Board of Trustees University Affairs Committee Meeting
November 9, 2017
Agenda

I. Approval of September 14, 2017 Minutes Action

II. Research, Economic Development & Engagement
   A. Licensing, Commercialization & New Ventures Information

III. Student Affairs
   A. Greek Life Update Information
      1. Chapter and Process Update
      2. Student Experiences

IV. Academic Affairs
   A. Finish in Four Progress Information
   B. Tenure Recommendation Action
   C. Conferral of Degrees Action

V. Policy
   A. BOG Policy Updates
Agenda Item: I. Approval of Sept. 14, 2017 Minutes

Responsible Person: Mark Copeland, Chair

Action Requested: Approval

Notes: N/A
Agenda Item: II. A. Research, Economic Development and Engagement

Licensing, Commercialization & New Ventures

Responsible Person: Dr. Jay Golden
Vice Chancellor for Research, Economic Development and Engagement

Action Requested: Information

Notes: N/A
Board of Trustees
University Affairs Committee
November 9, 2017

Agenda Item: III. A. Student Affairs
Greek Life Update
1. Chapter & Process Update
2. Student Experiences

Responsible Person: Dr. Virginia Hardy
Vice Chancellor for Student Affairs

Action Requested: Information

Notes: N/A
A REVIEW OF THE GREEK COMMUNITY AT ECU

EAST CAROLINA UNIVERSITY
DIVISION OF STUDENT AFFAIRS

For the Academic Year
2016-2017
Introduction
This annual report was developed to provide the East Carolina University community with a comprehensive review of the Greek community including: a national overview; the current composition of ECU’s Greek community; data connected to the Department of Greek Life’s core values of friendship, scholarship, leadership, and philanthropy/service. This report concludes with a summary of critical themes along with data-informed goals established for the 2017-2018 academic year. ECU’s Department of Greek Life is committed to building a culture of transparency while strengthening our fraternities and sororities, and positioning the Greek community as a benchmark within North Carolina and the nation.

National Overview of Fraternity and Sorority Life
There are currently 87 men’s and 59 women’s fraternities with over 16,000 chapters on college and university campuses across the nation, with an estimated 800,000+ current undergraduate student members. Fraternity and sorority membership has been on an upward trend for roughly the past 10 years with national organizations establishing new chapters and undergraduate membership increasing at many colleges and universities. While there has been speculation about what has driven these increases, there is no clear answer as to why this has occurred other than historically interest in Greek Life has seen cyclical high and low points.

Significant recent incidents across the nation, particularly the high-profile death of a fraternity new member at Penn State University, have brought fraternities and sororities under an increased level of scrutiny from all constituencies. This has created a sense among campus administrators and fraternity/sorority leaders that we must identify and adopt new strategies to address critical issues including hazing, misuse of alcohol and drugs, and incidents involving racial bias. These challenges are not new or unique; however, the context today has changed to one of heightened public scrutiny that requires a review of past practices and exploration of new approaches to our work.

Department of Greek Life Overview
The Department of Greek Life operates under the leadership of the Division of Student Affairs and functions within Student Involvement and Leadership along with the following units:

- Student Activities and Organizations
- Center for Leadership and Civic Engagement
- Intercultural Affairs
  - Ledonia Wright Cultural Center
  - LGBT Center
- Student Centers
  - Mendenhall Student Center
  - Health Sciences Student Center
  - Wright Auditorium
- ECU Student Government Association
MISSION AND VALUES
The mission of the Department of Greek Life at East Carolina University is to enhance student development through membership in Greek organizations. The community strives for excellence in all aspects of fraternity and sorority life. The privileges and obligations of membership, taken under oath through rituals, binds students to their respective national organizations and chapters through a set of shared values. These community values serve to establish and maintain mutually beneficial relationships with students, administration, faculty, alumni, advisors, local community members, and inter/national Greek-letter organizations.

The Department of Greek Life is committed to the fulfillment of the following core values:

- Friendship
- Scholarship
- Leadership
- Philanthropy/Service

The Department of Greek Life staff consists of four full-time, master’s-level professionals and a full-time administrative support associate. This team is responsible for advising all four governing councils and the 44 Greek chapters, developing and facilitating educational and leadership training, collaborating with other units on campus in support of our students, and responding to incidents and issues effecting the Greek community, campus, and broader Greenville community.

