



University Affairs Committee Meeting  
 April 11, 2019  
 Agenda

- I. Approval of November 1, 2018 Minutes Action
  
- II. Academic Affairs
  - A. Conferral of Degrees Action
  - B. Faculty Serious Illness & Leave PRR Action
  - C. Enrollment Update Information
  - D. Course Clustering Update Information
  
- III. Student Affairs
  - A. Housing Update Information
  - B. Greek Life Task Force Report Information
  
- IV. Closed Session



**Board of Trustees  
University Affairs Committee  
April 11, 2019**

Agenda Item:	I. Approval of Minutes – Nov. 1, 2018
Responsible Person:	Fielding Miller, Vice Chair
Action Requested:	Approval
Notes:	N/A

Minutes of the Meeting of the  
**University Affairs Committee**  
**East Carolina University Board of Trustees**  
November 1, 2018 at 9:15am at Mendenhall Student Center

Board Members Attending: Full Board Attendance

Others ECU Leaders in Attendance: Cecil Staton, Ron Mitchelson, Virginia Hardy, Donna Payne, Mark Stacy and Jeff Popke.

Mr. Copeland opened the meeting at 9:24am by reading the conflict of interest statement as well as the Jurisdiction Review and Conduct Statement for University Affairs.

The minutes from the previous meeting were approved.

**Academic Affairs – Ron Mitchelson**

- SCH Degrees – In response to UNC Policy Manual that has a maximum of 120 SCH. We are in a good place at ECU for this but we have two exceptions (BS Engineering and BS Nursing). For both, there is a request to have this be at 125 SCH. NC State is doing the same thing for Nursing at 125 hours. For engineering it is one degree with multiple concentrations.
  - **ACTION – Motion made by Jordan Koonts and seconded by Deborah Davis and approved without dissent.**
  
- Conferral of Degrees – 2406 students have applied to earn degrees this fall. This includes 1,716 Undergraduates and 690 Graduates.
  - **ACTION – Motion made by Jordan Koonts and seconded by Max Joyner and approved without dissent.**
  
- Honors College
  - Dean White, joined by Honors College staff, provided updates about the Honors College.
    - Currently admitting 200 scholars annually include 20 EC Scholars each year.
    - Each EC Scholars received \$63,000 and is ECU's most prestigious merit scholarship program.
    - Academic Mentorship is another a huge component of the Honors College.
    - Todd Fraley talked about the unique curriculum for the Honors College including study abroad experiences, internships/fellowships and the Signature Honors Project.
    - The freshman colloquia, Honors 2000, are interdisciplinary teams and they work with the community about solving real problems. At the end, presentations are given about what the problem is and what solutions exist. This course leads to Honors 3000 and moves them toward Lean Launchpad pushes students outside the box and break down the idea that they know everything. The students receive the same type of relentless feedback that an employer will give them in the real world.

- The Honors College students are graduating from ECU and going to places like Michigan, Berkley, and Stanford for grad school.
- ECU Honors had its largest applicant pool this past year, which allows us to be more selective. We are becoming more competitive across the state and the region.

### **Research, Economic Development and Engagement (REDE) – Jay Golden**

- Jay talked about the financial plan for research at ECU. In FY 2017-18, Sponsored Awards from ECU are at \$97,246,213, which is a bit lower, but not unexpected. Subcontracts don't count toward our number and ECU typically has the highest amount of subcontracts. We are seeing an expected track of 49% growth in expenditures reported to NSF, which would make us by percentage of growth among the highest growers in the country.
- For the start of FY 2019, for the first 90 days, 62% of sponsored awards are done already; 54% of research awards are already done in the first 90 days.
- ECU is starting a new office of National Security and Industry Initiatives with Keith Wheeler as the leader of this new office.
- Jay said there are great things that we are doing at ECU and Greenville and we need to be better at banging that drum loudly to let people know.
- Jay asked the Board to approve the concept plan to move forward with For Profit Venture Funds. The board gave approval to proceed and Jay will report back to the Board with progress.
- One of ECU's goals was to double mentored undergraduate research experiences. Jay introduced two students to present on their work related to Capture 180 which is a competition. One student, a sophomore, presented on "How are dietary fatty acids regulating spermatogenesis?" The second student presented on "More PEAS Please: Can Food-Based Learning Improve Preschoolers Vegetable Intake?" These students are the best example of why undergraduate research is so important.

### **Other Business**

- Max Joyner wants to have a report at the next Board meeting to understand why we are still having chapter closings. Bob Plybon shared that the Greek Life Task Force meets this Friday and meets again in a few weeks. There will be an update for the February meeting on Greek Life.

Meeting Adjourned at 10:23am



**Board of Trustees  
University Affairs Committee  
April 11, 2019**

Agenda Item:	II. A. Conferral of Degrees
Responsible Person:	Ron Mitchelson, Provost
Action Requested:	Approval
Notes:	N/A



**Board of Trustees  
University Affairs Committee  
April 11, 2019**

Agenda Item:	II. B. Faculty Serious Illness & Leave PRR
Responsible Person:	Ron Mitchelson, Provost
Action Requested:	Approval
Notes:	N/A



MEMORANDUM

TO: Kieran Shanahan, Chair  
Board of Trustees

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

A handwritten signature in black ink, reading "Ronald L. Mitchelson".

DATE: March 26, 2019

SUBJECT: Faculty Serious Illness Leave

This is a request for the attached version of the Faculty Serious Illness Leave (FSIL) policy to be considered for approval by the Board of Trustees (BOT) which will be effective upon the BOT approval. Below are a few points that are revisions to the policy:

- Eligibility language that is not consistent with the 12-month faculty leave policy was removed. Prior to this revision, if a faculty member earned sick leave, they were not eligible for FSIL. This version of the policy corrects that inconsistency.
- Language has been added to ensure faculty who are unable to return to work after paid leave options are exhausted are aware that they may also have options under the Americans with Disabilities Act (ADA) once paid leave options are expired.
- Secondary caregiver has been removed from the policy. Prior to this revision, the secondary caregiver only received 21 days. In this version of the policy, the secondary caregiver can now receive the full amount of eligible FSIL.

# Faculty Serious Illness and Parental Leave

*Updated Version 2*

<b>Policy</b>	POL06.45.01
<b>Title</b>	Faculty Serious Illness and Parental Leave
<b>Category</b>	Human Resources
<b>Sub-category</b>	Leaves
<b>Authority</b>	Board of Trustees
<b>History</b>	Original BOT approval May 6, 2006; Revised, BOT approved and effective July 1, 2014. THIS POLICY WAS GOVERNED BY THE ECU FACULTY MANUAL THROUGH JUNE 30, 2011.
<b>Contact</b>	Director of Benefits, Human Resources (328-9825); Assistant Vice Chancellor for Personnel & Resource Administration (Academic Affairs) (328-2587); Associate Vice Chancellor for Health Sciences Human Resources (744-1910).
<b>Related Policies</b>	<a href="#">UNC Policy Manual 300.2.11, Serious Illness and Disability Leave for Faculty Leave Policy for Twelve-Month Faculty</a> POL06.45.03  <a href="#">ECU Faculty Manual, Part XI, GENERAL FACULTY EMPLOYMENT GUIDELINES AND BENEFITS</a> <a href="#">ECU Faculty Manual, Part VIII, PERSONNEL POLICIES AND PROCEDURES FOR THE FACULTY</a> <a href="#">ECU Faculty Manual, Part IX, TENURE AND PROMOTION POLICIES AND PROCEDURES AND PERFORMANCE FOR TENURED FACULTY</a>
<b>Additional References</b>	<a href="#">ECU Human Resources Benefits</a> <a href="#">UNC Policy Manual 300.2.11[G], Guidelines on Serious Illness and Disability Leave for Faculty</a> January 29, 2016 Memorandum from Mr. Brian Usischon, Associate Vice President for Human Resources, Benefits, Shared Services & Technology regarding Serious Illness and Disability Leave for Faculty, <a href="#">Federal Family and Medical Leave Act (FMLA)</a>



## State Human Resources Manual, Family and Medical Leave

### [ADA Faculty Accommodations](#)

#### 1. Purpose

This policy provides leave with pay for eligible faculty (defined in Section 2 below) for cases of a serious health condition and/or parental leave (defined as birth, adoption, and foster care placement of a child). For further explanation, see the federal Family and Medical Leave Act (“FMLA”) link under Related Policies, above. In addition, faculty to whom this policy applies shall also be subject to the same family and medical leave policy as may be prescribed for employees subject to the State Human Resources Act. For further explanation, see the State Human Resources Manual, Family and Medical Leave link under Related Policies, above. To the extent this policy conflicts with the State Human Resources Manual, Family and Medical Leave, this policy shall govern.

#### 2. Eligibility

2.1 This policy applies only to faculty members who meet all of the following conditions:

2.1.1 have been continuously employed by East Carolina University for at least twelve (12) consecutive calendar months, and

2.1.2 have continuously held a permanent appointment of at least seventy-five percent (75%) of full-time, and

2.1.3 participate in either the Teachers’ and State Employees’ Retirement System of North Carolina or the Optional Retirement Program, and

2.1.4 have met all other requirements for FMLA leave as described in the State Human Resources Manual, Family and Medical Leave [see link under Related Policies, above].

2.2 This policy does not apply to faculty members with temporary appointments or to faculty who are employed with less than seventy-five percent (75%) appointments. In addition, the benefits provided in accordance with this policy for those faculty members whose appointments are less than 1.0 FTE will be pro-rated accordingly.

2.3 A period of employment in a non-eligible status may not be used to partially meet the requirement for twelve (12) consecutive months in an eligible capacity.

2.4 Leave benefits are available to faculty members who meet the eligibility requirements, and paid leave may be taken during the term of appointment.

2.4.1 For a twelve (12)-month faculty member, the term of appointment is twelve (12) calendar months (usually defined as July 1 through June 30).

2.4.2 For a nine (9)-month faculty member, the term of appointment is August 16<sup>th</sup> through May 15<sup>th</sup>.

2.4.2.1 An eligible nine (9)-month faculty member may receive leave with pay for a documented qualifying event that begins during the regular academic term of appointment. If the documented qualifying event begins outside of the appointment term (i.e., August 16<sup>th</sup> through May 15<sup>th</sup>), the faculty member may receive leave with pay after the beginning of the next appointment term (i.e., August 16<sup>th</sup>) up to a maximum of twelve (12) calendar weeks from the date of the documented qualifying event.

2.4.2.2 Teaching duties in the summer terms by nine (9)-month faculty members are covered under a separate contract, and paid leave under this policy is not provided for absence during a contracted summer term.

2.5 This policy applies only to faculty and not to other employment categories including, but not limited to, categories of Senior Academic and Administrative Officer (SAAO Tier I or Tier II), EHRA Non-faculty (NF-EHRA Instructional, Research, or Information Technology), SHRA/CSS, Postdoctoral Fellows, or student employees.

2.6 Any faculty member who is on a less than twelve (12)-month appointment will be treated as a nine-(9) month faculty member for the purposes of this policy.

### 3. Description of Benefits

3.1 The total maximum leave benefit for an individual faculty member for all leave benefits is as described in section 3.2 below for leave with pay and as described in section 3.3 below for leave without pay. All leave benefits provided pursuant to this policy are in accordance with the FMLA and run concurrently with the FMLA for up to twelve (12) calendar weeks within any consecutive twelve (12) calendar month period regardless of the number of qualifying events that occur. [See section 4.6.] Note in section 3.3.1.3 below, under the North Carolina Family Illness Act, a faculty member is entitled to additional leave without pay that, combined with FMLA or the paid leave under this policy, totals up to fifty-two (52) weeks of leave during a five (5)-year period in cases of serious illness of a child, spouse, or parent.

3.1.1 The start date of the first leave starts the clock for the twelve (12)-month period for leave with or without pay under this policy.

#### 3.2 Leave with pay

3.2.1 For qualifying reasons as defined in the FMLA, leave with pay is available to a faculty member who meets the eligibility criteria defined in section 2 above.

3.2.2 Serious Health Conditions: For documented serious health conditions, as defined in the FMLA, faculty members are eligible for leave with pay in accordance with this policy for a maximum of the following amounts in any consecutive twelve (12)-month period:

3.2.2.1 For nine (9)-month faculty, twelve (12) calendar weeks; and

3.2.2.2. For twelve (12)-month faculty, sixty (60) calendar days. (Twelve (12)-month faculty may also be eligible to take accrued sick and/or vacation leave in accordance with the *Leave Policy for Twelve-Month Faculty* in addition to paid leave pursuant to this policy.)

See section 4.3 for certification requirements.

### 3.2.3 Birth, Adoption, or Foster Care Placement of a Child

3.2.3.1 For the documented birth, adoption or foster care placement of a child, faculty members are eligible for leave with pay in accordance with this policy for a maximum of the following amounts, beginning on the date of the documented qualifying event:

3.2.3.1.1. For nine (9)-month faculty, twelve (12) calendar weeks; and

3.2.3.1.2. For twelve (12)-month faculty, sixty (60) calendar days. (Twelve (12)-month faculty may also be eligible to take accrued sick and/or vacation leave in accordance with the *Leave Policy for Twelve-Month Faculty* in addition to paid leave pursuant to this policy.)

See section 3.4 regarding intermittent leave and section 4.3 for documentation requirements.

3.2.4 Health/medical complications arising due to pregnancy and childbirth will be treated as any other serious health condition [see section 3.2.2 above].

3.2.5 Care for an Immediate Family Member: For required care of an FMLA-defined spouse, child (son or daughter), or parent who has an FMLA-qualified serious health condition, faculty members are eligible for leave with pay in accordance with this policy for a maximum of the following amounts in any consecutive twelve (12)-month period:

3.2.5.1 For nine (9)-month faculty, twelve (12) calendar weeks; and

3.2.5.2. For twelve (12)-month faculty, sixty (60) calendar days. (Twelve (12)-month faculty may also be eligible to take accrued sick and/or vacation leave in accordance with the *Leave Policy for Twelve-Month Faculty* in addition to paid leave pursuant to this policy.)

See section 3.3.1.3 for additional family illness provisions. See section 4.3 for certification requirements.

### 3.3 Leave without pay

3.3.1 For qualifying reasons defined in the FMLA, leave without pay is available to faculty members who meet the eligibility criteria defined in section 2 above.

3.3.1.1 For qualifying events defined in section 3.2 above, after a period of approved leave with pay is exhausted in accordance with this policy, faculty members unable to return to work and who may otherwise qualify under the Americans with Disabilities Act (ADA), will be referred to the University's ADA Coordinator to engage in the interactive process to determine what reasonable accommodations are needed in order to return to work, which may include a period of additional unpaid leave as an accommodation. In order to be approved for additional unpaid leave as an accommodation under the ADA, faculty members must participate in the interactive process through the University's ADA Coordinator.

3.3.1.2 For qualifying events defined in section 3.2 above, after a period of approved leave with pay is exhausted in accordance with this policy, twelve (12)-month faculty may be eligible for

additional leave (e.g., without pay; and/or, to the extent eligible, accrued sick and/or vacation leave) in accordance with the *Leave Policy for Twelve-Month Faculty*.

3.3.1.3 After exhausting twelve (12) calendar weeks of leave with or without pay pursuant to this policy, a faculty member with twelve (12) months of eligible service is entitled, under the North Carolina Family Illness Act, to additional leave without pay that, combined with FMLA or the paid leave under this policy, totals up to fifty-two (52) weeks of leave during a five (5)-year period in cases of serious illness of a child, spouse, or parent. Application is made through the Department of Human Resources Benefits Office.

### 3.4 Intermittent and Reduced Leave

3.4.1 Leave may be taken intermittently or on a reduced leave schedule if the qualifying event has created a documented medical need as allowable under FMLA that may be best accommodated through an intermittent or reduced leave schedule. Any revisions to a faculty member's assignments or schedule will be documented in a written agreement signed by the unit administrator and the faculty member, based on the advice of an eligible health care provider (as defined under the FMLA).

3.4.2 Intermittent leave is leave taken in blocks of time due to a single qualifying event rather than for one continuous period of time. This allows employees to engage in work between leave periods without exhausting the requested leave time in a continuous span. Leave for birth and bonding with a child must be taken in a continuous period of time from the date of the qualifying event, unless intermittent leave is medically necessary.

3.4.3 Reduced leave is a reduced schedule (e.g., shifting from full to part time) where the documented medical need as allowable under FMLA is best addressed by partial return to work.

3.4.4. The Human Resources Benefits Office and the respective Division Office (the Office of the Assistant Vice Chancellor for Personnel & Resource Administration for faculty in the Division of Academic Affairs and the Office of the Associate Vice Chancellor for Health Sciences Human Resources for faculty in the Division of Health Sciences) will assist the unit in determining any and all faculty workload adjustments that become necessary as a result of intermittent leave requests and approvals. These offices will also work together to assist the unit in the calculation and documentation of leave taken.

### 3.5 Short-term Disability Benefits

3.5.1 Employees are eligible for short-term disability benefits under the Disability Income Plan of North Carolina after both of the following conditions are met:

3.5.1.1 one (1) year of contributing membership within the past thirty-six (36) months in the Teachers' and State Employees' Retirement System of North Carolina or the Optional Retirement Program, and

3.5.1.2 a sixty (60) calendar-day waiting period from the date of disability onset. More information about disability benefits can be found on the Human Resources Benefits web site [see link in Additional References, above].

3.5.2 Employees may purchase supplemental disability insurance coverage offered by plans approved and available through the Human Resources Benefits Office. [See link in Additional References, above]

#### 4. Administration of Benefit

4.1 The faculty member's request for leave with pay must be made in writing to the Human Resources Benefits Office by completing the form entitled FSIL Request located on the Human Resources Benefits web site.

4.2 It is the faculty member's responsibility to inform the unit administrator in writing of the anticipated absence under this policy at least sixty (60) calendar days in advance of the leave or as soon as practicable after the need for leave is foreseeable so that qualified substitute personnel can be secured by the unit administrator as early as possible.

4.2.1 The unit administrator is responsible for securing, to the extent possible, substitute personnel for the duration of the faculty member's approved leave (with or without pay). Cost of substitute personnel will be supported by the academic unit when funds are available within the unit. When the academic unit is unable to provide the funds to support substitute personnel, the unit administrator will submit a written justification to request funding from the next higher administrator up to the appropriate vice chancellor. Any adjustments in work schedules within the unit are at the discretion of the unit administrator, with the approval of the next higher administrator, and are subject to unit and institutional needs and resources. [See section 3.4.4.]

4.2.2 Upon the faculty member's return to work after a period of approved leave (with or without pay) under this policy, the unit administrator and the faculty member will jointly determine the completion of assigned responsibilities during the remainder of the academic term. Similarly, when a faculty member will begin a period of approved leave (with or without pay) after the academic term has begun, the unit administrator and the faculty member will jointly determine the faculty member's assigned responsibilities for the period of the academic term not covered by approved leave (with or without pay).

#### 4.3 Certification and Documentation Requirements for Qualifying Events

4.3.1 Serious Health Conditions: Medical certification of the faculty member's serious health condition, including a statement from an eligible health care provider (as defined under the FMLA) about the probable length of absence from normal duties, is required. If the request is for the purpose of caring for a FMLA-defined spouse, child (son or daughter), or parent who has an FMLA-qualified serious health condition, the University also requires medical certification of that person's illness or disability and documentation of the circumstances which make it impossible or difficult for the faculty member to carry on with normal duties.

4.3.2 Birth, Adoption, or Foster Care Placement of a Child: Documentation of the qualifying event is required. Note that a faculty member who meets the eligibility requirements in section 2 above and who is an expectant mother may take leave pursuant to this policy before the birth of a child for prenatal care or if her condition makes her unable to work or requires a reduced work schedule in accordance with section 3.4. Also, leave pursuant to this policy may be granted before the actual

placement or adoption of a child if an absence from work is required for the placement for adoption or foster care to proceed.

4.3.3 Forms for certification and documentation of each category of qualifying event are located on the Human Resources Benefits web site and must be submitted by the faculty member within fifteen (15) calendar days after submitting the request for leave benefits.

4.4 The Human Resources Benefits Counselor will review the certification or documentation of the qualifying event and determine the eligibility of the faculty member for leave with pay under this policy. If the Human Resources Benefits Counselor determines that the employee is not eligible for leave with pay benefits under this policy, the Human Resources Benefits Counselor will notify the faculty member of the decision in writing, including the grounds for denial of the requested leave benefit. The faculty member may appeal this decision to the Director of Benefits. The decision of the Director of Benefits is final.

4.5 The Human Resources Benefits Counselor will provide the appropriate vice chancellor with written notification of the faculty member's eligibility for leave with pay under this policy. For approved leave with pay, the appropriate vice chancellor will issue a letter to the faculty member informing him or her of the beginning and ending dates of authorized leave with pay, with copies to appropriate unit administrators.

4.6 The FMLA entitlement of twelve (12) weeks of leave without pay will run concurrently with any period of leave with pay under this policy. The period of leave with pay will also be designated as family medical leave under the FMLA.

4.7 Leave (with or without pay) applies to the faculty member's employment during a regular term of appointment as defined in section 2.4 above.

4.7.1 If the illness or disability requires an absence from faculty duties longer than twelve (12) calendar weeks within a twelve (12) consecutive calendar month period, the faculty member may apply in writing to his or her unit administrator for a leave of absence without pay in accordance with provisions of the ECU Faculty Manual.

4.7.1.1 The faculty member may also apply to the Human Resources Benefits Office for salary continuation through the Disability Income Plan of North Carolina and through any other optional disability program(s) in which he or she may be enrolled.

4.9 Any unused leave pursuant to this policy is not eligible for terminal leave payment when the faculty member leaves the employment of the University, and it may not be used to extend years of creditable state service for retirement benefits. However, it must be exhausted prior to participation in the Disability Income Plan of North Carolina available to eligible employees.

