

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

- I. Approval of September 14, 2017 Minutes Action
  
- II. Research, Economic Development & Engagement Information
  - A. Licensing, Commercialization & New Ventures
  
- III. Student Affairs Information
  - A. Greek Life Update
    - 1. Chapter and Process Update
    - 2. Student Experiences
  
- IV. Academic Affairs Information
  - A. Finish in Four Progress
  - B. Tenure Recommendation Action
  - C. Conferral of Degrees Action
  
- V. Policy
  - A. BOG Policy Updates



**Board of Trustees  
University Affairs Committee  
November 9, 2017**

Agenda Item:	I. Approval of Sept. 14, 2017 Minutes
Responsible Person:	Mark Copeland, Chair
Action Requested:	Approval
Notes:	N/A



**Board of Trustees  
University Affairs Committee  
November 9, 2017**

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**

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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:

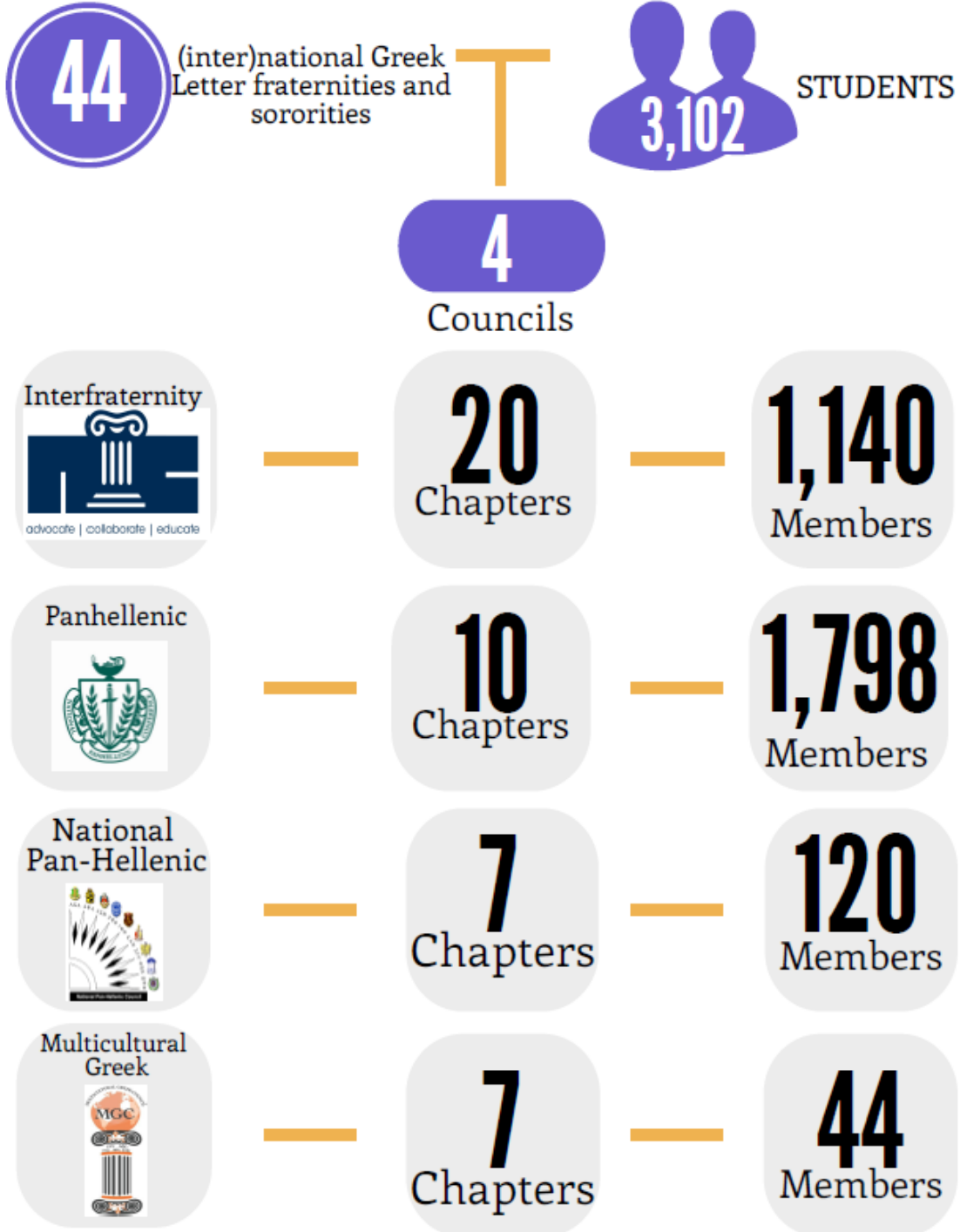
- **Friendship**
- **Scholarship**
- **Leadership**
- **Philanthropy/Service**

