BOARD OF TRUSTEES

East Carolina University

July 21, 2011

The Board of Trustees met in regular session in the Health Sciences Building on the campus of East Carolina University. David Brody, chair of the Board, called the meeting to order and read the conflict of interest statement required by the State Government Ethics Act. No conflicts were identified.

Mr. Brody asked Pitt County Clerk of Court Sara Beth Fulford Rhodes to come forward to swear in the three new Board members, Deborah Davis, Kieran Shanahan and Josh Martinkovic.

Mr. Brody called on Assistant Secretary to the Board of Trustees, John Durham to call the roll.

Members Present	Members Absent
Robert Brinkley	Steve Jones
David Brody	
Joel Butler	
Ken Chalk	
Deborah Davis	
Bob Greczyn	
Bob Lucas	
Carol Mabe	
Josh Martinkovic	
Danny Scott	
Kieran Shanahan	
Mark Tipton	

APPROVAL OF MINUTES

Mr. Brody asked for a motion approving the minutes from the Board meeting on April 25, 2011. Mr. Tipton moved approval of the minutes. Ms. Mabe seconded the motion. The motion passed with no negative votes.

ELECTION OF OFFICERS

Mr. Brody said at the April meeting, Mr. Greczyn gave the Nominating Committee report, which identified Mr. Lucas as chair, Ms. Mabe as vice chair and Mr. Butler as secretary of the board. Mr. Brody asked for a motion to approve the nominations from the Nominating Committee. Mr. Tipton made the motion, Mr. Scott seconded the motion and it passed with no negative votes. Mr. Brody then called for any nominations from the floor. There were no other nominations. Mr. Brody called for the election of as presented by the nominating committee. The motion was approved with no negative votes. Mr. Brody turned the meeting over to Mr. Lucas to preside.

BOARD CHAIR'S REMARKS

Mr. Lucas began his remarks to the Board by discussing the passion he has for ECU. He recognized several friends, Leonard and Rita Reaves and Roddy and Susan Seymore, who all came to ECU with him 40 years ago. He said his passion for ECU stems from the opportunities ECU gave him as a student, such as traveling to Europe for a year, which he would have never been able to do if ECU had not provided it, as well as his experience as Student Government President. Mr. Lucas also talked about the people influenced his time at ECU: Leo Jenkins, William Friday and Hans Indorf, his mentor and advisor in Political Science.

Mr. Lucas reiterated that he is very grateful for the relationship between the Board and the Administration. He acknowledged that ECU is extremely fortunate to have an excellent Chancellor and an overly talented board and he hopes to see each person's talents being used to the fullest. In addition, he said he wanted to utilize the talents that are on the other boards across the ECU community, such as the Board of Visitors, ECU Foundation Board, Medical and Health Sciences Board and others. He suggested that it may be helpful to bring all those boards together to meet each other and network so they can work together for a common purpose.

Mr. Lucas ended his remarks by thanking his family and the board for their support and for having confidence in his ability to lead.

CHANCELLOR'S REPORT

Dr. Ballard gave remarks to the Board. A text version of his report is included in this document as "Attachment A"

CLOSED SESSION

Mr. Lucas asked for a motion to go into closed session. Ms. Carol Mabe made the motion to go into closed session. Mr. Greczyn seconded the motion and the motion was approved with no negative votes. Following closed session, the Board returned to open session.

ACTION ITEMS

Mr. Lucas asked for Ms. Mabe to read the motions for action items.

Ms. Mabe moved approval of conferral of tenure for Dr. Joseph Vincent Califano as presented in Board materials. The motion passed with no negative votes. A summary of this item is included in this document as "Attachment B."

Ms. Mabe moved approval of appointment of Dr. Virginia Hardy as the Vice Chancellor for Student Affairs with an annual salary of $200,000, an automobile allowance of $7,928 per year and a cell phone allowance of $720 per year. The motion was approved with no negative votes.

Ms. Mabe moved approval of the flexible work agreement between Steve Ballard and Philip Rogers as presented in Board materials. The motion passed with no negative votes. A copy of this agreement is included in this document as "Attachment C."

Dr. Rick Niswander, vice chancellor for administration and finance, presented information on the clinical/office space lease for the ECU Physicians from SCD Properties, LLC in Goldsboro, NC. Ms. Mabe made a motion to approve the lease of clinical/office space for ECU Physicians from SCD Properties, LLC as presented in board materials. The motion was seconded by Danny Scott and was approved with no negative votes. A summary of this item is included in this document as "Attachment D."

Dr. Niswander presented a request to grant an easement to the City of Greenville for new transit bus shelters. Ms. Mabe made a motion to grant an easement to the City of Greenville for new transit bus shelters on the east side of Reade Street between Second Street and Third Street as presented in board materials. The motion was seconded by Mr. Greczyn and was approved with no negative votes. A summary of this item is included in this document as "Attachment E."

Dr. Niswander presented the annual ITCS Year in Review Report to the Board for approval. Ms. Mabe moved that the board approve the ITCS Year in Review Report. Mr. Scott

seconded the motion and the motion passed with no negative votes. The ITCS Year in Review is included in this document as "Attachment F."

Mr. Tipton asked to hear more about the cost of distance education. Dr. Sheerer said that there were plans to discuss distance education with the entire board at the next board meeting.

Mr. Lucas said to look for an email in the future concerning committee assignments. In addition, Mr. Lucas asked John Durham to distribute the 2012 meeting dates.

ADJOURNMENT

Mr. Lucas adjourned the meeting at 3:00 p.m.

Respectfully Submitted,

John Durham
Assistant Secretary to the Board

<u>BOT Remarks 072111</u>

Thank you, Chairman Lucas.

First let me welcome three of our new Board members, Deborah Davis from Richmond, Virginia;   Kieran Shanahan from Raleigh, North Carolina; and Josh Martinkovic, our SGA President, from Charlotte, North Carolina.   East Carolina University is a special place and I hope you've caught the pride and the spirit that is here and that I experience every day.   Also, your timing is good… you've joined us after the worst budget year in anybody's memory, so we are all hoping you bring good fiscal times ahead.

<u>Budget</u>

I should say a word about the budget so that everyone has the same context. The first point is that the Great Recession has hurt virtually all 50 states. Only 8 states increased appropriations for public universities last year.   Numerous states cut higher education more than North Carolina…   including New Hampshire at 48%, Arizona at 24% and California at 23%.   Most predictions are that state funding for public universities won't get back to pre-recession levels for at least two years and probably longer.

We should be thankful for what North Carolina has historically done for the quality and affordability of public higher education.

Because of the state fiscal situation, the UNC system budget lost $414 million dollars,

or about 15.6 % of state appropriations. The cuts were not allocated uniformly across

the campuses, by legislative mandate. The larger universities took bigger percentages.

ECU was about in average for the larger schools, suffering a 16% cut, amounting to

over $49 Million in lost revenues for the coming year. This is on top of the loss of $129

Million in spending power over the last 3 years – money expected from the state that we

no longer have.

There is no honest way to sugar-coat the impacts of these cuts on ECU. They have

hurt and will continue to affect every College, every Division, every function of the

university. About half of the cuts were taken from colleges and departments, so

student success is at risk as classes get larger, required courses are offered less often,

as mentoring and tutoring services are cut back, information resources are reduced,

and numerous other services decline.   Students will have to pay much more for their

college education in the future…already about $560 more this coming year. Our

access and affordability missions are more at risks now than any time in recent

memory.

Perhaps my biggest concern is the loss of key faculty because they are difficult to

replace and sometimes impossible. Faculty provide the foundation for the success of

any university.

- On the West Campus, every college has lost key faculty and 65 total positions. One of my favorite colleges is Allied Health, which lost 4 of its very best faculty…all to states with worse fiscal problems than North Carolina;

- Two of those losses were Dr. Sheri and Dr. Tim Johnson in the Department of Communication Sciences and Disorders.

- Sheri is an excellent teacher and recent winner of the Department's outstanding research award;

- Sheri brought $1.6 million in external funding to ECU;

- Her husband Tim has brought in over $2.9 million in funded research;

- Neither can be replaced in terms of their contributions. We will try to hire young faculty to fill their positions, but it will cost hundreds of thousands of dollars to fund them and bring them anywhere close to where Sheri and Tim were.

Enough gloom and doom -- let's talk about the future a little bit.

1.First, <u>enrollment</u>. We educate more undergraduates than any state university except for NC State University. For next year, our best estimate is:

- We anticipate being about the same size as last year, or about 27, 700;

- The freshman class will be about 4000 students

- About 5200 students will live on campus

- About 86% of our freshmen will be from North Carolina

2. <u>Health Sciences</u>

When we created our strategic plan, *ECU Tomorrow*, we committed to creating a true Academic Health Sciences Center with a minimum of four excellent colleges, and we committed to three major new capital projects… the East Carolina Heart Institute, the Family Medicine Center, and the School of Dental Medicine. With the admission of the first class of the School of Dental Medicine we have now completed that academic Health Sciences Center. This year, as the new Ledyard E. Ross Building is completed, we will have achieved all of the capital projects necessary for our strategic commitment. This health science campus and its four colleges are central to our future and more importantly, they are vital to North Carolina and the east. They are perfect in workforce preparation.

3. <u>A New Agenda</u>

Let's talk for a moment about an agenda for the coming year. We all understand that numerous external people and governing bodies will influence the emerging agenda for the coming year. However, we also know that several opportunities and challenges exist. Here are six that I think will be particularly important for us to work on:

- The economic downturn has delayed, but it cannot stop the vital need for our Bio-Science building… which has been approved numerous times by the Board of Governors and is vital to our future. This is my number one priority and it will require all of your help to be successful. I cannot predict when the state will entertain more educational building projects. I can say with certainty that Howell Science building is crumbling as we speak. We lost world class faculty this past year, because of inadequate laboratory space and noncompetitive salaries. And, the need for a first class basic science capacity for our students and our academic programs is higher than ever. Let's get to work.

- Because of the growth, quality, and fiscal sustainability that Athletics has achieved, we are very well positioned to achieve the best possible results from the never ending athletic conference re-alignment process. While predictions about future conferences are hazardous, I am convinced that ECU is well regarded nationally, successful and competitive across 19 teams, and ready for the best opportunity in the future.

- Our agenda for the year must include retention of our faculty. Academic competition is based on a meritocracy and a national market and we must have the ability to compete in the national market and reward our faculty for their huge contributions to the state. When we can't create sufficient lab space for them,

or be competitive in salary, the result is inevitable and that is that North

Carolina will lose a great resource.

- A vital need for this year is to review the total cost of education and determine

  how much our students should pay and how much can come from other

  sources. The answer to that question will determine other vital needs, such as

  the feasibility a new student union, and better residence halls to ensure our

  continued competitiveness for good students. This year, our discussion of tuition

  and fee increases will be different than any time in recent memory…because of

  the loss of the $ 49 Million discussed earlier.

- This is the year to make progress on vital new projects for our students. We will

  soon dedicate the expanded North Campus Recreation Facility…one of the best

  student recreation fields in the nation. In addition, Vice Provost Hardy has at

  least three key projects teed up and they will help us to remain competitive for

  new students and to retain existing students:

- Safety of our students and employees, the neighborhoods, and our whole

  community remain a major concern. We are very proud of numerous

  partnerships with the City of Greenville…each of which makes an important

  contribution. Prime examples include the City's Special Task Force on Public

  Safety, a joint vision statement for the Tar Rive Neighborhood association, and

the continued success of the Intergenerational Center.   However, much more work remains.

Summary

This past year has been challenging as we respond to the new economic reality, yet stay absolutely focused on our mission to be a national model of regional transformation.   I look forward to working with the Board and to maintaining the alignment and commitment that has been so important to ECU.


That concludes my remarks. I'm happy to take any questions.

⫪ East Carolina University.

