



## East Carolina University | Board of Trustees

### Finance and Facilities Committee Meeting | February 18, 2016

### Agenda

#### I. MINUTES

- A. Finance and Facilities Committee Meeting of November 19, 2015 Action

#### II. ACTION AND INFORMATION ITEMS

- A. Request the ECU Board of Trustees Approval to Sell by Disposition Property Located at 210 East Fourth Street Action
- B. Request the ECU Board of Trustees Approval to Purchase Property Located at 209 East Fourth Street Action
- C. Request ECU Board of Trustees Approval for the Designer Selection for Greene Residence Hall Renovation Action
- D. Repair & Renovation project list Information
- E. Capital Projects Update including update on Millennial Campus and the Southside Stadium Expansion project Information
- F. Bond Rating Data Discussion Information
- G. Campus Safety Update Information
- H. Other Information

East Carolina University  
Board of Trustees  
Finance and Facilities Committee  
February 18, 2016

Session	Finance and Facilities Committee
Responsible Person	Vice Chancellor for Administration and Finance Frederick Niswander
Agenda Item	I.A.
Item Description	Minutes of November 19, 2015 Meeting
Comments	N/A
Action Requested	Committee approval
Disposition	
Notes	

# East Carolina University | Board of Trustees

## Finance & Facilities | MSC | November 20, 2015

### Minutes

The Finance & Facilities Committee of the ECU Board of Trustees met in regular session on November 20, 2015 at 1:00 pm in Mendenhall Student Center on the campus of East Carolina University. Committee members present included Leigh Fanning, Max Joyner, Danny Scott and Terry Yeargan. There were no other board members present.

#### I. MINUTES

Bob Plybon asked the Committee to approve the minutes from September 25, 2015. Danny Scott made motion and Terry Yeargan seconded and the minutes were approved.

#### II. ACTION AND INFORMATION ITEMS

- A. The Committee reviewed a Request to approve granting NC Department of Transportation Permanent Right of Way and Utility Easement at Moye Blvd. and NC Highway 43N. Scott Buck, Associate Vice Chancellor for Business Services, was available for questions. The Committee approved a motion to recommend that the full Board approve the easement.
- B. The Committee reviewed a Request to approve granting a Waterline Easement to Greenville Utilities Commission for Fletcher Residence Hall Project. Scott Buck, Associate Vice Chancellor for Business Services, was available for questions. The Committee approved a motion to recommend that the full Board approve the easement.
- C. The Committee reviewed the Request to approve the Employment of Related Persons (Anti-Nepotism) Policy. Melissa Bard, Associate Vice Chancellor for Human Resources was available for questions. The Committee approved a motion to recommend that the full Board approve the request.
- D. The Committee reviewed the Request to approve the Parking and Parking Fees Increase Recommendation. The request was discussed and Bill Koch, Associate Vice Chancellor Environmental Health and Campus Safety, Deb Garfi, Director of Parking Services were available for questions. The Committee approved a motion to recommend that the full Board approve the request.

#### INFORMATION

- E. Bill Koch, Associate Vice Chancellor for Environmental Health, and Gerald Lewis, Chief of Police, updated the committee on Campus Safety.
- F. Bill Bagnell, Associate Vice Chancellor for Campus Operations, gave an update on Capital Projects.

Meeting adjourned at 2:05pm.

Respectfully Submitted,

Rhonda Jordan, VC Administration & Finance Office

East Carolina University  
Board of Trustees  
Finance and Facilities Committee  
February 18, 2016

Session	Finance and Facilities Committee
Responsible Person	Vice Chancellor for Administration and Finance Frederick Niswander Associate Vice Chancellor for Business Services Scott Buck
Agenda Item	II.A.
Item Description	Request the ECU Board of Trustees Approval to Sell by Disposition Property Located at 210 East Fourth Street
Comments	N/A
Action Requested	Committee approval
Disposition	
Notes	



MEMORANDUM

TO: Rick Niswander  
FROM: Scott Buck *Scott*  
DATE: January 28, 2016  
SUBJECT: Request the ECU Board of Trustees Approval to Sell by Disposition  
Property Located at 210 East Fourth Street

Request ECU Board of Trustees approval to sell by disposition property located at 210 East Fourth Street (tax parcel #24889) to Classic Properties, LLC. The sales price of \$370,000 was determined by a September 2015 appraisal ordered by the State Property Office and they support the valuation and sale.

The property located within ECU's Millennial Campus has a land area of 0.17 acres and sites a 3,096 SF masonry office building built in 1985 in good condition.

The property was acquired in 1999 for \$265,000 and houses ECU's Office of Environmental Health and Safety.

An adjacent property is being acquired by the developer and both sites will be combined to build and operate a hotel. The hotel will contain space to be owned and operated by the Alumni Association for an Alumni Center. The purchase of the space will be with non-state funds from the Alumni Association. Sale of the above parcel will be contingent on the Alumni Association and the hotel operator reaching a satisfactory operating agreement for the use and operation of the Alumni space.

The City of Greenville is in support of this project.

The proceeds will be deposited in ECU's Millennial account.

cc: Will Johnson  
Mike Moser  
Tim Walton

East Carolina University  
Board of Trustees  
Finance and Facilities Committee  
February 18, 2016

Session	Finance and Facilities Committee
Responsible Person	Vice Chancellor for Administration and Finance Frederick Niswander Associate Vice Chancellor for Business Services Scott Buck
Agenda Item	II.B.
Item Description	Request the ECU Board of Trustees Approval to Purchase Property Located at 209 East Fourth Street
Comments	N/A
Action Requested	Committee approval
Disposition	
Notes	



MEMORANDUM

TO: Rick Niswander  
FROM: Scott Buck *Scott*  
DATE: January 28, 2016  
SUBJECT: Request the ECU Board of Trustees Approval to Purchase Property  
Located at 209 East Fifth Street

Request ECU Board of Trustees approval to purchase property located at 209 East Fifth Street (tax parcel #02465) from Green Town Properties, Inc. at a purchase price of \$1,103,099.

Property sited on 0.16 acres has a two-story 13,500 SF masonry building built in 1915 which previously housed the Phoenix and Hardtimes nightclubs.

Property was appraised in 2012 for \$1,000,000.

The property received a clean Phase I Environmental Report and has no historic designation.

The property will be renovated into much needed office space within one-half block from campus.

Source of funds shall be auxiliary overhead funds.

cc: Will Johnson  
Mike Moser  
Tim Walton

East Carolina University  
Board of Trustees  
Finance and Facilities Committee  
February 18, 2016

Session	Finance and Facilities Committee
Responsible Person	Vice Chancellor for Administration and Finance Frederick Niswander Associate Vice Chancellor for Campus Operations Bill Bagnell
Agenda Item	II.C.
Item Description	Request ECU Board of Trustees Approval for the Designer Selection for Greene Residence Hall Renovation
Comments	N/A
Action Requested	Committee approval
Disposition	
Notes	





# East Carolina University

Tomorrow starts here.

Facilities Engineering  
and Architectural Services  
Campus Operations  
1001 East Fourth Street  
East Carolina University  
Greenville, NC 27858-4353

252-328-6858 office  
252-328-4259 fax

## MEMORANDUM

TO: Dr. Rick Niswander, Vice Chancellor  
Administration and Finance *R Niswander*

FROM: John G. Fields, PE, Director *John Fields*

DATE: February 5, 2016

SUBJ: Designer Selection Recommendation  
Greene Residence Hall Renovation

On February 5, 2016 the designer pre-selection committee for the above referenced project conducted interviews with three design firms who were shortlisted based on the qualifications based selection criteria required by the State Building Commission.

The committee consisted of William L. McCartney, Associate Vice Chancellor for Campus Living; Robert S. Trotta, Housing Operations; Bob Plybon, East Carolina University Board of Trustees; Ricky Hill, Interim Executive Director of Facilities Services; John Fields and Gina Shoemaker from Facilities Engineering and Architectural Services.

Based on these interviews and the requirements of this project the committee recommends the following firms in prioritized order with MHAworks, being the committee's top recommended firm.

MHAworks	Greenville, NC
Hanbury Evans Wright Vlattas + Company	Raleigh, NC
Davis Kane Architects, PA	Raleigh, NC

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

Approval of the top recommended firm, MHAworks, is requested.

If you have any questions or need additional information, please do not hesitate to call.

JGF/lis

Enclosure: Designer Advertisement Memo

cc: William Bagnell, via email  
Designer Pre-selection Committee Members, via email


**Facilities Engineering  
and Architectural  
Services**

Campus Operations  
1001 East Fourth Street  
East Carolina University  
Greenville, NC 27858-4353

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252-328-4259 fax

**MEMORANDUM**

TO: Interested Designers

FROM: John G. Fields, PE 

DATE: November 20, 2015

SUBJECT: Greene Residence Hall Renovation

East Carolina University is seeking design services for a comprehensive renovation to Greene Residence Hall. This will be the last of 3 high rise residence halls receiving this renovation. Design will be similar to the previous 2 residence halls but not identical. The selected design team will utilize the information from the 2 previous designs to help facilitate and expedite their design process.

Greene is a 10-story residence hall in ECU's West End Neighborhood. It was constructed in 1966. It has bedrooms around the perimeter of the interior, and the interior core contains the elevator, bathrooms, and laundry rooms. The project will provide for comprehensive ADA and high-rise code compliance; remodel ground floor entry, lobby and common spaces; renovate resident rooms, bathrooms, study lounges, and corridors; relocate laundry facilities to ground floor; provide fire protection of structural steel; upgrade electrical grounding; re-skin masonry exteriors including removal of PCB sealants; and provide membrane roof replacement.

Project is planned for two phases: May-July 2017 for the building bathroom renovations and Jan-August 2018 for the remainder of renovations.

Interested firms should submit five (5) copies of your letter of interest and five (5) copies of your current SF330 to the following address by December 11, 2015:

Gina Shoemaker, PE, LEED AP  
East Carolina University  
Facilities Engineering & Architectural Services  
1001 E. Fourth St.  
Greenville, North Carolina 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.

East Carolina University  
Board of Trustees  
Finance and Facilities Committee  
February 18, 2016

Session	Finance and Facilities Committee
Responsible Person	Vice Chancellor for Administration and Finance Frederick Niswander Associate Vice Chancellor for Campus Operations Bill Bagnell
Agenda Item	II.D.
Item Description	Repair & Renovation project list
Comments	N/A
Action Requested	Information
Disposition	
Notes	



East Carolina University  
Board of Trustees  
Finance and Facilities Committee  
February 18, 2016

Session	Finance and Facilities Committee
Responsible Person	Vice Chancellor for Administration and Finance Frederick Niswander Associate Vice Chancellor for Campus Operations Bill Bagnell
Agenda Item	II.E.
Item Description	Capital Projects Update including update on Millennial Campus and the Southside Stadium Expansion project
Comments	N/A
Action Requested	Information
Disposition	
Notes	

East Carolina University  
Board of Trustees  
Finance and Facilities Committee  
February 18, 2016

Session	Finance and Facilities Committee
Responsible Person	Vice Chancellor for Administration and Finance Frederick Niswander Interim Associate Vice Chancellor for Financial Services Dee Bowling
Agenda Item	II.F.
Item Description	Bond Rating Data Discussion
Comments	N/A
Action Requested	Information
Disposition	
Notes	



AMY VITNER, Managing Director

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DEBT CAPACITY ANALYSIS

East Carolina University

February 5, 2016

# Contents of Debt Capacity Study

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- I. Credit Profile of University
- II. Debt Profile and Historical Financial Operations
- III. Overview of Debt Capacity and Debt Affordability
- IV. Comparative Ratio Analysis: Spendable Cash and Investments to Operating Expenses
- V. Comparative Ratio Analysis: Spendable Cash and Investments to Total Debt
- VI. Comparative Ratio Analysis: Total Debt to Cash Flow
- VII. Comparative Ratio Analysis: Debt Service Coverage
- VIII. Debt Capacity & Debt Affordability Calculations



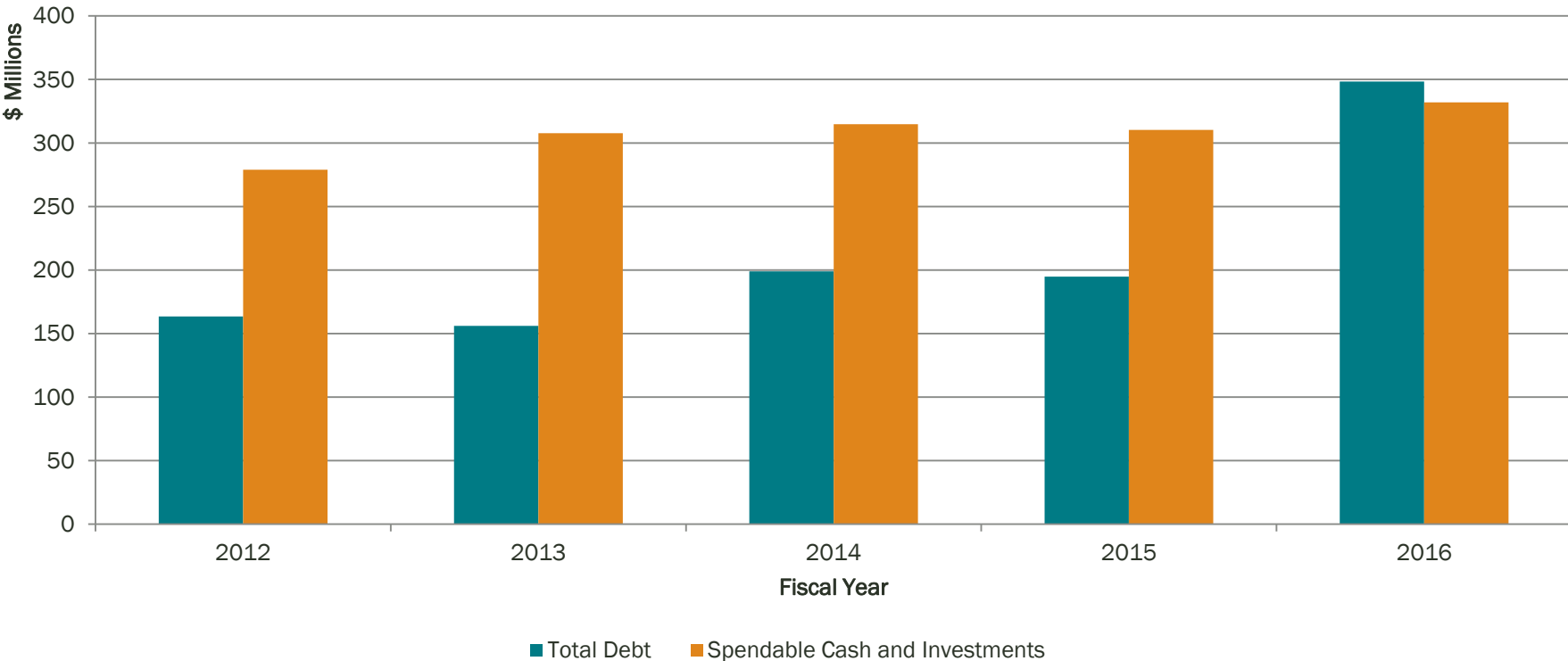
# Credit Profile of the University

The background is a solid teal color. A large, light-teal stylized 'Z' shape is centered on the page, formed by two thick curved lines and a horizontal bar. The text 'Credit Profile of the University' is centered over the horizontal bar of the 'Z'.

# Executive Summary

- The University has requested our firm conduct a debt capacity and debt affordability study as a foundation for capital investment.
- Over the years, the University has made numerous capital infrastructure investments, some of which have required the use of debt.
- Since 2012, ECU’s total direct debt has increased from approximately \$163 million to approximately \$348 million.
  - In addition to retiring debt as scheduled and executing several refunding transactions, the University issued over \$227 million in new money debt during this time.
- While most of ECU’s leverage metrics are still quite healthy in spite of this increase in debt, some metrics may no longer be consistent with the University’s “Aa2” credit rating. The chart below shows ECU’s spendable cash and investments against its total debt. With the issuance of the Series 2016A&B Bonds, the latter now exceeds the former.

**Total Direct Debt and Spendable Cash and Investments**



Note: 2016 ratio is projected based on assumptions highlighted on Page 16.  
 Member: FINRA & SIPC, MSRB Registrant

# University Credit Profile

## Moody's – "Aa2" – Stable Outlook – December 17, 2015

- Credit Strengths
  - Healthy support from "Aaa" State of North Carolina.
  - Relatively modest leverage.
  - Strong management of university financings translates to steady operating results.
  - Revenue diversity helps insulate ECU from pressure on any one revenue source.
- Credit Challenges
  - Relatively small size and geographic reach compared to "Aa2" peers.
  - Financial reserves are narrow relative to peers.

## Standard & Poor's – "AA-" – Stable Outlook – December 21, 2015

- Credit Strengths
  - Largest producer of initially licensed teachers, new nurses, and allied health professionals in North Carolina.
  - Growing enrollment, with applications up in Fall 2015 for both freshmen and graduate students.
  - Good revenue diversity.
- Credit Challenges
  - Increase in debt results in softening of unrestricted net assets to pro-forma debt.
  - Slight decline in cash due to use of bond proceeds in conjunction with completion of Gateway dormitories.
  - Weaker state operating appropriations despite State's economic strength.

## ECU General Revenue Bonds

Moody's	S&P	Fitch
Aaa	AAA	AAA
Aa1	AA+	AA+
<b>Aa2</b>	AA	AA
Aa3	<b>AA-</b>	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BBB+	BBB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-

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Non Investment Grade

# Moody's Scorecard for ECU (Old Methodology)

- Moody's scorecard was developed in 2012 to assist institutions in understanding the weight Moody's assigns for various credit factors in the overall credit rating.
- The original methodology scores ECU as a "Aa2" credit.

	Weighting	ECU - 2014	Aaa	Aa1	Aa2	Aa3	A1	A2	Individual Value	Score
<b>Market Position (35%)</b>			1	2	3	4	5	6		
Operating Revenue (\$000)	10%	825,145							3.24	0.32
Primary Selectivity (%)	5%	69.0							3.29	0.16
Primary Matriculation (%)	5%	36.9							3.83	0.19
Net Tuition per Student (\$)	10%	7,409							3.10	0.31
Average Gifts per Student (\$)	5%	1,317							3.05	0.15
<b>Operating Performance (30%)</b>										
Operating Cashflow Margin (%)	10%	7.70							5.38	0.54
Average Debt Service Coverage (x)	10%	3.38							2.97	0.30
Revenue Diversity (%)	10%	33.1							1.02	0.10
<b>Balance Sheet and Capital Investment (35%)</b>										
Total Cash and Investments (\$000)	10%	397,394							3.47	0.35
Expendable Fin. Resources to Debt (x)	5%	0.70							3.65	0.18
Expendable Fin. Resources to Operations (x)	5%	0.32							3.90	0.20
Debt to Operating Revenues (x)	5%	0.43							2.17	0.11
Monthly Days Cash on Hand (Days)	5%	91.6							3.80	0.19
Monthly Liquidity to Demand Debt (%)	5%	N/A							1.00	0.05

<b>Weighted Score</b>	<b>3.15</b>
<b>Implied Rating</b>	<b>Aa2</b>

Notes: (1) Non-debt-related figures are presented as calculated by Moody's and based on the University's audited 2015 financial statements, (2) Debt-related figures are presented on a pro-forma basis and factor in the University's Series 2016 A&B borrowings, (3) No growth is factored in.

