governors for 2011-12. We have always prided ourselves in being an access institution and our first University priority is student success, so making higher education less affordable is a painful option for us. I would not propose it if I did not consider it necessary to protect the quality of their academic experience. However, even with these large anticipated increases in tuition, ECU will still remain affordable at least in terms of comparison with our 15 peer universities. Most recent figures indicate that we will remain either the second or third most affordable university among our peers.

As before, tuition increase funds will be used for financial aid, enhancing the student's academic experience, student retention, and mitigating budget cuts. These are our biggest priorities. Additional revenue will help us do a better job of keeping and succeeding with each student who comes to ECU. Revenue increases will help us meet the biggest single challenge to our values of student access and student success, i.e. providing adequate financial aid. Past experience shows us that student retention is directly linked to affordability and availability of financial aid.

As we prepare for the 2012/13 tuition and fee process, we will continue our previously established business model for revenue generation, cost reduction and resource allocation. We will continue to demand strong stewardship of existing resources, and we will continue to protect essential services to our students.

I'm asking you to submit your recommendations and supporting documents to me by October 15, 2011, 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 for our students.

cc: Rick Niswander, Chair CT&FC
Executive Council