

## **AGENDA**

Finance & Facilities Committee  
November 21, 2019

- I. Approval of Minutes - September 12, 2019
  
- II. Review of Operational Metrics
  
- III. Action Items
  - A. Tuition & Fees Proposal
  
- IV. Informational Items
  - A. Comprehensive Budget Report & Financial Update
  - B. Approved Report of EHRA Employee Salary Adjustments
  - C. Pension Report
  - D. Designer Selections since last Board Meeting
  - E. Capital Projects Update
  - F. Other



Finance & Facilities Committee  
November 21, 2019

Agenda Item: I. Approval of September 12, 2019 Minutes

Responsible Person: Sara Thorndike  
VC for Administration & Finance

Action Requested: Approval

Notes: N/A



**East Carolina University | Board of Trustees  
Finance & Facilities | Main Campus Student Center | September 13, 2019  
Minutes**

The Finance & Facilities Committee of the ECU Board of Trustees met in regular session on September 12, 2019 at 3:00 pm at the Main Campus Student Center. Committee members present included Bob Plybon, Jason Poole, Leigh Fanning, Angela Moss and Vince Smith.

**I. MINUTES**

- A. The committee approved the minutes from the April 11, 2019 meeting.

**II. INFORMATION ITEMS**

- A. Sara Thorndike, VC for Administration & Finance, provided the information on the Lease Renewal for ECUP.
- B. Sara Thorndike, VC for Administration & Finance, provided the Approved EHRA Employee Salary Adjustments pursuant to September 30, 2016 Expanded authority.
- C. Sara Thorndike, VC for Administration & Finance, provided the information on the Pension Report.
- D. Sara Thorndike, VC for Administration & Finance, provided the information on the Cherry Bekaert Report
- E. Bill Koch, Associate VC for Environmental Health and Campus Safety, and Police Chief Barnwell updated the committee on Campus Safety.
- F. Bill Bagnell, Associate VC for Campus Operations, provided information on the Designer Selections since last Board Meeting.
- G. Bill Bagnell, Associate VC for Campus Operations, updated the committee on Capital Projects.
- H. Other

Meeting adjourned at 3:44pm.



Finance & Facilities Committee  
November 21, 2019

Agenda Item:	II. Review of Operational Metrics
Responsible Person:	Sara Thorndike VC for Administration & Finance
Action Requested:	Information
Notes:	N/A







Finance & Facilities Committee  
November 21, 2019

Agenda Item:	III. A. Tuition & Fees Proposal
Responsible Person:	Sara Thorndike VC for Administration & Finance
Action Requested:	Information
Notes:	N/A

**2020-2021  
Tuition and Fee Proposals**

*November 2019*

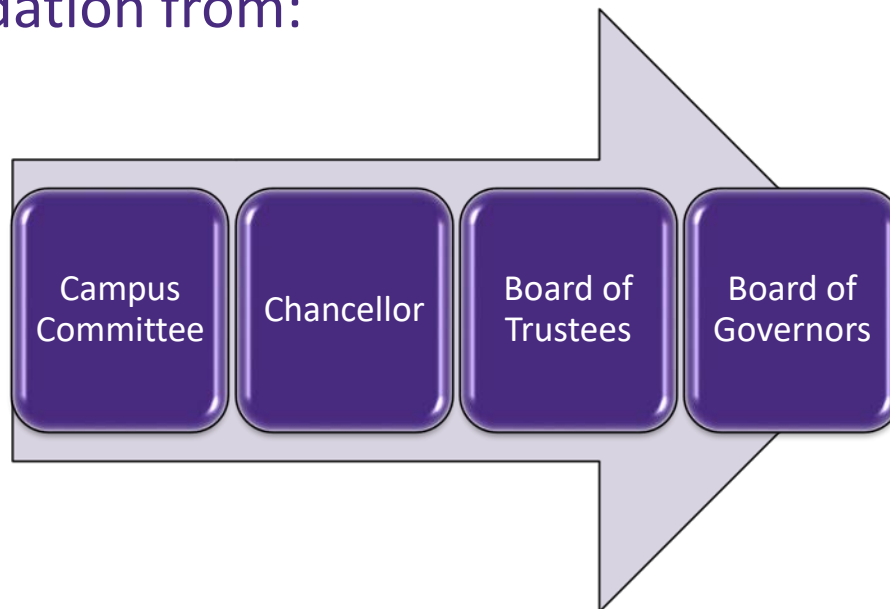


# System Guidelines

- Up to 3% tuition increase for incoming resident undergraduates
- Nonresident undergraduate tuition increases allowed
- Graduate resident and nonresident tuition increases allowed
- 3% cap on mandatory fees, up to \$78 for ECU

# Tuition and Fee Increase Process

- System Office provides guidelines
- Campus Committee comprised of Students, Faculty, and Staff
- 2 forums for students
- SGA Assembly
- Recommendation from:



# Tuition

- 3% increase (\$134 per academic year) proposed for incoming undergraduate residents
- No increase proposed for undergraduate nonresidents, graduate residents, or graduate nonresidents

# Tuition Proposed for 2020-2021

Student Category	Current Tuition Rates	Proposed Increases	Proposed 2020-21 Tuition Rates	Proposed 2020-21 Percentage Increase
UG Resident- Cohort Prior to 2017-18	\$4,365	\$0	\$4,365	0%
UG Resident- Cohort 2017-18 through 2019-20	\$4,452	\$0	\$4,452	0%
UG Resident-Cohort 2020-21 and after	\$4,452	\$134	\$4,586	3%
UG Nonresident	\$20,729	\$0	\$20,729	0%
GR Resident	\$4,749	\$0	\$4,749	0%
GR Nonresident	\$17,898	\$0	\$17,898	0%
Dental	\$29,944	\$0	\$29,944	0%
Medical	\$20,252	\$0	\$20,252	0%



# Tuition Differentials

## College of Business

- Masters of Business Administration and Masters of Accounting proposing annual increase of \$450 per academic year
- Masters of Science in Sustainable Tourism and Hospitality proposing a new tuition differential of \$2,700 per academic year

## College of Health & Human Performance

- Masters of Science in Athletic Training proposing a new tuition differential increase of \$2,280 per academic year



# Master of Business Administration (MBA) / Master of Accounting (MSA) / Master of Science in Sustainable Tourism and Hospitality (MS-STH)

- MBA/MSA proposing \$450 tuition differential increase based on 18 annual student credit hours
- MS-STH proposing a new tuition differential of \$2,700 per academic year
- Includes 7 certificate programs in the COB (Business Analytics, Hospitality Management, Management Information Systems, Marketing, Project Management, Supply Chain Management and Sustainable Tourism) that enroll in these courses
- Generates \$347,500 in revenue
- Revenues will be used for student scholarships, assistantships and support as well as graduate office personnel, operations, marketing, and promotional activities

# Masters of Science in Athletic Training

- \$2,280 annual increase requested
- Generates \$68,400 in revenue
- Revenues will be used for programmatic costs to enhance delivery, student supplies, uniform costs, professional memberships, student research and faculty-mentored research, and administrative costs to ensure program maintenance and accreditation

# 2020-21 Fee Increase Proposal

- Total fee income proposal of \$77

	Current Annual Fee	2020-21 Proposed Annual Change	2020-21 Proposed Annual Fee
Athletics	\$773	\$50	\$823
Education and Technology	\$403	\$10	\$413
Student Center Operations	\$288	\$17	\$305

# Athletics Fee

- \$50 increase
- Generates \$1,025,000 in revenue
  - Equal to 2.23% of total expenditures for inflationary increases in operating budgets, salaries and benefits, and recruiting to be more competitive with our peers
- Current fee is 11<sup>th</sup> lowest in the UNC-System

# UNC System Comparison

	2019-20	% of Revenue from Student Fee (2017-18)
Fayetteville State University	\$ 768	95.6%
Winston Salem State University	\$ 780	83.4%
UNC - Pembroke	\$ 772	78.4%
UNC - Charlotte	\$ 824	77.7%
Elizabeth City State University	\$ 899	76.9%
North Carolina Central University	\$ 847	65.4%
UNC - Greensboro	\$ 780	64.1%
North Carolina A & T State University	\$ 870	60.7%
UNC - Wilmington	\$ 775	57.9%
Western Carolina University	\$ 782	52.9%
Appalachian State University	\$ 783	45.6%
East Carolina University	\$ 773	42.4%
UNC - Asheville	\$ 855	38.4%
North Carolina State University **	\$ 232	7.6%
UNC - Chapel Hill **	\$ 279	7.2%
North Carolina School of the Arts	\$ -	0.0%

\*\*These two schools have access to ACC revenues, large football and basketball revenues, and a large, well developed donor pool.

# Athletic Fee History

ATHLETIC FEE		
Academic Year	Rate	Increase
2010-2011	526.00	30.00
2011-2012	566.00	40.00
2012-2013	601.00	35.00
2013-2014	631.00	30.00
2014-2015	631.00	-
2015-2016	661.00	30.00
2016-2017	696.00	35.00
2017-2018	723.00	27.00
2018-2019	723.00	-
2019-2020	773.00	50.00

# Education and Technology Fee

- \$10 increase
- Generates \$250,000 in revenue
- Funds will be one component of a multi-year sustainable plan for network
- Current fee is 14<sup>th</sup> lowest in the UNC-System

# Student Centers Operations

- \$17 increase
- Generates \$348,500 in revenue
- Additional revenues will be used for operational costs for the two student centers, including personnel
- The new student center is double the square footage of Mendenhall Student Center





# UNC System- Tuition and Fee Comparison 2019-20 Undergraduate

Undergraduate- Resident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
UNC School of the Arts	\$ 6,497	\$ 2,414	\$ 8,911	3	1
NC State University	\$ 6,535	\$ 2,360	\$ 8,895	2	2
UNC-Chapel Hill	\$ 7,019	\$ 1,731	\$ 8,750	1	3
UNC Greensboro	\$ 4,422	\$ 2,865	\$ 7,287	6	4
Appalachian State University	\$ 4,242	\$ 2,977	\$ 7,219	7	5
UNC Asheville	\$ 4,122	\$ 2,966	\$ 7,088	8	6
UNC Wilmington	\$ 4,443	\$ 2,633	\$ 7,076	5	7
<b>East Carolina University</b>	<b>\$ 4,452</b>	<b>\$ 2,616</b>	<b>\$ 7,068</b>	<b>4</b>	<b>8</b>
UNC Charlotte	\$ 3,812	\$ 3,093	\$ 6,905	9	9
NC A&T State University	\$ 3,540	\$ 3,010	\$ 6,550	11	10
NC Central University	\$ 3,728	\$ 2,689	\$ 6,417	10	11
Winston-Salem State University	\$ 3,401	\$ 2,462	\$ 5,863	12	12
Fayetteville State University	\$ 2,982	\$ 2,327	\$ 5,309	13	13
Western Carolina University	\$ 1,000	\$ 2,825	\$ 3,825	14	14
UNC Pembroke	\$ 1,000	\$ 2,489	\$ 3,489	14	15
Elizabeth City State University	\$ 1,000	\$ 2,259	\$ 3,259	14	16

Ranked High to Low

Undergraduate- Nonresident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
UNC-Chapel Hill	\$ 34,198	\$ 1,731	\$ 35,929	1	1
NC State University	\$ 26,654	\$ 2,360	\$ 29,014	2	2
UNC School of the Arts	\$ 22,640	\$ 2,414	\$ 25,054	3	3
UNC Asheville	\$ 21,470	\$ 2,966	\$ 24,436	4	4
<b>East Carolina University</b>	<b>\$ 20,729</b>	<b>\$ 2,616</b>	<b>\$ 23,345</b>	<b>5</b>	<b>5</b>
UNC Greensboro	\$ 19,581	\$ 2,865	\$ 22,446	6	6
Appalachian State University	\$ 19,049	\$ 2,977	\$ 22,026	7	7
UNC Wilmington	\$ 18,508	\$ 2,633	\$ 21,141	8	8
UNC Charlotte	\$ 17,246	\$ 3,093	\$ 20,339	9	9
NC A&T State University	\$ 17,050	\$ 3,010	\$ 20,060	10	10
NC Central University	\$ 16,435	\$ 2,689	\$ 19,124	11	11
Fayetteville State University	\$ 14,590	\$ 2,327	\$ 16,917	12	12
Winston-Salem State University	\$ 13,648	\$ 2,462	\$ 16,110	13	13
Western Carolina University	\$ 5,000	\$ 2,825	\$ 7,825	14	14
UNC Pembroke	\$ 5,000	\$ 2,489	\$ 7,489	14	15
Elizabeth City State University	\$ 5,000	\$ 2,259	\$ 7,259	14	16

Ranked High to Low



# UNC System- Tuition and Fee Comparison 2019-20 Graduate

Graduate- Resident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
UNC-Chapel Hill	\$ 10,552	\$ 1,731	\$ 12,283	1	1
NC State University	\$ 9,095	\$ 2,360	\$ 11,455	2	2
UNC School of the Arts	\$ 8,796	\$ 2,414	\$ 11,210	3	3
UNC Greensboro	\$ 5,219	\$ 2,865	\$ 8,084	4	4
UNC Asheville	\$ 4,914	\$ 2,966	\$ 7,880	5	5
Appalachian State University	\$ 4,839	\$ 2,977	\$ 7,816	6	6
NC A&T State University	\$ 4,745	\$ 3,010	\$ 7,755	8	7
UNC Charlotte	\$ 4,337	\$ 3,093	\$ 7,430	12	8
NC Central University	\$ 4,740	\$ 2,689	\$ 7,429	9	9
<b>East Carolina University</b>	<b>\$ 4,749</b>	<b>\$ 2,616</b>	<b>\$ 7,365</b>	<b>7</b>	<b>10</b>
UNC Wilmington	\$ 4,719	\$ 2,633	\$ 7,352	10	11
Western Carolina University	\$ 4,435	\$ 2,825	\$ 7,260	11	12
UNC Pembroke	\$ 4,280	\$ 2,489	\$ 6,769	13	13
Winston-Salem State University	\$ 3,872	\$ 2,462	\$ 6,334	14	14
Fayetteville State University	\$ 3,438	\$ 2,327	\$ 5,765	15	15
Elizabeth City State University	\$ 3,375	\$ 2,259	\$ 5,634	16	16

Ranked High to Low

Graduate- Nonresident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
UNC-Chapel Hill	\$ 28,278	\$ 1,731	\$ 30,009	1	1
NC State University	\$ 26,421	\$ 2,360	\$ 28,781	2	2
UNC School of the Arts	\$ 22,803	\$ 2,414	\$ 25,217	3	3
UNC Asheville	\$ 21,236	\$ 2,966	\$ 24,202	4	4
UNC Greensboro	\$ 18,937	\$ 2,865	\$ 21,802	5	5
Appalachian State University	\$ 18,271	\$ 2,977	\$ 21,248	7	6
UNC Wilmington	\$ 18,548	\$ 2,633	\$ 21,181	6	7
UNC Charlotte	\$ 17,771	\$ 3,093	\$ 20,864	9	8
NC A&T State University	\$ 17,545	\$ 3,010	\$ 20,555	11	9
<b>East Carolina University</b>	<b>\$ 17,898</b>	<b>\$ 2,616</b>	<b>\$ 20,514</b>	<b>8</b>	<b>10</b>
NC Central University	\$ 17,694	\$ 2,689	\$ 20,383	10	11
UNC Pembroke	\$ 16,343	\$ 2,489	\$ 18,832	13	12
Elizabeth City State University	\$ 16,437	\$ 2,259	\$ 18,696	12	13
Western Carolina University	\$ 14,842	\$ 2,825	\$ 17,667	14	14
Fayetteville State University	\$ 14,503	\$ 2,327	\$ 16,830	15	15
Winston-Salem State University	\$ 13,987	\$ 2,462	\$ 16,449	16	16

Ranked High to Low



# Peers Tuition and Fee Comparison 2018-19

## Undergraduate

Undergraduate- Resident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
Northern Illinois University	\$ 9,466	\$ 5,165	\$ 14,631	7	1
Virginia Commonwealth University	\$ 12,177	\$ 2,313	\$ 14,490	3	2
Southern Illinois University-Carbondale	\$ 9,255	\$ 5,066	\$ 14,321	8	3
University of South Carolina-Columbia	\$ 12,216	\$ 400	\$ 12,616	1	4
Central Michigan University	\$ 12,093	\$ 450	\$ 12,543	4	5
Western Michigan University	\$ 11,560	\$ 923	\$ 12,483	5	6
Ohio University-Main Campus	\$ 12,192	\$ -	\$ 12,192	2	7
University of Louisville	\$ 11,460	\$ 196	\$ 11,656	6	8
Old Dominion University	\$ 7,029	\$ 3,531	\$ 10,560	15	9
University at Buffalo	\$ 6,870	\$ 3,229	\$ 10,099	16	10
University of Missouri-Kansas City	\$ 8,514	\$ 1,453	\$ 9,967	10	11
Texas Tech University	\$ 6,576	\$ 2,504	\$ 9,080	17	12
East Tennessee State University	\$ 7,080	\$ 1,855	\$ 8,935	14	13
Wright State University-Main Campus	\$ 8,861	\$ -	\$ 8,861	9	14
University of North Dakota	\$ 7,224	\$ 1,471	\$ 8,695	12	15
University of Southern Mississippi	\$ 8,514	\$ 110	\$ 8,624	10	16
University of Nevada-Reno	\$ 7,140	\$ 774	\$ 7,914	13	17
<b>East Carolina University</b>	<b>\$ 4,452</b>	<b>\$ 2,736</b>	<b>\$ 7,188</b>	<b>19</b>	<b>18</b>
Florida International University	\$ 4,721	\$ 1,835	\$ 6,556	18	19

Ranked High to Low

Undergraduate- Nonresident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
Virginia Commonwealth University	\$ 32,825	\$ 2,973	\$ 35,798	2	1
University of South Carolina-Columbia	\$ 32,898	\$ 400	\$ 33,298	1	2
Old Dominion University	\$ 25,404	\$ 4,056	\$ 29,460	4	3
Southern Illinois University-Carbondale	\$ 23,138	\$ 5,066	\$ 28,204	8	4
University at Buffalo	\$ 24,540	\$ 3,229	\$ 27,769	6	5
University of Louisville	\$ 27,082	\$ 196	\$ 27,278	3	6
East Tennessee State University	\$ 25,344	\$ 1,855	\$ 27,199	5	7
University of Missouri-Kansas City	\$ 23,550	\$ 1,453	\$ 25,003	7	8
<b>East Carolina University</b>	<b>\$ 20,729</b>	<b>\$ 2,736</b>	<b>\$ 23,465</b>	<b>12</b>	<b>9</b>
Central Michigan University	\$ 22,881	\$ 450	\$ 23,331	9	10
University of Nevada-Reno	\$ 21,612	\$ 774	\$ 22,386	11	11
Ohio University-Main Campus	\$ 21,656	\$ -	\$ 21,656	10	12
University of North Dakota	\$ 19,288	\$ 1,471	\$ 20,759	13	13
Texas Tech University	\$ 16,536	\$ 2,504	\$ 19,040	15	14
Florida International University	\$ 16,529	\$ 2,425	\$ 18,954	16	15
Wright State University-Main Campus	\$ 18,005	\$ -	\$ 18,005	14	16
Western Michigan University	\$ 14,450	\$ 923	\$ 15,373	17	17
Northern Illinois University	\$ 9,466	\$ 5,165	\$ 14,631	19	18
University of Southern Mississippi	\$ 10,514	\$ 110	\$ 10,624	18	19

Ranked High to Low



# Peers Tuition and Fee Comparison 2018-19

## Graduate

Graduate- Resident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
Western Michigan University	\$ 15,638	\$ 923	\$ 16,561	1	1
Southern Illinois University-Carbondale	\$ 11,268	\$ 4,358	\$ 15,626	8	2
Virginia Commonwealth University	\$ 12,217	\$ 2,279	\$ 14,496	6	3
Northern Illinois University	\$ 11,904	\$ 2,503	\$ 14,407	7	4
Wright State University-Main Campus	\$ 14,298	\$ -	\$ 14,298	2	5
University of South Carolina-Columbia	\$ 13,650	\$ 400	\$ 14,050	3	6
Central Michigan University	\$ 13,354	\$ 450	\$ 13,804	4	7
University at Buffalo	\$ 11,090	\$ 2,615	\$ 13,705	9	8
University of Louisville	\$ 12,684	\$ 196	\$ 12,880	5	9
Old Dominion University	\$ 9,727	\$ 2,825	\$ 12,552	10	10
Florida International University	\$ 8,912	\$ 2,185	\$ 11,097	13	11
University of Missouri-Kansas City	\$ 9,238	\$ 1,367	\$ 10,605	12	12
East Tennessee State University	\$ 8,460	\$ 1,855	\$ 10,315	15	13
Ohio University-Main Campus	\$ 9,444	\$ 276	\$ 9,720	11	14
University of North Dakota	\$ 8,226	\$ 1,471	\$ 9,697	16	15
University of Southern Mississippi	\$ 8,514	\$ 110	\$ 8,624	14	16
Texas Tech University	\$ 5,832	\$ 2,183	\$ 8,015	17	17
<b>East Carolina University</b>	<b>\$ 4,749</b>	<b>\$ 2,736</b>	<b>\$ 7,485</b>	<b>19</b>	<b>18</b>
University of Nevada-Reno	\$ 4,950	\$ 625	\$ 5,575	18	19

Ranked High to Low

Graduate- Nonresident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
Southern Illinois University-Carbondale	\$ 28,170	\$ 4,358	\$ 32,528	4	1
Old Dominion University	\$ 28,435	\$ 3,245	\$ 31,680	3	2
Western Michigan University	\$ 29,569	\$ 923	\$ 30,492	1	3
University of South Carolina-Columbia	\$ 29,196	\$ 400	\$ 29,596	2	4
Virginia Commonwealth University	\$ 25,032	\$ 2,939	\$ 27,971	6	5
University of Louisville	\$ 26,454	\$ 196	\$ 26,650	5	6
East Tennessee State University	\$ 23,598	\$ 1,855	\$ 25,453	9	7
University at Buffalo	\$ 22,650	\$ 2,615	\$ 25,265	10	8
University of Missouri-Kansas City	\$ 23,849	\$ 1,367	\$ 25,216	8	9
Wright State University-Main Campus	\$ 24,286	\$ -	\$ 24,286	7	10
Florida International University	\$ 21,393	\$ 2,809	\$ 24,202	12	11
University of North Dakota	\$ 21,964	\$ 1,471	\$ 23,435	11	12
<b>East Carolina University</b>	<b>\$ 17,898</b>	<b>\$ 2,736</b>	<b>\$ 20,634</b>	<b>15</b>	<b>13</b>
University of Nevada-Reno	\$ 19,422	\$ 625	\$ 20,047	13	14
Central Michigan University	\$ 18,964	\$ 450	\$ 19,414	14	15
Ohio University-Main Campus	\$ 17,436	\$ 276	\$ 17,712	16	16
Texas Tech University	\$ 13,302	\$ 2,183	\$ 15,485	17	17
Northern Illinois University	\$ 11,904	\$ 2,503	\$ 14,407	18	18
University of Southern Mississippi	\$ 10,514	\$ 110	\$ 10,624	19	19

Ranked High to Low

# UNC System- Fee Comparison

## 2019-20

UNIVERSITY	Student Activity Fee	Rank	Athletic Fee	Rank	Student Health Fee	Rank	Educational And Technology Fee	Rank	Safety Fee	Rank	Total General Fees	Rank	Debt Service Fee	Rank	Total General Fees and Debt Service	Rank	Transit Fee	Rank
UNC - Charlotte	650	10	824	5	247	13	622	2	30		2,373	4	720	1	3,093	1	155	5
North Carolina A & T State University	714	4	870	2	339	5	469	8	30		2,422	2	588	4	3,010	2	81	11
Appalachian State University	659	9	783	6	325	6	576	3	30		2,373	4	604	3	2,977	3	160	3
UNC - Asheville	792	1	855	3	368	4	527	7	30		2,572	1	394	10	2,966	4	77	12
UNC - Greensboro	577	12	780	8	310	9	461	9	30		2,158	11	707	2	2,865	5	103	9
Western Carolina University	632	11	782	7	314	7	544	4	30		2,302	6	523	7	2,825	6	123	6
North Carolina Central University	501	15	847	4	313	8	428	12	30		2,119	12	570	6	2,689	7	86	10
UNC - Wilmington	699	6	775	10	219	15	535	6	30		2,257	8	376	11	2,633	8	104	8
<b>East Carolina University</b>	<b>702</b>	<b>5</b>	<b>773</b>	<b>11</b>	<b>263</b>	<b>12</b>	<b>403</b>	<b>14</b>	<b>30</b>		<b>2,171</b>	<b>10</b>	<b>445</b>	<b>8</b>	<b>2,616</b>	<b>9</b>	<b>158</b>	<b>4</b>
UNC - Pembroke	698	7	772	12	205	16	544	5	30		2,249	9	240	13	2,489	10	0	
Winston Salem State University	546	14	780	8	267	10	416	13	30		2,039	13	423	9	2,462	11	55	13
UNC School of the Arts	748	2	-	16	882	1	754	1	30		2,414	3	-	15	2,414	12	121	7
North Carolina State University	679	8	232	15	407	2	439	11	30		1,788	15	572	5	2,360	13	205	2
Fayetteville State University	565	13	768	13	247	13	382	15	30		1,992	14	335	12	2,327	14	0	
Elizabeth City State University	738	3	899	1	265	11	326	16	30		2,259	7	-	15	2,259	15	0	
UNC - Chapel Hill	394	16	279	14	400	3	442	10	30		1,546	16	186	14	1,731	16	205	1
Ranked High to Low																		

# Housing, Dining, and Parking

- Housing
  - 3% increase for renovated residence halls
  - Provides an hourly rate increase for students workers, repairs and renovations, and expected increases for commodities and utilities
- Dining
  - 2.23% increase for on-campus meal plans
  - 5.31% average increase for off-campus meal plans
  - Offset increased food costs, employee benefits, and additional operating cost with new student center dining
- Parking
  - 2% increase for all permits, except garage fees
  - Increased reserved permit to same price as garage permit (\$560 to \$720) – Deans, AVCs, VCs

# 1Card Proposal

- \$5 increase to card replacement fee to \$20
- Similar to other UNC System 1Card Programs

Card Type	ECU	UNC Chapel Hill	UNC Charlotte	UNC Wilmington	UNC Greensboro	NC State
Replacement	\$15.00	\$20.00	\$20.00	\$20.00	20.00	\$20.00

- Generates approximately \$10,000 per year in revenue to support:
  - Option to link card to bank account
  - Identification card for voter ID
  - Expansion of Bounty Bucks to off campus merchants
  - Upgraded card reader technology

# Recommendations

- SGA Assembly Resolution
  - SGA supported tuition and all fee proposals, except athletics and housing
- Tuition and Fee Committee
  - Supports all tuition and fee proposals
- Interim Chancellor
  - Supports Tuition and Fee Committee recommendation



# Action Item

- Move that Board approve all tuition and fee increases as proposed

## East Carolina University

### EXECUTIVE SUMMARY ECU 2020-2021 Tuition/Fee Proposal

This report provides the ECU Board of Trustees with tuition and fee recommendations for Academic Year 2020-21. These recommendations conform to guidance provided by the Board of Governors (BOG).

#### **I. Process**

The annual tuition and fee increase process occurred on campus in October. We were able to obtain appropriate input and comply with the guidelines provided by Board of Governors (BOG). The process began with the establishment of the Campus Tuition and Fee Committee (CTFC).

Committee participants included:

Akpan, Uduak: Faculty Budget  
Anderson, Angela R.: Academic Affairs  
Coleman, Stephanie: Budget & Athletics  
Fried, Morgan: SGA Treasurer  
Gemperline, Paul: Graduate School  
Hardy, Virginia: Student Affairs  
Johnson, Colin: SGA President  
Locklear, Christopher: Chancellor Office  
Mitchelson, Ron: Academic Affairs  
Phelps, Nancy: Budget  
Popke, Jeff: Faculty Senate  
Rixon, Kris: Graduate Student  
Thorndike, Sara: Admin and Finance  
Vanderpool, Gary: Health Sciences  
Westbrook, Bettie: Financial Aid

Three Committee meetings were held in October. The CTFC reviewed current tuition and fee policies and guidance from System Office and the Board of Governors, past rates and increases, peer institution tuition and fees, and discussed approaches to tuition and fees for the 2020-21 year.

Two student forums were conducted by the Student Government Association to inform students of the proposed increases and to receive feedback. These forums were streamed live on Facebook Live. The fee increase proposals were presented to the SGA Assembly for their recommendations and streamed live through Facebook Live. The SGA Assembly passed a resolution [Attachment 1] in support of the Education and Technology (\$10), Student Centers Operations (\$17) and the nonmandatory fees for dining, parking, and 1Card. They did not support the Athletics fee of \$50 nor the housing proposal due to concerns related to a long-term sustainability plan for Athletics.

The CTFC recommended all of the requested tuition and fee increases to the Interim Chancellor, including the: Athletics (\$50), Education and Technology (\$10), and Student Centers Operations (\$17). The Committee supported SGA's concerns regarding the long-term sustainability of the athletics' budget and growing dependence upon student fees. The Committee recommended that the Chancellor establish and charge a committee that includes representation from students, faculty, staff, administration, donors, and the community to study and develop a long-term sustainability plan so recommendations can be made prior to the start of the 2021-2022 tuition and fee proposal process.

As in past years, we believe our process exceeds the standards for student input set forth by the BOG.

## **II. Background**

The UNC Board of Governors tuition and fee guidelines [Attachment 2] issued on September 25<sup>th</sup> provide parameters for setting tuition and fee rates for the 2020-21 year. Tuition increases for resident undergraduate students are allowed up to 3%. Increases for undergraduate nonresidents and all graduate students are allowed and should be market driven and reflect the full cost of providing a quality education. No increases for undergraduate non-resident or graduate tuition are being requested. The 2016 budget bill enacted a fixed tuition rate for first-time full time resident undergraduates and new transfer students that remain continuously enrolled for eight consecutive semesters or the equivalent number of remaining semesters for transfer students. The fixed rate was first effective for Fall 2016 admits. Additionally, consistent with the statutory requirements from 2016, mandatory fee increases that are charged to all students shall not exceed 3%.

Increase proposals for mandatory fees (Athletics, Education and Technology, and Student Centers Operations) are presented below for BOT consideration for the 2020-21 year.

In addition to mandatory fees (those that all students pay), we are recommending tuition and fee changes in this year's proposal that are charged only to students who are participating in a specific program or activity.

Use of revenues generated with the proposed tuition and fee increases are described below.

## **III. Tuition Increase Proposals**

### **Undergraduate Resident**

Proposing a 3% increase (\$134) [Attachment 3] for incoming students beginning with Fall 2020. This increase will generate approximately \$830,000. The revenues will be spent on degree completion scholarships (\$50,000), property insurance (\$500,000), and network refresh (\$280,000).

### **Professional Tuition Differential**

College of Business and College of Health and Human Performance are requesting tuition differentials.

College of Business has requested an increase of \$450 for the Masters of Business Administration (MBA) and Masters of Accountancy (MSA). College of Business is proposing a new tuition differential for the Masters of Sustainable Tourism and Hospitality program of \$2,700. The proposal also includes stand-alone certificate programs within the College of Business. [Attachment 4]

The College of Health and Human Performance is requesting a new annual tuition differential of \$2,280 for the Master of Science in Athletic Training. [Attachment 5]

## **IV. Fee Proposals**

Mandatory fee increases are proposed for Athletics (\$50), Education and Technology (\$10), and Student Centers Operations (\$17). The proposed fee increases total \$77 for 2020-21.

The net increase is 2.94%, which is less than the 3% statutory maximum. Attachment 6 shows all required fees. The details for the proposed increases are in Attachment 7.

The projected increased revenues in Athletics are estimated to be about \$1,025,000. The projected revenues will be used to reduce the annual Athletics operating shortfall. [Attachment 7]

The Education and Technology fee should generate about \$250,000 in new revenues. The projected revenues will be used for network infrastructure. [Attachment 7]

Student Centers Operations projected increased revenues are about \$348,500. The increased revenues will be used for the building operating costs for the Main Campus and Health Sciences Student Centers. [Attachment 7]

We are also proposing the following changes to miscellaneous charges.