# Moody's Scorecard for ECU (New Methodology)

- In November of 2015, Moody's revised its scorecard methodology. The new scorecard places greater emphasis on operating revenues and uses cash-based metrics rather than net asset-based metrics to measure wealth. Also noteworthy is its lack of explicit focus on student demand metrics.
- ECU's implied rating using the new scorecard is in the "Aa3" range. The new scorecard removes some metrics the University scored well on under the previous methodology (Monthly Liquidity to Demand Debt and Debt to Operating Revenues) and adds metrics where the University is below its current "Aa2" rating (Annual Change in Operating Revenue).
- Moody's stresses that the scorecard is meant merely as an ratings indicator and does not contain an exhaustive list of every item it considers in its assessment of a credit.

	Weighting	ECU - 2015	Aaa	Aa	A	Baa	Ba	B	Individual Value	Score
<b>Market Profile (30%)</b>			1	3	6	9	12	15		
Operating Revenue (\$000)	15%	825,145							3.45	0.52
Annual Change in Operating Revenue (%)	5%	1.6							11.07	0.55
Strategic Positioning	10%	Excellent							3.00	0.30
<b>Operating Performance (25%)</b>										
Operating Cashflow Margin (%)	10%	7.70							6.02	0.60
Revenue Diversity (%)	15%	33.1							1.00	0.15
<b>Wealth and Liquidity (25%)</b>										
Total Cash and Investments (\$000)	10%	397,394							4.07	0.41
Spendable C&I to Operating Expenses (x)	10%	0.40							5.36	0.54
Monthly Days Cash on Hand	5%	91.6							6.11	0.31
<b>Leverage (20%)</b>										
Spendable C&I to Total Debt (x)	10%	0.87							4.31	0.43
Total Debt to Cash Flow (x)	10%	5.6							1.95	0.19

<b>Weighted Score</b>	<b>4.00</b>
<b>Implied Rating</b>	<b>Aa3</b>

Notes: (1) Non-debt-related figures are presented as calculated by Moody's and based on the University's audited 2015 financial statements, (2) Debt-related figures are presented on a pro-forma basis and factor in the University's Series 2016 A&B borrowings, (3) No growth is factored in.

# Comparative Institutions Rated by Moody's used in Study

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- The following pages will look at several key credit metrics and compare ECU to two categories of institutions.
- The first grouping compares ECU to UNC System institutions that have been assigned a Moody's rating.
- The second grouping compares ECU to their academic peers as selected by UNC System that have a Moody's rating.

## UNC System<sup>1</sup>

- UNC-Chapel Hill (Aaa)
- North Carolina State University (Aa1)
- East Carolina University (Aa2)
- Appalachian State University (Aa3)
- UNC-Charlotte (Aa3)
- UNC-Greensboro (Aa3)
- Western Carolina University (Aa3)
- North Carolina A&T State University (A1)
- UNC-Asheville (A1)
- UNC-Wilmington (A1)
- North Carolina Central University (A3)
- Winston-Salem State University (A3)
- Elizabeth City State University (Baa1)

## Academic Peers<sup>2</sup>

- Texas Tech University System (Aa1)
- University of South Carolina (Aa2)
- Virginia Commonwealth University (Aa2)
- Central Michigan University (Aa3)
- Florida International University (Aa3)
- Ohio University (Aa3)
- University of Louisville (Aa3)
- University of North Dakota (Aa3)
- Western Michigan University (A1)
- Wright State University (A2)
- Northern Illinois University (Baa1)
- Southern Illinois University (Baa1)

Notes: (1) Includes only those UNC System institutions with Moody's ratings; (2) National institutions selected by UNC System in 2011 using 74 variables (academic and financial) that possess a Moody's rating.

# Debt Profile and Historical Financial Operations



# University Debt Profile (as of February 5, 2016)

- As of February 2016, ECU has over \$364.6 million of debt outstanding

General Revenue						
Series	Description	Par Outstanding	Average Coupon	Call Provision	Final Maturity	Use of Proceeds
Series 2006A	UNC System Pool Revenue Bonds	1,170,000	5.000%	Noncallable	10/1/2016	Refund Series 1999, 2001A/Dorm Funds
Series 2009A	UNC System Pool Revenue Bonds	6,675,000	4.474%	Noncallable	10/1/2019	Refund Series 1998/ Residence Hall, Softball Field
Series 2010B	Taxable General Revenue Bonds (BAB's) <sup>1</sup>	25,455,000	5.220%	10/1/2020	10/1/2035	Finance Athletic, Dining, and Housing Facilities
Series 2010A	UNC System Pool Revenue Bonds	18,195,000	4.274%	4/1/2020	10/1/2029	Refund 2004C/Improve Dowdy Ficklen Stadium
Series 2011A	UNC System Pool Revenue Bonds	11,390,000	4.610%	5/1/2021	5/1/2023	Refund Series 2001C, 2003A, 2004C
Series 2012	General Revenue Refunding Bond (SunTrust Bank)	8,895,000	2.984%	4/1/2017	4/1/2027	Refunding Series 2003A and 2004C
Series 2013	General Revenue Refunding Bonds	10,905,000	2.989%	10/1/2023	10/1/2033	Refund Series 2004C
Series 2014A	General Revenue Bonds	53,685,000	4.620%	10/1/2023	10/1/2043	Residence Hall Removal/New Student Housing
Series 2015A	General Revenue Bonds	65,665,000	3.870%	10/1/2025	10/1/2044	West Union/AR Series 2006A and 2009A
Series 2015B	Taxable General Revenue Bonds	5,320,000	3.019%	Noncallable	10/1/2021	Advance Refunding Series 2006A
Series 2016A	General Revenue Bonds	139,920,000	3.820%	4/1/2026	10/1/2045	East Union, Parking, Dining, Residence Hall Renovations
Series 2016B	Taxable General Revenue Bonds	3,510,000	1.273%	Noncallable	10/1/2018	Bookstore
<b>Total</b>		<b>350,785,000</b>	<b>4.034%</b>			

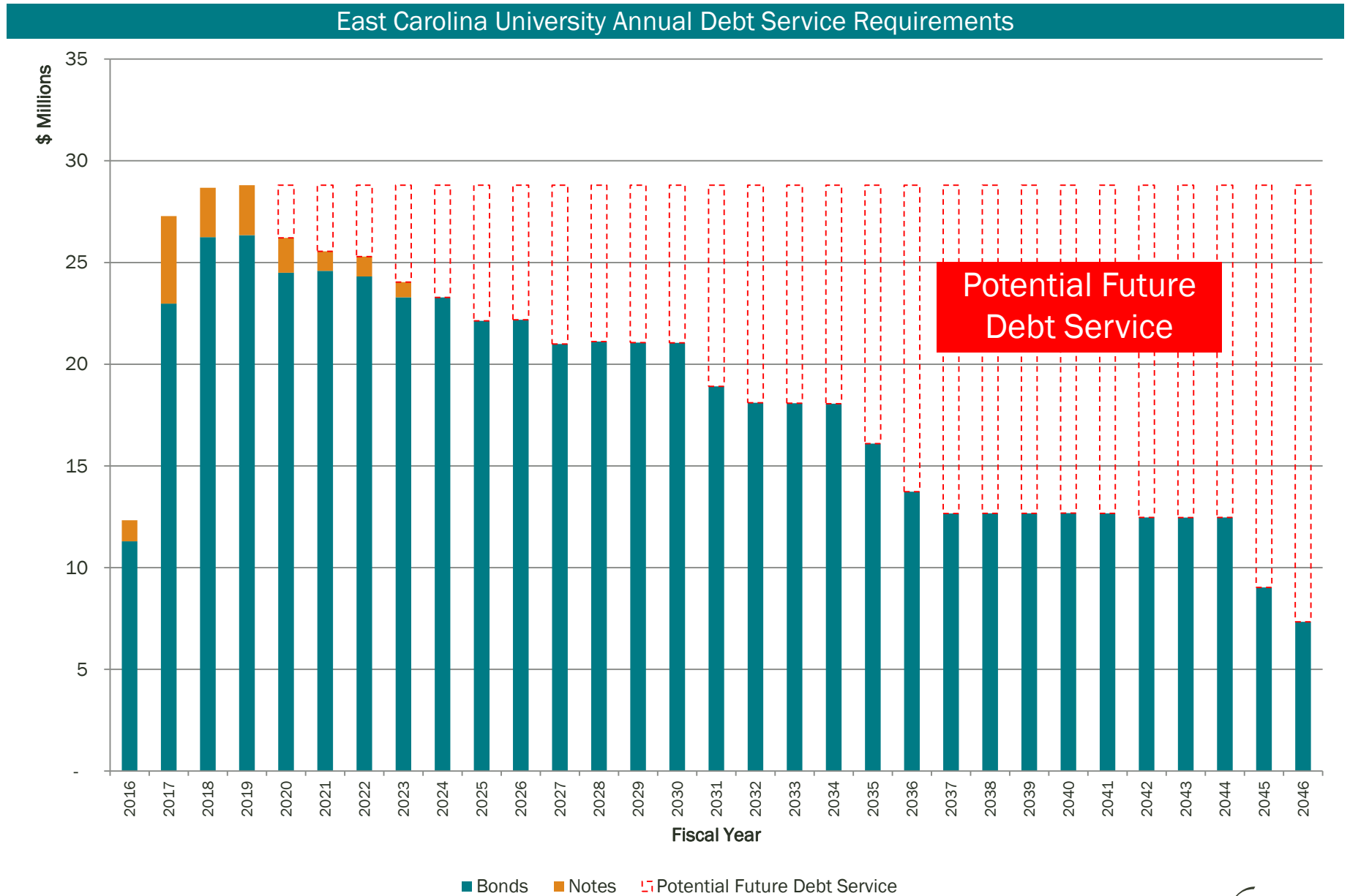
<sup>1</sup>Average coupon gross of federal BAB subsidy.

Notes Payable						
Series	Description	Par Outstanding	Average Coupon	Call Provision	Final Maturity	Use of Proceeds
2014	US Bank Note (Gymnasium)	\$5,821,355	1.976%	N/A	11/1/2019	Auxiliary Gym
2014	Energy Savings Imp.Financing and D/S Funding Agreement	6,143,408	3.000%	N/A	2/24/2023	Energy Savings Improvement
2015	Network Infrastructure Note	1,899,186	0.000%	N/A	12/15/2016	Network Infrastructure
<b>Total</b>		<b>\$13,863,949</b>	<b>2.159%</b>			

<b>Grand Total</b>		<b>\$364,648,949</b>	<b>3.963%</b>			
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# Annual Debt Service Requirements (as of February 5, 2016)



# Historical FYE Income Statement

## FY 2015 Financial Results

- 10.40% increase in operating revenues since 2012.
- 9.41% increase in operating expenditures since 2012.
- 3.24% increase in net position in 2015.
- State appropriations held steady.
  - 2015: \$279.8 million
  - 2016 (budgeted): \$278.5 million

Statement of Revenues, Expenses, and Changes in Net Assets (000's)				
	2012	2013	2014	2015
<b>Operating Revenues</b>				
Student Tuition and Fees, Net	\$154,636	\$162,272	\$169,675	\$172,673
Patient Services	181,295	178,591	207,315	207,302
Grants and Contracts	41,161	40,676	37,173	39,036
Sales and Services, Net	82,889	80,953	85,430	89,430
Other	1,795	1,146	1,227	1,347
Total operating revenues	461,776	463,638	500,820	509,788
<b>Operating Expenses</b>				
Salaries and Benefits	500,811	524,631	540,913	535,964
Supplies and Materials	74,826	79,651	81,700	89,197
Services	93,742	97,177	111,891	106,296
Scholarships and Fellowships	36,397	38,568	39,880	40,394
Utilities	19,064	18,778	19,522	20,024
Depreciation	22,616	24,546	25,939	25,833
Other Operating Expenses			422	
Total Operating Expenses	747,456	783,351	820,267	817,708
Operating Loss	-285,680	-319,713	-319,447	-307,920
<b>Nonoperating Revenues (Expenses)</b>				
State Appropriations	271,701	285,530	275,657	273,345
Noncapital Grants	45,593	47,442	48,672	50,888
Noncapital Gifts	13,675	9,794	12,394	16,663
Investment Income (Net of Investment Expense)	756	5,692	7,846	2,282
Other Nonoperating Expenses	-8,927	-11,439	-13,568	-14,012
Net Nonoperating Revenues	322,798	337,019	331,001	329,166
Income Before Other Revenues	37,118	17,306	11,554	21,246
Capital Appropriations		1,065	6,259	
Refund of prior year's Capital Appropriations				
Capital Grants	46,483	23,551	11,546	6,461
Capital Gifts	1,086	374	2,646	1,493
Additions to Endowments	2,259	1,335	1,900	1,974
Increase in Net Assets	86,946	43,631	33,905	31,174
<b>Net Assets</b>				
Net assets - Beginning, as restated*	861,499	947,718	927,530	961,435
Net assets - Ending	\$948,445	\$991,349	\$961,435	\$992,609

\*FY 2014 beginning net assets were restated by \$727,000 as a result of implementation of GASB 65;

FY2015 beginning net assets were restated by \$63,819,000 as a result of implementation of GASB 68.

Notes: (1) Total of operating appropriations, capital grants, and capital appropriations; (2) Operating revenue and expenditure growth figures on this page do not incorporate Moody's adjustments, so may not match growth figures cited elsewhere in this presentation.

# Overview of Debt Capacity and Debt Affordability



# Overview of Debt Capacity & Debt Affordability

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- **Debt Capacity** refers to an institution's ability to absorb additional debt onto the balance sheet at a particular rating level. This is quantified by evaluating key metrics of the University, its peers, and the impact of the proposed debt.
- **Debt Affordability** refers to an institution's ability to pay the cost of the annual debt service on the proposed debt.
- Moody's has outlined the factors which are most important in the determination of Debt Capacity, which are detailed below:

## Market Position

- Ability to compete effectively for tuition revenue, private gifts, research grants, and government support.

## Operating Performance

- Ability to repay debt from fiscal operations while providing funds for strategic investment in programs and facilities.

## Balance Sheet and Capital Investment

- Ability to provide continual financial support for the mission and to support long-term capital and financial planning horizons.

## Governance and Management

- Ability to enable an organization to reach its full potential while avoiding financial stress.

## Legal Security and Debt Structure

- Ability to maintain healthy levels of debt and to appropriately manage potential risks associated with particular financing vehicles.

## External Factors

- Ability to overcome cuts in state and federal support, adverse economic conditions and other potential external risks.

# Overview of Debt Capacity & Debt Affordability

---

- For the purposes of this analysis, we have focused on the quantitative factors, including:
  - Operating Performance
  - Balance Sheet and Capital Investment

## Market Position

- Ability to compete effectively for tuition revenue, private gifts, research grants, and government support.

## Operating Performance

- Ability to repay debt from fiscal operations while providing funds for strategic investment in programs and facilities.

## Balance Sheet and Capital Investment

- Ability to provide continual financial support for the mission and to support long-term capital and financial planning horizons.

## Governance and Management

- Ability to enable an organization to reach its full potential while avoiding financial stress.

## Legal Security and Debt Structure

- Ability to maintain healthy levels of debt and to appropriately manage potential risks associated with particular financing vehicles.

## External Factors

- Ability to overcome cuts in state and federal support, adverse economic conditions and other potential external risks.

# Overview of Debt Capacity & Debt Affordability

---

For the purposes of this analysis, we have focused on the following four quantitative ratios:

## **Spendable Cash and Investments to Operating Expenses**

- Indicates the extent to which an institution can rely on wealth that can be accessed over time or for a specific purpose to operate without earning any additional revenue.

## **Spendable Cash and Investments to Total Debt**

- Highlights the ability of an institution to repay bondholders from wealth that can be accessed over time or for a specific purpose.

## **Total Debt to Cash Flow**

- Measures an institution's ability to repay its debt from the profitability of its current operations, as opposed to financial reserves, and is a measure of debt affordability.

## **Average Debt Service Coverage**

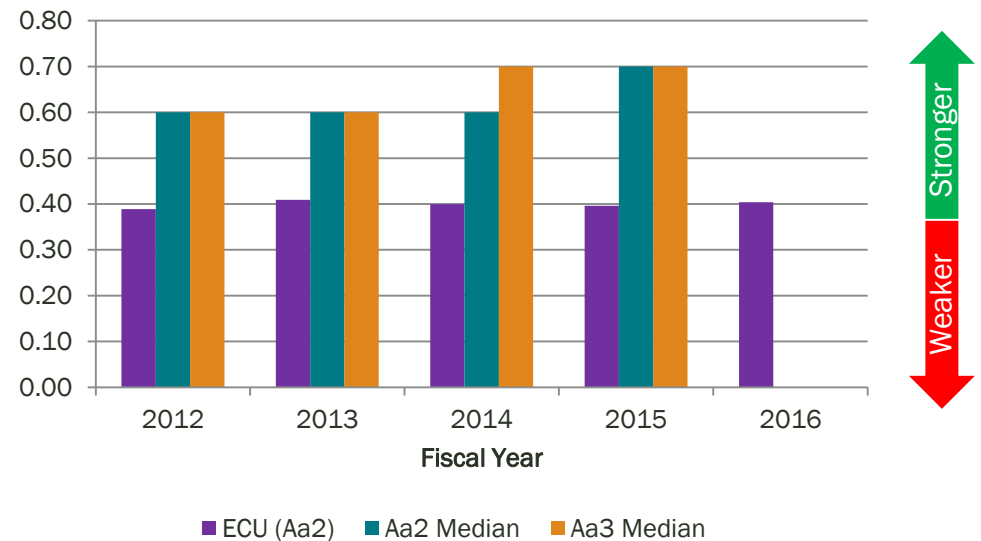
- Measures an issuer's capacity to pay annual regularly scheduled principal and interest requirements.



