



East Carolina University | Board of Trustees

University Affairs Committee Meeting | September 19, 2013

Agenda

- I. Approval of April 18, 2013 Minutes **Action**

- II. Focus on Enrollment
 - A. Academic Affairs
 - 1. Budget Cuts
 - a. How budget cuts have been allocated to colleges
 - b. Reallocation of positions
 - 2. Undergraduate Enrollment
 - a. Current Project
 - b. Projected undergraduate enrollment - 2014
 - B. Student Affairs
 - 1. Campus living
 - 2. Student impact based on enrollment numbers
 - 3. Student Affairs update (information only)
 - C. Research & Graduate Studies
 - 1. Strategies for handling graduate enrollment

- III. Closed Session

East Carolina University
Board of Trustees
September 19, 2013

Session	University Affairs
Responsible Person	Edwin Clark
Agenda Item	I.
Item Description	Minutes from April 18, 2013
Action Requested	Committee approval
Disposition	
Notes	

Minutes of the Meeting of the
University Affairs Committee
East Carolina University Board of Trustees
April 18, 2013 at 3:00pm
Mendenhall Student Center

Attending: Robert Brinkley (chair), Bob Lucas, Matt Paske, Edwin Clark, Danny Scott, Bobby Owens, Marilyn Sheerer, and Virginia Hardy.

Meeting began 3:02pm

The minutes from the previous meeting were approved.

Mr. Brinkley opened the meeting by reading the conflict of interest statement.

Mr. Brinkley called for the University Affairs Committee to enter into Closed Session to address one agenda item.

■ **CLOSED SESSION MOTION**

- Mr. Paske moved that we go into Closed Session:
 - To prevent the disclosure of confidential information under N.C. General Statutes §126-22 to §126-30 (personnel information) and the federal Family Educational Rights and Privacy Act;
 - To consider the qualifications, competence, performance, character, fitness, or conditions of appointment of one or more prospective and/or current employees and/or to hear or investigate a complaint, charge, or grievance by or against one or more individual employees; and
 - To consult with an attorney to preserve the attorney-client privilege between the attorney and the Committee.
- NOTE! Minutes for Closed Session were taken separately.

Academic Affairs

■ **Honors College Updates**

- Dr. Richard Eakin provided some updates with the EC Scholars Program and the Honors College.
 - In August 2010, the first class of students attended the Honors College and the fourth class is now preparing to enter its fourth class for fall 2013 which will bring the student numbers up above 370 students.
 - He stated that ECU should be very proud of the progress and work to build well-rounded student leaders who are serving and giving back to eastern North Carolina as well as building partnerships with faculty and staff on campus on varying topics. He said there are a series of colloquia available to the students too.
 - Dr. Eakin said that ECU is laying the groundwork to become an exemplar for Honors Colleges across the country. A state conference was hosted at ECU this year and the president is Kevin Baxter, associate dean of the Honors College.
 - He did state that with the growth and success of the Honors College, there is a need for more resources and assistance to continue to move forward as we all intend it to do. There are resources and funds, outside of state funds, that are sorely needed. One of those resources is new faculty/staff for the Honors College. These new people would be focused on recruitment across the state and really has been done by only three or four people who are most all of the state and leadership. They would also like to make the half time faculty fellows in HC full time as well as an advancement position. It is marketable and successful.
 - He shared some of the impressive retention numbers of our highest caliber students. The numbers are far above the average student retention number.

■ **Petition for Political Activity – Dr. Calvin Mercer**

- Dr. Sheerer referred to a petition in the board materials from Dr. Calvin Mercer. Alan White and Provost Sheerer have signed the petition to have him remain serving on the Greenville City Council. Bobby Owens made a motion, Bob Lucas seconded and it was approved with no opposing votes.

■ **Conferral of Degrees**

- Matt Paske made a motion to confer the degrees for the spring commencement ceremony. Bob Lucas seconded the motion and it was approved with no opposing votes.

■ **Supplemental Pay Policy**

- This was removed from the agenda due to a lack of materials given to the board in advance.

■ **Nooherooka 300 (Neyuheruke) – Larry Tise**

- The land where East Carolina University exists where the Tuscarora nation resided 300 years ago. There was a 300th anniversary event held on campus in March 2013. The Fort Nooherooka battle was one of the bloodiest battles in the history of North Carolina where a large majority of the Tuscarora nation was killed. During the 300th anniversary event, there was a tree planting to remember the Tuscarora nation. Additionally, there was a monument, designed by an Art faculty member in the Snow Hill area. There was a ribbon cutting and an Indian style dedication for the monument. A Nooherooka “wampum” belt was given to ECU, created especially for East Carolina University. The wampum has a specific message for East Carolina and was presented to Provost Sheerer. There are 770 beads, each carved separately, to make the wampum. A resolution was submitted to the board for approval.

Research and Graduate Studies

■ **Undergraduate Research**

- Mary Farwell introduced students, and the faculty who advised/assisted them, who have been working on undergraduate research.
 - Derrick Wirtz introduced Juliann Stalls, a junior, to talk about her project “The Effects of Perceived Self-Esteem and Self-Control on Judgments of Others’ Health Risks.” Juliann has presented her research at the local, state and national levels. She was talking about the levels of self-control and self-esteem and positive health outcomes. She showed connections between people likely to get cancer with positive self-control and self-esteem.
 - Brent Keiper, from Brody School of Medicine, introduced Jacob Subash to talk about his project called “Protein synthesis factors have different roles in gamete development.” He is a part of the EC Scholars program and the Honors College. His research is involved in germ cell development.
 - Carl Billingsley introduced Samantha Woitovich is a sculpting student at ECU and talked about her research project called “Sculpting Feelings into Form.” Samantha sculpted her own shape into a life-sized figure created in bronze. She wanted to capture the tranquility and serenity experienced while sinking under water. She shared her experiences throughout the process from concept to completion. It’s on display at Emerge gallery currently and then will be on display at Joyner Library.

Student Affairs

■ **Review of Greek Life**

- Keith Tingley presented about Greek Life at ECU. The core values are friendship, leadership, philanthropy and scholarship. ECU has 17 Interfraternity Council groups, 5 Multicultural Greek groups, six NPHC groups and 9 Panhellenic groups. He shared some data related to Greek Life nationally vs. locally at ECU. There are 1,887 students involved in Greek Life at ECU. Keith shared some of the proactive educational programming with the Greek organizations. A large part of our education process discusses accountability with our students. ECU has a policy/contract with the students as a part of the anti-hazing action on campus. In the last five years, there have been seven closures, all of which have been enforced by national organizations. There have been four suspensions as well as several formal notices. Keith, as well as his staff, discussed some of the

preventative actions taken and educational plans to make sure students and groups don't make mistakes or take wrong actions. This is important because we aren't waiting for problems to arise, but getting ahead of the issues before they could blow up. Keith stated that students in the Greek community are more likely to be retained and graduate vs. non-Greek students. 11 of the 37 Greek chapters have a 3.0 GPA and the number continues to climb. There is an expected growth of Greek chapters in the coming years with new chapters wanting to come to ECU.

Meeting Ends at 5:36pm

Respectfully submitted by Christopher Stansbury

East Carolina University
Board of Trustees
September 19, 2013

Session	University Affairs
Responsible Person	Marilyn Sheerer
Agenda Item	II. A.
Item Description	Focus on Enrollment – Academic Affairs
Action Requested	Information only
Disposition	
Notes	II. A. 1. Budget Cuts II. A. 2. Undergraduate Enrollment