#### **V. Other Miscellaneous Charges and Special Fees**

The One Card Office is requesting a \$5 increase for the replacement card fee. [Attachment 8]

Housing is requesting a rate increase of 3% for renovated residence halls. [Attachment 9]

Dining is requesting an average increase of 2.23% for mandatory meal plans and an average of 5.31% for optional meal plans. [Attachment 10]

Parking is proposing a 2% increase for all permits, except for garage and reserved permits. Increases range from \$1 to \$8 annually. There are different permit prices based on proximity zones. Parking is requesting an increase of \$160 for reserved permits to match the current garage permit price. [Attachment 11]

#### **VI. Generated Tuition and Fee Revenue in Relation to the ECU Total Budget**

From 2014-15 to 2018-19, student tuition revenue increased from approximately \$118 million, 13.7% of total revenues, to roughly \$127 million, or 13.4% of total revenues. [Attachment 12, two pages] Mandatory student fees increased from \$47 million, 5% of total revenues, to about \$60 million, 6% in 2018-19. [Attachment 12] Total revenue generated from tuition and mandatory fees in 2014-15 was about \$165 million, or 19.2%, and approximately \$187 million, or 19.7% in 2018-19.

During this same time, state appropriations increased from almost \$273 million to about \$312 million. Both years generated around 32% of revenues. This \$39 million increase in appropriations is the net change after all increases and decreases, and includes legislative salary and benefit increases.

#### **VII. Financial Aid**

Attachment 13 shows the number and proportion of students who receive financial aid and the total and average debt for graduating students and all students. The proportion of students receiving financial aid has been relatively constant over the last five years.

#### **VIII. ECU Tuition Comparisons with UNC-System and Peer Institutions**

*UNC-System Institution comparisons:*

Attachment 14 provides data on all tuition and fees for all UNC-system universities for Academic Year 19-20. With respect to tuition, ECU ranks 4<sup>th</sup> in the system. When fees are included, ECU ranks 8<sup>th</sup> for undergraduate residents.

Attachment 15 illustrates mandatory student fees for all UNC-system universities. ECU ranks in the middle of the system overall. In most individual categories, ECU's fees rank in the lower quartile.

*National peer university comparisons:*

All UNC-system schools have a BOG-approved list of peer universities. Attachment 16 provides tuition and fees data for all our peer schools for the fiscal year 2018-19. Data was obtained from IPEDS and lags by one academic year. Our undergraduate and graduate resident tuition and fees are 2<sup>nd</sup> from the bottom, undergraduate non-residents is ranked 9<sup>th</sup> and graduate non-residents is 13<sup>th</sup>.

On Attachment 17, we provide a comparison of our out-of-state tuition and fees to in-state and out-of-state tuition and fees for students at representative universities in New Jersey, Maryland, South Carolina, West Virginia and Virginia. With the exception of Towson University, our out-of-state rate is less than all other out-of-state rates. As has historically been the case, our out-of-state rate is greater than the in-state rates for these schools. When looking at total cost of attendance, the difference narrows considerably.

**IX. Other**

In Attachment 18, we have provided some additional information.

STUDENT ASSEMBLY OF THE EAST CAROLINA UNIVERSITY  
STUDENT GOVERNMENT ASSOCIATION

4<sup>th</sup> SESSION, 2019-2020

ASSEMBLY RESOLUTION 4-03

**A RESOLUTION**

To Express The Position Of The Student  
Government Association Of East Carolina  
University On The 2020-2021 Proposed Tuition  
and Fee Increases

**Primary Sponsor:** President Johnson  
**Cosponsor(s):** \_\_\_\_\_  
**First Reading:** October 23, 2019  
**Referred to:** Rules Suspended  
**Second Reading:** October 23, 2019

1 *Be it resolved by the Student Assembly of the Student Government Association of East Carolina*  
2 *University,*

3  
4 **SECTION 1. SHORT TITLE**

5  
6 *This Resolution may be cited as the “2020-2021 Tuition & Fee Resolution.”*

7  
8 **SECTION 2. UNDERGRADUATE RESIDENT TUITION INCREASE**

9  
10 **WHEREAS,** The University of North Carolina System released guidance for the campus-  
11 initiated tuition and fee increase process in late September, and;

12  
13 **WHEREAS,** that guidance calls for student input to be solicited and considered in the decision-  
14 making process, and;

15  
16 **WHEREAS,** that guidance allows a maximum 3% increase for undergraduate resident tuition,  
17 allows increases in undergraduate nonresident tuition, and allows increases in  
18 graduate resident and nonresident tuition, and;

19  
20 **WHEREAS,** an undergraduate resident tuition increase in the amount of 3% or approximately  
21 \$134 was proposed by the campus tuition and fee committee, and;

22  
23 **WHEREAS,** this increase would bring the total undergraduate resident tuition cost to  
24 approximately \$4,586 for the 2020-2021 academic year, and;

25  
26 **WHEREAS,** tuition receipts contribute to the general fund of East Carolina University which  
27 benefits the overall operation and educational instruction of students, and;

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**WHEREAS,** this undergraduate resident tuition increase will specifically be spent on degree completion scholarships, property insurance increases, and a network refresh, and;  
**WHEREAS,** these expenditures directly relate to the operational needs of the university to deliver a quality education to students, and;

**WHEREAS,** the fixed tuition program guarantees current students eight consecutive semesters of education at a fixed tuition rate, and;

**WHEREAS,** this increase will not affect the majority of current students, and;

**WHEREAS,** the Student Government Association of East Carolina University exists to provide the voice of the student body to the university administration on all student issues, and;

**WHEREAS,** the Student Assembly has heard presentations on these proposals, and;

**WHEREAS,** the Student Assembly has investigated these proposals and debated their merit.

*Now, therefore, be it,*

**RESOLVED,** the Student Government Association of East Carolina University **supports** the increase of the undergraduate resident tuition in the amount of **\$134**.

**SECTION 3. ATHLETICS FEE INCREASE**

**WHEREAS,** East Carolina University is allowed to raise mandatory fees by a statutory limit of 3% annually, and;

**WHEREAS,** the combined maximum limit of 3% equates to approximately \$78, and;

**WHEREAS,** increases in the Athletics Fee, the Educational and Technology Fee, and the Student Center Operations Fee have all been proposed totaling \$77, and;

**WHEREAS,** the Athletics Fee exists to provide funds for intercollegiate athletic programs and for the maintenance and operations of athletic facilities, and;

**WHEREAS,** the Athletics Fee is \$773 during the 2019-2020 academic year, and;

**WHEREAS,** the Athletics Fee has been proposed to increase by \$50 for the 2020-2021 academic year, and;

**WHEREAS,** this increase would bring the Athletics Fee to \$823 for the 2020-2021 academic year, and;

74  
75 **WHEREAS**, recently in the 2019-2020 academic year the Athletics Fee was increased by \$50,  
76 and;  
77  
78 **WHEREAS**, student fees currently account for 44% of the total Athletics Department budget,  
79 and;  
80  
81 **WHEREAS**, the Athletics Department has seen an operational deficit since FY 2016, and;  
82  
83 **WHEREAS**, the operational shortfall from FY 2018-2019 totaled \$6.2M and capital and other  
84 non-recurring expenditures totaled \$4.0M, and;  
85  
86 **WHEREAS**, the Athletics Department does not project a breakeven point in the budget in the  
87 near future and will continue to operate at a net loss of over \$4.0M in FY 2022,  
88 and;  
89  
90 **WHEREAS**, this unbalanced budget places a financial strain on other areas of the university,  
91 including auxiliary departments such as housing, dining, parking, and others, and;  
92  
93 **WHEREAS**, athletics projections do not indicate substantial increases in revenue from ticket  
94 sales or private giving, and;  
95  
96 **WHEREAS**, private giving support has declined substantially since FY 2018 as a result of the  
97 expected opening of the TowneBank Tower, and;  
98  
99 **WHEREAS**, no budget plan for Athletics has been presented which indicates a lessening in  
100 student fees, a reduction in expenditures, or a substantial increase in other revenue  
101 streams, and;  
102  
103 **WHEREAS**, students at-large have questioned the relative value of athletics to each have to pay  
104 a fee totaling \$773, and;  
105  
106 **WHEREAS**, it is not fair for students to pay the cost of a ballooning athletics budget as a  
107 consequence of decisions made by university administrators.  
108  
109 *Now, therefore, be it,*  
110  
111 **RESOLVED**, the Student Government Association of East Carolina University **objects to the**  
112 increase of the Athletics Fee in any amount, and;  
113  
114 *Be it, further,*  
115  
116 **RESOLVED**, the Student Government Association of East Carolina University urges that the  
117 Chancellor and the East Carolina University Board of Trustees amend their  
118 proposals to reject an increase in the Athletics Fee to match the voice and concern  
119 of students, and;



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*Be it, further,*

**RESOLVED**, the Student Government Association of East Carolina University urges the Athletics Department to alter its fiscal plans to substantially reduce or eliminate its operational shortfall to reduce the excessive financial burden on students and the university.

**SECTION 4. EDUCATIONAL AND TECHNOLOGY FEE INCREASE**

**WHEREAS**, the Educational and Technology Fee exists to provide for specialized instructional supplies and services and for scientific and information technology equipment, and;

**WHEREAS**, the Educational and Technology Fee is \$403 during the 2019-2020 academic year, and;

**WHEREAS**, the Educational and Technology Fee has been proposed to increase by \$10 for the 2020-2021 academic year, and;

**WHEREAS**, this increase would bring the Educational and Technology Fee to \$413 for the 2020-2021 academic year, and;

**WHEREAS**, 2019-2020 academic year the Educational and Technology Fee was increased by \$8, and;

**WHEREAS**, with a net drop in enrollment, the previous Educational and Technology Fee increase did not generate substantial revenue to support student learning, and;

**WHEREAS**, significant need has been demonstrated to budget for a network refresh, as well as to transition to a new learning management system (i.e. Canvas), and to support new and relevant software technology contracts.

*Now, therefore, be it,*

**RESOLVED**, the Student Government Association of East Carolina University **supports** the increase of the Educational and Technology Fee in the amount of **\$10**.

**SECTION 5. STUDENT CENTER OPERATIONS FEE INCREASE**

**WHEREAS**, the Student Center Operations Fee exists to provide funds for nonacademic student services and for the maintenance and operation of facilities used in conjunction with those services, including funds to operate the student unions, and;

165 **WHEREAS**, the Student Center Operations Fee is \$288 during the 2019-2020 academic year,  
166 and;

167  
168 **WHEREAS**, the Student Center Operations Fee has been proposed to increase by \$17 for the  
169 2020-2021 academic year, and;

170  
171 **WHEREAS**, this increase would bring the Student Center Operations Fee to \$305 for the 2020-  
172 2021 academic year, and;

173  
174 **WHEREAS**, the increase in the Student Center Operations Fee is consistent with the planned  
175 increase of \$25 per year for three years, however, last year only an \$8 increase  
176 was approved, and;

177  
178 **WHEREAS**, increased costs associated with the opening of two new facilities in the past three  
179 years necessitates additional revenue.

180  
181 *Now, therefore, be it,*

182  
183 **RESOLVED**, the Student Government Association of East Carolina University **supports** the  
184 increase of the Student Center Operations Fee in the amount of \$17.

185  
186 **SECTION 6. HOUSING AND DINING FEE INCREASES**

187  
188 **WHEREAS**, housing and dining are auxiliary services which are self-supporting and charge  
189 students who use those services and are not considered mandatory fees, and;

190  
191 **WHEREAS**, housing is requesting a 3% increase for the renovated residence hall rates only,  
192 and;

193  
194 **WHEREAS**, the housing increase is meant to provide support for renovations and repairs, to  
195 cover expected increases in commodities and utilities costs, to provide for an  
196 hourly wage increase for student employees, and to generate additional funding to  
197 offset the budgetary shortfalls of the Athletics Department, and;

198  
199 **WHEREAS**, dining is requesting an approximately 2% increase for required resident meal  
200 plans, and;

201  
202 **WHEREAS**, dining is requesting an approximately 7% increase for non-resident meal plans,  
203 and;

204  
205 **WHEREAS**, the dining increase is meant to support rising salaries and benefits for employees,  
206 to cover the increased operational costs of retail outlets, to support Athletics in the  
207 development and implementation of a training table for student athletes, and to  
208 replenish the capital fund to plan for future renovations.

209  
210 *Now, therefore, be it,*

211  
212 **RESOLVED**, the Student Government Association of East Carolina University **objects** to the  
213 increase of the housing rates, and;

214  
215 *Be it, further,*

216  
217 **RESOLVED**, the Student Government Association of East Carolina University expresses the  
218 opinion that housing increases should not be used to support the budgetary  
219 shortfall of Athletics, and;

220  
221 *Be it, further,*

222  
223 **RESOLVED**, the Student Government Association of East Carolina University **supports** the  
224 increase of the dining rates as presented.

225  
226 **SECTION 7. PARKING AND 1CARD FEE INCREASES.**

227  
228 **WHEREAS**, parking is an auxiliary service which is self-supporting and charges all who utilize  
229 parking on campus and therefore is not considered a mandatory fee, and;

230  
231 **WHEREAS**, Parking is requesting a 2% increase for all permit prices except the garage and  
232 reserved permits, and;

233  
234 **WHEREAS**, Parking is requesting an approximately 29% increase for the reserved permit price  
235 to match the price of the garage permit, and;

236  
237 **WHEREAS**, the parking increases are meant to cover general expense inflation, expected salary  
238 increases, and planned construction of additional parking, and;

239  
240 **WHEREAS**, the 1Card Office is requesting a \$5 increase to the card replacement fee, and;

241  
242 **WHEREAS**, the card replacement fee would increase to \$20, and;

243  
244 **WHEREAS**, this increase would support the ability for the 1Card to be linked to a bank account  
245 and to be used as a North Carolina voter identification, and it would support the  
246 replacement costs of new card readers and safety upgrades.

247  
248 *Now, therefore, be it,*

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250 **RESOLVED**, the Student Government Association of East Carolina University **supports** the  
251 increase of the parking permit prices as presented, and;

252  
253 *Be it, further,*

254  
255 **RESOLVED**, the Student Government Association of East Carolina University **supports** the  
256 increase of the 1Card replacement fee to **\$20**.

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**SECTION 8. DATE EFFECTIVE.**

This Resolution shall be effective upon its passage by a majority affirmative vote of the Student Assembly and its signing by the Student Body President.

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**Final Vote:**

**I hereby certify that this Resolution was read and adopted in the Student Assembly of the East Carolina University Student Government Association, this 23rd day of October, 2019.**

X   
\_\_\_\_\_  
Morgan Estes, Speaker of the Student Assembly


**WITNESSED:**

X   
\_\_\_\_\_  
Noah S. Shuler, Student Body Secretary

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Action Taken by the President: (ENACTED) (VETOED)

**I hereby signify my approval of this Resolution as adopted by the Student Assembly of the East Carolina University Student Government Association, this 23rd day of October, 2019.**

X   
\_\_\_\_\_  
Colin Johnson, Student Body President



September 25, 2019

**MEMORANDUM**

TO: Chancellors  
Chiefs of Staff  
Chief Academic Officers  
Chief Financial Officers

FROM: Clinton P. Carter 

SUBJECT: Proposals for 2020-21 Campus-Initiated Tuition and Fee Adjustments

**Overview**

Interim President Bill Roper and the Board of Governors are committed to maintaining accessibility and affordability of higher education for all North Carolinians. The constituent institutions are encouraged to identify reductions to tuition and fees for resident undergraduates where possible.

Attached are guidelines for your use in submitting requests for changes in tuition and fee rates, effective for the Fall Term 2020. Campus proposals will be reviewed by the president and his staff and presented to the Board in January and will be considered for approval at their March meeting. The guidance outlined in this memo is based on recommendations of the president and the Board, the UNC policy 1000.1.1 – *Establishing Tuition and Fees* (Attachment 1), and a special provision enacted by the 2016 General Assembly related to fees.

**Undergraduate Tuition**

- **Increases are allowed for resident students.** For 2020-21, an increase up to 3% will be considered for resident undergraduate students. Combined tuition and fee rates for undergraduate residents shall continue to remain in the bottom quartile of an institution’s public peers. ***Please note that any undergraduate resident tuition increase request is subject to Board approval.***
- **Increases are allowed for nonresident students.** Campuses should continue to follow the traditional process for recommending campus-initiated tuition increases for nonresident undergraduate students. Combined rates for these students should be market driven and reflect the full cost of providing a quality education. In addition, a goal of each campus should be setting nonresident rates at or above the third quartile of each institution’s public peers.

***Graduate and Professional School Tuition***

The Board of Governors will consider school-based tuition rates for graduate and professional programs that have been approved by the Board of Governors. Institutions must use the Board's tuition and fee policy as a guideline in developing recommendations for establishing graduate and professional school tuition rates. The tuition and fee policy states, "Graduate and professional schools shall continue to establish rates consistent with each program's unique market and academic requirements." Tuition for graduate and professional students will be set with an emphasis on maintaining and increasing the excellence of the institution's graduate and professional programs, as well as ensuring access. Please do not submit requests for tuition increases for graduate programs that have not been previously approved by the Board of Governors.

***NC Promise Institutions (ECSU, UNCP, and WCU)***

The 2016 General Assembly set up a tuition buy-down program for ECSU, UNCP, and WCU that began with the 2018-19 academic year. The 2020-21 tuition for undergraduate residents will be \$500 per semester and \$2,500 per semester for undergraduate nonresidents. The cost of the foregone tuition receipts will be offset by an appropriation to increase the UNC budget. The NC Promise institutions may request an increase to the rate that is used to calculate the buy-down appropriation.

**ALL TUITION INCREASE PROPOSALS MUST BE ACCOMPANIED BY A DETAILED JUSTIFICATION ON THE USE OF THE INCREASED FUNDS.**

***Mandatory Fees (including debt service fees)***

In accordance with UNC Board policy, the Board of Governors is responsible for establishing fees at the constituent institutions of the UNC System consistent with the philosophy set forth in the North Carolina Constitution. Fees will be charged only for limited, dedicated purposes and shall not be used to defray the cost of general academic and administrative operations of campuses, including academic programs and faculty and administrative salaries and benefits.

All fee increase proposals must be accompanied by an expenditure plan showing how the additional revenues are critically important for the fee-supported activity, including a description of why alternative sources or expenditure reductions are insufficient for addressing the needs of the fee-supported activity. In approving proposed fee increases submitted by the institutions, the Board will make every effort to keep fees for students as low as possible while providing revenues needed to support the purposes for which the fees are charged. Consistent with the statutory requirements enacted by the 2016 General Assembly, the total maximum allowable percentage increase is 3% for mandatory student fees that are charged to all students and approved by the Board.

Debt service fees are applicable to all students and reflect the cost of servicing debt at the coverage levels required in Board resolutions and other documents authorizing the debt. Requests for debt service fee increases must be accompanied by an expenditure plan showing how the additional revenues will directly offset the debt service of the associated self-liquidating project. Additionally, the debt service fee increase should be presented with a detailed justification outlining the self-liquidating project that it supports.

## Attachment 2

### ***Special Fees***

The number of special fees (applicable to students engaged in particular activities or course of study) has increased tremendously during the past decade; therefore, the recommendation is that no special fee increases or establishment of new special fees be allowed for 2020-21.

### ***Application Fees***

Application fees shall be established for each institution. Any proposed change in application fees must be submitted for review and approval by the Board.

### ***Student Involvement and Use of Funds***

Tuition and fee proposals must be accompanied by the *Student Involvement in Tuition and Fee Setting Process* form (Attachment 2). Additional information from your institution supporting your student involvement may also be transmitted with your tuition and fee package.

### ***Attachments***

Please see below for a list of attachments needed for completion of the tuition and fee cycle for the 2020-21 academic year.

### ***Completion Date***

We appreciate your efforts in providing the requested information. Tuition and fee packages are due by **Friday, December 6, 2019**. In addition to any correspondence sent to the UNC System Office, please email the Excel workbook of your tuition and fee package to Karen Russell ([ktr@northcarolina.edu](mailto:ktr@northcarolina.edu)). Campus summary information must also be entered into the NCHED web-based system.

Please contact Karen Russell at 919-962-4606 if you have any questions about the process.

Thank you for your assistance.

Att. 1: BOG Policy Establishing Tuition and Fees – UNC Policy Manual 1000.1.1

Att. 2: Student Involvement in the Tuition and Fee Setting Process

Other Attachments: Excel Workbook Supporting Tuition and Fee Requests  
NCHED Tuition and Fees User Manual (for data entry into web-based system)  
*(emailed separately to the Budget Officers)*

cc: Interim President Bill Roper  
Interim Chief of Staff and Senior Vice President Chris McClure  
Vice President Lindsay McCollum Farling  
Senior Vice President Kim van Noort

### **Establishing Tuition and Fees**

*The General Assembly shall provide that the benefits of The University of North Carolina and other public institutions of higher education, as far as practicable, be extended to the people of the State free of expense. – North Carolina Constitution, Article IX, Section 9*

#### **I. Establishing Tuition**

This citation from the North Carolina Constitution sets the parameters for establishing resident tuition rates at the constituent institutions of The University of North Carolina. The constitutional provisions for setting tuition are codified in General Statute 116-11(7), which states, in part, *"The Board (of Governors) shall set tuition and required fees at the institutions, not inconsistent with actions of the General Assembly."* This statute governed the setting of tuition rates for both resident and nonresident students from 1971 through 1999 during which time the Board of Governors recommended no tuition increases except as required by statute. This policy outlines the framework to be followed by the Board in establishing tuition levels for constituent institutions,<sup>1</sup> commencing with academic year 2003-2004. Tuition is charged to students enrolled in academic programs during regular terms, summer sessions or through off-campus distance instruction and is used to partially defray the costs of general academic and administrative operations of campuses, including academic programs and faculty and administrative salaries and benefits.

##### **1. Board-initiated Tuition Rates**

###### **A. Undergraduate Tuition – General Policy**

The appropriate tuition policy at the undergraduate level encourages students to pursue academic and intellectual interests without regard to program costs. Accordingly, no difference in tuition between undergraduate programs will occur within an institution, and there will be only minimal differences in undergraduate tuition among campuses in similar institutional categories as defined by the Board to reflect both varying missions and contrasting costs of education. Deviation in undergraduate tuition among campuses in different institutional categories will be based upon institutional offerings and will be reasonable.

###### **B. Graduate and Professional Tuition – General Policy**

The Board will attempt to extend the principle that tuition be set as low as practicable to graduate and professional students as well as those at the undergraduate level. The financial structure and educational purposes of graduate and professional education, however, are sufficiently different from undergraduate education that distinct tuition policies at the graduate and professional level will be permitted. The application of what is "practicable" varies by level of instruction for a number of reasons, and those differences will be reflected in the tuition policies associated with each.

The Board will apply Article IX, Section 9 of the North Carolina Constitution to graduate and professional level students but with the realization that the costs, sources of funds and purposes of graduate and professional education are materially different from undergraduate education. Tuition for graduate and professional students will be set with an

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<sup>1</sup>Consistent with G.S. 116-143, no tuition or fees may be charged to students in the high school program at the North Carolina School of Science and Mathematics. Service charges may be established consistent with Section II.2. below.



understanding that tuition revenues may be needed to maintain and increase the excellence of the University's graduate and professional programs. In setting tuition rates, the Board will consider the need to provide access to these programs for students irrespective of their financial capacity as well as the desire to attract and retain the best students to serve North Carolina's needs in each field.

C. Tuition for Nonresident Students - General Policy

Under General Statute 116-144, the Board of Governors is required to set tuition rates for nonresident students at levels "*...higher than the rates charged residents of North Carolina and comparable to the rates charged nonresident students by comparable public institutions nationwide. . . .*" In complying with the statute, the Board will set tuition for nonresident students after considering the results of a review of rates set by comparable public institutions nationwide. The Board will further consider the need for tuition remissions for nonresident graduate students when setting tuition rates and tuition remission policies.

D. Process for Setting Board-initiated Tuition Rates

- i. Proposed increases in general tuition rates are to be recommended by the President for consideration by the Board. The President will seek counsel from University Chancellors and a committee of campus representatives appointed by each chancellor, before making the recommendations for tuition changes. The committee of campus representatives appointed by each chancellor will include students.
- ii. The President, the chancellors and the committee of campus representatives will consider a number of factors in deciding whether to recommend changes to general tuition rates in any given year. After the President recommends any action to the Board of Governors, the Board will also consider those factors, which include:
  - a. Availability of State general fund revenue to maintain quality and access within the campuses of the University of North Carolina;
  - b. Evidence of institutional efforts to manage costs through increases in productivity, budget flexibility, and/or efficiency improvements;
  - c. Analysis of the impact of tuition and fee charges on student access to the campuses of the University of North Carolina as measured by the college-going rate and other metrics so as not to limit access to the University;
  - d. Changes in various price and income indices (e.g., North Carolina per capita personal income, Consumer Price Index, Higher Education Price Index);
  - e. The current level of student charges (tuition, fees, room and board) at UNC institutions and whether campuses have proposed campus or program tuition differentials for the budget period that would be in addition to general increases in tuition;
  - f. Analysis of student indebtedness levels within the University, viewed in the context of student attrition rates;

g. Availability of financial aid and tuition remission and amount of unmet need. Financial aid should be reviewed in the context of the different missions of the institutions, the diverse capacities of the institutions to provide financial assistance and the contrasting needs of students attending the institutions.

iii. In academic years ending in odd numbers (e.g., June 30, 2003, the long session of the General Assembly), the Board will act by October of the preceding year or when it adopts its biennial budget request to establish the University's general tuition rates for the next academic year. This timing allows Board action on tuition to be incorporated into the University's budget request as part of its overall financing plan. In academic years ending in even numbers when the Board prepares a supplemental budget request, the Board will set Board-initiated tuition rates in conjunction with its establishment of campus-initiated tuition rates.

## 2. Campus-initiated Tuition Rates

A. Campuses may request increases in tuition to provide revenue for specific purposes and programs. Revenue generated from a campus-initiated change in tuition rates will be accounted for in the budget of the originating campus and transferred within the institution by the chancellor in accordance with the priorities identified in the approved campus proposal.

### B. Undergraduate Tuition

The Board recognizes that campuses may experience circumstances that suggest that an across-the-board change in undergraduate tuition may be needed at one or more institutions. In the event that circumstances lead a campus or campuses to the conclusion that a change in undergraduate tuition rates is needed, campuses are permitted to bring proposals for undergraduate tuition changes before the Board for its consideration. Campuses wishing to submit requests for undergraduate tuition changes will conduct a process that includes consultation with participation by students. A campus will consider the following factors when creating an undergraduate tuition proposal.

i. Availability of State general fund revenue to maintain quality and access within the campuses of the University of North Carolina;

ii. Evidence of institutional efforts to manage costs through increases in productivity, budget flexibility, and/or efficiency improvements;

iii. Analysis of the impact of tuition and fee charges on student access to the campuses of the University of North Carolina as measured by the college-going rate and other metrics so as not to limit access to the University;

iv. Changes in various price and income indices (e.g., North Carolina per capita personal income, Consumer Price Index, Higher Education Price Index);

v. The current level of student charges (tuition, fees, room and board) at UNC institutions and whether campuses have proposed campus or program tuition differentials for the budget period that would be in addition to general increases in tuition;

- vi. Analysis of student indebtedness levels within the University, viewed in the context of student attrition rates;
- vii. Availability of financial aid and tuition remission and amount of unmet need. Financial aid should be reviewed in the context of the different missions of the institutions, the diverse capacities of the institutions to provide financial assistance and the contrasting needs of students attending the institutions.
- viii. A plan for the intended use of additional tuition receipts (e.g., needed improvements to the educational program, funding for competitive salary increases, financial aid, etc.)

### 3. Graduate and Professional Tuition

The Board of Governors will permit individual campuses to initiate requests for Board approval of different base or program tuition rates at the graduate and professional level. If a campus explores the possibility of developing such a request, it will present evidence to ensure that students in the affected graduate and/or professional programs have been consulted. Tuition for graduate and professional students will be set with an emphasis on maintaining and increasing the excellence of the campus' graduate and professional programs as well as ensuring access. To the extent possible, there should be full tuition remission for graduate assistants to improve a campus' competitiveness in recruiting and retaining highly qualified nonresident graduate students.

In reviewing potential criteria to recommend as a basis for deciding when specific graduate or professional tuition differentials may be appropriate at a particular institution, a flexible policy framework that allows judgments to be reached based on a number of factors is preferable either to cost-based formulas or to discipline or program typologies that treat all academic or professional programs the same. In particular, a flexible approach based on the unique factors associated with specific programs is desirable because of the potential mix of graduate and professional programs that one may find within any given school or college; e.g., a professional school may offer a Ph.D. program in addition to one or more professional degree programs. Therefore, the campuses will consider the following factors in developing graduate and professional school tuition proposals.

- A. The anticipated impact of a proposed change on program quality;
- B. The projected impact of a proposed change in tuition on access for North Carolina residents;
- C. The availability of student financial aid for students with economic need and of tuition remission;
- D. The extent to which current and prospective students can afford possible increases in tuition;
- E. The relationship of projected tuition revenue to institutional and/or program costs;
- F. Tuition and fees, net of remissions and waivers, charged by peer institutions or programs, as compared to tuition and fees, net of remissions, at the UNC institution or program (the public subsidy received by students at public institutions or programs in the peer set,

including the UNC institution or program in question, will also be identified as part of the comparison);

G. A plan for the intended use of additional tuition receipts (e.g., needed improvements to the educational program, funding for competitive salary increases, financial aid, etc.); and

H. Assistantships or grant support for graduate students;

I. Analysis of student indebtedness levels within the University.

#### 4. Timing and Review of Board Action

The Board will act by February of each year, or as soon as possible thereafter, to establish the University's campus-initiated tuition rates for the next academic year. Setting campus-initiated tuition rates by February will permit students and their families to know in early spring what their tuition charges for the fall semester will be, assuming consistency between the actions of the Board of Governors and the General Assembly. Moreover, an institution is required to submit a one-time report at the end of the first full biennium following an approved campus-initiated tuition rate increase in order to confirm that the additional revenues were used as the Board intended in approving the campus request. This will ensure the accountability of a campus for its tuition proposals as well as enable the Board to maintain the University's accountability to the State.

#### 5. Tuition Requests in Context of Long Range Plans

All proposals for campus-based tuition increases will include the campus' plan for other tuition increases for a prospective period of five years, including the year of the current application.

#### 6. Individual Consideration of Campus Request

The Board will review each campus-based tuition request on an individual basis, within the context of the University's long range plan, the need for Board-initiated tuition increases, the state's economic environment, and the financial impact on students. The Board is obligated to exercise its discretion in granting, modifying or denying a campus request.

## II. Establishing Fees.

The Board of Governors is responsible for establishing fees at the constituent institutions of the University consistent with the philosophy set forth in the North Carolina constitution. Fees will be charged only for limited, dedicated purposes and shall not be used to defray the costs of general academic and administrative operations of campuses, including academic programs and faculty and administrative salaries and benefits. Consistent with the above citation, the Board will make every effort to keep fees for students as low as possible while providing the revenues needed to support the purposes for which the fees are charged.

Each year, the Board establishes the fees listed below. All fees established shall be based upon the recommendation of the chancellor, the institutional Board of Trustees, and following his or her review, the President. Excluding the application fee charged to prospective students, all fees set by the Board are annual fees. Once an annual fee has been established, semester rates, summer rates, and part-time rates shall be established by the President. It is the policy of the Board to act no later than February of each year to establish fees for the following fall semester.

1. Although the General Assembly provides for most of the instructional costs of institutions through State appropriations, institutions traditionally rely entirely on student fees to finance a number of activities, services, and facilities. Institutional Boards of Trustees are required to weight the benefits of the activity, facility or service against the fee required to provide financial support. Orientation sessions for the Boards of Trustees will regularly include discussions of the process followed when establishing student fees.

A. Application Fee. An application fee shall be established for each institution. Specific programs within an institution may require an application fee different from the fee charged for most students and the Board may set different fees according to program needs.

B. General Fees. Fees generally applicable to all students shall be established by the Board of Governors. Four general fees are authorized: athletic fees, health services fees, student activity fees, and educational and technology fees.

C. Fees Related to the Retirement of Debt Incurred for Capital Projects. Fees generally applicable to all students that provide revenues for the retirement of debt shall be fixed by the Board of Governors at the time of the borrowing. Indebtedness fees may not include components for operations and maintenance but shall reflect the cost of servicing the debt at the coverage levels required in Board resolutions and other documents authorizing the debt. Changes in fees required subsequent to the issuance of the debt may be approved by the President upon the request of the chancellor. Indebtedness fees expire when the related debt is retired.

D. Special Fees. Fees applicable only to students engaged in particular activities or courses of study shall be established by the Board of Governors when needed. These fees will not be used to provide general academic revenues that will be provided for from campus-initiated tuition increases.