Comparative Ratio Analysis:  
Spendable Cash and Investments to Operating Expenses

# Spendable Cash and Investments to Operating Expenses: University Profile

- Ratio:
  - **Spendable Cash and Investments:** Cash and Investments + Foundation Cash and Investments – Foundation Permanently Restricted Net Assets – Total Permanently Restricted Net Assets
  - Divided by*
  - **Operating Expenses**
- This ratio has been relatively steady since 2012 as growth in spendable cash and investments has largely kept pace with growth in operating expenses.
- ECU’s ratio has historically lagged national “Aa2” and “Aa3” medians.



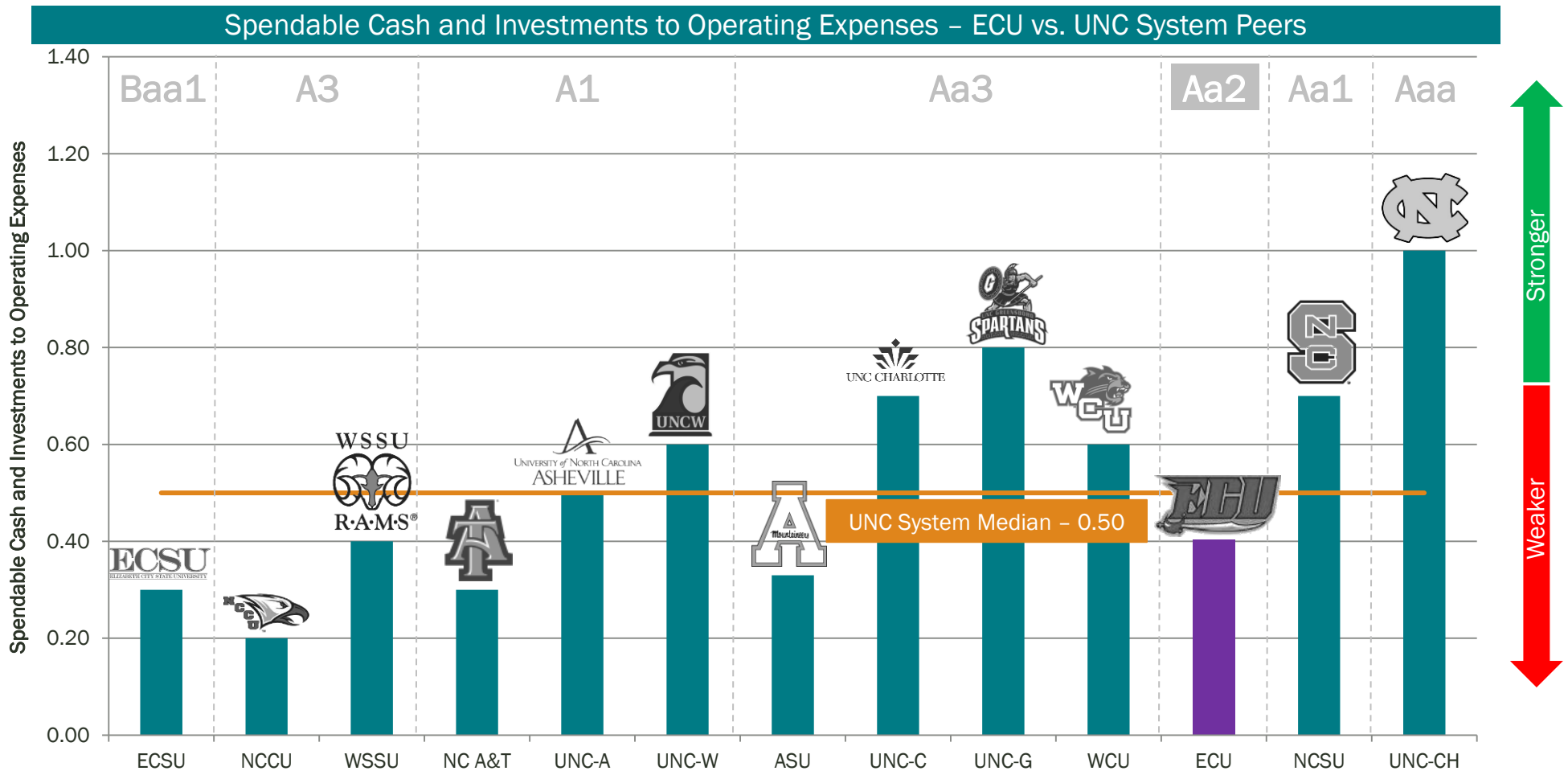
FYE 6/30	2012	2013	2014	2015	2016
Cash and Investments	\$ 276,771	\$ 297,519	\$ 292,687	\$ 289,280	\$ 309,530
Plus: Foundation Cash and Investments	78,852	90,340	105,140	108,114	115,682
Less: Foundation Permanently Restricted Net Assets	49,429	51,360	53,017	55,471	59,354
Less: Total Permanently Restricted Net Assets	27,225	28,777	30,035	31,673	33,890
<b>Spendable Cash and Investments</b>	<b>\$ 278,969</b>	<b>\$ 307,722</b>	<b>\$ 314,775</b>	<b>\$ 310,250</b>	<b>\$ 331,968</b>
<b>Operating Expenses</b>	<b>\$ 717,464</b>	<b>\$ 752,083</b>	<b>\$ 787,776</b>	<b>\$ 783,130</b>	<b>\$ 822,287</b>
<b>Spendable Cash and Investments to Operating Expenses</b>	<b>0.39</b>	<b>0.41</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>

Note: 2016 ratio is projected based on assumptions highlighted on Slide 33.



# Spendable Cash and Investments to Operating Expenses: Peer Comparison – UNC System Institutions Rated by Moody's

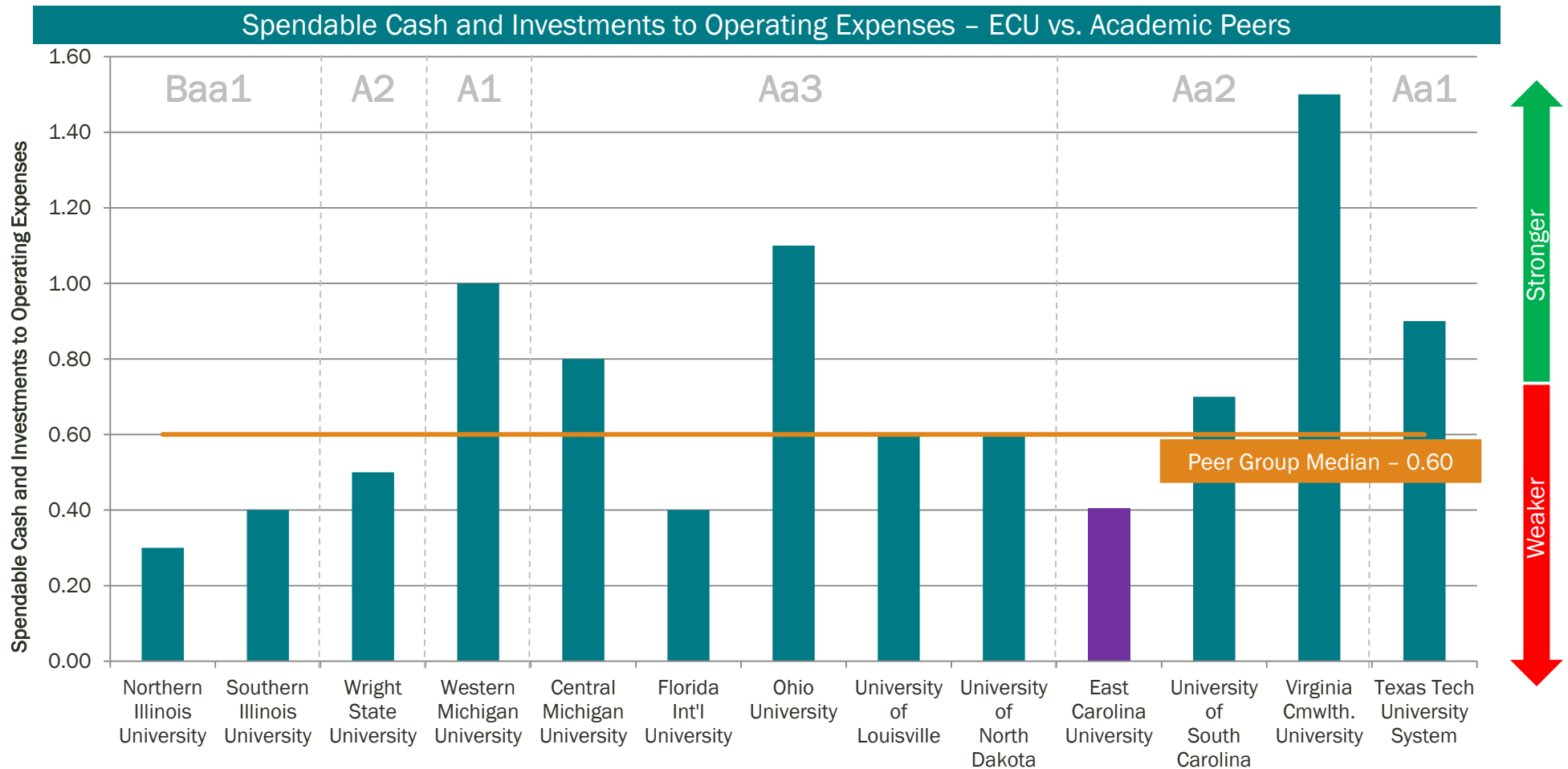
- Amongst the 13 UNC System institutions that have a Moody's rating, the median spendable cash and investments to operating expenses ratio is 0.50.
- The University's pro-forma ratio of 0.40 lags the median UNC System institution's ratio.



Notes: (1) Chart uses 2015 ratios for ASU, ECSU, WSSU, UNC-A, UNC-W, UNC-C, and WCU; (2) Chart uses 2014 ratios for NCCU, NC A&T, NCSU, UNC-G, and UNC-CH; (3) Chart uses pro-forma 2016 ratio for ECU, which was calculated based on assumptions from Slide 33.

# Spendable Cash and Investments to Operating Expenses: Peer Comparison – Academic Peers Selected by UNC System

- The median spendable cash and investments to operating expenses ratio amongst ECU's academic peer group is 0.60.
- ECU's pro-forma ratio of 0.40 lags this median.



Notes: (1) Chart uses 2015 ratios for CMU, USC, and WSU; (2) Chart uses 2014 ratios for FIU, NIU, OU, SIU, TTU, UL, UND, VCU, WMU; (3) Chart uses pro-forma 2016 ratio for ECU, which was calculated based on assumptions from Slide 33.

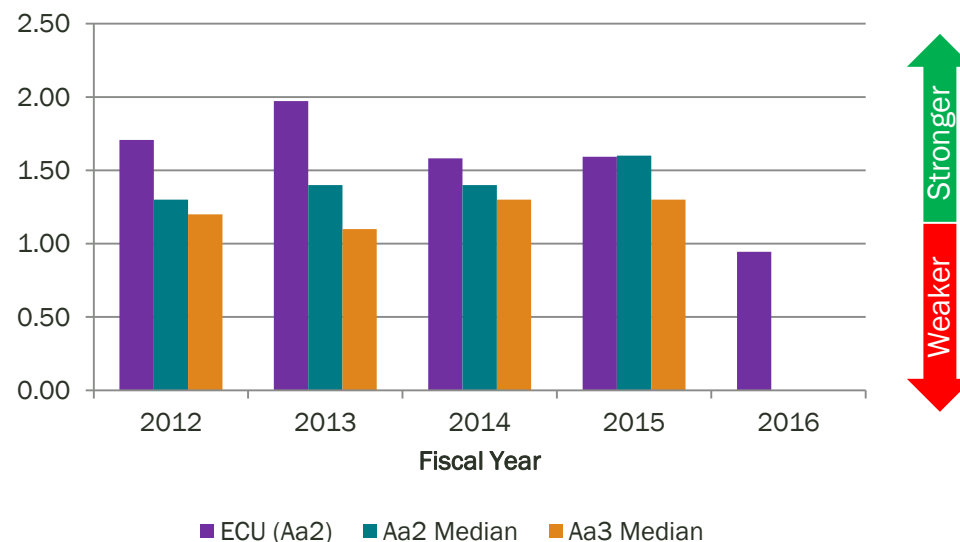
Member: FINRA & SIPC, MSRB Registrant



Comparative Ratio Analysis: Spendable Cash and Investments to Total Debt

# Spendable Cash and Investments to Total Debt: University Profile

- Ratio:
  - **Spendable Cash and Investments:** Cash and Investments + Foundation Cash and Investments – Foundation Permanently Restricted Net Assets – Total Permanently Restricted Net Assets
  - Divided by*
  - **Total Direct Debt:** Outstanding Debt of the University and any related Foundation
- The University's ratio has declined in recent years as leverage has increased.
- ECU's ratio has historically been at or stronger than national "Aa2" and "Aa3" medians. With its most recent debt issuance, this ratio is projected to fall below "Aa2" and "Aa3" for FY2016.

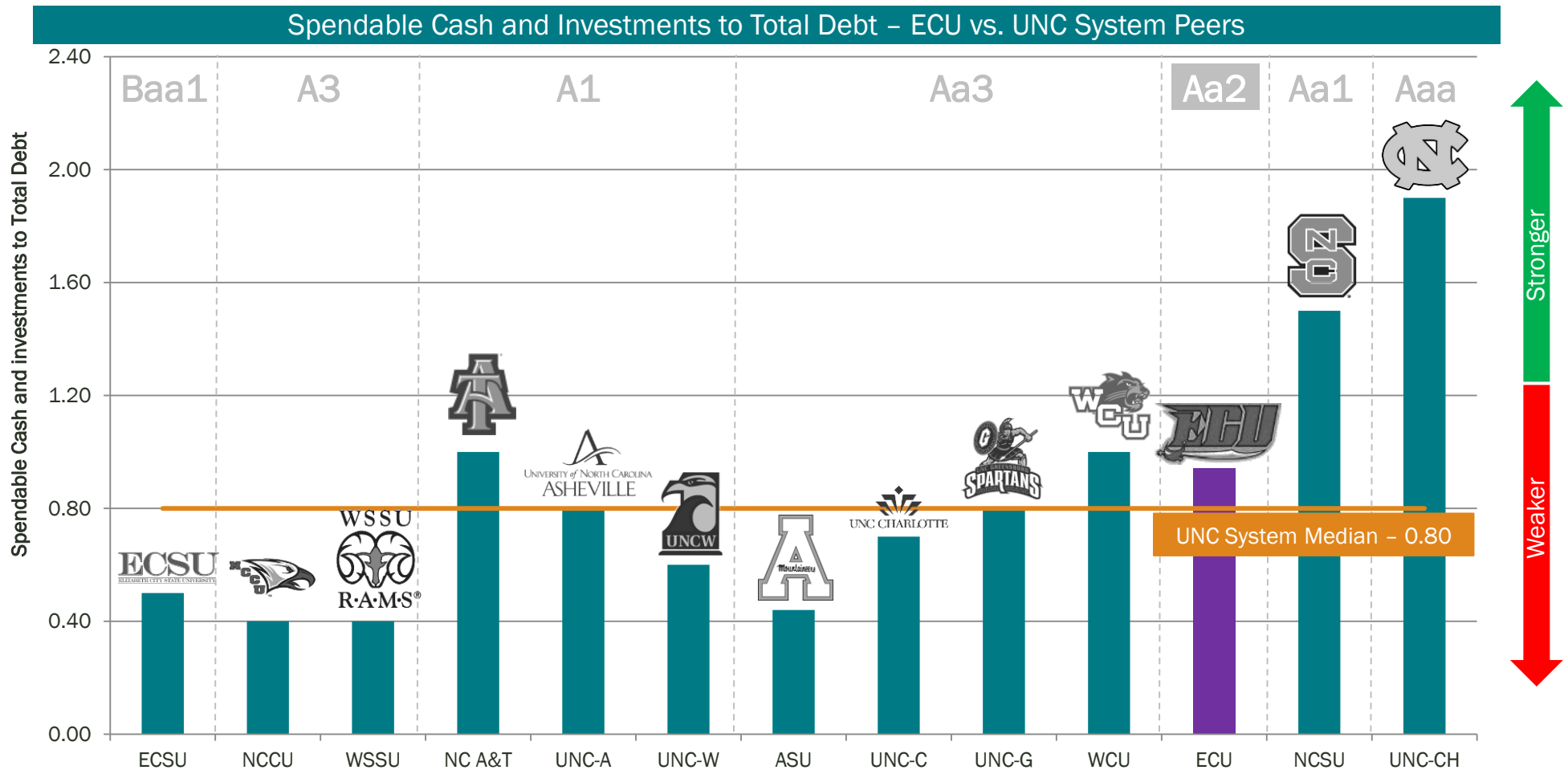


FYE 6/30	2012	2013	2014	2015	2016
Cash and Investments	\$ 276,771	\$ 297,519	\$ 292,687	\$ 289,280	\$ 306,637
Plus: Foundation Cash and Investments	78,852	90,340	105,140	108,114	114,601
Less: Foundation Permanently Restricted Net Assets	49,429	51,360	53,017	55,471	58,799
Less: Total Permanently Restricted Net Assets	27,225	28,777	30,035	31,673	33,573
<b>Spendable Cash and Investments</b>	<b>\$ 278,969</b>	<b>\$ 307,722</b>	<b>\$ 314,775</b>	<b>\$ 310,250</b>	<b>\$ 328,865</b>
<b>Total Direct Debt</b>	<b>\$ 163,453</b>	<b>\$ 156,041</b>	<b>\$ 198,956</b>	<b>\$ 194,855</b>	<b>\$ 348,375</b>
<b>Spendable Cash and Investments to Total Debt</b>	<b>1.71</b>	<b>1.97</b>	<b>1.58</b>	<b>1.59</b>	<b>0.94</b>

Note: 2016 ratio is projected based on assumptions highlighted on Slide 33.