Office of the
Vice Chancellor
Health Sciences Division
Phyllis N. Horns, RN, DSN, FAAN
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Sciences Building
600 Moye Boulevard
Mail Stop 600
East Carolina University
Greenville, NC 27834-4354

252-744-2984 office
252-744-9003 fax

July 1, 2011

Chancellor Steve Ballard
East Carolina University
Greenville, NC 27858
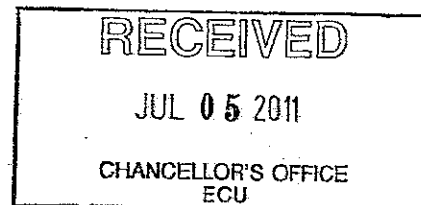
Dear Chancellor Ballard:

I would appreciate your consideration of the enclosed recommendation for initial appointment with permanent tenure on behalf of Joseph Vincent Califano, DDS, PhD.

Dr. Joseph Vincent Califano is scheduled to begin work in the ECU School of Dental Medicine on August 1, 2011 as Professor and Section Chief of Periodontology in the ECU School of Dental Medicine, Division of Surgical Sciences. Dr. Califano attended Virginia Commonwealth University where he earned and was conferred his DDS in 1984 and his PhD 1991.
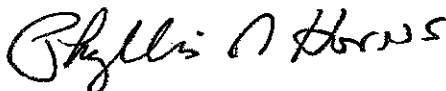
In addition to his academic appointments, Dr. Califano's research efforts and creative activity include 24 peer referred articles; 25 abstracts; and 24 program presentations.

For your convenience, attached are the following documents:

- Dr. Califano's curriculum vitae
- The *East Carolina Personnel Action Summary Form* for the Board of Trustees

If you approve, we will make arrangements for this recommendation to be placed on the agenda for the upcoming Board of Trustees meeting.

Sincerely,

Phyllis N. Horns, RN, DSN, FAAN
Vice Chancellor for Health Sciences Division

Enclosures

X Approve   _____ Do Not Approve

_____   7-6-11
Steve Ballard, Chancellor   Date

EAST CAROLINA UNIVERSITY PERSONNEL ACTION SUMMARY FORM
(Administrator completes Section I. and faculty member (appointee) completes Section II.)

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

Name of Appointee: **Joseph V. Califano, DDS, PhD**

School/College: **School of Dental Medicine, Division of Health Sciences**

Current Rank or Title: *(if applicable):* Proposed Rank or Title: **Professor & Section Chief of Periodontology, Division of Surgical Sciences**

Indicate Type of Action: *(select all that apply)*
Administrative Appointment: ☒
New Faculty Appointment: ☒
Promotion: ☐
Conferral of Tenure: ☒
Other:
(describe) _____
Distinguished Professorship:
(provide name of professorship) _____

Effective Date of Action: August 1, 2011

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

Salary: **$180,000** Source(s): State Funds: **$180,000** *Non-State Funds: $ _____
*Indicate Sources of non-state funds generically (i.e., grants, receipts, trust funds, endowments, medical faculty practice plan, etc.):

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

Source	Recommended	Not Recommended	Not Applicable
Appropriate Unit Personnel Committee	☒	☐	☐
Chair/Unit Head	☒	☐	☐
Director	☐	☐	☒
Dean	☒	☐	☐
Provost/Vice Chancellor	☒	☐	☐
Chancellor	☐	☐	☐
Board of Trustees	☐	☐	☐

Section II. To be completed by the faculty member.

1. Education Background: *(indicate degree, date earned and institution, note additional study & training)*

1986-1991	Virginia Commonwealth University, Richmond, Virginia, Residency in Periodontics/PhD in Immunology Dentist Scientist Award Recipient (NIH Training Grant)
1986-1990	Virginia Commonwealth University, School of Basic Sciences, Ph.D. Microbiology/Immunology
1980-1984	Virginia Commonwealth University, School of Dentistry, D.D.S.
1975-1979	Hofstra University, Hempstead, New York, B.A. Biology

2. **Teaching and other professional experience:** *(Show inclusive dates, rank and/or title, institution or agency, and indicate first appointment at current institution with rank and any changes to date)*

2004- present	Professor of Periodontics, Director Post Graduate Periodontics, University of Illinois, College of Dentistry, Chicago, Illinois
2004	Professor of Periodontics/Microbiology & Immunology Virginia Commonwealth University, Richmond, Virginia
1996 - 2004	Associate Professor of Periodontics/Microbiology & Immunology Virginia Commonwealth University, Richmond, Virginia
1991 - 1996	Assistant Professor of Periodontics/Microbiology & Immunology Virginia Commonwealth University, Richmond, Virginia
1984-1986	Commissioned Dental Officer U. S. Public Health Service, National Health Service Corps.
2005-2007	Commander, United States Naval Reserves, inactive ready reserves
2000-2004	Commander, United States Naval Reserves, Reserve Unit Dental Department Head
1998-2004	Volunteer Dentist, Crossover Clinic, Richmond, Virginia

3. Scholarly & Creative Activities:

Type	Number
Book	
Edited Book	
Textbook Chapters	
Refereed Journal Article	24
Other Journal Article	
Invited Programs	17
Non-Juried Performance/Show	
Other: Abstracts	25
Other: Publications	
Other: Periodicals	
Other: Monographs	
Other: Papers Presented	
Other: Continuing Education Presentations	7

4. Membership in professional organizations:

Phi Beta Kappa
Tri Beta Honorary Biologic Society
Sigma Zeta Honorary Science Society
Omicron Kappa Upsilon Honorary Dental Society
Phi Kappa Phi
International Association of Dental Research
American Academy of Periodontology
Chicago Dental Society
Illinois Society of Periodontists
Midwest Society of Periodontology
American Dental Education Association
American Dental Association

5. Professional service on campus:

2004 – Present	Graduate Education Committee – UIC
2004 – Present	Postgraduate Periodontics Program Director, UIC
2001 – 2004	Promotion & Tenure Committee, School of Dentistry, VCU
2000 – 2004	University Grievance & Appeals Panel, VCU
1998 – 2001	A. D. Williams Research Advisory Committee, VCU
1995 – 1998	Grants in Aid, VCU
1995 – 2000	Richmond Dental Society/MCV/VCU School of Dentistry Liaison Committee
1993 – 2001	Research Committee, VCU
1992 – 1993	Representative, Faculty Senate, VCU
1991 – 1993	Admissions Committee, School of Dentistry, VCU

6. Professional service off campus:

2009	Special Reviewer, NIH Study Section, COBRE Study Section
2006 – Present	Examiner, American Board of Periodontology
2004 – 2008	American Academy of Periodontology, Committee on In-Service Examination
2003 – 2004	President-Elect, Virginia Society of Periodontists
2002 – 2004	Member, NIH Research Centers in Minority Institutions Review Committee
2002 – 2003	Secretary-Treasurer, Virginia Society of Periodontists
2000 – Present	Member – Editorial Board, Infection and Immunity
2000 – 2004	Richmond Dental Society, Dental Health, Public Information, Community Involvement Committee
2000 – 2004	Special Reviewer, NIH Study Section, Oral Biology and Medicine
1998 – Present	Ad hoc Reviewer - Journal of Dental Research
1998 – Present	Ad hoc Reviewer - Journal of Periodontology
1998 – Present	Ad hoc Reviewer - Journal of Clinical Immunology
1998 – Present	Ad hoc Reviewer - Journal of Oral Microbiology and Immunology
1995	Co-Chair Early Onset Periodontists Workshop, Host Response Section, San Antonio, TX

CURRICULUM VITAE

1. PERSONAL INFORMATION

1.1	Name:	Joseph Vincent Califano
1.2	Date and Place of Birth:	12/24/56, Bayshore, New York
1.3	Citizenship:	U.S.A.
1.4	Marital Status, number of Children:	Married, one child
1.5	Home Address and Telephone:	640 S. Stough St.
		Hinsdale, IL 60521
		(630) 455-6683
1.6	Office Address and Telephone:	University of Illinois at Chicago
		Department of Periodontics (MC859)
		College of Dentistry
		801 South Paulina Street
		Chicago, Illinois 60612-7211
		(312) 355-4819
		califano@uic.edu

2. LICENSURE

2.1
Kentucky	6366
Maryland	10465
Michigan	015306
New York	042266-1
Pennsylvania	DS-026741-L
Virginia	0401006336
Illinois	019-026571, 021-002128 (Specialist in Dentistry, Periodontics)

2.2 Southern Regional Testing Agency – June 14, 1984

2.3 Northeast Regional Board – May 16, 1984

2.4 American Board of Periodontology, Diplomate, May 7, 1998

3. EDUCATION

3.1 <u>Institutions and Degrees:</u>

1986-1990   Virginia Commonwealth University, School of Basic Sciences, Ph.D. Microbiology/Immunology

1980-1984   Virginia Commonwealth University, School of Dentistry, D.D.S.

1975-1979   Hofstra University, Hempstead, New York, B.A. Biology

3.2   Honors:

Periodontal Residency, honor:
a.   Billy Pennel Award for Periodontal Research presented by the Southern Academy
     of Periodontology

Graduated from the Virginia Commonwealth University with the following honors:
a.   Graduated cum laude (final GPA of 3.65 of a possible 4.0)
b.   A. D. Williams Scholarship Award for Outstanding Scholastic Achievement
c.   A. D. Williams Summer Research Fellowship
d.   International College of Dentists Award
e.   American Academy of Periodontology Annual Student Award for Outstanding
     Achievement in Periodontics

Graduated from Hofstra University with the following honor:
a.   Graduated magna cum laude (final GPA of 3.85 of a possible 4.0)

4.   FEDERAL AND COMMUNITY SERVICE

1984-1986	Commissioned Dental Officer U. S. Public Health Service, National Health Service Corps.
2005-2007	Commander, United States Naval Reserves, inactive ready reserves
2000-2004	Commander, United States Naval Reserves, Reserve Unit Dental Department Head
1998-2004	Volunteer Dentist, Crossover Clinic, Richmond, Virginia

5.   POSTDOCTORAL TRAINING

1986-1991	Virginia Commonwealth University, Richmond, Virginia, Residency in Periodontics/Ph.D. Immunology - Dentist Scientist Award Recipient (NIH training grant)

6.   ACADEMIC APPOINTMENTS

2004- present	Professor of Periodontics, Director Post Graduate Periodontics, University of Illinois, College of Dentistry, Chicago, Illinois
2004	Professor of Periodontics/Microbiology & Immunology Virginia Commonwealth University, Richmond, Virginia
1996 - 2004	Associate Professor of Periodontics/Microbiology & Immunology Virginia Commonwealth University, Richmond, Virginia

1991 - 1996   Assistant Professor of Periodontics/Microbiology & Immunology
Virginia Commonwealth University, Richmond, Virginia

7. MEMBERSHIP IN SCIENTIFIC, HONORARY, AND PROFESSIONAL SOCIETIES

Phi Beta Kappa
Tri Beta Honorary Biologic Society
Sigma Zeta Honorary Science Society
Omicron Kappa Upsilon Honorary Dental Society
Phi Kappa Phi
International Association of Dental Research
American Academy of Periodontology
Chicago Dental Society
Illinois Society of Periodontists
Midwest Society of Periodontology
American Dental Education Association
American Dental Association

8. SPECIAL AWARDS, FELLOWSHIPS, GRANTS, AND OTHER HONORS

8.1 Honors:

Selected as an Outstanding Junior Faculty Member to participate in the VCU
Teaching Mentorship Program, 1994-1995 academic year

The American Academy of Periodontology 2001 Clinical Research Award for the
publication entitled: "Evidence of a Genetic Basis for Risk of Adult Periodontitis". J.
Periodontol., 71(11): 1699-707, 2000

The American Academy of Periodontology 2009 Educator Award, University of
Illinois at Chicago

8.2 External Grants Funded:

Title: Protective Antibody Responses in Early Onset Periodontitis
    PI: JV Califano   Direct Cost: $350,000.00
    Date funded: 8/92
    Source: NIH

Title: Research Center for Periodontal Diseases
    Co-Investigator: JV Califano   Direct Cost: $2,739,499.00
    Date funded: 8/93
    Source: NIH

Title: Genetic and Immunologic Studies of Periodontal Disease
    Co-Investigator: JV Califano   Direct Cost: $6,000,000.00
    Date Funded: 6/00
    Source: NIH

Title: Post Genomic Studies of Virulence in Oral Pathogens
    PI: JV Califano .   Direct Cost: $382,500.00
    Date funded: 9/00
    Source: NIH

