

East Carolina University | Board of Trustees Athletics & Advancement Committee | September 19, 2013 Agenda

I. Approval of April 18, 2013 Minutes

Action

II. University Advancement

A. Advancement Annual Report

Discussion

B. Naming Proposals

Action

II. Athletics

A. Compliance Overview

Discussion

B. Strategic Plan Update

Discussion

C. Financial Report

Discussion

D. Athletics Update

Discussion

- 1. Facilities
- 2. Academics
- 3. Human Resources
- 4. Points of Distinction

III. Closed Session

East Carolina University Board of Trustees September 19, 2013

Session	Athletics and Advancement
Responsible Person	Edwin Clark, Chair
Agenda Item	I. Approval of Minutes
Item Description	
Action Requested	Approval of minutes from April 18, 2013
Disposition	
Notes	

Athletics & Advancement Committee April 18, 2013 Talking Points

Committee members present were Danny Scott, Bob Lucas, Robert Brinkley, Mark Copeland and Mark Tipton. Other board members present included Joel Butler, Carol Mabe, Matthew Paske, Ken Chalk, Edwin Clark, Deborah Davis, Bobby Owens and Steve Jones.

We started the meeting by recognizing the ECU Men's Basketball Team. Coach Lebo and his staff were there with a pretty impressive CIT Championship Trophy. We watched a short highlight reel of the championship game, which was just as exciting the 2nd time around. Congratulations again to Coach Lebo, his staff and his players for such an inspiring season, and we look forward to what's to come next season!

University Advancement

Access / Brody Scholars

We had the pleasure of having two students share their story as to why they chose ECU. The first student is an Access Scholar, TaCriasha Willoughby (TC for short). She is a biology major from Gates County who is graduating in few weeks and looking forward to graduate school. Her long- term goal is to be an OB/GYN physician in North Carolina. Being the recipient of the Access Scholarship afforded her the opportunity of getting the kind of education she would have not had access to otherwise. The second student, Stephanie Carrier, is a Brody Scholar in her third year here at ECU. She did her undergraduate work at UNC before coming to ECU for med school. She felt that being asked to interview for the Brody Scholarship was an honor in itself and once selected as a recipient there was no hesitation in acceptance. She also mentioned that through all her medical school interviews ECU's interview left her feeling accepted, welcomed and that she truly felt wanted here. Because of her Brody Scholarship she is afforded the opportunity to graduate medical school with much less debt. She plans to practice Family Medicine here in NC.

Development

Glen Gilbert shared a few pages from the ECU Foundation's 2011-2012 annual report, which illustrated significant increase of ECU's planned giving over the last five years. Giving has increased from 40M to 140M. Our alumni participation rate has increased to nearly 10% up from 6% five years ago. This increase is significant because state appropriations and public support are decreasing. The Advancement function has never been more critical than it is today.

Vice Chancellor Search Update

Rick Niswander provided an update on the search for the Vice Chancellor for Advancement. On May 2nd, the committee will review applicants for the first cut. They hope to conduct airport interviews May 16-17. We hope to bring in the top 3-4 candidates for on campus interviews the first part of June.

BOV Nominations

DR. Philip Rogers presented the nominations for the Board of Visitors as well as the slate of officers for the BOV. We have 7 members seeking reappointment, and five new member appointments. I will make a motion at the conclusion of my report.

Athletics

Coach Update

This meeting, our Coach's Update came from ECU Swimming and Diving Coach, Rick Kobe. ECU has had a swim team for 59 years – over the course of those 59 years, there has only been 3 coaches, Coach Kobe being the most recent, however, he has been here 33 years.

There are 60 student athletes on the swim team -30 females/30 males. First to recap the women: The women have a 9-1 dual meet record. They finished 4^{th} in Conference USA, set 5 ECU records and set 6 ECU Freshman records. They are also very successful academically. Two female swimmers made the Chancellor's List, 16 have made the Deans List and 8 were on the Honor Roll. The male swimmers aren't quite as smart, but they hold their own: with 1 swimmer on the Chancellor's List, 3 on the Dean's List and 11 making the Honor Roll. Their dual meet record was 6-2. And it should be noted that this is the 30^{th} consecutive year having a non-losing season.

Not only do these kids perform in the pool, and in the classroom, but they are active in their community. The swim team participates in three service projects annually. This year, they helped with the Pitt County Special Olympics Swim Team, which included 35 swimmers ages 7-65. They were involved with the Relay for Life event, and they participated in the "Swim Across America for Cancer Reasearch."

Coach Kobe talking a little about recruiting. Obviously, scholarships are a key to successful recruiting, and about 80-90% of all swimmers receive some sort of scholarship. The other key factor in recruiting is the facilities. Our pool was built in 1960, and whereas we are making upgrades to the pool, we will eventually need to invest in new pool facilities if we want to become a "Top 25" swim program.

Athletic Strategic Plan

Since last summer we have received a report at each regarding updates of the athletics strategic plan work. This meeting, we received a describes a review of the plan development process, core values, mission and vision statements, and 15 major goals spread among the 7 established priority work areas.

80 people, representing many, if not all, areas of the university, including the students, is a major strength of this plan. Having such a diverse and collaborative effort will certainly aid in the implementation of this strategic plan.

After receiving final directions from the Chancellor, Jeff Compher and the Board, the next step is to move forward with implementation of the plan which includes a public release of this effort

thru posting on ecupirates.com and meeting with the athletics staff to communicate the operational plan.

We hope to have a thorough presentation of the Athletics Strategic Plan to the Board of Trustees in the near future.

Athletics Update

Coach Holland gave a conference update – ECU is now an All-Sports member of the newly named American Athletic Conference. Our teams and coaches are already in the integration stage of the conference.

MOTIONS:

I move that the Board approve the Board of Visitors nominations and recommendations for officers as presented in the Board materials.

East Carolina University Board of Trustees September 19, 2013

Session	Advancement
Responsible Person	Interim Vice Chancellor for University Advancement Glen Gilbert
Agenda Item	II. A. Advancement Annual Report
Item Description	
Action Requested	Committee Review and Discussion
Disposition	
Notes	

























































East Carolina University.



ECU FOUNDATIONSAnnual Report 2012-13

Dr. Glen Gilbert

Interim Vice Chancellor for Advancement
Interim Vice President of the Medical & Health Sciences Foundation
Interim Executive Director of the Brody Foundation
Dean of the College of Health and Human Performance





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This is what will be included today:

- **Background on Advancement at ECU – how** we are organized and who we are.
- How we are doing the numbers over recent vears.
- Review of our major scholarship programs.
- **Endowed professorships.**
- How we are doing versus our peer group and system institutions.
- A review of our alumni base.
- Institutional priorities.
- **Draft Short Term & Long Term Goals**
- **Enabling objectives plans underway.**
- Actions to consider.

East Carolina University.