Fall Semester 2013 Enrollment Update

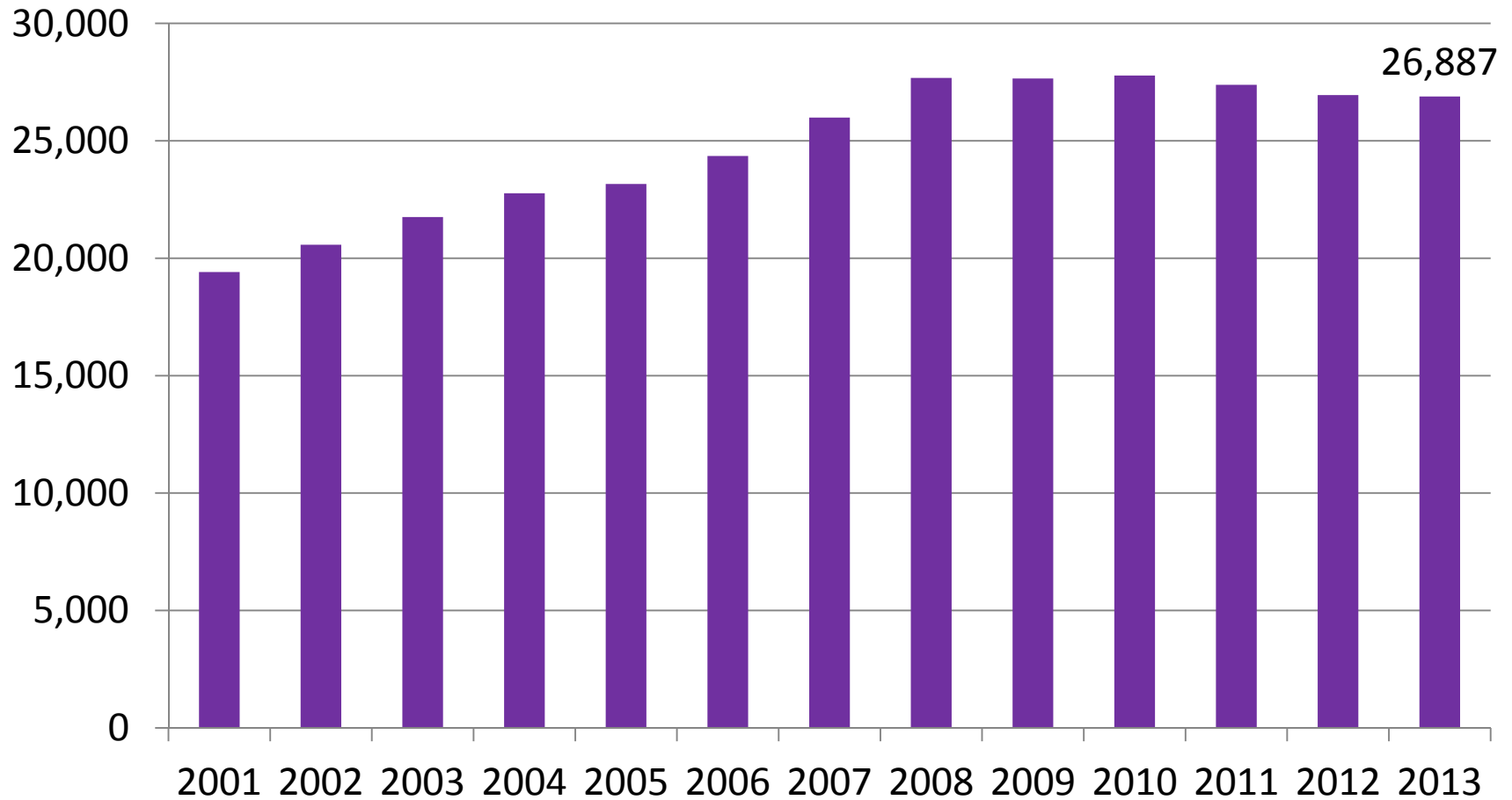
John T. Fletcher, EdD
Associate Provost
Enrollment Services

Fall Semester 2012- Fall Semester 2013 Enrollment Comparisons

Category	Fall 2012	Fall 2013	Difference
Total University	26,947	26,887	-0.22%
Undergraduate	21,298	21,507	0.98%
Graduate	5,226	4,903	-6.2%
BSOM	319	323	1.25%
SODM	104	154	48.08%

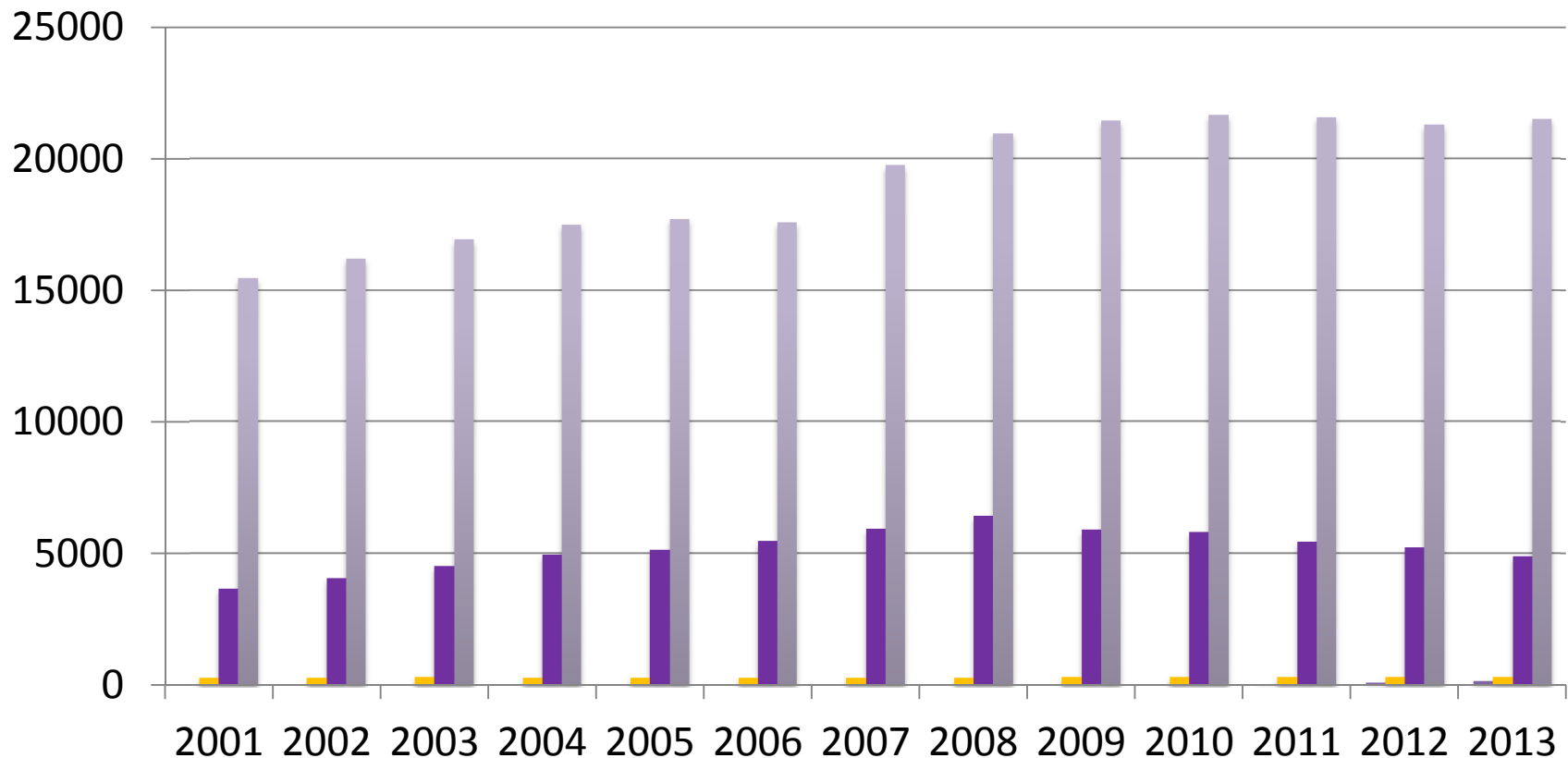
Enrollment numbers provided by IPAR 9/4/2013 are preliminary

Total University Enrollment Fall Semester 2001-2013



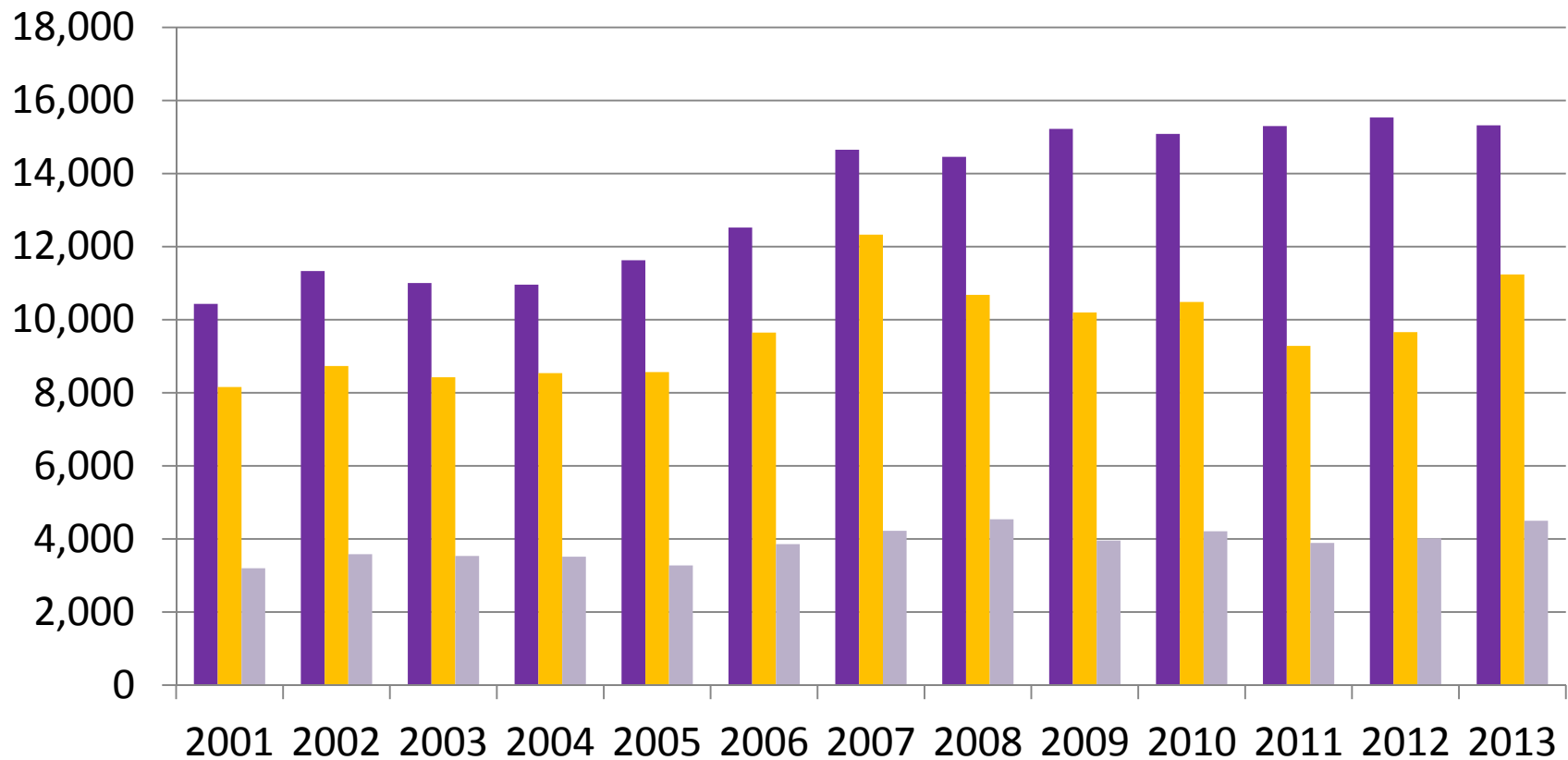
Undergraduate, Graduate and Medical Enrollment Fall Semester 2001-2013