2. Each chancellor is authorized to establish miscellaneous service charges for such items as transcripts, diplomas, caps & gowns, special examinations, late registrations, and replacement of I.D. cards. A schedule of such charges shall be filed with the President prior to the beginning of each school year.<sup>2</sup>

3. The process for establishing fees shall be as follows:

A. In academic years ending in odd numbers (e.g., June 30, 2003, prior to the short session of the General Assembly in 2004), the process shall be initiated at the beginning of the fall semester and contain the following steps.

i. The Vice President for Finance shall issue instructions to the campus chancellors calling for them to initiate a review of fees.

ii. Each chancellor shall establish a fee review committee with representatives of all aspects of campus life, including, but not limited to, representatives from Business Affairs, Student Affairs, the Financial Aid Office, and the student body. The Committee shall conduct a complete review of student fees from a zero-based budgeting

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<sup>2</sup>The Chancellor of the North Carolina School of Science and Mathematics shall transmit by July 1 of each year a schedule of service charges at that institution for approval by the President.

perspective and shall make recommendations to the chancellor for establishing fees effective with the upcoming fall semester. The review will include an examination of alternative resources, including available institutional reserves, to determine if other funding is available to provide the services in lieu of establishing the fee. The review will include a reassessment of the existing operating methods to ensure that operations are performed in a cost-effective manner. If the committee determines that an increase in a fee is needed, the committee shall attempt to decrease another fee so that the total cost of education for students does not increase. In order to ensure that all students are able to meet the increased cost of education, the university's financial aid officer, working with the committee, shall determine that sufficient financial aid is available, from whatever sources are possible.

iii. The chancellor shall review the recommendations of the Committee and present recommendations to the Board of Trustees for review and approval. Before a chancellor makes recommendations to the Board of Trustees, the recommendations of the fee review committee will be shared with student government leaders so that students may inform the chancellor of their perspectives on the proposed changes.

iv. The recommendations of the Board of Trustees will be forwarded to the President for review.

v. When the review is completed, the President will present fee recommendations to the Budget and Finance Committee for consideration by the Board of Governors.

Each step in the process shall be an iterative and comprehensive review of the previous step, resulting in changes to the fee recommendations as deemed appropriate.

B. In academic years ending in even numbers (e.g., June 30, 2004, prior to the long session of the General Assembly in 2005), fee increase proposals submitted by the institutional Board of Trustees to the President may be approved by the President if the increase provides only for the following:

i. Additional revenues equal to the amount required for funding compensation increases for fee-supported employees at a level equivalent to the previous years' compensation increases authorized by the General Assembly.

ii. Additional revenues for nonpersonnel items at a level equivalent to increases in the consumer price index.

If a campus requires other changes in fees in academic years ending in even numbers, the process that shall be followed is identical to that followed in academic years ending in odd numbers.

## Student Involvement in Tuition and Fee Setting Process

**Campus Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Campus Administrator Name:** \_\_\_\_\_

**Campus Administrator Title:** \_\_\_\_\_

**Campus Administrator Signature:** \_\_\_\_\_

**Student Body President Name:** \_\_\_\_\_

**Student Body President Signature:** \_\_\_\_\_

### Collaboration

- Tuition and fee committee(s) established.
- Students were represented on the committee(s).
- Student representatives were appointed by the Chancellor in consultation with the Student Body President.
- Committees were co-chaired by the Chief Academic Officer and/or Chief Student Affairs Officer or their designee along with the Student Body President and/or Student Senate President.

### Inclusiveness

- Students on the tuition and fee committees were representative of student constituencies: (for example, in-state, out-of-state, undergraduate, graduate, professional school, distance education, etc.).
- Student involvement throughout the entire tuition and fee setting process.
- Student forums were conducted (at least two, one mid-day and one in the evening).

### Transparency

- Utilization of social media to reach out to students.
- Utilization of university listserv(s) and website.

### Timeliness

- Process initiated and completed consistent with the UNC Policy. (September 1<sup>st</sup> through December 1<sup>st</sup>)

### Accountability

- Inclusion of student involvement form in the institution's tuition and fee request packet submitted to the UNC System Office.

### Additional Information:

**East Carolina University  
Tuition Proposal**

Student Category	Current Tuition Rates	Proposed Increases	Proposed 2020-21 Tuition Rates	Proposed 2020-21 Percentage Increase
UG Resident- Cohort Prior to 2017-18	\$4,365	\$0	\$4,365	0%
UG Resident- Cohort 2017-18 through 2019-20	\$4,452	\$0	\$4,452	0%
UG Resident-Cohort 2020-21 and after	\$4,452	\$134	\$4,586	3%
UG Nonresident	\$20,729	\$0	\$20,729	0%
GR Resident	\$4,749	\$0	\$4,749	0%
GR Nonresident	\$17,898	\$0	\$17,898	0%
Dental	\$29,944	\$0	\$29,944	0%
Medical	\$20,252	\$0	\$20,252	0%



**East Carolina University  
College of Business (COB)**

Master of Business Administration (MBA) / Master of Accounting (MSA) / Master of Science in Sustainable Tourism and Hospitality (MS-STH)

The College of Business currently charges professional school tuition of \$125 per student credit hour for students enrolled in classes in the Master of Business Administration (MBA) and the Master of Science in Accounting (MSA) programs at East Carolina University. The differential revenue is used to support COB graduate programs and graduate students.

In 2015, the School of Hospitality Leadership (SHL) joined the COB, and the MS in Sustainable Tourism was also added. This degree program has transitioned to an online program. In response to industry input, the name has been changed to MS in Sustainable Tourism and Hospitality (MS-STH) enhance the scope of the program. COB is seeking a new tuition differential of \$2,700 for this program.

Additionally, the College of Business established the first School of Entrepreneurship in the region in 2015, made possible by a generous commitment by a Raleigh area entrepreneur, J. Fielding Miller, and his wife, Kim Grice Miller. The Miller School of Entrepreneurship (MSOE) serves as a regional hub for preparing students to infuse an entrepreneurial mindset and skillset into their communities. In fall 2019, the BS in Entrepreneurship was established, and the MSOE anticipates offering graduate courses in the future.

The College is seeking to add graduate courses offered by SHL and MSOE to the professional school tuition and to increase the amount of professional school tuition by \$25 per SCH in AY 2020-2021 to a total of \$150 per SCH. This would treat all graduate students within the COB equally.

We have been charging the tuition differential to any student enrolled in courses with prefixes that are associated with the COB master's degree programs regardless of whether they were enrolled in the master's program. Over time, there has been a change in the certificate programs being an add-on to the master's degree programs compared to the current practice that the certificate can be earned and the student not be in the respective master's program. Our practice has been to charge the differential since the differential tuition is attached to the course. We are expanding this proposal to include all of the certificate programs (7) in the COB consistent with how we are billing. The stand-alone certificates include Business Analytics, Hospitality Management, Management Information Systems, Marketing, Project Management, Supply Chain Management and Sustainable Tourism.

The additional tuition revenue will be allocated to the College and will be used to maintain and improve the quality of all our graduate business programs. In addition to allowing us to retain the advising and career service staff we currently have, the revenue will increase student

success in the classroom and the workplace, reward excellent faculty, provide student financial assistance, and provide for graduate student and graduate program needs. By increasing our scholarship pool, we will be able to attract the best and brightest MBA, MSA, MS-STH students, which will enrich everyone in the program. Additionally, we will be able to fund additional student travel for competitions, conferences, and international experiences.

As detailed below, the additional revenue will be used for:

- Personnel in the COB Graduate Office
- Scholarships and graduate assistantships for incoming students (need-based and merit-based)
- Graduate program operational expenses and student support
- Graduate faculty research support

The COB currently charges professional school tuition on a per-credit-hour basis for students enrolled in any 6000-level ACCT, FINA, MGMT, MIS, MKTG, or OMGT classes. The change would also add 6000-level courses offered in HMGT, SUTO, and ENTR. These classes are for admitted students. We do not permit non-degree students to take these classes except in unusual circumstances.<sup>1</sup>

In the system, UNC-CH, NCSU, UNCC, UNCP, UNCW, UNCG, and ECU charge professional school tuition for graduate business programs. Approved 2019-2020 online tuition rates for students in MBA programs at UNC-System schools that charge professional school tuition are:

<b>Online Tuition &amp; Fees Per Credit Hour (based on 9 hours)</b>				
	<b>In-State Tuition/Fees</b>	<b>Additional Prof School Tuition</b>	<b>Total In-State T&amp;F</b>	<b>Total Out-of-State T&amp;F</b>
<u>UNC-P</u>	\$237.99	\$26.75	\$264.74	\$829.32
<u>ECU</u>	\$249.26	\$125.00	\$374.26	\$1,018.82
<u>UNC-W</u>	\$259.01	\$183.40	\$442.41	\$1,120.31
<u>App St</u>	\$266.51	\$176.00	\$442.51	\$1,101.00
<u>UNC-G</u>	\$299.95	\$200.00	\$499.95	\$1,172.40
<u>NCSU</u>	\$461.88	\$692.00	\$1,153.88	\$2,026.88

<b>F2F Tuition &amp; Fees Per Credit Hour (based on 9 hours)</b>
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<sup>1</sup> These circumstances are: Students admitted to other ECU masters programs with the written permission of their program chair; community college teachers with a master degree seeking to obtain 18 SH of graduate coursework for SACS purposes; and students who already possess an MBA from an AACSB-accredited school who want to take courses to retool. In all cases, the student is limited to a total of 9 SH and must meet all applicable prerequisites.

	<b>In-State Tuition/Fees</b>	<b>Additional Prof School Tuition</b>	<b>Total In-State T&amp;F</b>	<b>Total Out-of-State T&amp;F</b>
<u>UNC-P</u>	\$522.04	\$60.63	\$582.67	\$1,252.85
<u>ECU</u>	\$415.83	\$125.00	\$540.83	\$1,271.33
<u>UNC-W</u>	\$414.27	\$122.22	\$536.49	\$1,304.77
<u>App St</u>	\$444.83	\$200.00	\$644.83	\$1,391.06
<u>UNC-G</u>	\$418.62	\$200.00	\$618.62	\$1,380.73
<u>NCSU</u>	\$648.48	\$784.72	\$1,433.20	\$2,422.70

Our proposed increase for MBA and MSA will add \$450 per academic year (\$25 x 9 SH x 2 semesters) starting the 2020-21 academic year. If approved, our overall graduate business online cost will be less than all schools in the system except for UNCP, and our overall face-to-face cost will be less than all schools in the system except UNCW. This assumes no increase in professional school tuition rates by other schools.

The proposed tuition increase will continue to keep our program competitive from a student cost perspective. The initial imposition of differential tuition did not have an adverse effect on our enrollment. We do not believe the proposed increase will negatively impact our enrollment.

### **Expected Revenue and Budget**

From 2019 -2020 year, including summers, we generated over 13,900 SCH in graduate business courses. With a \$25 increase on 13,900 SCH, additional incremental revenue of \$347,500 will be created. For budget estimation purposes, we will use \$330,000. We propose to spend the revenue in the following manner:

\$ 80,000	Student scholarships, assistantships and support
\$100,000	COB graduate office personnel, operations and fringe, marketing and promotion
\$150,000	Graduate Faculty Retention: Research & course development

The explanation and justification for each of the budget items follows.

### **Student Scholarships, Graduate Assistantships and Support (for targeted incoming students)**

We currently provide a limited number of annual scholarships for incoming graduate business students. These are both need-based and merit-based and are generally awarded for a two-year period. In addition, we provide a limited number of scholarships for high performing continuing students with financial need. With an already large graduate program and the additional of new programs, the number of scholarships and graduate assistantships is

inadequate. The additional funding is proposed to be used to increase the annual scholarship amount and to add to the number of scholarships and assistantships. The scholarships will improve the breadth and quality of our graduate students. This benefits everyone.

### **COB Graduate Office Personnel and Operations**

We have been supporting the graduate program operations from current professional school tuition funds. With the addition of new programs, additional funds are required to maintain the current level of student service and support. These costs include, but are not limited to, support of the COB Center for Student Success, student orientation expenses, graduate student events, supplies and materials, attendance at graduate fairs, brochures and flyers, office expenses, marketing, promotional and branding items.

Other UNC programs that charge professional school tuition pay for all or some of their graduate office personnel from their professional school tuition funding.

### **Graduate Faculty Retention**

The market for business faculty is very tight. A recent CUPA salary survey conducted by Academic Affairs revealed that the average ECUCOB tenure track faculty member salary is \$25,000 below University-identified peers. Each year we lose several high performing faculty members, most moving to positions paying much more than they make at ECU. An excellent graduate program is dependent on excellent faculty. To retain these faculty, we must provide research support that competes with what they can find elsewhere. These funds will also support the development of new courses and programming.

### **Student Feedback**

In preparation for this request, the COB Graduate Program Office informally discussed the need with students during normal office operations. While the general first sentiment was “nobody ever likes to pay more”, the students recognized that the professional school tuition supports beneficial services and opportunities that graduate students in other programs do not have access to.

The overall consensus was that the increases per year was a reasonable increase for the investment in their future.

## **Graduate Tuition Differential Proposal for the Master of Science in Athletic Training**

The Department of Health Education and Promotion (HEP) at East Carolina University is seeking approval to charge differential tuition of \$4,560, equivalent to \$2,280 per student per year or \$1,140 per fall and spring semesters, for students enrolled in the Master of Science in Athletic Training (MSAT) two-year degree program. The MSAT has recently and successfully been approved at ECU and by SACSCOC for substantial revisions such that the MSAT is now a 57 student credit hour entry-level graduate degree program. As part of the Modified Prospectus for Substantive Change document submitted to and recently approved by SACSCOC, we provided a financial analysis of the impact of our major revisions which included our intent to request differential tuition equivalent at the requested rate to the State of North Carolina Board of Governors. This program is intended to be a CAATE accredited program and, upon graduation from the MSAT, students will be eligible to sit for the board of certification (BOC) exam to become Certified Athletic Trainers. We anticipate enrolling our first cohort of students in the second summer session of 2020.

The differential tuition revenues will be used to maximize the quality of the MSAT entry-level program and educational experience for the students while also minimizing additional out of pocket expenses required. The BS in Athletic Training (BSAT) degree program at ECU, an entry-level program, will be discontinued due to our professions decision to move the entry-level degree to the Master's level. Students in the BSAT routinely pay out-of-pocket costs each year for uniform and supplies which average \$465 per student. The old and post-professional MS in Athletic Training program also required previously enrolled graduate students to pay similar out-of-pocket expenses. It is intended that the requested differential tuition will help support the recently approved MSAT entry-level program by minimizing additional out-of-pocket student costs, financing programmatic costs which will enhance program delivery, support faculty-student research, and allow the program to compete with similar MSAT programs in North Carolina and the surrounding region.

### **Justification for the Request for Differential Tuition:**

This request for differential tuition is common and in-line with other entry-level MSAT programs within the state and compared to other allied health care programs at ECU. Within the state of North Carolina, there are currently 7 other MSAT programs who are either starting in summer 2020 and seeking accreditation (n=5; UNCP, UNCC, App State, Western Carolina, & UNCW) or who are already established (n=2; UNCG & High Point University). Table 1 provides an abbreviated financial analysis of the tuition differentials as well as total cost of attendance for the two-year programs. From Table 1, the tuition differential requested for our MSAT program at ECU is in-line with our competitors and the total cost of attendance will also allow the MSAT at ECU to compete with other in-state programs. In comparison to other allied health care programs at ECU, the requested tuition differential is also consistent with these programs: MS in OT is \$34.00; MS in CSDI is \$100.00, Physician's Assistant is \$127.00 per credit. Thus, our requested tuition differential is reasonable and in-line with other allied health care programs at ECU.

**Table 1. Tuition Differential and Total Cost of Attendance for Entry-Level MSAT Programs**

Institution	Institution Type	Program Credits	Tuition Differential (per credit)	Tuition Differential (per year)	Tuition Differential (2 years)	Total Cost of Attendance for 2 years
UNCP	Public	66	NS	\$400.00	\$800.00	\$16,267.37
UNCW	Public	59	NS	\$3,125.00	\$6,250.00	\$19,384.48
UNCC	Public	59	\$0.00	\$0.00	\$0.00	\$20,697.58
ECU	Public	57	\$80.00	\$2,280.00	\$4,560.00	\$22,956.64
Western Carolina	Public	67	NS	\$1,700.00	\$3,400.00	\$23,218.48
App State	Public	66	\$75.00	\$2,475.00	\$4,950.00	\$24,193.65
UNCG	Public	50	\$200.00	NS	NS	\$27,325.65
High Point University	Private	70	N/A	N/A	N/A	\$74,112.00

\*NS = not specified, all data taken from program websites and/or permission to establish documents.

**Expected Revenue and Budget:**

Over the first three years of the entry-level MSAT, we aim to grow our total enrollment from 12 students (first year cohort), to 27 students in year 2 (one cohort of 12 and new cohort of 15) to 30 students in year 3 (two cohorts of 15 students). After year 3, we will aim to reach a full enrollment of 40 students (two cohorts of 20 students). With these projected student enrollments, we based our expected revenues and budget on two cohorts of 15 students (30 total). Based on a total enrollment of 30 students, this equates to \$68,400.00 annually of total revenue: \$1,140.00 for each fall and spring semesters = \$2,280.00 per student annually. Based on these revenues, the annual budget is as follows:

**Programmatic Costs to Enhance Delivery (~30%):**

Differential tuition revenues are necessary to help pay for programmatic costs where examples include but are not limited to: professional seminars (offered multiple times per year with focus on interprofessional education), dedicated computer systems and annual software licenses to be used in courses, annual license for specialized software used for tracking CAATE accreditation outcomes as well as student-logged patient encounters, and annual expendable supplies and capital equipment purchases to support the Athletic Training Teaching Lab used for laboratory courses.

**Student Supplies, Uniform Costs, and Professional Memberships (~28%):**

Revenues used in this category will eliminate out-of-pocket expenses that are currently encumbered by students in the BS in Athletic Training program which include: student supplies and uniform costs, annual membership to the National Athletic Trainers' Association (NATA), and costs of BOC exam and practice analysis materials.

**Student Research and Faculty-Mentored Research (~18%):**

Revenues used in this category will support costs associated with student-led research, including travel to professional conferences to present this research, as well as supporting ATEP faculty actively engaged in research. The approved entry-level MSAT differs from the current BS in Athletic Training degree in that the MSAT requires a capstone research project. Costs associated with students carrying out and presenting this research are covered by these revenues. In addition, the rapidly accelerating landscape of evidence-based practice requires faculty to continue to engage in research relevant to the discipline. Thus, revenues to support research engaged faculty are included here.

**Administrative Costs to Ensure Program Maintenance & Accreditation\* (~24%, \$16,496.00):**

Differential tuition revenues will be applied to items in this category which are essential to maintain accreditation standards and optimize program administration and include: annual accreditation and reaccreditation expenses, costs of athletic training licensure, NATA memberships, and BOC maintenance costs for the 4 MSAT program faculty and other preceptors responsible for the direct supervision of athletic training student clinical experiences, and reimbursement for the clinical coordinator to regularly travel to clinical sites.

\*Program expenses in this category are considered “fixed” whereas expenses in all other categories are scaled based on student enrollment. Thus, we have provided absolute estimates of these administrative costs. As our anticipated enrollment grows to two cohorts of 20 students, the relative % of this category will decrease.

If the expected enrollment for the MSAT is less than the 30 (two cohorts of 15) which we based these expenses on, then the first three categories will be scaled downward accordingly because they are inherently tied to student enrollment. If the enrollment flourishes, these three categories will scale upwards accordingly and any revenues in surplus will be used to: 1) provide student assistance to attend professional meetings and 2) provide increased funds to purchase capital equipment, such as state-of-the-art simulation manikins, which will directly enhance student learning.

With this request for differential tuition for the entry-level MSAT program, we believe that these revenues are essential and will: 1) maximize the quality of the MSAT program and enhance student success, 2) allow for the MSAT to meet and exceed the 2020 CAATE accreditation standards, and 3) allow ECU to distinguish itself from the other entry-level MSAT programs statewide and nationally.

**Student Feedback**

In preparation for the graduate tuition differential request for the Master of Science in Athletic Training (MSAT), student feedback was solicited. The MSAT is anticipated to enroll the first cohort for this recently revised and SACSCOC approved entry-level MSAT in the summer of 2020. Therefore student feedback was solicited from: prospective students who have recently shown interest in the MSAT, prospective students who have already begun the application process for summer 2020 admittance, and students who have recently graduated from the BS in Athletic Training degree at ECU are now currently in graduate school. Students were all contacted by email and the document “Graduate tuition differential request for the Master of Science in Athletic Training” was provided as an attachment for students to review. Students were asked to provide feedback on the request and whether or not they would be supportive of the tuition differential. Students were also asked to provide an explanation for any responses. The following is a summary of the responses.

Overall, student responses to the tuition differential request were supportive and the feedback was informative. In general, students thought that minimizing out of pocket expenses once enrolled into the program was important. The students thought that the tuition differential would also help to create a “better MSAT program all around”. In addition, the feedback also indicated that students would not be adverse to the tuition differential as long as it was transparent how these revenues would be spent. All student responses were clearly supportive of the tuition differential request.

Student feedback that supports the overall summary:

“After reviewing the document it appears that the proposed tuition differentials are fair and will lead to a greater experience for the students enrolled in the MSAT.”

– Prospective student, junior, interested in MSAT for 2021.

“After reviewing the proposal of tuition differential for the MSAT program at ECU, I feel that the fees being proposed are not only completely fair but also the transparency is greatly appreciated....I think the fees proposed are honest and fair in order to create a better MSAT program all around, as well as a better student experience through alternative learning experiences and uniforms/supplies that a student wouldn't necessarily have to pay out of pocket for on top of tuition. Breaking down where the fees will be going to is very transparent and is greatly appreciated at least for me personally as it breaks down a very good estimate of total cost of attendance of the MSAT program at ECU!”

– Prospective student, senior, currently applying to MSAT for summer 2020.

“After looking at the document, I thought the fees seem reasonable....If I was coming into the program I would just want to know why I am paying these fees just so I know where my money is going. I'd be fine paying these fees if it meant not having to pull money out of my pocket throughout the year to renew my NATA membership and buy pieces of my uniform. I know in my grad school our uniform costs are covered both years.”

- ECU BS in Athletic Training Alum '18.

“I have read over the MSAT differential tuition request and am in support of it. While in the BSAT program, as you have stated in the tuition request, I paid out of pocket for my lab supplies, uniform (shirts, sweatshirts, jackets, name tags, etc.), NATA membership, most conferences that I attended (MAATA), and BOC exam. These expenses add up very quickly and during the BSAT program I wondered if there was a way some of these expenses could be covered by the program or included in tuition. I think it is great that the MSAT's research costs and membership costs would be covered under this tuition differential. As I am now an athletic trainer as well, I appreciate that you included the cost of the preceptor's licensure . The preceptors in the BSAT program worked very hard to teach me and have been a great resource for me (during and after my time in the program). It would be great to give back to them by paying their AT licensure fees. Overall, I am in full support of your proposition.”

- ECU BS in Athletic Training Alum '19.

“As a recent graduate of the BS in Athletic Training Education Program and a current graduate student in the MS in Kinesiology – Exercise Physiology program at ECU, I am in full support of the differential tuition charge. Upon reading the proposal, I see the potential benefits students of the MSAT program at ECU would receive through this fee. The out-of-pocket expenses I was responsible for while in the BSAT program felt like a financial burden in order to earn my degree....By having a set tuition differential charge, it would be far easier to budget school-related expenses....If I was a student entering the MSAT program at ECU, I would much prefer having a tuition differential charge rather than being responsible for several separate fees throughout the year.”

- ECU BS in Athletic Training Alum '19.



**East Carolina University  
Fees Paid by All Students**

	Approved Annual Rates for 2019-20	Proposed Changes for 2020-21	Proposed Changes for 2020-21	% increase
<b>General Fees</b>				
SGA	\$ 27.50	\$ -	\$ 27.50	0.00%
Media	30.00	-	30.00	0.00%
Fine Arts	8.00	-	8.00	0.00%
Campus Recreation and Wellness	271.00	-	271.00	0.00%
Minges Operations	6.00	-	6.00	0.00%
Student Activity Programs	71.50	-	71.50	0.00%
Student Centers Operations	288.00	17.00	305.00	5.90%
Athletics Fee	773.00	50.00	823.00	6.47%
Student Health Fee	263.00	-	263.00	0.00%
Education and Technology Fee	403.00	10.00	413.00	2.48%
<b>Total General Fees</b>	<b>\$ 2,141.00</b>	<b>\$ 77.00</b>	<b>\$ 2,218.00</b>	<b>3.60%</b>
<b>Debt Service</b>				
Athletic Facility Debt	\$ 70.00	-	\$ 70.00	0.00%
Student Union Center	375.00	-	375.00	0.00%
<b>Total Debt Service</b>	<b>\$ 445.00</b>	<b>\$ -</b>	<b>\$ 445.00</b>	<b>0.00%</b>
<b>Special Fees</b>				
Campus Safety	<b>\$ 30.00</b>	<b>\$ -</b>	<b>\$ 30.00</b>	<b>0.00%</b>
<b>TOTAL GENERAL STUDENT FEES &amp; DEBT SERVICE</b>	<b>\$ 2,616.00</b>	<b>\$ 77.00</b>	<b>\$ 2,693.00</b>	<b>2.94%</b>
<b>Miscellaneous Charges</b>				
Transit	\$ 158.00	\$ -	\$ 158.00	0.00%
Graduation	12.00	-	12.00	0.00%
Association of Student Governments	1.00	-	1.00	0.00%
<b>Total Miscellaneous Charges paid by all students</b>	<b>\$ 171.00</b>	<b>\$ -</b>	<b>\$ 171.00</b>	<b>0.00%</b>
<b>Total Fees Paid by Each Student</b>	<b>\$ 2,787.00</b>	<b>\$ 77.00</b>	<b>\$ 2,864.00</b>	<b>2.76%</b>

## Fees Charged to all Students

	Current Annual Fee	2020-21 Proposed Annual Change	2020-21 Proposed Annual Fee
Athletics	\$773	\$50	\$823
Education and Technology	\$403	\$10	\$413
Student Centers Operations	\$288	\$17	\$305

Proposed change in annual fees is \$77. Details are below.

- **Athletics \$50 increase**
  - Estimated revenue generated \$1,025,000.
  - Equal to 2.23% of total expenditures for inflationary increases in operating budgets, salaries and benefits, and recruiting to be more competitive with our peers.
  
- **Education and Technology \$10 increase**
  - Estimated revenue generated \$250,000.
  - One component of a multi-year sustainable plan for the network.
  - The ECU network provides critical connectivity and is core to teaching and research. Our state-of-the-art network ensures the transmission and security of our information. In an ever-changing security environment, the tools we use ensure we have 99.9% uptime speed, quality, and multiple layers of protection. The full replacement of our network environment occurs annually over an 8-10-year cycle.
  
- **Student Centers Operations \$17 increase**
  - Estimated revenue generated \$348,500.
  - Additional revenues will be used for operational costs for the two student centers, including personnel.
  - The new student center is double the square footage of Mendenhall Student Center.

## Fees not charged to all students

### Miscellaneous Charges

Miscellaneous Charges	Current Rate	Change Requested	Proposed Rate
One Card replacement Fee	\$ 15.00	\$ 5.00	\$ 20.00

- **One Card replacement fee**

- Current Fee \$15; Proposed increase of \$5; Proposed Fee of \$20
- The purpose of the increase is to align our fee structure with similarly tiered UNC System schools (UNC-Charlotte = \$20.00; UNC-Greensboro= \$20.00; and UNC-Wilmington = \$20.00)
- The increase will generate approximately \$10,000 per year in additional revenue
- The One Card office is requesting an increase of the replacement card fee to support operating costs associated with expanded services and advanced technology. In fiscal year 2019-2020, the following changes in services and technology will impact our operating expenses:
  - Issuance of identification card with capability of linking to bank account
  - Issuance of approved identification card for voter id
  - Expansion of Bounty Bucks spending account to off campus merchants
  - Upgraded card technology to support existing end of life card readers and transition to new card readers
- The current replacement card fee only covers the cost of the cardstock, ribbon, and equipment

## Campus Living Housing Rates

	Current Annual Rate FY 19-20	Proposed 3% Increase for FY 20-21	Increase/year	3% Increase
College Hill Suites (base rate)	\$6,390.00	\$6,590.00	\$200	3%
College Hill Suites Single (4 person suite)	\$7,990.00	\$8,290.00	\$300	
College Hill Suites Double (2 person suite)	\$6,790.00	\$6,990.00	\$200	
College Hill Suites Single (2 person suite)	\$8,390.00	\$8,690.00	\$300	
Scott Hall/Gateway Suites (base rate)	\$6,160.00	\$6,350.00	\$190	3%
Scott/Gateway Suites Double (Private Bath)	\$6,560.00	\$6,750.00	\$190	
Scott/Gateway Suites Single	\$7,760.00	\$8,050.00	\$290	
Scott/Gateway Suites Single (Private Bath)	\$8,160.00	\$8,450.00	\$290	
Scott/Gateway Suites Designated Singles	\$7,360.00	\$7,550.00	\$190	
Renovated Residence Halls* (base rate)	\$5,980.00	\$6,160.00	\$180	3%
Renovated Residence Hall Single	\$7,580.00	\$7,860.00	\$280	
Gateway Residence Hall 5th Floor	\$6,054.00	\$6,240.00	\$186	
Standard Residence Halls** (base rate)	\$5,520.00	\$5,520.00	\$0	0%
Standard Residence Hall - Single	\$7,120.00	\$7,220.00	\$100	
CFJ Designated Singles	\$6,720.00	\$6,820.00	\$100	
Standard Residence Hall - Triple	\$4,446.80	\$4,446.80	\$0	
*Renovated Residence Halls include Fletcher, Tyler, Gateway (Traditional Rooms), White, Clement, Cotten & Greene				2.24% Average
**Standard Residence Halls include Legacy, Jones, Fleming, Jarvis, Umstead & Garrett				

**Justification:** A requested 3% increase for the rate structures of the renovated halls only to help create further financial variance that is more reflective of the actual building conditions. Also, this will generate additional funding that will offset the required payment to help support the budgetary shortfalls for repairs and renovations; provide for a hourly wage increase for student workers; and cover expected increases in commodities and utilities during the coming fiscal year. Estimated revenue generated about \$950,000.

## Campus Living

### Dining Rates

	Current Annual Rate (FY 19-20)	Proposed Annual Rate (FY 20-21)	Proposed Increase for FY 20-21 (\$)	Proposed Increase for FY 20-21 (%)	
<b>Mandatory Meal Plans</b>					
Purple 60 (\$250 Pirate Bucks)	\$3,950	\$4,038	\$88	2.23%	
Purple 40 (\$350 Pirate Bucks)	\$3,950	\$4,038	\$88	2.23%	
Purple 20 (\$450 Pirate Bucks)	\$3,950	\$4,038	\$88	2.23%	<b>Avg Increase %</b>
Purple Flex (\$550 Pirate Bucks)	\$3,950	\$4,038	\$88	2.23%	<b>2.23%</b>

**Justification:** The above fee increase is requested to support Campus Dining increases in Salary & Benefits, the increased operational costs of the various retail outlets including food costs, support of Athletics with development/implementation of a training table, as well as provide funding to replenish the Capital fund to maintain condition of current facilities and prepare for future renovation projects.

	Current Semester Rate (FY 19-20)	Proposed Semester Rate (FY 20-21)	Proposed Increase for FY 20-21 (\$)	Proposed Increase for FY 20-21 (%)	
<b>Optional Meal Plans</b>					
Gold 120 (\$200 Pirate Bucks)**	\$1,025	\$1,095	\$70	6.83%	
Gold 80 (\$250 Pirate Bucks)**	\$835	\$895	\$60	7.19%	
Gold 40 (\$300 Pirate Bucks)**	\$650	\$697	\$47	7.23%	<b>Avg Increase %</b>
Gold 450 (\$450 Pirate Bucks)**	\$450	\$450	\$0	0.00%	<b>5.31%</b>
**Gold Plan rates are listed on a per-semester basis, not annual.					
*Gold Plan rates are driven by retail pricing structure, which has led to a higher increase percentage.					