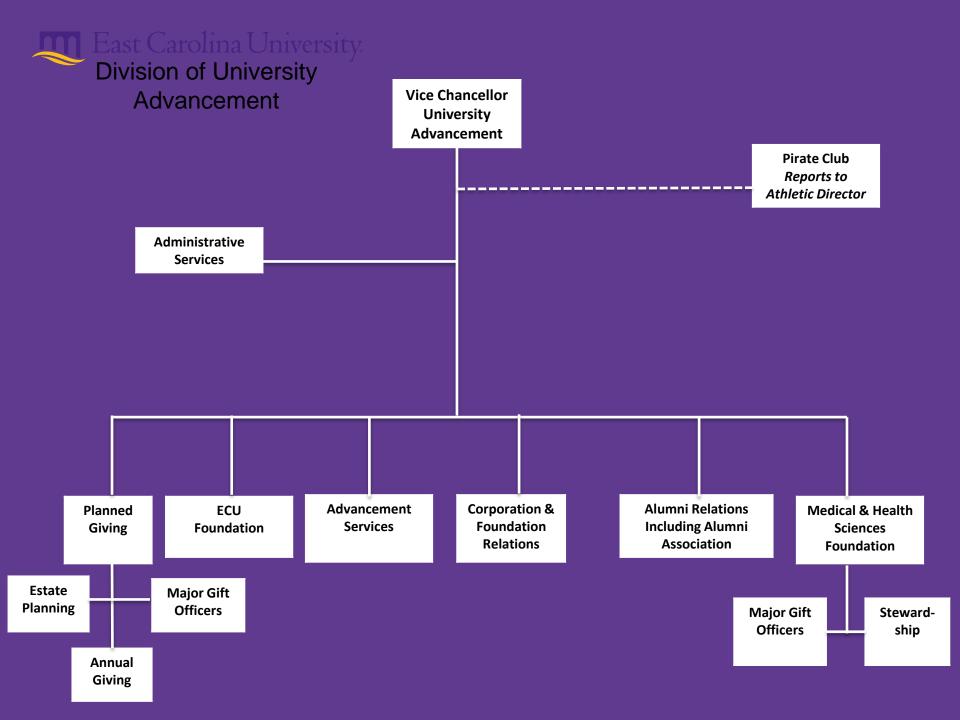




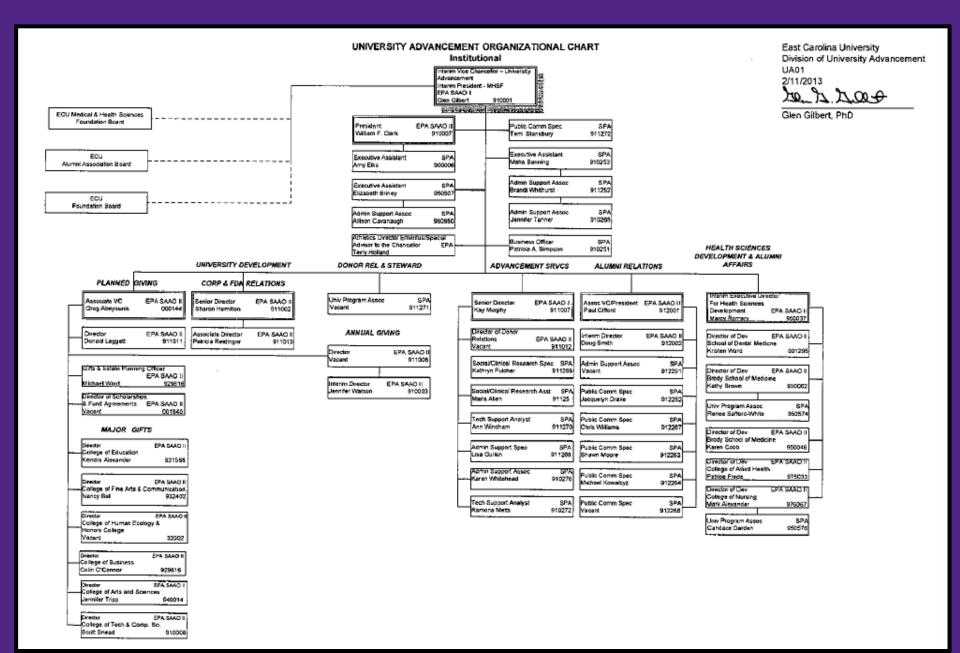


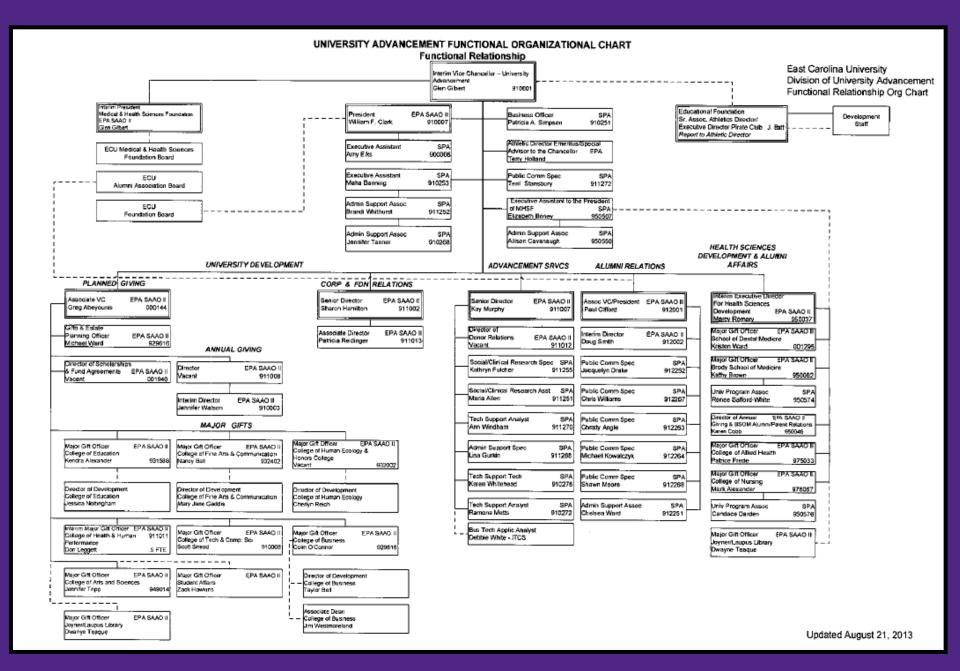


Foundations
ANNUAL REPORT
2012-2013



The following slides are organizational charts.



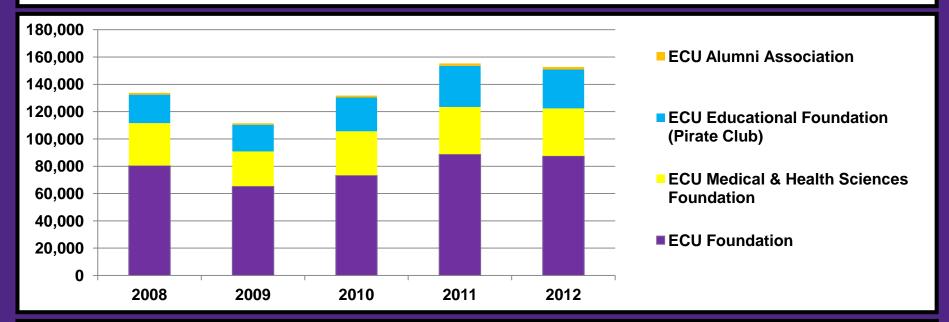


ECU Foundations

	*Assets	*Endowment
ECU FoundationReal Estate FoundationGreen Town Properties	87,600,000	61,100,000
ECU Medical & Health Sciences (includes real estate) • Brody Foundation	34,800,000	19,000,000
ECU Educational Foundation (Pirate Club)	28,500,000	11,100,000
ECU Alumni Association	1,800,000	600,000

Net Assets of ECU Foundations

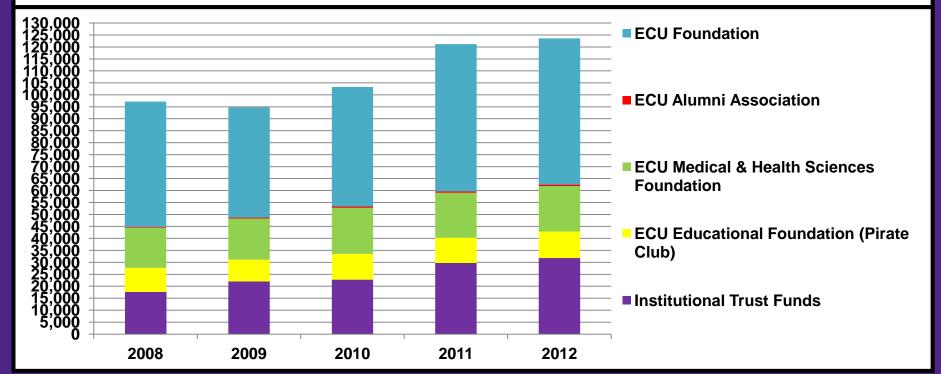
(in thousands of \$s)



	2008	2009	2010	2011	2012
ECU Foundation	80,500	65,400	73,400	88,800	87,600
ECU Medical & Health Sciences					
Foundation	31,100	25,500	32,200	34,600	34,800
ECU Educational Foundation					
(Pirate Club)	20,900	19,500	24,700	30,100	28,500
ECU Alumni Association	1,200	1,100	1,400	1,800	1,800
Total Net Assets	133,700	111,500	131,700	155,300	152,700

Endowments of the ECU Foundations

(in thousands of \$s)



	2008	2009	2010	2011	2012
ECU Alumni Association	300	400	500	500	600
Institutional Trust Funds	17,600	22,000	22,800	29,700	31,800
Educational Foundation					
(Pirate Club)	10,100	9,100	10,700	10,600	11,100
Med & Health Sciences Foundation	16,800	17,200	19,300	18,800	19,000
ECU Foundation	52,400	46,100	50,000	61,600	61,100
Total Endowments	96,900	94,400	102,800	120,700	123,000

The following numbers are extracted from a recent study by General Administration on Advancement.

DEVELOPMENT BUDGET & STAFFING BY CAMPUS - 2010-2011

Campus	Total Gift Receipts	Total # (FTE) of Development Staff	Total Development Specific Budget	Dollars Raised per \$1.00 Invested
ASU	16,435,408	32.50	3,057,754	5.37
ECU	24,005,166	26.50	3,750,000	6.40
ECSU	2,011,998	7.00	678,621	2.96
FSU	1,309,402	12.00	841,369	1.56
NCA&T	4,344,684	23.00	2,284,261	1.90
NCCU	4,978,172	24.00	1,700,00	2.93
NCSU	94,756,666	112.00	6,922,490	13.69
UNCA	3,367,144	9.75	1,052,424	3.20
UNC-CH	274,947,462	211.00	26,900,000	10.22
UNCC	13,231,759	22.80	2,246,266	5.89
UNCG	13,680,620	44.00	5,073,835	2.70
UNCP	1,779,033	7.00	865,529	2.06
UNCW	8,215,987	33.75	1,752,870	4.69
UNCSA	6,123,936	8.40	741,021	8.26
WCU	4,581,754	24.00	1,194,255	3.84
WSSU	3,369,267	19.00	506,552	6.65
NCSSM	1,031,339	3.20	218,803	4.71
TOTAL	478,169,797	619.90	59,786,050	5.12



- For students with both demonstrated financial need & proven academic potential (2.5 GPA).
- Awarded annually to full-time NC students for four years if grades maintained.
- Annual award of \$5,000 (\$2,500 per semester) will cover in-state tuition, fees & books.
- For on-campus & distance-ed students in any major, incoming freshmen, transfer or current.
- Students monitored to ensure they continue to meet the academic & financial eligibility.
- Recipients must complete at least 20 hrs. of volunteer service yearly through ECU's Volunteer & Service Learning Center.
 Currently students average a 3.4 GPA.



- Established in 1998, the EC Scholars award is the most prestigious scholarship offered at ECU.
- Students must, first, be accepted into the Honors College Admission is competitive and by invitation only.
- Students must meet the following minimum criteria within **both** the standardized test and high school achievement categories in order to be accepted into the program:
 - -Minimum math/verbal combined SAT score of 1200 or Minimum ACT score of 27
 - -Minimum un-weighted GPA of 3.5 or minimum weighted GPA of 4.0
- The Award is granted for a total of 8 continuous semesters at ECU- student must maintain a cumulative 3.5 GPA.
- The program provides students with rigorous coursework, research opportunities with faculty members, and a required Study Abroad experience. Students receive \$10,000 per year and a \$5,000 stipend for study abroad.
- EC Scholars live and learn in a collegial residence environment, & participate in leadership & community engagement opportunities in Eastern NC and beyond

Undergraduate Merit Scholarships

Institution	Name	Award Amt. Total Instate (4ys)	Award Amt. Total Out of State (4yrs)	Awards Fall 2011	Total Estimated Endowment
ECU	EC Scholars	\$61,000	\$61,000	15	\$12,000,000
UNC-C	Levine	\$90,000	\$140,000	16	\$316,000,000
UNC-CH	Morehead-Cain	\$90,000	\$140,000	52	\$188,000,000
NCSU	Park	\$88,000	\$144,000	45	\$315,000,000
ASU#	Chancellor's Scholars	\$52,000	\$100,000	15	
UNC-G	Assortment				unknown

EC Scholars Award Projections:

Fall 2012- 20 Fall 2013- 19 Fall 2014- 13

Access Scholarship Awards:

2012-2013- 85 2013-2014 (est.)- 89

- 5 are fully endowed as of May 2013
- 6 are in process of being endowed

Distinguished Professors Endowment Supported by a System Wide Trust Fund

- The trust fund created in 1985
- It is a one-for-two match for seven institutions including ECU.
- The other institutions are designated "focused growth" or "special needs" institutions and receive a one-to-one match.

- The funds must be "on hand" before a match can be sought.
- Wait time depends on the number of applicants and funds on-hand.

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$333,000 = $500,000
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Summary Distinguished Professorships

	Endowed	Endowed Seeking Match	Pending
Heath Sciences- West Campus	12	1	1
Academic Affairs- East Campus	14	7	3

Distinguished Professorships Health Sciences-West Campus

<u>Professorship</u> State Match

Endowed

College of	Allied Health
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Barbara W. Bremer Distinguished Professorship in Language, Learning, and Literacy Disorders	12/2012
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Brody School of Medicine

Berbecker Dist. Professor In Rural Medicine	10/2004
D. E. Darnell Jones, MD, Endowed Professorship For Residency Education in Obstetrics and Gynecology	09/2007
Max R. & Catherine S. Joyner Dist. Prof. in Primary Care Medicine	10/2001
Vernada and Clifford Kiehn Distinguished Professorship in Pediatric Surgery	09/2008
Monk Distinguished Professorship in Family Medicine	12/2012
ECU Distinguished Professorship in Emergency Medicine	09/2008
Drs. Mary and Spencer Raab Dist. Professor in Adult Oncology	11/2011
Walker Distinguished Professorship in Clinical Oncology	11/2011
East Carolina Heart Institute Dist. Professor in Research	12/2010

Nursing

Richard R. Eakin Distinguished Professorship 10/2007

10/2009

Endowed Seeking Match (in queue for match)

Maynard Professorship - Brody School of Medicine

Pending – has not reached amount needed for match

Eddie and Jo Allison Smith Endowed Chair to support the Director of the ECHI at ECU

None

Distinguished Professorships – Academic Affairs- East Campus

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Professorship	State Match
Endowed	
<u>Enaovea</u>	
College of Business	
Robert F. Bird Dist. Prof. in Risk and Insurance	12/2012
Thomas Arthur Distinguished Professorship in Leadership	12/2012
Robert Dillard Teer Dist. Prof. In Business	06/1986
College of Education	
Taft Distinguished Professorship in Science Education	01/2011
Wachovia Dist. Prof. In Educational Leadership	10/1997
Lora W. King Dist. Prof. in Education	06/1992
College of Fine Arts and Communication	
Irwin Belk Dist. Prof. In Art	05/1998
Four Seasons Chamber Music Professorship	11/2011
Ira M. & Mary Ruth Hardy Dist. Prof. in Suzuki String Pedagogy	02/2002
Roddy Jones Dist. Prof. In Music	03/1996
Harriot College of Arts and Sciences	
Harriot Distinguished Professorship in Natural Sciences and Mathematics	05/2005
Linda McMahon Dist. Professorship in Foreign Language	03/2009
Thomas W. Rivers Dist. Prof. in International Studies	09/1989
David J. & Virginia S. Whichard Dist. Prof. in the Humanities	02/1994

Distinguished Professorships-Academic Affairs - East Campus-cont.