## 5. Use of Leave with Pay

5.1 Leave with pay provided under this policy may be used for serious health conditions, pregnancy, birth, adoption, or foster care placement of a child as defined in section 3.2 above. A faculty member who anticipates an absence from duties for longer than three (3) days for qualifying reasons as defined by the

FMLA shall inform the unit administrator at least sixty (60) calendar days in advance of the leave or as soon as practicable after the need for leave is foreseeable. (See section 4.2 above.)

5.2 A faculty member will not be penalized because of time required away from work caused by or contributed to by conditions such as pregnancy, miscarriage, childbirth, or recovery. Disabilities resulting from pregnancy shall be treated the same as any other covered disability.

## 6. Record-Keeping

6.1 This policy provides an important financial benefit; therefore, accurate records must be maintained. The Human Resources Benefits Office and the respective Division Office (the Office of the Assistant Vice Chancellor for Personnel & Resource Administration for faculty in the Division of Academic Affairs and the Office of the Associate Vice Chancellor for Health Sciences Human Resources for faculty in the Division of Health Sciences) will maintain all official records.

## 7. Coordination with Other Policies

7.1 When a faculty member takes intermittent or reduced leave in accordance with section 3.4 above, the relative weights among teaching, research, service, and clinical care may be revised [see Part VIII of the Faculty Manual] so long as the reassignment of responsibilities is completed in a manner that minimizes the impact on academic program quality.

7.2 Consistent with Part IX of the Faculty Manual, an untenured, probationary term (tenure-track) faculty member who is granted leave under this policy may be eligible for an extension of the probationary term. If the faculty member wishes to request an extension of the probationary term on the basis of leave granted under this policy, he/she must submit a written request in accordance with the requirements of Part IX of the Faculty Manual for Extensions of the Probationary Term.

7.3 The leave with pay provided under this policy shall have no effect on the faculty member's other employment benefits.

7.4 Consistent with the Faculty Manual, Part XI and Part VIII, the faculty member may not engage in other employment or compensated arrangements during the period of leave with or without pay under this policy.

7.5 If a faculty member granted leave under this policy wishes to request that his or her five (5)-year post-tenure review be delayed, he/she must submit a written request to the unit administrator. The terms of such an agreement will be stated in writing, signed by the faculty member, and approved by the unit administrator, dean (or other appropriate administrator), and the appropriate vice chancellor.

## 8. Confidentiality

8.1 Communications and documentation concerning leave requested or approved pursuant to this policy shall constitute confidential records in accordance with North Carolina law.

## 9. Effective Date

9.1 This policy is effective July 1, 2011, and shall supersede any previous policies granting leave to faculty members for qualifying events as defined by the FMLA. A faculty member who is absent on approved

leave at the time this policy becomes effective will continue to receive the leave benefits approved for that absence until the period of approved leave expires.

9.2 Any revisions and/or amendments to this policy shall become effective upon the approval of the ECU Board of Trustees.



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## Faculty Serious Illness and Parental Leave

Updated Version 2 (~~Current Version~~)

<b>Policy</b>	POL06.45.01
<b>Title</b>	Faculty Serious Illness and Parental Leave
<b>Category</b>	Human Resources
<b>Sub-category</b>	Leaves
<b>Authority</b>	Board of Trustees
<b>History</b>	Original BOT approval May 6, 2006; Revised, BOT approved and effective July 1, 2014. THIS POLICY WAS GOVERNED BY THE ECU FACULTY MANUAL THROUGH JUNE 30, 2011.
<b>Contact</b>	Director of Benefits, Human Resources (328-9825); <del>Assistant Vice Chancellor for Personnel &amp; Resource Administration (Executive Director for Academic Affairs Personnel Administration or Associate Vice Chancellor for Personnel Administration, Division of Academic Affairs) (328-2587);</del> <del>Affairs (328-1416 or 328-5442);</del> Associate Vice Chancellor for Health Sciences Human Resources (744-1910).
<b>Related Policies</b>	<u><a href="#">UNC Policy Manual 300.2.11, Serious Illness and Disability Leave for Faculty Leave Policy for Twelve-Month Faculty POL06.45.03</a></u> <u><a href="#">ECU Faculty Manual, Part XI, GENERAL FACULTY EMPLOYMENT GUIDELINES AND BENEFITS</a></u> <u><a href="#">ECU Faculty Manual, Part VIII, PERSONNEL POLICIES AND PROCEDURES FOR THE FACULTY</a></u> <u><a href="#">ECU Faculty Manual, Part IX, TENURE AND PROMOTION POLICIES AND PROCEDURES AND PERFORMANCE REVIEW OF TENURED FACULTY</a></u> <u><a href="#">Federal Family and Medical Leave Act (FMLA)</a></u> <u><a href="#">State Human Resources Manual, Family and Medical Leave</a></u>
<b>Additional References</b>	<u><a href="#">ECU Human Resources Benefits</a></u> <u><a href="#">UNC Policy Manual 300.2.11[G], Guidelines on Serious Illness and Disability Leave for Faculty</a></u>

[January 29, 2016 Memorandum from Mr. Brian Usischon, Associate Vice President for Human Resources, Benefits, Shared Services & Technology regarding Serious Illness and Disability Leave for Faculty, Federal Family and Medical Leave Act \(FMLA\)](#)  
[-State Human Resources Manual, Family and Medical Leave](#)  
[UNC Policy 300.2-11 ADA Faculty Accommodations-](#)

#### 1. Purpose

This policy provides leave with pay for eligible faculty (defined in Section 2 below) for cases of a serious health condition and/or parental leave (defined as birth, adoption, and foster care placement of a child). For further explanation, see the federal Family and Medical Leave Act (“FMLA”) link under ~~additional references~~ [Related Policies](#), above. [In addition, faculty to whom this policy applies shall also be subject to the same family and medical leave policy as may be prescribed for employees subject to the State Human Resources Act. For further explanation, see the State Human Resources Manual, Family and Medical Leave link under Related Policies, above. To the extent this policy conflicts with the State Human Resources Manual, Family and Medical Leave, this policy shall govern.](#)

#### 2. Eligibility

2.1 This policy applies only to faculty members who meet all of the following conditions:

2.1.1 have been continuously employed by East Carolina University for at least twelve (12) consecutive calendar months, and

2.1.2 have continuously held a permanent appointment of at least ~~seventy-five percent (75%) percent~~ of full-time, and

2.1.3 ~~who~~ participate in either the Teachers’ and State Employees’ Retirement System of North Carolina or the Optional Retirement Program, and

2.1.4 ~~who do not accrue sick leave~~ [have met all other requirements for FMLA leave as described in the State Human Resources Manual, Family and Medical Leave \[see link under Related Policies, above\].](#)

2.2 This policy does not apply to faculty members with temporary appointments or to faculty who are employed with less than ~~seventy-five percent (75%) percent~~ appointments. [In addition, the benefits](#)

provided in accordance with this policy for those faculty members whose appointments are less than 1.0 FTE will be pro-rated accordingly.

2.3 A period of employment in a non-eligible status may not be used to partially meet the requirement for twelve (12) consecutive months in an eligible capacity.

2.4 Leave benefits are available to faculty members who meet the eligibility requirements, and paid leave may be taken during the term of appointment.

2.4.1 For a twelve (12)-month faculty member, the term of appointment is twelve (12) calendar months (usually defined as July 1 through June 30).

2.4.2 For a nine (9)-month faculty member, the term of appointment is ~~the regular academic year that begins with Opening Day Convocation for Fall Semester in August and ends with Commencement at the end of Spring Semester in May~~August 16<sup>th</sup> through May 15<sup>th</sup>.

2.4.2.1 An eligible nine (9)-month faculty member may receive leave with pay for a documented qualifying event that begins during the regular academic term of appointment. If the documented qualifying event begins ~~between Commencement in May and Opening Day Convocation in August~~outside of the appointment term (i.e., August 16<sup>th</sup> through May 15<sup>th</sup>), the faculty member may receive leave with pay after ~~Opening Day Convocation~~the beginning of the next appointment term (i.e., August 16<sup>th</sup>) up to a maximum of twelve (12) calendar weeks from the date of the documented qualifying event.

2.4.2.2 Teaching duties in the summer terms by nine (9)-month faculty members are covered under a separate contract, and paid leave under this policy is not provided for absence during a contracted summer term.

2.5 This policy applies only to faculty and not to other employment categories including, but not limited to, categories of Senior Academic and Administrative Officer (SAAO Tier I or Tier II), EHRA Non-faculty (NF-EHRA Instructional, ~~or~~ Research, or Public Service~~Information Technology~~), SHRA/CSS, Postdoctoral Fellows, or student employees.

2.6 Any faculty member who is on a less than twelve (12)-month appointment will be treated as a nine-(9) month faculty member for the purposes of this policy.

### 3. Description of Benefits

3.1 The total maximum leave benefit for an individual faculty member for all leave benefits ~~is as described in section 3.2 below for leave with pay and as described in section 3.3 below for leave without pay (with or without pay) under this policy. All leave benefits are provided pursuant to this policy are~~ in accordance with the FMLA ~~and is run concurrently with the FMLA for up to twelve (12) calendar weeks within any consecutive twelve (12) calendar month period regardless of the number of qualifying events that occur, except as stated in section 3.2-3.4 below. [See section 4.6.]~~ Note in section 3.3.1.32 below, under the North Carolina Family Illness Act, a faculty member is entitled to ~~additional leave without pay that, combined with FMLA or the paid leave under this policy, totals an extension of~~ up to ~~fifty-two (52) weeks of leave without pay~~ during a five (5)-year period in cases of serious illness of a child, spouse, or parent.

3.1.1 The start date of the first leave ~~sets starts~~ the clock for the ~~twelve (12)-month period for leave with or without pay under this policy. [See section 5.3 regarding use of any accrued leave balance prior to utilizing paid leave benefits under this policy.]~~

#### 3.2 Leave with pay

3.2.1 For qualifying reasons as defined in the FMLA, leave with pay is available to a faculty member who meets the eligibility criteria defined in section 2 above.

3.2.2 Serious Health Conditions: For documented serious health conditions, as defined in the FMLA, ~~faculty members are a faculty member is~~ eligible for leave with pay ~~in accordance with this policy~~ for a maximum of ~~the following amounts 12 calendar weeks~~ in any consecutive ~~twelve (12)-month period:~~

~~3.2.2.1 For nine (9)-month faculty, twelve (12) calendar weeks; and~~

~~3.2.2.2. For twelve (12)-month faculty, sixty (60) calendar days. (Twelve (12)-month faculty may also be eligible to take accrued sick and/or vacation leave in accordance with the Leave Policy for Twelve-Month Faculty in addition to paid leave pursuant to this policy.)~~

See section 4.3.1 for certification requirements.

#### 3.2.3 Birth, Adoption, or Foster Care Placement of a Child

~~3.2.3.1 Primary Caregiver: The primary caregiver~~For the documented birth, adoption or foster care placement of a child, ~~faculty members are~~is eligible for leave with pay in accordance with this policy for a maximum of the following amounts, beginning on the date of the documented qualifying event:

~~3.2.3.1.1. For nine (9)-month faculty, twelve (for 12) calendar weeks~~beginning on the date of the documented qualifying event; and-

3.2.3.1.2. For twelve (12)-month faculty, sixty (60) calendar days. (Twelve (12)-month faculty may also be eligible to take accrued sick and/or vacation leave in accordance with the *Leave Policy for Twelve-Month Faculty* in addition to paid leave pursuant to this policy.<sup>4</sup>)

~~-See section 3.4.2 regarding intermittent leave and section 4.3.2 for documentation requirements.~~

~~3.2.3.2 Secondary Caregiver: Secondary caregiver is the term that applies in instances in which there are two (2) East Carolina University faculty members who are both eligible for leave pursuant to this policy (see section 2, above, for eligibility requirements) for the same birth, adoption, or foster care placement of a child (hereinafter referred to as two eligible employees for the purposes of this section 3.2.3). For such a documented qualifying event, the secondary caregiver is eligible for leave with pay for 21 calendar days (in addition to the leave with pay for the primary caregiver in section 3.2.3.1) any time within the 12 consecutive calendar month period immediately following the documented qualifying event.~~

~~3.2.3.3 Two eligible employees may choose to share the 12 consecutive calendar weeks of leave with pay for the same qualifying event, but in no case may two eligible employees each receive 12 calendar weeks of leave with pay for the same qualifying event. If two eligible employees choose to share the 12 consecutive calendar weeks of leave with pay for the same qualifying event, the secondary caregiver is eligible for the additional 21 calendar days of leave with pay as stated in section 3.2.3.2 above. Also see section 3.3 for maximum leave eligibility in a 12 calendar month period.~~

~~3.2.3.4 A faculty member shall not qualify as both primary and secondary caregiver for a single qualifying event. However, the~~

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~~<sup>4</sup>Please see Footnote 1, above.~~

~~secondary caregiver defined in 3.2.3.2 may be approved for a leave with pay for up to 12 calendar weeks for a separate qualifying event within the same 12 calendar month period.~~

3.2.4 Health/medical complications arising due to pregnancy and childbirth will be treated as any other serious health condition [see section 3.2.2 above].

3.2.5 ~~Dependent Care or~~ Care for an Immediate Family Member: For required care of an FMLA-~~designated defined dependent or immediate family member spouse, child (son or daughter), or parent~~ who has an FMLA-qualified serious health condition, ~~the~~ faculty members are ~~is~~ eligible for leave with pay in accordance with this policy for a maximum of the following amounts 12 calendar weeks in any consecutive twelve (12)-month period:

3.2.5.1 For nine (9)-month faculty, twelve (12) calendar weeks; and

3.2.5.2. For twelve (12)-month faculty, sixty (60) calendar days. (Twelve (12)-month faculty may also be eligible to take accrued sick and/or vacation leave in accordance with the Leave Policy for Twelve-Month Faculty in addition to paid leave pursuant to this policy.<sup>2</sup>)

See section 3.3.1.~~32~~ for additional family illness provisions. See section 4.3.~~1~~ for certification requirements.

### 3.3 Leave without pay

3.3.1 For qualifying reasons defined in the FMLA, leave without pay is available to faculty members who meet the eligibility criteria defined in section 2 above.

3.3.1.1 For qualifying events defined in section 3.2.~~1~~ above, after a period of approved leave with pay is exhausted in accordance with this policy, faculty members unable to return to work and who may otherwise qualify under the Americans with Disabilities Act (ADA), will be referred to the University's ADA Coordinator to engage in the interactive process to determine what reasonable accommodations are needed in order to return to work, which may include a period of additional unpaid leave as an accommodation. In order to be approved for additional

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<sup>2</sup>~~Please see Footnote 1, above.~~

unpaid leave as an accommodation under the ADA, faculty members must participate in the interactive process through the University’s ADA Coordinator.

additional leave (e.g., without pay; and/or, to the extent eligible, accrued sick and/or vacation leave in accordance with the *Leave Policy for Twelve-Month Faculty*)<sup>2</sup> up to a total maximum of twelve (12) calendar weeks (including leave with and without pay) may be approved within any consecutive twelve (12) month period. In no case will leave with or without pay under the FMLA be approved beyond a total of twelve (12) calendar weeks within any consecutive twelve (12) calendar month period, except as provided in section 3.2.3.4 above. [See section 4.6.]

3.3.1.2 For qualifying events defined in section 3.2 above, after a period of approved leave with pay is exhausted in accordance with this policy, twelve (12)-month faculty may be eligible for additional leave (e.g., without pay; and/or, to the extent eligible, accrued sick and/or vacation leave) in accordance with the *Leave Policy for Twelve-Month Faculty*.

3.3.1.3 After exhausting twelve (12) calendar weeks of leave with or without pay pursuant to this policy, a faculty member with twelve (12) months of eligible service is entitled, under the North Carolina Family Illness Act, to additional leave without pay that, combined with FMLA or the paid leave under this policy, totals an extension of up to fifty-two (52) weeks of leave without pay during a five (5)-year period in cases of serious illness of a child, spouse, or parent. Application is made through the Department of Human Resources Benefits Office.

### 3.4 Intermittent and Reduced Leave

3.4.1 Leave may be taken intermittently or on a reduced leave schedule if the qualifying event has created a documented medical need as allowable under FMLA that may be best accommodated through an intermittent or reduced leave schedule. Any revisions to a faculty member’s assignments or schedule will be documented in a written agreement signed by the unit administrator and the faculty

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<sup>2</sup>Please see Footnote 1, above.

member, based on the advice of an eligible health care provider (as defined under the FMLA).

3.4.2 Intermittent leave is leave taken in blocks of time due to a single qualifying event rather than for one continuous period of time. This allows employees to engage in work between leave periods without exhausting the requested leave time in a continuous span. Leave for birth and bonding with a child must be taken in a continuous period of time from the date of the qualifying event, unless intermittent leave is medically necessary.

3.4.3 Reduced leave is a reduced schedule (e.g., shifting from full to part time) where the documented medical need as allowable under FMLA is best addressed by partial return to work.

3.4.4. The Human Resources Benefits Office and the respective Division Office (the Office of the Assistant Vice Chancellor for Personnel & Resource Administration for faculty in the Division of Academic Affairs and the Office of the Associate Vice Chancellor for Health Sciences Human Resources for faculty in the Division of Health Sciences) will assist the unit in determining any and all faculty workload adjustments that become necessary as a result of intermittent leave requests and approvals. These offices will also work together to assist the unit in the calculation and documentation of leave taken.

### 3.5 Short-term Disability Benefits

3.5.1 Employees are eligible for short-term disability benefits under the Disability Income Plan of North Carolina after both of the following conditions are met:

3.5.1.1 one ~~(1)~~ year of contributing membership within the past ~~thirty-six~~ (36) months in the Teachers' and State Employees' Retirement System of North Carolina or the Optional Retirement Program, and

3.5.1.2 a ~~sixty~~ (60) ~~(sixty)~~ calendar-day waiting period from the date of disability onset. More information about disability benefits can be found on the Human Resources Benefits web site [see link in ~~A~~additional ~~R~~ferences, above].

3.5.2 Employees may purchase supplemental disability insurance coverage offered by plans approved and available through the Human Resources Benefits Office. [See ~~HR Benefits web~~ link in Additional References, above]



#### 4. Administration of Benefit

4.1 The faculty member's request for leave with pay must be made in writing to the Human Resources Benefits Office by completing the form entitled [FSIL Request for Faculty Serious Illness and Parental Leave](#) located on the Human Resources Benefits web site.

4.2 It is the faculty member's responsibility to inform the unit administrator in writing of the anticipated absence under this policy at least sixty (60) calendar days in advance of the leave or as soon as practicable after the need for leave is foreseeable so that qualified substitute personnel can be secured by the unit administrator as early as possible.

4.2.1 The unit administrator is responsible for securing, to the extent possible, substitute personnel for the duration of the faculty member's approved leave (with or without pay). Cost of substitute personnel will be supported by the academic unit when funds are available within the unit. When the academic unit is unable to provide the funds to support substitute personnel, the unit administrator will submit a written justification to request funding from the next higher administrator up to the appropriate vice chancellor. Any adjustments in work schedules within the unit are at the discretion of the unit administrator, with the approval of the next higher administrator, and are subject to unit and institutional needs and resources. [\[See section 3.4.4.\]](#)

4.2.2 Upon the faculty member's return to work after a period of approved leave (with or without pay) under this policy, the unit administrator and the faculty member will jointly determine the completion of assigned responsibilities during the remainder of the academic term. Similarly, when a faculty member will begin a period of approved leave (with or without pay) after the academic term has begun, the unit administrator and the faculty member will jointly determine the faculty member's assigned responsibilities for the period of the academic term not covered by approved leave (with or without pay).

#### 4.3 Certification and Documentation Requirements for Qualifying Events

4.3.1 Serious Health Conditions: Medical certification of the faculty member's serious health condition, including a statement from an eligible health care provider (as defined under the FMLA) about the probable length of absence from normal duties, is required. If the request is for the purpose of caring for a [FMLA-defined spouse, child](#)

(son or daughter), or parent who has an FMLA-qualified serious health condition family member or dependent, the University also requires medical certification of that person's illness or disability and documentation of the circumstances which make it impossible or difficult for the faculty member to carry on with normal duties.

4.3.2 Birth, Adoption, or Foster Care Placement of a Child:  
Documentation of the qualifying event is required. Note that a faculty member who meets the eligibility requirements in section 2 above and who is an expectant mother may take leave pursuant to this policy before the birth of a child for prenatal care or if her condition makes her unable to work or requires a reduced work schedule in accordance with section 3.42.2. Also, leave pursuant to this policy may be granted before the actual placement or adoption of a child if an absence from work is required for the placement for adoption or foster care to proceed.

4.3.3 Forms for certification and documentation of each category of qualifying event are located on the Human Resources Benefits web site and must be submitted by the faculty member within fifteen (15) calendar days after submitting the request for leave benefits.

4.4 The Human Resources Benefits Counselor will review the certification or documentation of the qualifying event and determine the eligibility of the faculty member for leave with pay under this policy. If the Human Resources Benefits Counselor determines that the employee is not eligible for leave with pay benefits under this policy, the Human Resources Benefits Counselor will notify the faculty member of the decision in writing, including the grounds for denial of the requested leave benefit. The faculty member may appeal this decision to the Director of Benefits. The decision of the Director of Benefits is final.

4.5 The Human Resources Benefits Counselor will provide the appropriate vice chancellor with written notification of the faculty member's eligibility for leave with pay under this policy. For approved leave with pay, the appropriate vice chancellor will issue a letter to the faculty member informing him or her of the beginning and ending dates of authorized leave with pay, with copies to appropriate unit administrators.