■ Dental
 ■ Medical
 ■ Graduate
 ■ Undergraduate

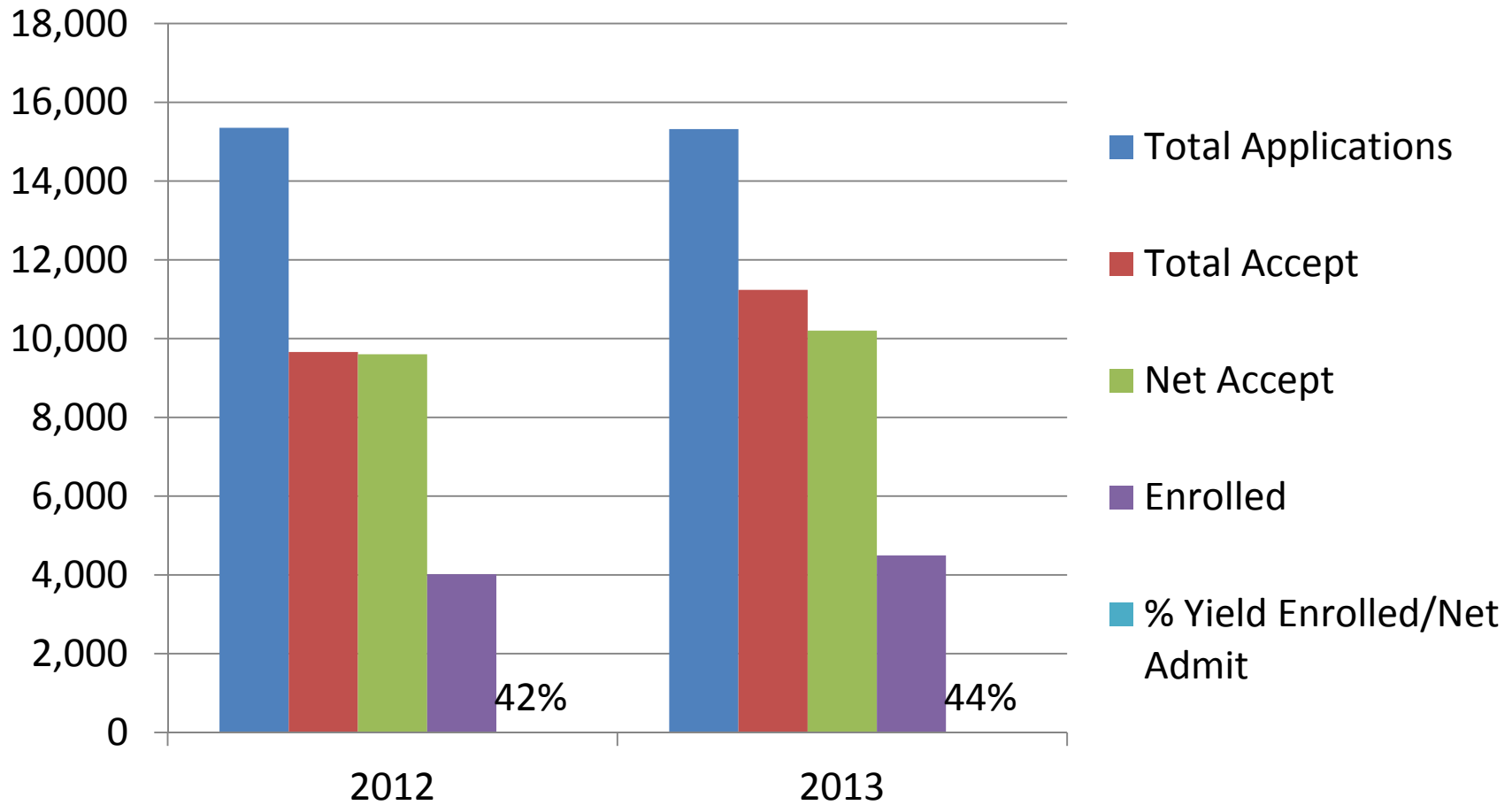


Freshmen Applications Total Complete, Total Accepted and Total Enrolled Fall Semester 2001 - 2013

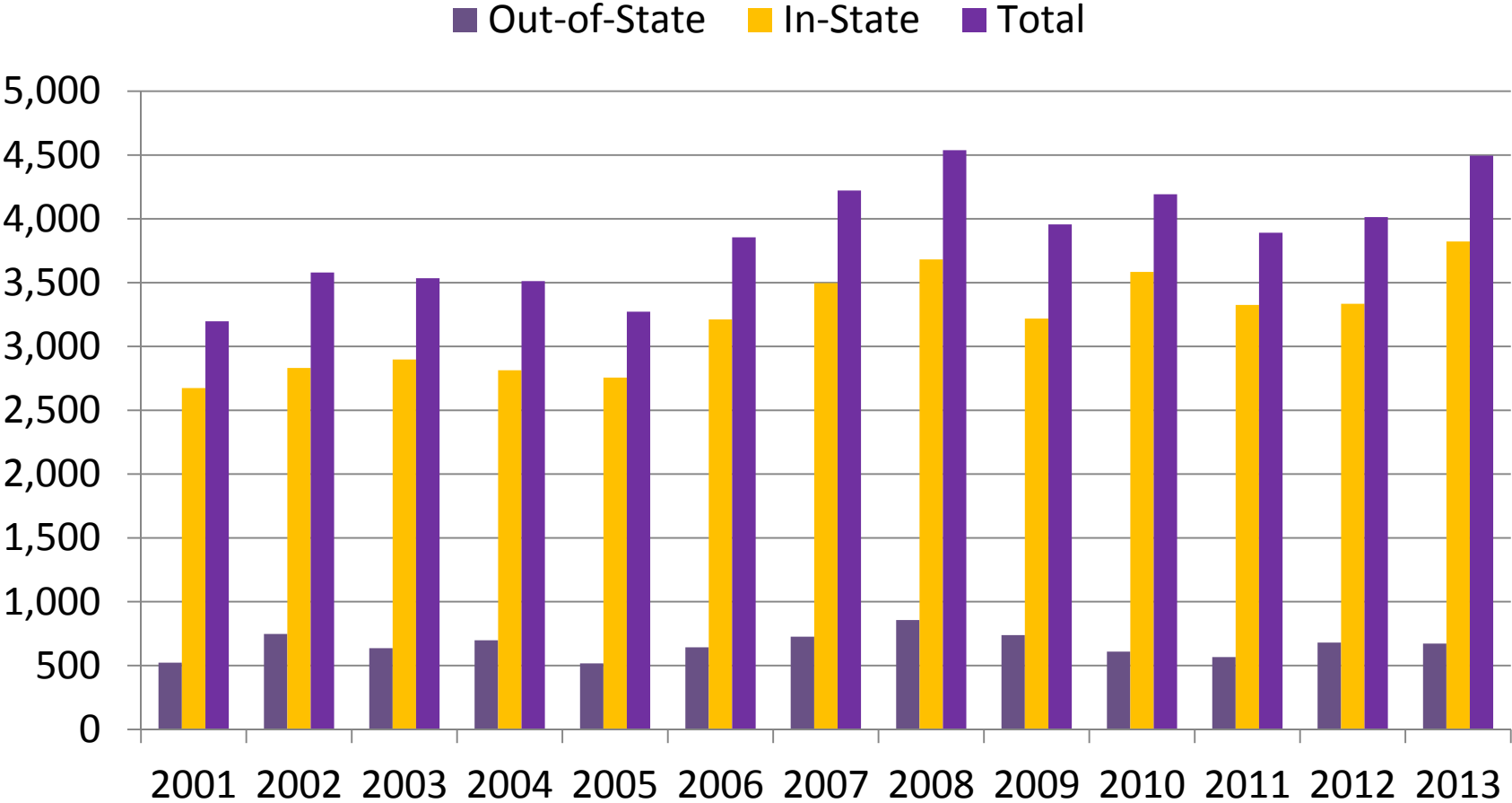
■ Total Complete Applications ■ Total Accepted ■ Total Enrolled