Endowed Seeking Match

College of Human Ecology

Nancy Darden Distinguished Professorship

College of Business

Vincent McMahon Dist. Professorship in Business Edwin B. Jones Family Endowed Professorship in Accounting

College of Science and Technology

Gregory Poole Equipment Distinguished Prof. in Construction Management

College of Health and Human Performance

Leroy T. Walker Dist. Prof. in College of Health and Human Performance Leroy T. Walker Dist. Prof. in College of Health and Human Performance

Leroy T. Walker Dist. Prof. in College of Health and Human Performance

Pending – has not reached amount needed for match

College of Arts and Sciences

Harold C. Troxler Distinguished Professorship Fund

College of Education

Bate Professorship

College of Health and Human Performance

Jerry E. McGee College of Health and Human Performance

The following numbers are extracted from the ECU Gift Records found in our "One" data base.

All monies recorded (including matching gifts) are included in Total Gifts Received.

Gifts that are pledge payments are subtracted to give an account of new monies.

Gifts recorded as gifts-in-kind are added and new pledges are added (excluding tele-fund).

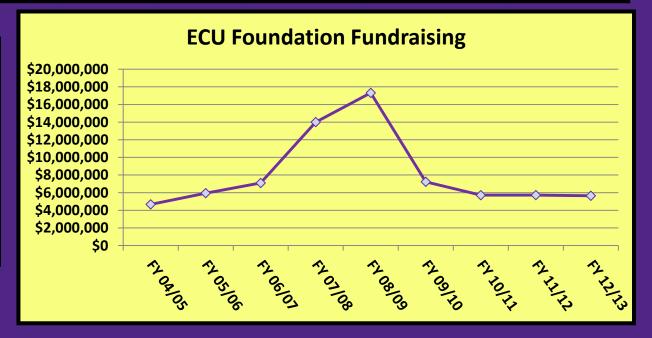
The NCPG Standards for Irrevocable and Revocable Planned Gifts are added to provide Fund Raising Totals.

In short all data is reported according to standard practices of major universities.

ECU Foundation Executive Fund Raising Report

Year	Total Gifts Received	Less: Pledge Payments	Total Current Gifts	Gifts in Kind	Pledges	Irrevocable New Planned Gifts using NCPG Stds Face Value	Revocable New Planned Gifts using NCPG Stds Probability Value	Totals
12/13	\$4,754,238	\$956,337	\$3,797,901	\$300,971	\$784,046	\$171,486	\$592,854	\$5,647,258
11/12	\$4,413,648	\$964,258	\$3,449,390	\$164,002	\$1,251,806	\$11,771	\$848,158	\$5,725,127
10/11	\$4,967,770	\$1,713,676	\$3,254,094	\$361,804	\$1,059,830	\$350,000	\$689,967	\$5,715,695
09/10	\$4,376,393	\$1,673,260	\$2,703,133	\$49,556	\$1,140,079	\$0	\$3,339,074	\$7,231,842
08/09	\$4,622,547	\$1,738,015	\$2,884,532	\$3,879,426	\$2,943,290	\$0	\$7,608,180	\$17,315,428
07/08	\$5,284,087	\$1,269,717	\$4,014,370	\$1,489,167	\$1,092,151	\$1,875,000	\$5,534,787	\$14,005,475
06/07	\$4,816,385	\$1,764,721	\$3,051,664	\$898,724	\$1,914,218	\$1,019,092	\$215,178	\$7,098,876
05/06	\$4,457,537	\$806,118	\$3,651,419	\$141,935	\$1,923,603	\$87,546	\$141,198	\$5,945,701
04/05	\$3,214,628	\$840,423	\$2,374,205	\$358,312	\$1,442,124	\$14,847	\$486,138	\$4,675,626

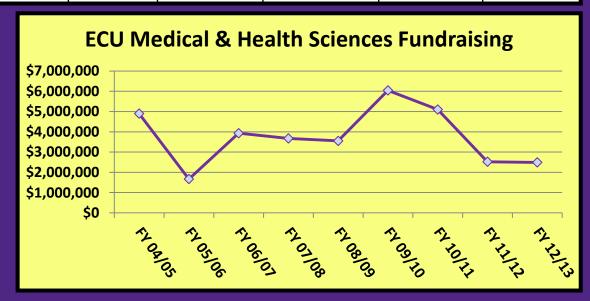
Year	Fund Raising Totals				
FY 04/05	\$4,675,626				
FY 05/06	\$5,945,701				
FY 06/07	\$7,098,876				
FY 07/08	\$14,005,475				
FY 08/09	\$17,315,428				
FY 09/10	\$7,231,842				
FY 10/11	\$5,715,695				
FY 11/12	\$5,725,127				
FY 12/13	\$5,647,258				



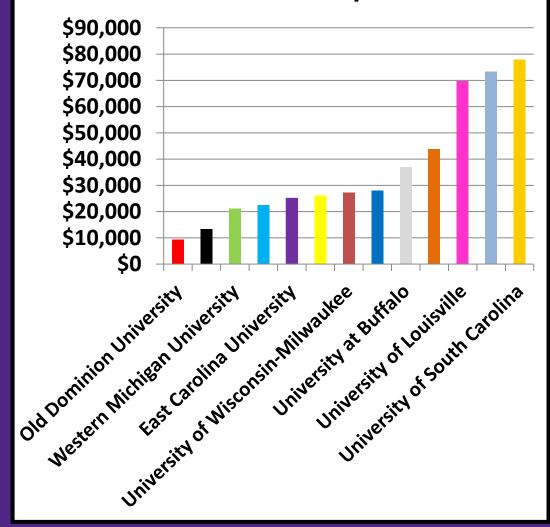
ECU Medical & Health Sciences Fundraising

Year	Total Gifts Received	Less: Pledge Payments	Total Current Gifts	Gifts in Kind	Pledges	Irrevocable new Planned Gifts using NCPG Stds Face Value	Revocable New Planned Gifts using NCPG Stds Probability Value	Totals
04/05	\$2,869,657	\$1,233,937	\$1,635,720	\$21,581	\$2,975,278	\$0	\$266,716	\$4,899,295
05/06	\$2,108,988	\$1,092,218	\$1,016,770	\$9,384	\$112,883	\$530,000	\$0	\$1,669,037
06/07	\$4,011,662	\$2,887,519	\$1,124,143	\$17,416	\$2,367,485	\$0	\$420,749	\$3,929,793
07/08	\$3,376,137	\$1,388,340	\$1,987,797	\$32,131	\$1,320,118	\$148,333	\$185,767	\$3,674,146
08/09	\$3,347,672	\$1,467,475	\$1,880,197	\$538,076	\$490,195	\$100,000	\$542,000	\$3,550,468
09/10	\$4,488,620	\$3,185,080	\$1,303,540	\$22,940	\$4,706,141	\$0	\$12,206	\$6,044,827
10/11	\$5,665,495	\$2,283,938	\$3,381,557	\$22,109	\$382,820	\$879,014	\$435,577	\$5,101,077
11/12	\$1,741,368	\$338,824	\$1,402,544	\$28,432	\$732,056	\$0	\$360,035	\$2,523,067
12/13	\$2,244,550	\$259,009	\$1,985,541	\$26,309	\$273,240	\$0	\$206,401	\$2,491,491

Year	Fund Raising Totals
FY 04/05	\$4,899,295
FY 05/06	\$1,669,037
FY 06/07	\$3,929,793
FY 07/08	\$3,674,146
FY 08/09	\$3,550,468
FY 09/10	\$6,044,827
FY 10/11	\$5,101,077
FY 11/12	\$2,523,067
FY 12/13	\$2,491,491
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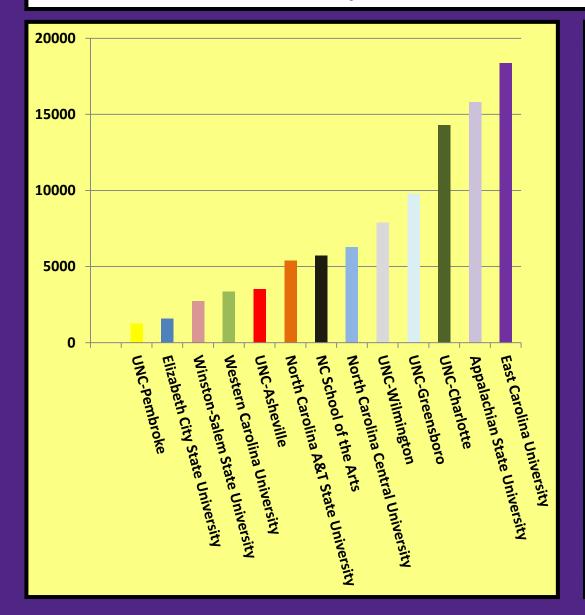


Peer Institutions Total Support 5-Year Average FY 2012 VSE Report



Institution	Total Support	# of Students
Old Dominion University	\$9,355	24,670
Wright State University	\$13,387	19,600
Western Michigan University	\$21,170	25,086
University of Missouri- Kansas City	\$22,476	15,473
East Carolina University	\$25,060	27,386
Florida International University	\$26,204	47,966
University of Wisconsin- Milwaukee	\$27,188	29,142
University of Nevada-Reno	\$28,132	18,227
University at Buffalo	\$36,933	28,860
Ohio University- Main Campus	\$43,913	36,126
University of Louisville	\$69,666	22,249
Virginia Commonwealth University	\$73,440	31,899
University of South Carolina	\$77,945	45,774

NC System Total Support Comparison FY2012 VSE Report (in thousands of \$s)



Institution	Total	Enrollment
UNC-Pembroke	\$1,256	6,251
Elizabeth City State University	\$1,600	2,930
Winston-Salem State University	\$2,739	6,163
Western Carolina University	\$3,363	9,616
UNC-Asheville	\$3,508	3,665
North Carolina A&T State University NC School of the	\$5,388	10,693
Arts	\$5,704	1,167
North Carolina Central University	\$6,293	8,359
UNC-Wilmington	\$7,907	13,145
UNC-Greensboro	\$9,791	18,274
UNC-Charlotte	\$14,285	26,232
Appalachian State University	\$15,796	17,344
East Carolina University	\$18,357	27,386
North Carolina State University	\$100,324	34,767
UNC-Chapel Hill	\$286,710	29,278