4.6 The FMLA entitlement of twelve (12) weeks of leave without pay will run concurrently with any period of leave with pay under this policy.

The period of leave with pay will also be designated as family medical leave under the FMLA.

4.7 Leave (with or without pay) applies to the faculty member's employment during a regular term of appointment as defined in section 2.4 above.

4.7.1 If the illness or disability requires an absence from faculty duties longer than ~~twelve (12) (twelve)~~ calendar weeks within a ~~twelve (12)~~ consecutive calendar month period, the faculty member may apply in writing to his or her unit administrator for a leave of absence without pay in accordance with provisions of the ECU Faculty Manual.

4.7.1.1 The faculty member may also apply to the Human Resources Benefits Office for salary continuation through the Disability Income Plan of North Carolina and through any other optional disability program(s) in which he or she may be enrolled.

~~4.8 In cases of serious illness of a child, spouse, or parent, the North Carolina Family Illness Act allows the faculty member to apply in writing for extension of up to fifty two (52) weeks of leave without pay during a five (5) year period. Application is made through the Department of Human Resources Benefits Office.~~

4.9 Any unused leave pursuant to this policy is not eligible for terminal leave payment when the faculty member leaves the employment of the University, and it may not be used to extend years of creditable state service for retirement benefits. However, it must be exhausted prior to participation in the Disability Income Plan of North Carolina available to eligible employees.

#### 5. Use of Leave with Pay

5.1 Leave with pay provided under this policy may be used for serious health conditions, pregnancy, birth, adoption, or foster care placement of a child as defined in section 3.2 above. A faculty member who anticipates an absence from duties for longer than three (3) days for qualifying reasons as defined by the FMLA shall inform the unit administrator at least sixty (60) calendar days in advance of the leave or as soon as practicable after the need for leave is foreseeable. (See section 4.2 above.)

5.2 A faculty member will not be penalized because ~~she of time required requires time~~ away from work caused by or contributed to by

conditions such as pregnancy, miscarriage, childbirth, or recovery. Disabilities resulting from pregnancy shall be treated the same as any other covered disability. ~~The type and nature of the faculty member's duties during pregnancy will be determined by the unit administrator in consultation with the faculty member and upon advice the faculty member receives from her eligible health care provider. Revisions to the faculty member's assignments will be documented in a written agreement signed by the unit administrator and the faculty member.~~

~~5.3 A faculty member who has an accrued balance of sick leave from a previous leave-earning employment status must exhaust this accumulated sick leave balance prior to utilizing the benefit of leave with pay provided by this policy. Sick leave that has accrued will be considered as part of the maximum 12 (twelve) calendar week eligibility for leave with pay under this policy.~~

#### 6. Record-Keeping

6.1 This policy provides an important financial benefit; therefore, accurate records must be maintained. The Human Resources Benefits Office and the respective Division Office (the Office of the Assistant Vice Chancellor for Personnel & Resource Administration for faculty in the Division of Academic Affairs and the Office of the Associate Vice Chancellor for Health Sciences Human Resources for faculty in the Division of Health Sciences) ~~appropriate vice chancellor~~ will maintain all official records, ~~and the vice chancellor will make an annual report on the use of leave under this policy to the Chancellor and to the Chair of the Faculty no later than August 1 each calendar year.~~

#### 7. Coordination with Other Policies

7.1 When a faculty member takes intermittent or reduced leave in accordance with section 3.4 above, the relative weights among teaching, research, service, and clinical care may be revised [see Part VIII of the Faculty Manual] so long as the reassignment of responsibilities is completed in a manner that minimizes the impact on academic program quality.

7.2 Consistent with Part IX of the Faculty Manual, an untenured, probationary term (tenure-track) faculty member who is granted leave under this policy may be eligible for an extension of the probationary term. If the faculty member wishes to request an extension of the probationary term on the basis of leave granted under this policy, he/she must submit a written request ~~to the unit administrator, subject to approval by the Chancellor, at the time the paid leave is granted in~~

accordance with the requirements of Part IX of the Faculty Manual for Extensions of the Probationary Term.

7.3 The leave with pay provided under this policy shall have no effect on the faculty member's other employment benefits.

7.4 Consistent with the Faculty Manual, Part XI and Part VIII, the faculty member may not engage in other employment or compensated arrangements during the period of leave with or without pay under this policy.

7.5 If a faculty member granted leave under this policy wishes to request that his or her five (5)-year post-tenure review be delayed, he/she must submit a written request to the unit administrator. The terms of such an agreement will be stated in writing, signed by the faculty member, and approved by the unit administrator, dean (or other appropriate administrator), and the appropriate vice chancellor.

#### 8. Confidentiality

8.1 Communications and documentation concerning leave requested or approved pursuant to this policy shall constitute confidential records in accordance with North Carolina law.

#### 9. Effective Date

9.1 This policy is effective July 1, 2011, and shall supersede any previous policies granting leave to faculty members for qualifying events as defined by the FMLA. A faculty member who is absent on approved leave at the time this policy becomes effective will continue to receive the leave benefits approved for that absence until the period of approved leave expires.

9.2 Any revisions and/or amendments to this policy shall become effective upon the approval of the ECU Board of Trustees. This policy may be revised from time to time, with subsequent changes to selected portions of the policy effective on the dates indicated herein.



**Board of Trustees  
University Affairs Committee  
April 11, 2019**

Agenda Item:	II. C. Enrollment Update
Responsible Person:	Ron Mitchelson, Provost
Action Requested:	Information
Notes:	N/A



**Board of Trustees  
University Affairs Committee  
April 11, 2019**

Agenda Item:	II. D. Course Clustering Update
Responsible Person:	Ron Mitchelson, Provost
Action Requested:	Information Only
Notes:	No presentation; information is in board materials



March 29, 2019

Mr. Shanahan, Chairman  
Mr. Copeland, Chairman, University Affairs Committee  
ECU Board of Trustees

Dear Mr. Shanahan & Mr. Copeland:

In accordance with UNC System Regulation 700.1.1.1[R], Regulations on Minimum Requirements for Undergraduate Admission, below is a report of the admission of students under the Chancellor's Exceptions for academic year 2018-19.

The Regulation permits Chancellor's Exceptions for any first-time undergraduate who 1) does not meet the SAT/ACT minimum requirement and/or 2) does not meet the minimum high school GPA requirement. The minimum admissions requirements (MAR) under the Regulation are: 1) a minimum 2.5 weighted high school GPA and 2) a minimum SAT of 800 or ACT of 17. The maximum number of such exceptions permitted under the Regulation is one percent (1%) of the total number of first-time undergraduate applications accepted in the academic year of admittance. For reference, ECU accepted (i.e. admitted) 14,395 students for the Fall 2018 first-time undergraduate cohort.

The total number of Chancellor's Exceptions for academic year 2018-19 is 13, which equates to .09% of the total number of first-time undergraduate applications accepted in the academic year of admittance. Of the 13 approved exceptions, ten subsequently enrolled and all ten remain enrolled in spring 2019.

As stated in the ECU Undergraduate Catalog, applicants not meeting the UNC minimum requirements may request a holistic review through the Office of Undergraduate Admissions. Of the 13 exceptions, three were recruited freshmen student-athletes; a committee external to the Office of Undergraduate Admissions has delegated responsibility for these holistic reviews. I can describe this process and the participates during University Affairs if needed.

Sincerely,

Dr. Ron Mitchelson  
Provost and Senior Vice Chancellor for Academic Affairs





**Board of Trustees  
University Affairs Committee  
April 11, 2019**

Agenda Item:	II. E. Chancellor's Exceptions
Responsible Person:	Ron Mitchelson, Provost
Action Requested:	Information Only
Notes:	No presentation; information is in board materials

**2017-18 UNC Intercollegiate Athletics Report Summary**  
**Presented to the University Affairs Committee of the Board of Trustees**  
**Thursday, April 11, 2019**

UNC policy 1100.1 states that a report on student-athlete admissions, academic performance and progress towards degree as well as financial reporting related to intercollegiate athletics be provided each year to the institution’s Board of Trustees and the UNC System President. The UNC Intercollegiate Athletics Report for 2017-18 consisted of an abbreviated version due to information already gathered in fall 2017 for the Legislative Commission on the Fair Treatment of Student-Athletes.

Following is a summary of the information requested for the 2017-18 UNC Intercollegiate Athletics Report.

**1. Recruited freshmen student-athletes (RFSAs) receiving MAR and/or MCR exceptions:**

Total recruited freshmen student-athletes:	124
Total student-athletes who did not meet MCR (minimum course requirements):	3
Total student-athletes who did not meet MAR (minimum admissions requirements):	2
Total student-athletes who did not meet MCR and MAR:	1

**2. Undergraduate student-athlete academic profile – top three revenue sports:**

	Total Number of RFSAs	Average HS NCAA Core Course GPA	Average SAT Composite Score	Average ACT Composite Score
Football	23	3.204	1004	21
Men's Basketball	**	**	**	**
Women's Basketball	**	**	**	**

\*\* Based on FERPA guidelines regarding protection of student identity, data is redacted for four or fewer students reported for a group.

**3. Review of GPAs and course clustering analysis summary:**

Review of GPAs

Student-Athlete Cumulative GPA – Spring 2018:	3.172
Non-Student-Athlete Cumulative GPA – Spring 2018:	2.959

Course Clustering Analysis Summary

An audit team consisting of Dr. Chris Locklear, Vice Provost for Academic Success; Wayne Poole, Chief Audit Officer; Amanda Danielson, Audit Supervisor; and Nita Boyce, Assistant Athletics Director for Student Development used a business analytics tool to review student-athlete course enrollment data. The team reviewed all summer 2017 sessions, fall semester

2017 and spring 2018. Following are the three areas per UNC Policy 700.6.1[G] that were reviewed and the findings from the review.

- a. Grade distribution between student-athletes and non-athletes within flagged sections  
Courses with a student-athlete enrollment of 20% or higher were identified as flagged and were examined in detail. UNC policy considers a section “flagged” when 25% or more of the enrollees are student-athletes. ECU, however, has historically set a higher standard and has reviewed sections with 20% or more student-athlete enrollees. Both the total number of students enrolled, and the number of sections offered for a specific course were considered in the review.

For this reporting year, the audit identified 88 sections with 20% or more student-athletes. The review team examined these sections and identified those courses that needed further detailed review. Following further review, the team concluded no irregularities.

- b. Grade distribution between flagged and non-flagged sections of the same course  
Course sections were examined for student-athlete grade distribution. This included courses with student-athlete enrollment as well as the same named courses with no student-athlete enrollment. A scatterplot review of the data was used to examine the courses. No irregularities were found.

- c. Transcript review for student-athletes enrolled in three or more flagged sections per academic year

Student-athletes enrolled in three or more sections with 20% or higher student-athlete enrollment for the academic period summer 2017 – spring 2018 were identified for further review. A total of 54 student-athletes were identified. The review team then closely examined the transcripts of those students. No irregularities were noted.

In conclusion, the review of student-athlete course enrollment analytics was completed for the 2017-18 academic year. No unexplained irregularities were identified that would require reporting to the Provost and/or corrective action.

#### **4. Revenue generated from student fees (as reported in the NCAA IPP Dashboard):**

Student Fees as a % of revenue for 2017:            31.4%

#### **5. Annual audit of “booster” club organizations:**

The audit report for The ECU Educational Foundation, which as previously presented to the Audit, Risk Management, Compliance and Ethics Committee, years ended June 30, 2018 and 2017 is attached.

# **East Carolina University Educational Foundation, Inc.**

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**Financial Statements**

**Years Ended June 30, 2018 and 2017**

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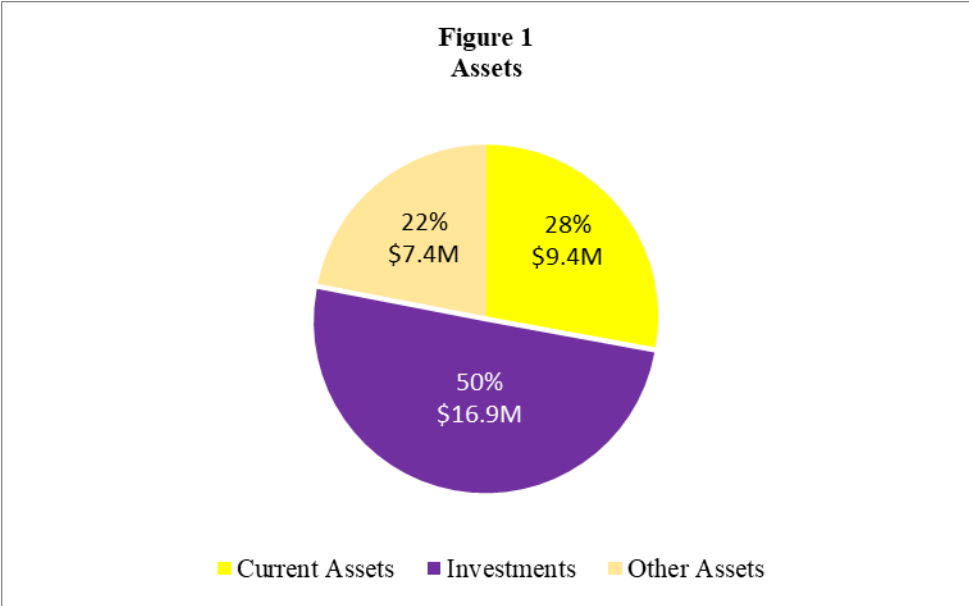
**Management’s Discussion and Analysis**

December 4, 2018

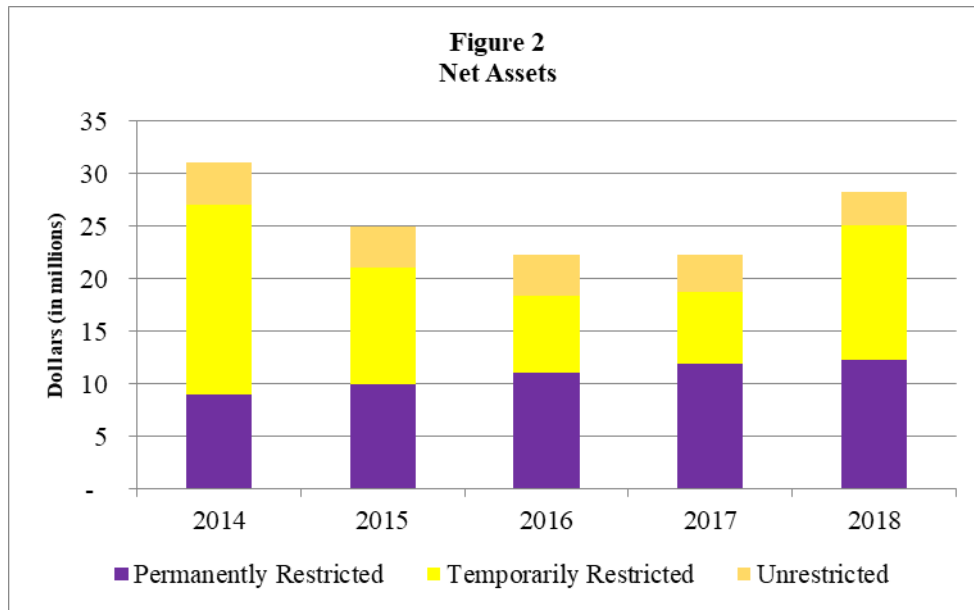
The East Carolina University Educational Foundation, Inc. (the “Foundation”), is a 501(c)(3) organization whose mission is to be the friend-raising and fund-raising arm of East Carolina University’s Division I athletics program. The attached financial statements, audited by the firm of Dixon Hughes Goodman LLP, received an unmodified opinion. The unmodified opinion from our auditors reflects the commitment of our volunteers and staff to stewarding the Foundation’s resources in a responsible manner while fulfilling the Foundation’s mission with honesty and integrity and in compliance with the rules and regulations that govern its operations.

As the financial statements illustrate for the fiscal year ended June 30, 2018, an increase in contributions revenue due to philanthropic commitments related to the Dowdy Ficklen Southside Renovation project resulted in an increase in net assets. The following graphs and explanations summarize the financial results for the year ended June 30, 2018.

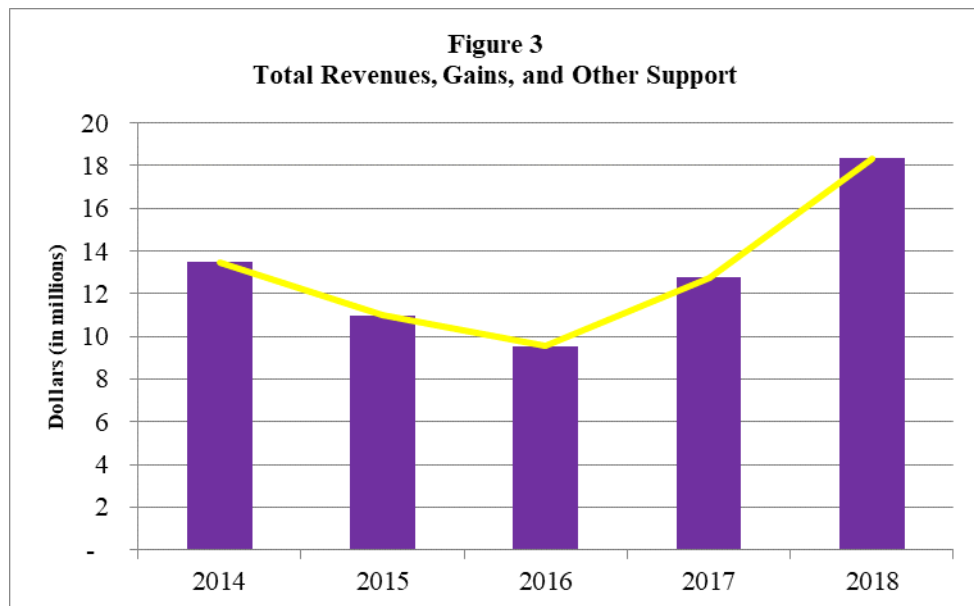
Total assets of the Foundation at June 30, 2018 were \$33.7 million. The Foundation’s investments represented the largest percentage of the Foundation’s assets at the end of the fiscal year (see Figure 1).



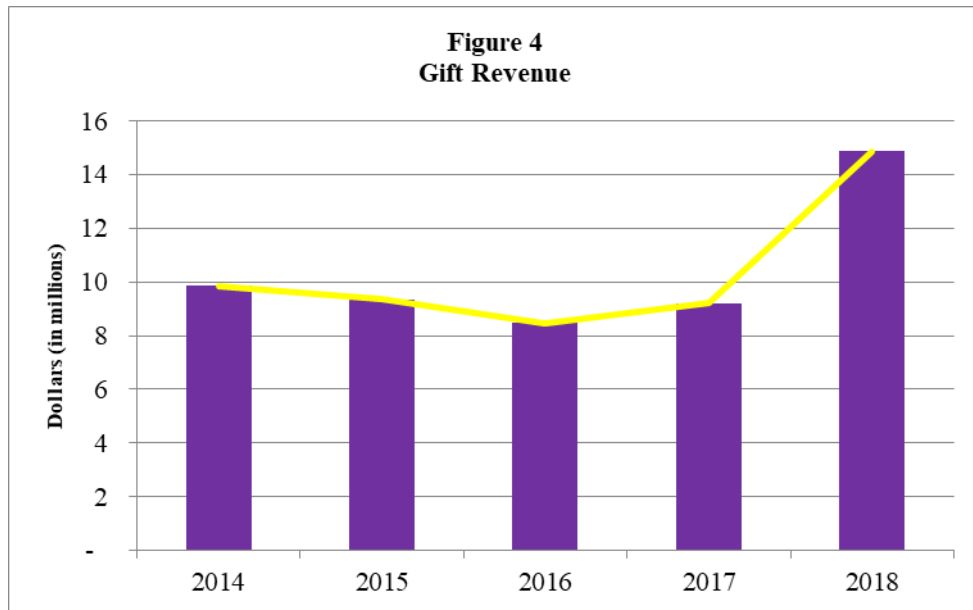
The Foundation's ending total net assets of \$28.2 million increased by 26.5% over the prior year's ending net assets (see Figure 2).



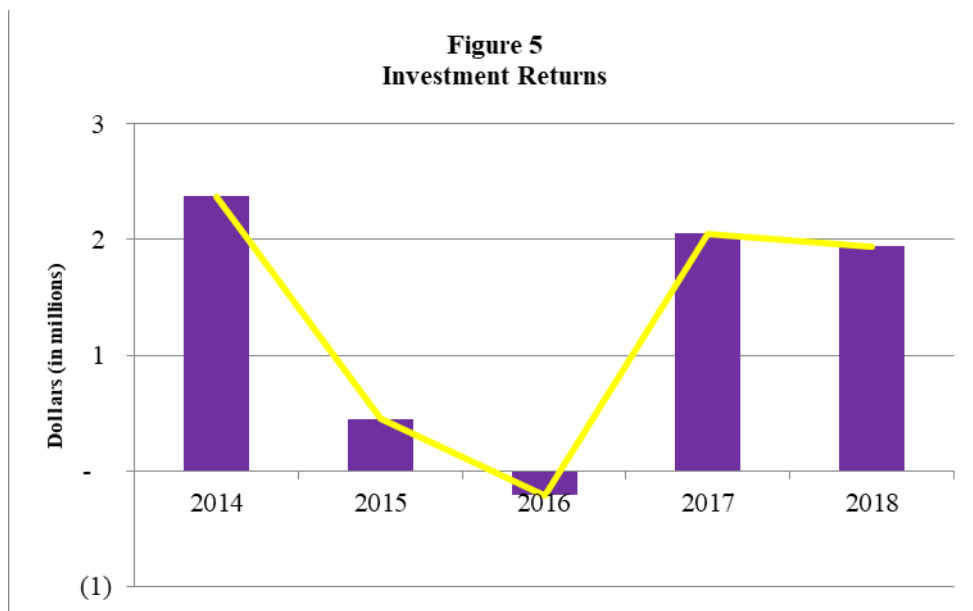
The total revenues, gains, and other support received by the Foundation during the year was \$18.3 million. As illustrated by Figure 3, the change in total revenues represented a 44% increase over the previous year's total revenue of \$12.8 million. This was primarily due to increased contributions revenue from philanthropic commitments related to the Dowdy Ficklen Southside Renovation project for the current year compared to the prior year.