**East Carolina University  
Department of Parking and Transportation  
Parking Fee Proposal**

**Parking Proposal: 2% increase for all permits, except garage fees and reserved**

- Recommending a 2% increase for all permit fees, except garage fees and reserved
- Increased reserved permit to same price as garage permit (\$560 to \$720) – Deans, AVCs, VCs
- Permit fees will increase \$1 to \$8 per year
- The increase will provide an additional \$65,000 in revenue
- Additional revenue generated will be used to cover legislative salary increases, expense inflation, technology, and expansion
- Must be self-supporting like a business; receives no state funding or tuition dollars
- Must transfer 80% of fine revenues to the State; not a money-making process
- Revenue is realized from permit sales, hourly visitors, and event parking
- Zoned system with cost based on access
- Garages are 5x the cost to construct and operate compared to surface lots

## Permit Fee Schedule FY2020/2021

Permit Type	Usage Group	Estimated Permits Issued	FY 19/20 Annual Fee	FY 19/20 Expected Revenue	FY 20/21	FY 20/21
					Proposal 2% Increase Except Garage; Reserve Fee to equal Garage Rate	Expected Revenue 2% Increase Except Garage and Reserve Rate
<b><u>Faculty/Staff Flat Lot Permits</u></b>						
A1/A3	Faculty/Staff	2200	\$420	\$924,000	\$428	\$941,600
B1/B3	Faculty/Staff	2400	\$210	\$504,000	\$214	\$513,600
<b><u>Resident Student Flat Lot Permits</u></b>						
A2-College Hill Residence Halls	Student	500	\$420	\$210,000	\$428	\$214,000
B2-Main Campus Residence Halls	Student	500	\$210	\$105,000	\$214	\$107,000
D-Off Site Resident Student Parking	Student	900	\$308	\$277,200	\$314	\$282,600
<b><u>Commuting Students</u></b>						
C2-Main Campus-Minges	Student	3000	\$140	\$420,000	\$143	\$429,000
B4-Health Sciences Campus	Student	1650	\$210	\$346,500	\$214	\$353,100
C2A**	Student	400	\$244	\$97,600	\$249	\$99,600
B4A**	Student	125	\$306	\$38,250	\$312	\$39,000
** Commuter Permits during day and A1 Access Evening/Weekends						
<b><u>Miscellaneous Parking Permits</u></b>						
Reserved		50	\$560	\$28,000	\$720	\$36,000
Motorcycle		100	\$67	\$6,700	\$68	\$6,800
MC/with Pkg		50	\$38	\$1,900	\$39	\$1,950
<b><u>Student Center Garage</u></b>						
24/7 Access Students (Evening/Weekend Access Only)	Faculty/Staff	150	\$720	\$108,000	\$720	\$108,000
Students (Commuter C/B4 Day Evening / Weekend Access Only)	Student	50	\$300	\$15,000	\$300	\$15,000
	Student	300	\$400	\$120,000	\$400	\$120,000
<b>TOTAL EXPECTED REVENUE</b>				<b>\$3,202,150</b>		<b>\$3,267,250</b>

\*Reserved permit fee increased to equal garage permit fee

EXPECTED REVENUE INCREASE **\$65,100**

**East Carolina University**  
**Total Revenues by Category (in thousands)**  
**Comparing 2014-15 to 2018-19**

	<b>2014-15*</b>	<b>2018-19**</b>
Tuition	\$ 117,984	\$ 127,092
Mandatory Student Fees	\$ 47,628	\$ 59,889
Other Fees	\$ 7,062	\$ 8,920
Patient Services	\$ 207,302	\$ 213,296
Grants and Contracts	\$ 89,924	\$ 104,995
Sales and Services, Net	\$ 89,430	\$ 90,597
State Appropriations	\$ 273,345	\$ 312,163
Other Revenues (includes non-operating and capital)	\$ 30,667	\$ 32,260
<b>Total Revenues</b>	<b>\$ 863,342</b>	<b>\$ 949,212</b>

**\*Audited**

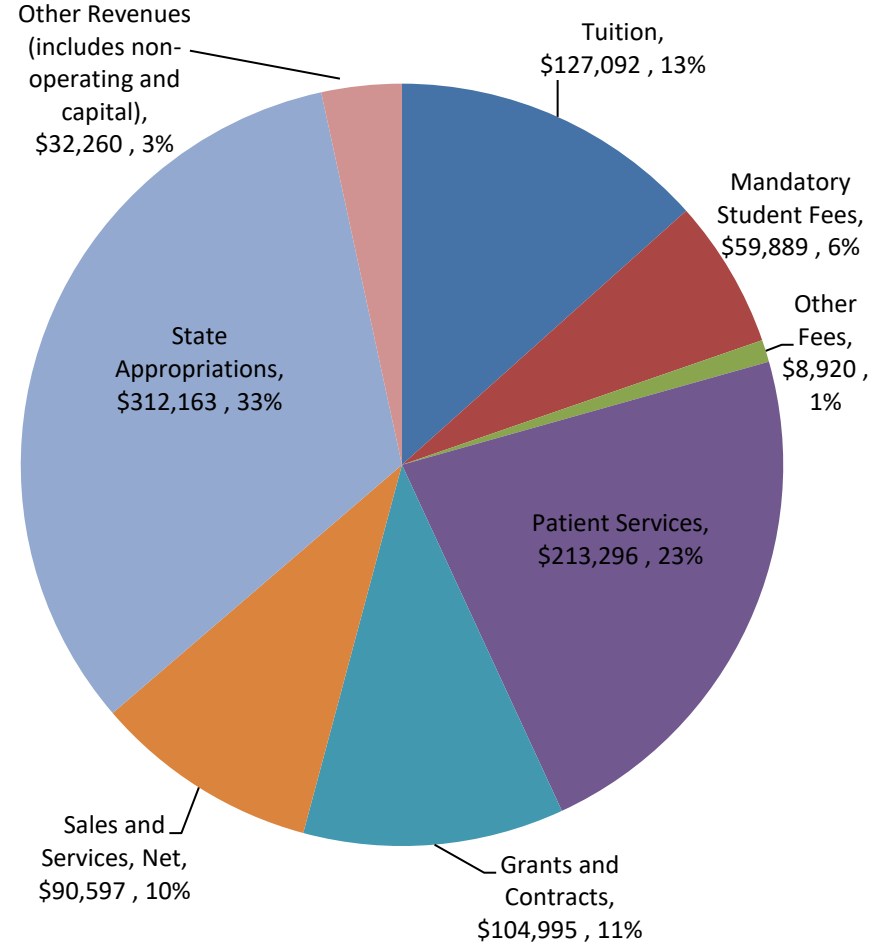
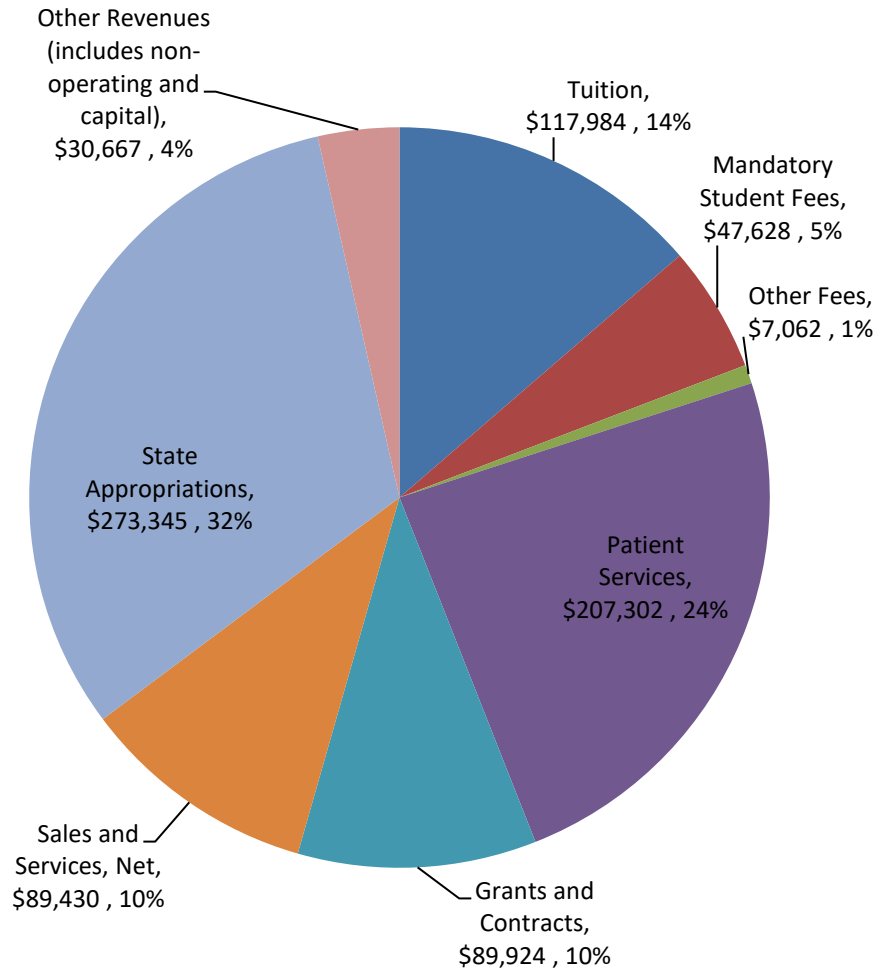
**\*\*Unaudited**



**East Carolina University  
Total Revenues by Category  
Fiscal Years 2015 and 2019**

**2014-2015**

**2018-2019**



In thousands

**East Carolina University**  
**Financial Aid and Debt Load**  
**AY 14-15 through AY 2018-19**

	Resident Students			Non-Resident Students		
	Total Resident Students	Number	Percent	Total Non-Resident Students	Number Receiving	Percent
		Receiving Fin Aid	Receiving Fin Aid		Fin Aid	Receiving Fin Aid
<b>Undergraduates</b>						
AY 2014-15	21,427	14,388	67.1%	2,777	1,809	65.1%
AY 2015-16	21,842	14,606	66.9%	2,891	1,865	64.5%
AY 2016-17	22,468	14,842	66.1%	2,977	1,913	64.3%
AY 2017-18	22,872	15,225	66.6%	2,833	1,825	64.4%
AY 2018-19	22,346	15,442	69.1%	2,850	1,792	62.9%
<b>Graduates</b>						
AY 2014-15	5,093	2,382	46.8%	763	430	56.4%
AY 2015-16	5,085	2,475	48.7%	769	432	56.2%
AY 2016-17	5,998	2,783	46.4%	874	456	52.2%
AY 2017-18	5,858	2,718	46.4%	839	441	52.6%
AY 2018-19	5,865	2,709	46.2%	967	511	52.8%
	All Students *					
<b>All Students</b>						
AY 2014-15	30,060	19,009	63.2%			
AY 2015-16	30,587	19,378	63.4%			
AY 2016-17	32,317	19,994	61.9%			
AY 2017-18	32,402	20,209	62.4%			
AY 2018-19	32,028	20,454	63.9%			

\* All Students is an unduplicated headcount for persons who enrolled for any number of credit hours during fall and spring and summer terms.

**Debt Load of Graduating Students**

Only includes debt that runs through Financial Aid (federal loans and alternate loans). It does NOT include private loans. Graduate debt includes any debt from undergraduate plus any new graduate debt.

	Only Those Students With Debt			Total Number of Graduating Students	Percentage of Graduating Students with Debt
	Number	Dollars	Debt per Student		
AY 2014-15					
Undergraduate	2,356	67,042,918	28,456	6,413	49%
Graduate	764	33,938,592	44,422		
AY 2015-16					
Undergraduate	2,447	70,736,258	28,907	6,290	49%
Graduate	642	29,946,358	46,645		
AY 2016-17					
Undergraduate	2,653	76,158,794	28,707	6,751	50%
Graduate	716	33,559,151	46,870		
AY 2017-18					
Undergraduate	2,531	75,413,912	29,796	6,500	51%
Graduate	762	37,084,225	48,667		
AY 2018-19					
Undergraduate	2,296	73,419,662	31,977	6,690	48%
Graduate	897	39,455,429	43,986		

\* Graduate Debt does not include the MD or the DDS populations of Brody School of Medicine or the School of Dental Medicine populations. Does include the Ph.D.

## Approved Tuition and Fees 2019-20 Comparison for UNC System

Undergraduate- Resident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
UNC School of the Arts	\$ 6,497	\$ 2,414	\$ 8,911	3	1
NC State University	\$ 6,535	\$ 2,360	\$ 8,895	2	2
UNC-Chapel Hill	\$ 7,019	\$ 1,731	\$ 8,750	1	3
UNC Greensboro	\$ 4,422	\$ 2,865	\$ 7,287	6	4
Appalachian State University	\$ 4,242	\$ 2,977	\$ 7,219	7	5
UNC Asheville	\$ 4,122	\$ 2,966	\$ 7,088	8	6
UNC Wilmington	\$ 4,443	\$ 2,633	\$ 7,076	5	7
<b>East Carolina University</b>	<b>\$ 4,452</b>	<b>\$ 2,616</b>	<b>\$ 7,068</b>	<b>4</b>	<b>8</b>
UNC Charlotte	\$ 3,812	\$ 3,093	\$ 6,905	9	9
NC A&T State University	\$ 3,540	\$ 3,010	\$ 6,550	11	10
NC Central University	\$ 3,728	\$ 2,689	\$ 6,417	10	11
Winston-Salem State University	\$ 3,401	\$ 2,462	\$ 5,863	12	12
Fayetteville State University	\$ 2,982	\$ 2,327	\$ 5,309	13	13
Western Carolina University	\$ 1,000	\$ 2,825	\$ 3,825	14	14
UNC Pembroke	\$ 1,000	\$ 2,489	\$ 3,489	14	15
Elizabeth City State University	\$ 1,000	\$ 2,259	\$ 3,259	14	16

Ranked High to Low

Undergraduate- Nonresident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
UNC-Chapel Hill	\$ 34,198	\$ 1,731	\$ 35,929	1	1
NC State University	\$ 26,654	\$ 2,360	\$ 29,014	2	2
UNC School of the Arts	\$ 22,640	\$ 2,414	\$ 25,054	3	3
UNC Asheville	\$ 21,470	\$ 2,966	\$ 24,436	4	4
<b>East Carolina University</b>	<b>\$ 20,729</b>	<b>\$ 2,616</b>	<b>\$ 23,345</b>	<b>5</b>	<b>5</b>
UNC Greensboro	\$ 19,581	\$ 2,865	\$ 22,446	6	6
Appalachian State University	\$ 19,049	\$ 2,977	\$ 22,026	7	7
UNC Wilmington	\$ 18,508	\$ 2,633	\$ 21,141	8	8
UNC Charlotte	\$ 17,246	\$ 3,093	\$ 20,339	9	9
NC A&T State University	\$ 17,050	\$ 3,010	\$ 20,060	10	10
NC Central University	\$ 16,435	\$ 2,689	\$ 19,124	11	11
Fayetteville State University	\$ 14,590	\$ 2,327	\$ 16,917	12	12
Winston-Salem State University	\$ 13,648	\$ 2,462	\$ 16,110	13	13
Western Carolina University	\$ 5,000	\$ 2,825	\$ 7,825	14	14
UNC Pembroke	\$ 5,000	\$ 2,489	\$ 7,489	14	15
Elizabeth City State University	\$ 5,000	\$ 2,259	\$ 7,259	14	16

Ranked High to Low

Graduate- Resident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
UNC-Chapel Hill	\$ 10,552	\$ 1,731	\$ 12,283	1	1
NC State University	\$ 9,095	\$ 2,360	\$ 11,455	2	2
UNC School of the Arts	\$ 8,796	\$ 2,414	\$ 11,210	3	3
UNC Greensboro	\$ 5,219	\$ 2,865	\$ 8,084	4	4
UNC Asheville	\$ 4,914	\$ 2,966	\$ 7,880	5	5
Appalachian State University	\$ 4,839	\$ 2,977	\$ 7,816	6	6
NC A&T State University	\$ 4,745	\$ 3,010	\$ 7,755	8	7
UNC Charlotte	\$ 4,337	\$ 3,093	\$ 7,430	12	8
NC Central University	\$ 4,740	\$ 2,689	\$ 7,429	9	9
<b>East Carolina University</b>	<b>\$ 4,749</b>	<b>\$ 2,616</b>	<b>\$ 7,365</b>	<b>7</b>	<b>10</b>
UNC Wilmington	\$ 4,719	\$ 2,633	\$ 7,352	10	11
Western Carolina University	\$ 4,435	\$ 2,825	\$ 7,260	11	12
UNC Pembroke	\$ 4,280	\$ 2,489	\$ 6,769	13	13
Winston-Salem State University	\$ 3,872	\$ 2,462	\$ 6,334	14	14
Fayetteville State University	\$ 3,438	\$ 2,327	\$ 5,765	15	15
Elizabeth City State University	\$ 3,375	\$ 2,259	\$ 5,634	16	16

Ranked High to Low

Graduate- Nonresident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
UNC-Chapel Hill	\$ 28,278	\$ 1,731	\$ 30,009	1	1
NC State University	\$ 26,421	\$ 2,360	\$ 28,781	2	2
UNC School of the Arts	\$ 22,803	\$ 2,414	\$ 25,217	3	3
UNC Asheville	\$ 21,236	\$ 2,966	\$ 24,202	4	4
UNC Greensboro	\$ 18,937	\$ 2,865	\$ 21,802	5	5
Appalachian State University	\$ 18,271	\$ 2,977	\$ 21,248	7	6
UNC Wilmington	\$ 18,548	\$ 2,633	\$ 21,181	6	7
UNC Charlotte	\$ 17,771	\$ 3,093	\$ 20,864	9	8
NC A&T State University	\$ 17,545	\$ 3,010	\$ 20,555	11	9
<b>East Carolina University</b>	<b>\$ 17,898</b>	<b>\$ 2,616</b>	<b>\$ 20,514</b>	<b>8</b>	<b>10</b>
NC Central University	\$ 17,694	\$ 2,689	\$ 20,383	10	11
UNC Pembroke	\$ 16,343	\$ 2,489	\$ 18,832	13	12
Elizabeth City State University	\$ 16,437	\$ 2,259	\$ 18,696	12	13
Western Carolina University	\$ 14,842	\$ 2,825	\$ 17,667	14	14
Fayetteville State University	\$ 14,503	\$ 2,327	\$ 16,830	15	15
Winston-Salem State University	\$ 13,987	\$ 2,462	\$ 16,449	16	16

Ranked High to Low

Attachment 15

EAST CAROLINA UNIVERSITY  
 Comparison of General Fees and Debt Service Fees by UNC system  
 Approved for academic year 2019-20

UNIVERSITY	Student Activity Fee	R a n k	Athletic Fee	R a n k	Student Health Fee	R a n k	Educational And Technology Fee	R a n k	Safety Fee	R a n k	Total General Fees	R a n k	Debt Service Fee	R a n k	Total General Fees and Debt Service	R a n k	Transit Fee	R a n k
UNC - Charlotte	650	10	824	5	247	13	622	2	30		2,373	4	720	1	3,093	1	155	5
North Carolina A & T State University	714	4	870	2	339	5	469	8	30		2,422	2	588	4	3,010	2	81	11
Appalachian State University	659	9	783	6	325	6	576	3	30		2,373	4	604	3	2,977	3	160	3
UNC - Asheville	792	1	855	3	368	4	527	7	30		2,572	1	394	10	2,966	4	77	12
UNC - Greensboro	577	12	780	8	310	9	461	9	30		2,158	11	707	2	2,865	5	103	9
Western Carolina University	632	11	782	7	314	7	544	4	30		2,302	6	523	7	2,825	6	123	6
North Carolina Central University	501	15	847	4	313	8	428	12	30		2,119	12	570	6	2,689	7	86	10
UNC - Wilmington	699	6	775	10	219	15	535	6	30		2,257	8	376	11	2,633	8	104	8
<b>East Carolina University</b>	<b>702</b>	<b>5</b>	<b>773</b>	<b>11</b>	<b>263</b>	<b>12</b>	<b>403</b>	<b>14</b>	<b>30</b>		<b>2,171</b>	<b>10</b>	<b>445</b>	<b>8</b>	<b>2,616</b>	<b>9</b>	<b>158</b>	<b>4</b>
UNC - Pembroke	698	7	772	12	205	16	544	5	30		2,249	9	240	13	2,489	10	0	
Winston Salem State University	546	14	780	8	267	10	416	13	30		2,039	13	423	9	2,462	11	55	13
UNC School of the Arts	748	2	-	16	882	1	754	1	30		2,414	3	-	15	2,414	12	121	7
North Carolina State University	679	8	232	15	407	2	439	11	30		1,788	15	572	5	2,360	13	205	2
Fayetteville State University	565	13	768	13	247	13	382	15	30		1,992	14	335	12	2,327	14	0	
Elizabeth City State University	738	3	899	1	265	11	326	16	30		2,259	7	-	15	2,259	15	0	
UNC - Chapel Hill	394	16	279	14	400	3	442	10	30		1,546	16	186	14	1,731	16	205	1
Ranked High to Low																		

Attachment 16

Approved Tuition and Fees 2018-19 Comparison for ECU Peers

Undergraduate- Resident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
Northern Illinois University	\$ 9,466	\$ 5,165	\$ 14,631	7	1
Virginia Commonwealth University	\$ 12,177	\$ 2,313	\$ 14,490	3	2
Southern Illinois University-Carbondale	\$ 9,255	\$ 5,066	\$ 14,321	8	3
University of South Carolina-Columbia	\$ 12,216	\$ 400	\$ 12,616	1	4
Central Michigan University	\$ 12,093	\$ 450	\$ 12,543	4	5
Western Michigan University	\$ 11,560	\$ 923	\$ 12,483	5	6
Ohio University-Main Campus	\$ 12,192	\$ -	\$ 12,192	2	7
University of Louisville	\$ 11,460	\$ 196	\$ 11,656	6	8
Old Dominion University	\$ 7,029	\$ 3,531	\$ 10,560	15	9
University at Buffalo	\$ 6,870	\$ 3,229	\$ 10,099	16	10
University of Missouri-Kansas City	\$ 8,514	\$ 1,453	\$ 9,967	10	11
Texas Tech University	\$ 6,576	\$ 2,504	\$ 9,080	17	12
East Tennessee State University	\$ 7,080	\$ 1,855	\$ 8,935	14	13
Wright State University-Main Campus	\$ 8,861	\$ -	\$ 8,861	9	14
University of North Dakota	\$ 7,224	\$ 1,471	\$ 8,695	12	15
University of Southern Mississippi	\$ 8,514	\$ 110	\$ 8,624	10	16
University of Nevada-Reno	\$ 7,140	\$ 774	\$ 7,914	13	17
<b>East Carolina University</b>	<b>\$ 4,452</b>	<b>\$ 2,736</b>	<b>\$ 7,188</b>	<b>19</b>	<b>18</b>
Florida International University	\$ 4,721	\$ 1,835	\$ 6,556	18	19

Ranked High to Low

Undergraduate- Nonresident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
Virginia Commonwealth University	\$ 32,825	\$ 2,973	\$ 35,798	2	1
University of South Carolina-Columbia	\$ 32,898	\$ 400	\$ 33,298	1	2
Old Dominion University	\$ 25,404	\$ 4,056	\$ 29,460	4	3
Southern Illinois University-Carbondale	\$ 23,138	\$ 5,066	\$ 28,204	8	4
University at Buffalo	\$ 24,540	\$ 3,229	\$ 27,769	6	5
University of Louisville	\$ 27,082	\$ 196	\$ 27,278	3	6
East Tennessee State University	\$ 25,344	\$ 1,855	\$ 27,199	5	7
University of Missouri-Kansas City	\$ 23,550	\$ 1,453	\$ 25,003	7	8
<b>East Carolina University</b>	<b>\$ 20,729</b>	<b>\$ 2,736</b>	<b>\$ 23,465</b>	<b>12</b>	<b>9</b>
Central Michigan University	\$ 22,881	\$ 450	\$ 23,331	9	10
University of Nevada-Reno	\$ 21,612	\$ 774	\$ 22,386	11	11
Ohio University-Main Campus	\$ 21,656	\$ -	\$ 21,656	10	12
University of North Dakota	\$ 19,288	\$ 1,471	\$ 20,759	13	13
Texas Tech University	\$ 16,536	\$ 2,504	\$ 19,040	15	14
Florida International University	\$ 16,529	\$ 2,425	\$ 18,954	16	15
Wright State University-Main Campus	\$ 18,005	\$ -	\$ 18,005	14	16
Western Michigan University	\$ 14,450	\$ 923	\$ 15,373	17	17
Northern Illinois University	\$ 9,466	\$ 5,165	\$ 14,631	19	18
University of Southern Mississippi	\$ 10,514	\$ 110	\$ 10,624	18	19

Ranked High to Low

Graduate- Resident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
Western Michigan University	\$ 15,638	\$ 923	\$ 16,561	1	1
Southern Illinois University-Carbondale	\$ 11,268	\$ 4,358	\$ 15,626	8	2
Virginia Commonwealth University	\$ 12,217	\$ 2,279	\$ 14,496	6	3
Northern Illinois University	\$ 11,904	\$ 2,503	\$ 14,407	7	4
Wright State University-Main Campus	\$ 14,298	\$ -	\$ 14,298	2	5
University of South Carolina-Columbia	\$ 13,650	\$ 400	\$ 14,050	3	6
Central Michigan University	\$ 13,354	\$ 450	\$ 13,804	4	7
University at Buffalo	\$ 11,090	\$ 2,615	\$ 13,705	9	8
University of Louisville	\$ 12,684	\$ 196	\$ 12,880	5	9
Old Dominion University	\$ 9,727	\$ 2,825	\$ 12,552	10	10
Florida International University	\$ 8,912	\$ 2,185	\$ 11,097	13	11
University of Missouri-Kansas City	\$ 9,238	\$ 1,367	\$ 10,605	12	12
East Tennessee State University	\$ 8,460	\$ 1,855	\$ 10,315	15	13
Ohio University-Main Campus	\$ 9,444	\$ 276	\$ 9,720	11	14
University of North Dakota	\$ 8,226	\$ 1,471	\$ 9,697	16	15
University of Southern Mississippi	\$ 8,514	\$ 110	\$ 8,624	14	16
Texas Tech University	\$ 5,832	\$ 2,183	\$ 8,015	17	17
<b>East Carolina University</b>	<b>\$ 4,749</b>	<b>\$ 2,736</b>	<b>\$ 7,485</b>	<b>19</b>	<b>18</b>
University of Nevada-Reno	\$ 4,950	\$ 625	\$ 5,575	18	19

Ranked High to Low

Graduate- Nonresident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
Southern Illinois University-Carbondale	\$ 28,170	\$ 4,358	\$ 32,528	4	1
Old Dominion University	\$ 28,435	\$ 3,245	\$ 31,680	3	2
Western Michigan University	\$ 29,569	\$ 923	\$ 30,492	1	3
University of South Carolina-Columbia	\$ 29,196	\$ 400	\$ 29,596	2	4
Virginia Commonwealth University	\$ 25,032	\$ 2,939	\$ 27,971	6	5
University of Louisville	\$ 26,454	\$ 196	\$ 26,650	5	6
East Tennessee State University	\$ 23,598	\$ 1,855	\$ 25,453	9	7
University at Buffalo	\$ 22,650	\$ 2,615	\$ 25,265	10	8
University of Missouri-Kansas City	\$ 23,849	\$ 1,367	\$ 25,216	8	9
Wright State University-Main Campus	\$ 24,286	\$ -	\$ 24,286	7	10
Florida International University	\$ 21,393	\$ 2,809	\$ 24,202	12	11
University of North Dakota	\$ 21,964	\$ 1,471	\$ 23,435	11	12
<b>East Carolina University</b>	<b>\$ 17,898</b>	<b>\$ 2,736</b>	<b>\$ 20,634</b>	<b>15</b>	<b>13</b>
University of Nevada-Reno	\$ 19,422	\$ 625	\$ 20,047	13	14
Central Michigan University	\$ 18,964	\$ 450	\$ 19,414	14	15
Ohio University-Main Campus	\$ 17,436	\$ 276	\$ 17,712	16	16
Texas Tech University	\$ 13,302	\$ 2,183	\$ 15,485	17	17
Northern Illinois University	\$ 11,904	\$ 2,503	\$ 14,407	18	18
University of Southern Mississippi	\$ 10,514	\$ 110	\$ 10,624	19	19

Ranked High to Low

Attachment 17

ECU Out-of-State Tuition and Fee Rates Compared to In-State and Out-of State Tuition and Fee Rates in Other States (2018-19 Rates)

UNDERGRADUATE	Resident In-State Tuition and Fees	Non-Resident Tuition and Fees	ECU Out-of-State Tuition and Fees
<b>New Jersey Resident</b> Rutgers University	\$ 14,974	\$ 31,282	\$ 23,465
<b>Maryland Resident</b> Towson University University of Maryland	\$ 9,940 \$ 10,595	\$ 23,208 \$ 35,216	\$ 23,465 \$ 23,465
<b>South Carolina Resident</b> University of South Carolina	\$ 12,616	\$ 33,298	\$ 23,465
<b>Virginia Resident</b> Virginia Tech Virginia Commonwealth University George Mason University James Madison University	\$ 13,620 \$ 14,490 \$ 12,462 \$ 11,701	\$ 31,908 \$ 35,798 \$ 35,922 \$ 28,258	\$ 23,465 \$ 23,465 \$ 23,465 \$ 23,465
<b>West Virginia Resident</b> West Virginia University	\$ 8,856	\$ 24,950	\$ 23,465

GRADUATE	Resident In-State Tuition and Fees	Non-Resident Tuition and Fees	ECU Out-of-State Tuition and Fees
<b>New Jersey Resident</b> Rutgers University	\$ 19,416	\$ 31,488	\$ 20,634
<b>Maryland Resident</b> Towson University University of Maryland	\$ 10,062 \$ 14,526	\$ 18,108 \$ 29,484	\$ 20,634 \$ 20,634
<b>South Carolina Resident</b> University of South Carolina	\$ 14,050	\$ 29,596	\$ 20,634
<b>Virginia Resident</b> Virginia Tech Virginia Commonwealth University George Mason University James Madison University	\$ 15,510 \$ 14,496 \$ 15,138 \$ 11,640	\$ 29,629 \$ 27,971 \$ 35,724 \$ 29,486	\$ 20,634 \$ 20,634 \$ 20,634 \$ 20,634
<b>West Virginia Resident</b> West Virginia University	\$ 9,990	\$ 25,776	\$ 20,634

Source: ipeds

Comparison of Cost of Attendance

UNDERGRADUATE	Resident In-State Cost of Attendance	Non-Resident Cost of Attendance	ECU Out-of-State Cost of Attendance
<b>New Jersey Resident</b> Rutgers University	\$ 32,443	\$ 48,751	\$ 37,949
<b>Maryland Resident</b> Towson University University of Maryland	\$ 26,834 \$ 27,146	\$ 40,102 \$ 51,767	\$ 37,949 \$ 37,949
<b>South Carolina Resident</b> University of South Carolina	\$ 28,301	\$ 48,983	\$ 37,949
<b>Virginia Resident</b> Virginia Tech Virginia Commonwealth University George Mason University James Madison University	\$ 26,834 \$ 32,038 \$ 30,284 \$ 27,041	\$ 45,122 \$ 53,346 \$ 53,744 \$ 43,598	\$ 37,949 \$ 37,949 \$ 37,949 \$ 37,949
<b>West Virginia Resident</b> West Virginia University	\$ 23,294	\$ 39,388	\$ 37,949

GRADUATE	Resident In-State Cost of Attendance	Non-Resident Cost of Attendance	ECU Out-of-State Cost of Attendance
<b>New Jersey Resident</b> Rutgers University	\$ 36,885	\$ 48,957	\$ 35,118
<b>Maryland Resident</b> Towson University University of Maryland	\$ 26,956 \$ 31,077	\$ 35,002 \$ 46,035	\$ 35,118 \$ 35,118
<b>South Carolina Resident</b> University of South Carolina	\$ 29,735	\$ 45,281	\$ 35,118
<b>Virginia Resident</b> Virginia Tech Virginia Commonwealth University George Mason University James Madison University	\$ 28,724 \$ 32,044 \$ 32,960 \$ 26,980	\$ 42,843 \$ 45,519 \$ 53,546 \$ 44,826	\$ 35,118 \$ 35,118 \$ 35,118 \$ 35,118
<b>West Virginia Resident</b> West Virginia University	\$ 24,428	\$ 40,214	\$ 35,118

Source: www.collegetuitioncompare.com

**Enrollment Summary**  
**Out-of-State Enrollment & Tuition Rate**  
**Fall 2015 - Fall 2019**  
**Headcount**

Category	2015	2016	2017	2018	2019
<b>Undergraduate Students:</b>					
<b>On Campus</b>					
Full-Time	2,496	2,491	2,291	2,119	1,965
Part-Time	74	40	66	49	49
<b>Total On Campus</b>	<b>2,570</b>	<b>2,531</b>	<b>2,357</b>	<b>2,168</b>	<b>2,014</b>
<b>Distance Education Only</b>					
Full-Time	41	21	27	30	28
Part-Time	80	83	85	121	165
<b>Total DE Only</b>	<b>121</b>	<b>104</b>	<b>112</b>	<b>151</b>	<b>193</b>
<b>Total Undergraduate Out-of-State</b>	<b>2,691</b>	<b>2,635</b>	<b>2,469</b>	<b>2,319</b>	<b>2,207</b>
<b>Graduate Students:</b>					
<b>On Campus</b>					
Full-Time	353	350	326	298	285
Part-Time	39	22	30	41	36
<b>Total On Campus</b>	<b>392</b>	<b>372</b>	<b>356</b>	<b>339</b>	<b>321</b>
<b>Distance Education Only</b>					
Full-Time	30	53	72	69	72
Part-Time	222	267	236	248	214
<b>Total DE Only</b>	<b>252</b>	<b>320</b>	<b>308</b>	<b>317</b>	<b>286</b>
<b>Total Graduate</b>	<b>644</b>	<b>692</b>	<b>664</b>	<b>656</b>	<b>607</b>
<b>Undergraduate</b>					
On Campus	\$ 19,731	\$ 20,323	\$ 20,729	\$ 20,729	\$ 20,729
Distance Education (per SCH)	\$ 667	\$ 687	\$ 700	\$ 700	\$ 700
<b>Graduate</b>					
On Campus	\$ 17,036	\$ 17,547	\$ 17,898	\$ 17,898	\$ 17,898
Distance Education (per SCH)	\$ 835	\$ 860	\$ 877	\$ 877	\$ 877