Title: Evaluation of the Nobel Replace Select Tapered Groovy Implant
    PI: JV Califano   Direct Cost: $ 31,500.00
    Date funded: 1/06
    Source: Nobel Biocare

8.3   Invited Seminars: .

International Academy of Periodontology, 13th Biennial Conference: Genetics of
Periodontal Diseases. Lviv, Ukraine, June 16, 2011

Georgia Health Sciences University, College of Dental Medicine, Department of
Periodontics: Interactive 3D Imaging for Treatment Planning and Guided Implant·
Surgery. Augusta, GA, February 15, 2011

University of Washington, School of Dentistry, Department of Periodontics:
Interactive 3D Imaging for Treatment Planning and Guided Implant Surgery. Seattle,
WA, January 14, 2011

Ohio State University, School of Dentistry, Department of Periodontology: Interactive
3D Imaging for Treatment Planning and Guided Implant Surgery. Columbus, OH,
July 30, 2009

Polish Dental Study Group, CE course: Interactive 3D Imaging for Treatment
Planning and Guided Implant Surgery. Rosemont, IL, March 20, 2009

University of Maryland at Baltimore, College of Dental Surgery, CE course:
Interactive 3D Imaging for Treatment Planning and Guided Implant Surgery.
Baltimore , MD, February 24, 2009

University of Illinois at Chicago, College of Dentistry, Annual Weclew Lecture, CE
course: Interactive 3D Imaging for Treatment Planning and Guided Implant Surgery.
Chicago IL, April 25, 2008

Virginia Commonwealth University, School of Dentistry, CE course: Interactive 3D
Imaging for Treatment Planning and Guided Implant Surgery. Richmond, VA,
November 1, 2007

American Academy of Periodontology Annual Meeting, CE course: Hard Tissue Site Development, Autogenous Block Grafts. Washington, DC, October 29, 2007

University of Illinois at Chicago, College of Dentistry, CE course: Interactive 3D Imaging for Treatment Planning and Guided Implant Surgery. Chicago, IL, March 5-6, 2007

Lakeside Dental Study Club: Interactive 3D Imaging for Treatment Planning and Guided Implant Surgery. Waukegan, IL, May 12, 2006

University of Illinois at Chicago, College of Dentistry, CE course: Computer Generated Surgical Guides for the Placement of Endosseous Implants. Chicago IL, April 22, 2005

Virginia Commonwealth University, Computer Generated Surgical Guides for the Placement of Endosseous Implants. Richmond, VA, March 7, 2005

Illinois Society of Periodontists Annual Meeting, Systemic and Local Delivery Antibiotics in the Treatment of Periodontitis. Itasca, IL, October 20, 2004

Chicago Dental Forum, Title: Protective Antibody Reactive in Aggressive Periodontitis. Chicago, IL, September 21, 2004

University of Illinois at Chicago, College of Dentistry, Title: Protective Antibody Reactive with and Molecular Pathogenesis of Periodontal Pathogens. Chicago, IL, April 26, 2004

University of Florida at Gainesville, School of Dentistry, Title: Protective Antibody Reactive with and Molecular Pathogenesis of Periodontal Pathogens. Gainesville, FL, January 26, 2004

Ohio State University, School of Dentistry, Title: Protective Antibody Reactive with and Molecular Pathogenesis of Periodontal Pathogens. Columbus, OH, August 14, 2003

University of Alabama, School of Dentistry, Title: Protective Antibody Reactive with and Molecular Pathogenesis of Periodontal Pathogens. Birmingham, AL, May 19, 2003

University of Minnesota, School of Dentistry, Title: Protective Antibody Reactive with and Molecular Pathogenesis of Periodontal Pathogens. Minneapolis, MN, May 27, 2003

Naval Dental Center, Bethesda, MD, Title: Antibody Responses Reactive with Oral Periodontal Pathogens, Antibody Reactive with Phosphoryl Choline as a Risk Factor for Cardiovascular Diseases, Bethesda, MD, September 21-22, 2002

University of North Carolina, School of Dentistry, Title: Protective Antibody Responses Reactive with Oral Periodontal Pathogens, IS Elements and the Pathogenesis of *Porphyromonas gingivalis*. Chapel Hill, NC, February 29, 2002

Antibody Responses Reactive with Oral Periodontal Pathogens, Antibody Reactive with Phosphoryl Choline as a Risk Factor for Cardiovascular Diseases. Bethesda, MD, September 21-22, 2002

University of Pennsylvania, School of Dentistry, Title: Immunodominant Antigens of *Actinobacillus actinomycetemcomitans* in Early Onset Periodontitis. Philadelphia, PA, April 22, 1993

9. MAJOR COMMITTEES

2004- present	Graduate Education Committee, UIC
2006- present	Examiner, American Board of Periodontology
2004- 2008	American Academy of Periodontology, Committee on In-Service Examination
2003-2004	President-Elect, Virginia Society of Periodontists
2002-2003	Secretary-Treasurer, Virginia Society of Periodontists
2001-2004	Promotion & Tenure Committee, School of Dentistry, VCU
2000-2004	University Grievance & Appeal Panel, VCU
2000-2004	Richmond Dental Society, Dental Health, Public Information, Community Involvement Committee
1993-2001	Research Committee, Virginia Commonwealth University, School of Dentistry, Richmond, Virginia
1995-1998	Grants in Aid, Virginia Commonwealth University, Richmond, Virginia
1995-2000	Richmond Dental Society/MCV/VCU School of Dentistry Liaison Committee
1998-2001	A. D. Williams Research Advisory Committee, Virginia Commonwealth
1992-1995	University, Richmond, Virginia
1991-1993	Admissions Committee, Virginia Commonwealth University, School of Dentistry, Richmond, Virginia

1992-1993   Representative, Faculty Senate, Virginia Commonwealth University, Richmond, Virginia

10. OTHER SIGNIFICANT SCHOLARLY, RESEARCH OR ADMINISTRATIVE EXPERIENCE

10.1 Postgraduate Periodontics Program Director, 2004 – present

10.2 Graduate students: Debra Chou, Steven Boone, Bindu Reddy, Natasha Yashar, Robert Busan

Postdoctoral student: Takafumi Arimoto, D.D.S., Ph.D.

10.3 Special reviewer, NIH Study Section, Oral Biology and Medicine (OBM–1), 2000 – 2004, COBRE Study Section 2009

10.4 Member, NIH Research Centers in Minority Institutions Review Committee, 2002 - 2004

10.5 Member editorial board, Infection and Immunity, 2000 - present

10.6 *Ad hoc* Reviewer: Journal of Dental Research, Journal of Periodontology, Journal of Clinical Immunology 1998 – present, Oral Microbiology and Immunology 1998 - Present

10.6 In-house sabbatical in the laboratory of Dr. Francis Macrina, 1997-1998

10.7 Co-Chair Early Onset Periodontitis Workshop, Host Response Section, March 1995, San Antonio, TX

10.8 Major Teaching Assignments:

Didactic

The University of Illinois at Chicago:

2004-present   Instructor Osur 619 Implant Diagnosis and Treatment Planning Seminar

2004-2005   Instructor Peri 323 Lectures: Introduction to Dental Implants, Pathogenesis/Immunopathology of Periodontitis

2006-present   Instructor DADM 316- Pathogenesis/Immunopathology of Periodontitis

2004-present   Instructor Hstl 501 Advance Oral Sciences, Protective Antibody Responses in Aggressive Periodontitis

2004-present | Instructor Hstl 506 (Immunology), Protective Antibody Responses in Aggressive Periodontitis

2004-present | Course Director Peri 611 Classic Periodontal Literature Review

2004-present | Course Director Peri 613 Current Periodontal Literature Review

2004-present | Course Director Peri 630 Periodontal Treatment/Treatment Planning Seminar

2004-2005 | Instructor Prosth/Perio Implant Seminar

2004-present | Instructor Behavioral Sciences/Patient Management Seminar

2006-present | Instructor DADM 318- Introduction to Dental Implants, Tx. Planning/Surgery, Implant Maintenance

2004-present | Instructor Prosth 613 Interdisciplinary Seminar

2005-present | Instructor OMDS 617 Radiology for the Dental Specialist

Virginia Commonwealth University:

1993-1994 | Course Director PER 621 Periodontal Anatomy and Pathology

1995-1998 | Course Director PER 625/325 Periodontal Anatomy, Pathology and Diagnosis

2000-2004 | Course Director OCMB 700 Basic Science and Graduate Dentistry, Immunology Section

1991-1999 | Course Director MIC 551 Basic Science Core Course, Immunology Section

1998-2004 | Instructor PER 626 Periodontics I

1998-2004 | Instructor PER 733 Periodontics III

1998-2004 | Instructor PER 629 Periodontics II

1992-1994 | Instructor PER 621 Periodontal Anatomy and Pathology

1991-1998 | Instructor PER 633 Periodontal Therapy I

1991-1998	Instructor PER 733 Periodontal Therapy II
1993-2004	Instructor MIC 513 Infection and Immunity for Dentistry
1996-1997	Instructor MIC 513 Infection and Immunity for Dentistry Laboratory
1993-2004	Instructor PRS 745 Dental Implants
1991-present	Instructor Current Periodontal Literature Review
1991-2004	Instructor Classic Periodontal Literature Review
1995-1999	Instructor CE course, Scaling and Root Planing
1995-1996	Instructor CE course, Flap Periodontal Surgery

Clinical

The University of Illinois at Chicago:

2004-present	Course Director, Peri 620 Post Graduate Clinical Periodontics, Program Director, Post Graduate Periodontics
2004-present	Clinical Instructor in the predoctoral clinic

Virginia Commonwealth University:

1991-2004	Clinical Instructor in both undergraduate and graduate clinics

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11.3 Other:

Dissertation: "Immunodominant antigens of *Actinobacillus actinomycetemcomitans* in antibody positive subjects," doctoral dissertation, 1990

Flexible Work Agreement
East Carolina University
Philip G. Rogers

General Information
Name: Philip G. Rogers
Title: Chief of Staff
Department: Office of the Chancellor
Supervisor: Steve Ballard, Chancellor
Category: EPA, SAAOII

Overview of Request
Philip Rogers has been selected as one of 24 students across the United States to enroll in an executive level doctoral program at the University of Pennsylvania. The Doctorate in Education Degree at the University of Pennsylvania provides a leadership curriculum designed especially for senior-level higher education leaders through an innovative delivery format. A committed faculty of scholars and practitioners lead a cohort of college executives who complete a Doctor of Education degree in just two intense years – without career interruption.

Penn offers this full-time Ed.D. program delivered in an executive-style format, which allows students to keep their current full-time jobs while in the program. Students are supported by a program coordinator who facilitates all logistics and hospitality arrangements for the program. The program consists of six consecutive terms, starting in a late summer term (August 2011) and culminating in a spring term commencement two years later (May 2013). Terms include: Students must attend a one week long summer term each year. They also must travel to the University of Pennsylvania campus for one weekend a month for two years (see attached schedule).

- o   Year 1: Students attend class once a month from Thursday – Saturday
- o   Year 2: Students attend class once a month from Friday – Saturday

The program is designed so that the students' responsibilities in their day-to-day jobs are integrated into the classroom setting, including assignments, so that both their program responsibilities and their work responsibilities are manageable over the two years.

A precedent has been set at other state-supported universities in North Carolina regarding this particular program. The following individuals within the University of North Carolina system have completed this particular doctoral degree program:

- o   Dr. Steve Allred, Executive Associate Provost, UNC-Chapel Hill
- o   Dr. Tammi Jackson, Associate Dean, North Carolina Central School of Law

Both employees received approval by their respective state supported universities to participate in this program and used flexible work schedules during their two years in the program.

Based on the ECU Flexible Work Schedule Policy (see attached), Philip Rogers is requesting the opportunity to maintain a flexible work schedule during the two years he participates in the University of Pennsylvania Doctoral Program.

Flexible Work Plan

This agreement would be valid beginning August 2011 and ending May 2013. The following commitments will be made regarding the work plan:
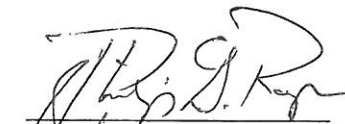
- Each day missed during a normal work week will be made up by working additional hours prior to the missed days. While it is clear that Mr. Rogers already consistently works significantly more than 40 hours per week and has done so for that past four years as an employee at ECU, he will ensure that the appropriate number of work hours (40) are accrued each week.