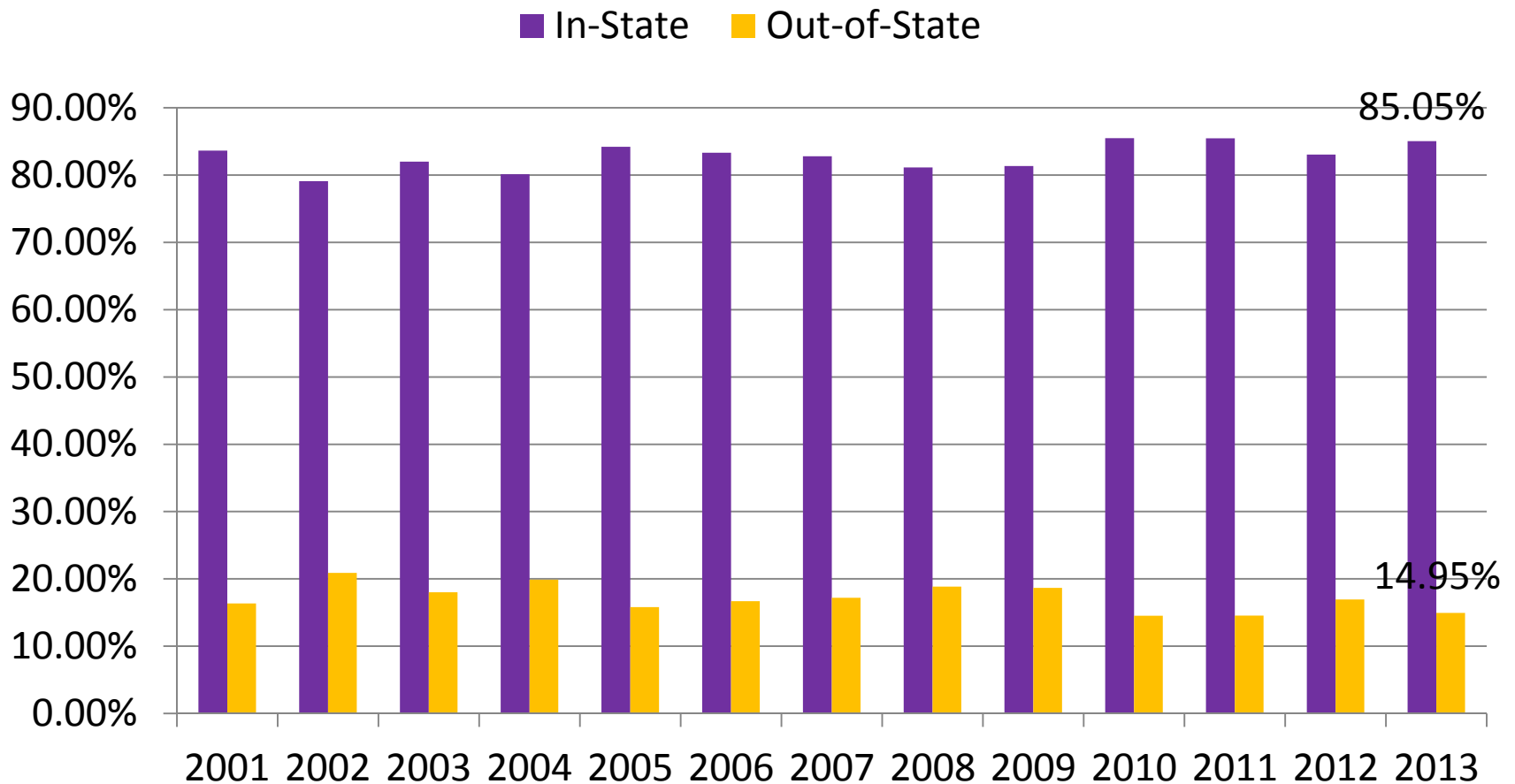
Yield Net-Accepted Students Fall 2012 – Fall 2013 Comparison



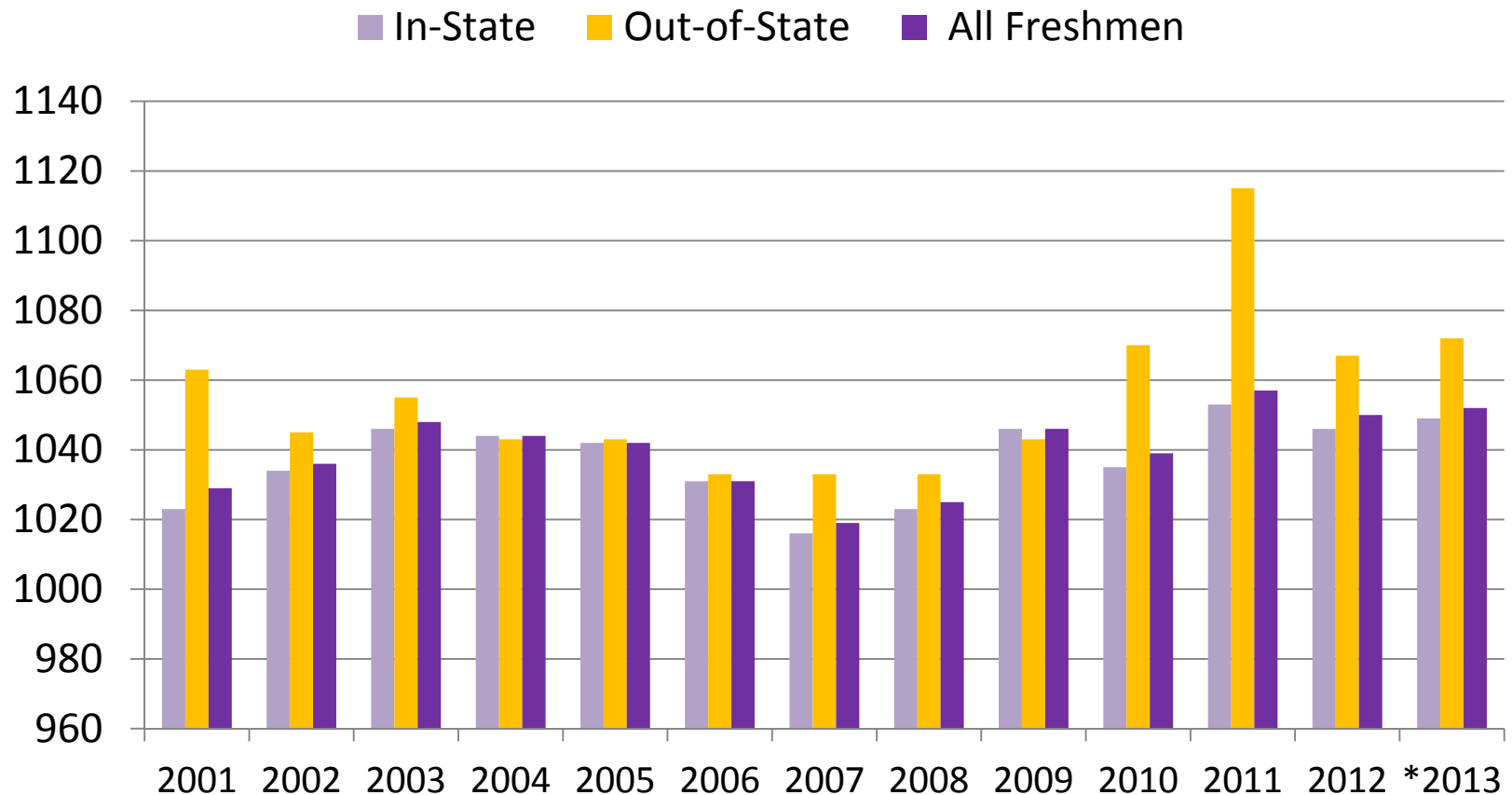
Enrolled Freshmen In-State and Out-of-State Fall Semester 2001-2013