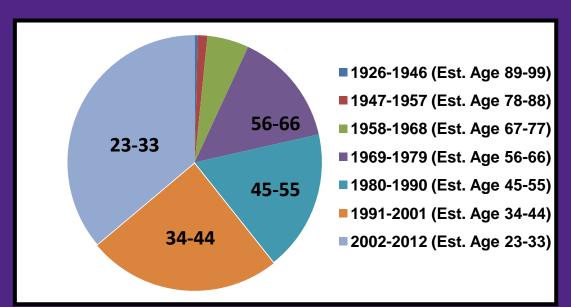
PERCENTAGE OF LOST ALUMNI COMPARISON

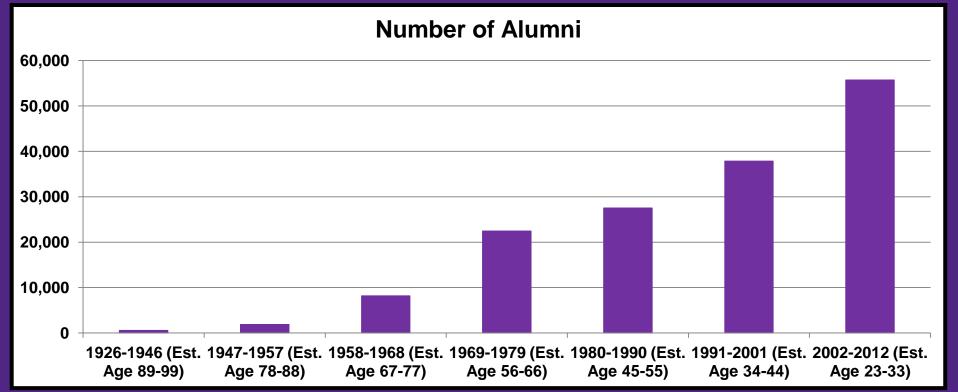
School	Number of Records in Database	Number of Alumni in Database	Percentage of Alumni Records Coded Lost
Northern Illinois	382,894	237,553	8%
Old Dominion	265,741	124,482	11.54%
Wright State University	190,000	100,000	11%
University of Louisville	283,601	129,356	4%
East Carolina University	198,587	148,418	2%
Virginia Commonwealth			
University	345,003	171,844	4.17%
University at Buffalo	421,171	250,018	5.80%

A survey was sent to each of our Peer Institutions and the above institutions responded. According to best practices in the Advancement field, a percentage less than 10% is considered to be good. In 1999, the percent of lost alumni records at ECU was 28%

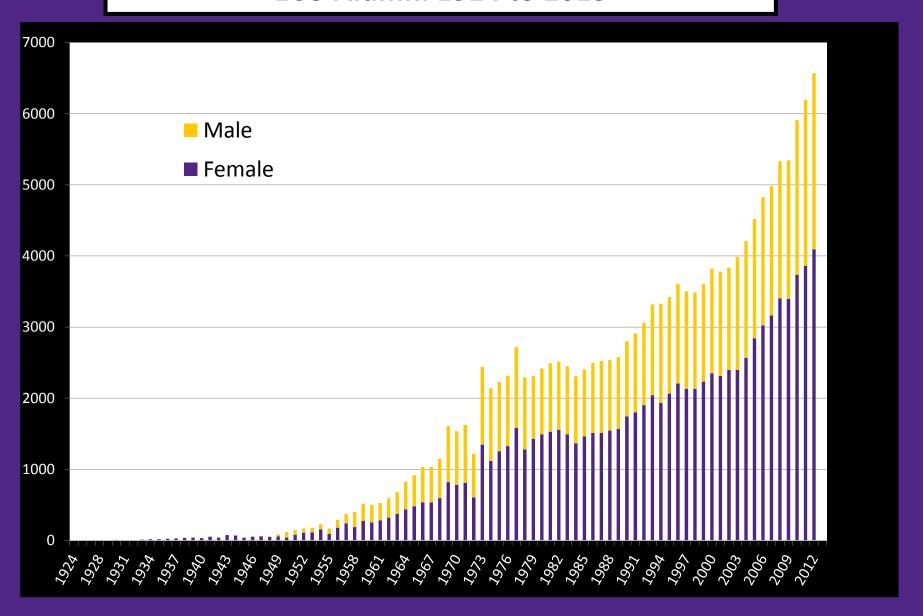
ECU Alumni By Year

Years	# of Alumni
1926-1946 (Est. Age 89-99)	586
1947-1957 (Est. Age 78-88)	1,887
1958-1968 (Est. Age 67-77)	8,172
1969-1979 (Est. Age 56-66)	22,434
1980-1990 (Est. Age 45-55)	27,522
1991-2001 (Est. Age 34-44)	37,836
2002-2012 (Est. Age 23-33)	55,703

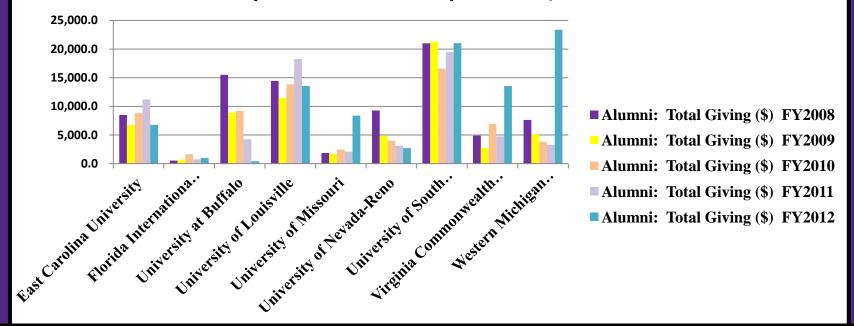




ECU Alumni 1924 to 2013



Alumni Total Giving 5 Yr Peer Comparison reported in VSE (in thousands of \$) all that reported



	Alumni: Total Giving (\$)	Alumni: Total Giving (\$)	Alumni: Total Giving (\$)	Alumni: Total Giving (\$)	Alumni: Total Giving (\$)
Institution	FY2008	FY2009	FY2010	FY2011	FY2012
East Carolina University	8,484.9	6,760.2	8,833.4	11,192.4	6,766.5
Florida Internationa University	538.9	698.6	1,637.3	761.2	968.4
University at Buffalo	15,513.9	8,901.3	9,211.2	4,234.7	427.0
University of Louisville	14,448.6	11,443.7	13,842.0	18,277.4	13,556.4
University of Missouri	1,878.7	1,717.3	2,455.4	2,111.3	8,366.5
University of Nevada-Reno	9,267.3	4,873.4	3,966.6	3,117.2	2,702.2
University of South Carolina	20,994.5	21,266.0	16,615.8	19,496.2	21,036.3
Virginia Commonwealth University	4,890.9	2,772.5	6,967.8	4,755.8	13,545.1
Western Michigan University	7,634.4	5,159.1	3,828.0	3,294.4	23,366.5

ECU Current Institutional Advancement Priorities

- Completion of Hall of Fame (BB Practice Facility) (estimated 1.25 Million)
- Scholarships recruitment & retention
 EC Scholars (100 endowed, need additional 75 Million)
 Access (50 endowed, need additional 50 Million)
 Other scholarships for schools, colleges and other needs
- Increase discretionary funds for Colleges, Schools, Libraries units, leaders and programs
- Specific needs of units (Colleges, Schools, Libraries, Centers and Institutes)
- Alumni Center (estimated cost 15 Million)
- Endowed Professorships (eligible for state match 2-1, from 333 equals .5 million up to 1 million equals 1.5 million)
- ECU CRAFT Laboratory to be located @ North Recreation Complex (estimated cost 4.5 million)
- Performing Arts Center (estimated cost 65 Million)
- Updating BSOM Auditorium (estimated cost 2 Million)
- Refurbish Health Sciences Commons no estimate

Not in priority order

East Carolina University Institutional Draft Advancement Goals

Short term Goals – one year

- Hire a new Vice Chancellor by mid fall and have them in place by January 2014
- Announce a significant fund raising campaign by summer 2014
- Completion of Hall of Fame (BB Practice Facility) (estimated 1.25 Million)
 Long term Goals Five-Seven Years
- Grow all endowments by minimum of 25% over next five years
- Scholarships recruitment & retention increase by 25% over next five years
- Seek to make the EC Scholars a "named program" with significant endowment
- Complete Alumni Center (estimated cost 15 Million)
- Complete ECU CRAFT Laboratory to be located @ North Recreation Complex (estimated cost 4.5 million)
- Updating BSOM Auditorium (estimated cost 2 Million)
- Refurbish Health Sciences Commons no estimate
- South Football Stadium Expansion (estimate 40 Million)

East Carolina University Advancement Planning

Strategic Planning Advancement Division

GOAL: Significantly increase donated resources available to support ECU

Enabling Objectives:

- 1. Minimize impact of loss of state funding in advancement division.
- 2. Insure MGOs have opportunity to be successful and are held accountable for an appropriate level of fundraising. Metrics are in place but may require some adjustment.
- 3. Insure that all key positions are filled.
- 4. Expand Corporation Foundations relations and corresponding increased expectations.
- Establish long term plan for foundations to support more of the advancement division activities by reducing the amount of state supported salaries.
- Seek greater efficacy in all approaches to fund raising (examine all expenditures based on a costbenefit analysis).
- 7. Establish a program of continuous improvement to provide feedback for all activities.
- Prepare for a major campaign. Establish an overall target, identify specific funding needs, develop planning to meet staffing and support needs.
- 9. Insure appropriate coordination of all "asks" by all foundations. One of the major tasks of new Advancement Council (VC Adv., VC ADF and AD).
- 10. Update division strategic plans including all metrics.
- 11. Establish fund raising as a major component of dean's duties. Provide necessary assistance and training for deans. Encourage deans to attend a Case Conference. Consider hosting a case conference in-service at ECU.

East Carolina University Advancement Planning

Strategic Planning Advancement Division

GOAL: Significantly increase donated resources available to support ECU

Actions to consider:

- 1. Adding personnel to Advancement Division in key areas.
- 2. Establish greater incentives for high end donors.
- 3. Moving all of Advancement Division to one building.
- 4. Having all foundations report to one Vice Chancellor.
- 5. Have all foundations use same "One" system for call reporting.
- 6. Develop incentive program for Advancement Division.
- 7. Change the name of the "Educational Foundation" to the Pirate Club.
- 8. Hire consultant to look at organization of foundations and advancement division.
- 9. Hire consultant to determine a realistic target for the next ECU campaign.

















East Carolina University



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East Carolina University



ECU FOUNDATIONS

Annual Report 2012-13

Questions?