The ECU fraternity and sorority community continues to grow in terms of the total number of students, ending the year with 3,102 total members or 14.7% of the 2016-17 undergraduate student enrollment. Each of the 44 individual Greek-letter organizations is a member of one of four Greek Councils (PanHellenic, Multicultural Greek Council, Interfraternity Council and National PanHellenic Council). This framework allows chapters to participate in shared governance of their part of the community as well as collaborate more broadly on activities including service, educational, and social events. These four councils reflect existing membership trends on a national level.
ECU Greek Life Overview

Councils & Chapters

44 (inter)national Greek Letter fraternities and sororities

4 Councils

20 Chapters

1,140 Members

3,102 STUDENTS

10 Chapters

1,798 Members

7 Chapters

120 Members

7 Chapters

44 Members

Interfraternity

Panhellenic

National Pan-Hellenic

Multicultural Greek
Fraternities and sororities at ECU ended the 2016-17 academic year with 3102 total undergraduate members in 44 different chapters. In comparison with other UNC institutions, ECU ranks second terms of total Greek membership and third in number of Greek-letter organizations. Chapters range in size from over 200 to less than 4 members. Panhellenic sororities are our largest organizations averaging 195 members. IFC fraternities had an average of 57 members, NPHC averaged 17 members, and MGC chapters had an average of 6 members. These averages generally reflect trends at our peer institutions as well as nationwide.

ECU has seen significant growth in the Greek community over the past five years that generally matches the membership trends seen nationally. Overall, our community has grown by 64% while our sororities have seen a 93% increase in total membership since 2013 and women now comprise 60% of all Greek membership on campus. We continue to see interest from various inter/national organizations in starting new chapters on campus and we anticipate a strong start for the new Alpha Gamma Delta sorority chapter that will be established in September of 2017.
The All-Greek GPA hit 3.00 this year which is a significant milestone for a community of this size. As with most of our peer institutions and matching ECU’s overall data, our women’s GPA’s are higher than our men’s. The All-Fraternity GPA of 2.71 is the highest it has been in the past five years and is both a highlight and an area for continued improvement. We also measure the academic performance of our organizations by their Greek Council affiliation.

The Panhellenic Council has consistently maintained the highest average council GPA, which is expected given the higher average All-Sorority GPA. The Multicultural Greek Council and National Pan-Hellenic Councils that represent both men’s and women’s organizations maintain similar averages. The Interfraternity Council maintains a 2.72 GPA.

An area of some concern are the New Member grades as we want Greek membership to be a positive influence on student success. There is clearly room for improvement in our men’s organizations.
Leadership

One Community Programs

5 Educational Programs during Fall 2016 & Spring 2017

**Greek Life Study Slam**
Reading day program to encourage students to study in non-academic space, which occurs at the end of the fall and spring semester before final exams.

**Hazing Keynote Speaker**
National Hazing Week Speaker, Rasheed Cromwell, discussed hazing and its impact on the Greek community.

**Sexuality & Transgender Speaker**
Jamie Pirepato deconstructed the binary-learning about sexuality and transgender.

**Greek Week**
The community worked together in the areas of community service and leadership.

**Association of Fraternal Leadership & Values Central Conference**
Twenty-four students attend the AFLV Central Fraternal & National Black Greek Leadership Conference in Indianapolis, IN. AFLV Central hosts over 3000 students from colleges and universities across the nation, with educational speakers and training sessions on leadership, ethics, risk management, and other topics critical for the development of fraternity and sorority student leaders.