Percent In-State and Out-of-State New Freshmen Fall Semester 2001-2013

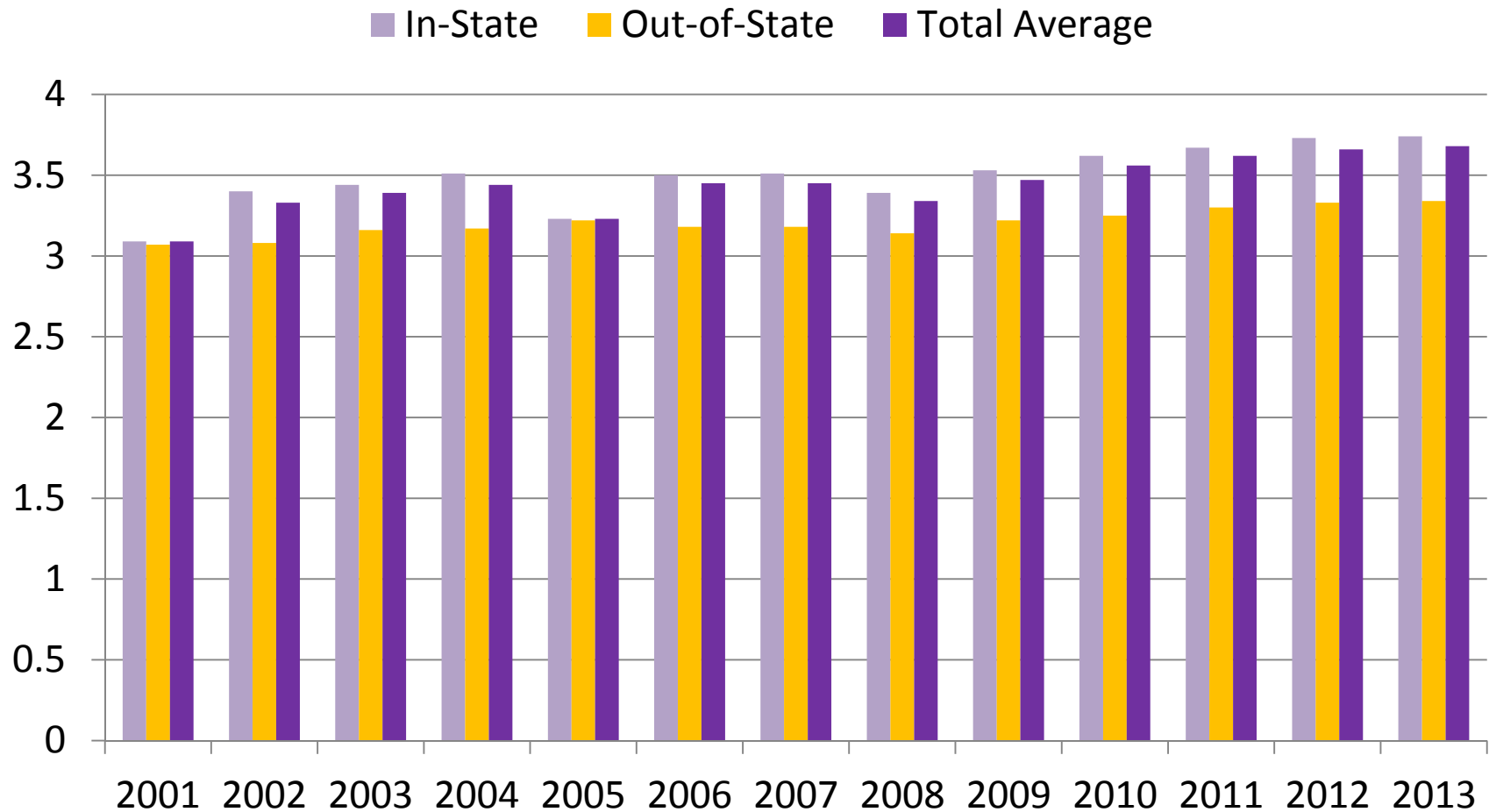


Average SAT for Entering Freshmen In-State and Out-of-State Fall Semester 2001-2013

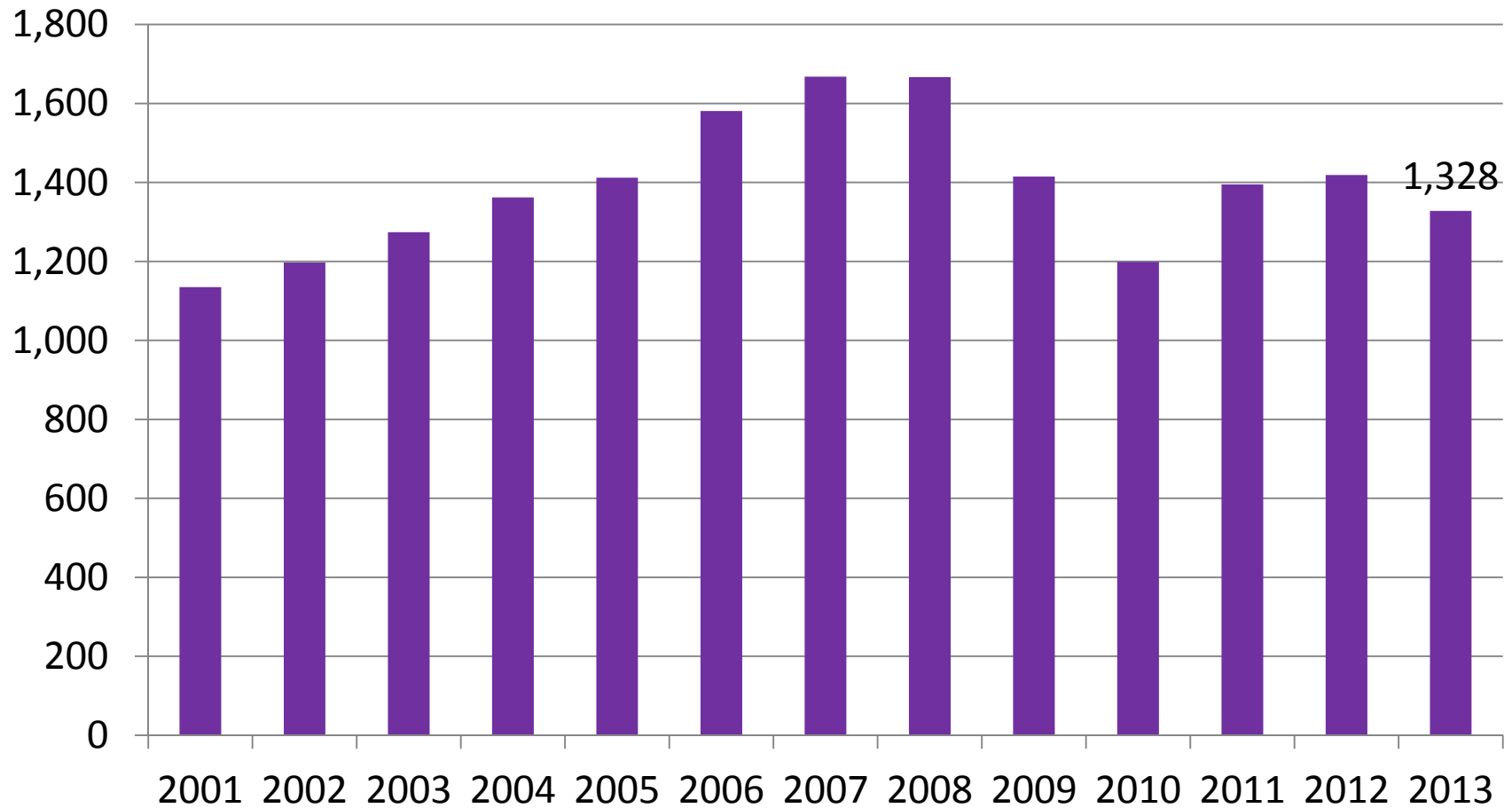


*2013 SAT averages for enrolled students who were admitted based on SAT score

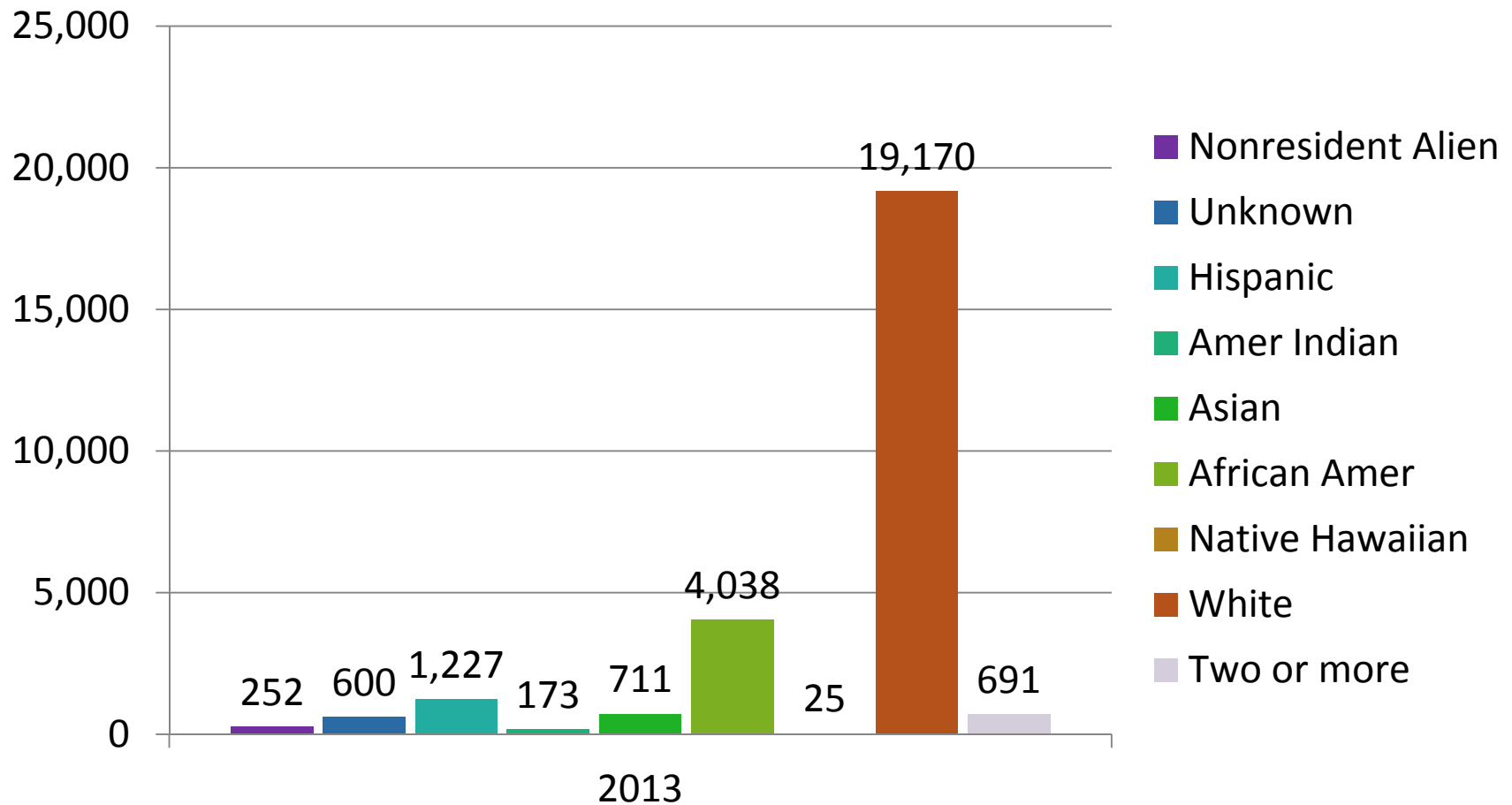
Average HSGPA for Entering Freshmen In-State and Out-of-State Fall Semester 2001-2013