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

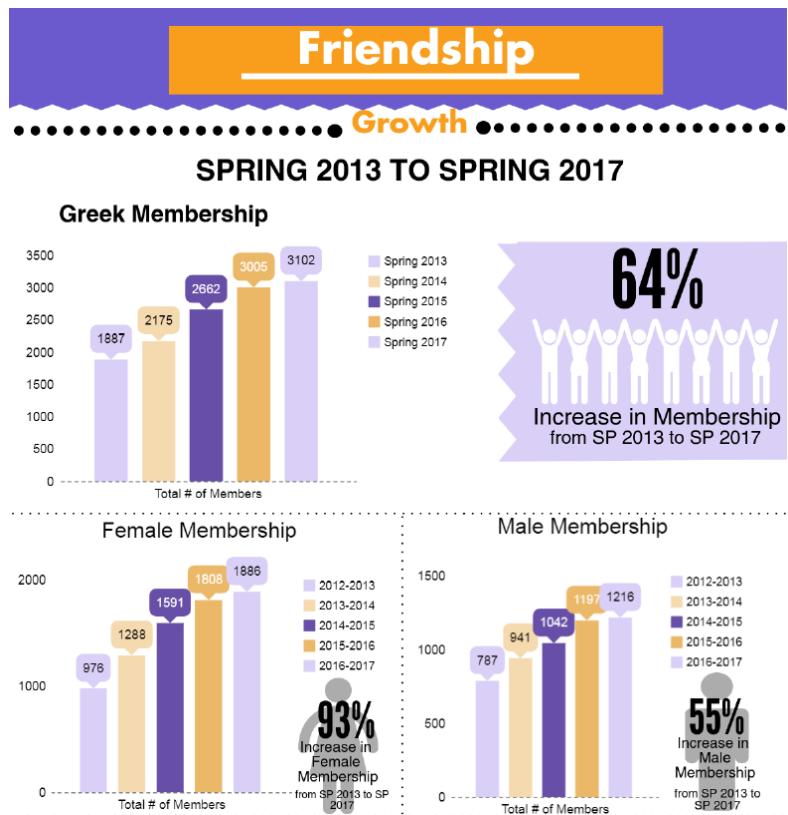






Fraternities and sororities at ECU ended the 2016-17 academic year with 3102 total undergraduate members in 44 different chapters. In comparison with other UNC institutions, ECU ranks second terms of total Greek membership and third in number of Greek-letter organizations. Chapters range in size from 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.



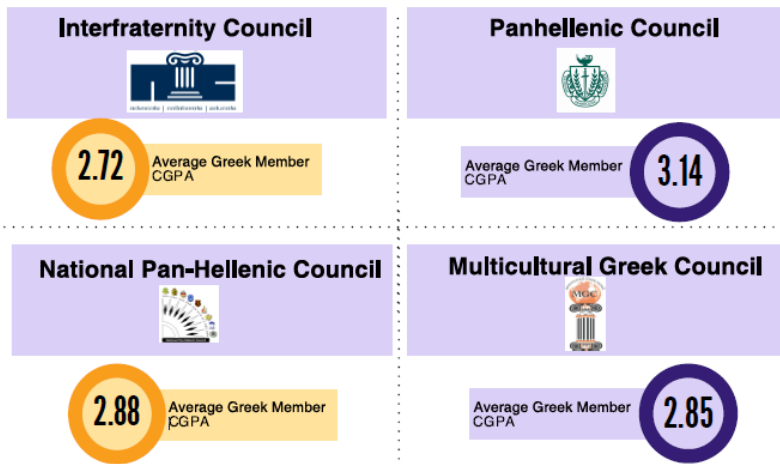
# Scholarship

## All Greek Grades



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.

### Council Grades



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.



## Service

### Fundraising Dollars



**\$ 61,413**

**Raised in 2016-2017**

### Community Service



**3,153**

**Community Service Hours**



**2,067**

**Goods Donated**

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**

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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**

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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**

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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**

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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**

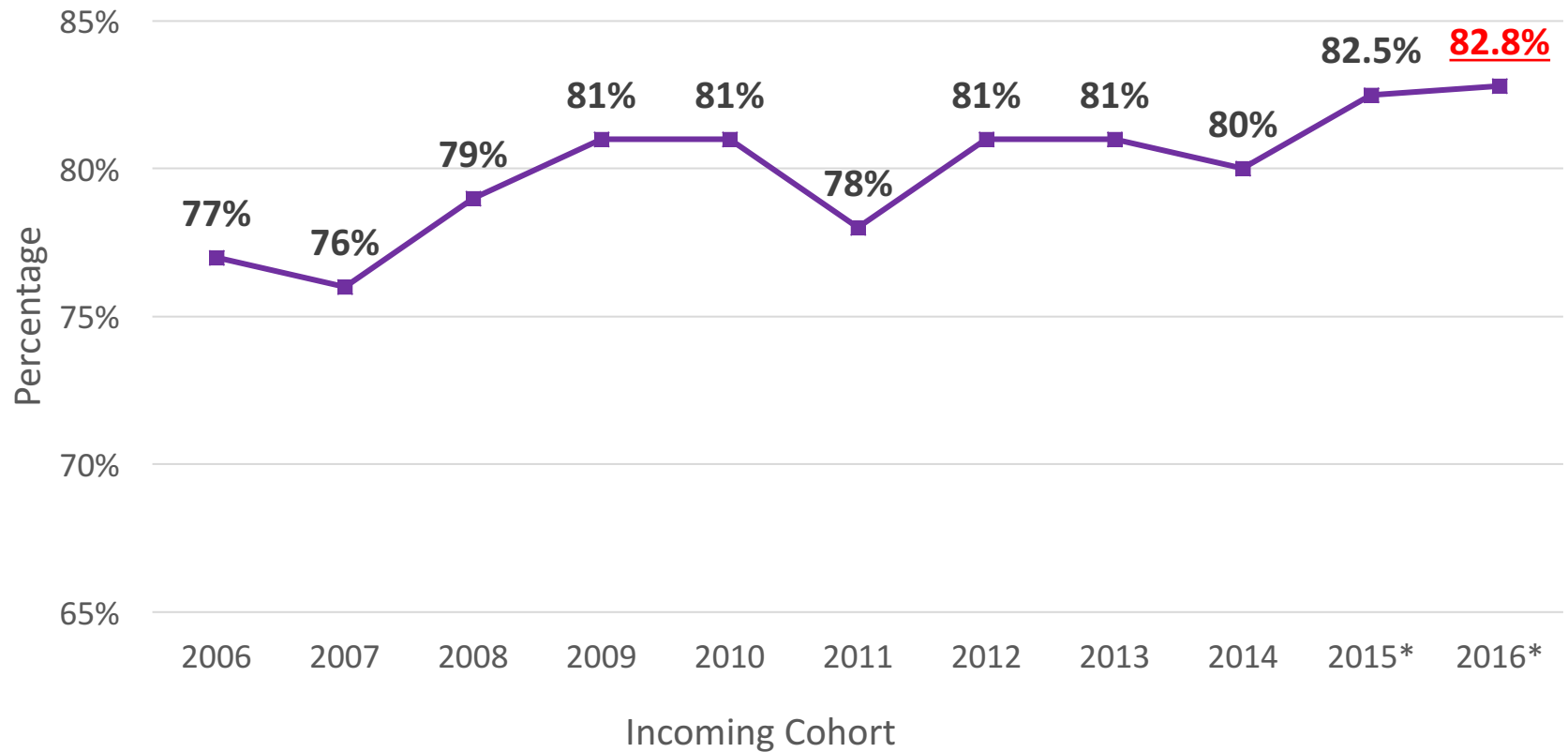
Agenda Item:	IV. A. Academic Affairs Finish in Four
Responsible Person:	Dr. Ron Mitchelson Provost
Action Requested:	Information
Notes:	N/A