2 Community Programs during Fall 2016 & Spring 2017

**Welcome to Greenville**
Cross collaboration with multiple units to introduce students to the local community.

**Purple & Gold Tailgate**
Students engaged with coaches from athletics and had a nonalcoholic tailgate experience for the Spring Game.
These numbers, while positive, indicate a decline over the 2015-16 year, particularly in the dollars raised category which exceeded $140,000 previously. We believe this is due in large part to under-reporting by our chapters this past year. Additionally, given significant turnover in the Greek Life staff (all but one professional staff member) as well as moving to a new reporting system on OrgSync, many of the chapters did not report fundraising and service efforts at levels consistent with years past. We will be making significant efforts to improve our information collection and smooth out the chapter reporting process moving forward.
Summary

The 2016-2017 academic year was one of challenge and transition for both the community and the staff in the Department of Greek Life. The community continued to grow in terms of overall membership and saw continued efforts to establish new chapters and re-establish chapters who had left campus over the past few years. The biggest changes came at the staff level, with the departure of the Director and two Assistant Directors, each of whom moved onto new professional opportunities. This left the unit significantly under-staffed for several months and removed over 17 years of combined institutional experience from the team. While challenging, this turnover did allow for some consideration of how the Department should be structured and what should be prioritized in terms of critical issues, programmatic efforts, and staffing assignments.

STAFFING STRUCTURE AND ADVISING

The Greek Life staff has traditionally operated solely from a ‘council advising’ model where each staff member is responsible for all work with one specific Greek council and those constituent chapters. This model can create a ‘silo’ effect among the councils and doesn’t take full advantage of staff talent or experience. Therefore, we have developed and implemented a new staffing model that allows for both council advising and programmatic assignments for critical areas that impact the entire Greek community including leadership training and education, risk management and prevention education, and membership programs.

RISK MANAGEMENT AND PREVENTION EDUCATION

The 2016-2017 year saw many risk management incidents primarily among IFC fraternities. Several groups were investigated and found responsible for violations involving alcohol and new member activities. The most prominent case involved the closure of Sigma Phi Epsilon by its national headquarters at the end of the spring semester after several years of continued issues. Given the current national trends, this type of decision could occur more frequently on our campus and others. Therefore, we have assigned one specific staff member to manage all Greek conduct cases in partnership with the Office of Student Rights and Responsibilities and to develop a comprehensive plan for Risk Management and Prevention Education for the entire Greek community.

PARTNERSHIPS

A key to building a strong Greek community is building and maintaining strong partnerships with alumni volunteers, inter/national headquarters, and the campus and local community. Strengthening these partnerships allow for students to have multiple layers of support and guidance as well as oversight to create a healthy Greek community.

LEADERSHIP TRAINING AND EDUCATION

Fraternities and sororities should provide extensive opportunities for leadership training and growth for students. Therefore, we will build a comprehensive model for leadership training and education that is grounded in relevant theory, is intentionally connected to other ECU leadership programs, and specifically meets the various needs of the Greek community.

This Greek Life Annual Report was generated by the Student Affairs Assessment, Research and Retention staff: Melissa Allay and Jeremy Tuchmayer; Erik Kneubuehl, Associate Vice Chancellor of Student Affairs, and John Mountz, Director of Greek Life with information support from staff members in Greek Life, and Institutional Planning, Assessment and Research.
Board of Trustees
University Affairs Committee
November 9, 2017

Agenda Item: IV. A. Academic Affairs
Finish in Four

Responsible Person: Dr. Ron Mitchelson
Provost

Action Requested: Information

Notes: N/A
Update on Finish in Four Initiative

November 9, 2017
Retention Rate of First-time Full-time (FTFT) Students

Source: * indicates ECU internal reports. All other statistics come from the University of North Carolina Dashboard.
FTFT Retention Rate Gap by Gender

Source: * indicates ECU internal reports. All other statistics come from the University of North Carolina Dashboard.
Graduation Rates of FTFT Students

Source: * indicates ECU internal reports. All other statistics come from the University of North Carolina Dashboard.
2018 US News Ranking: Actual vs. Predicted Graduation Rate

- Ohio Univ.
- Univ. at Buffalo
- East Carolina
- Univ. of SC-Columbia
- UNC Greensboro
- UNC Charlotte
- Virginia Commonwealth
- Central Michigan
- Texas Tech
- Old Dominion
- Florida International
- Western Michigan
- Univ. of North Dakota
- Northern Illinois
- Univ. of Southern Mississippi
- Univ. of Nevada-Reno
- Southern Illinois
- Wright State
- Univ. of Louisville
- East Tennessee State
- Univ. of Missouri-KC

Predicted graduation rate: [30%, 40%, 50%, 60%, 70%, 80%]
Actual graduation rate: [30%, 40%, 50%, 60%, 70%, 80%]
Over/under performance: [-10%, -12%, -14%, -15%, -20%]
BS University Studies

Welcome to the University Studies program at East Carolina University!