Gifts to the Foundation for fiscal year 2018 totaled \$14.9 million, an increase of 62% over the prior year (see Figure 4).

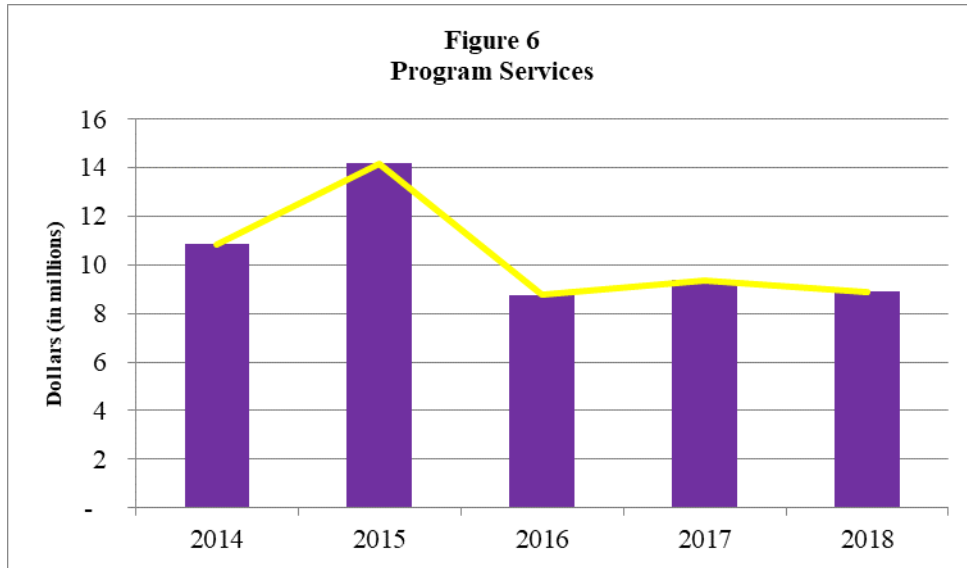


Investment returns for the fiscal year ended June 30, 2018 represent 10.6% of the Foundation's total revenues. The Foundation sustained a net gain on investments for fiscal year 2018 of \$1.9 million, as shown in Figure 5. For the year ended June 30, 2018, the Foundation's investments produced a net gain of 12.8% compared to a net gain of 15.5% for the year ended June 30, 2017.

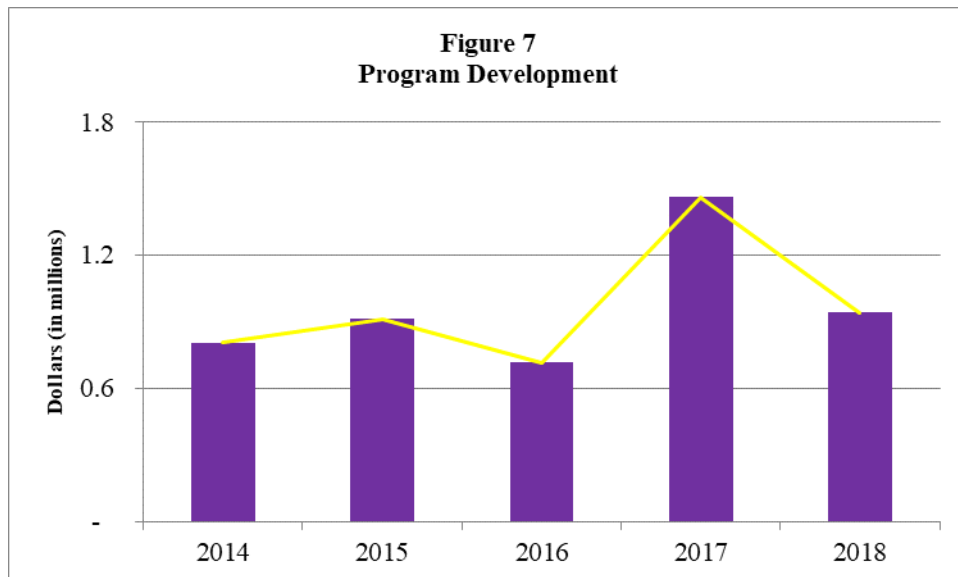




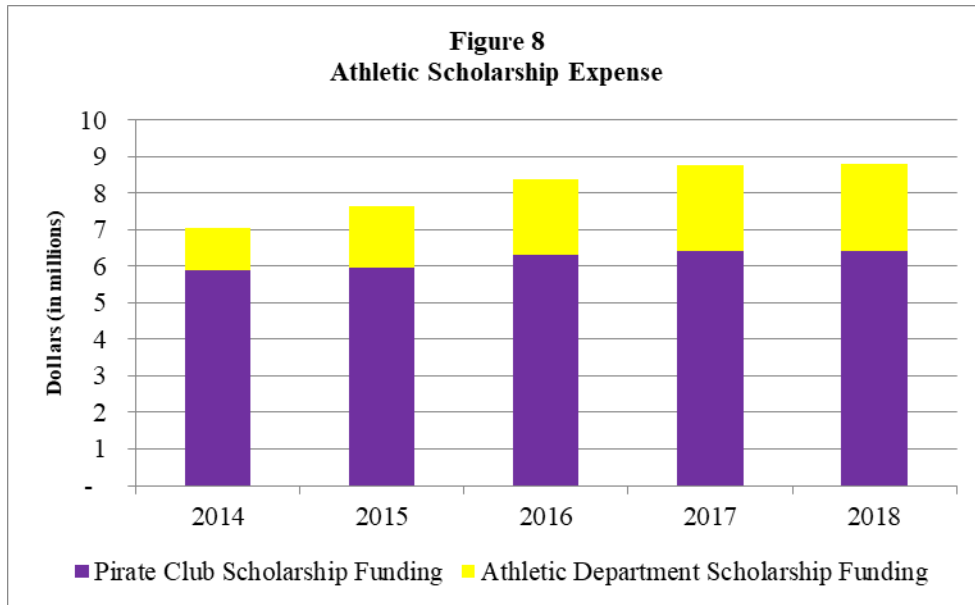
A major focus of the Foundation is to raise, manage, and provide private resources for program services for the student athletes of East Carolina University. The Foundation provided \$8.9 million in program services for the fiscal year ended June 30, 2018, a slight decrease from fiscal year ended June 30, 2017 (see Figure 6).



Program development expenses decreased from 2017 to 2018. Program development expenses totaled approximately \$950 thousand in fiscal year 2018 compared to approximately \$1.5 million in fiscal year 2017 (see Figure 7). During fiscal year 2017, approximately \$627 thousand of expense was incurred for a new digital scoreboard and foul-line artificial turf for Clark LeClair Baseball Stadium. There were no similar expenses during fiscal year 2018.



Scholarship support is a key component of the program service support provided by the Foundation. The scholarship support for the fiscal year ended June 30, 2018 was \$6.4 million. Total athletic scholarship expense paid by the East Carolina University athletics department was \$8.8 million. The chart below indicates total scholarship cost and the portion funded by the Foundation (see Figure 8).



The Foundation is a vibrant, forward looking organization committed to playing a significant role in the future development of the University athletics program. The financial information that follows provides additional insights into the Foundation’s financial position and fiscal year results.

If you have any questions, please contact us.

Thomas Phillips Wood, III  
Executive Director

Sara Thorndike  
Executive Treasurer  
Vice Chancellor for Administration & Finance,  
East Carolina University



## **Independent Auditors' Report**

Board of Directors  
East Carolina University Educational Foundation, Inc.  
Greenville, North Carolina

We have audited the accompanying financial statements of East Carolina University Educational Foundation, Inc. (the "Foundation"), which comprise the statements of financial position as of June 30, 2018 and 2017, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### ***Auditors' Responsibility***

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### ***Opinion***

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Foundation as of June 30, 2018 and 2017, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.



***Supplemental Information***

Our audits were conducted for the purpose of forming an opinion on the basic financial statements as a whole. The Management's Discussion and Analysis on pages 1 to 5, which is the responsibility of management, is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

*Dixon Hughes Goodman LLP*

**Raleigh, North Carolina  
December 4, 2018**

**East Carolina University Educational Foundation, Inc.**  
**Statements of Financial Position**  
**June 30, 2018 and 2017**

	<u>2018</u>	<u>2017</u>
<b>ASSETS</b>		
Current assets:		
Cash	\$ 7,551,148	\$ 7,849,151
Current portion of unconditional promises to give, net (Note 2)	1,802,195	2,046,677
Other receivables	7,797	7,008
Prepaid expenses	5,215	3,431
Total current assets	<u>9,366,355</u>	<u>9,906,267</u>
Investments:		
Investments (Notes 4 and 5)	16,732,883	14,954,312
Real estate held for investment (Notes 5 and 6)	201,252	201,252
Total investments	<u>16,934,135</u>	<u>15,155,564</u>
Property and equipment, net (Note 14)	<u>57,461</u>	<u>128,535</u>
Other assets:		
Other assets	593,646	2,367,990
Life insurance policy - cash surrender value	621,915	516,796
Beneficial interest in charitable remainder trusts (Note 5)	1,222,482	1,124,514
Unconditional promises to give, less current portion, net (Note 2)	4,876,533	121,895
Total other assets	<u>7,314,576</u>	<u>4,131,195</u>
Total assets	<u>\$ 33,672,527</u>	<u>\$ 29,321,561</u>
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities:		
Accounts payable	\$ 409,138	\$ 242,199
Accrued expenses	137,828	185,804
Current portion of notes payable (Note 14)	3,439	10,306
Current portion of charitable gift annuities payable (Notes 5 and 7)	975	975
Deferred revenue	40,902	32,935
Total current liabilities	<u>592,282</u>	<u>472,219</u>
Long-term liabilities:		
Notes payable, less current portion (Note 14)	11,741	45,171
Line of credit (Note 16)	-	2,334,001
Charitable gift annuities payable, less current portion (Notes 5 and 7)	5,414	7,867
Deferred revenue, less current portion (Note 3)	4,847,351	4,093,804
Total long-term liabilities	<u>4,864,506</u>	<u>6,480,843</u>
Total liabilities	<u>5,456,788</u>	<u>6,953,062</u>
Net assets:		
Unrestricted	3,094,282	3,625,054
Temporarily restricted (Notes 8 and 9)	12,783,286	6,842,077
Permanently restricted (Notes 8, 9 and 10)	12,338,171	11,901,368
Total net assets	<u>28,215,739</u>	<u>22,368,499</u>
Total liabilities and net assets	<u>\$ 33,672,527</u>	<u>\$ 29,321,561</u>

See accompanying notes.

**East Carolina University Educational Foundation, Inc.**  
**Statements of Activities**  
**Years Ended June 30, 2018 and 2017**

	2018			Total
	Unrestricted	Temporarily Restricted	Permanently Restricted	
Revenues, gains, and other support:				
Contributions	\$ 6,615,039	\$ 7,863,670	\$ 287,419	\$ 14,766,128
Gifts in kind	100,095	-	-	100,095
Contributed services and facilities (Note 11)	862,474	-	-	862,474
Return on investments:				
Interest and dividends	98,562	370,857	468	469,887
Net realized and unrealized gains on investments	69,732	1,394,797	3,140	1,467,669
Other income	458,206	2,338	-	460,544
Change in value of split interest agreements	-	49,818	48,150	97,968
Change in value of charitable gift annuity	-	-	1,477	1,477
Change in value of life insurance	(261)	-	105,380	105,119
Net assets released from restrictions (Note 8)	3,155,306	(3,155,306)	-	-
Total revenues, gains, and other support	<u>11,359,153</u>	<u>6,526,174</u>	<u>446,034</u>	<u>18,331,361</u>
Expenses:				
Program services:				
Program development	941,295	-	-	941,295
Scholarships	6,408,500	-	-	6,408,500
Facility enhancement	1,553,592	-	-	1,553,592
Total program services	<u>8,903,387</u>	<u>-</u>	<u>-</u>	<u>8,903,387</u>
General and administrative	2,671,831	-	-	2,671,831
Fundraising	314,707	-	-	314,707
Total operating expenses	<u>11,889,925</u>	<u>-</u>	<u>-</u>	<u>11,889,925</u>
Bad debt losses	-	584,965	9,231	594,196
Total expenses	<u>11,889,925</u>	<u>584,965</u>	<u>9,231</u>	<u>12,484,121</u>
Changes in net assets	(530,772)	5,941,209	436,803	5,847,240
Net assets, beginning of year	<u>3,625,054</u>	<u>6,842,077</u>	<u>11,901,368</u>	<u>22,368,499</u>
Net assets, end of year	<u>\$ 3,094,282</u>	<u>\$ 12,783,286</u>	<u>\$ 12,338,171</u>	<u>\$ 28,215,739</u>

See accompanying notes.

**East Carolina University Educational Foundation, Inc.**  
**Statements of Activities**  
**Years Ended June 30, 2018 and 2017**

	2017			Total
	Unrestricted	Temporarily Restricted	Permanently Restricted	
Revenues, gains, and other support:				
Contributions	\$ 7,625,535	\$ 743,584	\$ 651,269	\$ 9,020,388
Gifts in kind	175,710	-	-	175,710
Contributed services and facilities (Note 11)	885,398	-	-	885,398
Return on investments:				
Interest and dividends	65,870	260,536	181	326,587
Net realized and unrealized losses on investments	72,307	1,648,065	1,912	1,722,284
Other income	466,962	240	-	467,202
Change in value of split interest agreements	-	50,190	35,628	85,818
Change in value of charitable gift annuity	-	-	(1,521)	(1,521)
Change in value of life insurance	(195)	-	83,488	83,293
Revaluation of real estate	-	-	(10,000)	(10,000)
Net assets released from restrictions (Note 8)	3,033,735	(3,033,735)	-	-
<b>Total revenues, gains, and other support</b>	<b>12,325,322</b>	<b>(331,120)</b>	<b>760,957</b>	<b>12,755,159</b>
Expenses:				
Program services:				
Program development	1,461,686	-	-	1,461,686
Scholarships	6,407,713	-	-	6,407,713
Facility enhancement	1,508,156	-	-	1,508,156
<b>Total program services</b>	<b>9,377,555</b>	<b>-</b>	<b>-</b>	<b>9,377,555</b>
General and administrative	2,864,742	-	-	2,864,742
Fundraising	377,789	-	-	377,789
<b>Total operating expenses</b>	<b>12,620,086</b>	<b>-</b>	<b>-</b>	<b>12,620,086</b>
Bad debt losses	-	174,800	2,000	176,800
<b>Total expenses</b>	<b>12,620,086</b>	<b>174,800</b>	<b>2,000</b>	<b>12,796,886</b>
Changes in net assets	(294,764)	(505,920)	758,957	(41,727)
Net assets, beginning of year	3,919,818	7,347,997	11,142,411	22,410,226
Net assets, end of year	<b>\$ 3,625,054</b>	<b>\$ 6,842,077</b>	<b>\$ 11,901,368</b>	<b>\$ 22,368,499</b>

See accompanying notes.

**East Carolina University Educational Foundation, Inc.**  
**Statements of Cash Flows**  
**Years Ended June 30, 2018 and 2017**

	<u>2018</u>	<u>2017</u>
Cash flows from operating activities:		
Change in net assets	\$ 5,847,240	\$ (41,727)
Permanently restricted contributions	(287,419)	(651,269)
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Amortization of leasehold improvements	21,443	21,443
Depreciation of property and equipment	19,260	5,061
Bad debt expense	594,196	176,800
Donated common stock	-	(103,728)
Contributed equipment	-	(3,888)
Revaluation of real estate held for investment	-	10,000
Change in cash value of life insurance	(105,119)	(83,293)
Change in value of split-interest agreement	(97,968)	(85,818)
Change in value of charitable gift annuity	(1,477)	1,521
Net realized and unrealized gain on investments	(1,467,669)	(1,722,284)
Effect of changes in operating assets and liabilities:		
Unconditional promises to give and other receivables	(5,105,141)	742,785
Beneficial interest in charitable remainder trust	-	(455,564)
Prepaid expenses	(1,784)	(3,431)
Accounts payable	166,939	188,151
Accrued expenses	(47,976)	41,194
Deferred revenue	761,514	3,561,513
Net cash provided by operating activities	<u>296,039</u>	<u>1,597,466</u>
Cash flows from investing activities:		
Purchases of investments	(5,496,375)	(8,424,783)
Proceeds from sale of investments, net	5,181,729	8,340,307
Purchase of other assets	(680,845)	(2,367,990)
Proceeds received for other assets	2,455,189	-
Net cash provided (used) by investing activities	<u>1,459,698</u>	<u>(2,452,466)</u>

See accompanying notes.



**East Carolina University Educational Foundation, Inc.**  
**Statements of Cash Flows**  
**Years Ended June 30, 2018 and 2017**

**(Continued)**

	<u>2018</u>	<u>2017</u>
Cash flows from financing activities:		
Contributions for endowment	\$ 287,419	\$ 651,269
Payments on note payable	(6,182)	(6,708)
Proceeds from line of credit	121,188	2,334,001
Payment on line of credit	(2,455,189)	-
Payment on annuity obligations	(976)	(974)
	<u>(2,053,740)</u>	<u>2,977,588</u>
Net cash provided (used) by financing activities		
	(298,003)	2,122,588
Cash, beginning of year	<u>7,849,151</u>	<u>5,726,563</u>
Cash, end of year	<u>\$ 7,551,148</u>	<u>\$ 7,849,151</u>
Supplemental disclosure of financing activities:		
Cash payments for interest	<u>\$ 1,565</u>	<u>\$ 14,091</u>
Supplemental disclosure of noncash activities:		
Financing and trade-ins for equipment purchase	<u>\$ 30,371</u>	<u>\$ 21,923</u>

## **Notes to Financial Statements**

### **1. Summary of Significant Accounting Policies**

#### ***Nature of Activities***

East Carolina University Educational Foundation, Inc. ("Foundation") is a non-profit corporation organized under the laws of the State of North Carolina. The primary purpose of the Foundation is to be the friend-raising and fund-raising arm of East Carolina University's Division I athletics program, representing the highest principles of honesty and integrity. By conducting annual fund, endowment, and capital campaigns in support of student-athlete scholarships, athletic facility enhancements and other programmatic needs, the Foundation seeks to bring positive recognition to East Carolina University and the region it serves through a competitive athletics program.

#### ***Basis of Presentation***

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America for the non-profit industry. Net assets and revenues, expenses, gains, and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of the Foundation and changes therein are classified and reported as follows:

- Unrestricted net assets – Net assets not subject to donor-imposed stipulations.
- Temporarily restricted net assets – Net assets subject to donor-imposed stipulations for specified purposes of the Foundation and/or the passage of time.
- Permanently restricted net assets – Net assets subject to donor-imposed stipulations that they be maintained permanently by the Foundation. Generally, the donors of these assets permit the Foundation to use all of, or part of, the income earned on related investments for general or specific purposes.

Revenues are reported as increases in unrestricted net assets unless use of the related assets is limited by donor-imposed restrictions. Expenses are reported as decreases in unrestricted net assets. Gains and losses on investments and other assets or liabilities are reported as increases or decreases in unrestricted net assets unless their use is restricted by explicit donor stipulation or by law. Expirations of temporary restrictions on net assets (i.e., the donor-stipulated purpose has been fulfilled and/or the stipulated time period has elapsed) are reported as reclassifications on the Statements of Activities between the applicable classes of net assets as "Net assets released from restrictions."

#### ***Use of Estimates in Preparation of Financial Statements***

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America (GAAP) requires management to make estimates and assumptions that directly affect the results of reported amounts and disclosures. Accordingly, actual results may differ from these estimates.

#### ***Fair Value of Financial Instruments***

The carrying amounts of cash, prepaid expenses, other receivables, accounts payable, and accrued expenses approximate fair value because of the short maturity of these instruments. The fair value of investments is described in Notes 4 and 5, and is in accordance with Financial Accounting Standards Board ("FASB") Accounting Standards Codification ("ASC") 820, *Disclosures About Fair Value of*

**East Carolina University Educational Foundation, Inc.**  
**Notes to Financial Statements**

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*Instruments*, which defines fair value of a financial instrument as the amount at which the instrument could be exchanged in a current transaction between willing parties.

***Cash and Cash Equivalents***

Cash and cash equivalents include interest-bearing money market accounts and short-term investments with an original maturity of three months or less at the time of purchase. Amounts excluded from cash and cash equivalents include short-term investments that are held in the investment pool.

***Unconditional Promises to Give***

Unconditional promises to give are recorded as receivables in the year pledged and are recognized as revenues in the period when pledged. Conditional promises to give are not recognized until they become unconditional, that is when the conditions on which they depend are substantially met. Contributions of assets other than cash are recorded at their estimated fair value at the time of donation. Contributions to be received after one year are discounted at an appropriate discount rate commensurate with the risks involved. Amortization of discounts is recorded as additional contribution revenue in accordance with donor-imposed restrictions, if any, on the contributions. An allowance for uncollectible unconditional promises to give is provided based upon management's judgment including such factors as prior collection history, the type of contribution, and the nature of fundraising activity.