**EAST CAROLINA UNIVERSITY  
TUITION**

	<b>Approved 2015-2016</b>	<b>Approved 2016-2017</b>	<b>Approved 2017-2018</b>	<b>Approved 2018-2019</b>	<b>Approved 2019-2020</b>
Resident	4,157	4,365	4,452	4,452	4,452
Graduate	4,434	4,656	4,749	4,749	4,749
MSA/MBA (differential per credit hour charge)	6,684	6,906	6,999	6,999	6,999
MSN (differential- per credit hour charge)	6,684	6,906	6,999	6,999	6,999
MS in CSDI (differential- per credit hour charge)	5,934	6,156	7,749	7,749	7,749
AuD/PhD (differential- per credit hour charge)	6,234	6,456	7,149	7,149	7,149
MS OT (differential- per credit hour charge)	5,834	6,056	6,149	6,149	6,149
DPT (differential- per credit hour charge)	5,134	5,356	5,449	6,829	6,829
PA Studies (differential- per credit hour charge)	8,371	8,593	8,686	8,686	8,686
Doctor of Nursing (differential- per credit hour charge)	6,684	6,906	6,999	6,999	6,999
Master's of Public Health (MPH)-(differential- per credit hour charge)	6,234	6,456	6,549	6,549	6,549
Master's of Social Work (differential- per credit hour charge)	5,046	5,268	5,361	5,361	5,361
PhD in Nursing (differential- per credit hour charge)	6,684	6,906	6,999	6,999	6,999
Post Master's in Master's of Nursing (differential- per credit hour charge)	6,684	6,906	6,999	6,999	6,999
Non-Resident	19,731	20,323	20,729	20,729	20,729
Graduate	17,036	17,547	17,898	17,898	17,898
MSA/MBA (differential per credit hour charge)	19,286	19,797	20,148	20,148	20,148
MSN (differential- per credit hour charge)	19,286	19,797	20,148	20,148	20,148
MS in CSDI (differential- per credit hour charge)	18,536	19,047	20,898	20,898	20,898
AuD/PhD (differential- per credit hour charge)	18,836	19,347	20,298	20,298	20,298
MS OT (differential- per credit hour charge)	18,436	18,947	19,298	19,298	19,298
DPT (differential- per credit hour charge)	17,736	18,247	18,598	19,978	19,978
PA Studies (differential- per credit hour charge)	20,973	21,484	21,835	21,835	21,835
Doctor of Nursing (DE program only- per credit hour charge)	19,286	19,797	20,148	20,148	20,148
Master's of Public Health (MPH) (differential- per credit hour charge)	18,836	19,347	19,698	19,698	19,698
Master's of Social Work (differential- per credit hour charge)	17,648	18,159	18,510	18,510	18,510
PhD in Nursing (differential- per credit hour charge)	19,286	19,797	20,148	20,148	20,148
Post Master's in Master's of Nursing-(differential- per credit hour charge)	19,286	19,797	20,148	20,148	20,148
School of Dental Medicine	25,861	26,851	27,944	28,944	29,944
School of Medicine	17,937	18,159	20,252	20,252	20,252



**EAST CAROLINA UNIVERSITY  
MANDATORY STUDENT FEES (PAID BY ALL STUDENTS)**

	Approved 2015-2016	Approved 2016-2017	Approved 2017-2018	Approved 2018-2019	Approved 2019-2020
<b>MANDATORY STUDENT FEES:</b>					
<b>GENERAL FEES:</b>					
SGA	27.50	27.50	27.50	27.50	27.50
MEDIA	30.00	30.00	30.00	30.00	30.00
FINE ARTS	8.00	8.00	8.00	8.00	8.00
CAMPUS RECREATION AND WELLNESS	226.00	226.00	251.00	271.00	271.00
MINGES OPERATIONS	6.00	6.00	6.00	6.00	6.00
STUDENT ACTIVITY PROGRAMS	71.50	71.50	71.50	71.50	71.50
STUDENT CENTERS OPERATIONS	230.00	230.00	255.00	280.00	288.00
ATHLETIC FEE	661.00	696.00	723.00	723.00	773.00
STUDENT HEALTH FEE	244.00	255.00	263.00	263.00	263.00
EDUCATION AND TECHNOLOGY FEE	362.00	382.00	395.00	395.00	403.00
<b>TOTAL GENERAL STUDENT FEES</b>	<b>1,866.00</b>	<b>1,932.00</b>	<b>2,030.00</b>	<b>2,075.00</b>	<b>2,141.00</b>
<b>DEBT SERVICE</b>					
STUDENT REC. CENTER	15.00	15.00	15.00	15.00	-
ATHLETIC FACILITY DEBT	70.00	70.00	70.00	70.00	70.00
NEW STUDENT UNION (phased fee)	283.00	425.00	375.00	375.00	375.00
<b>TOTAL DEBT SERVICE</b>	<b>368.00</b>	<b>510.00</b>	<b>460.00</b>	<b>460.00</b>	<b>445.00</b>
<b>TOTAL GENERAL STUDENT FEES &amp; DEBT SERVICE</b>	<b>2,234.00</b>	<b>2,442.00</b>	<b>2,490.00</b>	<b>2,535.00</b>	<b>2,586.00</b>
<b>SPECIAL FEES</b>					
CAMPUS SAFETY FEE	30.00	30.00	30.00	30.00	30.00
<b>TOTAL SPECIAL FEES</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>
<b>MISCELLANEOUS CHARGES</b>					
TRANSIT (Not approved by BOG, but charged to all students)	146.00	146.00	158.00	158.00	158.00
GRADUATION (Not approved by BOG, but charged to all students)	12.00	12.00	12.00	12.00	12.00
ASSOCIATION OF STUDENT GOVERNMENTS (Approved by BOG)	1.00	1.00	1.00	1.00	1.00
<b>TOTAL MISCELLANEOUS CHARGES PAID BY ALL STUDENTS</b>	<b>159.00</b>	<b>159.00</b>	<b>171.00</b>	<b>171.00</b>	<b>171.00</b>
<b>Total Fees Paid by Each Student</b>	<b>2,423.00</b>	<b>2,631.00</b>	<b>2,691.00</b>	<b>2,736.00</b>	<b>2,787.00</b>

**EAST CAROLINA UNIVERSITY**  
**MISCELLANEOUS CHARGES, SPECIAL AND APPLICATION FEES (CHARGED ONLY IF APPLICABLE)**

	Approved 2015-2016	Approved 2016-2017	Approved 2017-2018	Approved 2018-2019	Approved 2019-2020
<b>APPLICATION FEES</b>					
APPLICATION FEE -- UNDERGRAD	70.00	70.00	75.00	75.00	75.00
APPLICATION FEE -- GRAD	70.00	70.00	75.00	75.00	75.00
APPLICATION FEE -- MEDICAL SCHOOL	70.00	70.00	75.00	75.00	75.00
APPLICATION FEE -- HOUSING 1ST TIME APPLICANTS	100.00	100.00	100.00	100.00	100.00
STUDY ABROAD APPLICATION	75.00	75.00	75.00	75.00	75.00
APPLICATION FEE -- DENTAL	80.00	80.00	80.00	80.00	80.00
READMISSION FEE					35.00
<b>SPECIAL FEES</b>					
PRIVATE MUSIC (PER CR. HOUR)					
Applied Music Classes (private only charge fee beg 2011-12)	35.00	35.00	35.00	35.00	35.00
<b>MISCELLANEOUS CHARGES:</b>					
TRANSCRIPT	7.00	7.00	7.00	7.00	7.00
IMMUNIZATION ADMINISTRATIVE FEE				100.00	100.00
ENROLLMENT AND DEGREE VERIFICATION FEE			8.00	8.00	8.00
SPECIAL PROCESSING FEE FOR FAX TRANSCRIPT	5.00	5.00	5.00	5.00	5.00
RETURNED CHECK	25.00	25.00	25.00	25.00	25.00
LATE PAYMENT	25.00	25.00	25.00	25.00	25.00
STUDENT PARKING	120-360	132-396	135-404	138-412	140-420
GRADUATE ORIENTATION FEE				25.00	25.00
ORIENTATION (Transfer face to face sessions added FY 2013-14)	100.00	100.00	155.00	155.00	155.00
ORIENTATION- transfer online	20.00	20.00	20.00	20.00	20.00
<b>MISCELLANEOUS CHARGES:</b>					
P.E. SCUBA					
EXSS 2278	250.00	250.00	250.00	250.00	250.00
EXSS 3278	400.00	400.00	400.00	400.00	400.00
EXSS 4278	500.00	500.00	500.00	500.00	500.00
EXSS 5278	450.00	450.00	450.00	450.00	450.00
NURSE PRACTICUM					
Undergraduates	175.00	175.00	175.00	175.00	175.00
Graduates	150.00	150.00	150.00	150.00	150.00

**EAST CAROLINA UNIVERSITY**  
**MISCELLANEOUS CHARGES, SPECIAL AND APPLICATION FEES (CHARGED ONLY IF APPLICABLE)**

	<u>Approved 2015-2016</u>	<u>Approved 2016-2017</u>	<u>Approved 2017-2018</u>	<u>Approved 2018-2019</u>	<u>Approved 2019-2020</u>
CLINICAL SKILLS EDUCATION/ASSESSMENT PROGRAM Allied Health Students, Nursing, Medical Students, Dental	95.00	95.00	95.00	95.00	95.00
NURSING MIDWIFERY INSURANCE- ONLY CHARGE OUR COST- APPROVED @ HIGHER RATE	725.00	725.00	725.00	725.00	725.00
REMEDIAL MATH (based on PCC rate) MATH 0045, 0001	216.00	228.00	228.00	228.00	228.00
ENGINEERING PROGRAM FEE			300.00	300.00	300.00
COLLEGE ALC online education program for infractions	7.50	7.50	7.50	7.50	7.50
EXSS 1000 Golf EXSS 1120	35.00	35.00	35.00	35.00	35.00
Bowling EXSS 1139	35.00	35.00	35.00	35.00	35.00
Ice Skating EXSS 1001	100.00	100.00	100.00	100.00	100.00
Co-Op Fee	300.00	300.00	300.00	300.00	300.00
Dental School Fees					
Student Organization Fee	60.00	60.00	60.00	60.00	60.00
Dental Housing	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00
Dental Comp Risk Management Fee	150.00	150.00	150.00	150.00	50.00
Dental Materials (approved as a Special Fee)	75.00	75.00	75.00	75.00	75.00
Dental Electronic Textbooks	655.00	655.00	655.00	655.00	888.00
Dental Instrument Lease (approved as Special Fee)	3,525.00	3,525.00	3,525.00	3,525.00	3,525.00
ASDA Fee	105.00	105.00	110.00	110.00	110.00
Dental-Preclinical Educational Materials Fee- 1st year students			225.00	225.00	225.00
Dental-Preclinical Educational Materials Fee- 2nd year students			300.00	300.00	300.00
Dental-Preclinical Educational Materials Fee- 3rd year students				360.00	360.00
<b>Total Dental School Fees</b>	<b>5,770.00</b>	<b>5,770.00</b>	<b>6,300.00</b>	<b>6,660.00</b>	<b>6,793.00</b>

**EAST CAROLINA UNIVERSITY  
HOUSING AND DINING FEES**

	<b>Approved 2015-16</b>	<b>Approved 2016-17</b>	<b>Approved 2017-2018</b>	<b>Approved 2018-2019</b>	<b>Approved 2019-2020</b>
<b>HOUSING &amp; FOOD SERVICES:</b>					
HOUSING (double occupancy)					
Standard Rate	5,060.00	5,210.00	5,366.00	5,520.00	5,520.00
College Hill Suites (CHS)	5,640.00	5,810.00	5,985.00	6,160.00	6,390.00
Scott Hall	5,430.00	5,590.00	5,758.00	5,930.00	6,160.00
Newly Renovated Residence Halls	5,280.00	5,440.00	5,604.00	5,770.00	5,980.00
FOOD SERVICES					
Pirate 20 with \$450 in Pirate Bucks	3,700.00	3,800.00	3,800.00	3,850.00	3,950.00
Pirate 40 with \$350 in Pirate Bucks	3,700.00	3,800.00	3,800.00	3,850.00	3,950.00
Pirate 60 with \$250 in Pirate Bucks	3,700.00	3,800.00	3,800.00	3,850.00	3,950.00
40 commuter meal plan	1,260.00	1,260.00	1,260.00	1,260.00	1,300.00
80 commuter meal plan	1,620.00	1,620.00	1,620.00	1,620.00	1,670.00
120 commuter meal plan	1,990.00	1,990.00	1,990.00	1,990.00	2,050.00

**EAST CAROLINA UNIVERSITY**  
**TUITION AND FEES FOR RESIDENT UNDERGRADUATE Prior to 2017-18 Cohorts**  
**PROPOSED**

	Approved Tuition and Fees 2019-20	Proposed Tuition and Fees 2020-21	Percentage Change
Tuition Resident Undergraduate	\$4,365	\$4,365	0.00%
Total General Fees	2,141	2,218	3.60%
Total Tuition and General Fees	\$6,506	\$6,583	1.18%
Total Special Fees	30	30	0.00%
Total Debt Service Fees	445	445	0.00%
Total Tuition, General and Debt Service Fees Paid by Resident Undergraduate	\$6,981	\$7,058	1.10%
Miscellaneous Fees	171	171	0.00%
Total Tuition and Fees Paid by Resident Undergraduate	\$7,152	\$7,229	1.08%

**TUITION AND FEES FOR RESIDENT UNDERGRADUATE 2017-18 through 2019-20 Cohorts**  
**PROPOSED**

	Approved Tuition and Fees 2019-20	Proposed Tuition and Fees 2020-21	Percentage Change
Tuition Resident Undergraduate	\$4,452	\$4,452	0.00%
Total General Fees	2,141	2,218	3.60%
Total Tuition and General Fees	\$6,593	\$6,670	1.17%
Total Special Fees	30	30	0.00%
Total Debt Service Fees	445	445	0.00%
Total Tuition, General and Debt Service Fees Paid by Resident Undergraduate	\$7,068	\$7,145	1.09%
Miscellaneous Fees	171	171	0.00%
Total Tuition and Fees Paid by Resident Undergraduate	\$7,239	\$7,316	1.06%

**TUITION AND FEES FOR RESIDENT UNDERGRADUATE 2020-21 cohort and after**  
**PROPOSED**

	Approved Tuition and Fees 2019-20	Proposed Tuition and Fees 2020-21	Percentage Change
Tuition Resident Undergraduate	\$4,452	\$4,586	3.01%
Total General Fees	2,141	2,218	3.60%
Total Tuition and General Fees	\$6,593	\$6,804	3.20%
Total Special Fees	30	30	0.00%
Total Debt Service Fees	445	445	0.00%
Total Tuition, General and Debt Service Fees Paid by Resident Undergraduate	\$7,068	\$7,279	2.99%
Miscellaneous Fees	171	171	0.00%
Total Tuition and Fees Paid by Resident Undergraduate	\$7,239	\$7,450	2.91%

**TUITION AND FEES FOR NONRESIDENT UNDERGRADUATE**  
**PROPOSED**

	Approved Tuition and Fees 2019-20	Proposed Tuition and Fees 2020-21	Percentage Change
Tuition Nonresident Undergraduate	\$20,729	\$20,729	0.00%
Total General Fees	2,141	2,218	3.60%
Total Tuition and General Fees	\$22,870	\$22,947	0.34%
Total Special Fees	30	30	0.00%
Total Debt Service Fees	445	445	0.00%
Total Tuition, General and Debt Service Fees Paid by Nonresident Undergraduate	\$23,345	\$23,422	0.33%
Miscellaneous Fees	171	171	0.00%
Total Tuition and Fees Paid by Nonresident Undergraduate	\$23,516	\$23,593	0.33%

**TUITION AND FEES FOR RESIDENT GRADUATE**  
**PROPOSED**

	Approved Tuition and Fees 2019-20	Proposed Tuition and Fees 2020-21	Percentage Change
Tuition Resident Graduate	\$4,749	\$4,749	0.00%
Total General Fees	2,141	2,218	3.60%
Total Tuition and General Fees	\$6,890	\$6,967	1.12%
Total Special Fees	30	30	0.00%
Total Debt Service Fees	445	445	0.00%
Total Tuition, General and Debt Service Fees Paid by Resident Graduate	\$7,365	\$7,442	1.05%
Miscellaneous Fees	171	171	0.00%
Total Tuition and Fees Paid by Resident Graduate	\$7,536	\$7,613	1.02%

**TUITION AND FEES FOR NONRESIDENT GRADUATE**  
**PROPOSED**

	Approved Tuition and Fees 2019-20	Proposed Tuition and Fees 2020-21	Percentage Change
Tuition Nonresident Graduate	\$17,898	\$17,898	0.00%
Total General Fees	2,141	2,218	3.60%
Total Tuition and General Fees	\$20,039	\$20,116	0.38%
Total Special Fees	30	30	0.00%
Total Debt Service Fees	445	445	0.00%
Total Tuition, General and Debt Service Fees Paid by Nonresident Graduate	\$20,514	\$20,591	0.38%
Miscellaneous Fees	171	171	0.00%
Total Tuition and Fees Paid by Nonresident Graduate	\$20,685	\$20,762	0.37%



Finance & Facilities Committee  
November 21, 2019

Agenda Item:	IV. A. Comprehensive Budget Report & Financial Update
Responsible Person:	Sara Thorndike VC for Administration & Finance
Action Requested:	Information
Notes:	N/A



# **Board of Trustees Financial Update**

**November 2019**



# FY2019 Audit Results

- ECU received an unqualified opinion from State Auditor  
“In our opinion, based on our audit and the report of the other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of East Carolina University, and its discretely presented component unit, as of June 30, 2019, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America”





# FY2019 Audit Results

## Condensed Statement of Net Position

(Dollars in Thousands)

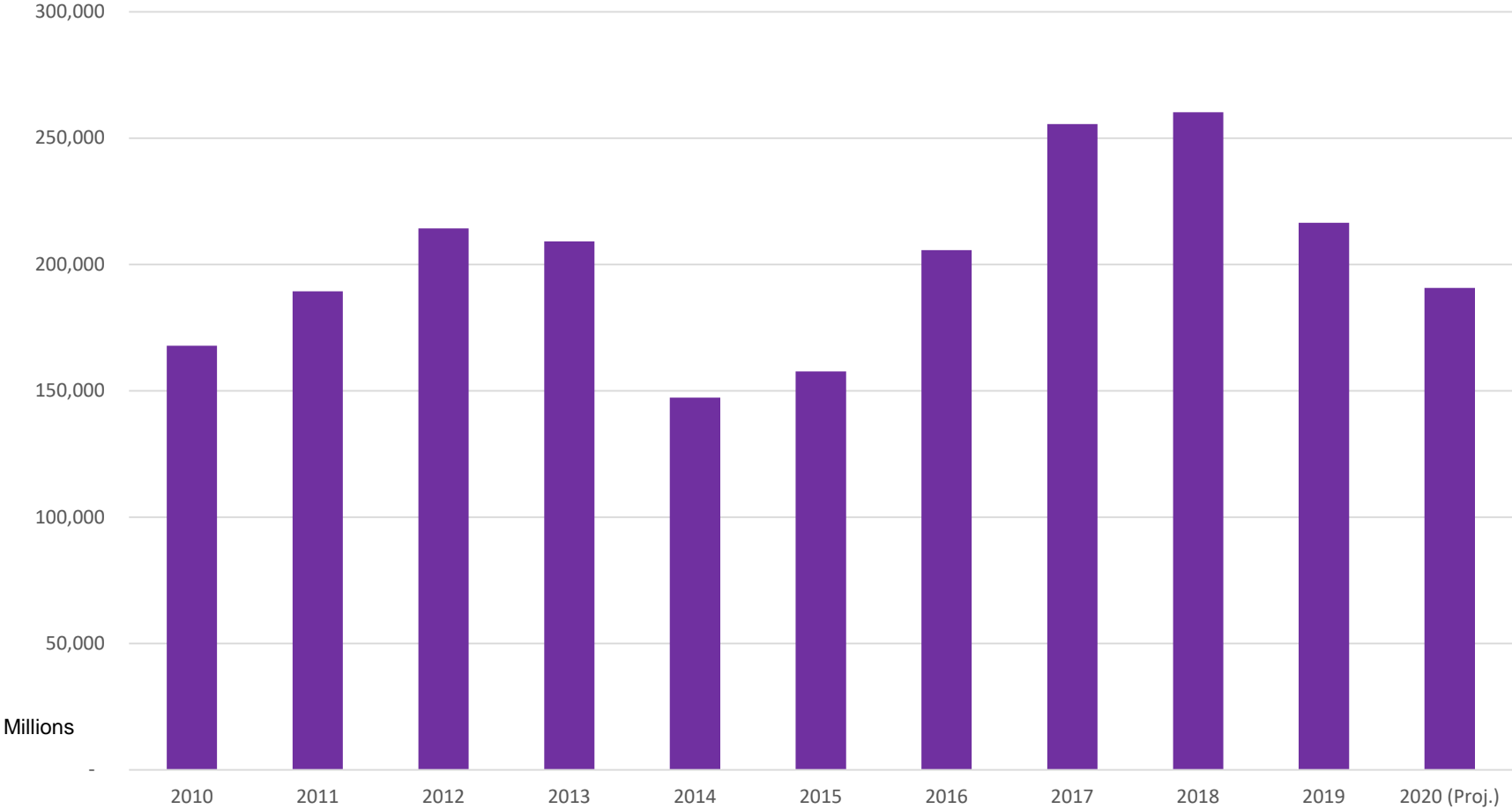
	2019	2018 Restated	Change
<b>Assets</b>			
Current Assets	\$ 334,422	\$ 365,922	\$ (31,500)
Capital Assets, Net	1,196,287	1,125,896	70,391
Other Noncurrent Assets	141,173	202,231	(61,058)
<b>Total Assets</b>	<u>1,671,882</u>	<u>1,694,049</u>	<u>(22,167)</u>
<b>Deferred Outflows of Resources</b>	<u>168,022</u>	<u>89,429</u>	<u>78,593</u>
<b>Liabilities</b>			
Current Liabilities:			
Long-Term Liabilities - Current Portion	22,320	24,185	(1,865)
Other Current Liabilities	65,133	61,192	3,941
<b>Total Current Liabilities</b>	<u>87,453</u>	<u>85,377</u>	<u>2,076</u>
Noncurrent Liabilities:			
Long-Term Liabilities, Net	1,257,869	1,298,433	(40,564)
Other Noncurrent Liabilities	29,882	22,753	7,129
<b>Total Noncurrent Liabilities</b>	<u>1,287,751</u>	<u>1,321,186</u>	<u>(33,435)</u>
<b>Total Liabilities</b>	<u>1,375,204</u>	<u>1,406,563</u>	<u>(31,359)</u>
<b>Deferred Inflows of Resources</b>	<u>444,049</u>	<u>383,642</u>	<u>60,407</u>
<b>Net Position</b>			
Net Investment in Capital Assets	790,650	767,586	23,064
Restricted	126,820	121,477	5,343
Unrestricted	(896,819)	(895,790)	(1,029)
<b>Total Net Position</b>	<u>\$ 20,651</u>	<u>\$ (6,727)</u>	<u>\$ 27,378</u>

# Net Position

<b>Net Position</b>	<b>Restated</b>		
	<b>2018</b>	<b>2019</b>	<b>Change</b>
Net Investment in Capital Assets	767,586	790,650	23,064
Restricted	121,477	126,820	5,343
Unrestricted	(895,790)	(896,819)	(1,029)
Total Net Position	(6,727)	20,651	27,378
Unrestricted, adjusted for post retirement benefits and pension	260,206	216,490	(43,716)



# Unrestricted Net Position



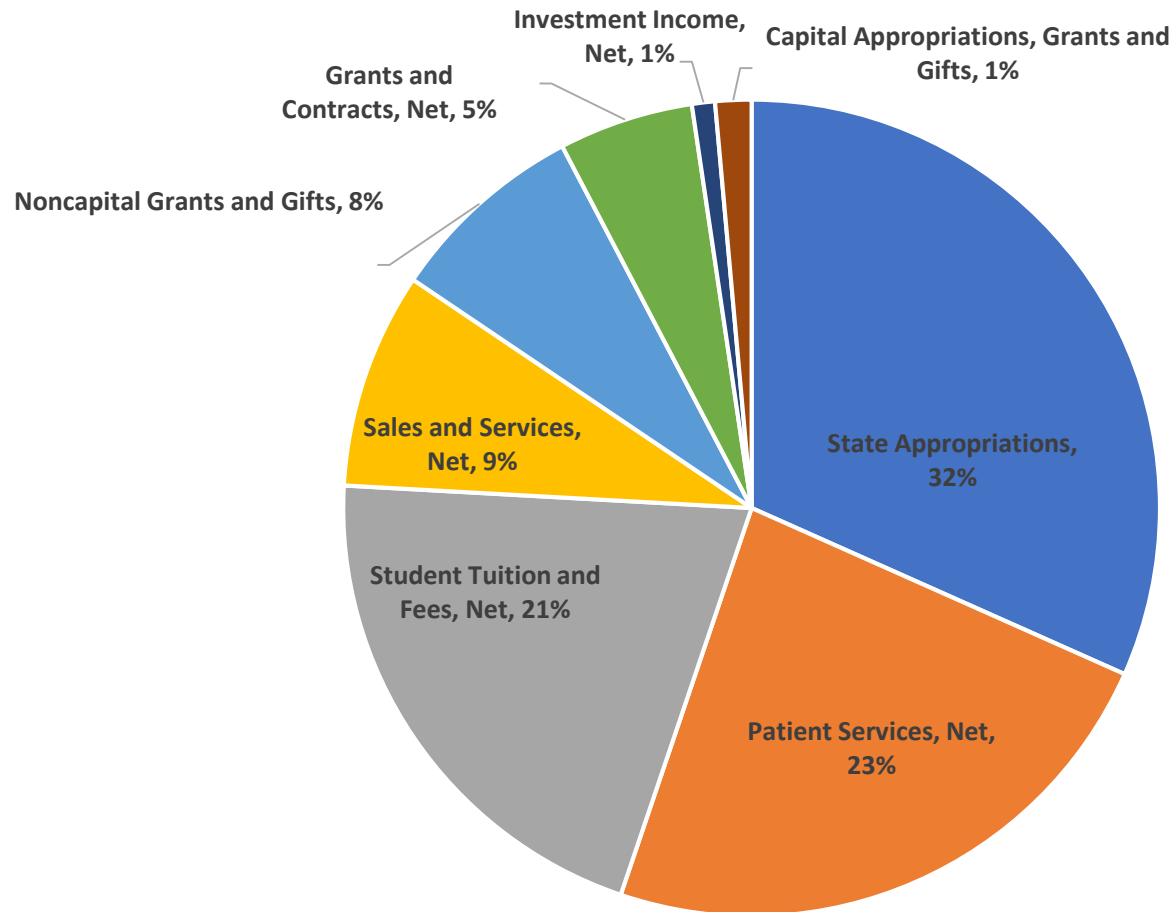
Adjusted for GASB required post retirement benefits and pensions

# Unrestricted Fund Positions

	FYE 2017	FYE 2018*	FYE 2019	FY 18 to FY19		Restricted Fees
				\$ Change		FYE 2019
ECUP	95,902,921	93,640,712	86,995,597	(6,645,114)	Receivable change	-
Student Unions	23,274,366	30,600,971	22,868,131	(7,732,840)	New Student Center	6,249,171
Housing	19,144,126	21,437,978	20,567,801	(870,176)		-
F&A Receipts	14,061,631	18,627,956	13,282,760	(5,345,196)	Greenhouse and Innovation Hub	-
Student Scholarships	10,754,642	12,031,820	12,807,621	775,801		-
Parking	12,982,713	9,038,364	9,898,775	860,410		-
School of Dental Medicine	5,247,781	11,083,811	8,612,317	(2,471,494)	SoDM & Clinics use, Medicaid cost report	-
Facilities Use- Capital Projects	-	-	7,357,301	7,357,301	Greenhouse and Innovation Hub	-
Academic Affairs	4,131,386	5,906,017	7,054,956	1,148,939	Admissions fees	-
University Reserves	9,212,066	11,818,966	6,973,520	(4,845,445)	Support for Athletics	-
Campus Recreation and Wellness	9,118,044	6,913,408	6,577,968	(335,440)		2,346,284
Student Stores	11,628,522	8,415,681	6,267,852	(2,147,829)	Vending funds to Athletics	-
Other Fund Balance <\$150k*	7,107,440	6,630,511	5,856,229	(774,282)		189,549
Student Health Services	5,830,767	6,234,598	5,554,339	(680,259)		5,375,529
Student Activities	4,414,745	4,650,450	4,499,178	(151,272)		4,499,178
Health Sciences	4,842,661	4,644,296	4,294,148	(350,148)		-
Ed Tech	3,607,622	3,497,973	3,569,311	71,338		3,569,311
IT	2,505,394	2,669,172	2,385,615	(283,557)		-
Specific University Funds <\$1M	6,335,616	1,219,530	2,003,326	783,797		-
Student Affairs	2,358,991	1,541,833	1,911,606	369,772		324,340
Police	884,026	1,777,606	1,686,768	(90,838)		914,775
University Printing	1,929,819	2,088,532	1,635,847	(452,685)	Support for Athletics	-
Warehouse and Storerooms	2,134,945	2,398,282	1,256,519	(1,141,763)	Support for Athletics	-
Admin Finance Auxiliaries	1,336,095	1,714,261	1,157,608	(556,654)	Support for Athletics	126,043
Student Transit	1,723,126	1,787,228	1,042,918	(744,311)		1,042,918
Chancellors Discretionary	806,241	1,037,583	932,340	(105,244)		-
Dining	12,926,568	11,456,576	824,386	(10,632,190)	Capital projects	-
Athletics	(2,016,560)	(2,660,700)	590,590	3,251,290	Support from other funds	212,139
Miscellaneous-YE Entries	5,993,110	5,418,928	(2,379,739)	(7,798,667)	Summer CF dec., accrual for utility bill	-
Accrued Vacation	(22,636,058)	(25,416,389)	(29,595,322)	(4,178,934)	Liability change	-
<b>Grand Total</b>	<b>255,542,744</b>	<b>260,205,955</b>	<b>216,490,266</b>	<b>(43,715,689)</b>		<b>24,849,237</b>