Through the Bachelor of Science in University Studies, students have the opportunity to follow a non-traditional path towards degree completion. By designing their own degree plan, students can complete a degree that is personally interesting and professionally relevant but not available through a traditional university major. Our students receive faculty assistance while designing their own degree plan and each student’s plan must be approved by our Faculty Oversight Committee to ensure academic rigor and non-replication of an existing major. This program is perfect for students with a higher number of completed credit hours who need a degree that can be tailored to their desires, completed online or on campus, and accepting of accumulated credit hours. Feel free to contact us if you’d like to learn more!

-Dr. Amy Shannon,
Director
University Studies Program

Congratulations to our newest graduates! Class of 2017

Award Winners, Spring:
- Outstanding Graduate (highest major’s GPA) - Enka Holder
- Most Outstanding Internship in the Capstone - Ruth Ann Lee
- Most Outstanding Research Project - Jennifer Kornblum

Fall Enrollment

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrolled</th>
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<tbody>
<tr>
<td>2014</td>
<td>147</td>
</tr>
<tr>
<td>2015</td>
<td>289</td>
</tr>
<tr>
<td>2016</td>
<td>373</td>
</tr>
<tr>
<td>2017</td>
<td>358</td>
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</tbody>
</table>
Credit Hour Requirement for Degree

- Reducing the number of degrees that require >120 credit hours for graduation (from 126)
- General Education reform (reducing from 42 to 40 credit hours)
- Reducing the number of credit hours for minors (24 to 18)
Automated Approach to Graduation

• When students complete degree requirements they are automatically graduated. No application for graduation needed.
• Students may request waiver (one academic term).
• This summer after scrutiny of Partway Home students from 2008-2015, ECU retroactively graduated 21 students.
Degree Works – Mandatory Adoption (CON, COB, CET, HCAS)
## Course Requirements and Substitutions:

**15,746 (AY 2015-16)**

<table>
<thead>
<tr>
<th>College</th>
<th>Exception Requested</th>
<th>Number (2015-2016)</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Allied Health Sciences</td>
<td>BIOS 1500</td>
<td>112</td>
<td>Most common substitution is MATH 2228 or 2283</td>
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<tr>
<td>Allied Health Sciences</td>
<td>ANTH 1050</td>
<td>37</td>
<td>Most common substitution is ECON 2113</td>
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<tr>
<td>Arts &amp; Sciences</td>
<td>Biology Electives</td>
<td>176</td>
<td>Variety of courses added as major electives</td>
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<tr>
<td>Arts &amp; Sciences</td>
<td>Criminal Justice Electives</td>
<td>145</td>
<td>Exceptions to Criminal Justice Specified or JUST Electives</td>
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<tr>
<td>Arts &amp; Sciences</td>
<td>MATH 1065</td>
<td>115</td>
<td>Various General Education Math courses used</td>
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<tr>
<td>Business</td>
<td>COMM 2020 or 2420</td>
<td>367</td>
<td>Most common substitution is COMM 2410</td>
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<tr>
<td>Business</td>
<td>PHIL 2274 or 2275</td>
<td>271</td>
<td>Most common substitution is PHIL 1175</td>
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<tr>
<td>Education</td>
<td>ART 3850</td>
<td>265</td>
<td>Variety of courses used</td>
</tr>
<tr>
<td>Education</td>
<td>MUSC 3018</td>
<td>231</td>
<td>Variety of courses used</td>
</tr>
<tr>
<td>Engineering &amp; Technology</td>
<td>COMM 2410/2020</td>
<td>173</td>
<td>Variety of courses used</td>
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<tr>
<td>Engineering &amp; Technology</td>
<td>MATH 1074</td>
<td>89</td>
<td>Most common substitution is MATH 2171, 2172, 1083, or 1085</td>
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<tr>
<td>Fine Arts &amp; Communications</td>
<td>Waiver of minimum grade requirements</td>
<td>36</td>
<td>Most common to allow grade of C- where a C or better is required</td>
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<tr>
<td>Fine Arts &amp; Communications</td>
<td>PSYC 3206</td>
<td>35</td>
<td>Most common substitution is SOCI 1010</td>
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<tr>
<td>Health &amp; Human Performance</td>
<td>BIOL 1050/51</td>
<td>439</td>
<td>Variety of courses used</td>
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<tr>
<td>Health &amp; Human Performance</td>
<td>COMM 2410/2020</td>
<td>219</td>
<td>Variety of courses used</td>
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<tr>
<td>Nursing</td>
<td>NUTR 2105 (Major)</td>
<td>99</td>
<td>Most common substitution is NUTR 1000</td>
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<tr>
<td>Nursing</td>
<td>BITE 2000 (Degree)</td>
<td>115</td>
<td>Most common substitution is MIS 2223</td>
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</table>
Research on Student Pathway