- Examples of flex time opportunities include, but are not limited to, the following:
    o Arriving at the office at 7:30am and leaving after 5:30pm.
    o Taking a 30 minute lunch break during the work week.
    o Working on behalf of the Chancellor at weekend events (ie: home football games, commencement, etc).
    o Travel to Raleigh for legislative business, which regularly requires leaving before 8:00am and returning to Greenville after 5:00pm.
    o Any other opportunity outside of the normal workday to ensure a 40 hour week is completed.

- Support Staff: While Mr. Rogers is away from the office, the Executive Director of University Communications and the Policy/Communication Specialist in the Office of the Chancellor will serve as the key points of contact for critical issues requiring immediate attention. An administrative assistant in the Office of the Chancellor will also monitor emails and phone messages on behalf of Mr. Rogers in the event he needs to be immediately contacted when off-site.

- Mr. Rogers will consistently communicate with the office during his one or two days away from the office each month and will regularly check email for pressing issues.

- It should be understood by all parties that there will be no additional cash payment for the hours worked beyond 40 in a workweek.

- It should be understood by all that there will be no carryover of unused time accrued under this plan after the program is completed.

- This special situation will not change the overall nature of the regular role that Mr. Rogers performs.
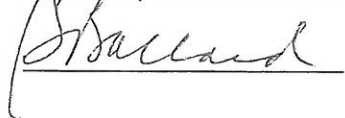
Attachments
1. University of Pennsylvania Doctoral Degree Program Schedule
2. ECU Flexible Work Schedule Policy

Signatures and Approval

Employee: Philip Rogers   _[signature]_   Date: 5/24/11

Supervisor: Steve Ballard   _[signature]_   Date: 5/24/11

East Carolina University
Human Resources Policy and Procedure Manual

ECU Flexible Work Schedule	
Origination Date: March 2008	Originator: Chancellor Steve Ballard
Issue Date: March 2008	Revised Date(s): May 2009

ECU FLEXIBLE WORK SCHEDULE POLICY

East Carolina University serves many constituencies, and it is essential that university services are available to the citizens of our region and state at all times throughout the year. Access to university resources demands that the campus be in full operation on a continuous basis. This commitment necessitates that service in all areas be provided no less than from **8am-5pm Monday through Friday** throughout the year.

While maintaining core service hours is part of our mission, the university also recognizes that many of our employees value flexibility in work scheduling. The university supports flexibility in the development of individual work schedules as long as the overall responsibilities of the unit, division, and University are not compromised.

Understanding that all University offices and operations need to be fully functional every day, the University encourages supervisors and employees to develop flexible work arrangements that meet the needs of their unit. Key components of flexible work schedules include:

- Modified work schedules must be based on a 40 hour workweek sub-divided as needed to accomplish the objectives of the division or unit. A minimum of 30 minutes must be set aside for a lunch period during a full work day.
- Vice Chancellors and the Director of Athletics are responsible for the development and oversight of the flexible schedules in the offices within their respective divisions and will resolve questions with the assistance of the Office of Human Resources.
- The Brody School of Medicine and its Clinics may utilize flexible schedules in areas where service will not be adversely affected by such adjusted schedules.

In order for flexible work schedules to be effective, all work must continue to be accomplished on time and there should be no legitimate complaints or perceptions of reduced service. In addition, to ensure that high levels of customer service are maintained, email and voice mail messages should direct people to a single point of contact for information or assistance when someone is not available.

We are here to serve well and our constituents need to be reminded of that with every interaction they have with each of us. University leaders will review the University experience with the flexible schedules on a regular basis to ensure customer needs are met.

FLEX SCHEDULE GUIDELINES AND EXAMPLES
Guidelines for flexible schedules:

- All core services must be provided in all areas from 8am to 5pm, Monday thru Friday.
- VC's and the Director of Athletics have the authority to set and approve flex schedules for individuals within their divisions, as long as core services are provided from 8am to 5pm, Monday thru Friday.
- Implementation of flexible schedules must be cost-neutral. Gaps created by planned absences need to be covered by existing staff (where possible) or by sharing staff resources across units, departments, or divisions.

Contact/Ref. Source: Associate Vice Chancellor, Human Resources	Page 1 of 2

East Carolina University
Human Resources Policy and Procedure Manual

ECU Flexible Work Schedule	
Origination Date: March 2008	Originator: Chancellor Steve Ballard
Issue Date: March 2008	Revised Date(s): May 2009

➤ Individuals who are absent must provide a single point-of-contact for service in voicemail and email communications.

➤ Unit, department, and division leaders are expected to make good faith efforts to accommodate staff member requests for individual flexible schedules to the extent possible, while ensuring that core service requirements are met.

➤ Managers are responsible for ensuring that adequate supervision is provided for individuals working flexible schedules.

➤ Managers must develop contingency work plans to ensure coverage when individual emergencies or unexpected absences occur.

➤ Employee access to flexible schedules will be implemented fairly and decisions will be made consistent with ECU's non-discrimination guidelines.

➤ Flexible schedules must be documented and approved in writing.

➤ Important note: If scheduled changes result in reduction of productivity, decrease in service levels, or any other impact to the University's mission, flexible schedules may be rescinded by management on 72 hours notice.

➤ Minimum staffing levels are subject to change.

➤ The HR Office is available to assist supervisors and employees with questions regarding implementation/administration.

Options:

Note that the following are provided as examples only. VC's and the Director of Athletics have the authority to develop alternative flexible schedules that most effectively meet operational needs in their units/departments.

A. **Compressed workweek (work 40 hrs in less than 5 full days)**
   (Note: full-day work schedules need to have a lunch break of at least 30 minutes)

   EXAMPLES:
   1. 4.5 day workweek
      a) 9 hrs per day (anytime between 7am and 6pm) for 4 days (Mon-Thurs or Tues-Fri)
      b) 4 hrs on the short day (either Monday afternoon or Friday morning)
   2. 4 day workweek (any day M-F can be the day off)
      a) 10 hrs per day (Ex: 7am-6pm with a 1hr lunch; or 7am-5:30pm with a 30 min lunch)

B. **Rotating or Intermittent Flex Workweeks**
   (Note: Rotating/intermittent workweeks need to be based on 40 hours per week and 80 hours of work over a two week period for full-time employees.)

   EXAMPLES:
   1. Staff members rotate workweek schedules (some weeks the schedule is normal 8am-5pm; other weeks the schedule is a compressed 4.5 day or 4 day workweek).
   2. Staff members use flex workweek schedules on an intermittent basis (most workweeks are the normal 8am to 5pm, but selected weeks are compressed to 4.5 or 4 days)

Associate Vice Chancellor for

Administration and Finance - Business Services

East Carolina University

224 Ragsdale Building • Greenville, NC 27858-4353

252-328-6910 office • **252-328-1558** fax

MEMORANDUM

TO: Rick Niswander

FROM: Scott Buck

DATE: May 16, 2011

SUBJECT: Request ECU Board of Trustees Approval to Lease +/- 6,479 Square Feet of Clinical/Office Space Located at 625 Country Day Road, Goldsboro, NC from SCD Properties, LLC

The Brody School of Medicine, ECU Physicians requests ECU Board of Trustees approval to lease +/- 6,479 square feet of clinical/office space from SCD Properties, LLC utilizing Brody School of Medicine (BSOM), Medical Faculty Practice Plan (MFPP) Property Flexibility Policy granted by the ECU Board of Trustees on December 15, 2006.

The BSOM, Department of Surgery is planning to employ a long-standing, practicing neurosurgeon in Goldsboro, NC. The surgeon will become ECU/BSOM faculty and continue to practice in his current facility as ECU Physicians. ECU Physicians request approval to enter into a lease agreement that enables the surgeon to remain in his current location as part of their business plan to bring the practice under ECU Physicians.

The terms of the lease shall be $23.50 per square foot for a three (3) year term with an annual lease rate of $152,256.50. ECU Physicians shall pay for janitorial and utilities. The lease shall have two (2), one (1) year renewal options.

It is recommended that the ECU Board of Trustees approve this request for a strategic lease acquisition in accordance with MFPP Property Flexibility Policy. Source of funds shall be from MFPP.

cc: P. Cunningham
P. Horns
ECUP Property Review Committee
M. Rotondo
A. Bartholomew

East Carolina University

**Associate Vice Chancellor for
Administration and Finance - Business Services**
East Carolina University
224 Ragsdale Building • Greenville, NC 27858-4353
252-328-6910 office • 252-328-1558 fax

MEMORANDUM

TO: Rick Niswander

FROM: Scott Buck

DATE: May 19, 2011

SUBJECT: Request ECU Board of Trustees Approval to Grant the City of
            Greenville an Easement for New Transit Bus Shelters

Request ECU Board of Trustees approval to grant an easement to the City of
Greenville to allow minor encroachment on University property on east side of
Reade Street between Second Street and Third Street for the purpose of placing
transit bus shelters. Attached please find a survey map and written metes and
bounds depicting the easement.

Granting of the easement is contingent on subsequent approval from UNC General
Administration and the Council of State. Disposition of the easement shall be for
one (1) dollar.