***Investments***

Investments are reported at fair value with gains and losses included in the Statements of Activities. All temporarily and permanently restricted funds are combined with unrestricted funds into one investment pool. Once a year, the interest, dividends, realized and unrealized gains/losses, and investment fees are allocated to the funds based on the fund's percentage of ownership interest in the pool of investments. Other investments, including real estate held for investment, are carried at fair value.

As explained in Note 4, the financial statements include alternative investments consisting of hedge funds that are valued at \$1,233,142 (4% of net assets) and \$1,314,333 (6% of net assets) at June 30, 2018 and 2017, respectively. Management, using the methodology discussed in Note 5, have valued these investments using net asset value as the practical expedient to estimate fair value.

***Allocation of Investment Income***

Income and realized and unrealized net gains on investments of endowment and similar funds are reported as follows:

- As increases in permanently restricted net assets if the terms of the gift or the Foundation's interpretation of relevant state law require that they be added to the principal of a permanent endowment fund.
- As increases in temporarily restricted net assets if the terms of the gift impose restrictions on the use of the income.
- As increases in unrestricted net assets in all other cases.

In accordance with FASB ASC 958-205, any losses on the investments of a donor-restricted endowment fund reduce temporarily restricted net assets to the extent that donor-imposed temporary restrictions on net appreciation of the fund have not been met before a loss occurs. Any remaining loss reduces unrestricted net assets. If losses reduce the assets of a donor-restricted endowment fund below the level required by the donor stipulations or law, gains that restore the fair value of the assets of the endowment fund to the required level are classified as increases in temporarily restricted net assets.

**East Carolina University Educational Foundation, Inc.**  
**Notes to Financial Statements**

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***Property and Equipment***

Leasehold improvements to make properties suitable for the Foundation's intended use are amortized over the shorter of the estimated life of the asset or the remaining life of the lease which is 10 years.

Equipment is stated at cost at the date of acquisition or fair value at the date of donation in the case of gifts. The Foundation capitalizes assets that have a value or cost in excess of \$5,000 at the date of acquisition and an expected useful life of one or more years. Depreciation is computed using the straight-line method over the estimated useful lives of the assets.

***Other Assets***

At June 30, 2017, other assets represented advanced planning costs associated with the Dowdy-Ficklen Stadium Southside Renovation Project, which were fully reimbursed by East Carolina University during the year ended June 30, 2018. The advanced planning costs represented a portion of the total construction cost of the project.

At June 30, 2018, other assets represent construction costs associated with the Walter and Marie Williams Indoor Hitting Facility located at Clark-LeClair Stadium that were incurred by the Foundation. The Foundation is leasing the property from the State of North Carolina on behalf of East Carolina University, and upon completion of the improvements, the cost of the facility will be donated to East Carolina University during fiscal year 2019. See further discussion of the lease at Note 13.

***Cash Surrender Value of Life Insurance***

Life insurance policies owned by the Foundation are reported at the cash surrender value of the policy. Changes in cash surrender value of life insurance are reported as changes in value of life insurance under the revenues, gains, and other support section in the Statements of Activities.

***Split-Interest Agreements***

The Foundation has a beneficial interest in five charitable remainder trusts. A receivable has been recognized for the Foundation's beneficial interest in the remainder trusts at the present value of the estimated future distributions expected to be received. The Foundation is not the named trustee for any of the trusts. Adjustments to reflect revaluations of the present value of the estimated future payments and changes in actuarial assumptions are recognized in the Statements of Activities as a change in value of the split-interest agreements.

***Charitable Gift Annuities***

Under charitable gift annuity contracts, the Foundation receives irrevocable title to contributed assets and agrees to make fixed period payments over various periods, generally the life of the donor. Contributed assets are recorded at fair value at the date of receipt and a liability is established for the present value of future annuity payments. The assets to fund these liabilities are maintained in a separate and distinct fund and are invested in accordance with applicable state laws and reserve requirements. The excess of contributed assets over the annuity liability is recorded as permanently restricted contribution revenue. Any actuarial gain or loss resulting from the computation of the liability for the present value of future annuity payments is recorded as a permanently restricted change in the value of split-interest agreements. Upon termination of the annuity contract, the remaining liability is recognized as change in value of split-interest revenue.

***Income Taxes***

The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code, except on net income derived from unrelated business activities. At June 30, 2018 and 2017, the Foundation has not recorded any tax liabilities. The Foundation believes that it has appropriate support for any tax positions taken and, as such, does not have any uncertain tax positions that are material to the financial statements.

**East Carolina University Educational Foundation, Inc.**  
**Notes to Financial Statements**

***Contributions***

Unconditional contributions are considered available for unrestricted use unless specifically restricted by the donor. The gifts are reported as either temporarily or permanently restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified as unrestricted net assets and reported in the Statements of Activities as net assets released from restrictions.

***Contractual Services***

The staff of the Foundation is paid by East Carolina University (ECU) and they are employees of ECU for payroll and benefit purposes. The Foundation reimburses ECU for all payroll and benefit costs related to the Foundation staff. The reimbursement is recorded as contractual services.

**2. Unconditional Promises to Give**

Unconditional promises to give at June 30, 2018 and 2017 are summarized as follows:

	<u>2018</u>	<u>2017</u>
Receivables due in less than one year	\$ 2,849,619	\$ 3,112,875
Receivables due in one to five years	<u>7,166,266</u>	<u>157,285</u>
	<b>10,015,885</b>	3,270,160
Less: Allowance for unamortized discount	<b>(1,859,777)</b>	(19,890)
Less: Allowance for uncollectible receivables	<u><b>(1,477,380)</b></u>	<u>(1,081,698)</u>
Net unconditional promises to give	<u><b>\$ 6,678,728</b></u>	<u>\$ 2,168,572</u>

Unconditional promises to give are discounted using a rate determined by management at the time the unconditional promises to give are initially recognized. Unconditional promises to give recognized during the years ended June 30, 2018 and 2017 are discounted at a rate of 6.0% and 5.3%, respectively, to estimate the present value of future payments.

**3. Conditional Promises to Give**

The Foundation has conditional agreements with several donors in which funding contributed to the Capital Campaign is contingent upon completion of the construction project for Fall 2019 opening. As the completion of the construction project was delayed from Fall 2018 to Fall 2019, conditional agreements were reevaluated by the Foundation to determine those still deemed conditional at June 30, 2018. Some donors have fulfilled their promises to give; however, benefits will not be received until future football seasons. Conditional promises to give have not been recognized as revenue in the financial statements. Conditional promises to give are as follows:

	<u>2018</u>	<u>2017</u>
Conditional upon meeting program initiative	<u><b>\$ 17,136,856</b></u>	<u>\$ 23,185,622</u>

The Foundation has received deposits relating to the conditional promises to give. Deposits received are included in, and represent the majority of, deferred revenue on the Statement of Financial Position, but have not been recognized as revenue in the financial statements.

Deposits are as follows:

	<u>2018</u>	<u>2017</u>
Deposits received on conditional promises to give	<u><b>\$ 4,716,863</b></u>	<u>\$ 4,093,804</u>

**East Carolina University Educational Foundation, Inc.**  
**Notes to Financial Statements**

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#### **4. Investments**

The aggregate fair values of investments at June 30, 2018 and 2017, by type of investment, are as follows:

	<u>2018</u>	<u>2017</u>
Common stock	\$ 11,763,960	\$ 10,299,517
Corporate bonds	1,741,572	1,675,566
Government bonds	116,226	95,941
Mutual funds	1,410,939	1,097,019
Money market funds	<u>467,044</u>	<u>471,936</u>
Total marketable securities	15,499,741	13,639,979
Alternative investments	<u>1,233,142</u>	<u>1,314,333</u>
Total investments	<u>\$ 16,732,883</u>	<u>\$ 14,954,312</u>

#### **5. Fair Value Measurements**

Fair value as defined under GAAP is an exit price, representing the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. In determining fair value, the Foundation uses various valuation approaches within the FASB ASC 820 fair value measurement framework. Fair value measurements are determined based on the assumptions that market participants would use in pricing an asset or liability.

FASB ASC 820 establishes a hierarchy for inputs used in measuring fair value that maximizes the use of observable inputs and minimizes the use of unobservable inputs by requiring that the most observable inputs be used when available.

FASB ASC 820 defines levels within the hierarchy based on the reliability of inputs as follows:

- Level 1 – Valuations based on unadjusted quoted prices for identical assets or liabilities in active markets;
- Level 2 – Valuations based on quoted prices for similar assets or liabilities or identical assets or liabilities in less active markets, such as dealer or broker markets; and
- Level 3 – Valuations derived from valuation techniques in which one or more significant inputs or significant value drivers are unobservable, such as pricing models, discounted cash flow models and similar techniques not based on market, exchange, dealer or broker-traded transactions.

The following is a description of the valuation methodologies used for instruments measured at fair value and their classification in the valuation hierarchy. These valuation methodologies have not changed and are consistent with prior years.

Marketable securities, including common stock, corporate bonds, government bonds, mutual funds, and money market funds listed on a national market or exchange, are valued at the last sales price. If there is no sale, and the market is considered still active, they are valued at the last transaction price before year-end. Such securities are classified within Level 1 of the valuation hierarchy.

Investments in real estate are valued based on independent appraisals and county tax records and are classified within Level 2 of the valuation hierarchy.

**East Carolina University Educational Foundation, Inc.**  
**Notes to Financial Statements**

Beneficial interest in charitable remainder trusts are valued at the market price of the investments and are classified as Level 3 of the valuation hierarchy. While the Foundation has access to a detailed listing of the underlying assets held in these trusts, the majority of which are publically traded and readily available in active markets, the beneficial interests are determined through discounted cash flow analysis.

The fair value of the Foundation's charitable gift annuity obligations is based on the net present value of the anticipated benefit using the difference between the assets received and the original contribution. As beneficiary payments are made, the liability is adjusted based on an amortization schedule. The annuity obligations are included in Level 2 of the fair value hierarchy.

The following tables present assets measured at fair value by classification within the fair value hierarchy as of June 30, 2018 and 2017, respectively:

<b>Financial Assets (Liabilities) at Fair Market Value as of June 30, 2018</b>				
	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Investments in marketable securities	\$ 15,499,741	\$ -	\$ -	\$ 15,499,741
Investments in real estate	-	201,252	-	201,252
Investment in hedge funds measured at net asset value <sup>(a)</sup>				1,233,142
<b>Total</b>	<b>\$ 15,499,741</b>	<b>\$ 201,252</b>	<b>\$ -</b>	<b>\$ 16,934,135</b>
Beneficial interest in charitable remainder trusts	\$ -	\$ -	\$ 1,222,482	\$ 1,222,482
Liabilities under charitable gift annuities	\$ -	\$ (6,389)	\$ -	\$ (6,389)

<b>Financial Assets (Liabilities) at Fair Market Value as of June 30, 2017</b>				
	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Investments in marketable securities	\$ 13,639,979	\$ -	\$ -	\$ 13,639,979
Investments in real estate	-	201,252	-	201,252
Investment in hedge funds measured at net asset value <sup>(a)</sup>				1,314,333
<b>Total</b>	<b>\$ 13,639,979</b>	<b>\$ 201,252</b>	<b>\$ -</b>	<b>\$ 15,155,564</b>
Beneficial interest in charitable remainder trusts	\$ -	\$ -	\$ 1,124,514	\$ 1,124,514
Liabilities under charitable gift annuities	\$ -	\$ (8,842)	\$ -	\$ (8,842)

<sup>(a)</sup> In accordance with Subtopic 820-10, certain investments that were measured at net asset value per share (or its equivalent) have not been classified in the fair value hierarchy. The fair value amounts presented in this table are intended to permit reconciliation of the fair value hierarchy to the line items presented in the Statements of Financial Position.

There were no transfers among Level 1, Level 2, or Level 3 assets during the years ended June 30, 2018 and 2017. When transfers occur, they are recognized at the end of the reporting period.

**East Carolina University Educational Foundation, Inc.**  
**Notes to Financial Statements**

Management determines the fair value measurement valuation policies and procedures, including those for Level 3 recurring and nonrecurring measurements. The Foundation's Board of Directors assesses and approves these policies and procedures. At least annually, management: (1) determines if the current valuation techniques used in fair value measurements are still appropriate, and (2) evaluates and adjusts the unobservable inputs used in the fair value measurements based on current market conditions and third-party information.

The following is a reconciliation of the beginning and ending balances of assets measured at fair value on a recurring basis using significant unobservable (Level 3) inputs during the years ended June 30, 2018 and 2017:

	<u>2018</u>	<u>2017</u>
Balance, beginning of year	\$ 1,124,514	\$ 583,132
Change in value of split interest agreements	97,968	85,818
Addition of split interest agreements	<u>-</u>	<u>455,564</u>
Balance, end of year	<u>\$ 1,222,482</u>	<u>\$ 1,124,514</u>

Realized and unrealized gains and losses applicable to instruments valued using significant unobservable inputs (Level 3) shown above are included in the change in net assets for 2018 and 2017 reported in the Statements of Activities.

**Quantitative Information about Significant Unobservable Inputs Used in Level 3 Fair Value Measurements**

The following table represents the Foundation's Level 3 financial instruments, the valuation techniques used to measure the fair value of those financial instruments, and the significant unobservable inputs and ranges of values for those unobservable inputs.

	<u>Significant Unobservable Inputs at June 30, 2018</u>		
<u>Fair Value</u>	<u>Principal Valuation Technique</u>	<u>Unobservable Inputs</u>	<u>Range of Significant Input Values</u>
Beneficial interest in charitable remainder trusts	\$ 1,222,482	Discounted Cash Flows	Payout Rate Discount Rate 1-10% 1.0-6.0%

	<u>Significant Unobservable Inputs at June 30, 2017</u>		
<u>Fair Value</u>	<u>Principal Valuation Technique</u>	<u>Unobservable Inputs</u>	<u>Range of Significant Input Values</u>
Beneficial interest in charitable remainder trusts	\$ 1,124,514	Discounted Cash Flows	Payout Rate Discount Rate 1-10% 0.2-6.3%



**East Carolina University Educational Foundation, Inc.**  
**Notes to Financial Statements**

The following tables summarize the Foundation's alternative investments at June 30, 2018 and 2017, which consist solely of hedge funds:

<u>Alternative Investments at June 30, 2018</u>			
	<u>Fair Value</u>	<u>Redemption Frequency (if currently available)</u>	<u>Redemption Notice Period</u>
Hedge Funds:			
Ironwood Institutional Multi-Strategy Fund LLC	<u>\$ 1,233,142</u>	Monthly/ Quarterly	30 days - 120 days
<u>Alternative Investments at June 30, 2017</u>			
	<u>Fair Value</u>	<u>Redemption Frequency (if currently available)</u>	<u>Redemption Notice Period</u>
Hedge Fund:			
AIP Global	\$ 628,853	Monthly	30 days
Ironwood Institutional Multi-Strategy Fund LLC	<u>685,480</u>	Monthly/ Quarterly	30 days - 120 days
 Total Alternative Investments	 <u>\$ 1,314,333</u>		

The Foundation invests in alternative investment vehicles as hedges against broader market risks by further diversifying the portfolio holdings. The hedge fund investments pursue a variety of hedging strategies.

The Foundation invests in various types of investment securities which are exposed to various risks, such as interest rate, market, and credit risk. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term, and that such changes could materially affect the amounts reported in the Statements of Financial Position.

**6. Real Estate Held for Investment**

The real estate, recorded at appraised value on the dates received and adjusted for changes in fair value, consists of 164 acres in Carteret County; two residential lots in the Brook Valley subdivision, and one lot in the River Hills subdivision in Pitt County; two lots in the Rolling Pines subdivision in Washington County; and a time share located in Horry County, South Carolina.

	<u>2018</u>	<u>2017</u>
Carteret County, North Carolina	\$ 159,402	\$ 159,402
Pitt County, North Carolina	30,750	30,750
Washington County, North Carolina	10,600	10,600
Horry County, South Carolina	<u>500</u>	<u>500</u>
 Total	 <u>\$ 201,252</u>	 <u>\$ 201,252</u>

**East Carolina University Educational Foundation, Inc.**  
**Notes to Financial Statements**

**7. Annuities Payable**

The Foundation accepted contributions from one donor in exchange for the Foundation funded life annuity (charitable gift annuity). Total annuity payments were \$976 and \$974 for the years ended June 30, 2018 and 2017, respectively.

The annuity payable balance at June 30, 2018 and 2017, of \$6,389 and \$8,842, respectively, is the present value of the quarterly payments to the annuitant based on the actuarially determined life expectancy of the annuitant and a payout rate of 3.25%. The Foundation's obligation for the remainder of the annuitant's life is \$975 per year. The estimated remaining life expectancy of the annuitant is 11 years.

**8. Temporarily and Permanently Restricted Net Assets**

Temporarily restricted net assets at June 30, 2018 and 2017 are available for the following purposes:

	<u>2018</u>	<u>2017</u>
Scholarships	\$ 4,227,610	\$ 4,322,151
Support of various programs	402,857	173,066
Facility enhancements	<u>8,152,819</u>	<u>2,346,860</u>
Total	<u>\$ 12,783,286</u>	<u>\$ 6,842,077</u>

Permanently restricted net assets at June 30, 2018 and 2017 are restricted to investment in perpetuity, the income from which is expendable to support:

	<u>2018</u>	<u>2017</u>
Scholarships	<u>\$ 12,338,171</u>	<u>\$ 11,901,368</u>

Net assets totaling \$3,155,306 and \$3,033,735 were released from donor restrictions in 2018 and 2017, respectively, by incurring expenses satisfying the restricted purposes, or by the passage of time.

	<u>2018</u>	<u>2017</u>
Facility enhancement	\$ 1,222,957	\$ 1,671,987
General and administrative	107,719	105,139
Program development	<u>1,824,630</u>	<u>1,256,609</u>
Total	<u>\$ 3,155,306</u>	<u>\$ 3,033,735</u>

**9. Endowments**

The Foundation follows the guidance for endowments of Not-For-Profit Organizations, which includes a requirement to classify the portion of a donor-restricted endowment fund that is not classified as permanently restricted net assets as temporarily restricted net assets until appropriated for expenditure. This guidance also requires expanded disclosures for all endowment funds.

The Foundation's endowment consists of forty-four individual funds established for a variety of purposes. Endowments include donor-restricted endowment funds. As required by GAAP, net assets associated with endowment funds, including funds designated by the Board to function as endowments, are classified and reported based on the existence of donor-imposed restrictions.

### ***Interpretation of Relevant Law***

The Foundation's management has interpreted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Board classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure, by the Foundation, in a manner consistent with the standard of prudence prescribed by UPMIFA.

In accordance with UPMIFA, the Foundation considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- (1) The duration and preservation of the fund;
- (2) The purposes of the organization and the donor-restricted endowment fund;
- (3) General economic conditions;
- (4) The possible effect of inflation and deflation;
- (5) The expected total return from income and the application of investments;
- (6) Other resources of the institution; and
- (7) The investment policies of the organization.

### ***Return Objectives and Risk Parameters***

The Foundation has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowments while seeking to maintain the purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that the Foundation must hold in perpetuity. Under this policy, as approved by the Foundation Board of Directors, the endowment assets are invested in a manner that is intended to produce results that exceed the rate of inflation as measured by the annual Consumer Price Index plus the annual spending distribution and fees as adopted by the Board. Actual returns in any given year may vary from this amount.

### ***Strategies Employed for Achieving Objectives***

To satisfy its long-term rate of return objectives, the Foundation relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Foundation targets a diversified asset allocation that places a greater emphasis on equity-based investments to achieve its long-term return objectives within prudent risk constraints.

### ***Spending Policy and How the Investment Objectives Relate to Spending Policy***

The Foundation has a policy of appropriating for distribution each year a five percent (5%) allocation based on its year-end endowment fund's twelve-month weighted average balance inclusive of the current year investment return. In establishing this policy, the Foundation considered the long-term expected return on its endowment.