Session	Advancement
Responsible Person	Interim Vice Chancellor for University Advancement Glen Gilbert
Agenda Item	II. B. Naming Proposals
Item Description	 Defensive Line Team Meeting Room – 50K Kieran Shanahan Assistant Football Coaches Office – 25K Douglas Gomes Janice Hardison Faulkner Gallery – 195K 2nd Floor Joyner Library Multiple Donors
	See Accompanying Proposals
Action Requested	Committee review/approval for submission to full Board.
Disposition	
Notes	

PROPOSAL TO EAST CAROLINA UNIVERSITY BOARD OF TRUSTEES COMMITTEE ON NAMING UNIVERSITY FACILITIES AND ACIVITIES

<u>J. B</u>	att				
Name of O	riginator				
ECU Edu	cational Foundation	252-737-4	<u>540</u>	batt	j@ecu.edu
Departmen	t/Division	Phone		Ema	il
D 13	I () II II		CI	•	
Proposed I	Name(s) to Honor: Ki	ieran Joseph	1 Snana	inan	
			450		
128 E. Ha	rgett St., Third Floor_	Raleigh	NC	27601	
Address:		City	State	Zip	
Telephone	:919-846-9975		91	19-856-94	194
*	Home			Busi	
Relationsh	ip to the University:				
Proposed (Object for Naming: Defen	nsive Line T	eam M	eeting R	<u>oom</u>
	r recommendation: planation (Attach backgro	☐ Ser ound materia			☐ Gift to justify the recommendation)
Dat Am Sta Was the gi Wa	rpose of Gift: Annute of Original Commitme nount of the Total Comm Amount Paid: Current Pledge Balatus of Payments: ft part of a campaign: as the project pre-approve rected to:	ent:itment: nce:	\$30 \$20 Paid in Yes Yes	011 0,000 0,000 0,000 n full	Endowment Endowment Define: ational Foundation
4. Att5. Definition6. If t	m this Gift.	arrangement	s or exp		s the donor may have resulting he method of valuation, and the



STATEMENT OF INTENT

STEP UP TO THE HIGHEST LEVEL Campaign

East Carolina University

Name Kieran J. Shanahan
Street Address Shanahan Law Firm 128 E. Hargett Street, 3rd Floor
City Raleigh State NC Zip 27601
Phone (919) 856-9494 Fax (919) 856-9499
E-mailcmskjs@aol.com
Naming Opportunity(ies) DBD DEFENSIVE LINE TEAM MEETING ROOM
To assist in attaining the goals set forth by the Départment of Athletics under the STEP UP TO THE HIGHEST LEVEL Campaign for East Carolina University, I/we will commit a gift to the East Carolina Educational Foundation, Inc., in the sum of \$ 50,000 to be paid in either cash, securities or other property of equivalent market value. I/we desire to have this financial support distributed in the following manner: \$ 10,000 in 2011 (Year) \$ 7346 \$ 10,000 in 2012 (Year)
\$ 10,000 in 2013 (Year) \$ 10,000 in 2014 (Year) \$ 10,000 in 2015 (Year)
(** Annually () Semi-Annually () Quarterly
In making this Statement of Intent, it is understood that this document constitutes a declaration of intent only, and shall not legally bind me/us or my/our estate.
Signature Kickar Justan
Signature

PROPOSAL TO EAST CAROLINA UNIVERSITY BOARD OF TRUSTEES COMMITTEE ON NAMING UNIVERSITY FACILITIES AND ACIVITIES

Proposed Name(s) to Honor: Douglas L. Gomes	J. Batt			3	
Proposed Name(s) to Honor: Douglas L. Gomes	Name of Originator				
Proposed Name(s) to Honor: Douglas L. Gomes	ECU Educational Foun	dation 252-737-4	540	battj@ecu.edu	
Address: City State Zip Telephone: 252-227-4142	Department/Division		*	Email	
Address: City State Zip Telephone: 252-227-4142					
Address: City State Zip Telephone: 252-227-4142	Proposed Name(s) to Ho	nor: Douglas L. Go	omes		5
Address: City State Zip Telephone: 252-227-4142					
Address: City State Zip Telephone: 252-227-4142	1807 Circle Drive	Greenville	NC	27858	
Relationship to the University: Proposed Object for Naming: Assistant Football Coaches Office Purpose for recommendation: Explanation (Attach background materials as appropriate to justify the recommendation) If related to a gift: Purpose of Gift: Purpose of Gift: Amount Oniginal Commitment: Amount Paid: Current Pledge Balance: Status of Payments: Was the gift part of a campaign: Was the project pre-approved: Directed to: Belowment 9/8/2012 Faid in full Yes No Define: Was the project pre-approved: Medical Foundation Educational Foundation Medical Foundation Other If the Gift was more than \$25,000: 1. Attach a copy of the signed Letter of Intent. 2. Define in detail any special arrangements or expectations the donor may have resulting from this Gift. 3. If the Gift is other than cash or cash equivalent, explain the method of valuation, and the plan for liquidation.	Address:	City	State	Zip	
Relationship to the University: Proposed Object for Naming: Assistant Football Coaches Office Purpose for recommendation: Explanation (Attach background materials as appropriate to justify the recommendation) If related to a gift: Purpose of Gift: Purpose of Gift: Amount Oniginal Commitment: Amount Paid: Current Pledge Balance: Status of Payments: Was the gift part of a campaign: Was the project pre-approved: Directed to: Belowment 9/8/2012 Faid in full Yes No Define: Was the project pre-approved: Medical Foundation Educational Foundation Medical Foundation Other If the Gift was more than \$25,000: 1. Attach a copy of the signed Letter of Intent. 2. Define in detail any special arrangements or expectations the donor may have resulting from this Gift. 3. If the Gift is other than cash or cash equivalent, explain the method of valuation, and the plan for liquidation.	Telephone: 252-22	7-4142	25	52-752-2111	
Purpose for recommendation:					
Purpose for recommendation:					
Purpose for recommendation:	Relationship to the Unive	ersity:			
Purpose for recommendation:	Proposed Object for Nam	ning: Assistant Footba	ll Coaches	Office	
Purpose of Gift: Annual	•				ation)
Directed to: ECU Foundation Educational Foundation Other	Date of Original C Amount of the To Amount P Current Pl Status of Paymen Was the gift part of a can	Commitment: otal Commitment: aid: ledge Balance: ts: opaign:	9/8/2012 \$25,00 \$25,00 \$ - 0 - Paid in fu Yes □	0 0 11 No Define:	
 Attach a copy of the signed Letter of Intent. Define in detail any special arrangements or expectations the donor may have resulting from this Gift. If the Gift is other than cash or cash equivalent, explain the method of valuation, and the plan for liquidation. 	1 5 1	☐ ECU Foundat	tion 🗹	Educational Foundation	
9.9.13	 Attach a copy of t Define in detail at from this Gift. If the Gift is other 	the signed Letter of Intony special arrangement r than cash or cash equi	s or expecta		
Signature of Originator Date	Signatura of Onice	ingtor		9. 9.13 Date	



Pc# 3662

STATEMENT OF INTENT

STEP UP TO THE HIGHEST LEVEL Campaign

East Carolina University

Name Doug & Kashy Gomes
Street Address 1807 Cinik DRIE
City GTREENVILLE State NC Zip 2) 858
Phone 252 916 - 9922 Fax ()
E-mail DGomEs 99@ gmail. Com
Naming Opportunity (ies) Assistant Football Coaches office (utw) 8/7/12
To assist in attaining the goals set forth by the Department of Athletics under the STEP UP TO THE HIGHEST LEVEL Campaign for East Carolina University, I/we will commit a gift to the East Carolina Educational Foundation, Inc., in the sum of \$ to be paid in either cash, securities or other property of equivalent market value.
I/we desire to have this financial support distributed in the following manner: \$ 5,000 in 20 12 (Year) \$ 5,000 in 20 13 (Year) \$ 5,000 in 20 15 (Year) \$ 5,000 in 20 15 (Year) \$ 5,000 in 20 16 (Year)
(Annually () Semi-Annually () Quarterly
In making this Statement of Intent, it is understood that this document constitutes a declaration of intent only, and shall not legally bind me/us or my/our estate.
Signature
Signature
Date 9 8 2212

PROPOSAL TO EAST CAROLINA UNIVERSITY BOARD OF TRUSTEES COMMITTEE ON NAMING UNIVERSITY FACILITIES AND ACTIVITIES

<u>Jan Lewis</u>		
Name of Originator		
Academic Library Services	328-2267	lewisja@ecu.edu
Department/Division	Phone	Email
Proposed Name(s) to Honor: <u>Janice</u>	Hardison Faulkner Gallery	
Joyner Library Greenville	NC	27858
Address: City	State	Zip
Telephone: Home		<u>328-2267</u> Business
Relationship to the University: ECL	J alum (B.S. and M.A.), done	or, volunteer.
Proposed Object for Naming: Galle	ry Space on the 2 nd floor of J	Joyner Library.
Purpose for recommendation: Explanation (Attach backgro	Service und materials as appropriate	Gift to justify the recommendation)
<u>Janice Hardison Faulkner Gallery in</u>	honor of Janice's service to	ECU and the State.
Janice Faulkner has been unstinting North Carolina. The proposed Janice facility, exemplifying Janice's credo	e Hardison Faulkner Gallery	will be a multi-use community
Joyner Library is proud of the award offered our students, faculty and the enable us to make these presentation it will provide exhibition quality lightechnology.	community over the last decase even more rewarding. Hos	cade. The Faulkner Gallery will sting as many as 150 participants,
If related to a gift: Purpose of Gift: Date of Original Commitmer Amount of the Total Commitmer Amount Paid: Current Pledge Balar Status of Payments: Was the gift part of a campar Was the project pre-a	nt: Support from multi tment: \$195,853 \$128,000 nce: Approximately \$6,3 Following up with ign: *Yes	365 from multiple donors past due pledges at this time. No Define: No Educational Foundation

If the Gift was more than \$25,000:

1. Attach a copy of the signed Letter of Intent.

2. Define in detail any special arrangements or expectations the donor may have resulting from this Gift.

3. If the Gift is other than cash or cash equivalent, explain the method of valuation, and the plan for liquidation.

Signature of Originator

From: Lewis, Janice S

Sent: Wednesday, August 14, 2013 2:58 PM

To: Gilbert, Glen **Cc:** Teague, Dwain

Subject: FW: Faulkner Gallery

Glen

At the next Board of Trustees meeting, can you ask the Board to formally approve naming the second floor exhibit space in Joyner Library the "Janice Hardison Faulkner Gallery"? We have raised approximately \$128,000, which is over 60% of the projected project cost of \$ 195,853. The rest of the cost will be paid from income from library endowments.

Thanks,
Jan Lewis
Interim Dean, Academic Library Services

From: Dowdy, Michael

Sent: Monday, September 24, 2012 5:36 PM

To: Lewis, Janice S

Subject: RE: Faulkner Gallery

Jan, the way I have interpreted this is the naming and construction are on two separate tracks. You are following university procedures that relate to the gallery construction; and my job is to get the naming through the BOT process. I didn't call for the vote this meeting because I didn't want to get into the discussion with them pertaining to whether or not we had fulfilled the 60% requirement. So I simply made them aware of the project and what a great project it was. When we have completed the fund-raising and have 60% of gifts and pledges paid in (\$90,000 cash) I will take to that next meeting and have it approved..."Members of the committee, you will recall the Janice Faulkner Gallery Project in Joyner Library that was in your September board book. The Project has now fulfilled the 60% gift payment requirement and the naming is recommended for your approval." So sometime after the first of the year aren't we likely to be in position to do this? Probably February or April meeting? We'll see, but it will be met with enthusiasm.

--Mickey

From: Lewis, Janice S

Sent: Friday, September 21, 2012 3:54 PM

To: Dowdy, Michael **Subject:** Faulkner Gallery

Hi Mickey,

Thanks for informing the Board of Trustees about the fundraising campaign and plan to name the second floor exhibit area in Joyner Library "The Janice Hardison Faulkner Gallery". I wanted to make sure I'm clear on the need and the timetable for getting formal approval of the name. Do we need to get formal approval before construction begins? I met with Ricky Hill Wednesday and he said he'd get a project authorization request for the design work to me. So, we should have an agreement with an architect within the next month. We're tentatively planning for construction in December 2013.

Thanks,

Jan Lewis

Interim Dean, Academic Library and Learning Resources

Session	Athletics
Responsible Person	Jamie Johnson
Agenda Item	III. A
Item Description	Compliance Overview
Action Requested	Committee review
Disposition	
Notes	See accompanying materials



New Violation Structure

Home > Division I > Enforcement

Structure focuses on conduct that threatens integrity of college sports

The four-level violation structure ranges from severe breaches of conduct to incidental infractions. The structure, which replaces the current two-tier approach (major and secondary violations), is designed to focus most on conduct breaches that seriously undermine or threaten the integrity of the NCAA Constitution and bylaws.