# Update on Finish in Four Initiative

November 9, 2017

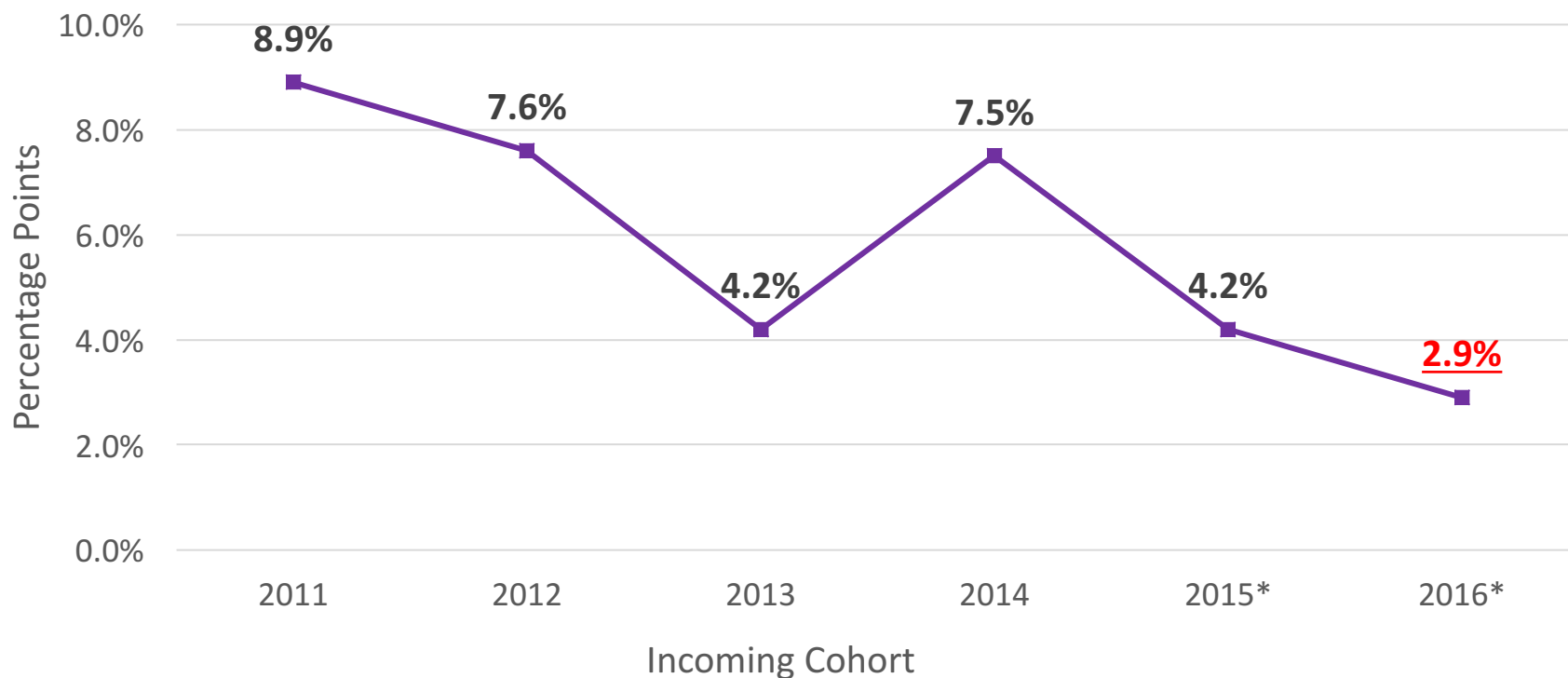
# Retention Rate of First-time Full-time (FTFT) Students



Source: \* indicates ECU internal reports. All other statistics come from the University of North Carolina Dashboard.