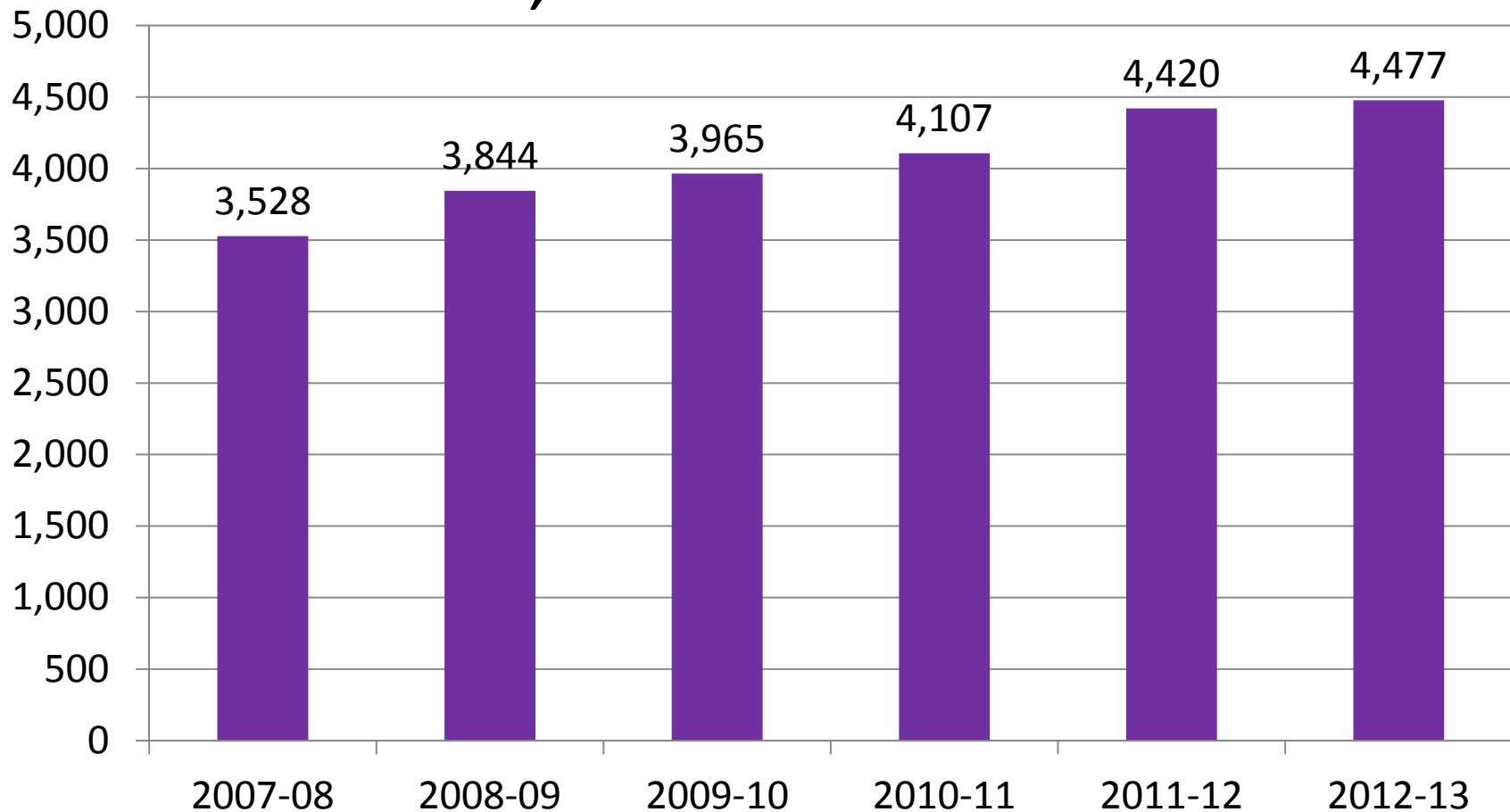
Enrolled Transfer Students Fall Semester 2001-2013



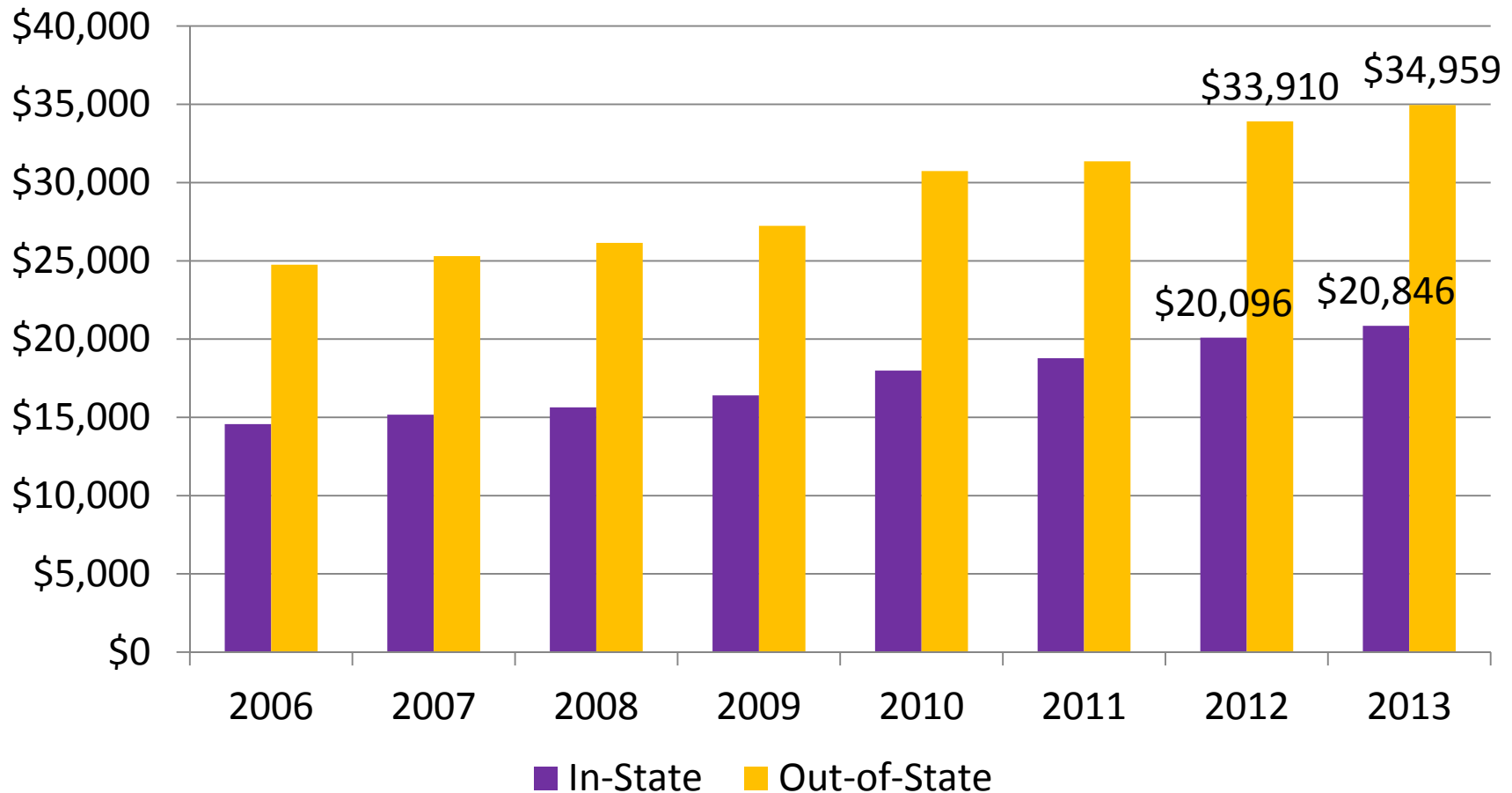
Fall Semester 2013 Race/Ethnicity



Conferred Undergraduate Degrees 2007-08, 2008-09, 2009-10, 2010-11, 2011-12 and 2012-13



Undergraduate Cost of Attendance In-State and Out-of-State 2006 - 2013



East Carolina University
Board of Trustees
September 19, 2013

Session	University Affairs
Responsible Person	Virginia Hardy
Agenda Item	II. B.
Item Description	Focus on Enrollment – Student Affairs
Action Requested	Information only
Disposition	
Notes	II. B. 1. Campus Living II. B. 2. Student Impact based on Enrollment Numbers II. B. 3. Student Affairs Update

Student Affairs

www.ecu.edu/studentaffairs



New Student Welcome and Convocation

- Over 4,000 first-year students attended the New Student Welcome and Convocation. With the additional support of Greek Life, student athletes and other student organizations, an estimated 4,300+ students filled Mingos Coliseum.
- The keynote speaker was Bob Kusbit, owner of One Louder Productions, which produces the multiple Emmy Award winning MTV series "MADE" as well as a variety of other programming for MTV, CMT, Oxygen and A&E. Mr. Kusbit advised students to make the most out of their time in college. *"College is a chance to break out of your own mold. You're starting a new life. There are no preconceived boxes for you to fit into. No matter what you do, don't just go to 10 (on the amplifier), turn it up to 11. Go one louder to be noticed."*
- Stephen Gray, DSS, was awarded the staff First-Year Advocate Award. Todd Fraley, CFAC, was awarded the faculty First Year Advocate Award. FR students nominate and vote on individuals who most made a difference for them during their first year on campus.
- Students from SoAD with a concentration in Cinematic Arts and Media Production, as well as students from Communications majoring in Media Studies and faculty from both areas attended a reception with the speaker following convocation.