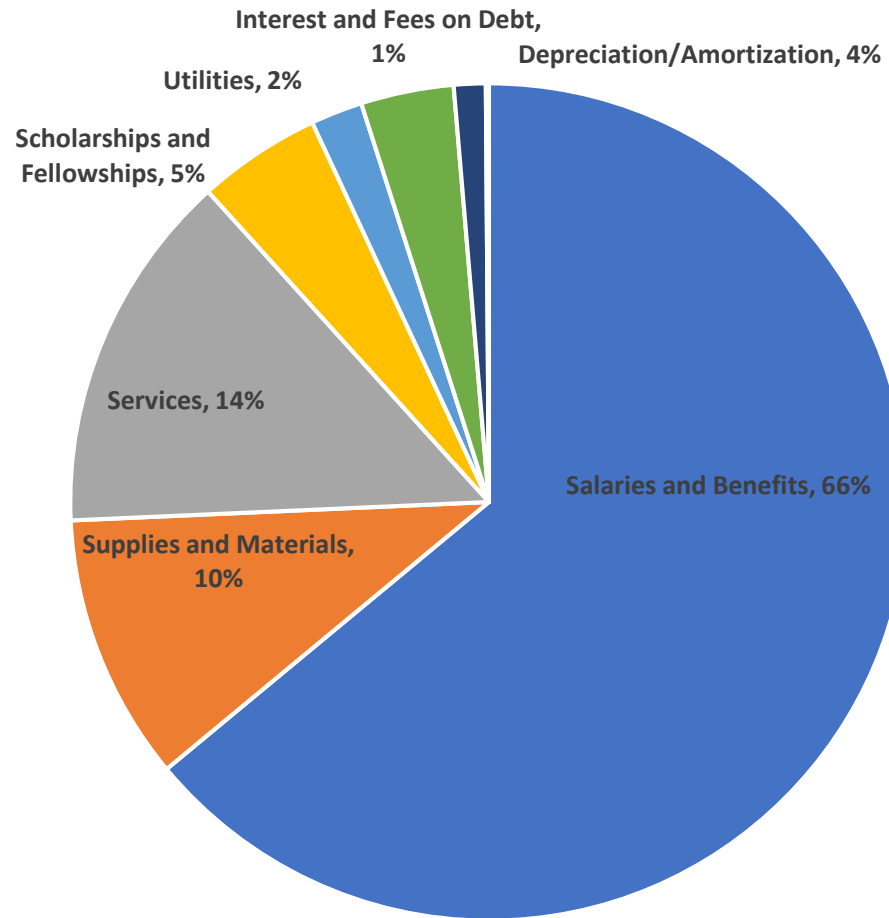
\* Restated

# FY19 Total Revenues - \$949.2M

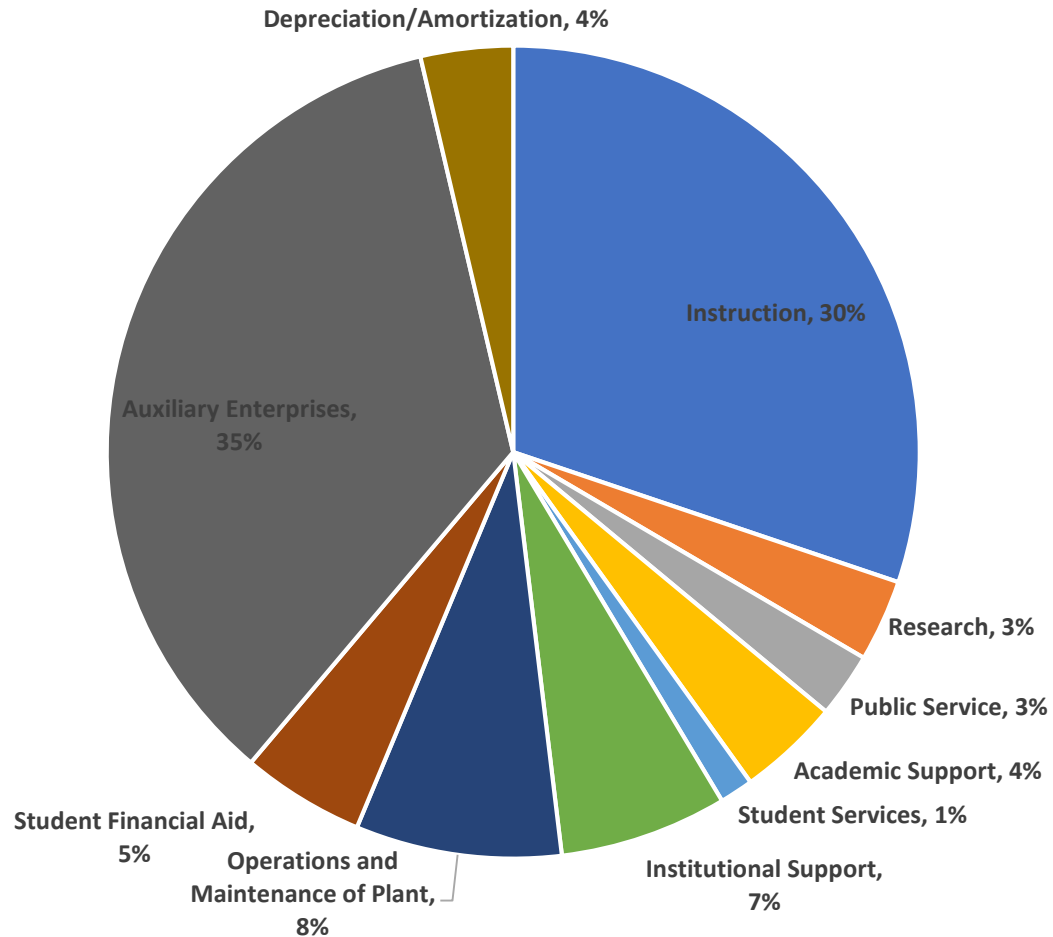


Accounts that are less than 1% of total revenues are not reflected in chart

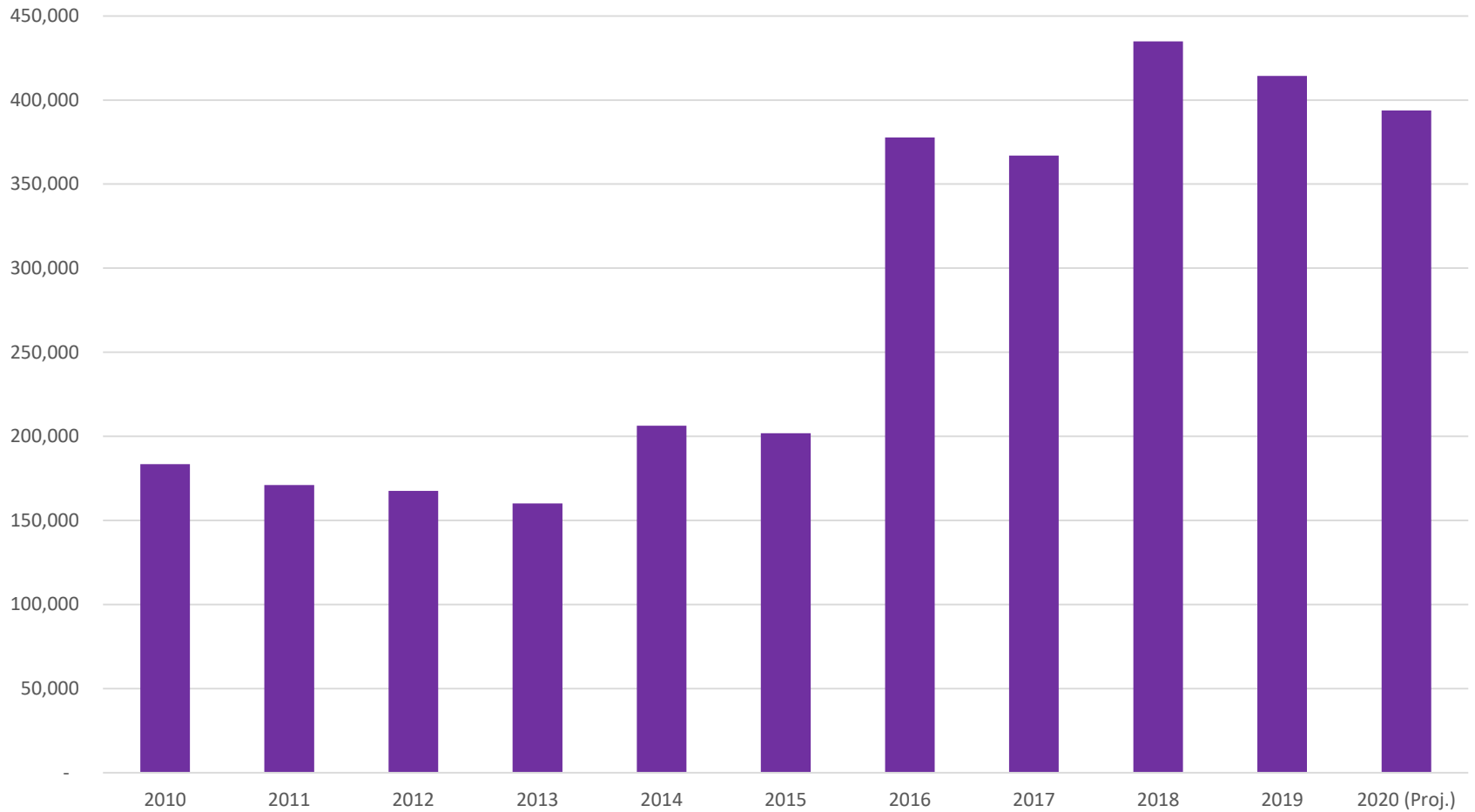
# FY19 Total Expenses - \$921.8M



# FY19 Operating Expenses by Function



# Long-Term Debt





# Annual Metrics

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>Recommended</b>
Composite Financial Index (CFI)	2.4	2.3	1.3	3.0-6.0
Primary Reserve Ratio	0.4	0.4	0.3	0.4
Unrestricted Fund Balance/Monthly Operating Revenue	3.7	3.7	3.1	2.0
Unrestricted Fund Balance (adjusted for post retirement and pensions)	255,542,744	260,205,955	216,490,266	
Total Fund Balance (adjusted for post retirement and pensions)	1,113,273,726	1,146,459,452	1,130,578,536	
Unrestricted Fund Balance (as restated)	(904,179,618)	(895,789,405)	(896,818,997)	
Total Fund Balance (as restated)	(43,427,907)	(6,726,980)	20,650,819	
Long Term Debt	366,996,789	434,796,451	414,333,666	
Capital Support Receipts: Appropriations, R&R, Carryforward	11,164,431	11,667,923	10,502,181	



Composite Financial Index - combination of four core ratios to produce a single measurement of financial performance

Primary Reserve Ratio - measures the financial strength of the institution by comparing expendable net assets to total expenses

# Comprehensive Budget Report

- Report in Trustee materials
- Includes state funds
- Includes major auxiliary operating funds
- At meetings will focus on metrics, but available to answer any budget questions













\*\*FYMG810\*\*

For OCTOBER FY 2020

	Original Budget	Budget Changes	Current Budget	YTD Actual Results	Prior YTD Actual Results	YTD Actual Current vs Prior
<b>Chancellor</b>						
Chancellors Discretionary						
Beginning Fund Balance				949,688	1,109,664	(159,976)
Total Annual Revenues	0	0	0	0	0	0
Total Annual Expenses	242,500	0	242,500	49,257	102,006	(52,749)
-----	-----	-----	-----	-----	-----	-----
Annual Operating Results	(242,500)	0	(242,500)	(49,257)	(102,006)	52,749
=====	=====	=====	=====	=====	=====	=====
Net Transfers	(7,500)	0	(7,500)	(4,607)	0	(4,607)
-----	-----	-----	-----	-----	-----	-----
Annual Operating Results Net Transfers	(250,000)	0	(250,000)	(53,864)	(102,006)	48,142
=====	=====	=====	=====	=====	=====	=====
Ending Fund Balance				895,824	1,007,658	(111,834)
<b>Health Sciences</b>						
ECU Physicians						
Beginning Fund Balance				87,835,625	94,032,578	(6,196,953)
Total Annual Revenues	217,005,194	0	217,005,194	72,788,377	67,264,882	5,523,495
Total Annual Expenses	216,689,239	0	216,689,239	71,842,147	69,299,540	2,542,607
-----	-----	-----	-----	-----	-----	-----
Annual Operating Results	315,955	0	315,955	946,230	(2,034,658)	2,980,888
=====	=====	=====	=====	=====	=====	=====
Net Transfers	(4,904,586)	0	(4,904,586)	(1,595,410)	(1,018,325)	(577,085)
-----	-----	-----	-----	-----	-----	-----
Annual Operating Results Net Transfers	(4,588,631)	0	(4,588,631)	(649,180)	(3,052,983)	2,403,803
=====	=====	=====	=====	=====	=====	=====
Ending Fund Balance				87,186,445	90,979,595	(3,793,150)
<b>School of Dental Medicine</b>						
Beginning Fund Balance				8,688,876	11,083,811	(2,394,935)
Total Annual Revenues	22,358,901	0	22,358,901	6,189,928	5,730,974	458,954
Total Annual Expenses	20,077,001	0	20,077,001	6,783,596	6,261,696	521,900
-----	-----	-----	-----	-----	-----	-----
Annual Operating Results	2,281,900	0	2,281,900	(593,668)	(530,722)	(62,946)
=====	=====	=====	=====	=====	=====	=====
Net Transfers	(206,119)	0	(206,119)	(206,528)	(21,306)	(185,222)
-----	-----	-----	-----	-----	-----	-----
Annual Operating Results Net Transfers	2,075,781	0	2,075,781	(800,196)	(552,028)	(248,168)
=====	=====	=====	=====	=====	=====	=====
Ending Fund Balance				7,888,680	10,531,783	(2,643,103)











Finance & Facilities Committee  
November 21, 2019

Agenda Item: IV.B. Approved EHRA Employee Salary  
Adjustments Pursuant to September 30, 2016  
Expanded authority

Responsible Person: Sara Thorndike  
VC for Administration & Finance

Kitty Wetherington  
Associate Vice Chancellor for  
Human Resources


Action Requested: Information

Notes: N/A



**MEMORANDUM**

**TO:** ECU Board of Trustees

**FROM:** Ms. Kitty H. Wetherington   
Associate Vice Chancellor for Human Resources and  
Chief Human Resources Officer

**DATE:** October 24, 2019

**RE:** Report of Approved EHRA Employee Salary Adjustments Pursuant  
to 9/30/16 Expanded Authority (August 1, 2019 – September 30,  
2019)

The attached informational report is provided to you in accordance with the *Resolution to Delegate Expanded Authority to the Chancellor of East Carolina University for Certain Salary Actions for Employees Exempt from the State Human Resources Act*, as approved by the Board of Trustees on September 30, 2016. Please note that the attached spreadsheet contains confidential personnel information in accordance with N.C. GEN. STAT. §126-22, *et seq.*

Attachments

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

Ms. Sara Thorndike  
Vice Chancellor for Administration and Finance

Dr. Virginia Hardy  
Vice Chancellor for Student Affairs

**Department of  
Human Resources**

210 East First Street  
Mail Stop 205  
East Carolina University  
Greenville, NC 27858-4353

**252-328-9847** main  
**252-328-9918** fax

**Administration**  
328-9884  
328-9918 fax

**Benefits**  
328-9887  
328-9918 fax

**Classification and  
Compensation**  
328-9847  
328-9917 fax

**Employee Relations**  
328-9888  
328-9917 fax

**Employment**  
328-9847  
328-9918 fax

**HR Information Systems**  
328-9847  
737-5818 fax

**Learning and Organizational  
Development**  
328-9848  
328-9917 fax

*East Carolina University is a  
constituent institution of the  
University of North Carolina.  
An equal opportunity  
university.*



Finance & Facilities Committee  
November 21, 2019

Agenda Item: IV.C. Pension Report

Responsible Person: Sara Thorndike  
VC for Administration & Finance

Kitty Wetherington  
Associate Vice Chancellor for  
Human Resources

Action Requested: Information

Notes: N/A



Finance & Facilities Committee  
November 21, 2019

Agenda Item: IV. D. Designer Selections  
since last BOT Meeting

Responsible Person: Sara Thorndike  
VC for Administration & Finance

Bill Bagnell  
Associate VC for  
Campus Operations

Action Requested: Information

Notes: N/A





Finance and Facilities Committee  
Facilities Engineering and Architectural Services  
Designer Selection Approval Summary  
November 21-22, 2019





# Informal Designer Selection Approval Summary

## FOR INFORMATION - INFORMAL PROJECTS

Below are designers selected for repair and renovation projects, with a cost less than than \$500,000.

### 1 Direct Select Approvals - 9/25/19

#### Project

Dail House Renovations (Maintenance and Upgrades)  
McGinnis Costume Shop Electrical Upgrades (Lights and Outlets)  
McGinnis Costume Shop Electrical Upgrades (Asbestos)  
McGinnis Auditorium Stage ADA Toilet (Accreditation)  
Whichard Admissions/Marketing Storage Rooms

#### Designer

MHAworks  
East Group  
Affinity  
JKF Architecture  
JKF Architecture

### 2 Direct Select Approvals - 10/16/19

#### Project

Joyner Library South Side Tree Planting  
HSC Deaerator Tank Replacement Study

#### Designer

Terracon  
AEI (Affiliated Engineers, Inc.)

### 3 Direct Select Approval - 11/4/19

#### Project

Brody Building Renovate 1S04 and 1S08 for Office Suites

#### Designer

JKF Architecture

# Formal Designer Selection Approval Summary

None



Finance & Facilities Committee  
November 21, 2019

Agenda Item: IV.E. Capital Projects Update

Responsible Person: Sara Thorndike  
VC for Administration & Finance

Bill Bagnell  
Associate VC for  
Campus Operations

Action Requested: Information

Notes: N/A



Finance and Facilities Committee  
Facilities Engineering and Architectural Services  
Capital Projects Update  
November 21-22, 2019





# Life Sciences and Biotechnology Center



- Status: Project Bid and In Budget
- Budget: \$90,000,000
- Designer: Lord, Aeck & Sargent, Inc.
- Contractor: Rodgers Builders, Inc.
- Estimated Construction: 07/15/19 - 07/30/21
- Next quarter: Continue processing shop drawings. Complete foundation install and begin steel erection.

# Mendenhall Renovation Phase I



- Status: Design
- Budget: \$5,500,000
- Designer: Davis Kane, Architects, P.A.
- Estimated Construction: Winter 2021
- Next Quarter: Design Development Documents

# ECU Innovation Hub (formerly Building 43 Renovation)



- Status: Schematic Design (SD)/Design Development (DD)
- Budget: \$4,900,000
- Designer: Clark Nexsen
- Estimated Construction: 10/27/20 – 06/24/21
- Next quarter: Continuing SD / DD



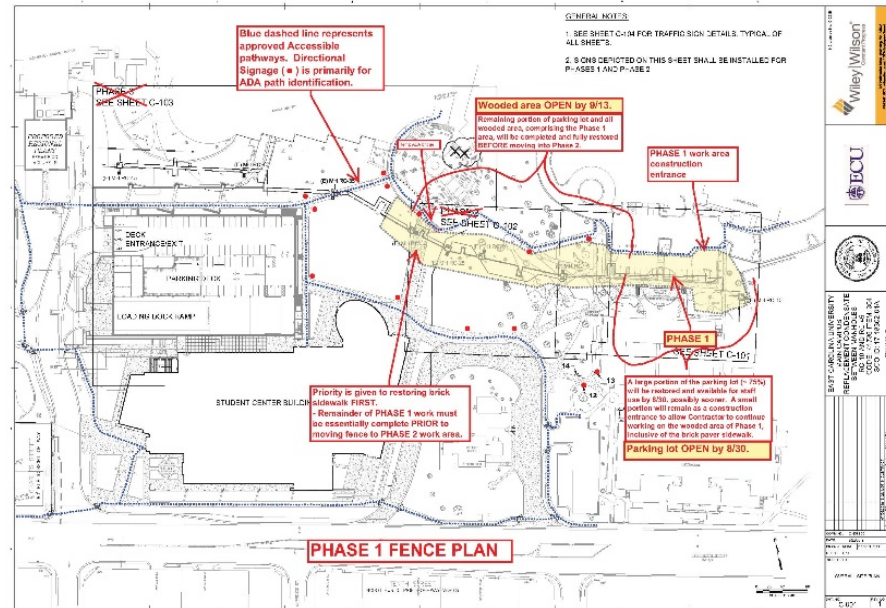
# Uptown 209



- Status: Construction
- Budget: \$2,998,409
- Designer: Dunn & Dalton, Architects
- Contractor: A.R. Chesson Construction Company, Inc.
- Estimated Construction: 10/12/18 – 12/23/19
- Next quarter: Finishes, Final Inspection
- NOTE: Construction is behind schedule. Formal notices have been sent to the contractor and their bonding company that liquidated damages will be assessed.



# Main Campus Replacement Condensate from Manholes RC-10 to RC-45



- Status: Construction
- Budget: \$1,707,774
- Designer: Wiley Wilson
- Contractor: Humphrey Mechanical, Inc.
- Estimated Construction: 12/17/18 – 12/27/19
- Next quarter: Construction Phase 1 area restoration will complete. Fencing will then relocate to Construction Phase 2 area.

# Legacy & Jones Residence Halls Make-up Air



- Status: Design – Construction Documents
- Budget: \$2,300,000
- Designer: Stanford White, Inc.
- Estimated Construction: Summer 2020
- Next Quarter: Bidding





Finance & Facilities Committee  
November 21, 2019

Agenda Item:	IV.F. Other
Responsible Person:	Sara Thorndike VC for Administration & Finance
Action Requested:	Information
Notes:	N/A



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# YEAR IN REVIEW 2019

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INFORMATION TECHNOLOGY  
AND COMPUTING SERVICES







## YEAR IN REVIEW 2019

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INFORMATION TECHNOLOGY & COMPUTING SERVICES

## MESSAGE TO THE ECU COMMUNITY

*Don Sweet, CIO*



Dear ECU Community:

I want to take this opportunity to thank you for your support and collaboration during the 2018-2019 fiscal year. Information Technology and Computing Services (ITCS) has implemented significant enhancements in support of the university's mission and strategic goals. Those initiatives, along with measurements of the effectiveness of our existing services, are articulated in the following pages.

*Mission: "To assure ECU's leadership in IT, we strive to improve teaching, research, learning and productivity for faculty, students and staff through the effective use of information technology."*

This year, we completed 113 projects across the board including continued support of educational technologies to ensure student success; information security measures to protect university data; and scalable, cost-effective infrastructure updates that allow us to keep up with the growing needs of students, faculty and staff.

Highlights include:

- Moving faculty and staff email to the cloud, and adding a Multi-Factor Authentication (MFA) layer of additional protection
- Designing the IT network infrastructure to support the Main Campus Student Center (the largest building project in ECU's history); renovation to Dowdy-Ficklen Stadium and the Ward Building; and Health Sciences Campus' Life Sciences and Biotechnology Building
- Collaborating with the ECU Travel Task Force to develop requirements for and plan the implementation of a new university Travel Request System that will launch in fall 2019

*Vision: "We aspire to build an organization with committed and skilled people accountable to and serving faculty, staff and students; simple processes making it easy to work with us, do our jobs and deliver results; and innovative technology that is the right technology for the right reasons."*

- Strengthening the university's Cyber Security Incident Response Plan to better identify, contain, remediate, and recover from cyber security incidents
- Implementing an advanced data management and analytics environment that will allow the university to generate more robust reports on institutional data
- Collaborating with Institutional Planning, Assessment and Research (IPAR) and Office of the Registrar to enhance campus computer labs - modernizing furniture and redesigning spaces - and better accommodate students who bring their own devices to campus

I want to thank the talented, hard-working professionals who are ITCS. The dedication and engagement of the ITCS team has resulted in the phenomenal progress we are able to share in this report.

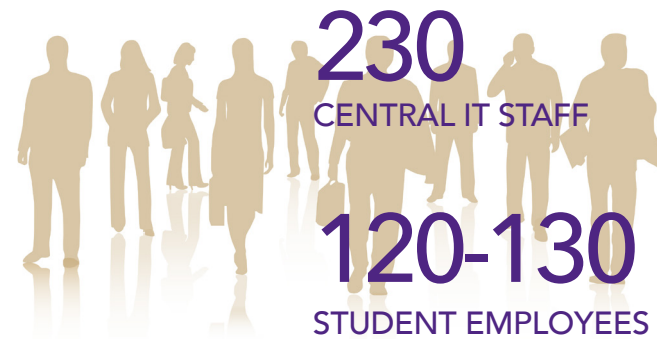
DON SWEET  
*Chief Information Officer*

## ABOUT US

Information Technology and Computing Services (ITCS) is comprised of six subdivisions and 230 positions. We share the same mission as East Carolina University (ECU), and strive to help ECU succeed at its mission by providing technology, solutions and services to the ECU campus *that Maximize Student Success, Serve the Public and Lead Regional Transformation.*

We have a very skilled staff with certifications in many technology areas. Our staff attend a broad variety of training and conferences year round: Classroom Summit (meeting of AV Classroom personnel across the UNC system), Ellucian Live, EDUCAUSE Security Professionals, InstructureCon, NC Computer Instruction Association Conference, RedHat, PMI, Triagile Developer, UNC Financial Systems, UNC CAUSE, TeamDynamix, PCI, OWASP, Higher Ed Web, Higher Ed Data Warehousing, InfoComm, Internet2, Microsoft Ignite, Gartner, Cold Fusion, and Cisco Live.

This year, ITCS staff led presentations at the ECU-hosted North Carolina Computer Instruction (NCCIA) 2019 Conference, an event that brings together instructors from around the region who teach in the computing field, or use computers extensively for teaching. David Dunn (Network Analysis) and Kris Augustus (Enterprise Applications) presented "Are you ready for a DoS or Bot Attack?" They demonstrated how ECU uses an application security module and proactive bot defense protection solution to protect the university network. They also discussed lessons learned and tips and tricks on implementing DoS Protection with Proactive Bot Defense. Scotty Stroup (Enterprise Analytics) presented "Visualizing Data", discussing ways to use Microsoft's Power BI analytics tool to produce interactive dashboards and reports. Power BI simplifies data preparation, exploration and visualization resulting in both internal and external information viewable from your browser or mobile device. Billy Long (Voice Services) presented "4 Team Collaboration Tools", demonstrating Cisco Webex, Webex Teams, Webex Board and Webex Share. He discussed ways these collaboration tools offer



benefits to business and education, and provided use case scenarios showing how these tools can enhance collaboration experience.

ITCS staff participated in a variety of internal professional development and team-building sessions including True Colors personality assessment training, a presentation focused on the ECU hiring process and ways to demonstrate employee competitiveness, and an interactive session focused on communicating for results.

This year, ITCS staff coordinated special focused professional development opportunities for IT staff and the ECU community:

- Microsoft Teams for Education Program Manager within Canada and the U.S., Manny Sandhu, led discussions on ways Microsoft Teams can enhance campus experiences, empower faculty, create optimum student engagement and elevate institutional performance.
- Senior Research Director with Gartner Research, Glenda Morgan, spoke with faculty and staff about Online Learning in Higher Education and the Learning Management System Landscape, Problems and Prospects in Analytics in Higher Education, and Top Ten Strategic Technologies and Business Trends in Higher Education.
- An "Adobe Day" experience offered faculty and staff an opportunity to learn about Adobe's creative desktop and mobile applications and engage in a campus dialog about methods for fostering digital literacy in our graduates. Dr. Todd Taylor from UNC Chapel Hill led a "Digital Literacy Across the Curriculum" presentation, and several ECU instructors shared information on topics such as Digital Literacy and Communication; Duehl-Digital Literacy and STEM; Engaging Students Beyond the Classroom; Digital Literacy at the Institutional Scale: Models for Supporting an



Photo left

Glenda Morgan, Senior Research Director with Gartner Research

Photo right

Members of the ECU Honors College participate in a discussion with Glenda Morgan, Senior Research Director with Gartner Research, at the Main Campus Student Center.



Army of Creative Students!; and Opportunities and Challenges for Digital Literacy at ECU. An Adobe Spark workshop closed out the event.

In March, ITCS partnered with ECU's Vice Provost for Academic Success, Dr. Christopher Locklear, the Greenville-Pitt County Chamber of Commerce, and Pitt County Development Commission to host an exciting new initiative, Grow Local, where Pitt County businesses open their doors to host local middle and high school students, providing them an experience to introduce, involve, inspire and invest in students and young adult lives. Students were introduced to a wide range of topics, such as data network infrastructure; collaboration technologies; web and application security; data recovery and restoration; security analytics; virtual and augmented reality; data visualization; database administration; programming; server and workstation hardware; virtualization; data security; and project management.

ITCS continues to work with faculty in the Department of Management Information Systems to coordinate site visits for students in ECU's Telecommunications and Networked Systems courses to provide instruction on routing, switching, and power needs; in-depth tours of the data centers; and hands-on experiences with various types of copper and fiber-optic cabling.

ECU Career Services hosted its Spring Career Fair at the Greenville Convention Center in March as well. ITCS hosted a table at this event to greet students to discuss full-time jobs, internships and co-op opportunities.

We also hosted a table at the ECU Pirates Aboard event to meet and greet potential new students and their parents, and provide key information about the technology resources, services, and tools available to the ECU community. More than 2,800 students attended Pirates Aboard this year.





Photo top left & right

Grow Local: D.H. Conley High School students participate in activities at different career path stations



Photo middle left

Grow Local: Doug Barnum (Multimedia and Technology Services) demonstrates Augmented Reality/Virtual Reality



Photo bottom left

ECU Spring Career Fair: Wanda Sandeford (Finance and Personnel Administration) talks with students about employment opportunities in ITCS

Photo bottom center

ECU Pirates Aboard: Sandy Bridgers (Pirate Techs Student Computing Support Center) answers technology-related questions from prospective students and parents

Photo bottom right

ECU Pirates Aboard: Belinda Perkinson and Jennifer Raby pose with PeeDee during a break from providing prospective students and parents with information about technology services and resources





# IT GOVERNANCE

*“Effective processes to evaluate and track projects are essential for building a trusted partnership between IT and client departments.”*

*The Right Projects Done on Time: Seven Steps to Successful IT Governance, Jeffrey Toaddy, EDUCAUSE Review, April 2019*

Throughout the year, ITCS collaborates with various information technology committees to ensure the technology infrastructure, physical facilities, and support services are adequate and fulfill the needs of the university’s educational programs, business functions, and overall mission. The Information Resources Coordinating Council (IRCC) is the primary IT Governance committee at ECU and has representatives from all areas of campus. Additional committees that assist with priority setting, IT planning, risk assessment and planning, policy setting, and customer-centered decision-making processes include: Web Oversight Committee, Enterprise Data Management Steering Committee (EDMSC), Distance Education and Learning Technology (DELT) Committee, Clinical Information Steering Committee (CIS), IT Accessibility Committee, Academic Technologies Advisory Committee (ATAC), and Classroom and Lab Governance Committee, to name a few. **Diagram 1.**

## IRCC

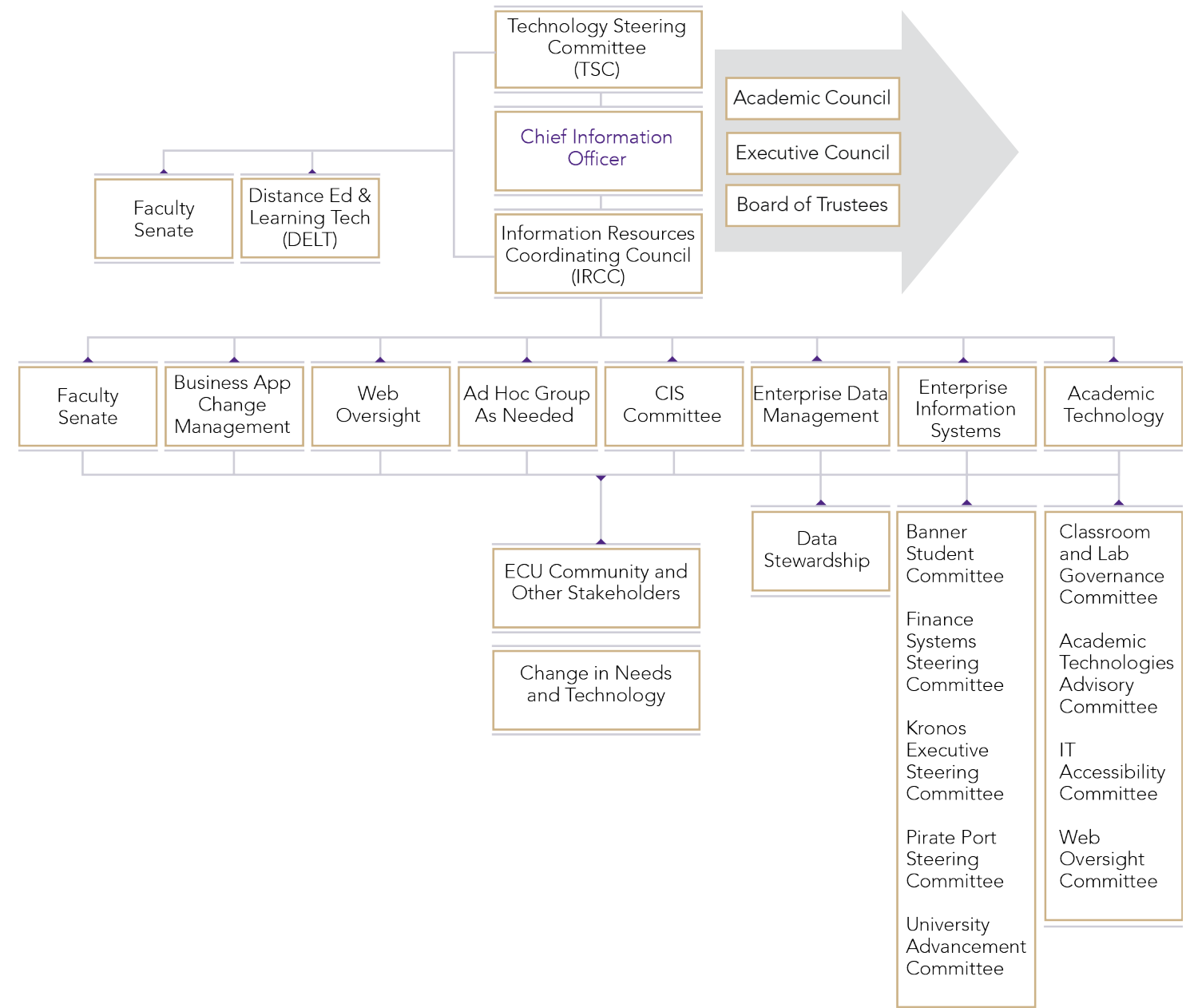
The IRCC reviewed and provided input on the following topics and presentations:

- Launching Multi-Factor Authentication (MFA) for faculty and staff during phase 2 of this campus-wide project
- Rolling out an updated version of Pirate Port that is now ADA compliant and offers responsive design to maximize mobile awareness
- The support resources and learning tools made possible by the ECU Education/Technology Fee
- The interim Software and Data Collection Services Acquisition Regulation
- Upgrading to Banner 9 for the Banner Finance and Banner Student applications
- Moving ECU faculty and staff email to the Microsoft Office 365 Cloud
- Technology projects in the College of Nursing, College of Health and Human Performance, College of Business, School of Dental Medicine, College of Engineering and Technology, and Division of Student Affairs
- Activities undertaken by the Cybersecurity Operations Center, a team formed to detect, analyze and facilitate the university's response to cybersecurity threats

## IT GOVERNANCE AT EAST CAROLINA UNIVERSITY

Diagram 1

This diagram details the decision-making authority and hierarchy of IT Governance at ECU. For example, changes in needs and technologies many times originate from stakeholders. The decisions on how to adapt to those needs and changes is either resolved in the day-to-day IT operational process or through the IT governance structure. Decisions of varying scope and impact can be made by the IRCC, IRCC sub-committees, or the Technology Steering Committee (meets as needed). Distributed IT, campus reps, deans and directors, and the Faculty Senate have representatives on the IRCC. At times decisions are presented to other executive committees such as the Academic and Executive council and/or the Board of Trustees.