**East Carolina University Educational Foundation, Inc.**  
**Notes to Financial Statements**

Endowment net asset composition by fund type as of June 30:

	<b>2018</b>			<b>Total</b>
	<b>Unrestricted</b>	<b>Temporarily Restricted</b>	<b>Permanently Restricted</b>	
Donor-restricted funds	<u>\$ 1,138,226</u>	<u>\$ 4,227,610</u>	<u>\$ 11,644,623</u>	<u>\$ 17,010,459</u>

	<b>2017</b>			<b>Total</b>
	<b>Unrestricted</b>	<b>Temporarily Restricted</b>	<b>Permanently Restricted</b>	
Donor-restricted funds	<u>\$ -</u>	<u>\$ 4,322,151</u>	<u>\$ 11,261,055</u>	<u>\$ 15,583,206</u>

Changes in endowment net assets for the fiscal years ended June 30:

	<b>2018</b>			<b>Total</b>
	<b>Unrestricted</b>	<b>Temporarily Restricted</b>	<b>Permanently Restricted</b>	
Endowment net assets, beginning of year	\$ -	\$ 4,322,151	\$ 11,261,055	\$ 15,583,206
Net assets reclassification, due to realized and unrealized gains in endowment funds	-	-	-	-
Endowment net assets, after reclassification	-	4,322,151	11,261,055	15,583,206
Investments income (including realized and unrealized gains and losses)	-	1,598,734	-	1,598,734
Contributions	-	-	287,419	287,419
Change in value of life insurance	-	-	105,380	105,380
Scholarship expense	(550,000)	(5,049)	-	(555,049)
Other changes	<u>1,688,226</u>	<u>(1,688,226)</u>	<u>(9,231)</u>	<u>(9,231)</u>
Endowment net assets, end of year	<u>\$ 1,138,226</u>	<u>\$ 4,277,610</u>	<u>\$ 11,644,623</u>	<u>\$ 17,010,459</u>

	<b>2017</b>			<b>Total</b>
	<b>Unrestricted</b>	<b>Temporarily Restricted</b>	<b>Permanently Restricted</b>	
Endowment net assets, beginning of year	\$ (8,879)	\$ 3,120,521	\$ 10,538,292	\$ 13,649,934
Net assets reclassification, due to realized and unrealized gains in endowment funds	8,879	(8,879)	-	-
Endowment net assets, after reclassification	-	3,111,642	10,538,292	13,649,934
Investments income (including realized and unrealized gains and losses)	-	1,772,509	6	1,772,515
Contributions	-	-	651,269	651,269
Change in value of life insurance	-	-	83,488	83,488
Scholarship expense	-	(562,000)	-	(562,000)
Other changes	-	-	(12,000)	(12,000)
Endowment net assets, end of year	<u>\$ -</u>	<u>\$ 4,322,151</u>	<u>\$ 11,261,055</u>	<u>\$ 15,583,206</u>

**East Carolina University Educational Foundation, Inc.**  
**Notes to Financial Statements**

In addition, the Foundation, under the direction of the Board of Directors, established quasi-endowments for scholarships within the board designated unrestricted net assets. The activity in the quasi-endowments is as follows:

	<u>2018</u>	<u>2017</u>
Quasi-endowment net assets, beginning of year	\$ 628,714	\$ 517,186
Investment income (including realized and unrealized gains and losses)	74,732	81,528
Contributions	<u>-</u>	<u>30,000</u>
Quasi-endowment net assets, end of year	<u>\$ 703,446</u>	<u>\$ 628,714</u>

**10. Permanently Restricted Net Assets**

Permanently restricted net assets at June 30, 2018 and 2017 relate to the following:

	<u>2018</u>	<u>2017</u>
Endowments	\$ 11,644,623	\$ 11,261,055
Beneficial interest in split interest agreements	666,910	618,760
Charitable gift annuity	<u>26,638</u>	<u>21,553</u>
Total permanently restricted net assets	<u>\$ 12,338,171</u>	<u>\$ 11,901,368</u>

Included in the endowment amounts above are net unconditional promises to give of \$130,928 and \$219,160 at June 30, 2018 and 2017, respectively.

**11. Related Party Transactions**

***East Carolina University***

East Carolina University provides certain support such as accounting, fundraising, general administrative services, and the use of facilities and equipment for the benefit of the Foundation. These contributed services and facilities have been recognized in the accompanying Statements of Activities as contributions and expenses at their estimated value. The amount of these contributed services and facilities for the years ended June 30, 2018 and 2017 was \$305,077 of \$862,474 total contributed services, and \$297,597 of \$885,398 total contributed services, respectively.

The Foundation accrued expenses of \$136,700 and \$180,328 at June 30, 2018 and 2017, respectively, owed to the University.

**12. Functional Expenses**

The costs of providing the various programs and activities have been summarized on a functional basis in the Statements of Activities. The following summarizes these expenses based on their natural classification:

**East Carolina University Educational Foundation, Inc.**  
**Notes to Financial Statements**

	<b>2018</b>			
	<u>Contributions to ECU</u>	<u>Management and General</u>	<u>Fund Raising</u>	<u>Total</u>
Personnel services	\$ 3,845	\$ -	\$ 2	\$ 3,847
Supplies and materials	247,044	147,537	71,319	465,900
Current services	211,847	2,224,691	222,513	2,659,051
Fixed charges	167,005	299,592	20,873	487,470
Aids and grants	269,299	-	-	269,299
Facility enhancement	1,553,591	-	-	1,553,591
Scholarships	6,408,500	-	-	6,408,500
Other expenses	<u>42,256</u>	<u>11</u>	<u>-</u>	<u>42,267</u>
Total expenses	<u>\$ 8,903,387</u>	<u>\$ 2,671,831</u>	<u>\$ 314,707</u>	<u>\$ 11,889,925</u>

	<b>2017</b>			
	<u>Contributions to ECU</u>	<u>Management and General</u>	<u>Fund Raising</u>	<u>Total</u>
Personnel services	\$ -	\$ 27	\$ 1,405	\$ 1,432
Supplies and materials	748,841	95,398	81,925	926,164
Current services	219,586	2,457,383	277,267	2,954,236
Fixed charges	180,834	311,934	17,192	509,960
Aids and grants	283,845	-	-	283,845
Facility enhancement	1,508,156	-	-	1,508,156
Scholarships	6,407,713	-	-	6,407,713
Other expenses	<u>28,580</u>	<u>-</u>	<u>-</u>	<u>28,580</u>
Total expenses	<u>\$ 9,377,555</u>	<u>\$ 2,864,742</u>	<u>\$ 377,789</u>	<u>\$ 12,620,086</u>

Expenses of the Foundation reported in the Statements of Activities are categorized as relating to program services, general and administrative, and fund-raising. Under program services, expenses further categorized as expenses of the Foundation relating to program development, scholarships, and facility enhancements, relate to expenditures made by the Foundation or on behalf of the University's athletics program. General and administrative expenses relate to those expenditures incurred by the Foundation in its day-to-day operation. Lastly, expenses reported as fund-raising relate to expenses incurred by the Foundation or by its seventeen community chapter organizations in providing various friend-raising and fund-raising events. For the fiscal year ended June 30, 2018, \$38,500 of the \$314,707 in fund-raising expenditures reported was incurred by the seventeen community chapters. For the fiscal year ended June 30, 2017, \$47,589 of the \$377,789 in fund-raising expenditures reported was incurred by the twenty-one community chapters.

**13. Leases**

The Foundation leases vehicles from non-related entities as operating leases with maturities ranging from February 2019 through March 2021 with monthly payments ranging from \$225 to \$628 at June 30, 2018.

On July 31, 2010, the Foundation began leasing real property from a non-related entity as an operating lease with a maturity of July 2020 and monthly payments ranging from \$7,000 to \$7,700 over the life of the lease.

On November 13, 2017, the Foundation began leasing premises located at Clark-LeClair Stadium from the State of North Carolina for and on behalf of East Carolina University as an operating lease with a maturity of August 2018 with annual payments of \$1.

**East Carolina University Educational Foundation, Inc.**  
**Notes to Financial Statements**

The following is a schedule of future minimum lease payments at June 30, 2018:

<u>Year</u>	<u>Future Minimum Lease Payments</u>
2019	\$ 112,663
2020	103,381
2021	<u>11,269</u>
Total	<u>\$ 227,313</u>

**14. Property and Equipment**

Leasehold improvements for property leased and the Foundation's equipment consist of the following at June 30:

	<u>Estimated Useful Life</u>	<u>2018</u>	<u>2017</u>
Improvements	10 years	\$ 200,000	\$ 200,000
Equipment	6-20 years	21,923	67,482
Less amortization and depreciation		<u>(164,462)</u>	<u>(138,947)</u>
Total		<u>\$ 57,461</u>	<u>\$ 128,535</u>

As of June 30, 2017, the Foundation purchased various equipment, financed for 100% of the purchase price, less any charitable contribution, based on a six-year amortization with a final payment of all remaining principal and accrued interest due on June 21, 2022 and July 14, 2022. There are fixed interest rates of 2.9% to 4.6% and the financing agreements are collateralized by the purchased equipment. As of June 30, 2018 and 2017, the outstanding principal balance was \$15,180 and \$55,477, respectively.

Future maturities of the notes payable as of June 30, 2018 were as follows:

2019	\$ 3,439
2020	3,599
2021	3,766
2022	3,941
2023	<u>435</u>
Total	15,180
Less: Current Portion	<u>3,439</u>
Noncurrent portion of long-term debt	<u>\$ 11,741</u>

Interest expense recorded as of June 30, 2018 and 2017 was \$1,408 and \$2,077, respectively.

## **15. Concentration of Credit Risk**

### ***Financial Institutions***

The Foundation has deposits with two financial institutions that, at times, may exceed federal depository insurance limits. Deposits at the financial institutions were \$40,618 and \$36,343 at June 30, 2018 and 2017, respectively. The Foundation has deposits with six different financial institutions that total \$36,345 and \$21,542 at June 30, 2018 and 2017, respectively.

### ***State of North Carolina Short-Term Investment Fund (STIF Account)***

The Foundation deposits substantially all of its funds not otherwise invested, into the State of North Carolina Short-Term Investment Fund ("STIF account") that is managed by the North Carolina State Treasurer. This portfolio fund is the primary cash management account for the State and is managed to allow funds to be readily convertible in cash. The North Carolina Administrative Code requires depositories to collateralize all balances that are not insured and must maintain specified security types in a third party escrow account designated by the State Treasurer. The securities collateral must be governmental in origin or the highest grade commercial paper and bankers' acceptances. The market value of the collateral must not be less than the value of the uninsured deposits; therefore, as of June 30, 2018 and 2017, the Foundation's STIF account deposits would not be exposed to custodial credit risk.

### ***Investment Brokerage Accounts***

The Securities Investor Protection Corporation (SIPC) insures investments with registered brokers up to \$500,000, of which \$250,000 may be cash. Insurance protects assets held in the case of broker-dealer insolvency and not against decline in market values. As of June 30, 2018 and 2017, the Foundation has investments in excess of the SIPC insurance amount.

## **16. Line of Credit**

On November 28, 2016, the foundation entered into a \$3,000,000 revolving line of credit bearing interest at the one-month LIBOR (1.22% at June 30, 2017) plus 1.25%. The line of credit was closed on November 16, 2017.

On November 16, 2017, the Foundation entered into a \$5,500,000 revolving line of credit bearing interest at one-month LIBOR (2.09% at June 30, 2018) plus 1.25%, maturing on October 27, 2019.

## **17. Subsequent Events**

Management evaluated subsequent events through December 4, 2018, the date the financial statements were available to be issued. There were no events or transactions occurring after June 30, 2018, but prior to the date these financial statements were available to be issued that provided additional evidence about conditions that existed at June 30, 2018.





**Board of Trustees  
University Affairs Committee  
April 11, 2019**

Agenda Item:	III. A. Housing Update
Responsible Person:	Virginia Hardy Vice Chancellor for Student Affairs
Action Requested:	Information Only
Notes:	



**CAMPUS LIVING HOUSING  
RESOURCE STEWARDSHIP REVIEW**

**BOARD OF TRUSTEES BRIEFING**

Greenville, North Carolina  
April 2019

## Executive Briefing Purpose

Campus Living functions in alignment with ECU's pledge of responsibility by being effective stewards of the resources to which it is entrusted. Specifically, Campus Living strengthens the financial standing of the university through efficient business operations and strategic long-term planning. Furthermore, Campus Living's operations are managed to contribute to the fulfillment of ECU's commitments: maximize student success, serve the public, and lead regional transformation. The purpose of this briefing is to illuminate how Campus Living housing, with specific focus on business operations, functions to assure effective and efficient resource stewardship.

## Business Operations Foundations

➤ **Quality Housing = Positive Impact on Student Success:** Campus Living exists to provide quality housing services to ECU students and support their quest for academic and personal success. A total of 5,346 students were campus residents in fall 2018 (23% of undergraduate students). Campus Living, through the practice of its core values, is committed to providing learning, leadership, and service opportunities to every student who walks through its doors.

➤ **Campus Living Environment:** The environment created in ECU's on-campus housing is designed to assist all residents in gaining academic support, while simultaneously developing as an individual. As in every society, there are rules and binding lease agreements that are in place to serve the *society* of each housing community, thereby supporting a comprehensive collegiate residential experience. The goal of providing every on-campus resident a *universal experience* with access to social, academic and personal life support systems and spaces is at the core of every decision made by Campus Living.

➤ **National Leaders in Residential Experience:** ECU's Campus Living has been a leader in many aspects of the residential experience. Here are a few ways in which Campus Living is recognized as national leaders -

- Commitment to a high-quality student living experience and living-learning communities (LLC) (19 total communities comprised of 779 students in 2018-2019; 18.7% of first-time/first-year students and 14.6% of total hall residents);
- Provide free laundry service to all residents. ECU was one of the first universities to include laundry service, which is now a national practice. Microwaves and refrigerators are also placed in all rooms.
- Modifications have been made to mail services reflective of student use and needs; and
- Data-informed decisions are made based on feedback received from residents.

➤ **Student-based Assessment Data:** Every other year, the entire residential population is asked to participate in SkyFactor (national residential housing survey); annually, additional surveys or focus groups are conducted along with monitoring key metrics. Resident assistants (RA) and building coordinators maintain constant communication with residents and pass information along as well.

- LLC first-to-second year **retention rates** in all communities consistently exceed the first-time, full-time student average annually. Individual LLC first-year retention rates range from 83% to 100%.
- The 2012-2013 LLC cohort **graduation rates** indicate high levels of completion:
  - 4-year = 55.1%
  - 5-year = 73.3%
  - 6-year = 76.2%
- Fall 2017 SkyFactor Student Evaluations:
  - **Comparing cost to quality**, students rated the overall value of the residence hall experience –
    - All student rating (n=2633): 4.43 mean on a 7-point scale = Good

- Students living in **renovated halls** examples
  - Clement (n=180): 4.92 mean on a 7-point scale = Very Good (62% very good to exceptional)
  - Gateway East & West (n=392): 4.98 on a 7-point scale = Very Good (64% very good to exceptional)
- Students living in **non-renovated halls** examples
  - Fleming (n=66): 3.42 mean on a 7-point scale = Fair (52% fair to very poor; 25% very good to exceptional)
  - Legacy (n=205): 3.87 mean on a 7-point scale = Fair (45% fair to very poor; 31% very good to exceptional)
- Regarding the on-campus housing experience, most students indicated they would recommend living on-campus to new students (n=2613; 5.44 mean on a 7-point scale).

➤ **Business Operations Priorities:** From an operational perspective, Campus Living prioritizes functional facilities, strategic planning, safety, and fiscal integrity.

- Campus Living strives to maintain and enhance facilities with the goal of meeting current students' needs and expectations, while simultaneously remaining a good value to students and their families.
- Assuring functional facilities means planning for long and short-term maintenance, enhancement, and renovation projects.
- A high level of security is maintained with cameras and electronic locks at all outside entries to halls, and with proprietary (cannot be easily copied) keys for room and suite doors.
- New trends and new solutions for our facility needs are continuously explored by benchmarking with other institutions, being active in professional associations, and being attuned to new resources from vendors and partners.

## Housing Occupancy Data

There is a fine balance between dedicating too much university-related real estate to student housing and not providing enough to meet the needs of the on-campus student population. Campus Living at ECU relies on both projections and actual admissions data as they plan for student residents.

➤ **Residency Policy:** In 2012, the ECU Board of Trustees implemented a freshman/first-year residency policy. This resulted in close to a 5% increase in the number of full-time first-year students living on-campus as well as an increase in first to second year retention. The implementation of the freshman/first-year residency policy resulted in more clearly defining annual housing occupancy expectations, thereby accurate projections for each freshman class became more critical. This policy also may limit the number of spaces available to returning residents and transfer students in a given year. Transfer student enrollment helps in the management of this process as transfer student contracts can be reduced when there are occupancy limitations, or the number of available contracts can be expanded when freshman cohort numbers are smaller.

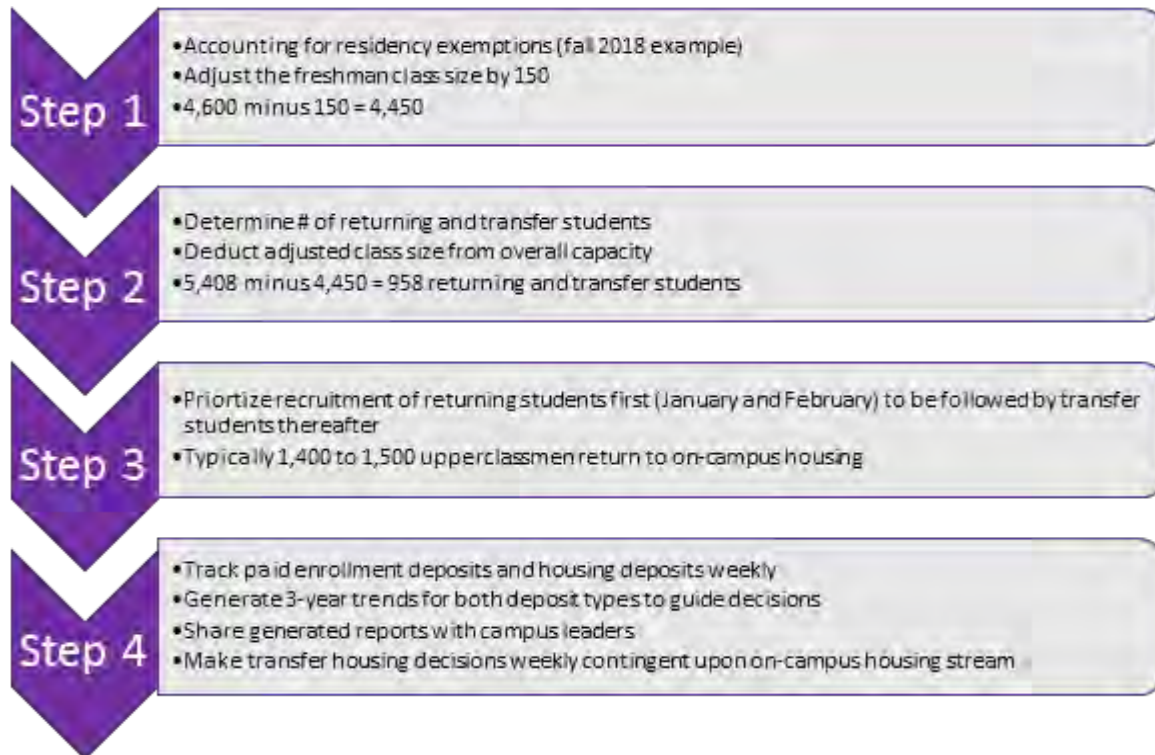
➤ **Campus Living currently operates 17 residence halls on campus with a total housing capacity of 5796 (2018-2019).** There are three housing neighborhoods as follows:

- **College Hill** - Jones, Legacy, Scott, Gateway (East & West), Tyler, and College Hill Suites;
- **Central Campus** - Umstead, Slay, Cotten, Jarvis, and Fleming;
- **West-End** - Garrett, Fletcher, Greene, White, and Clement.

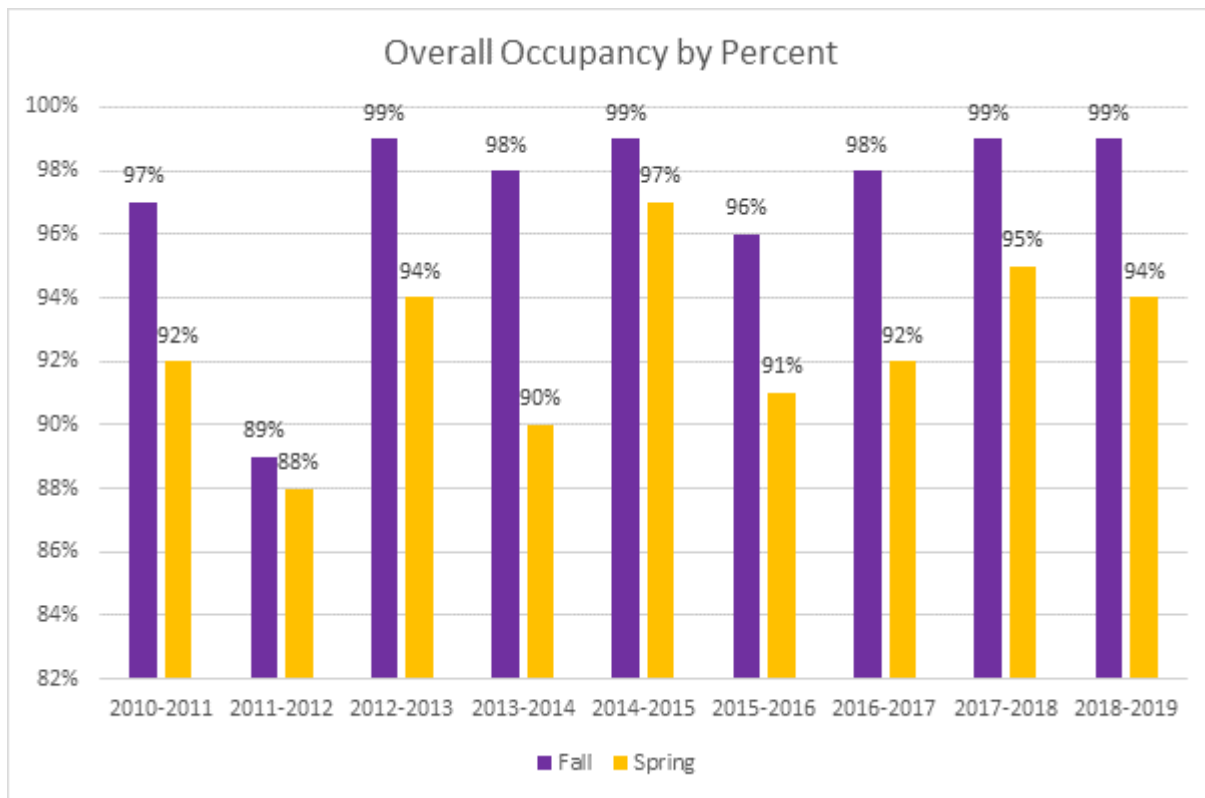
**NOTE:** Campus housing serves first year, upper classmen/women, and transfer students. Cotten Hall is a female-only residence hall; all remaining halls are co-ed. There is no all-male residence hall on ECU's campus. Slay Hall is a residence hall currently used as faculty office spaces. Umstead Hall houses university offices on the first floor and students on the two remaining floors.