Upcoming Events

September 12

Health Careers Fair

October 10

Career and Graduate Fair

November 1

Service-Learning Faculty Fellows Retreat

Increased freshmen enrollment impacts living situations

In excess of 4,500 new freshmen joined the Pirate Nation this fall. Because of such high enrollment, Campus Living and ECU made alternative housing plans for some of our upper-class students who had contracted to stay on campus but simply could not due to the lack of space. A partnership was reached with Province Apartments and North Campus Crossing to house over 270 returning and transfer students for the 2013-2014 academic year.

Legislative Changes

This summer has been very busy in the NC General Assembly and several new laws will impact our campus significantly. As these laws officially take effect, we are feverishly working with our ECU partners, the Greenville community, and the UNC General Administration for planning and implementation procedures. Here is a snapshot of some of the new laws:

House Bill 74 (Section 6c & d) – Enrolled students accused of disciplinary or conduct rules of the university have the right to be represented by a licensed attorney or non-attorney advocate who may fully participate during a conduct procedure. This will impact all disciplinary processes and hearings on campus with the exception of those relating to academic integrity. This bill would also not apply if the university has a Student Honor Court; meaning only students were making the procedural decisions. ECU currently has students, faculty and staff serving in this capacity. It also requires campuses to track the number and types of cases that this section impacts and any additional cost to the university and impact to students. A report must be submitted to the BOG by May 1, 2014.

House Bill 74 (Section 6a & b) – Equal treatment for fraternities and sororities by local government. "A zoning or unified development ordinance may not differentiate in terms of the regulations applicable to fraternities and sororities between those fraternities or sororities that are approved or recognized by a college or university and those that are not." When a fraternity or sorority is suspended or permanently kicked off campus, the city does not have the right to force out the residents of the Greek house. The university can revoke all rights, privileges and recognition of that group as a Greek organization affiliated with the university, but the city cannot re-zone that residence. This means even though fraternity X is no longer recognized at ECU, those male students can still live in the house.



New Campus Dining Options

Panda Express is a fast casual restaurant chain serving American Chinese now located within Destination 360 on the first floor of Mendenhall student Center. They offer a variety of food such as the popular orange chicken, Beijing Beef, Mandarin Chicken, and Kung Pao chicken. Combo meals are served with fried rice, steamed rice, chow mein, or mixed vegetables.

The Wedge is a healthy dining alternative now located in the Allied Health Sciences Building in the former Blimpie's space. The concept is fun, fresh and economical with all items under \$7. The menu features soups, daily sandwich specials, baked potatoes and salads made to order. Guests choose from four lettuce options to start that fresh salad and then can pick from the 35 toppings to complete that perfect order.

Thanks to a renovation of Joyner Library's front desk, you can now enjoy your favorite **Starbucks** beverages in a warm, inviting atmosphere. This venue replaces the Java City that had been housed in Joyner.

East Carolina University
Board of Trustees
September 19, 2013

Session	University Affairs
Responsible Person	Ron Mitchelson
Agenda Item	II. C.
Item Description	Focus on Enrollment – Research & Graduate Studies
Action Requested	Information only
Disposition	
Notes	II. C. 1. Strategies for handling graduate enrollment



East Carolina University



Graduate Enrollment Trends, Marketing and Recruiting Plans

Paul J. Gemperline
Dean of Graduate Studies
September 3, 2013



Overview

- ECU Graduate enrollment trends & comparison to national trends
 - Experienced rapid growth from 2002 to 2007 – avg 7.9% per year
 - Peaked in 2008
 - Declined from 2009 to 2013 – avg 5.2% per year.
- The Graduate School has been tasked with addressing this problem
 - Review of marketing and recruiting steps already taken
 - Future marketing and recruiting plans

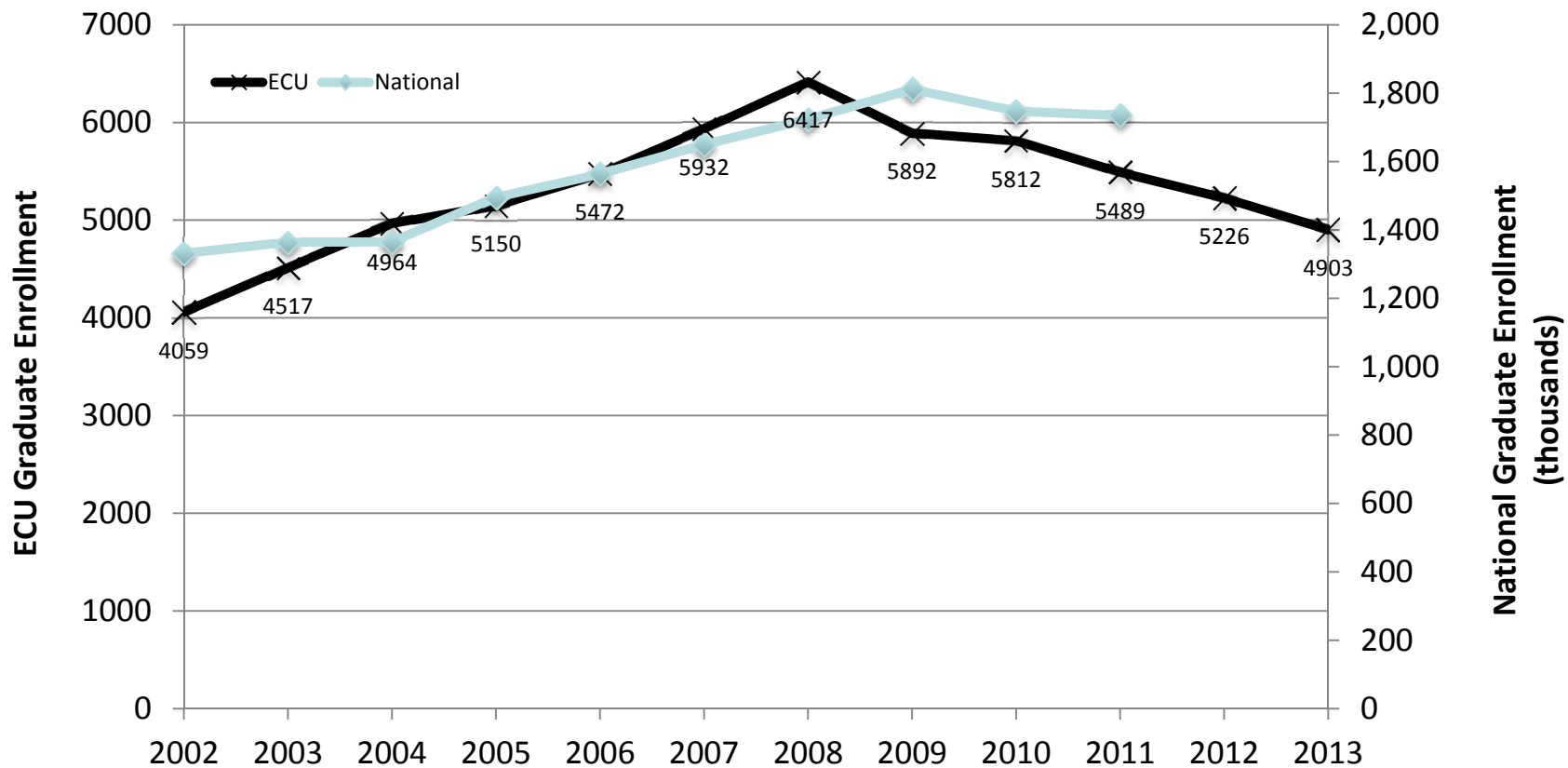


Graduate recruiting and admissions is decentralized

- Graduate School collects application materials
 - Certifies credentials
 - Qualifies applicant for “regular admission” or “admit by exception”
 - Sends qualified applications to program for admit decision
- Program inventory: 76 master’s, 16 doctoral, 2 intermediate, 5 professional
 - Program returns decision, admission letter issued by Graduate School



ECU Graduate Enrollment Trends Compared to National Trends



Source: CGS Graduate Enrollment and Degrees



Fall 2013* enrollment changes

- **Decline this year (2013) is 6.2% (-323 students)**
 - Down from 5,226 (Fall 2012) to 4,903 (Fall 2013)*
 - Significant declines observed in Education (-110, -9.9%)
 - Business & Accounting (-64, -7%)
 - Non-degree seeking students (-55, -14%)
 - Health & Human Performance (-51, -18.6%)
 - Technology & Comp Sci (-14, 6.8%)
 - MPH degrees (-13, -13.4%)
 - Human Ecology (-6, -2.4%)
 - Fine Arts & Communication (-5, -4.2%)
- **Small gains**
 - Allied health (+7, 1.5%)
 - Arts & Science (+10, 1.5%)
- **No change**
 - Nursing
 - BSOM research PhD's