- Additions to the ECU distributed antenna system to help boost cell phone coverage and emergency alerts around campus
- Database management initiatives
- Additions to email protections including an “external sender” banner, disabling student email redirects and auto forwards, a mobile device pin requirement for students, and safe link (also known as URL rewrites) to protect against malicious links in the body of an email
- The implementation of Azure Information Protection (AIP) and Mobile Application Management (MAM) data-protection tools
- ECU’s Learning Management System (LMS) replacement, including evaluations for Blackboard, Canvas, and Desire2Learn; public forum sessions, and meetings with campus deans

### WEB OVERSIGHT COMMITTEE

The Web Oversight Committee governs the WordPress project at ECU and makes decisions regarding the homepage and other web standards. This year, the committee reviewed and provided input on the following topics and presentations:

- The redesign of second-level ECU webpages
- Updated Terms of Use for GDPR ([www.ecu.edu/terms](http://www.ecu.edu/terms))
- Redirects of websites migrated from CommonSpot to WordPress will expire two years from the date of migration completion or February 2019, whichever is later

### ENTERPRISE DATA MANAGEMENT STEERING COMMITTEE (EDMSC)

ITCS continues to work closely with the Enterprise Data Management Steering Committee (EDMSC) and the Data Stewardship Committee (DSC) to expand and strengthen the university’s Data Governance program. Recent activities/ accomplishments include:

- A data governance website was established for communicating information regarding the Data Governance program.
- Data stewards and their respective data domains were clarified, and hierarchies of responsibility were established.
- The interim Data Governance PRR (Policies, Regulations, and Rules) was updated and the process of transitioning it to full regulatory status is underway.
- Documentation was developed covering data confidentiality, data standards, and the classification of sensitive data.
- The ITCS Enterprise Data Management Support Services (EDMSS) team has assumed responsibility for facilitating

- the activities of the Identity Theft Protection Committee (ITPC), which is currently being transitioned under the Data Stewardship Committee for oversight purposes.
- The EDMSS team and DSC both worked with ITCS on their efforts to reconfigure the Technology Security Assessment process, as a prerequisite to shifting oversight of the ITPC to the DSC.
  - EDMSS collaborated with other teams working on the Banner 9 project to define and seek DSC approval of validation tables (Gender Neutral Personal Pronouns and Gender Identity).
  - EDMSS and the DSC are working closely with ITCS to configure and implement Microsoft’s Azure Information Protection solution, which will help to ensure the secure exchange of documents containing sensitive institutional data. This is part of an ongoing effort to address audit-related items which require the ‘implementation of procedures, guidance, and training materials for information labeling to cover information/data in physical and electronic formats. Labeling will be based on the data classification scheme that has been developed by the DSC.

### DISTANCE EDUCATION AND LEARNING TECHNOLOGY COMMITTEE (DELT)

This year, the Distance Education and Learning Technology Committee accomplishments include:

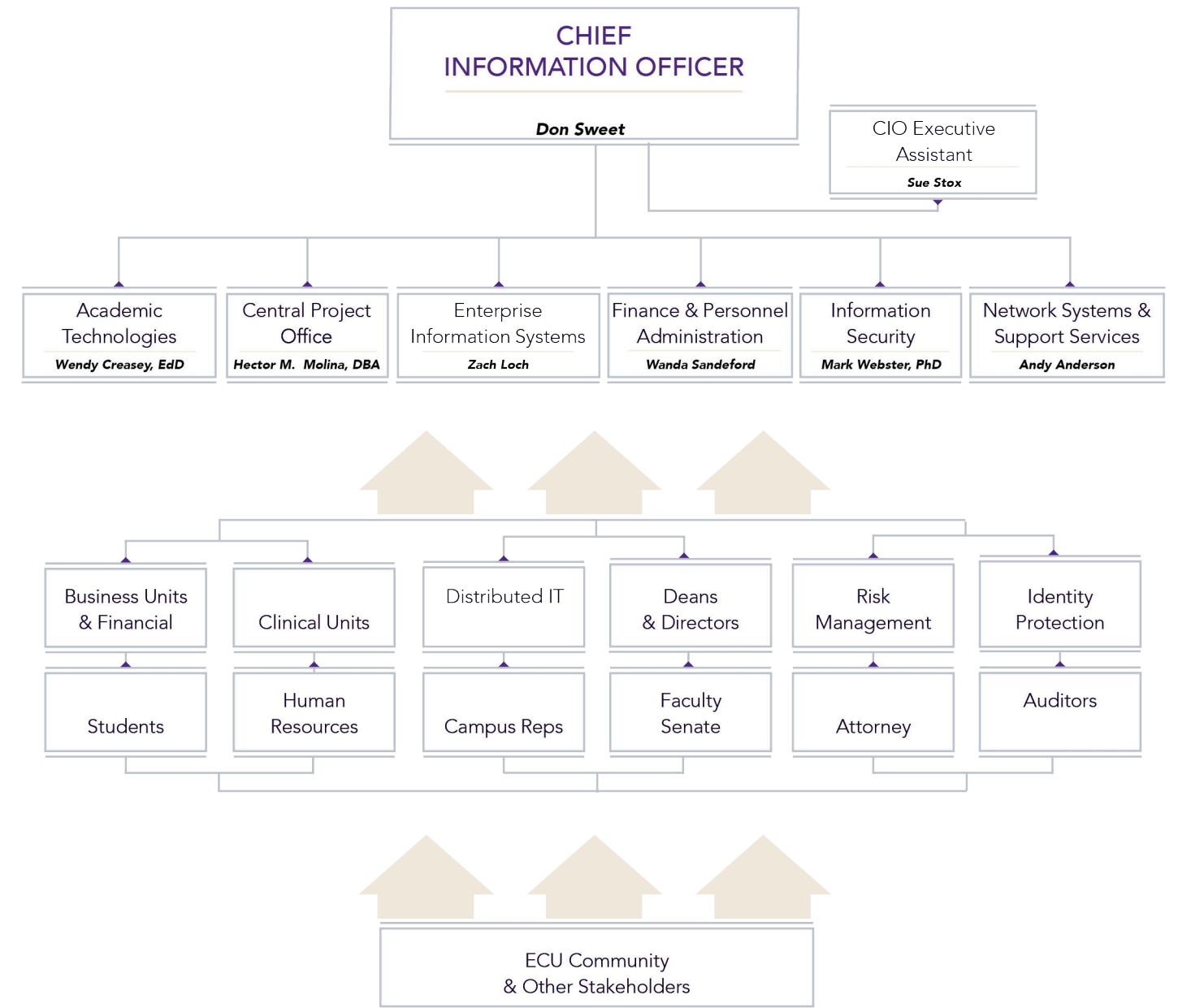
- Provided feedback on Academic Technologies distance education modules
- Discussed the Faculty 180 and the distance education professional development requirements
- Worked on Best Practices Statement of Online Academic Integrity for the Provost
- Reviewed the distance education Peer Review Instrument
- Began holding meetings in Microsoft Teams using Microsoft Teams videoconferencing and the sharing and storing of documents

The Clinical Information Steering Committee (CIS) oversees the adoption and use of healthcare-related information technologies. The CIS committee, together with ITCS, provides a uniform process for Brody School of Medicine, School of Dental Medicine, College of Nursing, and other departments to receive guidance in the selection, development, and implementation of hardware, software systems, databases and third-party IT services that support clinical research and operations. Additionally, the CIS Committee strives to ensure both patient and university data remain protected. This past year, CIS activities included reviewing and approving 19+ systems such as Orchard Harvest, Glooko Uploader, Asembia 1, LabDaq, and Skype for Business.

### COMMUNICATION FLOW INTO THE ITCS ORGANIZATION

Diagram 2

This diagram demonstrates how feedback occurs from the ECU community and stakeholders into the ITCS main functional areas. For example, IT Security has many customers; however, they primarily interface with the representatives from the attorney, risk management and auditor’s office. Any issues that cannot be handled operationally flow to the CIO, IRCC and/or the Technology Steering Committee. These issues involve policy, new decisions, strategic investments and technology changes. Conversely, feedback from the Faculty Senate and other representatives can flow from ITCS or directly to any of the IT Committees.



## PROJECTS

### CPO HIGHLIGHTED PROJECTS

The Central Project Office (CPO) continues to transform the way projects and initiatives are delivered at ECU. Working collaboratively with cross-campus departments, the CPO aims to provide project guidance, support, coordination, monitoring, and reporting. A few highlights of enterprise-wide projects managed by the CPO include:

The ECU Travel Task Force purchased and is implementing Chrome River as ECU's new Travel Request System. The original ECU Travel System, developed using Adobe Flash, was developed by Information Technology and Computing Services (ITCS) in June of 2011. Browser support of Adobe Flash is being phased out; therefore, a new system was needed.

Phase 2 of the Faculty180 implementation began. This past year, the CPO focused on data integration and drafted a Standard Operating Procedure manual for ongoing faculty use. This project also involved examining and setting up workflows for the annual evaluation of faculty, faculty reappointment, and promotion and tenure. Workflows were built, tested, and rolled out to departments and colleges early spring semester 2019.

To remove barriers to research participation, a new payment solution was implemented that simplifies the payment process and aids in rapid reimbursement. This solution reduces faculty responsibility of manually requisitioning cash, securing cash, and maintaining records for tax reporting purposes. Coaches in university athletics are using the new solution to reduce the burdens placed upon administration.

### IN THE SPOTLIGHT

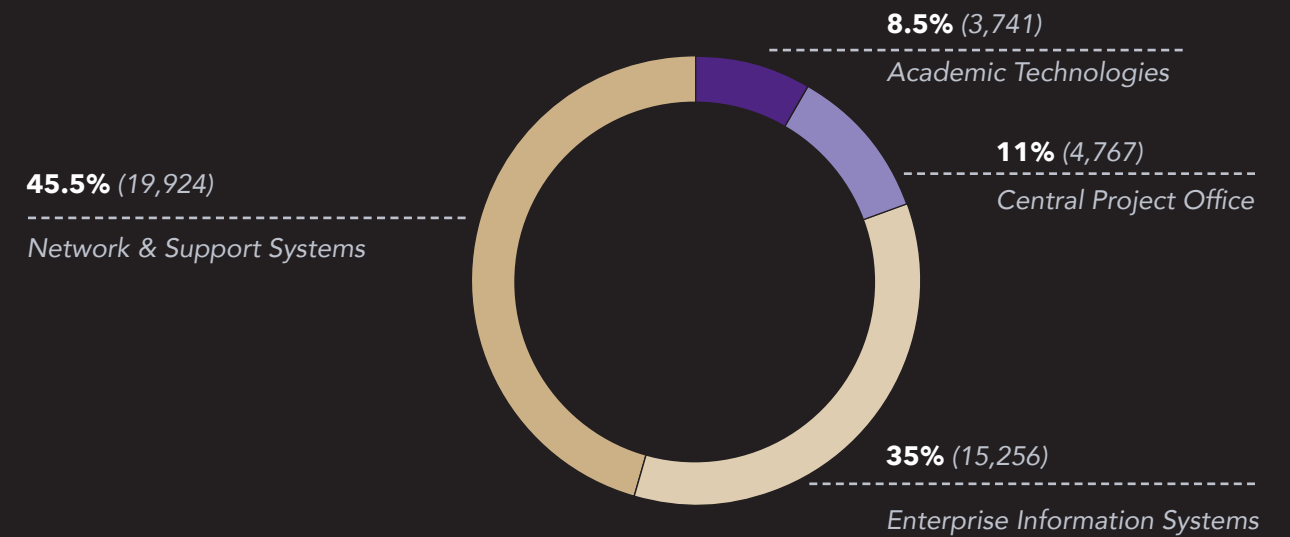


*We wanted to improve the overall user experience for the university community and enable greater reporting for our technicians within various teams.*

Dr. Hector M. Molina, Director, Central Project Office, participated in the development of two publications this year — Project Management for the Masses: Five Key Building Blocks to Create an Enterprise-Wide Discipline and Why Project Management Maturity Matters

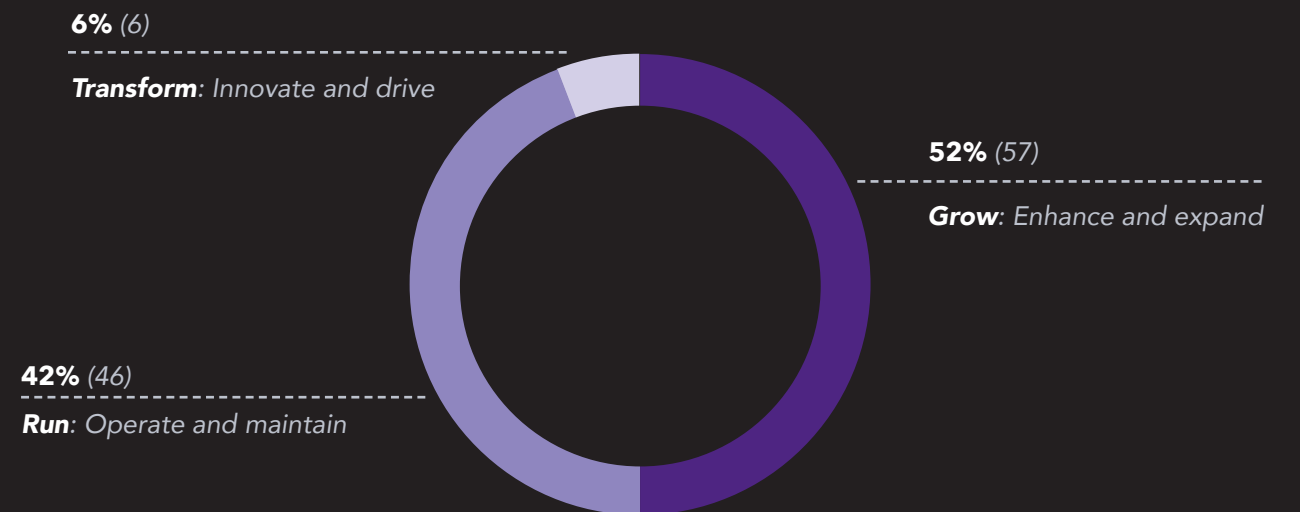
### PROJECT HOURS BY BUSINESS UNIT

Fig. 1



### PROJECTS COMPLETED BY IT CATEGORIZATION

Fig. 2



Developed by Gartner, the Run-Grow-Transform model supports IT planning and investment in IT products and services. Projects classified as "Run" maintain essential day-to-day business functions and capabilities. "Grow" projects enhance or expand existing IT systems in support of business growth. "Transform" projects are often innovative and focus on expansion into new markets or audiences.

# ASSESSMENT

ITCS reports annually to the ECU Assessment Review Committee (ARC) on the university's critical services uptime goal. This past year, we met the 99.5% service uptime goal for the university network, Banner, Blackboard, Email (Exchange), the main ECU Website, and Tier 1 storage. Logs and statistics are kept on the availability of each individual core data center enterprise service, intranet and internet networks and we track all unplanned downtime.

Additional assessment measures include a customer satisfaction survey that is sent to users once a Help Desk request is closed. This survey — part of an overall strategy for continuous service improvement — identifies where we have opportunities to better serve the ECU campus community. In 2018-2019, 2,742 surveys were received. On a 5-point scale, where 5 is excellent and 1 is poor, average customer service ratings are shown in **Table 1**.

Each year we solicit feedback from instructors regarding classroom technology via an Office of the Registrar survey and multiple other sources. This year, 86 surveys were received. Some reported issues were technology driven while others were associated with room design and facilities. We reported facilities issues to Facilities Services and technology issues were checked and resolved by ITCS's Classroom Technology team.

This year, Academic Technologies staff participated in a research study to examine the strengths and challenge of using TurningPoint from both students' and instructors' perspectives and to study whether there is an association between instructors' satisfaction and

challenge scores based on academic college. The research study was led by faculty from ECU and Eastern New Mexico University. The assessment was completed using two surveys. One was used to assess instructors who use TurningPoint and another was used to assess their students. Question sections included: demographic, satisfaction (Likert scale), usability and challenge (Likert scale), and open-ended questions. The survey was completed by 16 instructors and 44 students. Instructors indicated that a strength of TurningPoint is that they find it useful in driving class discussions. Instructors also indicated that challenges of TurningPoint include the necessity to require students to register in Blackboard, and the process of transferring data collected by the classroom computer to their office computer. In all cases, there was a significant difference in these perceptions based on college. Students indicated that strengths of TurningPoint include increased classroom participation and engagement. Students also indicated that challenges of TurningPoint include the complexity of using TurningPoint as well as communication issues between their device and the instructor's. Overall, this study has been used to strengthen students' and instructors' knowledge on the use of TurningPoint in undergraduate courses through regular trainings offered by ITCS.

The ECU Graduating Senior Survey, administered by Institutional Planning, Assessment and Research (IPAR), includes questions specific to ECU technology services and resources. In 2018-2019, on a 5-point scale, where 5 is very satisfied and 1 is very dissatisfied, average student ratings are shown in **Table 2**.

## 2018-2019 HELP DESK CUSTOMER SATISFACTION SURVEY

Table 1

(On a 5-point scale, where 5 is excellent and 1 is poor, average customer service ratings are shown.)

Help Desk Services	Average Rating
Call answered in a timely manner	4.8
Employee courtesy	4.9
Employee knowledge	4.8
Employee professional ability	4.8
Quality of service	4.8

## 2018-2019 INFORMATION TECHNOLOGY SERVICES GRADUATING SENIOR SURVEY

Table 2

(On a 5-point scale, where 5 is very satisfied and 1 is very dissatisfied, average student ratings are shown.)

Student Services	Average Rating
	Senior
Hours of operation of university computer labs	4.0
Availability of equipment and software in university computer labs to meet my needs	4.1
Availability of ECU-provided WiFi (eduroam, ECU WiFi) on campus	3.5
Availability of cellular phone voice and data service on campus	3.5
Ease of connecting mobile and other smart devices (e.g., Apple Watch, Fitbit, etc.) to the ECU network	3.3
Online course management system(s) used in my classes (e.g., Blackboard)	4.0
Effectiveness of information technology in improving my learning experience	4.0
Overall information technology services provided by the central IT department	4.0



## BEHIND THE SCENES

### ECU'S BIG DIG

What happens when a major fiber optic cable connecting ECU's east campus to the Internet and other data services intersects with a trench over 30 ft wide and 20ft deep? This was the problem faced by ITCS when it became apparent the City of Greenville's new Town Creek Culvert would be running under one of ECU's main fiber links. ITCS engineers worked with the City of Greenville and its contractors to brainstorm ideas. Routing the fiber cable around or over the culvert wasn't viable given cost and risk. Ultimately, ITCS settled on a plan to reduce ECU's dependency on this fiber link, ensure there was robust secondary connection in place, and work with the City's contractor to design a support structure to protect the fiber cable during construction.

### EXTERNAL

Network Systems and Support Services provides the information technology (IT) infrastructure needed to support the academic, administrative, and research functions of ECU at the most fundamental level. Although their work is often behind the scenes, the team works tirelessly to ensure that students, faculty, and staff have a stable, reliable, and modernized system to connect with people across campus and around the world. This year, Network Systems and Support Services designed networks in several new buildings and as part of renovation projects to support an ever-growing, connected university:

- **Main Campus Student Center** — the largest building project in ECU's history — that is 210,000 square-feet and is accompanied by a 700-space parking deck. The student

center also includes state of the art audio visual systems, parking and building management systems, and dedicated gaming center. Over 1,900 data ports and 98 wireless access points were installed to provide wired and wireless connectivity of up to 1 Gigabits per second throughout the building.

- **Dowdy-Ficklen Stadium and the Ward Building**, a \$60 million renovation endeavor. This renovation adds 1,000 premium seats in a four-story structure that will house a new club level, suites and loge boxes, along with a new press box and game-day operations center. Certain areas of the parking area will also be outfitted with connections for those tailgaters who desire electric power and broadcast cable TV service. The Ward Building renovation includes modernized and expanded football locker room and team meeting areas, athletics training headquarters, and the equipment room. Over 600 data ports and 91 wireless access points were installed to provide wired and wireless connectivity of up to 1 Gigabits per second through the building.
- **Life Sciences and Biotechnology Building**, which will be 150,000 square feet. The network in this building, which recently broke ground, is unique in that it is the first on campus to be designed with 10 Gigabit PC connections in mind. ECU's current standard is 1 Gigabit. Also, as part of the building project, the fiber duct bank that houses and protects ECU's fiber optic network will be extended to this location and beyond to connect the warehouse district on 10th Street to ECU's core data network.
- **ECU Distance Education Proctoring Center**, which is newly-located off campus. This location is connected to campus and the Internet via a dark fiber connection capable of 10 Gigabits per second. Given its primary use, the building also required over 60 surveillance cameras.



Photo top left, bottom left & top right

The Big Dig

- **Department of Human Resources Training Center**, a new location that includes wireless access, phone systems, and state-of-the-art audio-visual systems.
- **Greene Residence Hall**, newly renovated. Greene was the first ten story high-rise residence built on Main Campus in 1969. The resident hall supports 380 residents.

*While we tend to think of the IT infrastructure as always growing, ITCS takes steps to recover IT infrastructure when it's no longer needed. This year, through continuous monitoring of network traffic, we determined several locations at ECU Physicians were no longer active. After conferring with ECU Physicians leadership, ITCS recovered IT infrastructure worth over \$30,000, saving on both maintenance and future capital costs to replace. We also worked with Campus Living to identify the minimum number of wired data ports needed for a given dorm. As part of the Greene Residence Hall renovation, the number of wired data ports will be reduced from 720 to 336, for a 53% reduction and an estimated cost savings of \$200,000.*

### DATA CENTER

Behind the scenes, we upgraded our 7k switches to the next generation 9k switches in both the Cotanche and Brody Data Centers. These newer switches can support speeds up to 100 Gigabits, or 10x the capacity of the older switches, which have been in service since 2010. The current configuration allows for up to 14 Terabits of data per second, per switch, where the former was limited 1 Terabits.

This past year, we completed Phase 2 of the primary data center renovation project. This phase included reconstruction of two rooms in the primary data center. These rooms were initially for tape backup storage and to serve as a print room; however, since these functions were discontinued, we renovated the rooms to prepare for future expansion of enterprise computing infrastructure. Plans are in place for a multi-year project to upgrade the physical plant, including electrical, cooling, and fire suppression, as well as providing redundant power via multiple UPS systems.

## ENHANCING ACADEMIC TECHNOLOGIES

### LEARNING MANAGEMENT SYSTEM REVIEW

ECU's current Learning Management System (LMS), Blackboard Learn, supports over 18,000 course sections annually and is a critical tool in the teaching and learning environment. ECU has undertaken a review of our current and future LMS needs to determine next steps as our LMS hardware requires replacing in the next two years. The timing of this hardware replacement, combined with significant changes in the LMS market, makes this an opportune time to evaluate LMS options to determine which system will best meet ECU's needs.

The Academic Technologies Advisory Committee (ATAC) helped guide this process. The committee includes faculty from each of the colleges and several faculty from the Distance Education and Learning Technologies (DELT) Committee, including the current committee chair. **Table 3.**

The ATAC engaged in several activities this academic year to understand the LMS landscape and market in higher education, reviewed feature sets available in LMS tools, and solicited feedback. The committee determined that Canvas is the tool of choice that will provide significant improvements over our current Blackboard Learn

system. These improvements and advantages include:

- ease of use and intuitive interface,
- accessibility features,
- the ability to manage a large number of sections,
- a rich tool set to provide student feedback, including a full-featured video tool with auto transcribing close captioning, and
- improved course analytics and reporting.

In addition, Canvas has been adopted by eight other institutions across the UNC system and the NC Department of Public Instruction for online K-12 learning. This creates a foundation of knowledge across the system and one less learning hurdle for students. Also considered an advantage by the committee were the positive peer reviews on Canvas support and LMS migration.

Based on the Academic Technologies Advisory Committee's review and deliberations, the recommendation is that ECU adopt Canvas starting in the fall 2019. The committee also recommended a transition timeline that will overlap with our current Blackboard system and not extend archive access past spring 2022.

Throughout the evaluation process, faculty reinforced the idea that they are lifelong learners, and many faculty expressed excitement about the opportunity to explore new tools and develop new skills.



ACADEMIC TECHNOLOGIES ADVISORY COMMITTEE MEMBERSHIP

Table 3

Academic Library Services	College of Fine Arts and Communications
Academic Technologies, ITCS	College of Health and Human Performance
Brody School of Medicine	College of Nursing
College of Allied Health and Sciences	DELT Committee Chair
College of Arts and Sciences	Health Sciences Library
College of Business	Learning Platforms Manager, ITCS
Distributed IT Representative	School of Dental Medicine
College of Education	Office of Faculty Excellence
College of Engineering and Technology	SGA Representative



## IT ACCESSIBILITY

*“Policies concerning the procurement and acquisition of technology provide an opportunity for colleges and universities to increase the accessibility of the tools and services that students and faculty use, both for academic and administrative purposes.”*

*ELI 7 Things You Should Know About ... Technology Procurement for Accessibility, October 2018*

This is the IT Accessibility Committee’s third year and cumulatively, we have made great progress. We are diligent in creating a formalized structure that continues to move us forward with annual goals, funding commitments, and a commitment to rectify situations that are brought to our attention.

This year, we made progress on and/or accomplished the following:

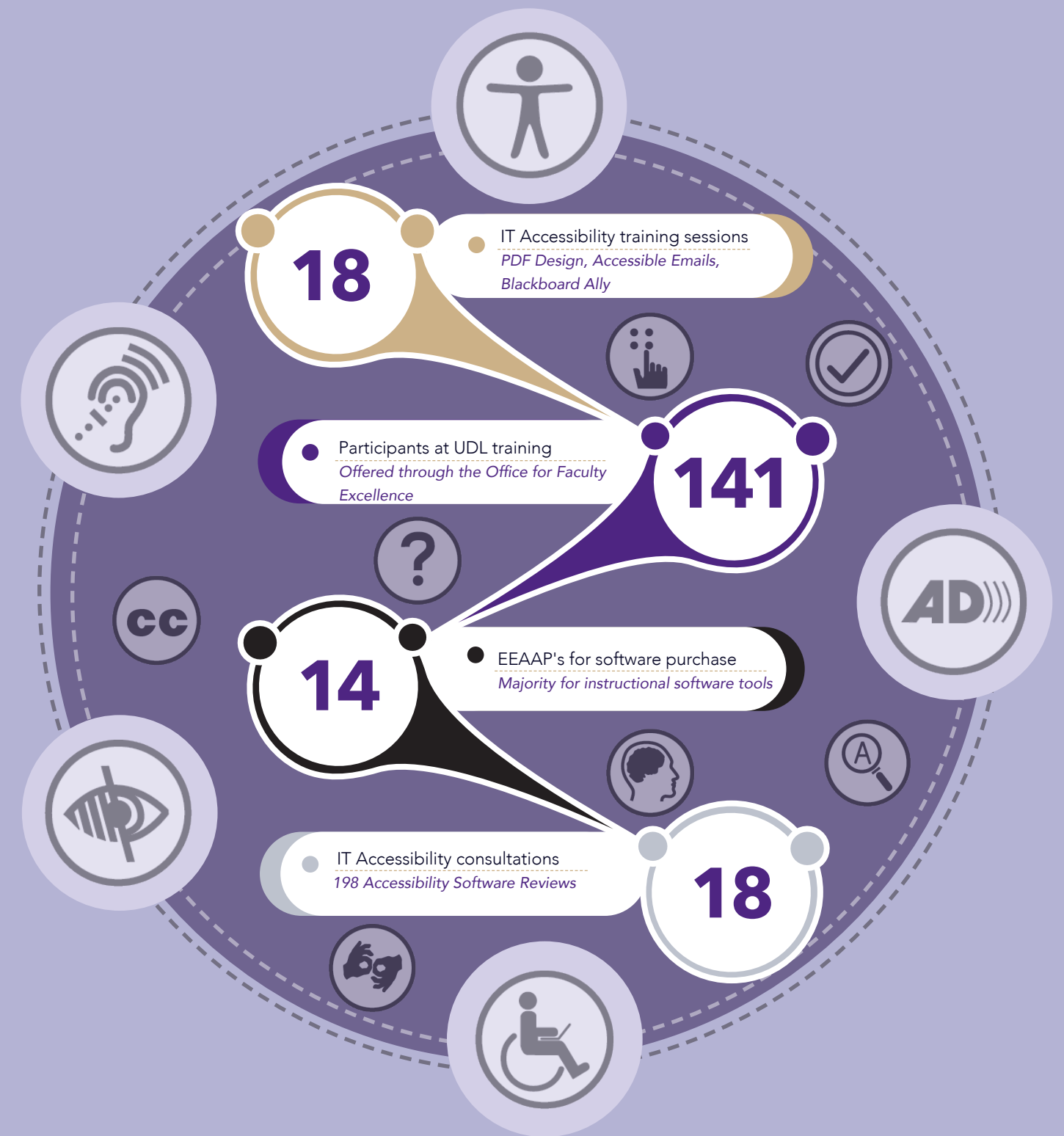
1. Convened the campus-wide IT Accessibility Committee twice in FY19. The campus-wide committee provided valuable input and review of our initiatives.
2. We offered 18 IT Accessibility training sessions on PDF Design, Accessible Emails, Instructional Content, and Blackboard Ally.
3. We had 141 participants at our new Universal Design for Learning (UDL) training with new content including a UDL Blackboard Course, providing meaningful and timely feedback, and a UDL Syllabus. The training was offered through the Office for Faculty Excellence.
4. We worked with departments to establish 14 Equally Effective Alternative Action Plans (EEAAP’s) for software purchases. These departments have received recommendations on how to provide accommodations if they occur. The majority of these EEAAP’s were for instructional software tools. We did create a Work Productivity exception that reduced the number of EEAAP’s.
5. We audited the purchasing process to determine if our processes were clear and purchasers were making the correct choices regarding exceptions. Out of the 166 purchases audited, we had 78 VPAT waivers and 88 exceptions. One exception did not have documentation, 22 exceptions listed the wrong exception and all VPATS were documented. The purchasers were followed up with and provided instructions on the process.
6. We targeted existing campus applications to thoroughly evaluate the accessibility of the tools including: Kronos, Touchnet, Cornerstone, Recruiter, Pirate Port, Blackboard, WebEx, WordPress, Lynda, Web Email, McGraw Hill, Connect, Mindtap, Omeka, Qualtrics, iWebfolio, Mediasite, and Yammer. Feedback was provided to application owners regarding the outcome of the assessments.