# Spendable Cash and Investments to Total Debt: Peer Comparison – UNC System Institutions Rated by Moody's

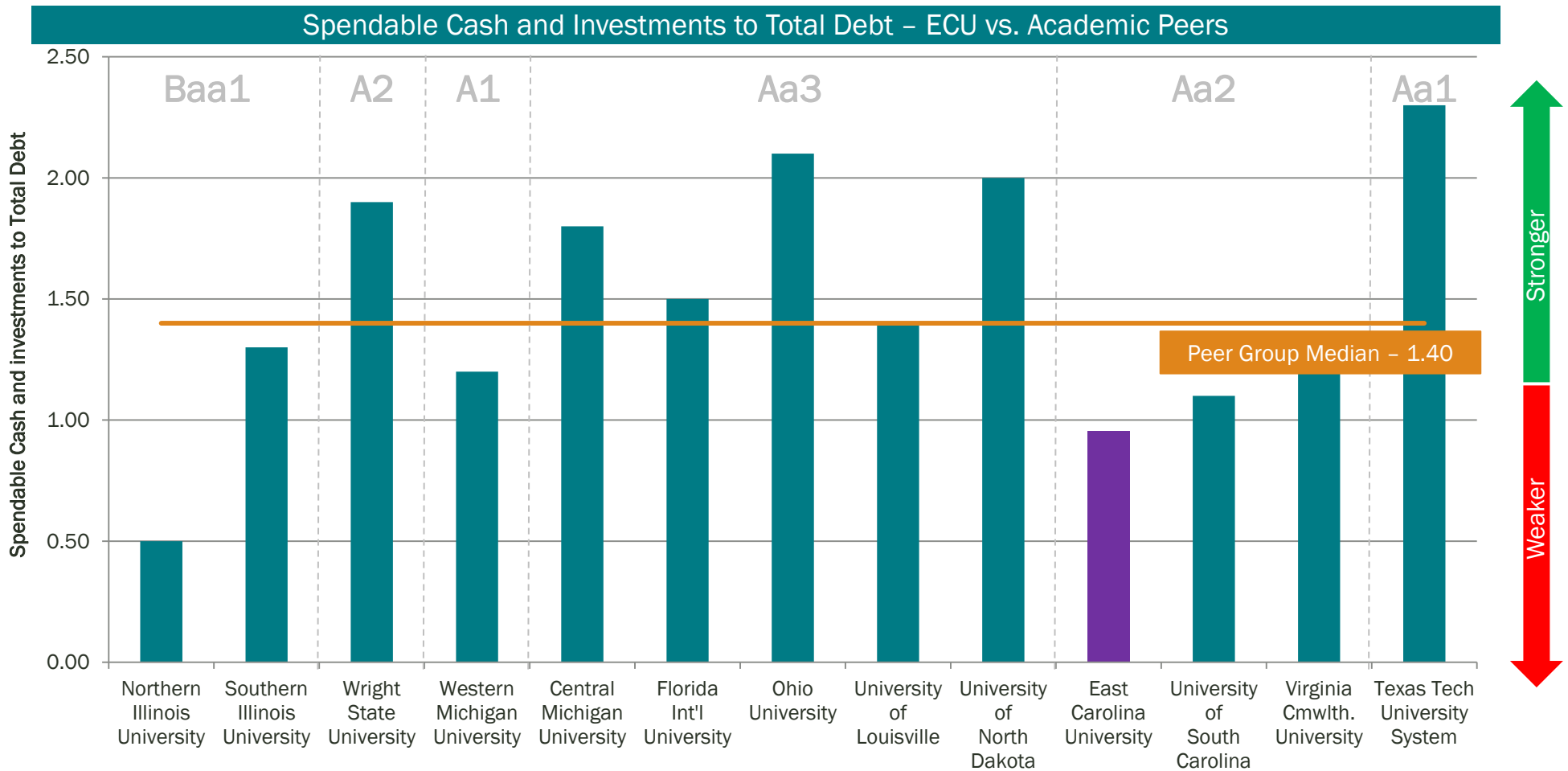
- Amongst the 13 UNC System institutions that have a Moody's rating, the median spendable cash and investments to total debt ratio is 0.80.
- The University's pro-forma ratio of 0.94 is stronger than the median UNC System institution's ratio.



Notes: (1) Chart uses 2015 ratios for ASU, ECSU, WSSU, UNC-A, UNC-W, UNC-C, and WCU; (2) Chart uses 2014 ratios for NCCU, NC A&T, NCSU, UNCG, and UNC-CH; (3) Chart uses pro-forma 2016 ratio for ECU, which was calculated based on assumptions from Slide 33.

# Spendable Cash and Investments to Total Debt: Peer Comparison – Academic Peers Selected by UNC System

- The median spendable cash and investments to total debt ratio amongst ECU’s academic peer group is 1.40.
- ECU’s pro-forma ratio of 0.94 lags this median.



Notes: (1) Chart uses 2015 ratios for CMU, USC, and WSU; (2) Chart uses 2014 ratios for FIU, NIU, OU, SIU, TTU, UL, UND, VCU, WMU; (3) Chart uses pro-forma 2016 ratio for ECU, which was calculated based on assumptions from Slide 33.

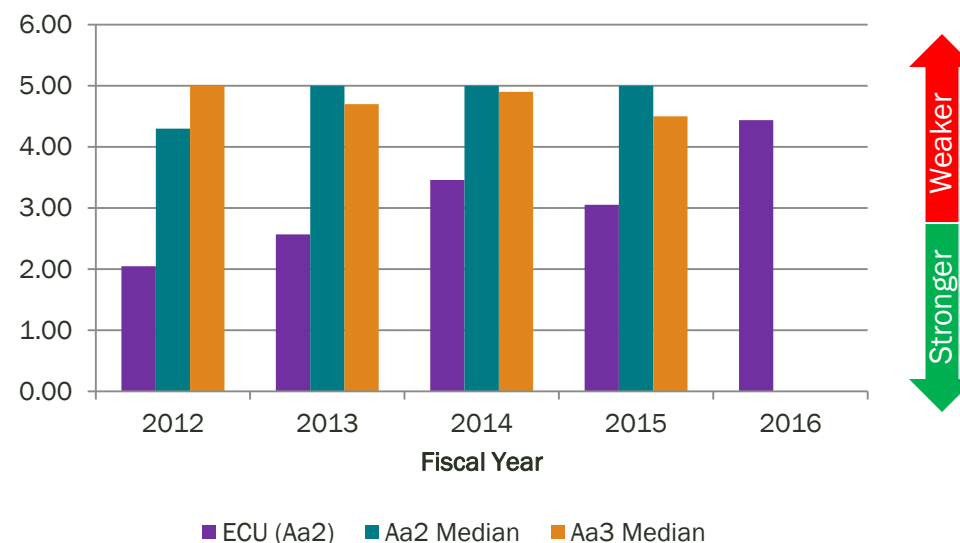
Member: FINRA & SIPC, MSRB Registrant

# Comparative Ratio Analysis: Total Debt to Cash Flow



# Total Debt to Cash Flow: University Profile

- Ratio:
  - **Total Direct Debt:** Outstanding Debt of the University and any related Foundation
  - Divided by*
  - **Operating Cash Flow:** Operating Income + Depreciation Expense + Interest Expense
- As ECU's leverage has increased, its total debt to cash flow ratio has weakened.
- The University's ratio has historically been stronger than national "Aa2" and "Aa3" median ratios. With its most recent debt issuance, ECU's 2016 ratio is projected to be in line with national medians.



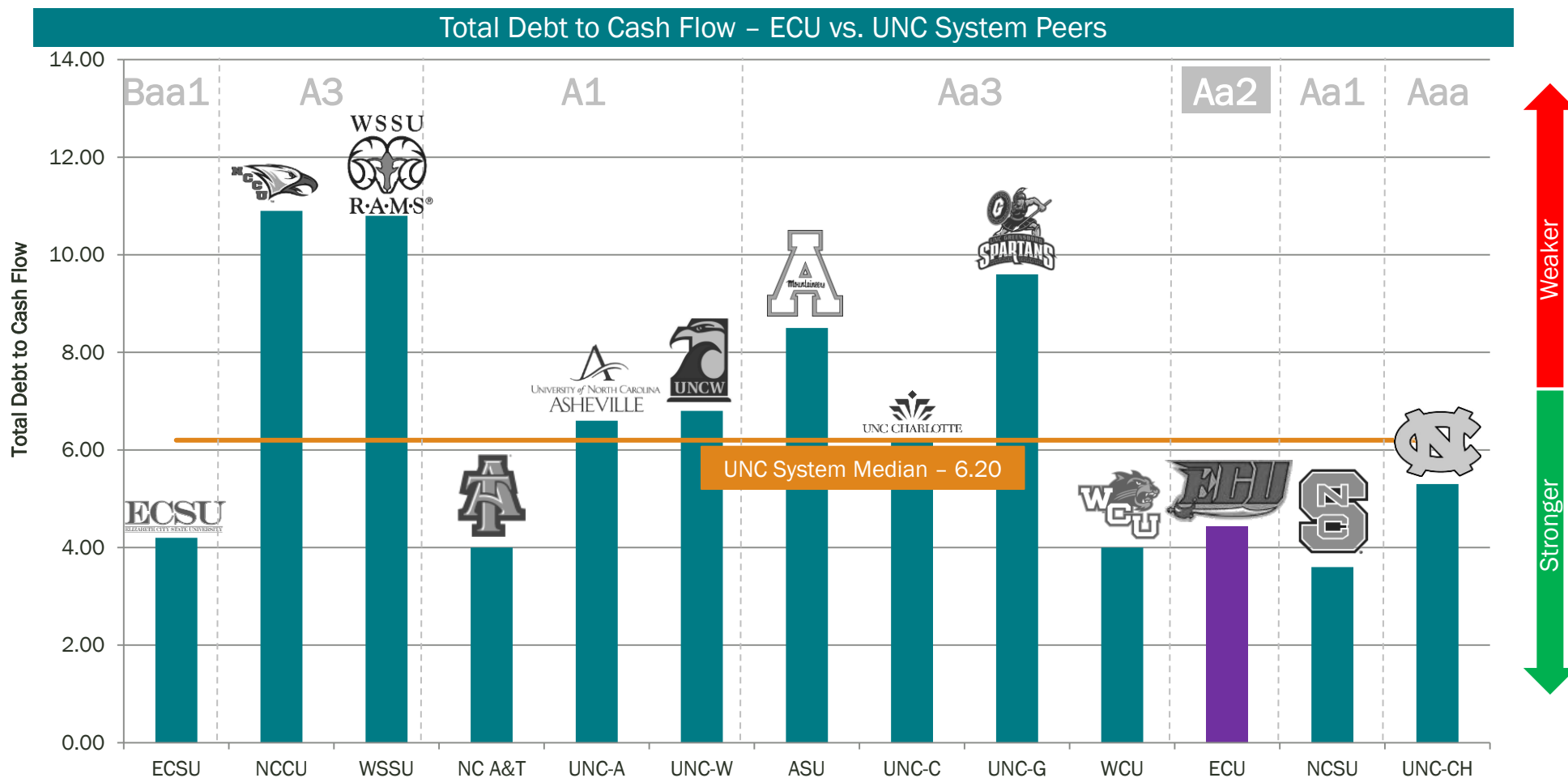
FYE 6/30	2012	2013	2014	2015	2016
<b>Total Direct Debt</b>	\$ 163,453	\$ 156,041	\$ 198,956	\$ 194,855	\$ 348,375
Total Operating Revenues	\$ 768,307	\$ 781,007	\$ 811,978	\$ 825,145	\$ 858,151
Less: Total Operating Expenses	717,464	752,083	787,776	783,130	814,455
Plus: Depreciation Expense	22,616	24,546	25,939	25,833	25,833
Plus: Interest Expense	6,405	7,300	7,389	5,816	8,989
Less: Unusually Large Non-Cash Expenses	-	-	-	9,810	-
<b>Operating Cash Flow</b>	\$ 79,864	\$ 60,770	\$ 57,530	\$ 63,854	\$ 78,517
<b>Total Debt to Cash Flow</b>	<b>2.05</b>	<b>2.57</b>	<b>3.46</b>	<b>3.05</b>	<b>4.44</b>

Note: 2016 ratio is projected based on assumptions highlighted on Slide 33.



# Total Debt to Cash Flow: Peer Comparison – UNC System Institutions Rated by Moody's

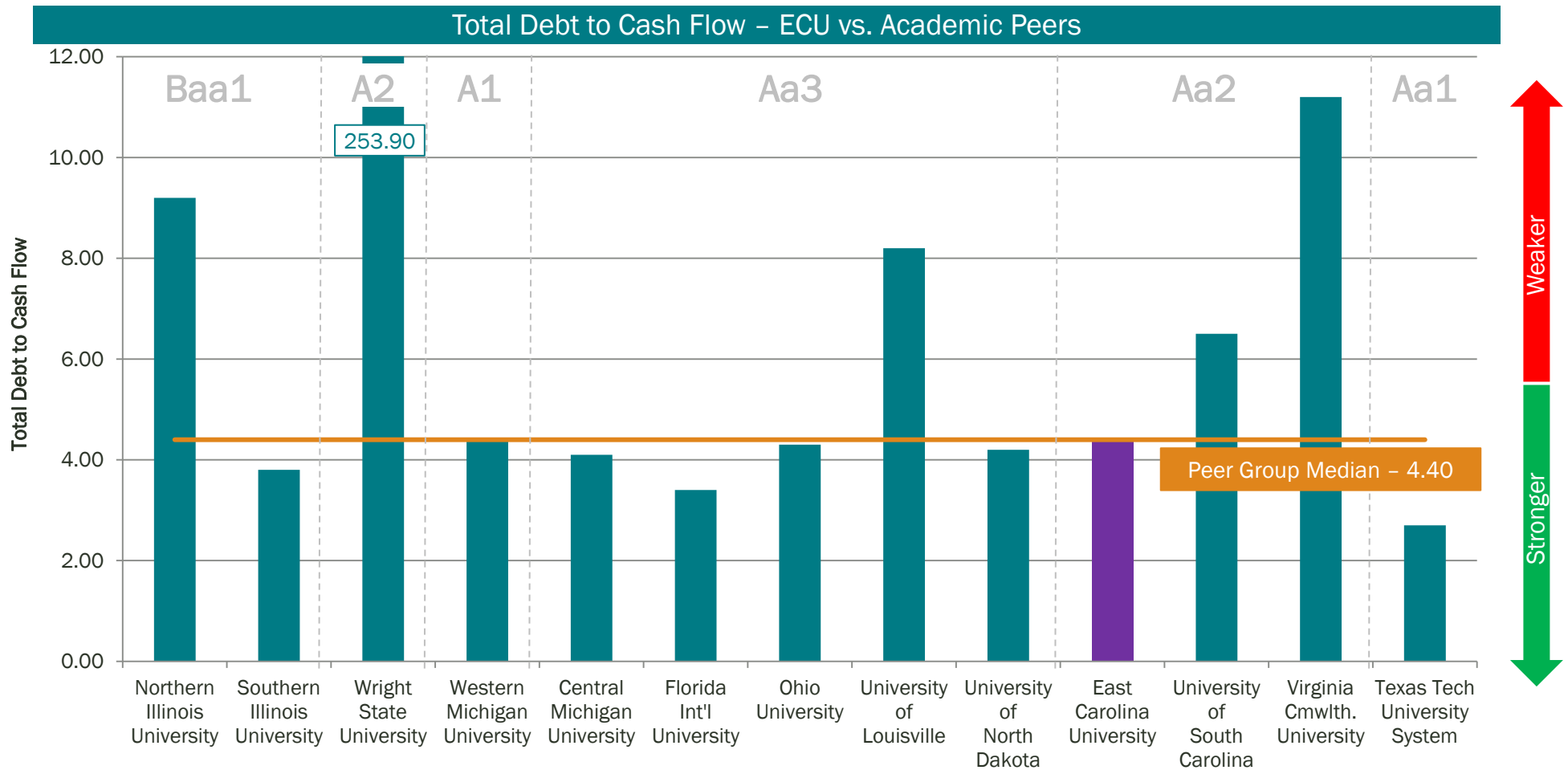
- Amongst the 13 UNC System institutions that have a Moody's rating, the median total debt to cash flow ratio is 6.20.
- The University's pro-forma ratio of 4.44 is stronger than the median UNC System institution's ratio.



Notes: (1) Chart uses 2015 ratios for ASU, ECSU, WSSU, UNC-A, UNC-W, UNC-C, and WCU; (2) Chart uses 2014 ratios for NCCU, NC A&T, NCSU, UNCG, and UNC-CH; (3) Chart uses pro-forma 2016 ratio for ECU, which was calculated based on assumptions from Slide 33.

# Total Debt to Cash Flow: Peer Comparison – Academic Peers Selected by UNC System

- The median total debt to cash flow ratio amongst ECU’s academic peer group is 4.40.
- ECU’s pro-forma ratio of 4.44 is in line with this median and stronger than the peers within ECU’s rating category.



Notes: (1) Chart uses 2015 ratios for CMU, USC, and WSU; (2) Chart uses 2014 ratios for FIU, NIU, OU, SIU, TTU, UL, UND, VCU, WMU; (3) Chart uses pro-forma 2016 ratio for ECU, which was calculated based on assumptions from Slide 33.

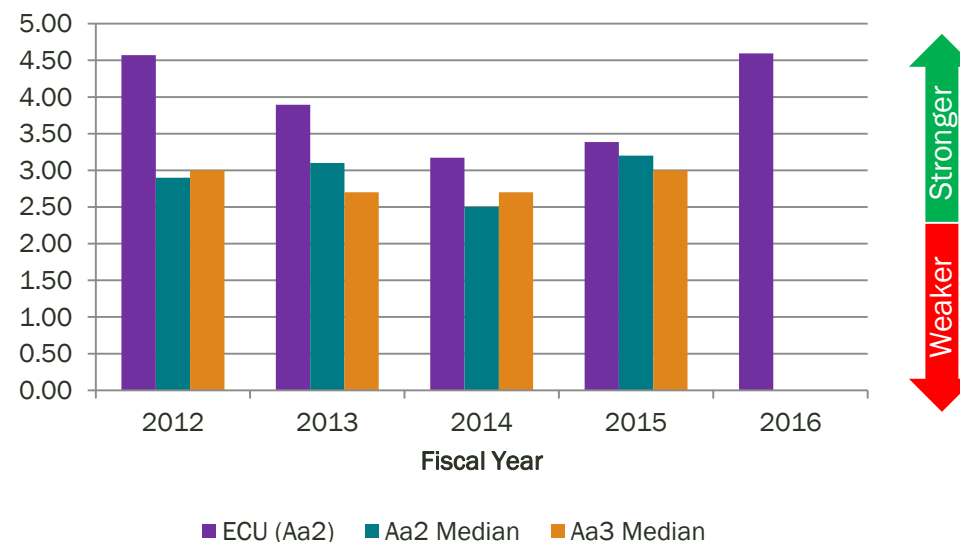
Member: FINRA & SIPC, MSRB Registrant

# Comparative Ratio Analysis: Debt Service Coverage



# Debt Service Coverage: University Profile

- Ratio:
  - **Operating Cash Flow:** Operating Income + Depreciation Expense + Interest Expense
  - Divided by*
  - **Total Debt Service:** Regularly Scheduled Principal and Interest due on Revenue Bonds, Notes, and Capital Leases
- Changes in ECU's debt service coverage ratio since 2012 have largely been a function of changes in the University's operating cash flow, as debt service has been relatively constant.
- The University has a history of stronger coverage than the national "Aa2" and "Aa3" median public university.