*Fall 2013 preliminary headcount



ECU's recent trends – Increased graduate degree production has tracked enrolment

	2007	2008	2009	2010	2012	2013
Fall first-time students	1765	1524	1597	1470	1577	1427*
Degrees awarded	1462	1614	1616	1828	1767	???
Fall enrollment	6417	5892	5812	5489	5330	4903*

*Fall 2013 preliminary headcount



Observations from previous slides

- Enrollment of first-time students peaked in 2007 at 1,787 and seems to have stabilized at 1,550
- Degree completion > first-time enrollment = Declining enrollment
- 2008 peak in non-degree students due to change in classification of post-bacc teacher licensure students



Three “classes” of program recruiting circumstances

#1

- Research intensive programs – 30% of enrollment
 - Small programs compete regionally and nationally for highly qualified students
 - Recruiting success depends on reputation, offers of competitive assistantship funds and tuition scholarships
 - Enrollment limited by availability of assistantship and scholarship funds



Three “classes” of program recruiting circumstances

#2

- Professional training programs – 60% of enrollment
 - Online and face-to-face, serves place-bound NC residents
 - Most students pay their own way, many already employed and seeking career advancement opportunities
 - Recruiting success depends on reputation, brand awareness, flexible scheduling, cost vs. value
 - Enrollment limited by combination of student demand and availability of faculty



Three “classes” of program recruiting circumstances

#3

- Clinical training programs – 10%
 - Train health care professionals in high demand fields
 - Recruiting success easily assured by large pools of well qualified applicants
 - Students pay their own way with 95% to 99% completion rates
 - Enrolment limited by availability of faculty, clinical training sites



Graduate School's role

- Neither the Graduate School nor ECU has sufficient resources to 'buy' our way out of this problem
- What we can do:
 1. Provide central resources for marketing and communication plans where feasible
 2. Implement best practices in our centralized recruiting and admission practices
 3. Identify and reduce admission barriers without compromising quality of the incoming student body
 4. Identify areas of student demand & opportunities for growth in partnership with academic colleges



Google Online Ad Campaign (1)

HOME PAGE TODAY'S PAPER VIDEO MOST POPULAR U.S. Edition ▾

Subscribe: Digital / Home Delivery | Log In | Register Now | Help

The New York Times Business Day
Thursday, March 7, 2013 **Technology**

Search All NYTimes.com Go

WORLD U.S. N.Y. / REGION BUSINESS TECHNOLOGY SCIENCE HEALTH SPORTS OPINION ARTS STYLE TRAVEL JOBS REAL ESTATE AUTOS

East Carolina University
Graduate School

PhD, Biochemistry and Molecular Biology

Facebook Shows Off Redesign

By SOMINI SENGUPTA 40 minutes ago

Jim Wilson/The New York Times

Mark Zuckerberg introduced the redesign at Facebook headquarters in Menlo Park, Calif., on Thursday.

Mark Zuckerberg described the social network's new look for its News Feed as a "personalized newspaper" that allows users to choose the topics they're most interested in.

DEALBOOK
In Letter, Icahn Pledges to Fight Dell Over Sale

By MICHAEL J. DE LA MERCED 8:51 AM ET

A special committee of Dell's board said it had received a letter from Carl C. Icahn hinting at "years of litigation" if the company went ahead with a \$9.4-billion sale to its

STATE OF THE ART
Subscribing to Office, Now and Forever

By DAVID POGUE 33 minutes ago

This year with Microsoft Office, it's not what the features are, but how you pay for them. There are two ways to subscribe.

DEALBOOK
The Benefits of Working in the Office

By VICTOR FLEISCHER

Research shows that in some industries, casual interaction among employees enhances creativity and innovation. Plus, some benefits, like free meals, might actually give workers a tax break.

Bits The Business of Technology

March 7, 2013
I.B.M.'s Rometty on the Data Challenge to the Culture of Management

March 7, 2013
Subscribing to Office, Now and Forever

More From Personal Tech »

Gadgets You Need, Even if You Have a Smartphone

APP SMART
A Weather Report That's Colorful, With a Chance of Fun

Gadgetwise »

- Tip of the Week: Free Microsoft Office Quick-Start Guides
- Dyson's Bladeless Fan: A Little Cooler
- Denon's New Receiver: Saving Time on Setup?

East Carolina University
Graduate School

Outstanding programs On campus and online



Graduate School Landing Pages (1)

The screenshot shows a web browser window with the URL www.ecu.edu/cs-acad/gradschool/. The page features the East Carolina University logo and tagline "Tomorrow starts here." at the top. A navigation menu includes "PROSPECTIVE STUDENTS", "NEW & CURRENT STUDENTS", "FACULTY & STAFF", "ALUMNI", and "ABOUT US". A featured section titled "Graduate Researcher Profiles" highlights Tonia Zyburt, a Recreational Therapy Management grad student, with a "Read More" link. A sidebar on the left lists various links such as "Academic Programs", "Message from the Dean", and "Application Requirements". A central navigation bar contains five buttons: "FIND YOUR GRADUATE PROGRAM", "WHY CHOOSE ECU FOR GRADUATE STUDY", "ADMISSIONS INFORMATION", "APPLY NOW", and "FINANCING YOUR GRADUATE DEGREE".



Google Ad Campaign – summary of outcomes (1)

- Grad School campaign, 10/1/2012 – 1/1/2013
 - Clicks 3206
 - Impressions 3,134,152
- Grad School Remarketing campaign
 - Clicks 1,937
 - Impressions 1,816,485
- PhD campaign
 - Clicks 1,501
 - Impressions 1,015,534
- TOTAL CLICKS 6644
- TOTAL Impressions 5,966,171



Fall 2012 Graduate Recruiting Workshop (2)

- Charge:
 - Each program was asked to develop three-year enrollment, retention, and degree completion goals
 - Programs self-identified goals were vetted through department & colleges
 - Numerical targets and sound strategies for achieving them were expected
- Workshop consisted of short presentations and breakout sessions designed to facilitate sharing of best practices
- Product of workshop was a set of resource materials, summary of best practices and innovative strategies



Fall 2012 Graduate Recruiting Workshop (2)

- Coordinate campus-wide efforts
 - Monitor program implementation of strategies
 - Measure success of strategies & disseminate results
 - Help programs refine their strategies as we learn which ones work best
- Fall 2013: Follow-up report requested from graduate programs
 - Did you hit your targets? Why or why not?



Banner “Recruiter” prospect management software (3)

- Engage prospective graduate students in a communication plan to move them toward application
 - See the “funnel” states: Prospect, Application started, Application Complete, Decision, Enrolled
- Track costs and effectiveness of recruiting efforts – e.g., graduate recruiting fairs
- New online graduate application with user-friendly interface
- Timeline:
 - Phase I: prospect tracking & communication workflow goes live in late Sept 2013
 - Phase II: New user-friendly only application mid Oct 2013



Follow-up graduate recruiting workshop (4)

- Oct 24 2013 workshop will be conducted at ECU by the Education Advisory Board (EAB)
 - The EAB is a national organization that provides best practice research and advice to academic leaders in higher education
- Workshop goals:
 - Identify market segments suitable for graduate enrollment growth
 - Develop strategies to sustain and build graduate enrollment, particularly at the master's level
 - The workshop will cover recent market trends, new opportunities for graduate education, and sustainable models for delivery of graduate education.



Recently approved programs & new programs currently under development (4)

- NEW & growing
 - DNP (Doctor of Nursing Practice)
 - PhD Health Psychology
 - MS Health Informatics & Information Management
 - MS Software Engineering
 - MS Sustainable Tourism
 - MS Biomedical Health Sciences
 - *MS Biomedical Sciences*
 - *PhD Resource Economics*
 - *PhD Epidemiology*
 - DrPH (Doctor of Public Health)
 - MA Hispanic studies
 - MCP (master's in community planning)
 - MAEd in Gifted Education
 - PhD in Integrative Biology
 - PhD in Maritime Archeology

- Under development



National trends: Table 3.7* First-time graduate enrollment by broad field, 2001 to 2011 (4)

Broad Field	%Change, 2010 to 2011	Avg annual %Change, 2006 to 2011
Total	-1.7%	2.4%
Arts and Humanities	-5.1%	-5.2%
Biological and Ag Sciences	-0.3%	2.4%
Business	2.6%	1.9%
Education	-8.8%	-4.3%
Engineering	0.6%	4.9%
Health Sciences	6.4%	8.2%
Math and Computer Sci	1.6%	2.0%
Physical and Earth Sciences	0.5%	-3.4%
Public Admin and Services	0.4%	1.1%
Social and Behavioral Sciences	-0.4%	-2.4%
Other Fields	-5.2%	-4.0%

*Graduate Enrollment and Degrees: 2001 to 2011, Council of Graduate Schools, Washington DC (2012)

East Carolina University
Board of Trustees
September 19, 2013

Session	University Affairs
Responsible Person	Steve Serck
Agenda Item	III.
Item Description	Closed Session
Action Requested	
Disposition	
Notes	

ECU Board of Trustees University Affairs Committee

September 19, 2013

CLOSED SESSION MOTION

I move that we go into Closed Session:

- 1. to prevent the disclosure of confidential information under N.C. General Statutes §126-22 to §126-30 (personnel information) and the federal Family Educational Rights and Privacy Act;**
- 2. to consider the qualifications, competence, performance, character, fitness, or conditions of appointment of one or more prospective and/or current employees and/or to hear or investigate a complaint, charge, or grievance by or against one or more individual employees; and**
- 3. to consult with an attorney to preserve the attorney-client privilege.**