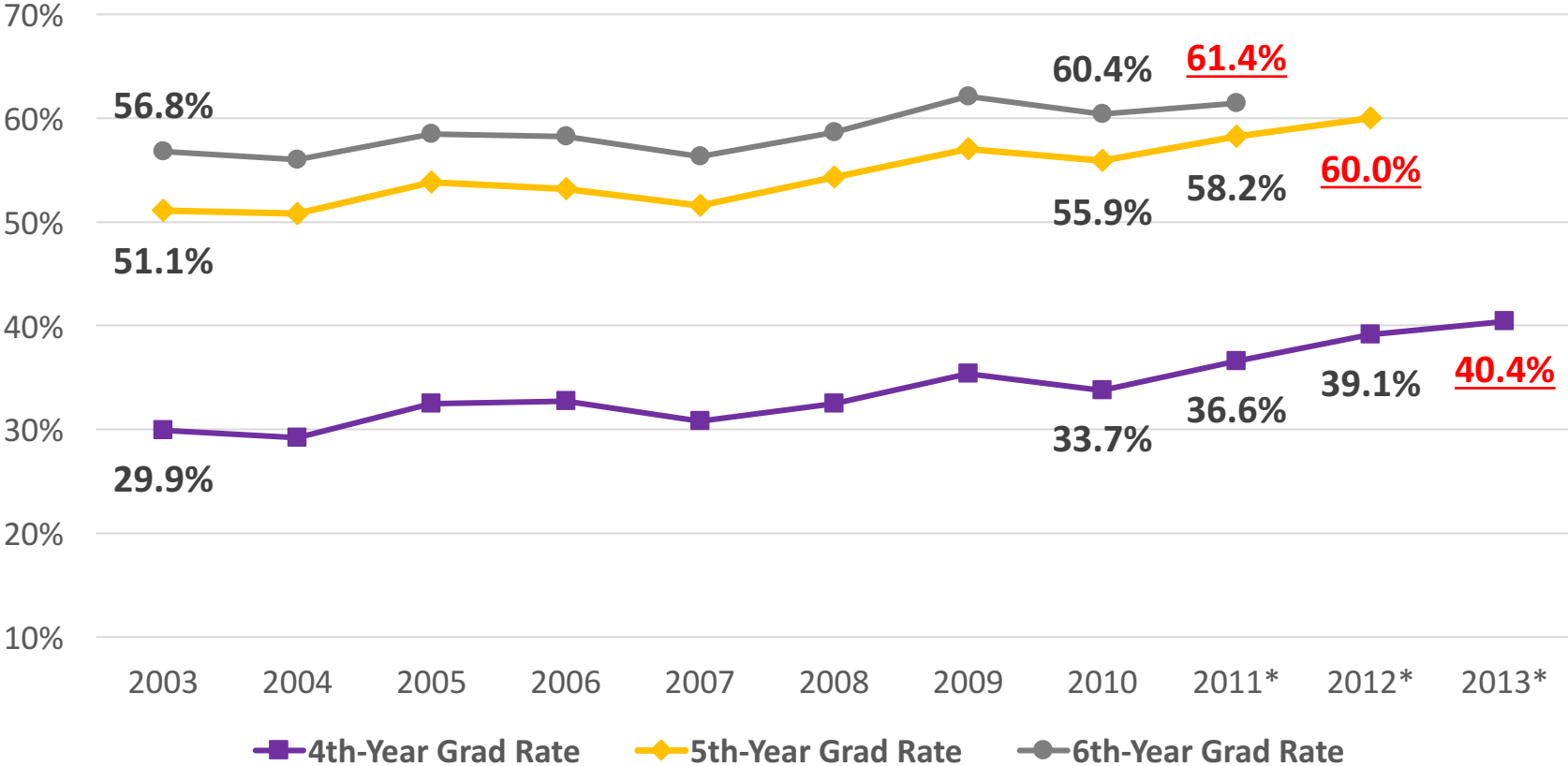


# FTFT Retention Rate Gap by Gender

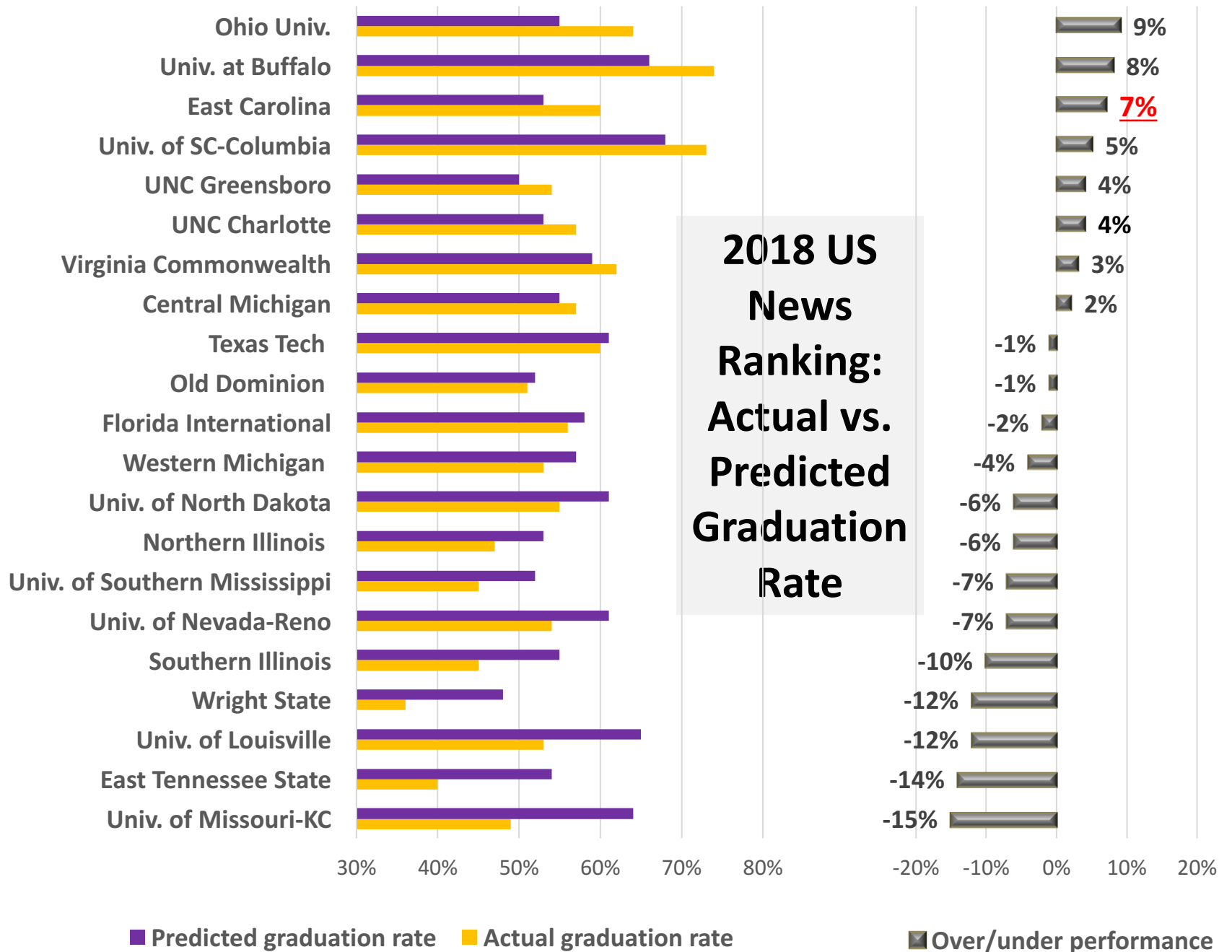


Source: \* indicates ECU internal reports. All other statistics come from the University of North Carolina Dashboard.

# Graduation Rates of FTFT Students



Source: \* indicates ECU internal reports. All other statistics come from the University of North Carolina Dashboard.



# BS University Studies

East Carolina University

Apply | Give | Jobs | Maps | Directory

THOMAS HARRIOT COLLEGE OF ARTS AND SCIENCES