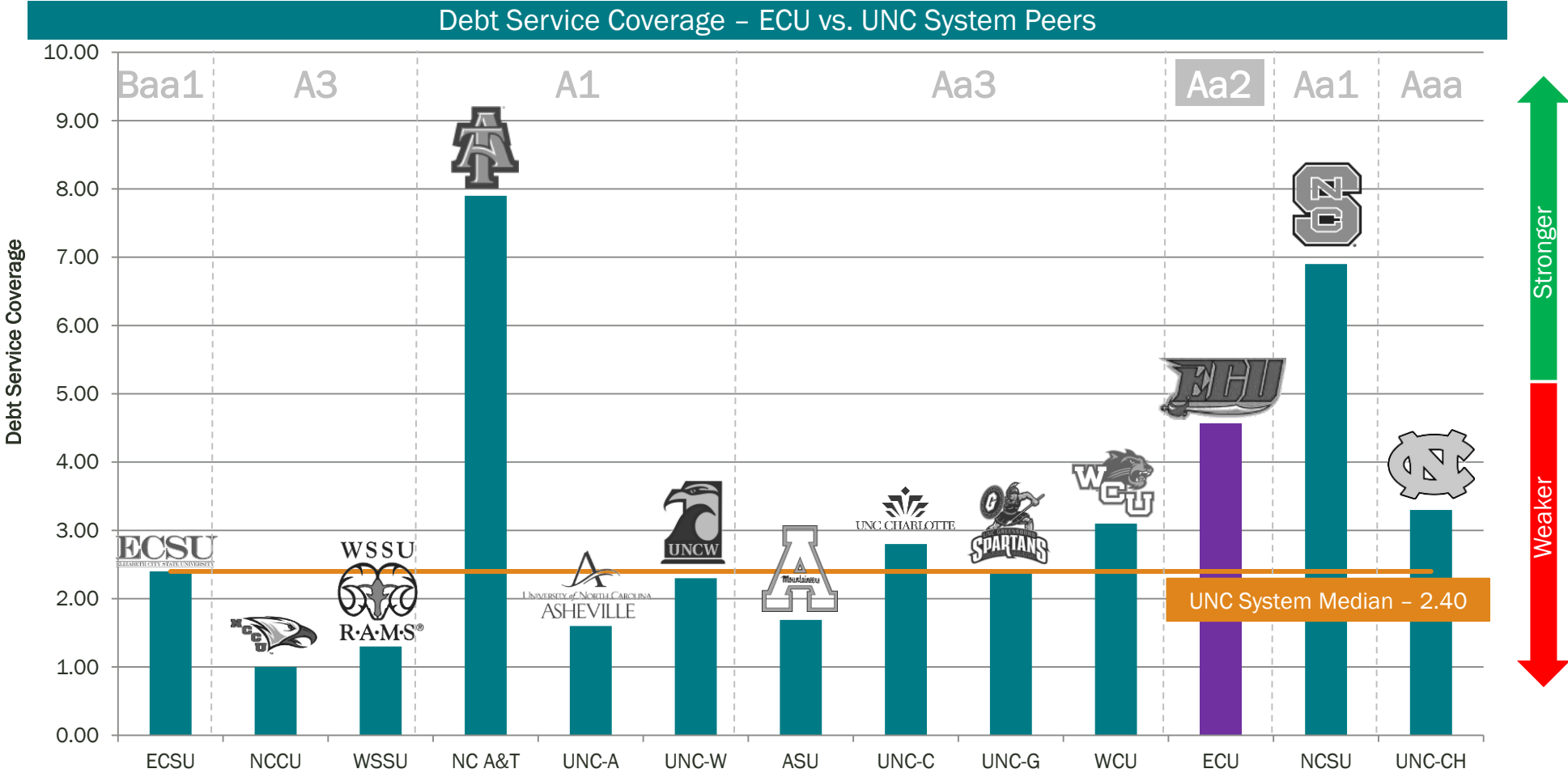


FYE 6/30	2012	2013	2014	2015	2016
Total Operating Revenues	\$ 768,307	\$ 781,007	\$ 811,978	\$ 825,145	\$ 858,151
Less: Total Operating Expenses	717,464	752,083	787,776	783,130	814,455
Plus: Depreciation Expense	22,616	24,546	25,939	25,833	25,833
Plus: Interest Expense	6,405	7,300	7,389	5,816	8,989
Less: Unusually Large Non-Cash Expenses	-	-	-	9,810	-
<b>Operating Cash Flow</b>	<b>\$ 79,864</b>	<b>\$ 60,770</b>	<b>\$ 57,530</b>	<b>\$ 63,854</b>	<b>\$ 78,517</b>
Regularly Scheduled Principal Payments	\$ 11,066	\$ 8,308	\$ 10,742	\$ 13,046	\$ 8,190
Interest Payments	6,405	7,300	7,389	5,816	8,989
<b>Total Debt Service</b>	<b>\$ 17,471</b>	<b>\$ 15,608</b>	<b>\$ 18,131</b>	<b>\$ 18,862</b>	<b>\$ 17,179</b>
<b>Debt Service Coverage</b>	<b>4.57</b>	<b>3.89</b>	<b>3.17</b>	<b>3.39</b>	<b>4.57</b>

Note: 2016 ratio is projected based on assumptions highlighted on Slide 33.

# Debt Service Coverage: Peer Comparison – UNC System Institutions Rated by Moody’s

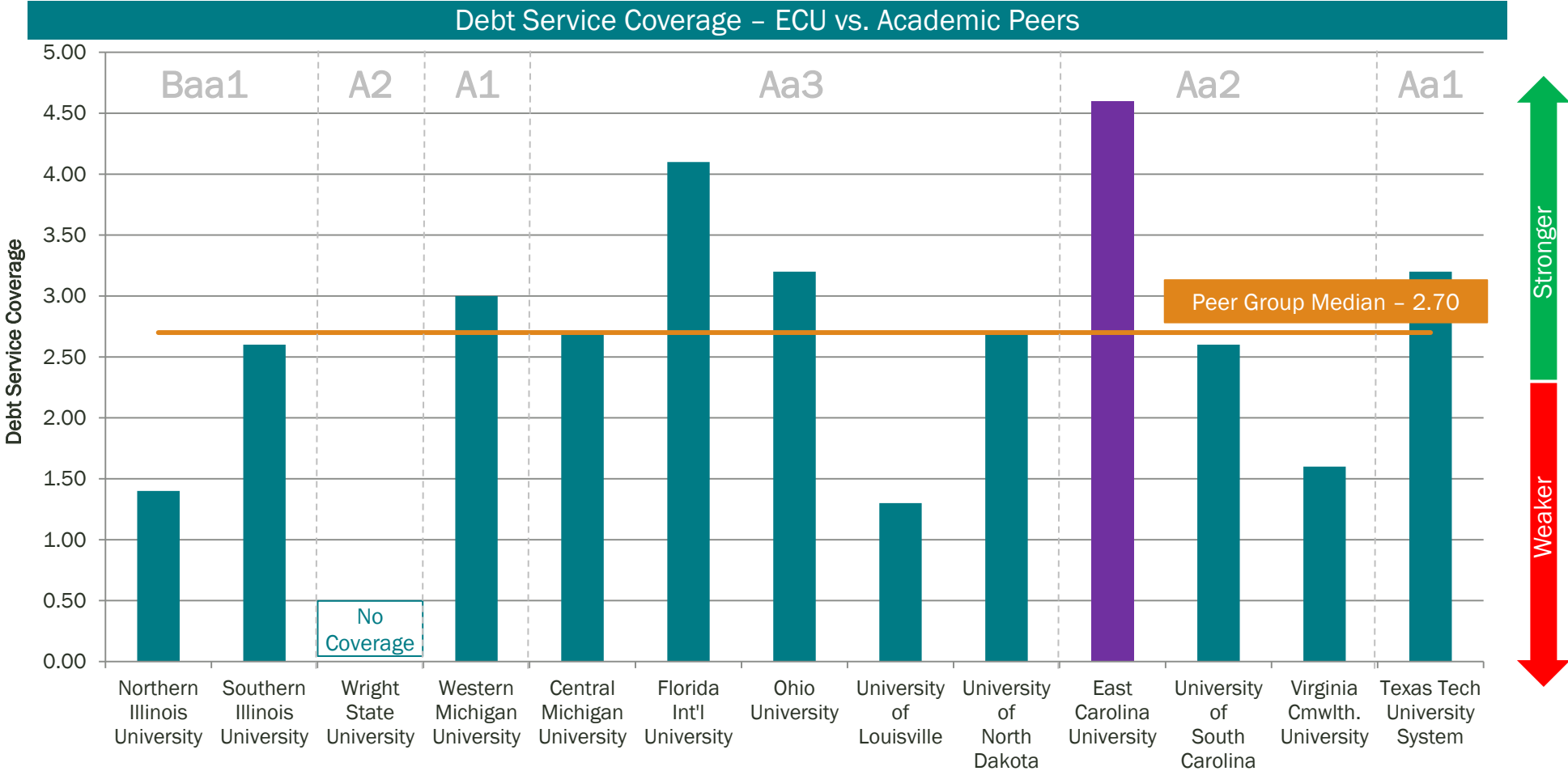
- Amongst the 13 UNC System institutions that have a Moody’s rating, the median debt service coverage ratio is 2.40.
- The University’s pro-forma ratio of 4.57 is stronger than the median UNC System institution’s ratio.



Notes: (1) Chart uses 2015 ratios for ASU, ECSU, WSSU, UNC-A, UNC-W, UNC-C, and WCU; (2) Chart uses 2014 ratios for NCCU, NC A&T, NCSU, UNCG, and UNC-CH; (3) Chart uses pro-forma 2016 ratio for ECU, which was calculated based on assumptions from Slide 33.

# Debt Service Coverage: Peer Comparison – Academic Peers Selected by UNC System

- The median debt service coverage ratio amongst ECU’s academic peer group is 2.70.
- ECU’s pro-forma ratio of 4.57 is significantly stronger than this median and its peers within the Aa2 rating category.



Notes: (1) Chart uses 2015 ratios for CMU, USC, and WSU; (2) Chart uses 2014 ratios for FIU, NIU, OU, SIU, TTU, UL, UND, VCU, WMU; (3) Chart uses pro-forma 2016 ratio for ECU, which was calculated based on assumptions from Slide 33.

# Debt Capacity & Debt Affordability Calculations

The background is a solid teal color. A large, light teal number '7' is positioned diagonally across the center. A horizontal teal line is drawn across the middle of the page, intersecting the '7'.

# Key Assumptions for Debt Capacity Financial Model

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In order to compute future debt capacity, we used ECU's FY 2015 operations and balance sheet as a baseline. We then used the following growth rate assumptions to make financial projections for the next five years (through 2020):

- **Operating Revenue growth of 4.00%**
  - 2012 - 2015 average growth rate: 7.40%
- **Operating Expense growth of 4.00%**
  - 2012 - 2015 average growth rate: 9.15%
- **Spendable Cash and Investments growth of 6.00%**
  - 2012 - 2015 average growth rate: 11.21%
- **Depreciation Expense steady of FY2015 levels**

With financial projections, the model can determine new debt capacity in future years when measured against rating agency medians as constraints.

- **New Debt is structured to amortize over 30 years at a 5.00% interest rate.**



# Debt Capacity Considerations

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- Issuer credit ratings are determined by a variety of factors, both quantitative and qualitative.
- Strengths in certain areas may offset weaker credit characteristics.
- For instance, strong market position, state support, or balance sheet may allow a university to issue more debt than is typical for its rating category without negative impact on its rating.
- When considering appropriate debt capacity, universities should consider their own unique credit characteristics and strategic initiatives.
- The following pages measure debt capacity for three debt ratios using Moody's national medians for the "Aa2" and "Aa3" level rating categories as the upper limit.
  - Ultimately, ECU may want to consider using different targets than national medians that better reflect strategic goals of the institution.
- The ratios we selected were<sup>1</sup>:
  - Spendable Cash and Investments to Total Debt
  - Total Debt to Cash Flow
  - Debt Service Coverage
- Because spendable cash and investments to operating expenses is not affected by debt, we have not included it in our debt capacity analysis.

## Debt Capacity – Aa2 Target Rating

- With the financial projections, new debt capacity at the “Aa2” level is present in two ratios for the full pro-forma period.
- Due to the large increase in ECU’s absolute debt after the issuance of the Series 2016A&B Bonds, capacity does not materialize under the spendable cash and investments to total debt ratio during the examined five year time horizon.

Projected Debt Capacity at the “Aa2” Level					
<b>University Ratios</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Spendable Cash and Investments to Total Debt	0.94	1.03	1.13	1.25	1.38
Total Debt to Cash Flow	4.44	3.98	3.77	3.56	3.37
Debt Service Coverage	4.57	3.71	3.30	3.34	3.65
<b>Moody's Medians</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Spendable Cash and Investments to Total Debt	1.40	1.40	1.40	1.40	1.40
Total Debt to Cash Flow	4.80	4.80	4.80	4.80	4.80
Debt Service Coverage	2.70	2.70	2.70	2.70	2.70
<b>Debt Capacity (000)</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Spendable Cash and Investments to Total Debt	-	-	-	-	-
Total Debt to Cash Flow	\$ 28,508	\$ 69,555	\$ 89,153	\$ 109,285	\$ 128,098
Debt Service Coverage	\$ 182,959	\$ 131,687	\$ 89,604	\$ 96,271	\$ 132,729

Note: 2016 ratio is projected based on assumptions highlighted on Page 33.

# Debt Capacity – Aa3 Target Rating

- When the analysis uses “Aa3” rating medians as constraints, the University shows greater debt capacity under the total debt to cash flow ratio
- Because the “Aa3” debt service coverage median is actually higher than the “Aa2” median, ECU shows slightly less capacity at the “Aa3” level using this ratio.
- At the “Aa3” level, ECU shows capacity in terms of spendable cash and investments to total debt in FY2020.

Projected Debt Capacity at the “Aa3” Level					
<b>University Ratios</b>	2016	2017	2018	2019	2020
Spendable Cash and Investments to Total Debt	0.94	1.03	1.13	1.25	1.38
Total Debt to Cash Flow	4.44	3.98	3.77	3.56	3.37
Debt Service Coverage	4.57	3.71	3.30	3.34	3.65
<b>Moody's Medians</b>	2016	2017	2018	2019	2020
Spendable Cash and Investments to Total Debt	1.30	1.30	1.30	1.30	1.30
Total Debt to Cash Flow	5.00	5.00	5.00	5.00	5.00
Debt Service Coverage	2.80	2.80	2.80	2.80	2.80
<b>Debt Capacity (000)</b>	2016	2017	2018	2019	2020
Spendable Cash and Investments to Total Debt	-	-	-	-	\$ 18,103
Total Debt to Cash Flow	\$ 44,212	\$ 86,590	\$ 106,474	\$ 126,891	\$ 145,989
Debt Service Coverage	\$ 166,993	\$ 114,368	\$ 71,994	\$ 78,371	\$ 114,540

Note: 2016 ratio is projected based on assumptions highlighted on Page 33.

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East Carolina University  
Board of Trustees  
Finance and Facilities Committee  
February 18, 2016

Session	Finance and Facilities Committee
Responsible Person	Vice Chancellor for Administration and Finance Frederick Niswander Associate Vice Chancellor Environmental Health and Campus Safety Bill Koch
Agenda Item	II.G.
Item Description	Campus Safety Update
Comments	N/A
Action Requested	Information
Disposition	
Notes	

## CAMPUS SAFETY OVERVIEW

### **Crime in Greenville and On Campus**

In 2009, a study by the John William Pope Center for Higher Education Policy determined that ECU had one of the lowest violent crime rates (per capita) in the UNC system. The study can be found at <http://www.popecenter.org/commentaries/article.html?id=2445>. Based on North Carolina Department of Justice (NCDOJ) and FBI crime data, ECU had the lowest violent crime rate in the UNC system in 2013 and one of the lowest for more than five years. In general, NC Central, NC A&T and NC State generally have higher index, violent and property crime rates than ECU, while Appalachian State and UNC-Asheville tend to have lower crime rates. The crime rates at ECU are generally comparable to UNC-Chapel Hill, UNC-Charlotte and UNC-Greensboro.

The index and violent crime rates for the City of Greenville have been trending downward over the last 10 years. Over the last 5 years, the violent crime rate and property crime rates have leveled off somewhat with some intermittent increases in violent crimes, as reportedly occurred in 2015. Greenville's crime rate is generally comparable to similar North Carolina cities with significant university populations, such as Asheville, Charlotte, Greensboro and Wilmington. Each city and university has its own unique set of circumstances which makes direct comparisons complicated and difficult. (See FBI disclaimer and crime definitions below.)

The crime statistics for ECU and Greenville can be found at <http://crimereporting.ncdoj.gov/Reports.aspx>, which is North Carolina's Uniform Crime Report (UCR). It serves as the source for the FBI's UCR.

For additional information on our security and safety programs, refer to ECU's 2015 Annual Security and Fire Safety (Clery) report at <http://www.ecu.edu/cs-admin/police/upload/2015-Annual-Security-and-Fire-Safety-Report.pdf>. The Clery report must be distributed annually by October 1 and includes the prior three years of crime data. It is important to note that there are differences between UCR, Clery and Title IX sexual violence reporting criteria so this data may appear inconsistent when compared.

The 2013-14 UNC Campus Security Initiative Report to the President is available at [http://www.northcarolina.edu/sites/default/files/unc\\_campus\\_security\\_initiative\\_report\\_to\\_the\\_president.pdf](http://www.northcarolina.edu/sites/default/files/unc_campus_security_initiative_report_to_the_president.pdf). (Note: In this report, the term "University" means UNC System or UNC General Administration.)

Below is a brief summary of Greenville and ECU crime statistics based on UCR data reported to NCDOJ.

#### **Greenville Crime:**

- Over the past 10 years (2005-14), Greenville's index crime rate has decreased by 34% and violent crime rate decreased 29%. Index crime includes serious violent crimes and property crimes.
- The Greenville Police Department provided the following 2014 crime data:
  - The violent crime rate dropped about 16% from 2013 to 2014, but reportedly increased by 9% in 2015.
  - The homicide rate in 2014 was the lowest it has been in 20 years.
  - Larcenies increased nearly 8% while overall property crime is down nearly 5%.
  - Burglaries decreased 31%.
  - There were no vehicular or pedestrian fatalities in Greenville in 2014 and significant accidents decreased by 10%. However, there were several pedestrian fatalities in 2015.

- Greenville Police and ECU Police have been conducting coordinated patrols on weekends and holidays and working with the community in the College View neighborhood (“The Grid”) north of main campus to decrease crime in the area. Statistics below are provided by James Robbins who is a neighborhood watch representative with statistics expertise.
  - Total index crime is down 48.9%.
  - Burglary and theft (larceny) have decreased 58.4% and 5.5%, respectively.