➤ **Annual Enrollment Projections Guide Operational Planning:** The ECU Office of Admissions provides Campus Living with freshman class projections each fall semester in advance of the following new cohort year. Campus Living relies on and uses this information for occupancy planning purposes. When a projected number for first-time, first year (FTFY) student enrollment is received, e.g. fall 2018 = 4,600, 150 students are subtracted representative of the estimated residency exemption to develop Campus Living's projected FTFY occupancy number of 4,450.

➤ **Occupancy Process:** The admissions data is used to inform the following four step process in order to maximize Campus Living occupancy and serve our student population. Fall 2018 numbers are used in the example below:



➤ **Occupancy Adjustments:** Campus Living adjusts its marketing and projected occupancy plans in a fast-paced, fluid manner. In the case of an over-projection, marketing and communications are increased to transfer students. In the case of under-projection, the issue may be addressed by releasing some returning students from their contract on a voluntary basis, or as in a few past situations, working with prequalified apartment buildings to utilize available space and contracts in the same way on-campus housing is operated.



➤ For planning purposes, five percent is a general metric for the fall to spring occupancy decrease reflective of students moving off-campus, departing ECU, etc. However, the past decade has had a number of unusual operational adaptations as follows:

- **2011-2012:** Occupancy in fall 2011 was 89% with Tyler Hall being less than half full in preparation for renovation beginning in spring 2012. At the end of the fall 2011, new students along with current residents from Tyler were assigned to available spaces.
- **2013-2014:** Belk Hall was taken offline during late fall 2013 in preparation for demolition and to begin construction of Gateway (opened fall 2016). Spring occupancy reflects new spring students along with students from Belk that needed to be reassigned.
- **2014-2015:** ECU enrolled a larger than normal first-time, first-year cohort and housing was also at the lowest overall occupancy (by number of beds) with Belk off-line and Gateway in construction. Occupancy was nearly full during both fall and spring semesters.
- **2015-2016:** During fall 2015, White Hall was less than full in preparation for the launch of spring 2016 renovation. New students along with students from White Hall were reassigned across campus.
- **2016-2017:** During fall 2016, Clement Hall was less than full in preparation for the launch of spring 2017 renovation. Again, new students along with students from Clement Hall were reassigned across campus.

## Housing Revenue and Expense Factors

- **Self-supporting Operations:** All operations within Campus Living are financially self-supporting. No state, university, or tax monies are received to defray renovations, operating costs or debt service expenses.
- **Financial Planning:** Annual revenue and long-term financial planning are shaped by enrollment forecasting and matriculation per information provided in the previous section. First time, first year student enrollment and housing occupancy have always been tied together. In FY19, \$31.6 million housing operations budget was generated.
- **Housing Revenue:** Residence hall housing revenue is primarily generated from room rent payments. If for example 10 beds are not filled, the lost revenue to Campus Living is about \$28,400 per semester or \$56,800 per year.
- **Housing Expenses:** Annual revenue generated is allocated to the following expenditures:
 

• Debt for Building Renovations	34%
• Staff Salaries/Benefits	23%
• Other*	19%
• Utilities	10%
• Programming Services & Supplies	7%
• Maintenance & Upkeep	7%

\*Scholarships, divisional support for services, travel, transfer to capital reserve for future renovations
- **Housing Business Operations Intersection with Campus Dining:** Campus Dining revenue is generated through a variety of meal plans and campus retail venues. All students living on-campus must purchase a full residential meal plan. Off campus students, faculty and staff may optionally purchase meal plans designed to meet their particular needs.
  - **Food Service Vendor Contract:** Like other universities, ECU contracts with a food service vendor to provide nutritious meals and a wide variety of dining options. Our food service contractor compensation is based on a straight management fee for service arrangement.
  - **Revenue Short-fall Planning:** In the event of a short-fall in revenue due to a retention decrease or a smaller incoming freshman cohort, Campus Dining has a plan in place to compensate for that loss. Hours of operation are be scaled back in retail locations and food volume preparation is reduced in the dining halls reflecting the number of people on meal plans in an effort to reduce expenses. Savings within the meal plan operation are minimal in these situations except for food cost as staffing and other operational costs are relatively fixed once the dining halls are open. When occupancy decreases, it impacts dining services as well. As an example, for every 10 empty beds in Housing, Dining Services will lose \$20,213 of revenue per semester or \$40,046 of annual revenue (based on the Purple all-access plan).

## Housing Capital Projects

➤ **Residence Hall Construction History and Capital Project Cost:** The following table provides a snapshot of each residence hall's original construction date and recent capital projects completed or in planning stage. Renovations are more than cosmetic; they are completed so that each building maintains its sound structure, thereby providing a safe living environment for students.

**Table 1: Residence Hall Construction History and Capital Project Cost**

Residence Hall	Year Built	Occupancy Capacity	Year of Recent Renovations	Completed Renovation Cost	Future Renovation Cost***
JARVIS	1909	129	2000	\$14,000,000	
FLEMING	1923	170	2020 plan		\$4,400,000
COTTEN	1926	256	2018	\$1,790,000	
SLAY	1949	216	2021*		\$250,000
UMSTEAD	1955	190	2021 plan		\$450,000
GARRETT	1956	298	2019-2020 plan		\$1,300,000
JONES	1959	431	2020-2022 plan		\$ 6,550,000
BELK	1960	491	Demolished 2014	Included in cost of Gateway project	
LEGACY	1960	469	2024		\$ 6,050,000
SCOTT	1962	610	2010;2020+	\$24,200,000	
FLETCHER	1964	416	2009;2013	\$5,300,000	
TYLER	1969	472	2012	\$175,000+	
CLEMENT	1969	389	2017	\$26,000,000	
GREENE	1969	385	2019	\$26,000,000	
WHITE	1969	388	2018; 2020**	\$26,000,000	
COLLEGE HILL SUITES	2006	487	N/A	\$32,000,000	
GATEWAY EAST	2015	337	N/A	\$58,000,000	
GATEWAY WEST	2015	366	N/A		
<b>Total</b>				<b>\$213,465,000</b>	<b>\$ 19,000,000</b>

**Notes:** 4,106 of the 5,796 students on campus will reside in newly built or renovated housing by the end of this decade (71%). Slay was also built as a residence hall in 1949 with renovations in 1995 and a capacity of 216. Due to office space limitations on-campus, Slay is currently leased to the University for that purpose.

\*Part of \$500,000 annual improvement project costs

\*\*White elevator replacement funded out of previous bond

\*\*\*Future cost estimates after 2019 based on pricing established in 2018-2019; pricing will go higher based on renovation market rates.

+ Additional project work projected out of annual operating budget (cost calculated post-renovations)

2020+ Scott is getting new lobby furniture (as are Garrett, Fleming, and Fletcher) to be pulled from annual operating budget (cost calculated post-project completion)



➤ **Comprehensive Capital Project Planning and Debt:** Debt from building renovations comprises 34% of all housing expenses. Projects range from full building renovation or construction with completion costs upward of \$24 million to smaller projects such as the Cotten Hall carpet replacement/hallway painting completed at a cost of \$90,000. Budget reserves are essentially already spent in anticipation of the five-year capital project plan that Campus Living maintains.

## Housing Resource Stewardship: Looking to the Future

During the past decade of change, Campus Living's housing operations focused on improving its resource stewardship, thereby strengthening master plan implementation and ongoing operational practices. The following points are notable in that each influence future strategic planning and business operations.

- Housing operates by a set of guiding principles and best practices intended to maximize occupancy and ensure consistent financial operations.
- Since 2010, Campus Living has restored or renovated 3,618 beds of student housing or 63% of existing housing stock. Adding College Hill Suites to this total, as it was built between 2004-2006, ECU has 4,106 beds of modernized student housing which is 72% of all student housing. Modernized and safe facilities are key to supporting institutional student recruitment and retention efforts.
- Continued discussions with Admissions of the development of a new tracking and prediction model is underway so that both offices can plan more effectively in recruitment and transitioning new freshmen annually.
- Five-year capital planning continues to be essential to the restoration and maintenance of housing facilities. Any interruption of the planned restoration of the unrenovated buildings has the potential to negatively impact recruitment, retention, and the degree to which students value their ECU experience.
- Building renovations continue to maximize technological advances in sustainability and energy savings, accessibility and the creation of learning environments.
- For the first time, rent increases for FY20 only occurred for renovated buildings to acknowledge the difference in living accommodations offered in these halls in comparison to the newer spaces. This continued loss of revenue and housing gap between "haves and have nots" undermines the Campus Living principle of the universal experience all ECU students should have and decreases revenue generation to cover ongoing expenses.

### **Briefing Inquiries**

This briefing for the April 2019 Board of Trustees meeting was generated on behalf of Vice Chancellor Hardy by the Student Affairs Assessment, Research, and Planning staff: Kathleen Hill, and Linda Campion, Ph.D., with information support from Campus Living staff: William McCartney, Associate Vice Chancellor; Aaron Lucier, Director of Housing Operations; Brian Mattern, Business Officer; Joyce Sealey, Director of Campus Dining; and Mike Perry; Associate Director of Residence Life.

**Questions about this briefing may be directed to:** Kathleen Hill, Executive Director (hillka@ecu.edu)  
Student Affairs Assessment, Research, and Planning; 207 Mendenhall Student Center, Mailstop 224.



**Board of Trustees  
University Affairs Committee  
April 11, 2019**

Agenda Item:	III. B. Greek Life Task Force Report
Responsible Person:	John Mountz Director of Greek Life
Action Requested:	Information Only
Notes:	



# **CHANCELLOR'S TASK FORCE ON GREEK LIFE**

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REPORT AND RECOMMENDATIONS



# CHANCELLOR'S TASK FORCE ON GREEK LIFE

## REPORT AND RECOMMENDATIONS

### INTRODUCTION

In July 2018, following a series of fraternity and sorority suspensions, Chancellor Cecil P. Staton appointed a 16-member task force to examine major aspects of Greek Life at ECU, consider nationally recognized best practices and offer recommendations on how to strengthen ECU's Greek Life Community. Specifically, the Task Force was charged with the following:

- create an awareness of the national issues facing Greek Life on college campuses;
- understand the culture of Greek Life at ECU;
- review university governance and oversight of Greek organizations;
- examine current practices surrounding internal governance and accountability of Greek organizations by campus councils (IFC, MGC, NPHC, PA), chapter advisors, alumni, and house corporations);
- review current practices surrounding the recruitment and education of new Greek organization members (pledging);
- access current policies and practices regarding social, educational and other activities engaged in by Greek organizations;
- examine nationally recognized best practices that may inform ECU's current practices; and
- assess other aspects of Greek Life as identified by the Task Force.

To accomplish its mission, the Task Force collected information, reviewed documents, heard from subject matter experts, engaged in open forums and had individual targeted discussions.

### TASK FORCE MEMBERSHIP

**Bob Plybon** – Co-Chair, ECU Board of Trustees and Fraternity Alumnus

**Kandie Smith** – Co-Chair, Greenville City Councilwoman and Sorority Alumna

**Jon Barnwell**, Chief of ECU Police Department

**Rhys Collins**, President, Interfraternity Council\*

**Jeff Foster**, Member, Board of Visitors

**Katy Houser**, President, Panhellenic Association\*

**Kelly Joyner**, ECU Alumna and Sorority Advisor

**Carolina Juanico-Cela**, President, Multicultural Greek Council\*

**Jordan Koonts**, President, Student Government Association\*

**Vonta Leach**, ECU Alumnus and Fraternity Alumnus

**Fielding Miller**, ECU Board of Trustees and Fraternity Alumnus

**John Mountz**, Director of ECU Department of Greek Life

**Doug Schneider**, ECU Professor and Sorority Faculty Advisor

**KJ Staton**, President, National Panhellenic Council\*

**Catherine Staton**, Community Member and Sorority Alumna

**Megan Ayers**, Assistant Secretary to the ECU Board of Trustees

\* Student member

## **HISTORICAL OVERVIEW**

Fraternities and sororities have been an integral part of campus life since the 1950s. The first national Greek-letter organizations were chartered at East Carolina University® in 1958 with the establishment of Theta Chi, Lambda Chi Alpha, Kappa Alpha and Pi Kappa Alpha fraternities. The Interfraternity Council (IFC) was created to provide student leadership for these fraternities. Over the succeeding decades, chapters of Phi Kappa Tau, Sigma Nu, Phi Gamma Delta, Phi Kappa Psi, Beta Theta Pi, Sigma Phi Epsilon, Chi Phi, Delta Chi, Tau Kappa Epsilon, Sigma Alpha Epsilon, Kappa Sigma, Delta Sigma Phi, Alpha Sigma Phi, Alpha Tau Omega, Sigma Tau Gamma, Sigma Pi, Pi Kappa Phi and Pi Lambda Phi joined the Interfraternity Council.

In 1959, the Panhellenic Association (PA) was established with the founding of eight sororities including Alpha Xi Delta, Kappa Delta, Alpha Delta Pi, Sigma Sigma Sigma, Delta Zeta, Alpha Phi, Chi Omega and Alpha Omicron Pi. In later years, Zeta Tau Alpha, Phi Mu and Alpha Gamma Delta would establish new sorority chapters and join the Panhellenic Association.

Alpha Phi Alpha Fraternity Inc. was the first National Pan-Hellenic Council (NPHC) chapter chartered at ECU in 1971. It was followed by Delta Sigma Theta Sorority Inc., Alpha Kappa Alpha Sorority Inc., Zeta Phi Beta Sorority Inc., Phi Beta Sigma Fraternity Inc., Kappa Alpha Psi Fraternity Inc., Omega Psi Phi, Fraternity Inc. and Sigma Gamma Rho Sorority Inc.

ECU is also the birthplace of two national organizations, Epsilon Chi Nu Native American Fraternity founded in 1996 and Sigma Omicron Epsilon Native American Sorority founded in 1997. The Multicultural Greek Council (MGC) was established in 2010 in response to the growth of national organizations connected with various cultural demographics and the council soon added Delta Phi Omega South Asian Sorority, Lambda Theta Alpha Latin Sorority, Lambda Theta Phi Latin Fraternity, Iota Nu Delta South Asian Fraternity and Sigma Sigma Rho Multicultural Sorority.

The Greek Community at ECU has grown significantly since its inception in the late 1950s. New chapters, increasing student membership and a widening demographic of organizations contributed to peak community growth of 44 inter/national fraternity and sorority chapters and over 3,000 students in the spring of 2017.



## RECENT HISTORY

Since April of 2017, the ECU Greek Community has seen eight fraternities and sororities removed from campus for various reasons. This represented the loss of six IFC fraternities, one NPHC fraternity, and one PA sorority. Of these organizations, seven were suspended by their respective inter/national leadership for violations of their organizational policies and expectations. In each of these cases, the university worked collaboratively with the inter/national organization to investigate potential violations of the ECU Student Conduct Process Regulation (the “Code of Conduct”). In one instance, the organization was suspended by the university for violations of the Code of Conduct with the support of the inter/national organization.

During this time, the ECU Greek Community added Alpha Gamma Delta Sorority to the Panhellenic Association and Pi Lambda Phi Fraternity was re-established and rejoined the Interfraternity Council. At the end of fall 2018, the community consisted of 39 fraternities and sororities with over 2,500 undergraduate student members. The Interfraternity Council had 15 chapters, the Multicultural Greek Council had 7 chapters, the National Pan-Hellenic Council had 7 chapters and the Panhellenic Association had 10 chapters.

## CRITICAL ISSUES

### 1. HAZING

In each of the recent organizational suspensions, hazing was a contributing factor at various levels. The actual level of hazing differed from case to case, but there are some hazing behaviors that consistently appear within the community. Those include requiring new members to perform acts of personal servitude (cleaning of members houses or apartments, running errands, purchasing food), sleep deprivation of new members due to activities held late at night or early in the morning, line-ups that include mental and/or physical hazing and the presence of alcohol during new member activities. Data provided by an external consultant in spring 2018 showed that hazing is directly connected to the importance of social status among fraternity/sorority members and that for both men and women, their tolerance level of hazing is higher than the national average. This data, along with national reports indicating over 50 percent of college students have experienced hazing prior to coming to college, makes clear that ECU and all other colleges and universities must address a complex and challenging issue.

## **2. ALCOHOL AND DRUGS**

Alcohol and drugs are also a concern for the Task Force, and while these issues are not confined to the Greek community, there is an opportunity to work directly with this community to reduce harm around these issues and potentially influence behavior positively across the campus community. The Department of Greek Life has launched the Alcohol Skills Training Program (ASTP) and Generation Rx programs targeting fraternities, sororities and club sports teams. The Task Force believes these programs should be given time to take effect and reviewed for impact.

## **3. ACADEMIC PERFORMANCE**

A review of the Department of Greek Life Community Report for the past three semesters shows that academic performance in the Greek community varies widely. Overall, sororities outperform fraternities, indicating that academic performance is a top priority for women's organizations. The data shows that fraternities are not performing as well as sororities and, in most cases, fall below the all-men's grade-point average. The academic performance for fraternity new members is of concern and indicates that the hazing problem is likely contributing to these academic issues.

# **CURRENT INITIATIVES**

## **1. ANNUAL BROTHERHOOD/SISTERHOOD ASSESSMENT**

The Department of Greek Life contracted with Dyad Strategies, a higher education research and consulting firm, to conduct their Brotherhood/Sisterhood assessment survey of ECU fraternity and sorority members in February 2018. This assessment measures member attitudes in four schemas for fraternities and five schemas for sororities. This data is compared to national averages to provide context. Dyad currently works with over 30 campuses and a growing number of international fraternities and sororities to conduct their assessment. This assessment tool, which will be replicated annually by Greek Life, provides usable data to evaluate the culture of the overall Greek Community and individual chapters, thereby informing them on how to appropriately advise student leaders, develop educational programs and address critical issues.

## **2. ALCOHOL SKILLS TRAINING PROGRAM**

The Alcohol Skills Training Program (ASTP) was developed by faculty at the University of Washington as a harm-reduction approach to addressing alcohol misuse among college students. Numerous international fraternities and sororities require ASTP programming for their undergraduate chapters. The ECU Departments of Greek Life and Campus Recreation and Wellness have adopted this program as our core educational program for all fraternities, sororities and club sports teams. A team of staff and faculty from across campus have been trained as facilitators and offer the program to these groups, as well as other student organizations and classes on campus.

### **3. GENERATION RX PILOT**

Greek Life is currently conducting a campus pilot for this curriculum designed to educate students on the dangers of opioid misuse to reduce harm within the campus community. This pilot has been funded by a grant from the Zeta Tau Alpha Fraternity and Foundation.

### **4. EMERGING LEADERS INSTITUTE**

The Emerging Leaders Institute is a new signature leadership training program offered by the Department of Greek Life to develop the leadership capacity of fraternity and sorority members in advance of them taking on key leadership roles in their chapters or in the greater Greek Community. The inaugural program was hosted in January 2019 with 45 students in attendance. The program is being assessed and any appropriate revisions will be made before offering it again in the 2019-20 academic year.

### **5. COUNCIL OFFICER TRAININGS**

The Department of Greek Life offers an array of training and support for the student leaders from each of the four Greek Councils. These programs include transition retreats, goal-setting workshops and officer-specific training as necessary. The department also works with the Councils to take all officers to the annual Association of Fraternal Leadership & Values Conference, a national leadership conference for over 3,500 Greek student leaders in Indianapolis every February.

### **6. GREEK OPERATIONS TRAINING**

Greek Life has begun offering officer-specific training sessions for chapter officers based upon their specific needs. These are in the pilot phase as of spring 2019 and will be evaluated and revised as needed.

### **7. RISK MANAGEMENT PROGRAMMING**

Greek Life has begun offering a series of risk prevention education and training opportunities for chapter members, including sessions on social event management, hazing, new member education strategies, sexual assault awareness and mental health awareness, all to assist student leaders in promoting a culture of wellness and safety within their chapters.





# RECOMMENDATIONS

The Task Force identified five focal areas with opportunities for improvement in support and oversight of the Greek community. Those focal areas are **transparency and communication; standards and expectations; recruitment, intake and new member education; training and education** and **alumni and engagement**. The Task Force then made recommendations under each focal area.

## TRANSPARENCY AND COMMUNICATION

### 1. Implement a scorecard on Greek organization performance

The Task Force recommends that the Department of Greek Life expand upon its efforts to be transparent with the community about the health/success/performance of each fraternity and sorority at ECU. Many campuses have developed a “scorecard” that provides an easily accessible set of data to students, prospective members, parents and the community for each Greek organization. The Task Force recommends that the Department of Greek Life modify its current community report to include additional data points such as judicial/conduct history.

### 2. Expand public communication regarding Greek life at ECU

The Task Force recommends that the Department of Greek Life expand its efforts to communicate broadly with the community, including students, alumni, parents and prospective students, about the overall status of the Greek community. This should be done via multiple channels including email, web and campus events, such as New Student Orientation and Prospective Students Day.

### 3. Provide annual update to the chancellor and board of trustees

The Department of Greek Life should provide an annual update on the Greek community to the chancellor and board of trustees to keep them apprised of progress, continuing issues and efforts to strengthen the community.

## **STANDARDS AND EXPECTATIONS**

### **1. Create and implement a Greek standards program**

The Task Force believes that the community will benefit from clearly defined standards and expectations, whereby Greek student leaders, chapter advisors, administrators and prospective members can gauge the health of an organization. Standards are in place at many institutions across the country and should be fully explored by the Department of Greek Life in concert with key stakeholders. Specific metrics should be considered for academic performance, service and philanthropic activities, leadership, campus involvement and chapter operations. Any program should include both recognition for high performance and appropriate remedial action for poor performance.

It should be noted that there are key differences among the various fraternities and sororities at ECU, particularly by their council affiliation. These differences must be considered when developing a set of standards that are applicable to the entire Greek Community. Also, this program should be designed to complement, not duplicate, any expectations from the inter/national organizations or their local chapters.