cc: Bill Bagnell
       Terrance Feravich
       Joy Wayman

Attachments

LEGAL DESCRIPTION
STATE OF NORTH CAROLINA
GREENVILLE, NORTH CAROLINA
May 3, 2011

A certain tract or strip of land lying and being situate in Greenville, Greenville Township, Pitt County, North Carolina, being a permanent easement for the placement of a bus shelter along with the privilege to build, construct, lay, install, maintain, and operate a Bus Shelter(s) for public use with improvements thereof consisting of concrete slabs, walks, structures, shelters, and other attachments and equipment and accessories necessary or desirable in connection therewith, to have full ingress and egress, thereto and there from, over adjoining lands of the GRANTOR, to patrol, inspect, alter, improve, repair, relocate, remove, and replace any or all of such concrete slabs, walks, structures, shelters and other attachments and equipment and accessories, to cut and keep clear all trees and undergrowth, both on the described easement area and adjacent thereto, that may in any way endanger the proper use and enjoyment of this easement by users of the Greenville Area Transit system (GREAT), and to have all rights and privileges necessary or convenient for the full enjoyment or use of this easement, in, on, under, over, through, across and upon the real property conveyed to the GRANTOR in Book A-40, Page 186, and shown on a map in Map Book 20, Page 66, all recorded in the office of the Register of Deeds of Pitt County, with said easement being more particularly described as follows:
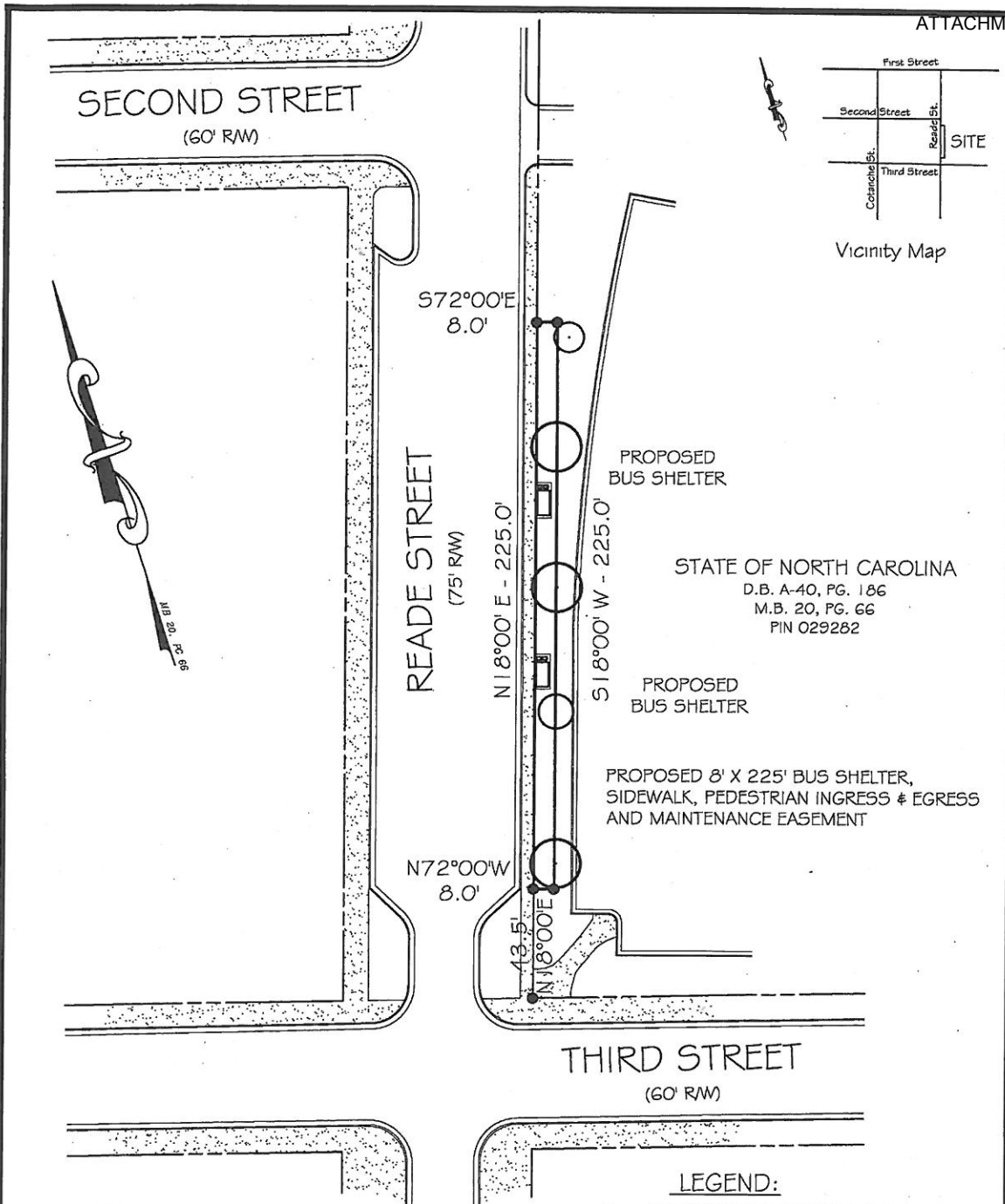
Being at a point in the eastern right of way line of Reade Street (75' R/W), with said point being located N 18°00' E – 43.5 feet from the point of intersection of the eastern right of way line of Reade Street with the northern right of way line of Third Street (60' R/W), thence from said located BEGINNING point and running along the eastern right of way line of Reade Street, being the western boundary of the easement, N 18°00' E – 225.0 feet to a point; thence along a new line through the property of the State of North Carolina, the northern boundary of the easement, S 72°00' E – 8.0 feet to a point; thence continuing along a new line through the property of the State of North Carolina, the eastern boundary of the easement, S 18°00' W – 225.0 feet to a point; thence continuing along a new line through the property of the State of North Carolina, the southern boundary of the easement, N 72°00' W – 8.0 feet to the point of BEGINNING, being the same property as shown on a map titled "Bus Shelter Easement Map, City of Greenville", dated May 3rd, 2011, prepared by the Billy Lee Merrill, PLS, City of Greenville, and incorporated herein by reference.

Description drafted by

Billy Lee Merrill, PLS, L-2956
City Surveyor, Floodplain Manager
City of Greenville
1500 Beatty Street
Greenville, NC 27834

SECOND STREET
(60' R/W)

READE STREET
(75' R/W)

MB 20 PC 66

S72°00'E
8.0'

N18°00'E – 225.0'

S18°00'W – 225.0'

First Street

Second Street

Reade St.

SITE

Cotanche St.

Third Street

Vicinity Map

PROPOSED
BUS SHELTER

STATE OF NORTH CAROLINA
D.B. A-40, PG. 186
M.B. 20, PG. 66
PIN 029282

PROPOSED
BUS SHELTER

PROPOSED 8' X 225' BUS SHELTER,
SIDEWALK, PEDESTRIAN INGRESS & EGRESS
AND MAINTENANCE EASEMENT

N72°00'W
8.0'

13.5'

N18°00'E

THIRD STREET
(60' R/W)

LEGEND:
● = NO POINT SET (POINTS NOT LABLED)
▯ = PROPOSED BUS SHELTER
◯ = TREE

NOTES:
1. ALL AREAS CALCULATED BY COORDINATE GEOMETRY.
2. NO PORTION OF THE EASEMENT IS NOT LOCATED IN A SPECIAL FLOOD HAZARD AREAS. FIRM PANEL 3720468600J, DATED 1-02-2004

NORTH CAROLINA, COUNTY OF PITT

I, _____ REVIEW OFFICER OF PITT COUNTY,
CERTIFY THAT THE MAP OR PLAT TO WHICH THIS CERTIFICATION IS AFFIXED
MEETS ALL STATUTORY REQUIREMENTS FOR RECORDING.

SIGNED _____, REVIEW OFFICER, DATE _____

0 25 50 100 150

SCALE: 1"=50'   DRAFT: B. MERRILL

NORTH CAROLINA
REGISTERED
SEAL
L-2956
LAND SURVEYOR
BILLY LEE MERRILL

BILLY LEE MERRILL, PLS L-2956

I, BILLY LEE MERRILL, CERTIFY THAT THIS MAP
WAS DRAWN FROM AN ACTUAL SURVEY MADE
BY ME (DEED DECRIPTION RECORDED IN BOOK
A-40, PAGE 186 AND MAP BOOK 20, PAGE
66); THAT BOUNDARIES NOT SURVEYED ARE
INDICATED AS DRAWN FROM INFORMATION
FOUND IN BOOKS REFERENCED HEREON; THAT
THE RATIO OF PRECISION OR POSITIONAL
ACCURACY IS 1:10,000 +; AND THAT THIS
MAP MEETS THE REQUIREMENTS OF "THE
STANDARDS OF PRACTICE FOR LAND
SURVEYING IN NORTH CAROLINA" (21 NCAC
56.1600); I FURTHER CERTIFY THAT THIS
SURVEY IS OF ANOTHER CATEGORY (EASEMENT
MAP) AND IS AN EXCEPTION TO THE DEFINITION
OF A SUBDIVISION IN ACCORDANCE TO G.S.
47-30(f)(11)d. WITNESS MY HAND AND SEAL
THIS 3rd DAY OF MAY, A.D. 2011.

CITY OF GREENVILLE
PUBLIC WORKS DEPT., 1500 BEATTY ST., GREENVILLE, NC
PHONE 252-329-4467

BUS SHELTER EASEMENT MAP
CITY OF GREENVILLE

BEING OVER AND UPON THE PROPERY OF
THE STATE OF NORTH CAROLINA
AS RECORDED IN D.B. A-40, PAGE 186,
AND MAP BOOK 20, PAGE 66
GREENVILLE, GREENVILLE TOWNSHIP
PITT COUNTY, NORTH CAROLINA

INFORMATION TECHNOLOGY AND COMPUTING SERVICES

2010–2011
YEAR IN REVIEW

= **Green IT**

$ = **Cost Savings**

A Message to the ECU Community

In September 2010, I was honored to be selected as East Carolina University's Chief Information Officer (CIO) and leader of the Information Technology and Computing Services's team. The highly-skilled technical staff, IT managers, and student employees in ITCS are among the best I have seen in any organization. Their creativity and hard work has and will continue to transform the way we work, live, and learn at ECU. Moreover, our partnerships across this university and the willingness of departmental and divisional leadership to collaborate is unparalleled at other institutions. It is because of these partnerships and the shared leadership at ECU that we are able to successfully accomplish so much for the ECU community.

This past year proved successful for ITCS as we completed a myriad of projects in support of the five strategic goals of the university. I invite you to review this 2010-2011 Year in Review that details our accomplishments, efficiency and effectiveness in the areas of development, operational delivery of services, delivery of learning technologies, and compliance.

A few of our most noteworthy successes include:

- Analyzing ITCS's value and financial performance over a five-year period to identify services and priorities where we can better serve the university community and in preparation of an increasingly constrained budget. The "Financial and Human Resources At a Glance" on page 4 provides details of our review. I am proud to affirm that ITCS has succeeded in providing high-quality, diverse technologies to our growing university population despite significant budget cuts and fewer personnel.

- Producing a solid information technology (IT) strategic plan—the first in more than seven years—to guide our future priorities. As a progressive IT organization, we regard the strategic plan as a "living" document with room for flexibility.

- Overhauling the underlying infrastructure of all our major administrative systems—Human Resources, Finance, and Student—to meet the challenges of a rapidly-evolving campus over the next five years.

- Upgrading our learning management system—more than five years old—to the latest version that gives on-the-go faculty and students access to their courses and content on a variety of devices including iPhone, iPod touch, iPad, Android, and BlackBerry smartphones.

- Developing a social media regulation that was submitted to the university policy committee for approval. The proposed regulation will serve to educate and advise faculty, staff, and students about the importance of responsible online communication, while minimizing risks associated with the use of social media. We are currently laying the groundwork for a supported campus-wide social media tool that positions ECU alongside other innovative leaders capitalizing on an active social media presence.

As your CIO, I am eager to face the challenges that lie ahead, promote innovative technologies that lower costs, and continue to improve services in support of ECU's excellence in instruction, research and public service.

Joe Norris • *Chief Information Officer*
East Carolina University

Financial and Human Resources At a Glance

THE LANDSCAPE

- Over the past five years, university expenditures have increased 30%, while ITCS operating expenditures have only increased 11%.

- Faculty and staff across the university have increased 12% over the past five years, while full-time students have increased 15%.

- ITCS operating expenditures decreased in 2010 to the same levels as 2008.

- ITCS averaged $5.4 million per year in reallocation funds over the past five years, which enabled large-capital projects and increased future fixed costs.

- With the slow increase in operating dollars and the increased use of reallocation funds, increased strain was placed on operational funding.

- In 2010, ITCS employed a total of 189 full-time staff members. Over the past five years, we have lost 5 positions in Infrastructure, 3 in IT Security, 4 in Academic Computing, 3 in Desktop Technologies Support, and 2 in IT Administration. A total of 17 positions were lost, whereas 5 positions were added to Administrative Systems and we gained 10 positions through the Academic Outreach merger with ITCS.

- IT spending is 4% of total campus spending, a decrease of 1% since 2008.

- Over the past five years, reallocation expenditures have fluctuated from 2% of the operational expenditures to a maximum of 34%. This year, we received 22% of our expenditures in reallocation funding.

- While funding and personnel have decreased since 2006, the ratio of desktop technologies support staff to the number of desktops has increased from 1:403 in 2006 to 1:579 in 2010, an increase of 44% over a five-year period.

- The ratio of IT Help Desk staff to the number of faculty and staff has increased from 1:564 in 2006 to 1:812 in 2010, an increase of 44% over a five-year period.

- The total number of IT staff to the total number of faculty and staff has increased 8% since 2006 from 1:26 to 1:28.