## University Studies Program

Home About Pre-Advising Students Staff Faculty Oversight Workforce Advisory Quick Links Contact Us



### University Studies Program

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:

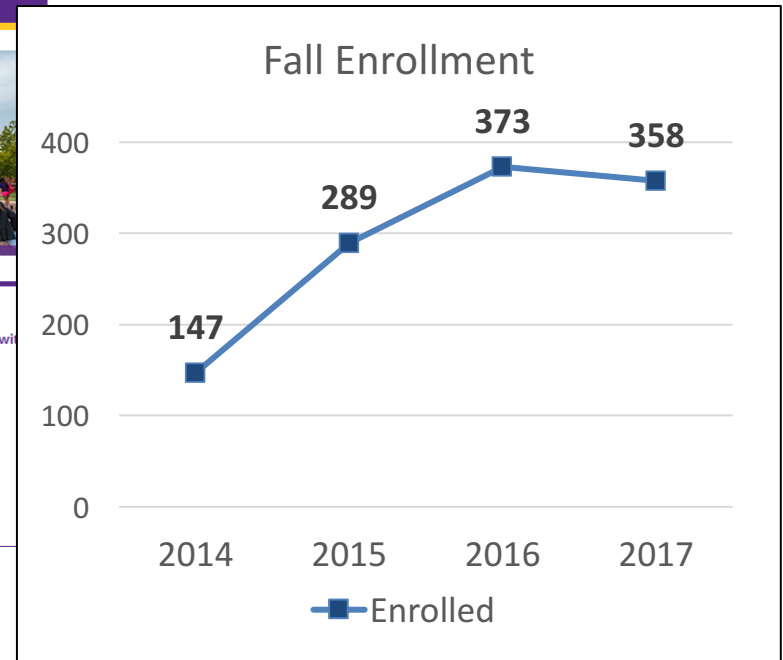
- Outstanding Graduate (highest major's GPA) - Erika Holder
- Most Outstanding Internship in the Capstone - Ruth Ann Lee
- Most Outstanding Research Project - Jennifer Korzan

### News

University Studies Program Partnership with [Fayetteville Technical Community College](#)