### ECU Crime:

- Over the past 10 years (2005-14), ECU’s index crime rate has decreased by 28% and the violent crime rate declined 25%. From 2005 to 2010, ECU’s crime rate was trending upward. Over the past 5 years (2010-14), ECU’s index crime rate decreased 42% and the violent crime rate declined 47%.
- Larcenies are the most prevalent crime on campus and generally involve unsecured property. The larceny rate has decreased 42% over the past 5 years.

### ECU Crime Statistics from 2014 to 2015:

	<u>2014</u>	<u>2015</u>	<u>Change</u>
Larcenies	152	172	+13%
Burglaries	11	5	-55%
Robberies	2	3	+50%
Rapes	3	5	+67%
Assaults	1	3	+200%
Drug Arrests	181	177	-2%
Liquor Law Violations	130	66	-49%
Simple Assaults	73	57	-22%

\*\*\*Overall Crime is Down 15% from 2014 to 2015

Crime data for 2015 is not yet available for comparison with other cities and universities. Index crime includes serious violent crimes and property crimes. The **index rate** is the number of murders, rapes, robberies, aggravated assaults, burglaries, larcenies, motor vehicle thefts and arsons per 100,000 person population. The **violent crime rate** is the number of murders and non-negligent manslaughter, forcible rapes, robberies and aggravated assaults per 100,000 person population. Property crime involves taking money or property without force or threat and includes the offenses of burglary, larceny-theft, motor vehicle theft and arson.

**FBI Statement Regarding Crime Comparisons Between Cities/Universities:** Individuals using these tabulations are cautioned against drawing conclusions by making direct comparisons between cities. Comparisons lead to simplistic and/or incomplete analyses that often create misleading perceptions adversely affecting communities and their residents. Valid assessments are possible only with careful study and analysis of the range of unique conditions affecting each local law enforcement jurisdiction.

## 2015 SAFETY ACCOMPLISHMENTS AND GOALS

Strategic Commitment: ***We will be a national model for campus safety and the safest campus in the UNC system.*** (2014-2019 Strategic Plan: Beyond Tomorrow – Our Commitment to the Future)

### Accomplishments

- Student Affairs, Equity & Diversity and ECU Police collaborated to review and update Title IX and Clery policies and provided education and awareness training programs through online and in-person training, marketing campaigns, media outreach and special event functions. Communications, Marketing and Public Affairs assisted in the campaign and media outreach.
  - Enhanced sexual assault response capacity, increased student respondent investigation capacity, hired a new Title IX Compliance Officer and a new Victim Advocate.
  - Revised sexual harassment and sexual assault policies and investigation procedures, including a new regulation on Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence and standard operating procedure for student respondent investigations,
  - Created data sharing and tracking systems, increased sexual assault awareness and training programs, and continued marketing and communication efforts to include a Title IX annual report, booklet and campus communications program – “ECU Cares about Sexual Assault”
- The Center for Counseling and Student Development added the Victim Advocate to the staff which allows for confidential services to be provided to victims of sexual assault and intimate partner violence and added a screener/case manager which allows students to be seen for same day appointments regardless of crisis status and then triaged/referred into appropriate services.
- With input from faculty, staff and students, ECU reviewed various safety apps and decided to purchase the LiveSafe safety app which provides a panic button, safewalk feature, tip reporting, connections to resources based on the ECU Cares model, and a safety map showing crime, safe areas and safety resources. This safety app will complement the ECU Cares website and phone system and will eventually include “safe corridors” on the safety map. ECU is now reviewing content, developing a marketing plan and finalizing plans to test the final product with soft implementation scheduled for spring and full implementation during summer orientation and fall 2016.
- EH&S, Dean of Students’ Office and Campus Living conducted emergency management awareness training and a tabletop drill for off-campus student apartment complex management.
- ECU students, staff and ECU Police participated in the first of three safety summits organized by McLean Godley, City Councilman for the College View neighborhood north of Main Campus. Business leaders, rental property owners and citizens also participated. The Greenville Police Chief and ECU Police Chief provided a summary of crime and prevention efforts on and around campus. There was good discussion of issues and potential solutions, resulting in several priorities to pursue.
- One initial outcome of the Safety Summit is a project initiated by the City and GUC to upgrade the lighting to LED along 5<sup>th</sup> Street from Reade Street to Maple Street. This should enhance this “safe corridor” ECU has created with bluelight emergency phones and cameras.
- Developed a safety plan for Student Center project to include additional cameras, emergency phones, lighting, SafeRide and police patrols and crosswalk monitoring.
- Student Affairs, ECU Police and Greenville Police developed Halloween plan, resulting in successful event despite it falling on a Saturday night with a daylight savings time change.



- Purchased and implemented social media monitoring tool (Social Sentinel) to help identify threats and students in need.
- Increased police officer and telecommunicator salaries. Funded and currently recruiting a full-time Clery Coordinator to meet increased regulatory demand and improve crime analysis.
- ECU Police completed their on-site CALEA re-accreditation assessment and have been recommended for the CALEA (Gold Standard) Award to be presented in March at the Annual CALEA Conference in St. Louis. ECU Police have also been recommended for a CALEA Award for Agency Excellence by the CALEA assessors. This indicates that ECU Police are an outstanding agency and on the cutting edge of best practices and procedures in law enforcement.
- With a grant through Pitt County Health Department, ECU Police officers were trained and equipped to use Narcan (nasal spray) to counteract opiate overdose.
- ECU Police hosted a “Chat with the Chiefs” event in collaboration with the Greenville Community Police Relations Committee and Greenville Police. The Greenville Police and ECU Police Chiefs presented safety information to campus and Greenville community participants and took questions.
- Through annual injury trend analysis and focused injury prevention efforts, ECU realized a 12% decrease in total workers’ compensation expenditures from 2013 to 2014 for a savings of about \$150,000. From 2014 to 2015, there was a 8% decrease for a savings of nearly \$87,000. From 2013 to 2014, there was a 51% decrease in lost work cases, while there was a 47% decrease from 2014 to 2015. Unfortunately, these decreases came after a significant increase in workers’ comp costs in 2013 due to some serious injuries and settlement agreements to close old cases.
- Completed update of emergency bluelight phones (151) and 65 security cameras on the Main and Health Sciences campuses. Completed the transition to digital cameras in residence halls.
- Facilities Services completed a performance energy contract to upgrade interior lighting and replace exterior lighting with LED fixtures and upgraded classroom door locks in 15 buildings with 9 buildings remaining to complete. The lighting project will improve lighting consistency and energy efficiency.
- The North Carolina Department of Environment and Natural Resources (NCDENR) inspection of both campuses resulted in no site deficiencies and no recommendations
- Added safety briefing slides to academic classes and safety section in parent’s newsletter
- Hardened security for Air Force and Army ROTC – reviewed plans, provided camera access to staff and currently reviewing and planning other facility improvements.
- Updated StormReady University designation through National Weather Service for 2015-18.
- ECU Alert system averages based on 39 messages sent in 2015: registered users 34,191 for text and 44,949 for email; first pass delivery = 85% in 2-3 minutes.
- Completed, reviewed and approved 36 mission critical department continuity of operations plans and uploaded into web-based business continuity plan management system (Kuali).

## **Goals**

- Implement smartphone safety app for summer orientation and fall 2016.
- Continue to collaborate with team members to coordinate the continued marketing and education of sexual misconduct and crime prevention.
- The Center for Counseling and Student Development will expand Victim Advocacy services by adding staff who can provide additional outreach, counseling, advocacy and tracking services
  - Implement Protocall after hours contract to reduce after hours impact on CCSD staff
  - Implement Kognito education module for students, staff and faculty to provide information about student distress, campus resources and suicide prevention

- Work with City, DOT and ECU officials to decrease vehicular-pedestrian conflicts along 10<sup>th</sup> Street just south of the core campus. A study by NCDOT is underway and recommendations are being reviewed for funding.
- Collaborate with Greenville Police Department, Departments of Geography and Criminal Justice, and student groups to designate and promote “safe corridors” of travel for students and others.
- Implement Crime Mapping to assist with predictive analysis and resource deployment.
- Achieve Gold Standard Reaccreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Utilize National Safety Council's Safe Community accreditation as a framework and a measure for achieving the university goal of becoming a national model for campus safety and the safest campus in the UNC system.
- Expand ECU Police strategic planning process to include all campus safety units in creating a 5-year strategic plan for campus safety. The working group will involve campus safety experts and community members in forums and discussions to review current safety infrastructure, assess implementation of prior recommendations and identify safe campus metrics, objectives and costs.
- Conduct personnel deployment study and review camera placement, use and staffing.
- Initiate design of new facility to house ECU Police, Emergency Operations Center, Environmental Health & Campus Safety and Parking & Transportation Services.
- Collaborate with Student Affairs on alcohol/drug programs and off-campus safety.
- Continue to participate in Safety Summits organized by City Council and work with the City to implement student safety improvements, such as “safe corridors”.
- Continue to decrease workers' compensation costs and recordable injuries by 10% through targeted job analysis, training, supervisor engagement, accident investigations and follow-up.
- Evaluate cameras for upgrade and develop multi-year plan with budget.
- Assess exterior lighting following completion of the LED upgrade project.
- Complete 20 continuity of operations plans and test 75% of departments during annual test.
- Implement, assess and improve, as needed, the safety plan for Student Center project

# East Carolina University

## Safety Initiatives 2005 -2015

On April 16, 2007 our sense of safety and security on college campuses changed drastically as the result of the massacre at Virginia Tech. Thirty-two people died and multiple others were injured. It was the deadliest peacetime shooting incident by a single gunman.

For years, K-12 institutions have experienced similar types of violence; the deadliest occurred in 1999 at Littleton Colorado, 12 students and 1 faculty member were killed and 23 other students and staff were injured and then Eric Harrison and Dylan Klebold killed themselves.

Although these types of incidents are rare, the impact on a campus community is profound. In the last two decades, a scrutinizing eye has been turned to the important issue of safety on college campuses. From tragic events such as the Virginia Tech shooting to reports that up to 25% of female college students report being raped at some point during their time at an institute of higher education, campus safety has become a major focus for institutions of higher learning.

More than ever before, students and parents are soberly aware of campus safety issues at colleges and universities. High profile incidents have put safety at the forefront for many students and parents when choosing a college. The United States Department of Education records incidents of crime on college campuses in nine main categories to provide families with a total picture of campus safety issues across the nation.

Based on recent surveys and media interviews, students report feeling safer due in large part to the campus safety enhancements completed over the last decade at ECU. Below is a brief summary of the key safety initiatives completed with more being planned.

Year	Name of Initiative	Brief Description
2005	<b>Sexual Assault Victim Advocate</b>	The Center for Counseling and Student Development added this new position to the university with the vision of focusing full-time attention on the problem of sexual assault on college campuses. Over time, the position moved to focus more generally on victim issues but has recently focused again on sexual assault with the national attention on VAWA, Title IX and Clery Act.
2005- Present	<b>CCSD Operations</b>	The Center for Counseling and Student Development has significantly expanded its counseling, crisis, outreach and alcohol and other drug services by addition of numerous staff to provide therapy, crisis support, educational and harm reduction services to students. This increase in staffing meets a significant surge in demand for services and severity of students' presenting issues.

2006	<b>Increase in CCSD Staff positions</b>	Addition of counseling center staff to address counseling needs of ECU students.
2006-07	<b>Policy Implemented for Applicant Background Checks</b>	The UNC Policy Manual was updated to add the policy for performing background checks on applicants. East Carolina University added the six campus safety questions to the Undergraduate and Graduate applications and began checking backgrounds in July of 2007 of those students who answer in the affirmative or are found to have falsified an answer.
2007	<b>ECU PD Accreditation</b>	ECU Police receive accreditation from the Commission on the Accreditation of Law Enforcement Agencies (CALEA). ECU Police received training in rapid deployment (active shooter response), upgraded to tactical rifles in 2008 and all officers were trained and qualified (annually). Developed, installed, tested and implemented a comprehensive, integrated emergency notification system consisting of email, text message, text/voice on VOIP phones and pop-up screen on computers. Outdoor speakers were added across campus in 2008 and the backbone system was upgraded in 2013 to improve integration, speed of messaging and ease of use. Invested over \$1 million in cameras, electronic access in all residence halls, emergency notification enhancements, training and equipment in 2007 and 2008.
2007	<b>Involuntary Protective Withdrawal Policy</b>	The Dean of Students drafted an Involuntary Protective Withdrawal Policy for East Carolina University. This policy was approved by the Chancellor's Executive Council and was implemented in the fall of 2007. The policy addresses a need for the University to be able to remove a student who is deemed as a significant threat to self, or the campus community, and who is unwilling to be withdrawn through the normal channels; i.e., Counseling Center, Office of Student Rights and Responsibilities. A Threat Assessment Team was established to review all such cases.
2008	<b>Threat Assessment Training</b>	Formalized the existing threat assessment process by developing a multidisciplinary team trained by national experts.

<b>2008 - Present</b>	<b>CollegeAlc/Alcohol Edu Module</b>	Addition of Alcohol Education Module to provide basic education for all incoming first year students under the age of 21 as a means of harm reduction for this more at-risk population.
<b>2009</b>	<b>Environmental Health &amp; Campus Safety (EHCS) unit</b>	Chancellor created the Environmental Health & Campus Safety (EHCS) unit in an effort to consolidate campus safety, police and emergency management functions into a more efficient and effective structure. Recurring funds (\$500,000) were allocated to enhance and maintain safety and emergency preparedness systems. In 2009, a study by the John William Pope Center for Higher Education Policy determined that ECU had one of the lowest violent crime rates (per capita) in the UNC system. The study can be found at <a href="http://www.popecenter.org/commentaries/article.html?id=2445">http://www.popecenter.org/commentaries/article.html?id=2445</a>
<b>2010</b>	<b>Active Shooter Drill Main Campus</b>	Conducted a full-scale active shooter drill on the Main Campus with after-action review and follow-up to further improve future responses.  Received accreditation from the National Weather Service as a StormReady University based on the university's severe weather monitoring, notification, Storm Spotter training and response systems. Completed an internal review of the ECU Police and developed a 5-year strategic plan.
<b>2010</b>	<b>Freshman Orientation-True Life Session</b>	True Life is a collaborative programming effort among Campus Wellness, Ledonia Wright Cultural Center, OSTYFP, and CCSD to provide interactive, ECU-specific information regarding health, substance and cultural issues to assist successful and safe transition into the university environment for all incoming first-year students during the summer prior to their arrival on campus.
<b>2010 - present</b>	<b>ECU Cares</b>	For reports of concerning behavior on campus, the ECU Cares reporting mechanism was established (#252-737-5555 or <a href="http://www.ecu.edu/ecucares">www.ecu.edu/ecucares</a> ) whereby any member of the campus community could report a concern about the behavior of another member of the campus community. Over time, this reporting "hub" has evolved to include other key emergency contacts on campus, such as ECU Police, Victim Advocate, Dean of Students Office, Student Health,

		Center for Counseling & Student Development, Environmental Health & Safety, and SafeRide. The website offers resources regarding numerous health and safety topics for students.
<b>2011</b>	<b>Active Shooter Drill Health Sciences Campus</b>	<p>Conducted a full-scale active shooter drill on the Health Sciences Campus with after-action review and follow-up to further improve future responses.</p> <p>Conducted a lockdown of Main Campus and Health Sciences Campus based on the report of an armed person heading toward campus. Conducted after action review and made improvements to notification and response procedures.</p> <p>Completed campus-wide camera system with over 500 networked cameras with recording system.</p>
<b>2011-present</b>	<b>University Behavioral Concerns Team</b>	The University Behavioral Concerns Team was established to assess potential threats of violence to the campus community. Membership includes experts from various key offices from around campus trained in threat assessment processes and techniques. The UBCT has evolved over time into two distinct teams, one for concerns about students and one for concerns about employees or visitors to campus.
<b>2012-Present</b>	<b>Pirate Safety Module</b>	East Carolina University added a second freshman/transfer student module, Pirate Safety, to the required alcohol education program. Pirate Safety teaches students about safety tips and resources specific to East Carolina University and Greenville. All incoming freshman and transfer students are required to complete this module.