Despite the reduction in ITCS funding and staff, and the increase in university faculty, staff, and students between 2006 and 2010, we have experienced significant growth in:

- data storage of 2614%
- video streaming of course lectures of 220%
- ecuBIC reports of 114%
- Blackboard courses of 85%
- technology-enhanced classrooms of 79%
- servers of 79%

- e-mail accounts of 53%
- Banner security requests of 47%
- network ports of 23%
- ECU-owned desktop computers of 24%
- Help Desk calls of 8%
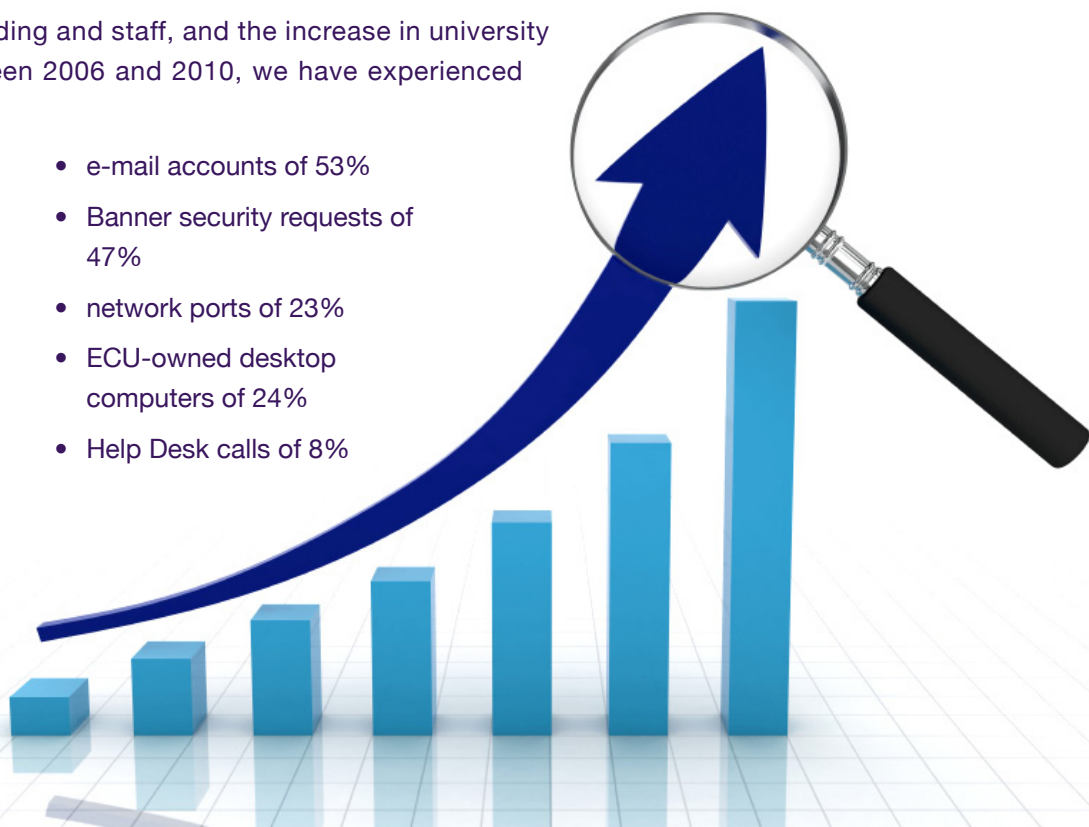
# Strategic Planning, ITGovernance, and Assessment

For the first time in seven years, ITCS is following an updated strategic plan developed by a cross-campus committee of university representatives. The strategic plan will be updated yearly to create a realistic living document that reflects the changing needs of the university community. Short-term strategic priorities are to:

1. Enhance technology best practices to enrich the student learning experience.

2. Increase professional development opportunities for faculty to advance the use of technologies that support an environment conducive to teaching and learning.

3. Anticipate and respond to opportunities that support student success via vendor partnerships.

4. Partner to develop and fund a model to use technology to effectively support the university's research agenda.

5. Ensure information technology is in compliance with ECU policies and industry standards.

6. Continue to support an efficient and effective customer-centric information technology environment.

7. Increase coordination, collaboration, and communication among the many providers, supporters, and users of information technology.

8. Define and manage the user environment and experience through formal processes that guide service rollout, technology evaluation, release management, system management documentation, user requirements, and feedback.

9. Establish a mature enterprise project management system that advances transparency, accountability, operational excellence, and assessment.

10. Establish an IT Governance model that defines decision-making rights and authority.

11. Create an ongoing, integrated, systemic, research-based strategic planning process.

12. Develop a plan for a sustainable IT funding model that addresses scalability, reduces the dependency on one-time reallocation funds, and supports long-range IT strategic planning.

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IT GOVERNANCE

Earlier this year, we established the first formal IT Governance process to guide the decision-making process, define accountability, and identify responsibility for technology across the university. The IT governance structure is designed to create transparency in decision making and establish committee and cross-campus communication. These practices will foster partnerships across campus, create efficiencies, define clear roles, and align the goals of ITCS to support the goals of the university.

The three main objectives of the IT Governance committee, in consideration of, and with respect to, current, standing IT committees, were to: (1) identify and recommend IT decision-making authority, (2) delineate a clear flow of communication to ITCS from stakeholders and relevant IT committees, and (3) characterize a transparent and consistent process with which to approve external IT projects and obtain IT resources for complex IT projects.
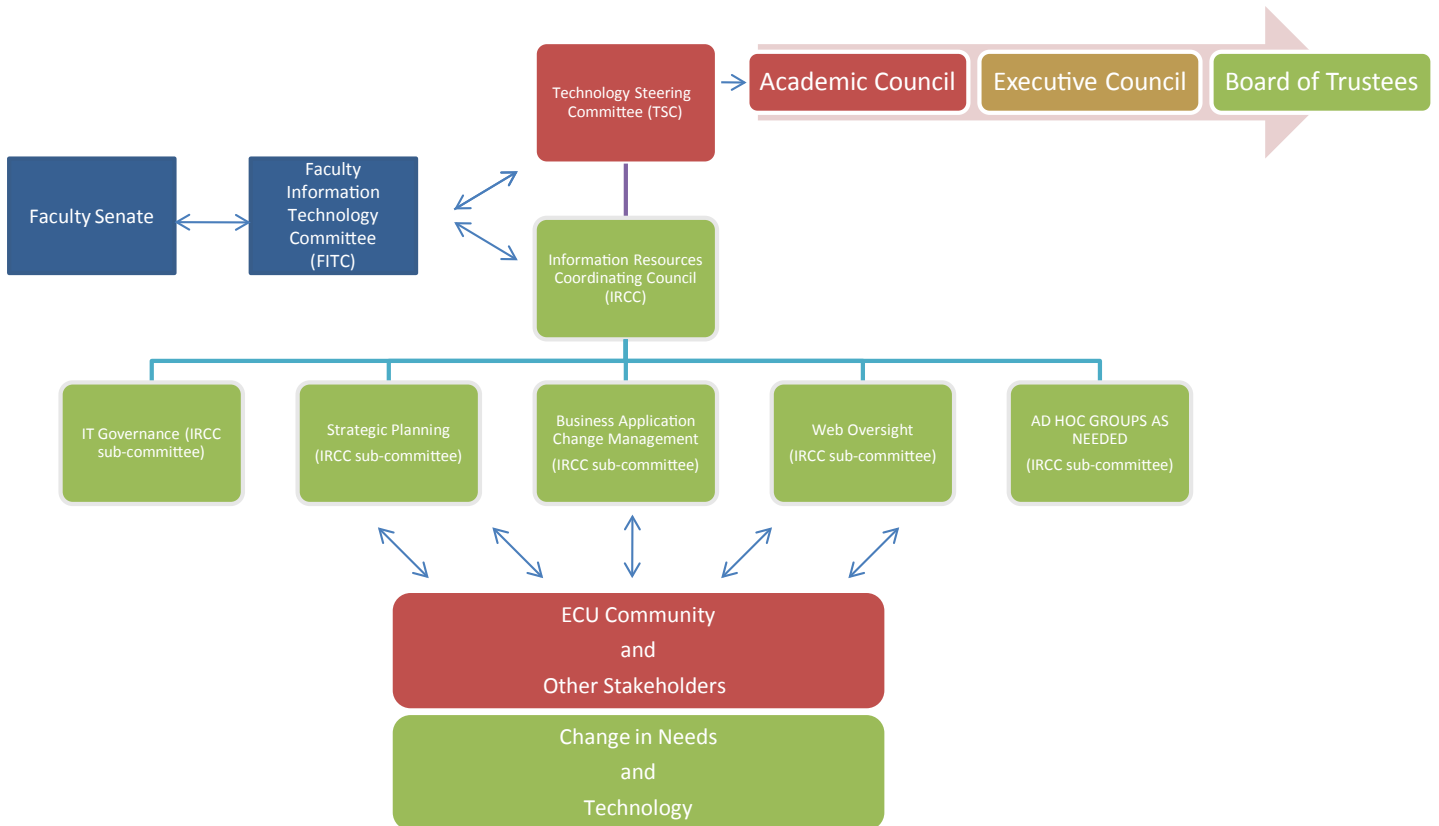
As part of a strong governance structure (www.ecu.edu/ircc), ITCS staff meet regularly with distributed IT staff and the Student Government Association (SGA) to obtain feedback and solicit participation in technology pilot projects in support of academics. In addition, ITCS administration meets regularly with committees such as the Technology Steering Committee (TSC) and the Information Resources Coordinating Council (IRCC) for direction on new and existing technologies and IT programs in production on campus. Furthermore, ITCS staff serve on the Staff Senate committee and participate in Faculty Senate and Faculty Information Technology Committee (FITC) meetings to further develop an understanding of campus technology needs.

ASSESSMENT

Survey results and feedback from committees insure the ongoing adequateness of programs, services, and the access and use of technology. ITCS employs multiple measures to continually gauge and analyze the quality and appropriateness of services to improve and expand our offerings to faculty, staff and students.

ITCS administers campus technology surveys every few years to obtain feedback from faculty, staff, and students on their (1) satisfaction with ITCS services, systems, and applications; (2) use of technology tools and systems; and (3) technology and training needs, and incorporates this feedback in future planning and

implementation of technologies to support academic, research, and business needs.

The Faculty and Staff Technology Survey was distributed in Spring 2011; we received 1,060 responses to the survey. The Student Technology Survey was also distributed Spring 2011; we received 1,274 responses to the survey. A few highlights from these surveys indicate strong levels of satisfaction with our services.

Three very important overarching questions were asked on the surveys:

	Faculty/Staff 2011	Students 2011
% satisfied with the research resources and support provided	81%	83%
% respondents who thought ECU's technology services and resources are important	94%	90%
Overall Satisfaction with IT Services and Resources	89%	86%

Faculty, staff, and students who submit IT Help Desk requests are sent a Customer Satisfaction Survey once their technical problem(s) is resolved. In 2010-2011, we received an overall satisfaction average of 4.7 or higher for timeliness, ability, knowledge and other service criteria (scale of 1 to 5), where 5 is excellent.

Additionally, ITCS organizes meetings targeting specific campus technology needs to obtain more detailed information. For example, ITCS staff recently met with distributed IT staff to determine specifically how to most effectively meet video storage and distribution needs and classroom technology needs. As a result of these collaborative discussions, ITCS is investigating two video solutions: (1) a software-only lecture capture solution with live broadcast capability that will provide distance learning students with the same information as on-campus students and allow faculty to build a library of course material that all students can access on-demand to view and review course content; and (2) a

solution that will allow students to easily submit and share video files for course assignments and projects.

Efficiencies

EFFICIENCY AND EFFECTIVENESS IN DEVELOPMENT

ITCS continues to enhance essential administrative data processes to meet the ever-changing and growing online service needs of the campus community. Several noteworthy examples include:

- Collaborating with University Admissions to modify back-end technology systems to capture more detailed information on electronic applications that impacts East Carolina University admission decisions.

- Creating online processes that enable students to validate existing or enroll in new health insurance coverage as required by the UNC General Administration mandate of North Carolina public college students.

- Expanding online student services enabling off-campus students to easily sign up for campus meal plans and pay dining meal fees as part of their tuition.

- Automating the online student grade replacement process.

- Offering ECU faculty and staff who are also graduates of the university a convenient means to pay ECU Alumni Association fees through payroll deduction.

- Partnering with SciQuest and SungardHE to establish the initial phase of electronic vendor invoicing that eliminates the need for paper exchange.

- Transferring support of the Sedona Web database application from Office of Institutional Planning, Assessment, and Research to ITCS for support and the Office of Faculty Excellence for training.

"We are continually expanding and automating online services while also adding convenience for our users."

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Several recent projects focusing primarily on the implementation of technologies and business practices that provide timely and more efficient customer-oriented service and support include:

- Implementing a systems management appliance that allows ITCS personnel to remotely control users' workstations to aid in troubleshooting, software installation, patch application, and workstation re-imaging; more quickly resolve Help Desk service requests; delegate support tasks to decentralized information technology (IT) staff housed in various campus departments; improve security; and fine-tune efficiencies. The remote management feature of this new appliance saves staff travel time and university dollars previously spent on fueling state vehicles. 🍃💲

- Development and continued expansion of the "download.ecu.edu" Web service that provides faculty, staff, and students access to twenty-three different software packages. Users can now request immediate access to download a few software packages by submitting a single Web form, eliminating wait periods and manual processing.