7. We communicated to campus on the following IT Accessibility Topics:
  - Ally, Your Accessibility Ally
  - Listen to Your Homework
  - Read & Write Literacy Software Makes the Web, Documents and Files More Accessible
  - New Pirate Port Portal, with built-in accessibility features
  - Siteimprove reporting
8. We provided 18 IT Accessibility Consultations and 198 Accessibility Software Reviews.
9. We continue migrating CommonSpot users to WordPress which includes a new website design that is ADA Compliant and has a responsive design. Approximately 150 sites will be completed by the end of the fiscal year. The new WordPress CMS scores a 97.5% for WCAG 2.0 AA Compliance. The industry standard is 71.4% for education. After users add their content to the themes, our average score is 90%. All new WordPress users are sent a monthly report indicating their misspellings, broken links, and ADA issues. We offer best practices for ADA at [wordpress.ecu.edu](http://wordpress.ecu.edu). Approximately 447 users have attended WordPress Training where accessibility expectations are reviewed.
10. We implemented Blackboard Ally, a tool that provides content to students in multiple formats such as audio, HTML, and electronic braille. The tool offers suggestions to correct ADA issues and provide an overall score to the document, course, and the overall Blackboard environment. This year, there were 21,780 alternative formats used and 16,481 downloads. Formats downloaded included audio, pdf, html, ePub, and Braille.
11. All [ecu.edu](http://ecu.edu) web pages contain a "report a barrier" link that when filled out emails a diverse team that responds to issues and ensures the appropriate resource is notified.
12. We completed the quarterly reviews, as defined by the university Web Regulation. A sample of web pages are reviewed quarterly to ensure they meet ADA, security, and design requirements. Information about the reviews is sent to site owners and contributors.
13. Per one of the ITCS unit objectives, we will support a diverse community and ADA compliance efforts, we will support and provide \$75,000 in financial resources for IT accessibility to campus. This year, we spent approximately \$62,000 on software tools supporting IT accessibility.

In FY20, we will continue our annual operational activities including but not limited to communicating to campus about IT Accessibility, Universal Design, providing training, reviewing technology for accessibility, and migrating from CommonSpot to WordPress. Additionally, we will make available two new video (Microsoft Stream and Canvas Studio) tools that will have auto captioning and transcribing with transcript editing.

## IT ACCESSIBILITY BY THE NUMBERS

Fig. 3





## CLASSROOMS AND LABS

ITCS supports 240 classrooms and 102 class labs. This past year, presentation systems were replaced in 32 generally-scheduled classrooms, bringing them up to the current digital standard equipment, including a wireless laptop/bring your own device (BYOD) capability. Classroom construction standards were updated to meet current digital standards. In addition, a 5-year classroom technology plan was developed.

ITCS completed several creative classroom/lab projects in buildings across campus, including the College of Business computer lab in Bate Building, the dance studio in Messick, and student athlete development tutor rooms. We provided consultation support on these ongoing projects: new Main Campus Student Center; the Research, Economic Development and Engagement (REDE) building renovation project in Uptown Greenville; and the Life Science and Biotechnology Building.

Sonic Foundry performed a 3-day on-site review of Mediasite, focusing on security roles, learning management system integration, user profile provisioning, MyMediasite modes, and archiving expired content. Ten Mediasite recorders were replaced in generally-scheduled classrooms due to end of life and discontinuance of support.

The Classroom and Lab Governance group was established to meet and discuss classroom and computer lab needs. The group consists of members from ITCS, Institutional Planning, Assessment and Research (IPAR), and Office of the Registrar, and meets throughout the year to discuss technology needs across campus and the use of space. This past year, funding was available to replace outdated furniture in computer labs. The group evaluated requests from ECU's colleges regarding their needs. Through these requests, we identified five computer labs that needed significant furniture updates.

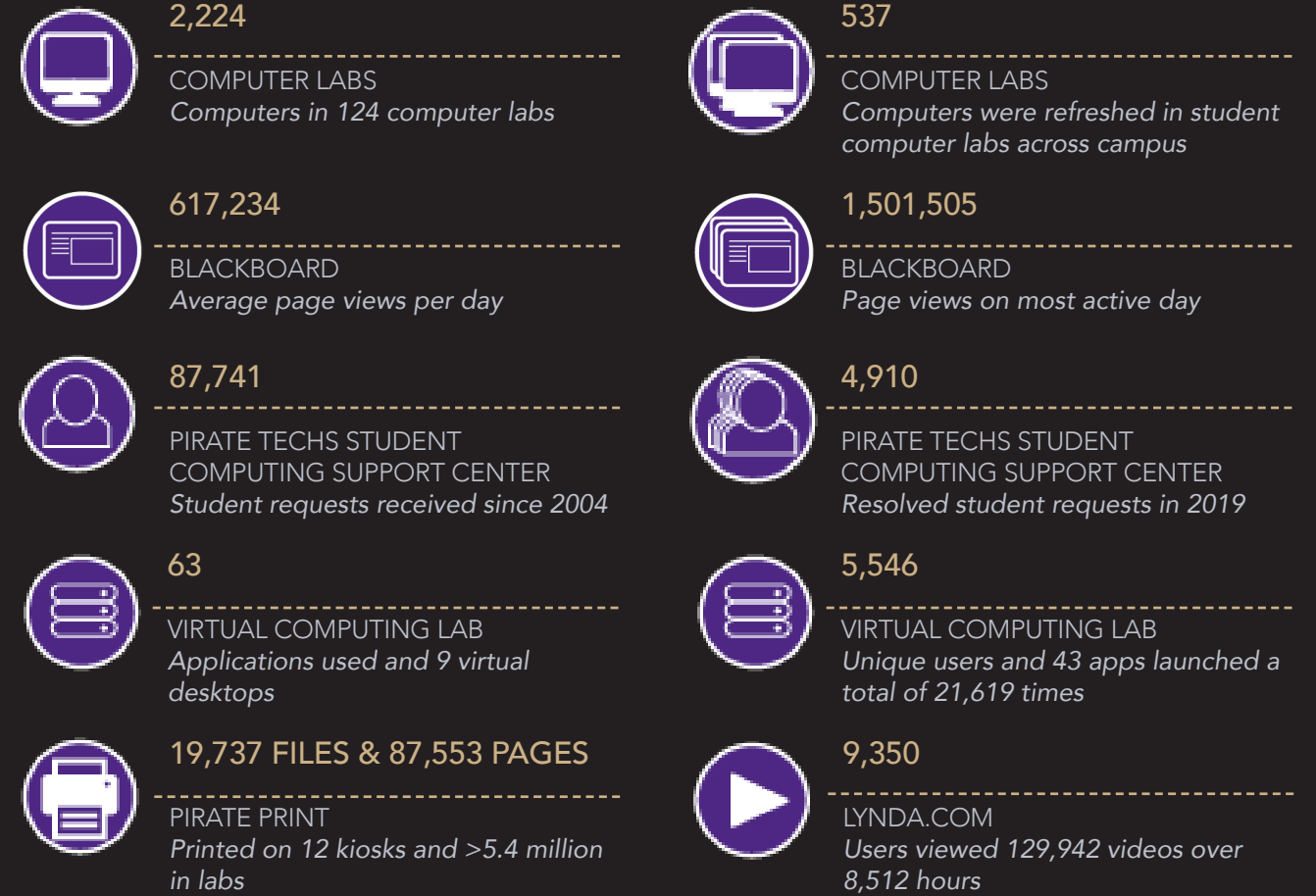
In addition to adding furniture and space for students bringing their own devices to campus, Academic Technologies increased the number of printers for students to print from their own devices — 11 dedicated print stations are available, in addition to 50 computer lab printers.

This year, Joyner Library added a kiosk that holds 30 laptop computers for students to check out while in the library. The kiosk was heavily used and very successful — laptops were checked out more than 18,500 times!

Additional changes include Austin 104's conversion from a general-purpose lab to a Math teaching lab; Mendenhall basement computer lab will be going offline; and Howell Science E210's transition from a computer lab to a regular classroom. The department requested a laptop cart to be used in place of the computer lab, allowing the cart to be used in multiple classrooms as needed.

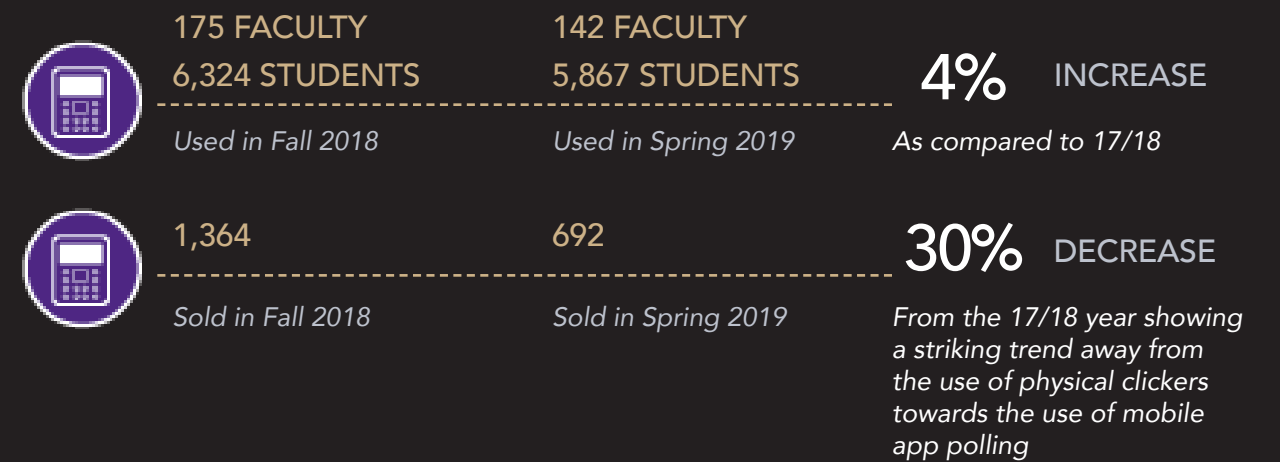
## BY THE NUMBERS

Fig. 4



## TURNING "CLICKERS"

Fig. 5



## EFFICIENCY AND EFFECTIVENESS IN OPERATIONAL DELIVERY OF SERVICES

This year, ITCS provided quality customer service, increased opportunity for campus efficiencies, and collaborated with partners across campus to meet the strategic goals of the university.

Our Web Services team built a back-end web tool for ECU's Creative Services department to highlight accomplishments such as national rankings and recognitions on the ECU homepage. Clickable icons displayed on a colorful banner link to a Tableau page with graphical elements that show awards from U.S. News & World Report, National Council on Teacher Quality, Princeton Review, among others.

The university's migration from CommonSpot to WordPress is approximately 50% completed. Sixty percent of content (pages) and forty-five percent of websites have been moved. Our goal is to complete the migration by summer 2020.

This past year, we implemented scholars.ecu.edu, an opensource tool that will provide visibility to faculty grants, research, and publications. This tool provides opportunities for the public to locate faculty experts and encourages collaboration.

ECU's faculty and staff email environment moved to the Microsoft Office 365 cloud computing service to produce a significant savings in hardware and software costs. Other advantages include modernization (vendors will provide the latest updates and versions of Outlook), the ability to grow or scale down as needed, and added security.

We installed Microsoft Teams on university-owned faculty and staff computers. Teams is a collaboration platform that allows for persistent chat, easy file-sharing among group members, and a variety of plug-ins that add to the effectiveness of group collaboration.

To allow technology support specialists to more quickly and efficiently assist our users with technical issues, we upgraded the campus computing asset management tool, KACE. In addition, we completed the transition to a new server infrastructure monitoring tool that allows support specialists to not only monitor system activity and hardware health, but also allows them to pinpoint bottlenecks in the service process. These capabilities allow support specialists to troubleshoot more effectively and identify issues before they escalate and impact service availability for users.

At the request of the Brody School of Medicine (BSOM) Academic Technologies formed an IT Communications Group with IT staff in the BSOM to foster two-way information sharing from different areas to ensure staff and faculty are connected, receiving relevant communications, and know of the resources available regarding information technology at the university. Academic Technologies staff is also representing ITCS on the Organizational Leadership and Resources Committee as part of the site visit from the Liaison Committee on Medical Education (LCME), an accrediting body for educational programs at schools of medicine in the United States and Canada. In preparation

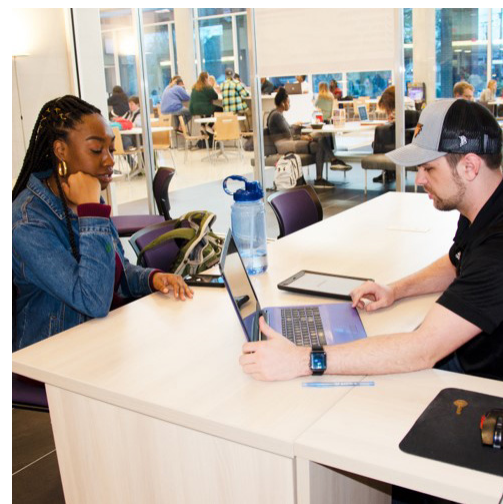


Photo top

IT Help Desk staff Robbie Proseus and Marilyn Linton printed 229 posters for Research and Creative Achievement Week

Photo bottom

Pirate Techs opened a location in the new Main Campus Student Center

## HELP DESK BY THE NUMBERS

Fig. 6



of the site visit, BSOM began an 18-month self-study of their medical education program. The Organizational Leadership and Resources Committee's charge is to examine the mission, planning, organization, leadership and administration of BSOM, as well as the educational resources and infrastructure.

In spring 2019, a Virtual Reality/Augmented Reality (VR/AR) at ECU Interest Group was created to learn about VR/AR on campus, share ideas, showcase projects, and collaborate. The VR/AR at ECU Interest Group is a collaboration between the Office for Faculty Excellence, ECU Libraries, ITCS, and College of Arts and Sciences.

Academic Technologies partnered with the Office for Faculty Excellence to deliver CourseFIT (Functional, Innovative Teaching): Reshape Your Course. CourseFIT focused on equipping and supporting faculty members teaching online with technologies to help accomplish their educational goals. This year's participants teach high-demand courses that are not typically offered online to increase opportunities for students to take these courses. Faculty were introduced to a schedule of topics including: designing effective syllabi, providing student feedback, social presence in the online environment, establishing learning paths, Universal Design for Learning, tools in the newly selected ECU Learning Management System Canvas, and more. The three-day schedule included training on best practices using specific technology tools that will help participants meet their instructional goals. Following the three-day kickoff, faculty began working in pairs during the remainder of the summer to develop an online version of the course to be taught during the 2019-2020 academic year. Ongoing professional development and mentor support during the 2019-2020 academic year will enable faculty to begin applying knowledge from the

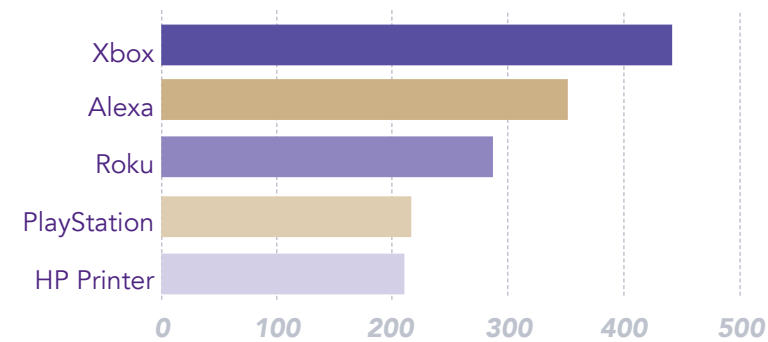
summer sessions to their ongoing instruction. This as-needed support will maximize the impact of the training and planning that occurred in the summer.

Within the newly-adopted Canvas learning management system, we implemented Canvas Studio, a video platform designed to engage students and instructors. Instructors can record, upload, and manage instructional video using Studio. Faculty and students can comment and provide feedback within a video timeline. Studio is integrated with the Canvas gradebook and students can submit video assignments. Instructors can add quiz questions into the video timeline. Studio provides analytics so instructors have insight into which videos students are watching, how long, and when they drop off. To improve our efficiency when installing software on computers in campus labs, we implemented Munki, which can install software packaged in the Apple package format and can be configured to install Apple Software Updates. Munki reduces technicians' installation time by automating initial installs or distributing updates. This new open-source tool provides consistency, ensuring that software is installed the same way on each computer, and reduces the need for hands-on, in-person visits to classroom Mac computers.

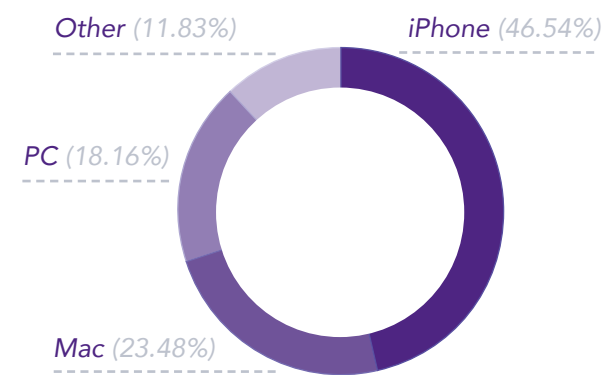
This year, Academic Technologies tested Remark software, a new exam-grading solution that will provide better reporting options and easier to read reports; allow for results to be exported to Excel; provide the option for extra credit questions; and give instructors the option to have multiple-answer options. Academic Technologies has used Remark on the Health Sciences Campus several years; transitioning to this software on Main Campus allows for greater consistency and efficiency. We will begin using the Remark software in fall 2019.

## THE INTERNET OF THINGS

Internet of Things (IoT) is the network of physical devices, vehicles, home appliances, and other items embedded with electronics, software, sensors, actuators, and connectivity which enables these things to connect and exchange data, creating opportunities for more direct integration of the physical world into computer-based systems.



A. Devices on ECU's eduroam network



B. Device types

## BY THE NUMBERS

Fig. 7



464

VIDEO TELECONFERENCING EVENTS

Multimedia and Technology Services (MTS) team managed 464 video teleconferencing events.



114

UNIVERSITY EVENTS

MTS video services team captured and edited video of 114 university events.



2,185

MYWEB

2,185 students and 713 faculty/staff have MyWeb space.



5,523

SOFTWARE DOWNLOAD CENTER

Software downloads processed



7,948,435

ECU HOMEPAGE

Pageviews



5,148,758

ECU HOMEPAGE

Unique pageviews

## INBOUND/OUTBOUND EMAIL

Fig. 8



MESSAGES SENT 41+ MILLION

Staff/faculty/students/alumni



MESSAGES INCOMING 429+ MILLION

Staff/faculty/students/alumni



MESSAGES BLOCKED 340+ MILLION

As spam or malicious

## ENCRYPTED EMAIL

Fig. 9



MESSAGES ENCRYPTED 5,600+

Messages sent external

## DEVELOPING CONTEMPORARY SYSTEMS

### ADMINISTRATIVE APPLICATIONS

In December, ITCS completed the upgrade of Banner 9 Admin Pages (the INB replacement). The project spanned two years with more than 2,000 hours logged, and involved over 50 individuals. Banner 9 brings a fresh new look and feel as well as updated technology. This year, ITCS will focus on Banner 9 Self Service, which includes new SSB applications for students, faculty, and staff. SSB is accessible via mobile phone and includes Student Registration, Faculty Rosters and Attendance Tracking, Finance, and Employee Profile.

ITCS currently has two phases to complete for Kronos for Main Campus in July and October. We will be finishing the implementation in March 2020 with the Police Department. Kronos was the largest software implementation the university has undergone (in terms of users), and replaces the paper timesheet and manual process that we used previously.

This year, ITCS upgraded Pirate Port. In addition to a fresh new look, Pirate Port now works on mobile phones and tablets, allowing faculty, staff, and students to access their favorite applications on a mobile device.

Students have over a dozen items to complete from the time they are admitted to stepping foot on campus at the start of the semester. Previously, students were not able to quickly view what they had or hadn't completed. The Admitted Student Checklist is an application available in Pirate Port, accessible via a mobile phone, that lets them view the status of items completed and not completed. The checklist also has quick links to systems to complete their tasks. We also have an Administrator system where admissions and other campus offices can access checklists for admitted students, giving them the ability to provide a high level of support and customer service including events like orientation.

### ENTERPRISE ANALYTICS AND DATABASE ADMINISTRATION

This year, ODS was upgraded from version 8.5 to version 9.0, and the Oracle Warehouse Builder was replaced with Oracle Data Integrator.

Enterprise Data Management Support Services (EDMSS) has established a data quality process that monitors and captures issues occurring in conjunction with the Student Data Mart. This process validates input data and notifies knowledge workers when errors are detected. Regular reports are created that track the errors and their frequency. This has been integrated into a Power BI-based dashboard and the processes themselves have been developed and documented in order that they might be used in future efforts of a similar nature.

EDMSS has overseen the installation, configuration and administration of SAS's advanced data management and analytics environment, which is nearing completion. This deployment includes a suite of applications that will allow the university to manage data quality, determine data lineage, use visual analytics and much more. The Visual Analytics feature set is currently being piloted by Institutional Planning, Assessment and Research (IPAR), while the EDMSS team is working with the Registrar's Office to integrate student information into the SAS Business Data Network and Lineage modules. A primary goal for this effort involves being able to generate reports on both institutional data and its associated/descriptive metadata.

EDMSS has been working diligently with other teams within ITCS to eliminate obsolete database objects within the various databases utilized by ECU faculty, staff and students. This process includes archiving of these objects in order that they may be used again if needed. At the same time, EDMSS is performing functional analysis on the current data architecture environment, gathering requirements and developing solutions for future business processes and systems design. These processes and the associated documentation will allow for better planning and ongoing support of these systems. Current examples include the Ellucian Ethos Integration and eTRACS (Electronic Research Administration & Compliance System) projects.

### BY THE NUMBERS

Fig. 9



6,096

QUALTRICS SURVEYS 2019

238 faculty/staff and 513 student users created 6096 Qualtrics surveys with 317,130 responses.



11,984

QUALTRICS SURVEYS TOTAL TO DATE

1720 faculty/staff and 1565 student users created 11,984 Qualtrics surveys with 547,729 responses. (Total to date)



4,755

ECUBIC

Current employees executed reports.



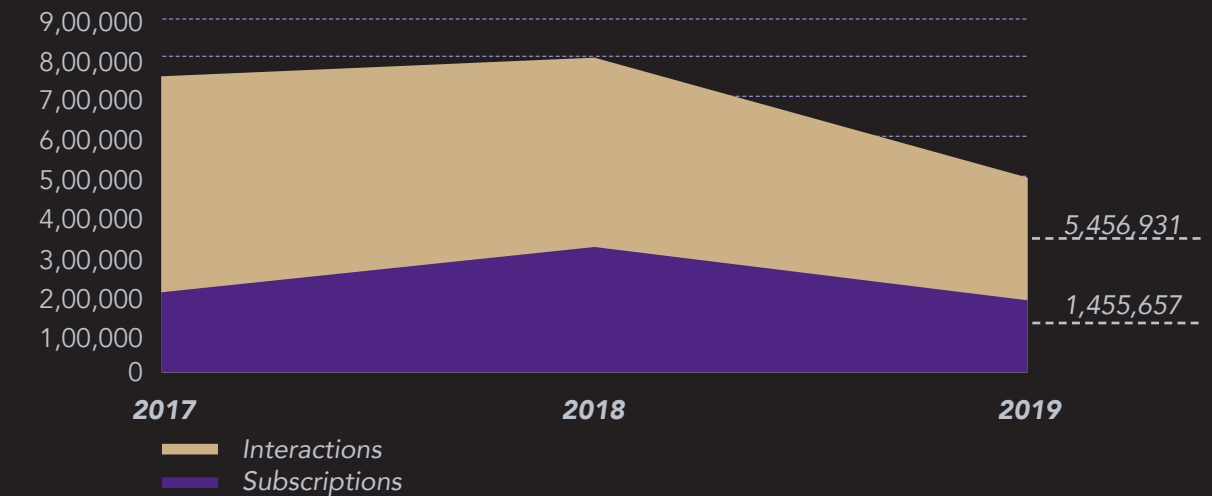
747

ECUBIC

Current employees received email subscription.

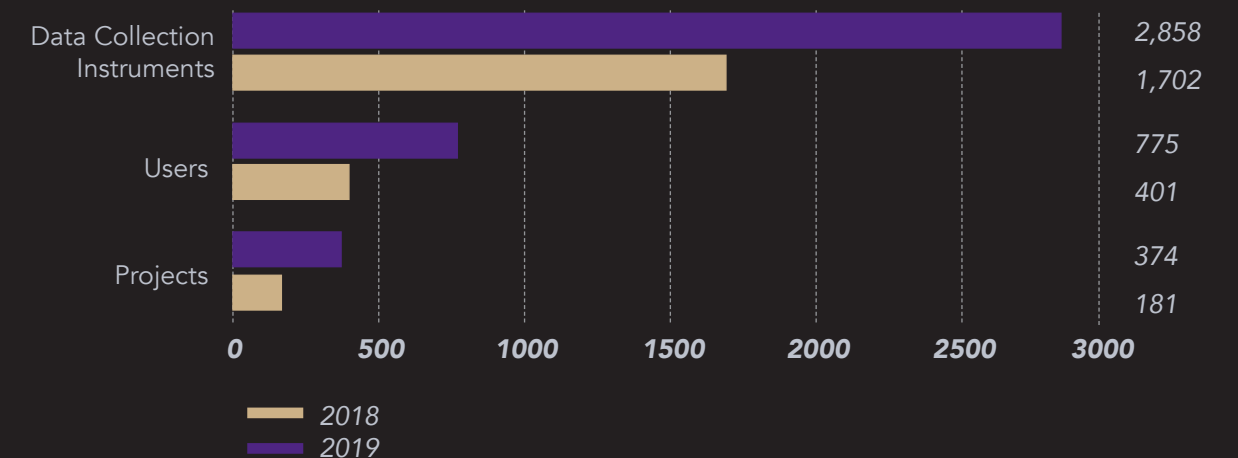
### ECUBIC

Fig.10



### REDCAP (RESEARCH ELECTRONIC DATA CAPTURE) USAGE

Fig.11





## SECURITY AND PRIVACY

Information security and privacy is a "shared responsibility," and all departments and individuals must work together to manage risk at all times. As part of our commitment to raise campus awareness the Information Security Office coordinated a Cyber Security Speaker Series as part of our participation in National Cyber Security Awareness Month in October. These free one-hour sessions were open to all faculty, staff, and students, and included a lineup of professionals with information technology security expertise sharing topics on current cyber security threats we are facing as individuals at home and work, as well as those targeting our country's critical infrastructure. The speakers included Klint Walker, Department of Homeland Security Cyber Security Advisor; Lieutenant Colonel, April Wimmer, ECU's AFROTC Detachment 600; Dr. Tijjani Mohammed, ECU Department Chair for Technology Systems; Assistant Special Agent in Charge Kevin Roughton, NC State Bureau of Investigation Computer Crimes Unit; Supervisory Special Agent Jessica Nye & Analyst Stephen Thomas, Federal Bureau of Investigation Cyber Squad; Lieutenant Steven Schmidt & Chief Warrant Officer William Clark, North Carolina National Guard Joint Cyber Defense Team; Cyber Unit Manager Tom McGrath, North Carolina Department of Public Safety, North Carolina Fusion Center; Richard Fraboni, ECU ITCS Network Architect. In conjunction with the speaker series, and following guidance from the National Cyber Security Alliance, we distributed weekly email newsletters highlighting cyber security topics and themes.

The university further developed its enterprise privacy program in relation to the GDPR (General Data Protection Regulation), the European Union privacy law that applies to the collection and processing of the personal information of individuals located in the European Economic Area (EEA). To provide stakeholders with greater transparency, specific data privacy practices have been published on the University's GDPR webpage. In addition, after testing and further review, various

improvements have been made to the Data Subject Rights Request, the process that data subjects can use to request copies of or changes to their personal data at ECU. These changes include automated notifications and workflows for the designated coordinators, and service level agreements and tracking to allow the Data Protection Officer to monitor requests in real-time. These enhancements will streamline the processing of the data requests themselves and facilitate improved regulatory compliance.

The Cyber Security Operations Center (CSOC) along with the Information Security Office updated the university's Cyber Security Incident Response Plan to better identify, contain, remediate, and recover from cyber security incidents. This new plan is one of many efforts the university is taking to improve its overall security health and posture.

ITCS staff were enabled for Multi-Factor Authentication (MFA) and have completed the pilot. MFA is a security system that requires more than one method of authentication from independent categories of credentials to verify the user's identity for login. The next phase of this project is to announce a voluntary opt-in to all campus users in the summer, with enforcement planned for the fall 2019 semester.

This past year, ITCS implemented laptop encryption on university-owned laptops to ensure that data on lost or stolen equipment will be protected. Encryption is currently deployed on over 2,500 university owned laptops. We also deployed the Cisco Umbrella client to campus workstations to provide an additional layer of protection against malicious websites for workstations that are not on the ECU Network.

In addition, we procured a solution to manage 'privileged account/service account' passwords, and began implementing product features in phases. The initial phase, currently in progress, involves creating 'password vaults' for technical staff to store privileged account information (i.e. userid/password) and eliminate disparate methods being used to store this privileged information.

ITCS maintains and operates a vulnerability management program to assist in auditing, identification and remediation of security vulnerabilities to protect university data and systems. This year, ITCS implemented a new vulnerability management system, Rapid7, to increase visibility, through the user-friendly application interface, and reporting for system and application administrators as a tool to prioritize and remediate vulnerabilities within a timeframe based on severity of the vulnerability. Rapid7 delivers a vulnerability management lifecycle solution which includes up-to-date dashboards and reporting of vulnerability status, remediation information, and when necessary, exception submission workflow and tracking illustrating when the security vulnerability was first seen on a system through remediation. This will be very beneficial for system and application administrators throughout the University, as they are responsible for assessment and timely application of vendor-supplied security patches, and other remediation for systems under their management and supervision.

### IN THE SPOTLIGHT



“

*I wrote the article on ransomware not because I consider myself an expert on it, but it was just the opposite. Ransomware is a thorny issue so I wanted to spend time researching it, to help me with CISO duties and to better protect ECU, and then share what I learn.*

Dr. Mark D. Webster, Chief Information Security Officer (CISO) discussed the fast-growing malware threat, Ransomware, in an article published by Education Technology Insights.

<https://education-security.educationtechnologyinsights.com/cxinsights/defending-your-institution-against-ransomware-attacks-nid-646.html>

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## GLANCE AHEAD

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This Year in Review provides a glimpse of the collaborations and projects that have been implemented and the impact the ITCS team has made throughout campus. ITCS remains focused on ECU's motto – *Servire* – meaning “to serve” – the Pirate Nation every day.

During the 2019-2020 fiscal year, ITCS will continue to make progress on planning and prioritizing the many projects that are part of the ITCS Strategic Plan for 2017-2022. Just a few of these projects include:

### Refreshing the Network

As part of a network refresh, ITCS will upgrade or replace ten distribution nodes in buildings across campus, and two core routers. These upgrades will increase the bandwidth from each distribution node to at least 20Gb/s and up to 200Gb/s as needed, with optics upgrades. Additionally, 261 access points will be replaced across the campus.

### Refreshing Student Computer Labs

ITCS will work with the Lab and Space Usage Committee, consisting of IPAR, Facilities Services, and the Office of the Registrar, to review computers that are eligible for replacement based on age, usage, and departmental needs.

### Developing a OneStop Student Services Website

In collaboration with the Office of the Registrar, Office of Student Financial Aid, University Cashier's Office, Academic Advising, Office of University Scholarships, and University Marketing, ITCS will develop a virtual OneStop services website that will provide students and parents all the information they need to get started at ECU, in a central online location.

### Automating the Salary Administration Process

As part of a multiyear project, ITCS will work with the Department of Human Resources to transition ECU from a manual, paper-based salary administration process to a modern, custom-developed automated solution. The process will enable data retrieval from Banner and auto population of information to other systems; electronic signature and approval capabilities; and standard reporting functions.

Photo right

Don Sweet, Chief Information Officer (right) and Dr. Chris Locklear, Vice Provost for Academic Success (left)



## CORE VALUES

### KNOWLEDGE

We are life-long learners, utilizing emerging technologies and skills to effect positive change and capitalize on opportunities.

### ETHICS

We employ the highest ethical standards to guide our decisions and actions as we meet and then exceed our commitments.

### RELATIONSHIPS

We embrace teamwork, open and honest communication, working across departmental boundaries with the strength of our diversity as we foster collaborative, supportive and empowering relationships.

### WELL BEING

We are committed to the personal and professional development and achievement of the individual in an environment where everyone is a valued member, treated with respect, encouraged to contribute and recognized and rewarded for his/her efforts.

### SERVICE

We provide excellence in customer service to meet and exceed the needs of our students, faculty, staff and larger community.