"Having four levels of violations is helpful because it allows us to distinguish between severe and significant in the new structure as opposed to simply major and secondary violations in the previous model." - Oregon State President Ed Ray, former chair of the NCAA Executive Committee who also chairs the Enforcement Working Group.

Level I: Severe breach of conduct

Violations that seriously undermine or threaten the integrity of the NCAA collegiate model as set forth in the Constitution and bylaws, including any violation that provides or is intended to provide a substantial or extensive recruiting, competitive or other advantage, or a substantial or extensive impermissible benefit.

Level II: Significant breach of conduct

Violations that provide or are intended to provide more than a minimal but less than a substantial or extensive recruiting,

competitive or other advantage; includes more than a minimal but less than a substantial or extensive impermissible benefit; or involves conduct that may compromise the integrity of the

NCAA collegiate model as set forth in the Constitution and bylaws.

Examples of Violations

Level I

- Lack of institutional control.
- Academic fraud.
- Failure to cooperate in an NCAA enforcement investigation.
- · Individual unethical or dishonest conduct.
- Head coach responsibility violation by a head coach resulting from an underlying Level I violation by an individual within the sport program.

Level II

- Violations that do not rise to the level of Level I violations and are more serious than Level III violations.
- Failure to monitor.
- Systemic violations that do not amount to a lack of institutional control.
- Multiple recruiting, financial aid, or eligibility violations that do not amount. to a lack of institutional control.
- · Collective Level III violations.

Level III: Breach of conduct

Violations that are isolated or limited in nature; provide no more than a minimal recruiting, competitive or other advantage; and do not include more than a minimal impermissible benefit. Multiple Level IV violations may collectively be considered a breach of conduct.

Level IV: Incidental issues

Incidental infractions that are inadvertent and isolated, technical in nature and result in a negligible, if any, competitive advantage. Level IV infractions generally will not affect eligibility for intercollegiate athletics.

Printed from:

http://www.ncaa.org/wps/wcm/myconnect/public/ncaa/divisioni/enforcement/new+violation+structure? pageDesign=print+template on

Tue Sep 03 2013 14:09:00 GMT-0400 (Eastern Daylight Time)

Head Coach Control

NCAA Bylaw 11.1.2.1

NCAA Division I Bylaw 11.1.2.1 places the responsibility on the head coach to **promote** an atmosphere of NCAA rules compliance within his program and to **monitor** the activities of his staff to ensure compliance with the rules. This bylaw was enacted in 2005 at the request of the National Association of Basketball Coaches.

Pursuant to Bylaw 11.1.2.1, a head coach is <u>presumed</u> to have knowledge of what is occurring in his program and therefore, can be responsible for the actions of his staff and individuals associated with the program. In other words, if an allegation of Bylaw 11.1.2.1 is made against a head coach, then the coach must rebut the presumption that he had knowledge of what was occurring in his program and show that he did in fact set a proper tone of compliance and reasonably monitored the activities of his program.

The action plans described below may assist a head coach in setting a proper tone of compliance and monitoring his program in order to meet the obligations imposed by Bylaw 11.1.2.1.

Action Plan-Communication

A head coach should demonstrate a commitment to compliance through ongoing communication with his athletics director, compliance staff and coaching staff. The outline below was created to assist a head coach with managing this dialogue.

- Meet with your chancellor or president to discuss his/her expectations for NCAA rules compliance.
- Meet with your athletics director to discuss his/her expectations for NCAA rules compliance. Suggested talking points:
 - o Athletics director's philosophy and expectations on rules compliance.
 - o Compliance resources for your program.
 - o Program's shared responsibility with compliance staff.
 - Establish a plan for continued dialogue with athletics director to discuss the institution and program's compliance environment and expectations (e.g. regularly scheduled meetings, etc.).
- Meet with your compliance director to discuss his/her expectations for NCAA rules compliance. Suggested talking points:
 - o Compliance director's philosophy and expectations on rules compliance.
 - o Compliance resources for your program.

- O Discuss compliance staff and program's expectations for submitting rules interpretations and waiver requests and determine how to best resolve any disagreements over the submission of such requests.
- o Program's shared responsibility with compliance staff.
- Expectations for reporting actual and suspected NCAA rules issues (e.g., immediate action; reporting lines).
- Establish a plan for continued dialogue with compliance director to discuss the institution and program's compliance environment and expectations (e.g. regularly scheduled meetings, etc.).
- Establish a plan for ongoing dialogue between coaching staff and compliance staff to discuss key issues facing the sport and program (e.g., agents; initial eligibility; preenrollment amateurism, etc.).
- Meet jointly with your president, athletics director and compliance director to discuss the institution and program's compliance environment and expectations.
- Meet with your staff to discuss your expectations for NCAA rules compliance. Suggested talking points:
 - o Program's ethical standards.
 - Expectations for reporting actual and suspected NCAA rules issues (e.g., immediate action; reporting lines).
 - o Review president, athletics director and compliance director's philosophy and expectations for rules compliance.
 - Expectations for regular communication between coaching staff and the compliance staff.
 - Establish a plan for continued dialogue with staff to discuss the institution and program's compliance environment and expectations (e.g. regularly scheduled meetings, etc.).
 - Establish ongoing dialogue with staff to review any issues involving prospective student-athletes and current student-athletes (e.g., agents; initial eligibility; preenrollment amateurism, etc.).

Action Plan-Monitoring

A head coach should also demonstrate a commitment to compliance through monitoring his staff's activities in consultation with the compliance staff. The outline below was created to assist a head coach with managing his monitoring responsibilities.

- In consultation with the compliance director, create procedures to ensure your staff is monitoring your program's rules compliance. Suggested procedures:
 - Assign a staff liaison(s) to the compliance staff.
 - Assign staff members to monitor specific areas of compliance (e.g., recruiting contacts; initial eligibility; amateurism; telephone contacts).
 - o Regularly evaluate staff members to ensure their areas of compliance are monitored and that all responsibilities are executed in a timely manner.
 - o Ensure that the entire program has adequate and on-going compliance training and that there is a plan in place for discussion of important information.
 - o Determine reporting lines for resolving actual and suspected NCAA rules issues.
 - O Determine reporting lines to alert compliance staff of issues involving prospective student-athletes and current student-athletes (e.g., agents; initial eligibility; preenrollment amateurism, etc.).
- Regularly solicit feedback from your staff members concerning their areas of compliance and the program's overall compliance environment in order to ensure that the monitoring systems are functioning properly.
- Ensure that the program immediately notifies the compliance staff when concerns or red flags occur related to suspected NCAA rules violations. A lack of immediate action by the head coach will be a significant factor in determining whether the head coach met the obligations imposed by Bylaw 11.1.2.1.

Additional Considerations-Documentation

A head coach should document the ways in which he has communicated and/or demonstrated a commitment to compliance and be able to produce documentation relating to the procedures in place for monitoring the program's rules compliance. Potential areas for documentation:

- Meetings with athletics director, compliance staff and coaching staff.
- Program's procedures for monitoring specific areas of compliance.
- Reports to compliance of actual and suspected NCAA rules issues.
- Monitoring efforts undertaken by the program to ensure that the staff and student-athletes are complying with NCAA rules and compliance obligations.

Please note that the ultimate determination of whether a head coach has exercised proper control over his program rests with the NCAA Committee on Infractions and a lack of control determination will consider the unique facts and circumstances of each case. There is no way to set forth a checklist of items that will in all circumstances prevent a finding. Further, it is important that you consult with your athletics administration and compliance staff for additional guidance on how to tailor the best action plan for your institution.

C

Case Precedent NCAA Bylaw 11.1.2.1

Key Takeaways

- 1. The head coach and staff have an obligation to report suspected rules violations and actual rules violations to the administration.
 - Ask your staff about any red flags in a prospect's recruitment or a student-athlete's enrollment and immediately alert compliance.
- 2. The head coach has an obligation to ensure that his program's monitoring systems are operating properly.
 - Ask your staff about any issues with the program's monitoring systems and alert compliance (e.g., timeliness; accuracy).
- 3. The head coach and staff have an obligation to consult with compliance staff to determine if their actions are consistent with NCAA rules.
 - Ask compliance staff before acting, especially in areas of grey.
- 4. The head coach and staff have an obligation to identify situations where circumstances could result in NCAA violations, alert compliance and monitor the situation closely.

Fact Scenarios-Bylaw 11.1.2.1 Violations

The following information summarizes some of the factors that were noted by the Committee on Infractions in public infractions reports when finding that the head men's basketball coach failed to meet his responsibilities under Bylaw 11.1.2.1.

- 1. The head coach and staff knew that an agent/booster had a relationship with an elite prospect.
 - The head coach failed to alert the compliance staff and administration of possible improprieties between the agent/booster and prospect.
 - The head coach and staff knew of the prospect's limited financial resources and did not take any steps to determine whether the relationship between the prospect and agent/booster involved violations of NCAA legislation.
 - The NCAA Committee on Infractions noted that Bylaw 11.1.2.1 does not require a head coach to investigate wrongdoing, but it does require the head coach to recognize potential problems, address them and report them to the athletics administration.

- 2. The head coach and staff knew that several incoming 2-year institution student-athletes were deficient academically and were taking numerous classes in a short period of time to meet eligibility requirements.
 - The head coach only asked his staff general questions about the prospects' progress and did not ask how the prospects were supporting themselves, how the prospects were traveling around town, how their classes were being paid for and how involved his staff was with the prospects.
 - The head coach failed to involve the compliance staff in monitoring the prospects' situations.
- 3. The head coach and staff encouraged a booster/high school coach to assist the program in recruiting and believed that the booster's employment as a high school coach superseded his status as a booster.
 - The head coach failed to consult with compliance to determine whether the booster's actions were permissible.
- 4. The head coach and staff were told that they could not have any involvement with an oncampus nonscholastic event but the head coach provided the event operator with access to the programs' boosters in order to solicit funding for the event.
 - The head coach failed to consult with compliance staff to determine if his interactions with the event operator posed any potential NCAA rules issues.
 - The head coach permitted his incoming assistant coaches to attend the event (during a quiet period) and failed to consult with compliance staff to determine if their attendance was permissible.
- 5. The institution's men's basketball program's telephone contacts were subject to heightened scrutiny due to past violations.
 - The men's basketball program's system for monitoring telephone contacts was not functioning properly because the coaches were submitting inaccurate information and were not submitting the logs in a timely manner.
 - The head coach had no knowledge that the system was not functioning and when he was made aware that coaches were not submitting their logs in a timely manner, he failed to resolve the issue with his staff.
 - The Committee on Infractions noted that promoting an atmosphere of compliance requires more than general comments about compliance responsibilities.

<u>Fact Scenarios- Monitoring Expectations</u>

The following information summarizes some of the monitoring considerations that were noted by the Committee on Infractions in public infractions reports that predate the adoption of Bylaw 11.1.2.1.