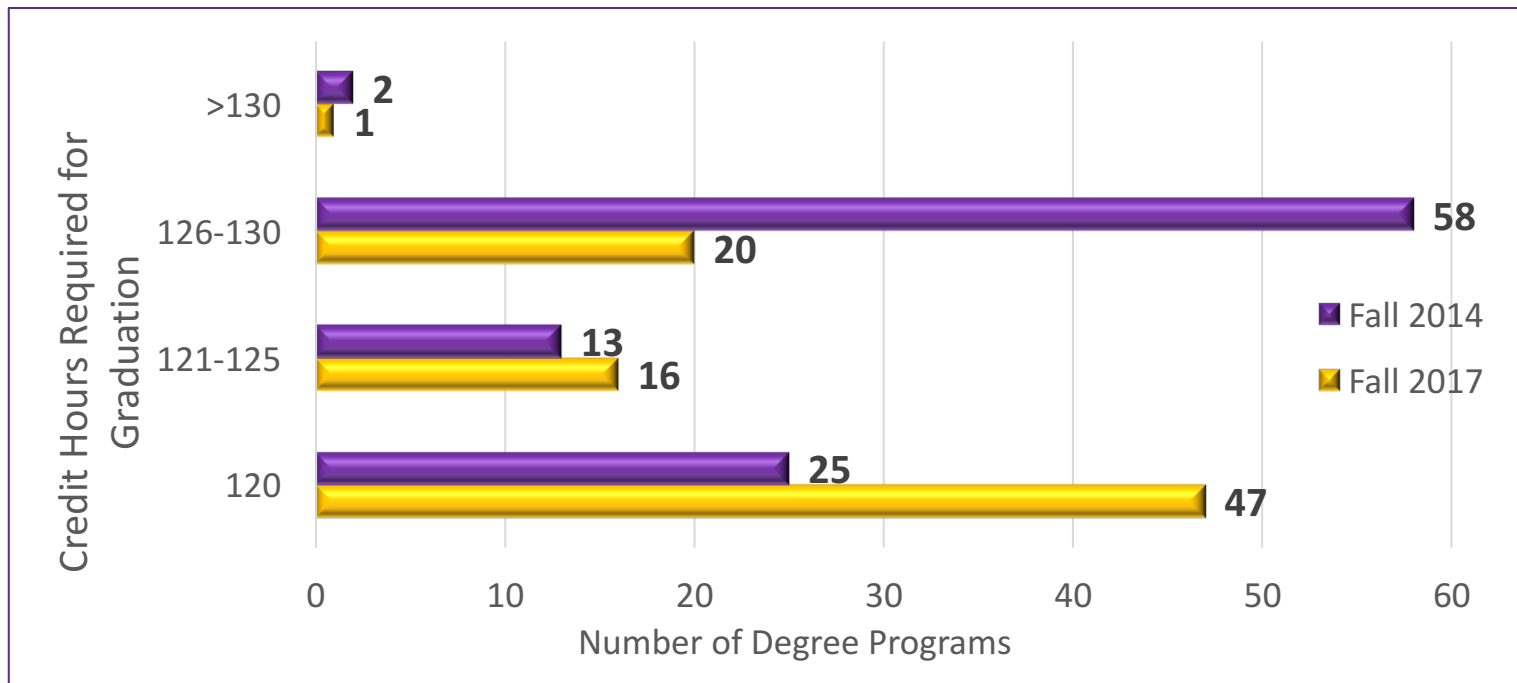


- SEP 06** CET CDLC Resume Workshop  
9:00 AM to 10:00 AM
- SEP 06** Teach a New Unit to the Mursion Class  
11:00 AM to 1:00 PM
- SEP 06** State of North Carolina Undergraduate Research and Creativity Symposium (SNCURCS)
- SEP** RSM BBQ



# 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)

East Carolina University Apply | Give | Jobs | Maps | Directory

ENROLLMENT SERVICES  
OFFICE OF THE REGISTRAR



Office of the Registrar

▶ ||      ● ● ● ● ●

<b>Online Services</b>	<b>Degree Works Tutorials</b>
Students	Access
Faculty and Staff	Navigating
Transfer	Advising Tools
Forms	Template Management
University Catalogs	Student Educational Planner
Contact Us	General Advising Information
Veterans Affairs Services	