## **RECRUITMENT, INTAKE, AND NEW MEMBER EDUCATION**

### **1. Establish clear policies and procedures for recruitment, intake and new member education**

The Task Force recommends that the Department of Greek Life review policies surrounding recruitment, new member education and intake for identifying any revisions or additions needed to establish clear guidelines for organizations to bring in new members. These should include reasonable parameters around the amount of time spent in these activities, holding activities during reasonable time periods to ensure student success in the classroom and communicate clear restrictions on impermissible activities. The Task Force also recommends consideration of potential academic requirements prior to joining a fraternity or sorority.

The Task Force recognizes that the process for recruiting and educating students when they join a fraternity or sorority varies widely based upon council affiliation and, therefore, recommends that the Department of Greek Life work collaboratively with both students, advisors and inter/national organizations to ensure that policies work well for all organizations while promoting the health and safety of our students.

## **TRAINING AND EDUCATION**

### **1. Provide comprehensive training and education to Greek student leaders**

The Department of Greek Life has developed and implemented several new educational programs for chapters and student leaders designed to address specific critical issues. These include the Alcohol Skills Training Program (ASTP), the Greek Operations Series and the Emerging Leaders Institute. The Task Force recognizes that the impact of these programs will be seen over the coming years as more students participate. The Department of Greek Life should continue the implementation of these programs and continue developing new training for student leaders, alumni and volunteer advisors and general members as the needs of the community dictate.

## **ALUMNI AND VOLUNTEER ENGAGEMENT**

### **1. Increase alumni involvement in Greek life**

The Task Force recognizes that the more successful Greek organizations usually have a significant level of alumni involvement, including multiple, active advisors who interact with the undergraduate members on a consistent and regular basis. The Task Force recommends that the Department of Greek Life develop a plan to engage alumni and assist in recruiting additional alumni volunteers to work with their fraternity and sorority chapters. This plan should also include appropriate training and support for advisors that complements any training provided by inter/national organizations.

### **2. Strengthen connection with faculty**

The Task Force recommends that the Department of Greek Life explore ways to engage additional faculty members to serve as mentors or advisors to chapters to enhance the commitment to academic performance and strengthen the connection to institutional goals regarding student retention and graduation.

## APPENDIX 1



# Fraternity and Sorority Assessment Project

## EXECUTIVE SUMMARY

Prepared for: East Carolina University

Prepared by: Dyad Strategies LLC

***April 25, 2018***

***Primary Author(s):***

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## **Acknowledgements**

Dyad Strategies LLC would like to thank the staff who assisted in the distribution of the online questionnaires and the students who submitted responses. It has been a pleasure working with ECU students and personnel on this consulting project

*Gentry McCreary*

*Joshua Schutts*

*Adam McCready*

## PREFACE

East Carolina University commissioned Dyad Strategies LLC (“Dyad”) to conduct research and provide consulting and education (“Project”) for its fraternal community. Per our agreement, Dyad has (1) conducted survey research, (2) analyzed and interpreted the findings, (3) prepared this report, and (4) visited the campus and provided education and training related to these findings.

This report is intended to provide an executive summary of key findings and recommendations. The dataset is available upon request. Key findings at the community- and chapter-levels are presented in this report. The entire analysis on all variables is contained within the Appendix.

Dyad/University personnel made several attempts to solicit student participation in the surveys. In total, 533 (48%) fraternity members and 1,631 (78%) sorority members competed at least significant portions of the survey.

The researchers calculated scores for each measure based on responses to the individual questions associated with each measure. Scores were aggregated to respective chapters and communities. The researchers then compared chapter and community scores with the national baseline sample using appropriate statistical techniques. A summary of the measures examined in the study is presented in Table 1.

The researchers made the following assumptions:

1. Students responded accurately and honestly
2. Reported attitudes are an accurate representation of actual attitudes
3. All students had the access and opportunity to participate

The research was limited in the following ways:

1. The data are self-reported, which assumes that students are honest
2. Not all students completed the surveys
3. In measures of brotherhood/sisterhood, the research suggests that all constructs of brother/sisterhood are consistent across councils (IFC-NPC/NPHC/NALFO) with the exception of Brother/sisterhood based on Shared Social Experiences. While this schema is present in all councils, it appears to manifest differently in culturally-based groups. The study behind this construct should be repeated on culturally-based groups to ensure construct validity, so these result should be interpreted with this understanding.

Table 1 lists and describes the various measures used in this assessment project.

**TABLE 1. Measures Employed in Study**

Measure	Description	Level of Measurement	References
Fraternal Conformity	An indirect measure of the influence groupthink and conformity have within the organizational experience	Continuous, 5 point: strongly disagree to strongly agree	McCreary and Schutts (TBD)
Hazing Rationale	Measures the four hazing motivations for groups (Solidarity, Social Dominance, Loyalty/Commitment, and Instrumental Education).	Continuous, 5 point: strongly disagree to strongly agree	McCreary and Schutts (Manuscript in Progress)
Moral Disengagement	The degree to which an individual can rationalize their unjust or unethical actions	Continuous, 5 point: strongly disagree to strongly agree	Bandura (1999)
Organizational Commitment	The degree of psychological attachment a person feels to the organization.	Continuous, 7 point: strongly disagree to strongly agree	Meyer and Allen (1991)
Organizational Identification	The degree to which the organization is a major part of a person's social identity	Continuous, 5 point: strongly disagree to strongly agree	Edwards and Peccei (2007)
Importance of Social Status	The extent to which an individual places value on the social status they receive from membership in the organization	Continuous, 5 point: strongly disagree to strongly agree	McCreary (under development)
Unethical Pro-Organizational Behavior	The willingness to perform unethical acts because of a belief that that action will benefit the organization in some way	Continuous, 7 point: strongly disagree to strongly agree	Umphress, Bingham, and Mitchell (2010)
Perceived Organizational Support	The degree to which the individual feels the organization values their contributions and cares about their well-being	Continuous, 5 point: strongly disagree to strongly agree	Eisenberger, Huntington, Hutchison, and Sowa (1986)
Brotherhood Sisterhood	The ways that members define and conceptualize brotherhood/sisterhood	Continuous, 5 point (strongly disagree to strongly agree)	Several manuscripts by Cohen, McCreary and Schutts
Alcohol Consumption Behaviors	Composite scale consisting of three subscales measuring frequency of binge drinking, average number of drinks per drinking episode, and pre-college drinking rates	Continuous, 21 point, cumulative of three separate 7 point subscales	

## EXECUTIVE SUMMARY

The analysis of results from the students that participated in the survey research project informed our key findings and recommendations for your community. Overall, we find a number of key that have identified as potentially problematic and worth attention particularly with regards to the social and hazing culture on campus. While some chapters have strong and thriving brother/sisterhood, many chapters on campus display at least one, and in some cases, multiple areas worthy of attention.

Some key strengths of the community include:

- Both fraternity and sorority members at ECU measure higher than the national average on Brother/Sisterhood based on belonging, meaning that feel a stronger sense of emotional connection and place of belonging than the average fraternity/sorority member nationally.
- Fraternity and sorority members measure higher than national averages on affective commitment, meaning they have strong emotional connections to their organizations.
- Sorority members at ECU measure lower than national averages on Social Status Importance, an important measure of social culture. Community members are less concerned with the campus social hierarchy than sorority members nationally.
- Sorority members measure higher than national averages on three of the altruistic measures of sisterhood: Support and Encouragement (meaning they feel supported by their sisters), Accountability (meaning they see value in holding one another to high standards) and Common Purpose (meaning they value working together towards a common goal as an aspect of their sisterhood).

Some key areas of improvement include:

- Both fraternity and sorority members measure higher than national averages on Brother/Sisterhood based on Shared Social Experience, meaning they are more likely to prioritize the social aspects of brother/sisterhood than the average fraternity/sorority members nationally.
- Fraternity members measure higher than the national average on Brotherhood Based on Solidarity. A score of near or above 4.0 on this construct indicates a potentially unhealthy belief in “having one another’s back” as the most important aspect of brotherhood. This is coupled with a higher than average Hazing Tolerance score, meaning the average fraternity member at ECU is more supportive of more severe forms of hazing than the average fraternity member nationally.



- Fraternity members score higher than the national average on the Social Dominance hazing motivation, the most problematic of the four hazing motivation scales. Fraternity members at ECU are more likely to employ hazing practices designed to reinforce the social hierarchy and abuse their power over new members when compared to the average fraternity member nationally.
- Fraternity and sorority members measure higher than the national average on Unethical Pro-Organizational Behavior, meaning they are more likely to rationalize and engage in behaviors they know to be wrong on behalf of their organizations.
- Sorority members report higher alcohol consumption behaviors compared to sorority members nationally.

There is a great deal of variance across the various chapters on campus. Particular attention should be given to fraternity chapters that are:

- Significantly lower than campus or national averages on Brotherhood Based on Accountability, particularly if coupled with a high Solidarity and/or Shared Social score (for example, Kappa Sigma scores high on Solidarity, Shared Social Experiences and low on Belonging and Accountability).
- Significantly lower than campus/national averages on Brotherhood Based on Belonging and measures of commitment (Phi Gamma Delta, for example).

Campus administrators should particularly plan their approaches with chapters measuring higher than average on both Social Dominance Hazing and Hazing Tolerance. These chapters are likely engaging in hazing behaviors designed to reinforce social hierarchy within the group. These behaviors and activities should be redirected into activities designed to produce belonging/commitment (with particular attention paid to activities designed to elicit emotional vulnerability).

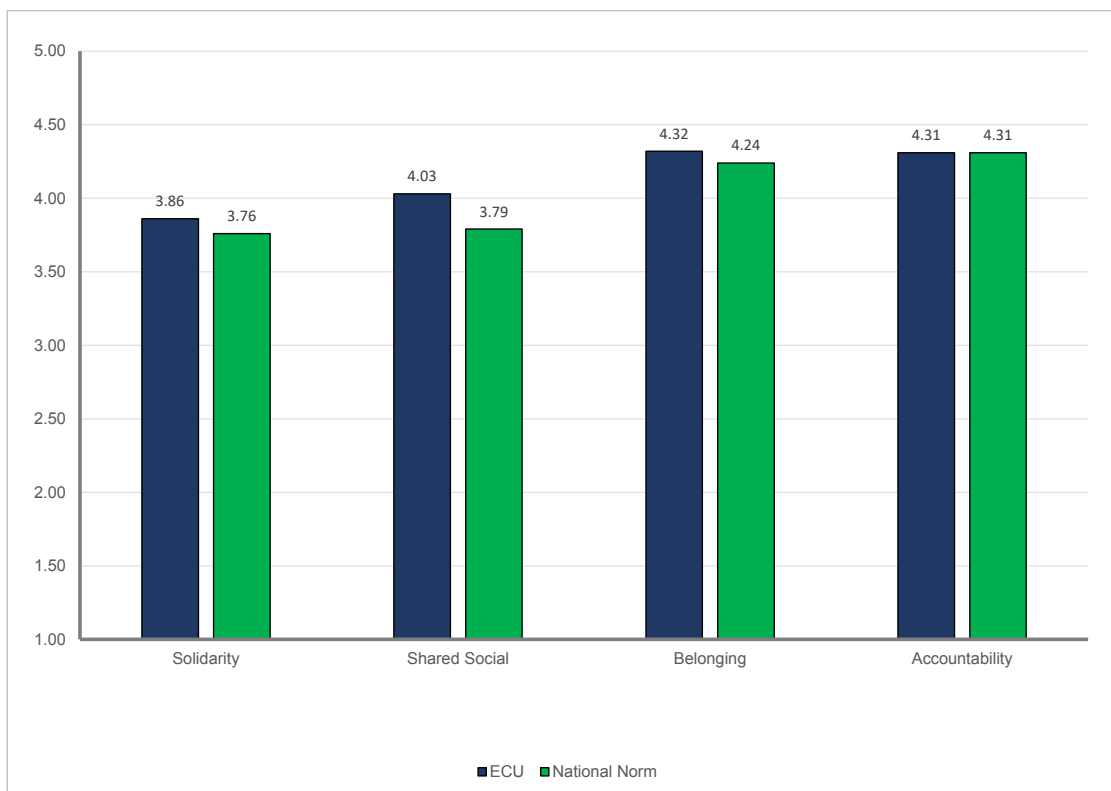
Similarly, attention should be given to sorority chapters that are significantly higher than the national or campus average on sisterhood based on shared social experience (Alpha Xi Delta, for example, who is significantly higher than both campus and national averages, and higher than campus averages on alcohol use and social status importance), or significantly lower than the campus or national averages on any of the other four schema of sisterhood (for example, Zeta Tau Alpha scores lower than the national and campus averages on Sisterhood Based on Support and Encouragement, Common Purpose, and Belonging).

#### **Using These Data for Continuous Improvement**

The data that follows in this report, particularly the chapter reports, can and should be used by University officials in their work with chapters. Strategies for incorporating this data into a continuous improvement process includes:

- Incorporating data into chapter goal setting and helping chapters develop strategies for improving brother/sisterhood in deficient areas
- Incorporating concepts of brother/sisterhood into chapter standards/accreditation programs, recognizing those chapters who demonstrate effort in improving all aspects of their brother/sisterhood
- Sharing chapter reports with traveling educational leadership consultants and discussing during their annual visits, allowing those individuals to view the chapter's strengths/areas for improvement through the lens of brother/sisterhood
- Focusing community-wide programming on specific areas of deficiency (i.e. creating better support structures in fraternities where men are more likely to feel a meaningful connection to their brothers) within the community
- Providing training for chapter brother/sisterhood chairs, helping them develop programming ideas that will promote all aspects of brother/sisterhood within their chapters, particularly Belonging and Accountability

Figure 1: Graph of Brotherhood Schema vs. National Sample



**Campus Averages**  
**All East Carolina University Fraternities**

Resp. Rate: 48%

**Descriptive Statistics**

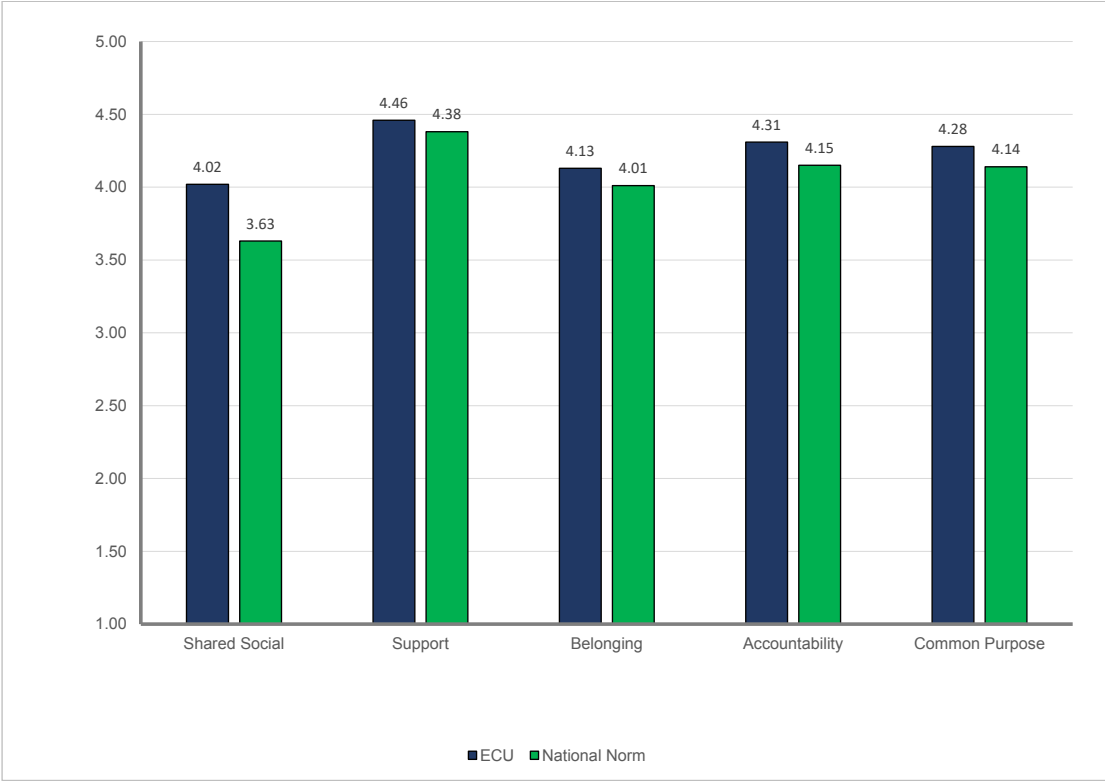
	N	Campus Mean	National Mean	Sig Difference?
<b>Solidarity Brotherhood</b>	533	<b>3.86</b>	3.76	Yes*
Hazing tolerance	533	<b>8.20</b>	6.24	Yes*
Loyalty Hazing Rationale	533	<b>3.32</b>	3.42	Yes*
Instrumental Education Hazing Rationale	533	<b>4.01</b>	4.13	Yes*
Solidarity Hazing Rationale	533	<b>4.01</b>	4.04	No
Social Dominance Hazing Rationale	533	<b>2.23</b>	2.12	Yes*
<b>Social Experience Brotherhood</b>	533	<b>4.03</b>	3.79	Yes*
Days binge drinking per week	478	<b>1.51</b>	1.79	Yes*
Alcohol Consumption Behaviors	533	<b>7.84</b>	7.53	No
High school alcohol consumption frequency	533	<b>1.87</b>	1.84	No
Social Status Importance	533	<b>3.06</b>	3.00	Yes*
<b>Belonging Brotherhood</b>	533	<b>4.32</b>	4.24	Yes*
Affective Commitment	531	<b>4.06</b>	3.94	Yes*
Normative Commitment	531	<b>3.79</b>	3.76	No
Organizational Identification	532	<b>3.96</b>	3.99	No
<b>Accountability Brotherhood</b>	533	<b>4.31</b>	4.31	No
Unethical Pro-organizational Behavior	532	<b>2.50</b>	2.37	Yes*

\*Campus mean is a composite of all fraternities



All Fraternity

Figure 2: Graph of Sisterhood Schema vs. National Sample



**Campus Averages**

**All East Carolina University Sororities**

Resp. Rate: 78%

**Descriptive Statistics**

	N	Campus Mean	National Mean	Sig Difference?
<b>Sisterhood Based on Shared Social Exp.</b>	1631	<b>4.02</b>	3.63	Yes*
Days binge drinking per week	1546	<b>0.91</b>	1.46	Yes*
Alcohol Consumption Behaviors	1633	<b>6.52</b>	5.84	Yes*
High school alcohol consumption frequency	1633	<b>1.39</b>	1.19	Yes*
Social Status Importance	1631	<b>3.12</b>	3.28	Yes*
Hazing Tolerance	1632	<b>6.85</b>	6.84	No
Loyalty Hazing Rationale	1632	<b>3.18</b>	3.02	Yes*
Instrumental Education Hazing Rationale	1632	<b>4.19</b>	4.23	Yes*
Solidarity Hazing Rationale	1632	<b>4.17</b>	4.09	Yes*
Social Dominance Hazing Rationale	1632	<b>1.72</b>	1.62	Yes*
<b>Sisterhood Based on Support &amp; Encouragement</b>	1631	<b>4.46</b>	4.38	Yes*
Perceived Organizational Support	1632	<b>4.03</b>	3.95	Yes*
<b>Sisterhood Based on Belonging</b>	1631	<b>4.13</b>	4.01	Yes*
Affective commitment	1629	<b>3.99</b>	3.89	Yes*
Normative commitment	1629	<b>3.88</b>	3.86	No
Organizational identification	1629	<b>4.13</b>	4.14	No
<b>Sisterhood Based on Accountability</b>	1631	<b>4.31</b>	4.15	Yes*
Unethical pro-organizational behavior	1629	<b>2.29</b>	2.22	Yes*
<b>Sisterhood Based on Common Purpose</b>	1631	<b>4.28</b>	4.14	Yes*
Person-Organization Fit (Values Congruence)	1631	<b>4.21</b>	4.20	No

\*Campus mean is a composite of all sororities



All Sorority

## **APPENDIX 2**

### **ADDITIONAL RESOURCES REVIEWED**

#### **SAMPLE SCORECARDS**

**Penn State University**

<https://studentaffairs.psu.edu/involvement-student-life/greek-life-penn-state/about-community/community-scorecard>

**West Virginia University**

<https://greeklife.wvu.edu/files/d/2057f239-5571-465b-8e3a-f6cdfd06ec51/scorecards.pdf>

**University of North Carolina at Charlotte**

<https://greeklife.uncc.edu/scorecard>

#### **SAMPLE STANDARDS PROGRAMS**

**North Carolina State University**

<https://fsl.dasa.ncsu.edu/chapter-resources/standards-program/>

**Clemson University**

<http://www.clemson.edu/campus-life/fraternity-sorority-life/greek-experience.html>

#### **SAMPLE TASK FORCE REPORTS**

**Clemson University**

<https://www.clemson.edu/campus-life/fraternity-sorority-life/documents/IFC%20Strategic%20Planning%20Task%20Force%20Report.pdf>

**West Virginia University**

<https://greeklife.wvu.edu/files/d/21d0a602-7e58-4c86-b59c-9185ab2c55eb/reaching-the-summit-summary-and-report-aug-2018.pdf>

**Texas Tech University**

[https://www.depts.ttu.edu/fsl/includes/Programs/FS\\_Life\\_Final\\_Report.pdf](https://www.depts.ttu.edu/fsl/includes/Programs/FS_Life_Final_Report.pdf)



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**Board of Trustees  
University Affairs Committee  
April 11, 2019**

Agenda Item:

IV. Closed Session

Responsible Person:

Fielding Miller, Vice Chair

Action Requested:

TBD

Notes: