

Report of the Audit, Risk Management, Compliance, and Ethics Committee for April 2, 2020

Operational Metrics Review

The committee reviewed the operational metrics related to Internal Audit, Healthcare Compliance, and Athletics Compliance. Through February 28, all of the measures are meeting or exceeding the expectation for the fiscal year to date, with one exception. The pass rate for healthcare providers on their documentation reviews is 89.7%, with the standard being 90%.

Action Items

Mr. Wayne Poole presented proposed changes to the University's annual audit plan. Two engagements were added and two were removed. The committee approved the proposed changes and that action does not require full Board approval.

Ms. LaKeshia Forbes presented a proposed change to the Notice of Nondiscrimination and Affirmative Action Policy. The committee approved the proposed change and it is provided here for consideration by the full Board.

Motion for full Board: Mr. Chairman, I move that the Board approve the changes to the *Notice of Nondiscrimination and Affirmative Action Policy* as provided in the Board materials and as presented during the Audit Committee meeting.

Informational Items

Office of Internal Audit – Mr. Wayne Poole

Mr. Poole briefed the committee on the ongoing IT General Controls audit that is currently being conducted by the Office of the State Auditor. This is an in-depth review of ECU's IT and cybersecurity controls. It is part of the State Auditor's scheduled audit work and there were no concerns that led to this audit. Mr. Poole explained to the committee that this engagement is different than the annual financial statement audit, and that ECU, like all entities in the state, should expect the State Auditor to make some recommendations regarding our controls.

Mr. Poole briefed the committee on two recently completed internal audits. One was a review of the controls related to *Time and Effort Reporting and Personnel Expenses Charged to Sponsored Programs*. The other was a review of the *Kronos Time and Leave System and Employee Time and Leave Records*. Mr. Poole advised the committee that on both audits, the controls were found to be sufficient overall, but Internal Audit did make some recommendations to University management on both.

Office for Equity and Diversity and Title IX – Ms. LaKeshia Forbes and Ms. Malorie Yeaman

Ms. Forbes and Ms. Yeaman briefed the committee on the University's equity and diversity efforts. The briefing included an overview of the relevant University policies and regulations, ongoing education efforts, and the process for handling complaints that are received by their office. They also briefed the committee on the reports and investigations that were processed during the 2019 calendar year.

ECU Board of Trustees
University Affairs Committee
April 2, 2020
Virtual Meeting

All UA Committee Board Members were in attendance.

Other ECU Leaders in attendance: Chancellor Ron Mitchelson, Mike Van Scott, Grant Hayes and Virginia Hardy

Ms. Fanning opened the meeting at 11:00am by reading the conflict of interest statement as well as the Jurisdiction Review and Conduct Statement for University Affairs.

The minutes from the February 6, 2020 meeting were approved without dissent

- **Academic Affairs Metrics - Grant Hayes**
 - New student application deadline is extended to April 6. We still have a high number of apps coming in despite the trying time. We are connecting with students that haven't completed their materials to try and get them to the finish line. Provost Hayes shared the new System guideline changes and we have adjusted our freshman standards related to the SAT/ACT being canceled and students not having a chance to re-take. We are also reconsidering some students that were on hold to see if these admissions options will help them
 - New freshman enrollment deposits are down so we have extended the deadline from May 1 to June 1. Our counselors are reaching out to high school students and many are just waiting for now, but we are getting some feedback in the last week or so.
 - We have strengthened our outreach and communications plans to keep people engaged.
 - Transfer apps are trending down – we are holding virtual events with feeder schools to try and get the apps up – these include Pitt, Wake Tech, Craven, Wayne and a few others. We are doing a lot of outreach right now in many different platforms
 - New transfer deposits are trending behind last year, but I think they will recover, and we could see what we got last year.
 - Graduate applications are down a bit, but we expect to see them recover as well.

- **Research – Mike Van Scott**
 - We typically see a mid-year flattening of awards coming in – this is not abnormal – we are seeing an increase delay in awards, which is expected.

- **Student Affairs – Virginia Hardy**
 - Housing deposits are declining for the same reasons as admissions. We expect they will go up and recover, but it is not surprising.
 - The Counseling numbers for February shows that students were getting services. In March we transitioned to teletherapy to continue to meet with students and are hosting virtual and online sessions to keep students getting served. While not having the face to face sessions, we continue to serve our community as best we can. v

- **Action Items**

- Mike Van Scott – The Center of Applied Psychophysiology – this will transition to a lab and continue to work, but the center designation will be removed as a name.
 - **MOTION – Colin Johnson made a motion – second from Angie Moss – approved without dissent**
- Mike Van Scott – Pediatric Healthy Weight and Treatment Center – we are moving this into the ECU Obesity and Diabetes Institute and reduce the admin overhead and reduces the external review option – all parties are supportive of removing the center name.
 - **MOTION – Colin Johnson made a motion – second from Vince Smith – approved without dissent**

- **Graduate School Presentation – Paul Gemperline – Heidi Terry – Clint Bailey**

- Paul shared that we have seen some progress in our efforts to grow graduate enrollment. The grad student body comprises 18% of our headcount. ECU has 72 certificates, 71 masters and 18 doctoral programs in 11 colleges. Recruiting and admissions of grad students is largely decentralized. 85% of master's students are in NC and 63% are taking grad courses online.
- One challenge is creating a centralized marketing campaign for a largely decentralized operation of programs. We have expanded our approach for outreach and communication strategies. Paul shared some of the financial and administrative challenges for the Graduate School. We continue to build graduate programs that are meeting the demands of employers as well as the rural needs of our students.
- Clint shared some of the marketing strategies for the Grad School which include online ads which generate more than 50,000 click throughs in the last year. The goal is for people to see our marketing and drive them to a contact form that helps us provide information back to them about the programs they are interested in exploring. We are far more targeted with our approach to reach those interested in ECU grad programs, but also location target in North Carolina. We are really going after urban areas but do also target specific occupations and businesses. We are promoting the diverse ECU portfolio in the grad school and at the same time pushing our ECU Online programs. These two campaigns are highly complementary because so many grad programs are online.
- Heidi shared information about the grad admissions funnel and how we move through the funnel from prospective student to becoming a Pirate. Each step forward in the funnel, we get more targeted and more personalized with our messages to them. The volume of communications also goes up as they move through the funnel. We have more than 900 communications templates for emails and physical mail as well as an increased the number of phone calls and text messaging. In 2021, we will do more virtual engagement with Facebook Live and Zoom to help engage and connect with prospective students.
- Heidi shared some of the data that the Grad School is using to drive decision making. One area is evaluating our current UG students and getting them to complete applications to ECU Grad School before they complete the UG degree. We use data like this to make the best use of our time and staff commitment. We are starting to see positive results from our campaigns including total applications and how many of those applicants enrolled. Spring 2020 we had our largest applicant pool and

selectivity was higher too. This translates to our faculty admitting higher caliber students and that gives us a better chance to retain and graduate them.

- Paul talked about some of the prospect information that comes in via inquiries and how we use that to help distinguish populations and provide better information back to them as well as to the colleges and grad programs. We know some folks have stronger connections to ECU (about 60%) and others don't (about 40%). We match our communications to the stronger and weaker connections. The pipeline for grad students is about two years in length – we will continue to approach a comprehensive model that hits people throughout the pipeline.

- **ACTION ITEM – Conferral of Degrees**
 - **MOTION – Colin Johnson made motion for conferral of degrees, seconded by Vince Smith – approved without dissent.**

- **COVID-19 Discussion**
 - **Grant Hayes – Academic Affairs –**
 - Applauded our faculty for making this transition in short time to alternate delivery.
 - We have students with computer and internet issues. We have about 40 laptops that have been checked out to help these students and are working with student requests with internet issues too. Faculty and students are able to create some options for phones where they can use their phone as a hotspot. And many providers are giving this to their customers for free. All these are helping our students.
 - We keep identifying with students that haven't been connected academically since Spring Break. We are reaching out to them and explore the case by case options. We have given students a pass/fail option for many courses as a grading accommodation. Students with access issues to their books, instructors are working with them to see what we can do to help either through the book store or library or by adding portions of textbooks into Blackboard. The UNC Proctoring System was canceled so we are still working through this and finding ways that we can reduce the need for proctoring. For those needing this, we have a system that allows us to that without cost to the student.
 - **Virginia Hardy – Student Affairs**
 - We have 31 students that remained living in the residence halls and they are in Jones Hall – they have dining options in Jones Hall (pick up and leave with already prepared meals).
 - Student Health is still seeing students and helping with prescriptions and seeing patients and testing.
 - We ran the Call Center for 13 days and fielded more than 2,100 calls from students and families.
 - We have about 350-400 students that didn't come back to move out. We mailed their books back to them upon request.
 - CRW is doing virtual and online program offerings for health and wellness. SAB is also engaging students online and social media.
 - Counseling is doing teletherapy sessions with students.

○ **Mike Van Scott – Research**

- We have been connected with the research institutions across the country to make sure we are prepared for what was coming. We are working with students to make sure they have what they need to graduate. We are also trying to reduce costs for when we have to get back up and running at full speed.
- We have about \$10.4 million at risk but we are working with these sponsors to help us keep going. Only three sponsors, that required face to face, have suspended their awards.
- We are following the guidelines for staff and paying staff – we are asking people to provide extra information in their log to ensure compliance. Large institutions are really pushing the federal government to get reimbursed for our expenses.
- The outreach and support for our health professionals has been amazing. From local and regional businesses working with us to help us push through and solve problems.

Meeting Adjourned at 12:09 pm

Minutes
Athletics & Advancement Committee
April 2, 2020

The Athletics and Advancement Committee met via video conference on April 2, 2020.

The meeting was opened with the reading of the Conflict of Interest Statement.

A motion was made by Mr. Seagrave to approve the minutes from the February meeting. After a second and no discussion the minutes were approved.

Athletic Highlights

Mr. Jon Gilbert opened his presentation by reporting that February and YTD Pirate Club fundraising figures are down. In normal times March/April/May are more productive. Due to the current state we are in he anticipates that things will remain in the red. General fundraising (non-annual fund) is in the green and he anticipates staying in the green for the entire year.

Year-to-date football ticket sales are 2,994 of the 16,000 goal. March's goal was 1,500 with a total sale of 720. Sales are usually higher in April and May.

Athletic expenses compared to budget is tracking in the green and anticipated to remain green. Monthly athletic receipts are tracking red and will remain red for remainder of the year. He reported that there are significant savings since we are not playing any spring sports; however, there is also a loss of revenue.

Three are currently 96 student athletes still in the area and three of them are residing in campus housing.

Mr. Gilbert shared that the deadline for football season tickets has been extended; however, a specific date has not yet been determined. Athletics is still working with donors and fans to allow for payment plans for the purchase of their season tickets. There have been some season ticket holders who have stopped their payment plan with hopes to resume them later.

Mr. Gilbert reported that the NCAA extended eligibility waivers for spring sports (baseball, softball, men's and women's tennis, men's and women's golf, men's and women's track and field and lacrosse). The baseball roster has increased for one year to accommodate 35 student athletes with 27 on scholarship. This is a one-year accommodation that will revert in 2022. Returning seniors won't count against the scholarship limit however this increase could have the potential to cost an additional \$350,000 in scholarship disbursements.

Anticipated shortfalls in sponsorship is expected due to the cancellation of spring sports and the current state of the economy.

Advancement Highlights

Mr. Chris Dyba reported that fundraising figures for March are not as good as February since fundraisers will be pulled off the road and the cancellation of Pirate Nation Gives all due to Covid-19. He is working with his teams on developing new strategies for engaging with our constituents.

Board of Visitors

Mr. John Cooper thanked the board for approving the new BOV bylaws. He introduced Henry Taylor who presented the slate of 7 members for reappointment and 8 new members. The total number of voting members is 51 and 72 with emeriti.

A motion was made by Mr. Seagrave to approve the new slate of members, a second was made and the motion passed with no discussion.

He shared that the April 24th meeting has been cancelled with the plan to hold a face-to-face or video meeting in June.

Mr. Dyba noted that the pandemic is having a dramatic effect on the economy and that the markets are down. The ECU endowments participate in the markets and therefore, we need to prepare for sharp declines in our endowments. Commitments for next year's funds will be disbursed but there are real implications that will affect scholarships, departmental funds, faculty support, etc. if the market does not recover. Dyba presented hypothetical numbers based on a 20% decline but stressed that the numbers are not set. We will capture the fund's value on June 30, 2020 but need to expect and prepare for the loss in value.

With no further business the meeting concluded.

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Respectfully submitted,

Maha Banning
University Advancement



**East Carolina University | Board of Trustees
Finance & Facilities | Main Campus Student Center | April 03, 2020
Highlights**

Finance and Facilities Committee met on April 02, 2020.

I. MINUTES

- A. The Committee approved the minutes from the February 06, 2020 meeting.

II. REVIEW OF OPERATIONAL METRICS

III. ACTION ITEMS

- A. Sara Thorndike, VC for Administration & Finance, requested approval of the Renewal of Lease and Sublease at 2325 Stantonsburg Road.

B. INFORMATION ITEMS

- A. Sara Thorndike, VC for Administration & Finance, provided the Comprehensive Budget Report.
- B. Sara Thorndike, VC for Administration & Finance, provided the Pension Spiking Report.
- C. Sara Thorndike, VC for Administration & Finance, provided the Approved EHRA Employee Salary Adjustments Report, pursuant to September 30, 2016 Expanded Authority.
- D. Sara Thorndike, VC for Administration & Finance, provided the Annual HR Compliance Report for FY18-19.
- E. Sara Thorndike, VC for Administration & Finance, provided the Employment of Related Persons Report for 2019.
- F. Bill Bagnell, Associate VC for Campus Operations, provided information on the Designer Selections since the last Board Meeting.
- G. Bill Bagnell, Associate VC for Campus Operations, updated the Committee on Delegated Capital Projects Approved since the last Board Meeting.
- H. Bill Bagnell, Associate VC for Campus Operations, updated the Committee on Capital Projects.

Meeting adjourned at 2:22pm.

Health Sciences Committee
April 2, 2020

- Dr. Mark Stacy reviewed the Health Sciences Division metrics that were selected for the dashboard. We were budgeted to have a \$6.4M deficit through February. We have a February year to date loss of \$4.5M, resulting in a \$1.9M positive budget variance. Patient revenues are \$2.2M, or 3.0%, better than budget. Some of this is due to some Medicaid retroactive payments for services provided in FY19. In addition, some is due to several departments catching up on billing from FY19. These departments suffered some significant staffing shortages in FY19. We have also seen increases due to higher productivity. wRVU's are entered into the billing system with the patient charges, and the volumes can vary from month to month due to coder turnover, holidays, etc. Still behind on coding. Once we are caught up, we should be ahead of our targets. We generate about 138,000 wRVUs each month. In regards to published manuscripts, no definitive answer for the sudden uptick. As we pull this data every month we'll be able to establish some patterns but since this is our first year of collecting monthly data we don't have much to compare it to.
- Dr. Mark Stacy provided a brief Health Sciences Division update in which he discussed the current state with regard to COVID-19. Currently, there are 1,584 cases in NC, 10 deaths, and 31 cases in Pitt County. Cooperation has been immense. He thanked a host of individuals and units for their remarkable efforts in tackling the issues and coming up with creative ways to address the needs of our community during this time. We are a long way from a vaccine at this time. Next week will be a better predictor on which curve we will follow in the models.
- Dr. Jason Foltz spoke about the work done in reengineering ambulatory space. This began in early March with 3 phases: education/preparation, triage/containment; and, outbreak control. They have created scripting for nurse and patient access scheduling on how to route patients to minimize exposure. Insurance companies have released restrictions on how patients are being seen so many patients are being seen through telehealth (phone/video) and more severe cases are seen face-to-face. The virtual video platform has been up and running for two weeks now along with a central testing site (by physician order only). The video platform has also been expanded to rapid access for employees. Future goals include adding a community line to offer video visits for COVID symptoms, but are currently working through consents and regulations to make that happen since many patients will be seen by ECU Physicians for the first time. They are working collaboratively with the health system during this time and continue to have clinicians available to meet our patients' current needs as much as possible through alternative telehealth visits. Employees that can telework are doing so. Mandatory employees on site are in full operation mode, using PPE, and practicing social distancing when possible. A 2-step approval process is in place for employees who believe they are at risk and need special accommodations made.
- Dr. Mike Waldrum thanked ECU, especially the Health Sciences Division, for their extreme collaboration and response in serving the community well along

Health Sciences Committee
April 2, 2020

with their partnership. They have put us in a highly proactive and strong position with issues the community faces. He is confident that we are aware of the issues in relation to COVID-19 and has a robust plan in place. The rapid turnaround in testing has been proactive to preventing a wider spread outbreak. UNC, Duke and a private firm have created models that will be made public tomorrow and will probably be used at the official model from a state perspective. The peak will likely happen towards the end of April, but we could see a resurgence in the fall/winter. Strategy is important in addressing community concerns/issues.