- Implementing RightAnswers, an online knowledgebase, to provide users immediate answers to their technology questions. In addition to containing content from companies like Microsoft and Adobe, we are importing custom content based on ECU's systems. RightAnswers is integrated with our Online Help Desk, allowing customers to submit a service request directly from within RightAnswers if they are unable to find a resolution in the knowledgebase.

- Implementing the Combined Pricing Initiative (CPI), developed by UNC General Administration in 2010, for ECU faculty and staff. The CPI brings savings to all UNC-constituent campuses for their employee workstation purchases. Departments using state funds are required to use the CPI program in their procurement of computers, with allowances for necessary exceptions. 💲

- Implementing a new online Service Catalog that serves as the hub of the ITCS Web site, providing a listing of IT services available to ECU students, faculty, staff and guests. Services are categorized by 1) user group – students, staff, faculty and prospective students; 2) service category – accounts, communication, networking, research and Web services and more; 3)

"We are committed to delivering responsive, high-quality, customer-oriented services and support."

service cost; and 4) alphabetical list. Individual entries include a service description, user availability, access requests and available support and training.

We have worked with numerous departments to integrate social media tools into Web sites to improve user interactivity and to create customized Web applications. For example, Outdoor Drama moved from the University of North Carolina-Chapel Hill to ECU, and we created a Web site that allows students to submit online applications for auditions. In the first year, 278 auditions were scheduled. In collaboration with Institutional Assessment, we developed "Telling our Story", a Web site that houses a collection of wonderful success stories centered on ECU that will be used as part of the SACS (Southern Association of Colleges and Schools) report. To streamline the SACS data-collection and reporting process, a central document and workflow site was created to manage all of the files used in the accreditation process. A new Policy, Regulations and Rules Web site that will house all the approved policies, regulations and rules for the entire university in one location was developed with extensive collaboration from the University Attorney's office. In an effort to reduce costs and printing, and provide access to more up-to-date information, the ECU Phonebook is now online and available with bi-annual versus annual updates. 🍃💲

EFFICIENCY AND EFFECTIVENESS IN OPERATIONAL DELIVERY OF SERVICES

Through network infrastructure upgrades, added data storage capacity – now totaling more than 966 terabytes, and improved systems management, ITCS is providing the campus community faster access to information, meeting growing storage needs, and providing tremendous cost savings. For example:

We have recovered more than 70 terabytes of unused storage space.

Access to ECU's "Piratedrive" file storage service is now twice as fast and the management interface is more efficient.

Our long-term data backup drives are now 8 times as fast and can hold 8 times more data than our previous drives, resulting in cost savings. ITCS is also using new disk de-duplication technology whereby backups can be performed using spare nighttime bandwidth, eliminating the need for backup tapes at remote sites. **$**

We enhanced our university network reliability and expanded coverage to include 46,400 data ports in locations such as technology-enhanced classrooms, the stadium, new and redesigned buildings, and parking lots.

We continue to improve campus safety across both Main Campus and the Health Sciences Campus by upgrading campus alarm panels and security panic buttons, adding locations to our Outdoor Notification System to bring our total to 15 sites, replacing 15 emergency blue light phones with new units that can accommodate security cameras, and adding the ability to integrate VoIP (Voice over Internet Protocol) into our existing burglar alarm and future fire alarm systems for greater control and functionality.

We significantly expanded wireless coverage and capacity for the ECU community.

All phones on Main Campus are now VoIP and thus more cost efficient. We plan to convert the Health Sciences Campus telephony environment to VoIP over the next three years. **$**

ITCS has provided ECU faculty and staff a new, more

"By upgrading and expanding our technology infrastructure, we are optimizing data storage, reducing campus energy use, and saving money."

secure Virtual Private Network (VPN) to connect to the university's information technology systems while off campus.

We participate in leadership opportunities by sharing information and best practices at conferences and through committee representation such as the 2010 UNC CAUSE Conference, Cisco IP Telephony User Group, various NCREN Committees, Triangle Cisco IP Telephony User Group, UNC Netstudy Committee, EDUCAUSE, and General Administration Alliance.

ITCS continues to proactively implement enterprise systems and data center enhancements to increase the reliability, security, and efficiency of ECU's information technology operations while meeting stringent university mission requirements. Noteworthy accomplishments this past year include:

Redesigning the university's virtual infrastructure that hosts more than 240 virtual servers to replace aging equipment, decrease IT operating costs, and add needed capacity for future server growth. The redesign will yield a 200% increase in the number of virtualized servers that can be used. **$**

Completing a large-scale renovation of our departmental server room to accommodate more than 40 new School of Dental Medicine servers.

Partnering with Facilities Services to assess ITCS data centers and provide vital planning information in support of ECU's short- and long-term disaster recovery goals as part of the information technology strategic plan.

We continued our close working relationship with research faculty in the Chemistry, Physics, and Biology Departments, recommending an IBM Blade server solution that would expand their existing infrastructure and provide a more robust high performance computing (HPC) cluster. This type of cluster solution best fits within our support confines of systems staff and data center environment, and offers expandability and growth to support ECU research needs well into the future. The new cluster environment, as well as existing HPC systems for the departments, is hosted, supported and monitored in ITCS's data center.

To meet the ever-present and continuing demands of supported departments on campus to provide system administration support for departmental servers, we are cross-training data center staff during rotational schedules. Coupled with computer-based training, job shadowing in this manner is allowing our staff unique opportunities to expand their professional experience.

This past year, ITCS completed several university e-mail enhancements to provide our users with greater

> "We are redesigning and renovating our data center facilities and maximizing IT staff to accommodate university growth."

security, increased capacity, and advanced features. We implemented a new e-mail security appliance that has reduced our e-mail storage needs by eight servers and has led to increased staff and system productivity. The new appliance is much more efficient due to its "reputation filtering" feature that blocks incoming e-mail from sites with poor reputations. Over the past year, 81% of all unwanted incoming e-mail was prevented from being delivered to users' inboxes. Additionally, in response to faculty and staff requests, we adjusted the length of time before e-mail is archived from 30 days to 60 days, providing users more time to read, file or delete e-mail messages. We also increased the e-mail retention period of archived messages from 3 years to 7 years, which has resulted in university cost savings due to reduced maintenance costs. **$**

Moving all ECU students to a no cost, hosted e-mail solution—Microsoft Live@edu, similar to ECU Alumni E-mail—has further reduced our e-mail storage needs, while providing students the features they need. Live@ecu features include:

- 10GB of mailbox space and 20MB attachments.

- a more personalized e-mail address that includes their last name, first initial(s), year entered ECU, and ends in "@students.ecu.edu". (Example: doeja10@students.ecu.edu)

- a built-in chat that lets students chat with up to 20 friends at one time and is compatible with ECU's Communicator instant messaging tool.

- 25GB of built-in "Skydrive" folders that allow students

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to store documents or photos and access them from any computer or share them with their friends. (Skydrive is similar to Piratedrive.)

- ECU branding to show their Pirate loyalty (Arrrgh!)

- access through a Web browser and many popular e-mail programs, such as Microsoft Outlook, Microsoft Entourage, and Mozilla Thunderbird

- compatibility with both Windows and Macintosh computers.

EFFICIENCY AND EFFECTIVENESS IN THE DELIVERY OF LEARNING TECHNOLOGIES

This past year, ITCS focused on several information technology projects that have enabled us to meet the high demand for more and advanced technology-enhanced rooms and spaces, expanded distance education training and support, and a wider array of social networking tools and resources. For example:

To increase teaching effectiveness, we have outfitted and upgraded over 50 additional rooms with learning technologies, bringing ECU's total number of technology-enhanced rooms and spaces to approximately 400. Lecture capture systems were upgraded in several of these rooms and added to new Science and Technology Building lecture halls. Along with these additional rooms, ITCS implemented a new room design to accommodate legacy analog connections as well as digital connections. New technology-enhanced classrooms scheduled for completion this year are located in the Family Medicine Center and the School of Dental Medicine temporary teaching facilities.

Using an asset management software tool that displays system and projector power

> "We equip our faculty, staff, and students with state-of-the-art classroom technology, enhanced learning platforms, supportive academic computing training, and unmatched distance education tools."

status, lamp life, and other vital statistics, technology support staff are able to better manage and support the university's technology-enhanced rooms, even powering off rooms that are not in use to conserve energy. This year, our classroom technologies staff managed approximately 3,848 preventive maintenance and support tickets. 🍃 💲

New and more effective components of Blackboard 9 are now in use as a result of a large-scale upgrade to ECU's enterprise learning platform. Blackboard 9 offers a more efficient interface for faculty with the control panel on the front page, drag and drop capabilities, and easy creation and editing of menu and content items. More innovative opportunities are available to keep students informed and involved in a collaborative environment due to more choices for content, assessments, and interactive tools in their face-to-face, virtual, or hybrid classrooms. Social learning and teaching tools (wiki's, blogs, journals, and the enhanced groups tool) offer all instructors – no matter their technology experience – new and varied opportunities to encourage active collaboration. Another highly anticipated feature is Blackboard Mobile Learn. Whether across campus or across the globe, students and faculty will be able to access their Blackboard courses from their mobile devices.

Focusing on retention, we provided implementation support for the university's new student-retention and flagging tool (Starfish) that integrates with Blackboard and allows faculty and advisors to monitor the performance of their students and address areas of concern that students may have.

Blackboard

We have adopted Respondus, a user-friendly tool faculty can use to create and edit tests and quizzes and then export them to a Blackboard course. Tests can be imported into Respondus from publishers' test banks for review and editing, or created in a Word document.

To reduce confusion and create campus awareness, we developed a social media regulation that was submitted to the university policy committee for approval. The proposed regulation will serve to educate and advise faculty, staff, and students about the importance of responsible online communication, while minimizing risks associated with the use of social media. We are currently laying the groundwork for a supported campus-wide social media tool that positions ECU alongside other innovative leaders capitalizing on an active social media presence.

To more effectively share university video conferencing resources, we have redesigned the online video conferencing center (http://www.ecu.edu/itcs/vc) to inform faculty of the resources available, their location and who to contact to use them. The site contains seating capacity, room capabilities and pictures of each room.

ECU is employing Second Life virtual worlds as a method of supplying a multi-user educational environment for classes, simulations, and collaboration across many boundaries. Second Life provides a mobile, online capability of having classes, meetings, and training without the necessity of a large physical space. In collaboration with internal and external partners, ITCS staff developed several areas in Second Life this past year, such as a Veterans Hospital for the Wounded Warriors Project and the Goose Creek State Park with the North Carolina Department of Parks and Recreation. The latest Classroom Technology classroom configuration is highlighted in a Second Life machinima. This short video clip allows users to "walk into" a virtual classroom in Second Life to see the equipment up close and at their convenience. In addition, faculty and staff can even schedule and attend a one-on-one consultation in a Second Life virtual

classroom from the convenience of their office. ITCS staff and ECU Second Life users continue to investigate open source virtual world environments.

During several summer sessions, we are training nearly 3,000 incoming freshmen students on the use of ECU's online course registration system; securely managing their account passwords; and using ECU's wide array of technology resources like Blackboard, the Online Help Desk, and campus computer labs. We also conducted sessions for more than 1,000 parents to provide guidance on their student's technology needs and the selection and purchase of computers for their academic career.

This year, we virtualized the longstanding Quick Start to Online Teaching presentation and created a one-stop location for faculty, designed to provide resources for planning, developing, and delivering online courses. The Virtual Quick Start focuses on features and educational uses of a variety of technology tools to enhance online and hybrid courses, and identifies resources available for accessibility, copyright, distance education library services, training, and much more.

We are adopting and supporting a new social media tool that is a cross between Twitter and Facebook. The new social media tool provides ECU a "Facebook-like" social network for both faculty and staff that can be used in everyday job activities to provide information across ECU and add social interaction to academic work.

This past year, ITCS coordinated with the Office for Faculty Excellence and ECU faculty to provide 17 workshops that focused on technologies such as Sedona, iWebfolio, Web site accessibility, blogging, CommonSpot, Camtasia, Centra, Second Life, social media, cell phones as classroom tools, the Virtual Computing Lab (VCL), and much more.