<p><b>2012</b></p>	<p><b>Diversifying ECU PD</b></p>	<p>Increased diversity in ECU Police command staff through offering additional training to all officers and conducting graded promotion assessments through a multidisciplinary interview team with assistance from a consultant, resulting in a process viewed as fair by all candidates and 7 of 9 promotions being earned by African-Americans.</p>
<p><b>2012-2013</b></p>	<p><b>Probationary Guidelines</b></p>	<p>The Office of Student Rights and Responsibilities (“OSRR”) sought to amend the ECU Code of Conduct with regard to the disciplinary standing of probation. In prior years, probation did not carry much weight. Probation was issued in increments of 6 months. Students placed on probation were informed “A period of time during which the student’s behavior is under University review. Probation is intended to communicate to the student that the University considers the student’s behavior inappropriate and that further violations will result in more severe consequences.” Thus, there was not a true incentive for students to reevaluate actions deemed inappropriate. For this reason, OSRR amended the definition of probation.</p> <p>When a student is placed on probation they are prohibited from representing the university in an official leadership capacity during the time of probation. Given the weight that probation carries it is anticipated that students will reflect on their actions and consider alternative methods to avoid violating the student code of conduct. Additionally, the timeframe of probation has been amended so that it is more applicable to the nature and severity of an incident.</p>
<p><b>2013</b></p>	<p><b>Crime Statistics</b></p>	<p>Based on NC Department of Justice (NCDOJ) crime data, ECU had the lowest violent crime rate in the UNC system in 2013. Over the past 5 years (2010-14), ECU’s index crime rate decreased by 42% and the violent crime rate declined 47%.</p>
<p><b>2013</b></p>	<p><b>General Statute 116.40.11</b></p>	<p>Disciplinary Proceedings; Right to Counsel for Students and Organizations</p> <p>Legislation within the state of NC now permits any student or student organization with right to be represented, at the student’s or organization’s expense, by a licensed attorney or non-attorney advocate.</p>

<b>2013 - present</b>	<b>Care Team</b>	The Care Team is a behavioral intervention team made up of Student Affairs Educators from select offices from campus. The purpose of this team is to assesses and intervene with students who are determined <u>not</u> to be a threat to the campus community, but who are still facing significant barriers (family, financial, social, emotional, physical, psychological, academic) to their success at ECU, including suicidal ideation.
<b>2014</b>	<b>BASICS</b>	Implementation of research-based motivational-interviewing counseling program for all alcohol and other drug policy violators.
<b>2014</b>	<b>Collegiate Recovery Community</b>	ECU Collegiate Recovery Community (ECU CRC) provides an affirming, supportive environment within our campus culture to help students lead sober, healthy lives. We provide social and educational opportunities where recovering students can thrive academically and socially while actively pursuing their recovery. ECU CRC offers students an opportunity to bond together in an alcohol and drug-free environment that encourages healthy, sustainable habits for mind, body, and spirit.
<b>2014 - Present</b>	<b>Haven Module</b>	East Carolina University added a third freshman/transfer student module, Haven, to the required alcohol education and Pirate Safety programs. Haven teaches students about healthy relationships and preventing sexual misconduct. All incoming freshman and transfer students are required to complete this module. In the Fall 2015 semester, Graduate Admissions began requiring that all incoming students complete the Haven module as well.
<b>2014 - Present</b>	<b>Campus Safety Review Committee</b>	<p>Prior to September 1, 2014, there were two committees that reviewed applications that were identified as posing a potential safety threat to the campus, or that showed inconsistencies in the answers to campus safety questions (CSQ's). A third committee was charged with reviewing re-admittance petitions submitted by suspended or expelled students to the Director of the Office of Student Rights and Responsibilities. These committees were: the Admissions Safety Committee; the Admissions Falsification Committee; and the Suspended Student Review Committee.</p> <p>To improve efficiency, save time and effort for staff members, and streamline the decision making process in</p>



		cases requiring a committee decision, beginning September 1, 2014, these three committees were combined into one: the Campus Safety Review Committee.
<b>2014 - 2019</b>	<b>ECU PD Strategic Plan: Beyond Tomorrow-Our Commitment to the Future</b>	<p>Adopted Strategic Commitment: <i>We will be a national model for campus safety and the safest campus in the UNC system.</i> (2014-2019 Strategic Plan: Beyond Tomorrow – Our Commitment to the Future)</p> <p>News Services helped create a safety media blitz for fall semester start that included safety-related articles in East Magazine and ECU home page, media interviews and an op-ed in the Daily Reflector.</p> <p>Greenville Police and ECU Police have been conducting coordinated patrols on weekends and holidays for several years and worked with the community in the university neighborhood (“The Grid”) to decrease violent crime in the area by 37% from 2008-2011. Crime statistics for 2014 below are provided by James Robbins who is a neighborhood watch representative with expertise in statistics.</p> <ul style="list-style-type: none"> <li>• Total index crime was down 48.9%.</li> <li>• Burglary and theft (larceny) decreased 58.4% and 5.5%, respectively.</li> </ul> <p>Collaborated with Facilities Services to design, construct and implement the new pedestrian and bike path on core campus (from Croatan to Joyner) to alleviate the most significant vehicular-pedestrian conflicts on campus. Developed bicycle master plan to increase use of bikes and improve safety. Increased bike usage can help decrease traffic congestion and parking demand. Designated Bicycle Friendly University – Silver Level by the League of American Bicyclists.</p>

<b>2014 - present</b>	<b>Good Samaritan Regulation</b>	The Good Samaritan regulation is a vehicle used to educate students about the dangers of alcohol poisoning in harm-reduction educational programming delivered by CCSD staff to our student population. The purpose of the Good Samaritan Regulation (“Regulation” or “GSR”) is to remove a potential barrier and facilitate access to emergency medical care in cases of alcohol related medical
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		<p>emergencies. The goal is to increase the likelihood that a person needing medical assistance will receive this assistance by reducing the reluctance of students to seek out appropriate help due to fear of potential University consequences assigned by the Office of Student Rights and Responsibilities (“OSRR”) to themselves or another person in need of assistance.</p>
<p><b>2014 - present</b></p>	<p><b>RESTART</b></p>	<p>The RESTART program was implemented through the efforts of the Office of Student Rights and Responsibilities, whose mission is, <i>”to foster student growth by promoting students’ awareness and understanding of their rights and responsibilities, addressing student conduct and creating developmental learning opportunities, and engaging students in ethical decision-making.”</i></p> <p>The mission of the RESTART (Reframing and Engaging Student Thoughts and Actions through Resources and Techniques) program at East Carolina University is to promote student development, citizenship and responsibility by creating and supporting integrated intervention initiatives for students on deferred suspension. Adapted from the Back on TRAC program which started at Colorado State University, RESTART serves as a deferred suspension for a student found responsible for a major (or several minor) violations which warrants suspension as a sanction. Suspension is defined per our Student Code of Conduct as, <i>“the immediate separation of the student from enrollment at the University.”</i> RESTART permits a student to maintain enrollment at ECU, to take classes and use services available through the university, while participating in a structured curriculum involving activities to foster individual strengths and decision-making skills, random urinary analyses, consistent sessions with our counseling center, and frequent meetings with a RESTART coordinator. However, any further violations of the ECU Code of Conduct will result in immediate suspension.</p>
<p><b>2015 - present</b></p>	<p><b>Sexual Misconduct Response Team (SMRT)</b></p>	<p>The Sexual Misconduct Response Team (SMRT) reviews and follows ups on all submitted reports to ensure that the proper resources have been provided to students.  **Resources include but are not limited to: the Victim Advocate, CareTeam, Student Health Services, CCSD, Off Campus assistance (Real Crisis, Family Violence Prevention Center), and advisement of the University’s retaliation policy.</p>

<p><b>2015</b></p>	<p><b>Increase in ECU PD Safety Initiatives</b></p>	<p>Funded full-time Clery Coordinator and increased police officer and telecommunicator salaries.</p> <p>With input from faculty, staff and students, reviewed and purchased LiveSafe safety app which provides panic button, resource connections based on ECU Cares model, safewalk feature and safety map. Implementation scheduled for 2016. This safety app will complement the ECU Cares website and phone system.</p> <p>With a grant through Pitt County Health Department, ECU Police officers were trained and equipped to use Narcan (nasal spray) to counteract opiate overdose.</p> <p>Upgraded camera recording management system and servers and consolidated telecommunications (dispatch) center into one location with the other location remaining as a backup.</p> <p>Completed emergency bluelight phone upgrade on Main Campus and Health Sciences Campus.</p> <p>Developed safety plan for Student Center project to include additional cameras, emergency phones, lighting, SafeRide and police patrols and pedestrian crossing monitoring.</p>
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UNC CAMPUS SECURITY INITIATIVE RECOMMENDATIONS	EAST CAROLINA UNIVERSITY ACTIONS/RESPONSES/OUTCOMES
<b>Recommendation 1:</b> Adopt a University system policy requiring periodic reports to the boards of trustees and the Board of Governors with data and information concerning campus security and student safety.	Requires GA system-wide coordination. <i>ECU provides annual safety report to BOT and will update structure to UNC-GA standards.</i>
<b>Recommendation 2:</b> Adopt a University system policy on sexual harassment and sexual violence.	Requires GA system-wide coordination. <i>ECU has sexual harassment and sexual violence policies and will update as needed.</i>
<b>Recommendation 3:</b> Establish a UNC system-wide Campus Security Committee.	<b>COMPLETED.</b> UNC GA has established this committee. ECU has two representatives. The first meeting is being scheduled.
<b>Recommendation 4:</b> Develop a data collection protocol and process for campuses to collect security information in a way that is most useful to campus units, boards of trustees, the Board of Governors, and the president.	Requires GA system-wide coordination. <i>ECU Police collect crime data through their report management software system, including stalking, domestic violence and dating violence. The data are analyzed and compiled into monthly crime analysis reports and an annual crime analysis report. A captain and sergeant have responsibility for the report management system and crime analysis. In 2013, they attended crime analysis training in an effort to improve and expand our crime analysis effort. ECU Police regularly conduct campus climate surveys on campus security and student safety. Fall 2015, ECU Criminal Justice Department faculty and students conducted a campus survey and are now analyzing the results. ECU will work through the UNC Chiefs group led by UNC-GA to provide data and reporting that meets the needs of the UNC President and Board of Governors, as well as other campus constituents. This data will be used in the upcoming campus safety strategic planning process, including input from community forums. Crime mapping and additional data collection will be necessary.</i>
<b>Recommendation 5:</b> Students should not serve on hearing panels in cases involving sexual violence.	<b>COMPLETED.</b> The ECU Student Code of Conduct has been revised. The code now outlines that a panel involving cases of sexual violence will consist of three staff members and two faculty. The Code changes were effective beginning 1/1/15.
<b>Recommendation 6:</b> Reports involving serious offenses, including sexual violence, should be investigated by individuals with appropriate training and experience.	<b>COMPLETED.</b> A Title IX Investigator for students is employed within the Office of Student Rights and Responsibilities. Another position has been secured and is currently being recruited. We hope to add one more investigator. Additionally, all staff within the Office of Student Rights and Responsibilities receive training (face to face and webinars) on how to manage serious offenses, including sexual violence, through the established conduct process. Such training included training in Title IX investigating, as well as Gehring Academy training with emphasis on sexual misconduct cases. Title IX Investigator started Nov. 2014; Title IX Compliance Coordinator started March 2015. Investigator and Compliance Coordinator have received training.

UNC CAMPUS SECURITY INITIATIVE RECOMMENDATIONS	EAST CAROLINA UNIVERSITY ACTIONS/RESPONSES/OUTCOMES
<b>Recommendation 7:</b> Provide students clear notice of the right to representation by attorney or non-attorney advocates during conduct proceedings.	<b>COMPLETED.</b> Students are notified that they can have an attorney or non-attorney advocate in communication from OSRR. It can be found in their student rights in Section 4 of the code as well as when they are officially charged by the conduct office. Information is also on the website <a href="http://www.ecu.edu/osrr">www.ecu.edu/osrr</a> .
<b>Recommendation 8:</b> Campuses should establish responsibilities, skills, and minimum qualifications of Title IX coordinators.	<b>COMPLETED.</b> Compliance Coordinator started March 2015. Duties of Title IX coordinators include ensuring coordination tracking trends on any patterns or systemic problems and soliciting feedback on the efficacy of the overall response to sexual misconduct; providing information to individuals regarding their Title IX rights and the University's grievance processes; conducting a semiannual review of all formal and informal Title IX complaints, misconduct, any other grievance procedures, and/or independently investigated by the University in order to identify and address any patterns or systemic problems; periodically assessing the efficacy of the University's overall Title IX compliance efforts; regularly developing and participating in activities designed to raise awareness in the University's community about sex discrimination (including sexual harassment).
<b>Recommendation 9:</b> Campuses should collaborate in the development of University system regulations or guidance for adoption by the president that address the Clery and Title IX training that must be provided to various campus constituencies.	Requires GA system-wide coordination. <i>ECU continues to review and update its policies and procedures and will share all documents as part of a collaborative effort with UNC-General Administration and the other UNC institutions.</i>
<b>Recommendation 10:</b> The University should, if feasible, issue a system-wide request for proposals for basic online training content.	Requires GA system-wide coordination.
<b>Recommendation 11:</b> Individuals who hear cases involving allegations of serious offenses, including sexual violence, must have minimum levels of experience and training.	<b>COMPLETED.</b> Minimum requirements for Title IX Investigators and conduct officers include a Master's degree in a related field and training in investigations and case management. Faculty/Staff receive yearly training regarding the standard conduct process.  Many of these topics involve content base material as well as standard role play scenarios. Panel members also attend an intense follow up training session specifically on Title IX. Additional to standard trainings, panel members may attend webinars to serve as supplemental training. A list of trainings is maintained on file through the Office of Equity and Diversity.
<b>Recommendation 12:</b> With appropriate staff capacity, UNC General Administration should coordinate and convene system-wide annual training and collaboration	Requires GA system-wide coordination. <i>ECU will share training resources and work collaboratively with UNC-General Administration and the other UNC institutions in developing a system-wide, annual training program on various campus safety topics.</i>

UNC CAMPUS SECURITY INITIATIVE RECOMMENDATIONS	EAST CAROLINA UNIVERSITY ACTIONS/RESPONSES/OUTCOMES
opportunities for staff working in campus security and safety.	
<p><b>Recommendation 13:</b> Provide basic campus law enforcement officer training to newly-hired officers and advanced sexual assault and interpersonal violence investigation training for police investigators.</p>	<p><b>COMPLETED/ONGOING.</b> The ECU Police department is accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and must be recertified every four years with annual reviews to maintain this status. The Department is currently seeking accreditation through the International Association of Campus Law Enforcement Agencies that include standards relating to the Clery Act and Title IX, as well as other campus specific standards. Newly hired officers must successfully complete the Basic Law Enforcement Training Academy which includes sex offense investigation and domestic violence response training. All newly hired officers and telecommunicators must review the Pitt County Sexual Assault Response Protocol which is a county-wide procedure developed by law enforcement, crisis intervention and medical practitioners. Each new officer must complete a comprehensive, field training program, which typically lasts 14 weeks and is under the direct supervision of a trained and qualified field officer. ECU Police officers have received in excess of 3600 hours of training in crime prevention, sexual assault investigations, domestic violence/teen dating, stalking awareness and crime scene investigations. Investigators and other officers have attended 40-hour training in sexual assault investigation and sexual assault response team (SART) training. In 2015, two ECU Police investigators attended a 16-hour course on Title IX, VAWA, Clery, Victim’s Rights, interviewing, attitudes and biases of officers, and other topics, which was presented by the UNC system. The intent is for the remaining officers to attend this training in 2016. All officers and telecommunicators completed training on the Neurobiology of Sexual Assault In the Fall 2014 and completed Preventing Discrimination and Sexual Violence in 2015. ECU Police is developing an annual officer in-service training on sexual assault response and investigation through a collaborative effort with the Title IX Coordinator and Center for Counseling and Student Development. In 2013, telecommunicators received in-service training in interacting with sexual assault victims. All telecommunicators will also receive annual sexual assault response training. ECU will consult other UNC institutions on best practices. In 2015, the Title IX Coordinator conducted Title IX/Responsible Employee training with patrol officers. The same training will be conducted for telecommunicators and the remaining police officers. The Chief of Police, Investigations Commander, Patrol Commander and Clery Coordinator are scheduled to attend the 2016 Campus Sexual Assault Symposium hosted by the North Carolina Conference of District Attorneys in March. Also, the Title IX Coordinator and the Director of Student Rights and Responsibilities are scheduled to attend. Several officers have attended Sexual Assault Investigation. UNC Greensboro Police Department developed a training course “Sexual Assault</p>

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	Response for Law Enforcement.” This program will be available to all UNC System Police Department investigators/officers in the future. The first training was attended by the Investigations Unit Lieutenant and Sergeant.
<p><b>Recommendation 14:</b> Each campus should form a multi-departmental committee to develop and implement strategies to address alcohol and other substance abuse by students through a public health model approach.</p>	<p><b>COMPLETED.</b> The Alcohol, Tobacco, and other Drug Committee (ATOD) is the campus taskforce whose mission is to reduce the ill effects of AOD use on our campus. It is comprised of students, administration, faculty, and staff. In total, there are 20+ individuals who are active with the ATOD Committee. This committee was established in Fall 2007 and remains active to this day with regular meetings and initiatives to support its mission. ATOD provides a collaborative approach to AOD prevention amongst a campus coalition that is well represented by key constituents. A few key accomplishments of this committee are: 1. Planning, implementing and successful continuation of the online alcohol education program, “AlcoholEdu,” for all incoming, and first semester freshmen under the age of twenty-one. 2. Provision of multi-department and student coordinated large scale alcohol education programs offered at key parts of the semester as “Premier Passport” events. This is a collaborative effort with all Health Education 1000 courses and yearly has several hundred students in attendance. 3. Collaboration with Faculty Senate in providing alcohol education information to faculty via e-mail and in encouraging faculty to promote and deliver positive and healthy messages to their student audiences pertinent to alcohol and “partying.” 4. Proposing and implementing ECU’s Good Samaritan Regulation. ECU uses the public health prevention model developed by The National Academy of Science’s Institute of Medicine, which states that programs should be tailored to meet the specific needs of the three prevention populations: universal (all students), targeted (students that are members of high-risk groups), and indicated (individuals who have exhibited high risk behavior). Educational programs target each of these three populations in many forms and we collaborate with students, staff/faculty, parents, administration and the local community <i>to deliver these educational messages.</i></p> <p>The Healthy PIRATES and other students trained as Peer Educators at ECU work closely with Campus Wellness and the Center for Counseling and Student Development to provide interactive educational outreach programs that include messaging about safety, alcohol and substance use/abuse. Programming/events includes health fairs, residence hall programs and tabling events around campus as well as utilization of the golf cart to ride around campus and talk about these issues. Each fall, there are multiple large scale programs/events reaching out to thousands of students through Collegiate Alcohol Awareness Week, Halloween Safety programs, Great American Smoke out and the annual Take Back the Night March. The Campus Wellness Education Leaders (CWELs) from Campus</p>

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	Recreation and Wellness are trained as Peer Educators to conduct RA programs in the Residence Halls and also facilitate all of the Wellness Trivia Nights and Wellness Wednesday programs – many of which cover these topics.
<b>Recommendation 15:</b> Each campus should have access to at least one dedicated, trained and licensed substance abuse counselor.	<b>COMPLETED.</b> The Center for Counseling and Student Development (CCSD) has two full-time Licensed Clinical Addictions Specialists (N. C. licensure for substance use counseling) dedicated to providing therapy, psycho-education and outreach on campus. Additionally, CCSD includes counselors in training from the ECU Department of Addictions and Rehabilitation Studies to provide basic alcohol and other drugs assessment and psycho-education to students who have violated the code of conduct regarding alcohol and other drugs.
<b>Recommendation 16:</b> Each campus should implement a Good Samaritan policy to encourage students to report serious incidents to campus officials.	<p><b>COMPLETED.</b> ECU passed The Good Samaritan Regulation in Spring 2014 and the policy went into effect during the Fall 2014 semester. The purpose of the Good Samaritan Regulation is to remove a potential barrier and facilitate access to emergency medical care in cases of alcohol related medical emergencies. The goal is to increase the likelihood that a student needing medical assistance will receive this assistance by reducing the reluctance of individuals to seek out appropriate help due to fear of potential University consequences assigned by the Office of Student Rights and Responsibilities (OSRR) to themselves or another individual in need of assistance.</p> <p>Bystander Intervention: This is part of the Certified Peer Educator training that happens each fall with the Healthy PIRATES student organization and each spring with the students in the Wellness Living Learning Community. We have conducted trainings with the athletic department and hope to continue that in the fall and spring. It is currently part of the job description for our open position, Assistant Director of Wellness Programming. We would like to get in front of the Greeks at some point (hopefully collaborating with multiple departments) to address bystander intervention as well. As of January 2015, 50 ECU staff, faculty, and students completed a five hour bystander intervention training conducted by Step Up Facilitators from the University of Virginia.</p>
<b>Recommendation 17:</b> Each campus should clearly communicate to students and employees the on- and off-campus resources available for individuals struggling with substance abuse.	<b>COMPLETED.</b> The Center for Counseling & Student Development (CCSD) and Student Affairs staff (from Campus Recreation and Wellness, and others) do extensive outreach regarding alcohol and other drugs. This includes outreach to such entities and groups that include: all incoming freshmen at orientation, residence halls, fraternities/sororities, SGA and other student leaders, athletics/student athletes, classroom presentations (especially to COAD 1000 and Health 1000 classes), parents of ECU students, amongst several others. During the 2014-2015 year, CCSD (alone) did 62 outreach presentations to 8448 individuals on campus regarding alcohol and other drugs. This also includes outreach to staff and faculty per education on alcohol and other drug related issues. Each