- 1. Institution failed to monitor a prospective student-athlete, who was living in the university's locale, the summer prior to initial enrollment.
 - The head coach failed to provide the institution with information about the prospect that would have facilitated the institution's monitoring efforts.
 - Effective rules compliance demands more than providing rules education and requires actually checking to see whether the staff complies with the rules.
- 2. A prospective student-athlete received impermissible housing from a current student-athlete the summer prior to initial enrollment.
 - The institution should have monitored the prospect's circumstances, particularly as it relates to lodging, because of the heightened possibility for rules violations.
 - The head coach should have inquired about the prospect's lodging and determined whether it was permissible.
- 3. A booster engaged in numerous impermissible contacts with a prospect and provided the prospect with \$4,000 of cash payments while the prospect was residing in the locale of the institution during the summer prior to initial enrollment.
 - The monitoring effort should have included rules education for the prospect and the institution should have formally monitored the prospect's presence in the locale of the institution.
 - The prospect's status as an elite prospect should have created a heightened sense of awareness and prompted the institution to increase vigilance and closer monitoring.
- 4. An international student-athlete, who was a nonqualifer, received cash from the director of basketball operations in order to satisfy financial burdens.
 - The Committee on Infractions noted that when an international student-athlete is also a nonqualifer, who is ineligible to receive athletically related financial aid,

the institution has a greater responsibility to monitor the student-athlete in order to avoid potential rules violations.

• Although the director of basketball operations concealed the payments and left no "paper trail," the institution does not avoid responsibility to monitor the situation since the institution had other information available to prompt an inquiry (e.g., nonqualifer, international student-athlete).

Session	Athletics
Responsible Person	Lee Workman
Agenda Item	III. B
Item Description	Strategic Plan Update
Action Requested	Committee review
Disposition	
Notes	

Session	Athletics
Responsible Person	Nick Floyd
Agenda Item	III. C
Item Description	Financial Report
Action Requested	Committee review
Disposition	
Notes	See accompanying information

East Carolina University.



MEMORANDUM

TO:

Board of Trustees Athletics Committee

FROM:

Nick Floyd

DATE:

September 5, 2013

RE:

Athletics Financial Report

This report contains three documents for your review.

The first document provides a summary of the current year's operating budget (Fiscal Year 13-14). As you can see, this will be a very challenging budget year due to the two-year decrease in season football ticket revenue as noted on the attached Season Ticket Report of almost \$900,000, the inclusion of several one-time expenses associated with the administrative transition in the program, and absorbing additional costs relative to moving from Conference USA (C-USA) to the American Athletic Conference (AAC). As a result, it is necessary to utilize a significant portion of the department's cash reserve to properly fund this year's budget as reflected on the report.

The third document, detailing a five-year budget projection, shows a better long term outlook. Based on current information, we expect to be in a position to rebuild the reserve balance over the next few years as we fully transition into the American Athletic Conference. Over the course of the current year, we will hopefully have more information about future conference contracts and operations that will enable us to refine these projections. With this in mind, we believe these figures are conservative at this time. It is also important to note that the entry fees into the AAC have been accounted for in the five-year plan; however, the exit fees from Conference USA have yet to be determined. Once this number is finalized it will be included as well.

In summary, while the fiscal environment remains extremely challenging, we believe going forward that the program is in the best position in our history to support our student athletes, compete and win championships, and represent the University in a manner that brings distinction to the institution.

As always, thank you for your support of Pirate Athletics, and please let us know if you would like to discuss this report in greater detail.



DEPARTMENT OF ATHLETICS

365 WARD SPORTS MEDICINE BUILDING • MAIL STOP 158 • EAST CAROLINA UNIVERSITY GREENVILLE, NC 27858-4353 • PHONE: 252-737-4502 • FAX: 252-737-4537 • HTTP://WWW.ECUPIRATES.COM

EAST CAROLINA UNIVERSITY ATHLETIC FUND

ATHLETIC BUDGET FY 2013 - 14

<u>REVENUE</u>			Budgeted <u>7/1/2013</u>
Football Revenue (tickets,game guarantee Other Sports Revenue Marketing & Promotions Pirate Club Pledge - Scholarships Student Fees Gifts In Kind Accrual (Courtesy Cars, Nike, NCAA / C-USA Distributions Transfers & Restricted Funds Other (Licensing, Concessions, Processing Non Athletic Events & Miscellaneous)	Athletic Clubs)	\$ _ \$	6,650,000 950,000 1,670,000 5,075,000 12,812,500 466,300 2,230,000 500,000 1,175,000
Reserve Cash (Fund Balance) to balance I	oudget	\$	1,742,950
	Total	\$_	33,271,750
<u>EXPENDITURES</u>			Budgeted
			<u>7/1/2013</u>
Football Other Men's Sports Women's Sports Administration/Other Support Areas Conference Championship Travel Game Operations Repairs / Replacements		\$	7/1/2013 7,821,600 5,155,750 6,333,650 11,646,750 483,300 1,461,100 369,600
Other Men's Sports Women's Sports Administration/Other Support Areas Conference Championship Travel Game Operations	Total	\$ _ \$_	7,821,600 5,155,750 6,333,650 11,646,750 483,300 1,461,100
Other Men's Sports Women's Sports Administration/Other Support Areas Conference Championship Travel Game Operations Repairs / Replacements	Total Income / (Loss)	_	7,821,600 5,155,750 6,333,650 11,646,750 483,300 1,461,100 369,600
Other Men's Sports Women's Sports Administration/Other Support Areas Conference Championship Travel Game Operations Repairs / Replacements		_ \$	7,821,600 5,155,750 6,333,650 11,646,750 483,300 1,461,100 369,600 33,271,750

EAST CAROLINA UNIVERSITY ATHLETIC FUND PROJECTED BUDGET FY 14 - 18

as of: 8 - 06 - 13

		Budgeted	Projected	Projected	Projected	Projected
OPERATING REVENUE		FY 13 - 14	FY 14 - 15	FY 15 - 16	FY 16 - 17	FY 17 - 18
Football	\$	6,650,000	7,650,000 *	6,750,000	7,500,000 *	6,950,000
Other Sports		950,000	975,000	1,000,000	1,025,000	1,050,000
Pirate Club Pledge - Scholarships		5,075,000	5,445,000	5,645,000	5,845,000	6,045,000
Student Fees		12,812,500	13,412,500	13,925,000	14,437,500	14,950,000
NCAA / C-USA / AAC		2,230,000	3,850,000	4,100,000	4,100,000	4,100,000
Other	_	3,811,300	3,330,958	3,476,731	3,623,650	3,771,741
Total Operating Revenue	\$	31,528,800	34,663,458	34,896,731	36,531,150	36,866,741
OPERATING EXPENDITURES	\$					
Football		7,821,600	8,078,032	8,339,593	8,606,384	8,878,512
Other Men's Sports		5,155,750	5,288,865	5,424,642	5,533,135	5,643,798
Women's Sports		6,333,650	6,469,323	6,607,709	6,748,864	6,883,841
Administration/Other Support Areas	_	13,960,750	13,881,775	14,015,871	14,295,488	14,585,023
Total Operating Expenditures	\$	33,271,750	33,717,995	34,387,815	35,183,871	35,991,174
Net Operating Revenue		(1,742,950)	945,463	508,916	1,347,279	875,567
Beginning Fund Balance	\$	2,157,785 ##	414,835	1,360,298	1,869,214	3,216,493
Ending Fund Balance	=	414,835	1,360,298	1,869,214	3,216,493	4,092,060

Reflects actual Fund Balance at June 30, 2013 per Financial Services at 8/06/13.

FY 15,16,17,18 - Student Fee Recalculation - add \$ 600,000.

FY 16,17,18 - \$25 annual Student Fee increase.

^{*} Reflects increased guarantee from revised South Carolina game contract.

Session	Athletics
Responsible Person	Jeff Compher
Agenda Item	III. D. 1.
Item Description	Athletics Update - Facilities
Action Requested	Committee review
Disposition	
Notes	

Session	Athletics
Responsible Person	Jeff Compher
Agenda Item	III. D. 2.
Item Description	Athletics Update - Academics
Action Requested	Committee review
Disposition	
Notes	See accompanying information

Student Development Highlights for 2012-13 As of 09/03/13

2012 NCAA Graduation Rates

All Students Student-Athletes 57% 56%

Federal Four Class Average

NCAA Student-Athlete Graduation Success Rate Four-Class Average

74%

The first percentage is the federal graduation rate and does not take into account those students who leave ECU in good academic standing and who possibly graduate elsewhere. The last percentage, the Graduation Success Rate (GSR), takes those students into account.

Academics – Fall Semester 2012

The cumulative GPA for all student-athletes at the end of fall 2012 was 2.92. The cumulative GPA for all full-time undergraduates at the end of fall 2012 was 2.91.

Cumulative GPA at the end of Fall 2012

Student-Athletes = 2.92

All Full-Time Undergraduates = 2.91

The freshmen student-athlete semester average for fall 2012 was 2.86. The freshmen semester average for all freshmen students at ECU was 2.70.

Fall 2012 Freshmen Semester Average GPA

Freshmen Student-Athletes = 2.86 All Full-Time Freshmen = 2.70

During the fall 2012 semester, 51% of student-athletes earned a 3.00 or better GPA.

Academics – Spring Semester 2013

The cumulative GPA for all student-athletes at the end of spring 2013 was 2.95. The cumulative GPA for all full-time undergraduates at the end of spring 2013 was 2.94.

Cumulative GPA at the end of Spring 2013

Student-athletes = 2.95 All Full-Time Undergraduates = 2.94

The freshmen student-athlete semester average for spring 2013 was 2.96. The freshmen semester average for all freshmen students at ECU was 2.76.

Spring 2013 Freshmen Semester Average GPA

Freshmen Student-Athletes = 2.96 All Full-Time Freshmen = 2.76

During the spring 2013 semester, 54% of student-athletes earned a 3.00 or better GPA.

Community Service

2012-13 Goal = 7,100 hrs. 2012-13 Total = 7,423 hrs.

The student-athletes have continued their commitment to community service for the 2012-13 academic year with a 92.9% participation rate. Agencies benefiting from their service this year include The Food Bank of Central and Eastern NC, Boys and Girls Club of Pitt County, Pitt County Schools, Humane Society, Salvation Army, American Red Cross, Leo Jenkins Cancer Center, Special Olympics, and Greenville Recreation and Parks.

2012-13 C-USA Academic Recognitions

C-USA Sport Academic Award

- Given to the team in each C-USA sport with the highest GPA for the current academic year.
 - o Women's Basketball 3.39
 - o Women's Swimming 3.52

C-USA Scholar-Athlete of the Year Award

- Presented to the top student-athlete of each conference-sponsored sport and based on academic and athletics achievement as well as service.
 - o Fanny Wolte Women's Golf
 - o Jill Jelnick Softball

Session	Athletics
Responsible Person	Jeff Compher
Agenda Item	III. D. 3.
Item Description	Athletics Update – Human Resources
Action Requested	Committee review
Disposition	
Notes	

Session	Athletics
Responsible Person	Jeff Compher
Agenda Item	III. D. 4.
Item Description	Athletics Update – Points of Distinction
Action Requested	Committee review
Disposition	
Notes	See accompanying information

EAST CAROLINA ATHLETICS

2013-2014 Informational Recaps – Early Fall Update

FOOTBALL

- Five players earned preseason selection to national award watch lists WR Justin Hardy (Biletnikoff Award), OLB Derrell Johnson (Butkus Award), PK Warren Harvey (Lou Groza Award), OL Will Simmons (Outland Award and P Trent Tignor (Ray Guy Award).
- Fourth-year head coach Ruffin McNeill has led his Pirates to a 2-0 start in 2013, opening the season with a 52-38 win against Old Dominion on Aug. 31 before following with a 31-13 Conference USA victory over Florida Atlantic on Sept. 5.
- Junior QB Shane Carden earned his fourth career C-USA Player-of-the-Week honor for his play against ODU, establishing new school single-game records for passing yards (447), completions (46) and TD throws (5).
- Junior WR Justin Hardy set a new personal best with 191 reception yards and matched a career-high with 16 catches vs. the Monarchs.
- WR Davon Grayson set a school record for most TD receptions in a game by a true freshman when he grabbed three vs. Old Dominion. He added his fourth of the young season five days later vs. Florida Atlantic
- The win vs. FAU marked ECU's sixth-straight C-USA home triumph.
- After hosting Virginia Tech on Sept. 14 to close out a season-opening three-game homestand, the Pirates won't return to Dowdy-Ficklen Stadium until Oct. 19 a month-plus timespan that includes three road contests and an open week. ECU also has another off weekend on Oct. 26.