# Course Requirements and Substitutions:

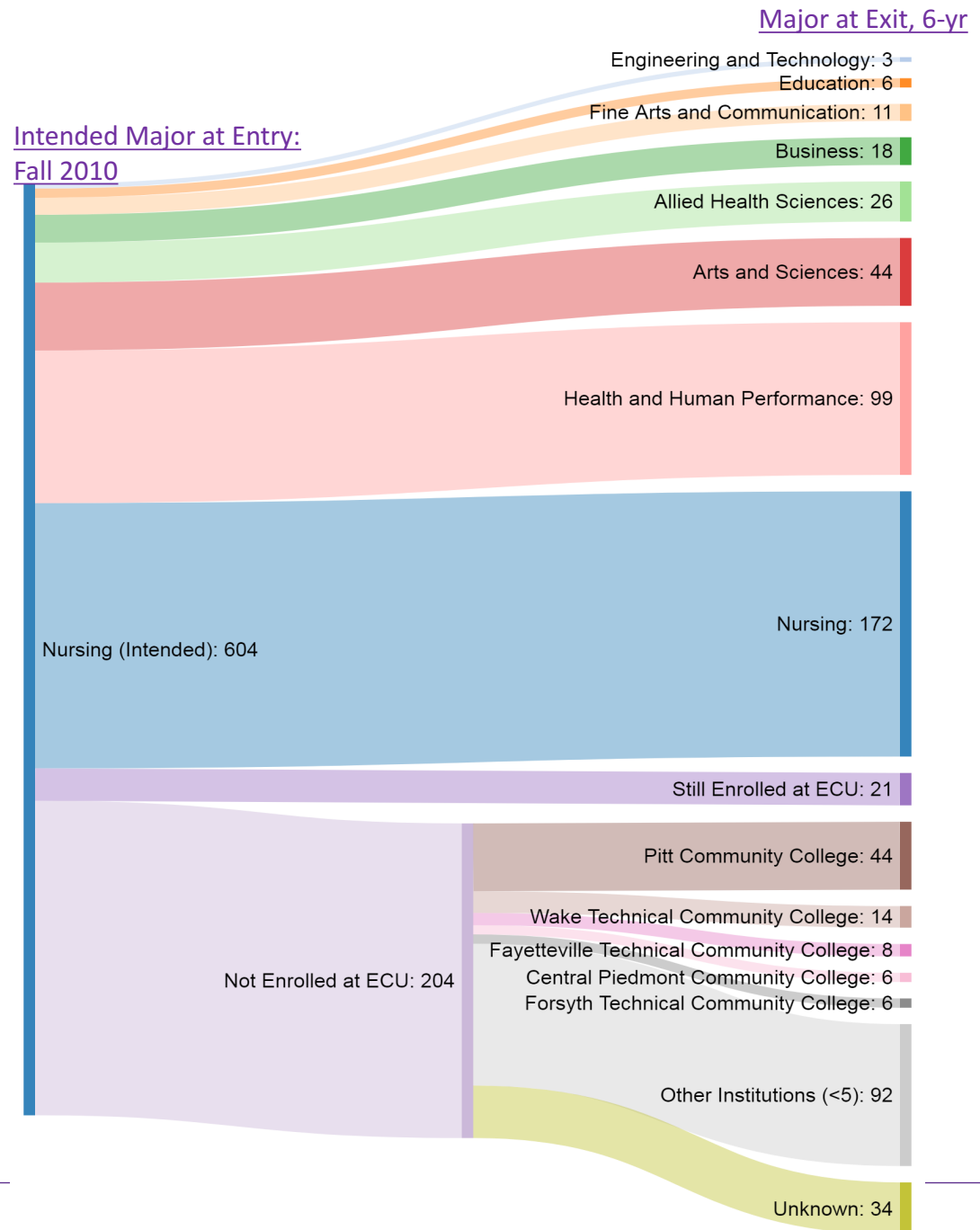
## 15,746 (AY 2015-16)

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



# Research on Student Pathway

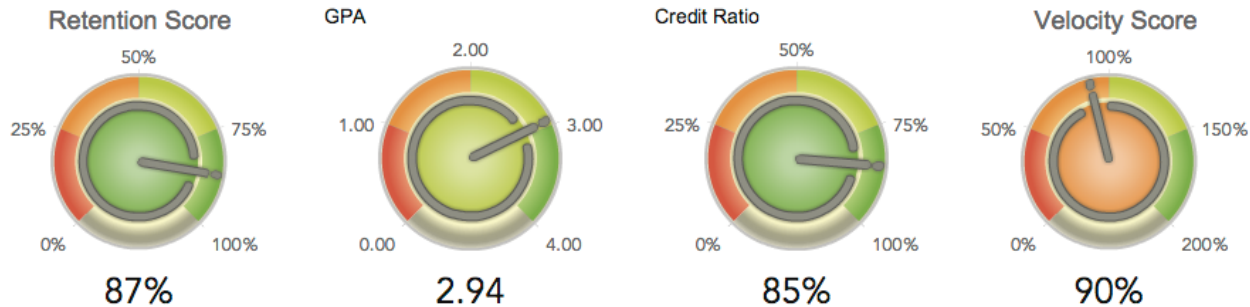
- Pathway to Degree
- Bottleneck Courses
- Critical Pathway Courses
- Off-ramp Programs



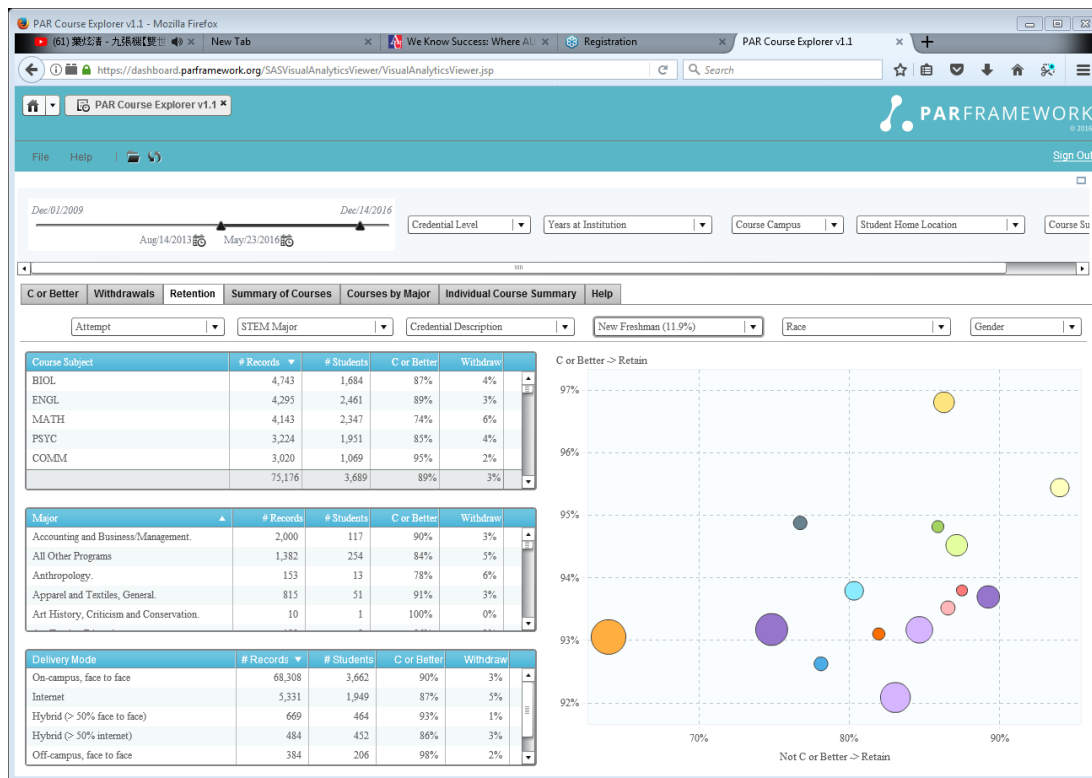
# Other Finish-in-Four Initiatives

- 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

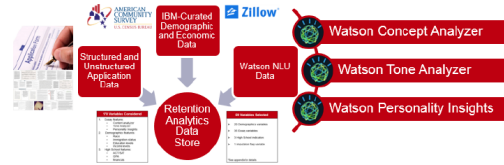


Source: East Carolina University, PAR dataset, Fall 2009 – Fall 2015 terms

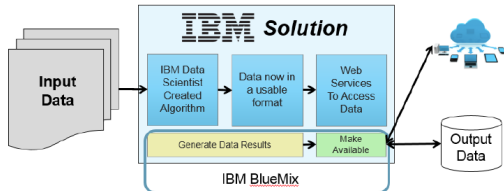
## Sample Outcomes

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

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



IBM delivered insights using BlueMix technologies.



9 ECU & IBM Confidential

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

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

**91 Variables Selected**

- > 46 Census (ACS) + Real Estate (Zillow) variables
- > 8 Performance/High School indicators
- > 35 variables derived from Watson
- > 2 College admission variables

Among top predictors:

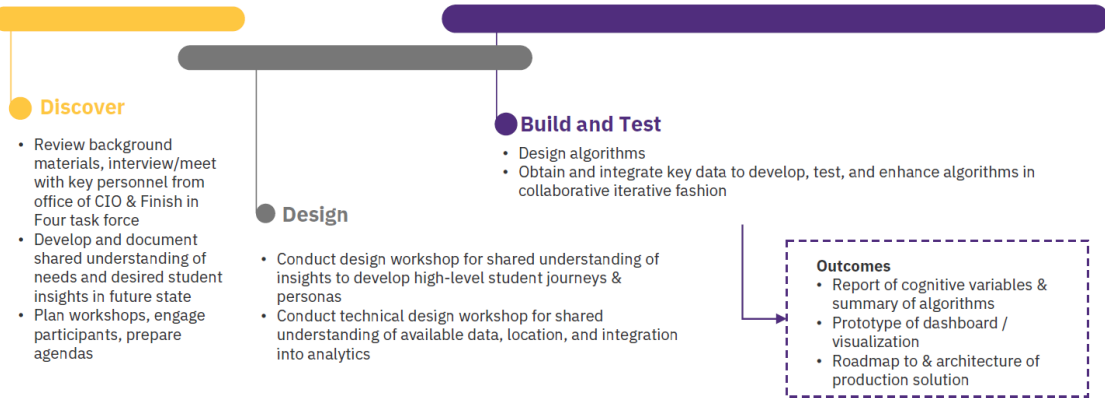
1. First generation to go to College
2. Income level from ACT
3. Early payment of admission fee
4. ACTISAT score
5. ACS poverty level by ZIP code
6. ACS data about food stamps by ZIP code
7. Income levels from ACS by ZIP code
8. Graduation rate from students from the same High School

Model	Accuracy	Stability	Accuracy * Stability
ACS	0.74	0.97	0.72
h2O	0.71	0.99	0.70
h2O + h2O	0.74	0.97	0.72

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






**Board of Trustees  
University Affairs Committee  
November 9, 2017**

Agenda Item:	IV. B. Academic Affairs Tenure Recommendation
Responsible Person:	Dr. Ron Mitchelson Provost
Action Requested:	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)* \_\_\_\_\_

Distinguished Professorship:

*(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 generically ( i.e., grants, receipts, trust funds, endowments, medical faculty practice plan, etc.):* \_\_\_\_\_

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

Source	Recommended	Not Recommended	Not Applicable
Appropriate Unit Personnel Committee	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chair/Unit Head	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Director	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Dean	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provost/Vice Chancellor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chancellor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board of Trustees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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:

Type	Number
Book	—
Edited Book	—
Chapter	—
Refereed Journal Article	9
Other Journal Article	—
Juried Performance/Show	—
Non-Juried Performance/Show	—
Other: <u>    National</u>	—
<u>Presentations</u>	11
Other: _____	—
Other: _____	—

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