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	<p>presentation includes information about resources and services available on campus to assist with substance related issues.</p> <p>All incoming freshmen under the age of 21 years old are mandated to complete an online alcohol education module called AlcoholEdu. This has now been the case for the last five year. Each year 99%+ of the freshmen class completes this research-based and effective alcohol education program. Last year, approximately 4400 ECU freshmen completed this education module during summer and fall 2014. Included in this program is information, with links, to websites for resources available to assist with issues pertaining to alcohol and other drugs.</p> <p>Regarding information about resource available off campus, the CCSD webpage has three links pertinent to this issue. The first link is for students who wish to seek off campus alcohol and other drug related assistance. This link is to the local mental health network provider that is the resource and conduit to behavioral health assistance in the community and states as follows: Other resources are available for those wishing to seek treatment with off-campus providers, available through East Carolina Behavioral Health Network Provider Directory. <a href="http://www.ecbhlme.org/en/For-Providers/Provider-Directory">http://www.ecbhlme.org/en/For-Providers/Provider-Directory</a>. The second link from the website is to the Alcoholics Anonymous webpage in which information is available about availability of off campus AA Meetings in the community. <a href="http://www.aa.org">www.aa.org</a> (of note, ECU has a weekly AA meeting that meets on campus each Saturday in the Student Recreation Center). The third link from the CCSD webpage is pertinent to faculty and staff:</p> <p>The Collegiate Recovery Center (CRC) has been underway for the past two years based on grant from the Governor’s office. During the 2014-2015 year, infrastructure for the CRC was created, and information gathering was done among the small committee working on the project. Two offices (one for a Coordinator and one for a CRC lounge) were secured in the Center for Counseling and Student Development (space for a lounge already existed in the Campus Recreation and Wellness office). Items promoting the ECU CRC on campus were purchased along with items addressing existing substance related issues on campus e.g.: Naloxone was made available for all ECU PD officers to carry, educational/assessment program purchased for students who have violated the code of conduct, harm-reduction and safety campaign reinforcement items were all procured. During the 2015-2016 year, the CRC website for ECU was completed and went live. A CRC coordinator was hired in September to oversee and coordinate activities – advertisement,</p>

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	<p>recruitment of students, and implementation of programming/treatment that complements existing substance prevention/treatment efforts. At this time, there are two active members in the CRC. Based on consultation with existing programs, the goal is to have 5 active members by May, 2016.</p> <p>The CCSD does not provide ongoing counseling services for University employees. However, if an employee is in crisis a professional staff member will meet with the employee one time to assess a concern or problem and make an appropriate referral to another source of help. An Employee Assistance Program is available that includes confidential assessments, and referrals for employees who work a minimum of 30 hours/week. Other resources are available for those wishing to seek treatment with off-campus providers, available through East Carolina Behavioral Health Network Provider Directory. Please follow the link here and search under the appropriate specialty category or contact the CCSD for more information.</p>
<p><b>Recommendation 18:</b> University leadership should commit to eliminating institutionally-sponsored messages that encourage a culture of alcohol use.</p>	<p><b>COMPLETED.</b> ECU leadership is keenly aware of the many negative impacts that the misuse of alcohol causes on a college campus. The misuse of alcohol has consequences for all of our campus community members in terms of health, safety and well-being, academic environment and University student retention, and in other myriad ways. Thus, we have dedicated University resources to address underage drinking and the misuse of alcohol in our campus community. We do this through strong programming focusing on prevention and early intervention education and counseling. ECU leadership is fully cognizant that institutionally sponsored messages that might encourage a culture of alcohol use are counter-productive to our goals and mission of the institution, and thus we monitor for such messages and discourage and /or disallow them. The ECU Faculty Senate sends out an e-mail each Fall that reads, in part: "Members of the ATOD Task Force and your faculty officers encourage you to use caution and discretion when discussing alcohol and other drug use in your interactions with students, be it in the classroom, the laboratory, faculty offices or in informal settings. We are very sensitive to academic freedom and this request in no way seeks to impinge on that principle. We also understand that humor is an instructive tool.</p> <p>Beginning in 2014, Campus Rec &amp; Wellness will require club sports teams to perform background checks on coaches, and we will be requiring them to take the University workplace violence and harassment training.</p>
<p><b>Recommendation 19:</b> Each campus should create a safety-centered mobile phone application for students.</p>	<p><b>IN PROGRESS.</b> In Fall 2014, a group of faculty, staff and students were organized to review commercially available safety applications that provide panic button, crime mapping, concerns</p>

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	<p>reporting, safe walk and other assistance options. Eight systems were evaluated against the ECU criteria and four companies were selected to provide presentations. The top two choices provided demonstrations and the group identified its unanimous #1 choice. Over the summer, EH&amp;S coordinated a hands-on demonstration between students, staff and ECU Police Dispatch and all were impressed with the product and encourage its purchase. EH&amp;S purchased the safety app in Fall 2015 with implementation of a soft rollout planned for Spring 2016. The ECU version of the app is currently under review and a marketing campaign is being developed for full rollout to faculty, staff and students in Summer Orientation and Fall 2016.</p>
<p><b>Recommendation 20:</b> Each campus should implement a multi-faceted primary prevention and awareness campaign for students and employees.</p>	<p><b>COMPLETED.</b> ECU’s alcohol and other drug (AOD) prevention efforts are geared to engage students in an educational, non-punitive fashion, and to encourage student participation and dialogue in this process. All programs are also aimed at meeting the developmental needs and issues common amongst this college population. We recognize that abstinence from mood altering chemicals is a choice that many students make, thus all of our programming includes discussion of this option with respect to substance use. For this reason, soon-to-be and current first-year students receive a sizable percentage of programming efforts, as research has consistently demonstrated that this population is most “at risk” for problems associated with AOD issues. All programs are designed to educate students about the issues and risks associated with alcohol and other drugs common on college campuses across the country, i.e. violence/sexual violence, overdose, accidents/injuries and health issues, legal ramifications, social norming messages, and harm-reduction strategies. Also, of note is that we tailor our educational programming specifically to our ECU campus based on our research data, feedback from student groups, and themes particular to our campus. We strongly believe that this tailored approach is far superior to a more generic approach that would not contain the same ECU specific educational messages that we incorporate into all of our programming. We additionally view AOD prevention and education as an essential ingredient in University retention efforts for students. Therefore, the adverse role that AOD issues have on student success, grade point average being an immediate example, is taken into account and is made part and parcel of many programs delivered.</p> <p>Bystander Intervention training is available.</p> <p>All faculty and staff are required to complete a mandatory online module, “Preventing Discrimination and Sexual Violence.” The module includes information about ECU policies and procedures related to sexual misconduct, consent, and reporting options. Face to face educational sessions related to</p>

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	<p>mandatory reporting, Title IX rights and responsibilities, re-victimization, the role of alcohol and drugs in sexual assault, and trauma are also offered to faculty and staff through open sessions, and by request.</p> <p>A Title IX website was created last year with a specific section for faculty and staff. Sexual misconduct awareness materials are placed in The East Carolinian and digital monitors across campus. A sexual misconduct and interpersonal violence guide was published and disseminated providing information about mandatory reporting responsibilities, and a Title IX/VAWA booklet is available with key terms and resources available on campus.</p>
<p><b>Recommendation 21:</b> Increase salaries for public safety officers and telecommunicators to established law enforcement market rates.</p>	<p><b>COMPLETED/ONGOING.</b> Salaries of officers and telecommunicators have been increased to reflect current market rate in accordance with the student safety fee allocation provided by the UNC GA. ECU Police has provided HR with justification and documentation to utilize the metropolitan rate.</p>
<p><b>Recommendation 22:</b> Establish and fund a Clery compliance officer position at each campus.</p>	<p><b>IN PROGRESS:</b> ECU has a designated Clery Compliance Coordinator but the position has other duties with Clery included as only 20-25% of the responsibilities. Increased regulatory requirements over the past few years show need for a full-time, dedicated Clery Coordinator position as verified by internal analysis and Margolis-Healy assessment. The Chancellor provided ECU Police with funding this year for a full time Clery Coordinator to meet the increased need. This position is currently in the hiring process with interviews scheduled for early February.</p>
<p><b>Recommendation 23:</b> Each campus should establish a Clery Act oversight committee.</p>	<p><b>COMPLETED/ONGOING.</b> Our Annual Security (Clery) Report is reviewed by an ad-hoc group of university officials before it is published, including key staff from University Attorney, Internal Audit, ECU Police, Environmental Health and Safety, Student Affairs and others. This review and oversight will be included in the charge for the security and emergency subcommittee as we evaluate the university safety committee structure.</p>
<p><b>Recommendation 24:</b> Each campus should establish a Title IX response team.</p>	<p><b>COMPLETED.</b> There is a response team that meets monthly to discuss cases and other concerns. Team is comprised of appropriate people from Dean of Students, Student Rights and Responsibilities, ECU Police Department, Equity and Diversity, Counseling Center, etc. We also have a compliance team and a sexual misconduct advisory team.</p>
<p><b>Recommendation 25:</b> The University should enhance its staff capacity to support campuses by offering compliance assistance, training, and coordination in campus security and safety matters.</p>	<p>Requires GA system-wide coordination. ECU Police and other key personnel participate in training opportunities offered by the UNC GA. The UNC Chief's group have monthly telephone meetings and/or web meetings conducted by the UNC GA Associate Vice President of Campus Safety and Emergency Operations. Annually, the UNC GA Associate Vice President of Campus Safety and Emergency Operations hosts a Chief's Conference. Chiefs and other police department personnel</p>

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	attend the training. A portion of the conference includes emergency managers and Associate Vice Chancellors.
<p><b>Recommendation 26:</b> With coordination through General Administration, campuses should work together to develop guidelines and other training materials, a compliance checklist of regulatory requirements associated with campus security and safety, content checklists, manuals, sample template communications, compliance updates, etc. to support the general efforts of campuses in security and student safety.</p>	<p><b>IN PROGRESS.</b> ECU will work with UNC-GA through the UNC Chiefs' group and others to share best practices and develop guidelines, training materials, compliance checklists, manuals, templates and other materials related to campus security and student safety. ECU requires that all employees complete our newest education module, "Preventing Discrimination and Sexual Violence." Employees hired on or after October 1, 2014 are required to complete this educational module within 90 days of their hire date. Employees hired before October 1, 2014 will have until April 6, 2015 to comply with their responsibility of completing the module. Campus Security Authorities changed to an online format, which provides a better method of tracking. ECU Police Officers receive training in Clery Act Regulations, Title IX Regulations, Review of All Hazards Plans, and other security and safety trainings. ECU Police Department ALERRT (Advanced Law Enforcement Rapid Response Training) Instructors assist all university police departments within the UNC System in emergency response training. UNC GA has established web portals for UNC System Chiefs and UNC Emergency Management. These portals are used to provide and update policies across the system, and to provide best practice discussions based on internal and external influences. System universities can actively participate in discussions and are free to post information via the portals. Topics range broadly from Clery Compliance, use of force, general safety and policy issues (including posting policy manuals), and event planning.</p>
<p><b>Recommendation 27:</b> The University should assemble and utilize UNC system Clery Act compliance peer review teams and/or external audits.</p>	Requires GA system-wide coordination.
<p><b>Recommendation 28:</b> Create and fund victim assistant positions within each campus law enforcement agency.</p>	<p><b>COMPLETED.</b> We have a Victim Advocate position within the Counseling Center; person started (Spring 2015). The Victim Advocate will provide crisis intervention and ongoing services to enrolled student victims/survivors. The Victim Advocate will provide crisis intervention (one session) and referral (for counseling and/or advocacy) for non-students.</p>
<p><b>Recommendation 29:</b> Develop a campus climate survey.</p>	<p><b>COMPLETED/IN PROGRESS.</b> ECU project was administered to the campus (Oct. 2015). The Project is a three phase campus climate initiative beginning with a survey that includes questions related to sexual misconduct, including harassment and assault. The survey will identify gauge the university's perception related to sexual misconduct prevention, training, and response.</p> <p>In addition to the Climate Survey, as a requirement of the Police Department's accredited status, a survey on the effectiveness and response of the Police Department is conducted once every three</p>

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	years. A survey was conducted in the Spring 2015. The Police Department and Title IX Coordinator are collaborating on this survey to include information each unit will need.
<b>Recommendation 30:</b> Each campus should acquire Clery Act compliance and reporting software.	<b>COMPLETED.</b> ECU Police collect crime data through their recordkeeping and report management software system, which was purchased several years ago. Compliance with Clery recordkeeping still requires a lot of effort and some manual collection. ECU plans to work with the other UNC schools to review Clery-specific software that may make the process more efficient.
<b>Recommendation 31:</b> Each campus must have established protocols for responding to serious offenses against persons, including sexual misconduct, and Clery-reportable crimes.	<b>COMPLETED.</b> The University’s “Interim Regulation on Sexual and Gender based Harassment and Other Forms of Interpersonal Violence” outlines the University’s response protocol for sexual violence and harassment.
<b>Recommendation 32:</b> Campuses should identify and clearly communicate reporting options, confidential resources, and additional on- and off-campus. Campuses should clearly communicate confidentiality and privacy considerations related to use of these resources.	<p><b>COMPLETED.</b> University will ensure due process rights for all parties</p> <ul style="list-style-type: none"> <li>• All parties will be treated fairly and equally</li> <li>• Investigation will focus on the rights of the complainant and the respondent</li> <li>• All parties will be given notice</li> <li>• All parties will have an opportunity to be heard at a meaningful time in a meaningful way</li> </ul> <p>Resource information for students can be found at: <a href="http://www.ecu.edu/deanofstudents/title_ix-resources.cfm">http://www.ecu.edu/deanofstudents/title_ix-resources.cfm</a></p> <p>One of these resources, The Center for Counseling and Student Development (CCSD), operates under the confidentiality afforded by North Carolina state law, privacy standards offered by Family Educational Rights and Privacy Act (FERPA), and professional ethical principles. Applicable NC statues regarding privacy and confidentiality include General Statue 122C-52 and Sections 8-53.3 and 8-53.7 of the General Statues. Issues of privacy and confidentiality are also addressed in the Ethical Principles of Psychologists and Code of Conduct, the Code of Ethics of the National Association of Social Workers, and the American Counseling Association Code of Ethics. According to FERPA, educational records are identified as “records, files, and documents and other materials which contain information directly related to a student and are maintained by an educational agency or institution, or by a person acting for such agency or institution. In addition to the FERPA guidelines, some HIPAA standards have been adopted. The combination of North Carolina State Law, FERPA and HIPAA standards are the basis for the confidentiality/privacy practices offered through the CCSD.</p>

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<p><b>Recommendation 33:</b> Campus personnel should schedule and participate in regular meetings with their local law enforcement agencies.</p>	<p><b>COMPLETED/ONGOING.</b> The Center for Counseling and Student Development (CCSD) maintains regular contact with the ECU Police Department and local law enforcement agencies. CCSD co-serves on several committees with ECUPD and both departments effectively rely upon each other in our professional capacities.</p> <p>The Office of Student Rights and Responsibilities (OSRR) has worked to strengthen partnerships with Greenville Police and ECU Police. Annually, meetings occur between Greenville Police and ECU’s OSRR staff. Regularly interaction occurs daily between OSRR and the ECU Police Department staff. Additionally, OSRR staff have been participating in ride along with Greenville Police as a way to build partnership.</p> <p>ECU is very proud of the collaboration of local law enforcement and their understanding of the university community and its policing needs. Chief Lewis is the President of The Pitt County law enforcement agency executives who meet monthly to share information on cases, trends resource sharing, collaborative operations, and initiatives. The Pitt County Law Investigators Group and the Pitt County Law Enforcement Officers Association, a group of law enforcement and district attorney agency members, meets monthly to discuss information and cases that may affect other agencies. Currently, ECU Police Chief Lewis and Greenville Police Chief Holtzman meet regularly to discuss law enforcement initiatives, exchange information on any crime trends and other law enforcement matters. The ECU Police Department has an officer assigned to the Greenville Regional Drug Task Force. Other agencies represented are the State Bureau of Investigation, Pitt County Sheriff’s Office, Greenville Police Department, Winterville Police Department, and Farmville Police Department. ECU Police Officers work special duty assignment in the downtown area of campus on Thursday through Saturday nights. The supervisor assigned to this detail meets nightly with the Greenville Police Department Impact Supervisor for a briefing exchange. This is a coordinated effort that includes patrols into the neighborhood adjacent to downtown and the campus. The local FBI Office has been incorporated into the Police Department’s Football Operations Plan, as well as, the use of the Greenville Police Department Mobile Command Center on game days. A new initiative by Chief Lewis and Chief Holtzman will be to conduct combined Command Staff meetings on a quarterly or semi-annually basis. In addition, Chief Lewis is working to implement a meeting with all law enforcement agencies (federal, state and local) within Pitt County. This will allow all agencies to meet and exchange information on resources that are available.</p>

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<b>Recommendation 34:</b> The University should develop a basic manual for conducting and documenting investigations.	<b>COMPLETED.</b> ECU has a clearly outlined process for conducting Title IX investigations from receipt of complaint to resolution of case.
<b>Recommendation 35:</b> The University should develop standards and guidelines to coordinate and further enhance training and information-sharing among the public safety departments of the constituent institutions.	Requires GA system-wide coordination. <i>Currently, UNC Campus Police Departments share information through a shared data system hosted at the GA level. In addition, the UNC GA Associate Vice President for Campus Safety &amp; Emergency Planning conducts telephone meetings on a monthly (or more often, if necessary) basis with all UNC System police chiefs and emergency managers.</i>
<b>Recommendation 36:</b> The University should complete implementation of high priority recommendations of the 2007 Campus Safety Task Force.	Requires GA system-wide coordination. <i>ECU will review these recommendations as part of the upcoming assessment and strategic planning for campus safety.</i>



East Carolina University  
Board of Trustees  
Finance and Facilities Committee  
February 18, 2016

Session	Finance and Facilities Committee
Responsible Person	Vice Chancellor for Administration and Finance Frederick Niswander
Agenda Item	II.H.
Item Description	Other
Comments	N/A
Action Requested	Information
Disposition	
Notes	