- Pathway to Degree
- Bottleneck Courses
- Critical Pathway Courses
- Off-ramp Programs
Other Finish-in-Four Initiatives

• UG Communications Strategies
• Male Student Success Initiative
• Partway Home Student Incentive Pilot
• Implementation of the UG Degree Completion Improvement Plan
• Math Requirement
• Grade Replacement
• Course Demand & Capacity
• Student Success Platform – Vendor Exploration
Putting Data to Work for Students at East Carolina University

Course Outcomes & Retention

Source: East Carolina University, PAR dataset, Fall 2009 – Fall 2015 terms
Sample Outcomes

A leading public university needed a solution to identify at-risk students as soon as possible.

IBM delivered insights using BlueMix technologies.

IBM delivered a cognitive solution that identifies 31% of at-risk students at point of admission.

IBM combined structured and unstructured data to enable cognitive retention analytics.

IBM leveraged state of the art machine learning to identify at-risk students at the point of admission.

The solution enabled outreach to 31% of at-risk students at point of admission.

Week 1 | Week 2 | Week 3 | Week 4 | Week 5 | Week 6 | Week 7 | Week 8

**Discover**
- Review background materials, interview/meet with key personnel from office of CIO & Finish in Four task force
- Develop and document shared understanding of needs and desired student insights in future state
- Plan workshops, engage participants, prepare agendas

**Design**
- Conduct design workshop for shared understanding of insights to develop high-level student journeys & personas
- Conduct technical design workshop for shared understanding of available data, location, and integration into analytics

**Build and Test**
- Design algorithms
- Obtain and integrate key data to develop, test, and enhance algorithms in collaborative iterative fashion

**Outcomes**
- Report of cognitive variables & summary of algorithms
- Prototype of dashboard / visualization
- Roadmap to & architecture of production solution
Board of Trustees
University Affairs Committee
November 9, 2017

Agenda Item: IV. B. Academic Affairs
Tenure Recommendation

Responsible Person: Dr. Ron Mitchelson
Provost

ActionRequested: Action

Notes: N/A
Memorandum

TO: Megan Ayers  
ECU Board of Trustees

FROM: Dr. Ronald L. Mitchelson  
Provost and Senior Vice Chancellor for Academic Affairs

Date: November 2, 2017

RE: Request for BOT Action on 2017 Recommendation for Tenure

Megan, attached is a 2017 posthumous tenure recommendation that needs to be submitted to the Board of Trustees for their consideration at November 2017 meeting. This action has been approved by Chancellor Staton. Format is attached for the following faculty member:

College of Business (1)  
Dr. Rebecca Fay (Accounting)

Since this recommendation requires approval of the Board of Trustees before tenure may be conferred, I am requesting that this action be placed on the agenda for consideration by the Board at their November 2017 meeting. The above recommendation has been approved by all appropriate parties, including the Chancellor.

Please let me know if you have questions about this request.

Attachments: 1 BOT Tenure Format
EAST CAROLINA UNIVERSITY PERSONNEL ACTION SUMMARY FORM
(Administrator completes Section I. and faculty member (appointee) completes Section II.)

Section I. To be completed by the appropriate administrator(s).