BASEBALL

- Junior right-handed pitcher Jeff Hoffman was named to the Cape Cod All-Star squad and won the 2013 Robert A. McNeece Award winner for Outstanding Pro Prospect. He was also named Top Prospect by *Perfect Game* and listed as the No. 2 Prospect for the 2014 MLB Draft.
- Junior right-handed pitcher Tyler Bolton was named Coastal Plain League Top Prospect by *Perfect Game*.
- Sophomore outfielder Garrett Brooks helped the Peninsula Pilots to the Coastal Plain League Title.
- Bolton and junior right-handed pitcher Dylan Dickens were named to 2013 Coastal Plain League All-Star squad with Bolton starting for the East Division. Both were also named to the post-season All-Star Team (first-teamers).

BASKETBALL (MEN)

- The Pirates added a trio of Division I transfers: Keith Armstrong (Robert Morris). Michel Nzege (Winston-Salem State) and Terry Whisnant (Florida State). Nzege has three years of eligibility remaining, while Armstrong and Whisnant will have two each.
- ECU will make its first-ever appearance in the NIT Tip-Off (formerly known as the Preseason NIT). The Pirates will play Norfolk State on Nov. 18 and then face either Duke or UNC Asheville the following night. Both games will be played at Duke's Cameron Indoor Stadium.
- Mike Netti was hired as an assistant coach following the departure of Tim Craft, who was named head coach at Gardner-Webb University.
- The Pirates' 2013-14 schedule includes 17 games inside Williams Arena at Minges Coliseum, featuring matchups against UNC Wilmington, Old Dominion, Southern Miss, UTEP and Charlotte.
- ECU has 10 returnees on this season's roster along with four newcomers and three transfers sitting out the season in compliance with NCAA rules.

BASKETBALL (WOMEN)

- Head coach Heather Macy added assistant coach John Marcum to her staff in July.
- Ariana Jackson was selected as Conference USA Winter Spirit of Service Honoree for her work both on and off the court.
- The Pirates had 11 of 14 eligible student-athletes named to the Athletic Director's Honor roll last spring after having earned a GPA of 3.0 or higher during the fall semester.
- Four women's basketball student-athletes (Tatiana Chapple, Ariana Jackson, Katie Paschal and Kyani White) were presented with the Academic Excellence Award an honor given to upperclassmen student-athletes with a GPA of 3.5 or higher.
- The Pirates signed J'Kyra Brown, a freshman guard out of Rocky Mount High School, Kia Jones, a junior transfer from Walters State, Shae Nelson, a junior transfer from Ole Miss, Jenka Stiasna, a freshman from Slovakia, and Carly Vendemia, a graduate student who transferred from Duquesne.
- Celeste Stewart was named to the North Carolina Collegiate Sports Information Association (NCCSIA) All-State Women's Basketball First Team after leading ECU to a 22-10 overall record last season and posting a team-best 132 assists to average 4.1 per game.

• The women's basketball team earned the Conference USA Sport Academic Award after posting a cumulative team GPA of 3.396 for the 2012-13 school year to go along with a 967 Academic Progress Rate.

CROSS COUNTRY

- Newcomer John Crossley was named to the All-USA Boys Track & Field Team by *USA Today*.
- The Pirates' women's team placed third, while the men finished fourth at the season-opening Covered Bridge Invitational in Boone, N.C., on Aug. 30.
- The women's team had four top-20 finishers, while the men were led by redshirt junior Cory Hampshire (eighth overall.

GOLF (MEN)

- Junior Eric Brady was named to the Conference USA Men's Golf All-Academic Team and was also named a Cleveland Golf/Srixon All-America Scholar.
- The Pirates were one of 79 Division I squads named an All-Academic Team announced the Golf Coaches Association of America (GCAA). Rice was the only other team in Conference USA to receive this distinction.
- The 2013-14 roster features seniors Eric Brady and Ryan Eibner with five returning sophomores. There are no juniors on the roster.
- ECU has four new players joining the team this fall: Clay Brown (Davidson, N.C.), Wes Conover (Holly Springs, N.C.), Ryan Douglass (Leesburg, Va.) and Jackson Spires (Fayetteville, Va.).
- The Pirates will be hosting their first tournament in Greenville since 2009 this fall. The Pirate Intercollegiate will be held Oct. 28-29 at Brook Valley Country Club.

GOLF (WOMEN)

- Made sixth-straight NCAA Regional appearance to close out last spring while Frida Gustafsson Spang became the first golfer in C-USA history to be named Player and Freshman-of-the-Year (same season).
- Fanny Wolte was a repeat selection on the All-Conference USA Academic Team.
- Wolte and Katie Kirk earned academic recognition from National Golf Coaches Association (NGCA). For Wolte, it marked her third-straight honor, while Kirk was a repeat selection.
- Spang was named "One of the Top 50 Players" by *Golf World* heading into her sophomore season.

SOCCER

- Redshirt junior midfielder Lexi Miller was named to the Conference USA Preseason Soccer Watch List.
- The Pirates are off to a 2-1-1 start this fall, which includes wins over Davidson and Western Carolina.
- Head Coach Rob Donnenwirth earned his 200th career victory in the Pirates' 2-0 season-opening shutout win at Davidson on Aug. 23.
- Miller recorded her third-career game-winning goal in double overtime, lifting ECU past Western Carolina 2-1 on Sept. 2 (final game of the ECU Soccer Tournament).
- Miller, junior Stephanie Seagrave and freshman Caitlin Hite were named to the All-ECU Soccer Tournament team.

SOFTBALL

- At the conclusion of her iunior season in 2013, Jill Jelnick was named among 12 Conference USA student-athletes to receive the C-USA Spring Spirit of Service award.
- The East Carolina softball program will host a one-day fall camp Sunday, September 8 at ECU Softball Stadium.

• SWIMMING AND DIVING - done

- The women's team earned the Conference USA Academic Award for the second-straight year, carrying a GPA of 3.520.
- The College Swimming Coaches Association of America (CSCAA) recognized both the men's and women's swimming and diving squad as Scholar All-American Team(s). The women posted the highest GPA (3.62) among all Division I teams during the 2013 spring semester.
- Attila Kiraly, Bailie Monahan and Daniel Woods were each named Honorable Mention Scholar All-Americans.
- The Pirates received commitments from 17 newcomers for the 2013-14 season.
- ECU will host five dual meets in 2013-14 with the first being held Oct. 26 against South Carolina.

TENNIS (MEN)

- Junior Joran Vliegen became the first player in school history to be ranked in the final ITA (Intercollegiate Tennis Association) ratings to close out the spring, finishing No. 125.
- In addition, Vliegen and freshman Colin Roller became the first players in ECU history to participate in the NCAA Championships. The duo competed in the NCAA Doubles Championships, losing to the 10th-ranked tandem from Georgia Tech in the opening round. Vliegen and Roller compiled a 17-1 doubles record, playing all 18 matches at the No. 1 position.
- ECU will host the annual Fall Shootout Sept. 20-22.

TENNIS (WOMEN)

- Head coach Tom Morris' squad earned Intercollegiate Tennis Association (ITA) All-Academic Team honors, while junior Dana Gray and sophomore Nicole LaDuca garnered individual ITA accolades for their strong academic efforts during the 2012-13 school year.
- The Pirates welcomed six newcomers to their roster this fall Michelle Castro (Oakton, Va./Bishop O'Connell), Emily Groeneveld (Ft. Lauderdale, Fla./Calvary Christian Academy), Samantha Light (Cramerton, N.C./Providence Day School), Maria Storozheva (Moscow, Russia/High School #1557), Scarlett Walston (Greenville, N.C./Heritage Academy) and Elizabeth Zurawel (Raleigh, N.C./North Raleigh Christian Academy)
- East Carolina has five fall (individual bracket play) tournaments on its 2013 schedule, beginning with the Davidson Invitational Sept. 7-8. The Pirates also will compete in the Charlotte Invitational (Oct. 12-13), the ITA Regionals (Oct. 18-21), the Appalachian State Invitational (Oct. 26-27) and the ECU Invitational (Nov. 2-3).

TRACK

- Cameron Hudson finished the spring outdoor season by collecting First Team All-America accolades in the men's long jump at the NCAA Division I Outdoor Track & Field Championships after placing fourth with a career-best and ECU school-record tying mark of 7.86m (25-09.50)
- Cameron Hudson represented the ECU men's track and field team at the 2013 USA Junior Outdoor Track & Field Championships in the long jump where he placed fourth with a mark of 6.91m (22-08.00)
- Lauren Lubarski and Kayla Padgett each posted a Top-25 finish at the NCAA Division I Outdoor Track & Field Championships. Lubarski earned a 17th place finish in the javelin (45.37m, 148-10.00) and Padgett placed 24th in the hammer throw (52.44m, 172-00.00)
- Henry Johnson was named to the 2013 Conference USA Track & Field All-Academic Team after posting a cumulative GPA of 3.82 as a management major
- ECU set 10 school records in the men's 4x800-meter relay and decathlon as well as the women's 100-meter dash, 100-meter hurdles, shuttle hurdle relay, pole vault, shot put, discus, javelin and heptathlon.
- Head coach Curt Kraft signed 23 newcomers for the 2013-14 season.

VOLLEYBALL

- First-year head coach Julie Torbett signed four incoming freshman for the 2013 season in Bella Borgiotti, Dayna Kramer, Ashley McRae, and Halee Wright.
- The Pirates opened the 2013 campaign at the Wake Forest Deacon Invitational where they dropped three 0-3 sets to host Wake Forest, UNC Greensboro and East Tennessee State.
- Through three matches this season, senior opposite hitter Nicole Willis leads the team with 31 kills to average 3.44 per set and seven total blocks.
- Defensively, libero Shelby Beasley leads the Pirates with 27 digs to average 3.00 per set. She was named to the Wake Forest Deacon Invitational All-Tournament Team.
- Junior Zarah Cecich and freshman Bella Borgiotti are sharing the setter duties. In the first three matches, the duo has combined for 72 assists.
- The Pirates will host the East Carolina Classic September 6-7 at Minges Coliseum. The four-team tournament features ECU, The Citadel, Morgan State and Loyola Chicago.

Session	Athletics
Responsible Person	Jeff Compher
Agenda Item	IV. Closed Session
Item Description	
Action Requested	
Disposition	
Notes	

ECU Board of Trustees Athletics and Advancement Committee

September 19, 2013

CLOSED SESSION MOTION

I move that we go into Closed Session:

- 1. to prevent the disclosure of confidential information under N.C. General Statutes §126-22 to §126-30 (personnel information);
- 2. to consider the qualifications, competence, performance, character, fitness, or conditions of appointment of one or more prospective and/or current employees and/or to hear or investigate a complaint, charge, or grievance by or against one or more individual employees;
- 3. to establish or provide instructions regarding the amount of compensation and/or other material terms of an employment contract or proposed employment contract; and
- 4. to consult with an attorney to preserve the attorney-client privilege.