Providing interactive media to enhance the student learning experience, the Multimedia Center provided creative support and development for a variety of projects that incorporate technology like interactive mapping, a metabolic interactive game to demonstrate the interrelationship of the metabolic pathways, and a Web site that retells the history of the Great Fire of 1922 in New Bern, North Carolina.

Offering an improved user experience, ECU's new Google maps not only provide building locations and photographs for all campus buildings, they also include parking lot locations (and permit types) and all campus emergency ("blue light") phones; directions to and from any building or arbitrary address; and integrate into the campus directory to show building locations. For fiscal year 2010-2011, the campus map page was visited 120,150 times. ITCS specific maps for computer labs showing current usage information and smart classrooms showing equipment inventory were implemented as part of this project.

During the hosting of the sixth annual Think-In (http://www.ecu.edu/cs-itcs/thinkin), which featured more than 30 poster presentations with presenters representing each college across the ECU campus, some of the dynamic and innovative teaching strategies and learning technologies faculty are using in their classrooms were highlighted. Presentation topics ranged from virtual teams to synchronous and asynchronous collaboration tools, lecture capture technology, case-based teaching, learning styles, and more.

EFFICIENCY AND EFFECTIVENESS IN COMPLIANCE

According to results of the twelfth annual EDUCAUSE Current Issues Survey, of the Top Ten IT Issues of 2011, security remains in the top four as critical for strategic success. At ECU, we continue to work persistently to effectively manage IT security and educate our faculty, staff, and students on secure computing.

Working both independently and drawing upon the insight and expertise of committees and partners such as Identity Theft Protection and University Auditors and Risk Management, our skilled IT security staff remain efficient and effective in implementing solid policies, awareness programs, and protective software with limited security resources. For example:

Through the implementation of a new security awareness training program in Blackboard, we are providing increased access to training and a method to track usage that will meet state audit requirements for delivering and tracking security training. We are providing general security training for campus and targeted training for the Student Employment Office to educate users on the handling of sensitive data. Additionally, student employees sign a Student Confidentiality Statement attesting to completion of the course and adherence to ECU requirements to protect confidential data. Additional materials have been developed to guide users in the storage and use of sensitive data, and we are equipping users with clear information on the most efficient and effective method of achieving compliance with state and federal guidelines. These new guides are resources for de-identifying research data and provide a helpful checklist that can be

used when selecting hardware and application solutions, applying for grants, and working with any protected information. Using this instructional material that can be accessed at any time, we aim to reduce individual consultations.

We have implemented new IT methods that prevent the automatic download of files from the Internet, enabling us to reduce the impact of malware attacks, which is one of the leading causes of decreased user productivity. Malware refers to Trojan horses, spyware, adware, and viruses that can maliciously attack and infect a user system.

We collaborated with the Brody School of Medicine (BSOM) and users who handle sensitive data in various campus departments to deploy a software method that allows encryption of e-mails transmitted to clients outside of the university. The implementation of this e-mail encryption tool provides an easy-to-use and effective HIPAA-compliant solution for secure e-mail transmissions.

Collaboration with the Institutional Research Board (IRB) has enabled the incorporation of an information security review component in the new online IRB approval process due to go live August 2011. Incorporating the information security review component assists the IRB in ensuring adherence to federal, state and university security requirements in the protection of the confidentiality and security of human subjects in university research protocols.

By reviewing and modifying financial security access in Banner, we have increased our effectiveness and ensure the university's Banner Finance users have the least privileges required when accessing financial data.

"The security arms race continues, with hackers repeatedly finding ways to defeat the best technical, organizational, and social countermeasures created by security experts." — EDUCAUSE Review (May/June 2011)

Innovations

"…campus IT organizations must rediscover that technological change requires – no it demands – flexibility, openness, adaptability, and **CONTINUOUS INNOVATION.**"

– EDUCAUSE Review (May/June 2011)

The ECU Web site has been redesigned to support mobile devices. Visitors are automatically redirected to the http://m.ecu.edu Web page when using a mobile device. Before the creation of the more mobile-friendly sight in 2010, ECU had 4,734 mobile visitors, whereas this past year we had 1,163,381 mobile visitors. Just released in June 2011, the ECU mobile app for the iPhone will keep users connected to ECU from on and off campus. Boasting thirteen initial features, users will be able to view campus maps; access the campus directory; check grades and class schedules; get Pirate scores; access ECU's InnerPirateNetwork; search library resources; keep track of university activities and events; access Blackboard course content, class announcements, and assignments; and more. The Android, Blackberry, and webOS versions will be introduced later in the summer. It's ECU in the palm of your hand!

This year, we embarked on a comprehensive analysis and redesign of our workflows and processes internal to ECU. The Offices of ITCS and Institutional Planning, Assessment, and Research (IPAR) put into place the beginnings of a campus-wide shift in culture involving the implementation of a Business Process Review (BPR) model. This is our first integrated effort that will focus on improving our core business processes within the framework of our mission and goals. The primary goal is

> "We provide key information quickly and conveniently to our on-the-go students, faculty, staff and alumni through ECU's new mobile Web site and mobile app."

to fundamentally rethink how we do our work so that we better support our mission. Teams are being formed to identify, analyze, and redesign our core processes with the aim of realizing significant improvements in cost, quality, service, and speed.

ECU was the first to implement the most comprehensive Banner ERP system in the state and has found it to be reliable and stable. New hardware is being installed and due to go live Summer 2011. The new infrastructure uses the latest technology enabling performance improvements of up to 50 times and cost savings between 25-50%. Other components of Banner are also moving to a more powerful infrastructure with a smaller footprint resulting in a decreased usage of data center resources.

All ITCS-supported eCommerce solutions have been successfully converted to a third party tool, TouchNet uPay. ECU is no longer responsible for PCI Compliance for these solutions, significantly reducing ECU's risk and investment in support and maintenance. The TouchNet uPay system enables departments across the university to easily set up their own e-commerce stores. This innovative service increases the delivery of services and insures compliance with state and federal laws. Numerous departments are participating and preparing sites.

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By creatively using new, advanced tools, ITCS is now able to monitor more than 400 servers across the enterprise. These servers are critical to the university and support applications such as Banner, Blackboard, e-mail, Active Directory and the main Web site, to name a few. To provide improved effectiveness and efficiency through monitoring of these core servers, ITCS embarked on an inventive project to identify and deploy an enterprise monitoring solution that brought the monitoring of a large magnitude of different systems under one monitoring umbrella. This project streamlined and simplified the monitoring approach of all enterprise systems, and provides improved early identification of performance issues allowing ITCS systems and support staff to ensure higher performance and overall environment availability.

PiratePort, Undergraduate Admissions' new prospective student portal, allows prospective students to create an account, sign up for campus tours, view their admissions checklist, and create a detailed prospect profile.

The university created an improved and inventive online method to certify faculty credentials using the latest Web technologies. To date, more than 2,000 faculty members are currently being processed through this Faculty Certification System.

The newly-enhanced and state-of-the-art Travel Request System was completely renovated based on user feedback this year. We worked closely with the Travel Task Force consisting of members from the Travel Office and travel preparers from across the university. This travel interface loads invoices (travel advances and expenses) with multiple accounting lines into Banner on a daily basis. The new Accounts Payable travel interface was designed to import a variety of invoices into Banner, and is not limited to travel advances and expenses.

As an innovative way to increase reliability, ITCS is implementing a RecoverPoint appliance for the university's new Microsoft Exchange 2010 e-mail environment. RecoverPoint is considered "Tivo for electronic data", allowing ITCS staff to "rewind" data to specific points in time for granular disaster recovery, for failover to our secondary site, or for testing purposes.

ITCS recently redesigned storage access so that data that needs to be fast and easily accessible is readily available while data that does not need to be accessible as often can be placed on less expensive solutions. The redesign has allowed us to avoid paying premium price for data we do not need to access frequently. All of these features are automated through a new software solution. Moreover, we have doubled the speed of some of our connections using new fibre modules.

ITCS partnered with the Office for Faculty Excellence to offer the first annual Teaching with Technology Summer Workshop. This five-day, 30-hour, intensive hands-on experience provided participants the opportunity to learn about technologies they can use in teaching, time to consult with mentors about best uses of technology, and time to work on developing a course.

This year, the Virtual Quick Start to Online Teaching site was added to incorporate an online component to our longstanding Quick Start to Online Teaching presentation. The Quick Start to Online Teaching presentation is designed to provide resources for planning, developing, and delivering online courses. The Quick Start focuses on features and educational uses of a variety of technology tools to enhance online and hybrid courses. The Quick Start also identifies resources available for accessibility, copyright, distance education library services, training, and much more.

Technology
BY THE NUMBERS

- This past year, 36,516 requests for service or support were logged into TechExcel, the university's Online Help Desk system, while 142,825 have been logged since the system's inception in July 2007.

- The ACE Student Computing Support Center has received 5,936 requests for service or support for student computers during the 2010 fiscal year, and 24,477 since the system's inception in July 2007.

- The ECU Web site (www.ecu.edu) averaged more than 73 million page views this past year from more than 66 million unique visitors in 224 countries.

- Google devices index 200,000 unique pages of Web content, including HTML, PDF, and Microsoft Office documents. Devices process, on average, 36,000 searches per day.

- Nineteen hundred Web sites with approximately 115,444 Web pages have been developed in ECU's content management system, CommonSpot, by 702 contributors across the university.

- Nearly 2,000 WordPress blogs have been created for courses, projects, and departments as a way to share information with others. WordPress was recently upgraded to the latest available version.

- Since its launch in 2009, the "download.ecu.edu" software download Web site has processed approximately 17,874 software downloads.

- ITCS has reduced the university's number of long-term backup tape drives from 12 to 8, and the number of tapes from 1,700 to 220.

- Nearly 1,900 Web sites – 701 faculty sites and 1,194 student sites – have been created through PiratePanel, an application that allows users to request secure and non-secure Web space, manage files effectively, and set permissions to public or private (password protected).

- Qualtrics, ECU's advanced survey and research tool, allows all ECU faculty, staff, and students to develop and administer online surveys. To date, 522 faculty and staff and 433 student users have created 2,236 surveys with 137,025 responses. Because Qualtrics handles end user support, help desk tickets related to campus surveys has decreased by many orders of magnitude.

- Working collaboratively, ITCS, Academic Affairs, Materials Management, Dell, Apple and several campus departments provided ECU faculty and staff with approximately 1,234 standard state-of-the-art desktop and laptop computers.

- During the 2010-2011 academic year, the Virtual Computing Lab (VCL), which provides students 24x7 access to several software packages free of charge, served over 6,857 reservations and over 22,793 hours. Citrix served 1,842 unique users, and hosted 30 applications for a total of 6,851 sessions.

- Currently, we have assigned more than 7,400 VoIP lines and 5,800 IP phone sets. ECU's VoIP system routes more than 168,000 calls weekly.

- Approximately 1,027 faculty and staff attended training led both independently by ITCS and ITCS in collaboration with the Office for Faculty Excellence (OFE) workshops.

- In preparation of the university's upgrade to Blackboard 9 in May 2010, nearly 57 training sessions – group, one-on-one, departmental, and virtual formats – were offered and attended by nearly 460 participants.

- This past year, 1,100 students participated in 38 courses that integrate Second Life virtual worlds in programs in the College of Education, College of Nursing, and the College of Technology and Computer Science, to name a few.

- ITCS's reporting and analysis environment, ecuBIC, houses more than 4,600 reports and boasts over 3,700 supported users. As of spring 2011, attendance in in-house training courses in the ecuBIC 100 – 300 curriculum has exceeded 700. An increasing number of our information workers are choosing a course of self-study via online training materials—manuals, videos, etc.

- ECU offers alumni e-mail accounts through a partnership with Microsoft, which makes the transition between school and professional accounts seamless. This also provides ongoing affiliation with the university, which simplifies the reenrollment process for returning students. To date, nearly 6,587 alumni e-mail accounts have been created.

- ECU has expanded its wireless access points to more than 670 campus wide. This includes academic classrooms and student common areas.

- During 2010-2011, 5,697 course presentations were captured and streamed using Mediasite — a rich media recording system — and viewed 89,886 times.

- ITCS currently supports more than 500 university servers.

- We refreshed 333 computers in 29 campus computer labs across campus, adding 2 additional computer labs with 73 computers.

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