Name of Appointee: Dr. Rebecca Fay

Department: Accounting  School/College: College of Business

Current Rank or Title: (if applicable) Assistant Professor  Proposed Rank or Title: Associate Professor

Indicate Type of Action: (select all that apply)
- Administrative Appointment: ☐
- New Faculty Appointment: ☐
- Promotion: ☐
- Conferral of Tenure: ☒
- Other: ☐
  (describe) ___________________________
  (provide name of professorship) ________________________

Effective Date of Action: This grant of Posthumous Tenure is prospective in nature and does not confer any rights, duties or obligations on any person or entity. This tenure becomes effective upon the date of approval by the BOT.

Contract Period: Administrative Appointment: 9 mo. ☐ 12 mo. ☐
          Faculty Appointment: 9 mo. ☒ 12 mo. ☐

Salary: $N/A  Source(s): State Funds: $ ____________  *Non-State Funds: $ ____________
  *Indicate Sources of non-state funds generally (i.e., grants, receipts, trust funds, endowments, medical faculty practice plan, etc.): __________________________

Prior Recommendations/Personnel Actions:
(please check appropriate responses)

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<th>Source</th>
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<th>Not Recommended</th>
<th>Not Applicable</th>
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<td>Personnel Committee</td>
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<tr>
<td>Chair/Unit Head</td>
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<td>Director</td>
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<tr>
<td>Dean</td>
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<td>Provost/Vice Chancellor</td>
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Back To Agenda
Section II. To be completed by the faculty member.

1. Education Background: (indicate degree, date earned and institution, note additional study & training)
   
   Doctor of Philosophy in Business (Accounting concentration), May 2011, Virginia Tech
   
   Master of Business Administration, May 2005, Liberty University
   
   Bachelor of Science in Accounting, May 2000, Liberty University

2. Teaching and other professional experience: (Show inclusive dates, rank and/or title, institution or agency, and indicate first appointment at current institution with rank and any changes to date)
   
   2011-2016, Assistant Professor, East Carolina University (first appointed August 2011; probationary period extended one year for FSIL)
   
   2007-2011, Teaching Assistant, Virginia Tech
   
   2000-2007, Manager, Cherry, Bekaert & Holland (Lynchburg, VA)

3. Scholarly & Creative Activities:

<table>
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<th>Type</th>
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<tbody>
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<td>Book</td>
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<td>Edited Book</td>
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<td>Chapter</td>
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<td>Other Journal Article</td>
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<td>Other:</td>
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4. Membership in professional organizations:

   American Accounting Association, 2011-2016

5. Professional service on campus:

   University-level:
   
   2016: Faculty Senator

   College-level:
   
   2012-2013: Beta Gamma Sigma, Treasurer
   
   2013-2014: Beta Gamma Sigma, President
   
   2014-2015: Technology, Information & Operations Committee
   
   2015-2016: Beta Alpha Psi, Faculty Advisor
   
   2015-2016: BUSI Leadership Curriculum Committee
   
   2015-2016: Communications Committee
6. Professional service off campus:

Academic
2011-2014: Reviewer AAA Audit Section Mid-Year meeting (National)
2012-2013: Reviewer AAA Annual Meeting (National)

Non-academic:
2012-2014: Christ Presbyterian Church – Missions & Outreach Committee
2013-2014: National Christian Forensics and Communications Association’s Regional
          Invitational Tournament – Judge
2013-2014: Meals Ministry – Christ Presbyterian Church
2014-2015: BLOWOUT – CPC improvement projects for local non-profits
2014-2015: Prayer Chain – Christ Presbyterian Church
2014-2016: Communications Committee, Christ Presbyterian Church
2015-2016: Volunteer at NC Packs for Patriots, Food Bank of Eastern NC, Christ Covenant School
Board of Trustees
University Affairs Committee
November 9, 2017

Agenda Item: IV. C. Academic Affairs
Conferral of Degrees

Responsible Person: Dr. Ron Mitchelson
Provost

Action Requested: Action

Notes: N/A
Board of Trustees
University Affairs Committee
November 9, 2017

Agenda Item: V. BOG Policy Updates

Responsible Person: Ms. Donna Gooden Payne
Vice Chancellor for Legal Affairs

Action Requested: Information

Notes: N/A