

**ECU Board of Trustees  
November 21-22, 2019  
Main Campus Student Center**

**MINUTES**

On November 21, 2020, the ECU Board of Trustees met in regular session at the Karibblue Residence. Also present was David Powers, ECU Board of Governors Representative, Tom Shanahan, System Office General Counsel, and ECU staff. Chair Davenport welcomed everyone and stated that the purpose of the dinner was to get the board together, along with the BOG rep and General Counsel, in order to explain further board duties and roles and to discuss a path forward to bring the board together. Mr. Shanahan provided the group with copies of the UNC System Policy 200.7: Duties, Responsibilities and Expectations of Board Members. There was discussion about the policy and about board relationships. There were no actions taken by the board. Chairman Davenport recessed the meeting at 8:00 p.m. and announced that the board would reconvene at 9:00 a.m. the next morning.

On November 22, 2020, Chairman Davenport reconvened the ECU Board of Trustees meeting in regular session in Ballroom C of the Main Campus Student Center, on the campus of East Carolina University in Greenville, NC.

Mr. Davenport called on Trustee Tom Furr to deliver the invocation.

Mr. Davenport called on Air Force ROTC Cadet Esperes Mfwilwakanda, a Public Health major from Garner, NC and Josiah Wattenbarger, a Psychology major from Wilson, NC to lead the Pledge of Allegiance.

## **ROLL CALL**

Mr. Davenport called on Megan Ayers, Secretary to the Board of Trustees, to call the roll. A quorum was established.

### **PRESENT**

Vern Davenport  
Leigh Fanning  
Thomas Furr  
Colin Johnson  
Max Joyner Jr.  
Phil Lewis  
Fielding Miller  
Robert Moore  
Angela Moss  
Bob Plybon  
Jason Poole  
Jim Segrave  
Vince Smith (via phone)

### **ABSENT**

## **READING OF ETHICS STATEMENT**

In compliance with the State Government Ethics Act, Mr. Davenport read the conflict of interest statement and asked if anyone had a conflict of interest to disclose. No conflicts were identified.

## **APPROVAL OF MINUTES**

Mr. Davenport asked for a motion to approve the minutes from the September 12, 2019 regular meeting, and the special called meeting on October 29, 2019. The motion was seconded and approved without discussion.

## **UNIVERSITY REPORTS**

### **REPORT FROM THE INTERIM CHANCELLOR**

Mr. Davenport called upon Interim Chancellor Mitchelson to provide an update on the university. A full text version of his remarks is listed as “Attachment A.”

### **REPORT FROM THE BOARD OF GOVERNORS**

Mr. Davenport called upon David Powers, Board of Governors liaison to ECU, to provide remarks on behalf of the BOG. A copy of Mr. Powers’ remarks is listed as “Attachment B.”

### **REPORT FROM THE STUDENT GOVERNMENT ASSOCIATION**

Mr. Davenport called upon Colin Johnson, president of the Student Government Association, to provide an update on behalf of the students. The full version of his remarks is listed as “Attachment C.”

### **REPORT FROM FACULTY SENATE**

Mr. Davenport called on Dr. Jeff Popke, chair of the faculty, to bring a report from the faculty. The full version of Dr. Popke’s remarks is listed as “Attachment D.”

### **REPORT FROM STAFF SENATE**

Mr. Davenport called upon Michelle Bone, chair of the Staff Senate, to bring remarks from the staff. A copy of her remarks is listed as “Attachment E.”

## **REPORT FROM BOARD OF VISITORS**

Mr. Davenport called upon John Cooper, chair of the ECU Board of Visitors, to bring an update from the Board of Visitors. A full version of his remarks is listed as “Attachment F.”

## **UNFINISHED BUSINESS**

Mr. Davenport called upon Trustees Jason Poole and Colin Johnson to provide an update on the unfinished business of bylaw revisions.

Mr. Poole submitted three changes that were not approved at the last meeting: article 3 section 301 Regular Meetings, article 3 section 304(A) Conduct of Business and article 3 section 304(C) Conduct of Business.

Mr. Davenport asked for discussion on the recommendations, there was none.

Mr. Davenport asked for a motion to approve the bylaws as presented in board materials. The motion was moved, seconded and all in favor. A final copy of the approved bylaws is listed as “Attachment G.”

## **COMMITTEE REPORTS**

### **ATHLETICS AND ADVANCEMENT COMMITTEE**

Mr. Fielding Miller, Chair of the Athletics & Advancement Committee gave the report from the committee. Mr. Miller will present additional items in closed session. A summary of the report is listed as “Attachment H.”

## **AUDIT, RISK MANAGEMENT, COMPLIANCE AND ETHICS COMMITTEE**

Mr. Jason Poole shared the report for the Audit, Risk Management, Compliance and Ethics Committee. A summary of the report is listed as “Attachment I.”

## **FINANCE AND FACILITIES COMMITTEE**

Mr. Bob Plybon, Chair of the Finance and Facilities Committee gave the report from the committee. A summary of the report is listed as “Attachment J.” There were two items that required board attention.

Mr. Plybon moved that the board approve the tuition and fee proposal as presented in board materials. The motion was seconded and Chairman Davenport called for discussion. Mr. Johnson commented that he will vote against the proposal as increasing student fees for athletics or housing isn't in the best interest of the students. Mr. Plybon shared ECU's tuition and fees are ranked eighth in the university system. Following discussion, a vote was taken, and the motion passed with a twelve to one vote. An executive summary of the proposal is listed as “Attachment K.”

Mr. Plybon's moved that the committee approve the increase the project authorization for the Leo Jenkins Cancer Center fire sprinkler project as presented in board materials. The motion was seconded and approve unanimously without discussion. These materials as listed as “Attachment L.”

## **HEALTH SCIENCES COMMITTEE**

Mr. Tom Furr, Chair of the Health Sciences Committee, gave the report from the committee meeting. There were no actions for open session, but there would be several items coming out of closed session. A copy of the report is listed as “Attachment M.”

## **UNIVERSITY AFFAIRS COMMITTEE**

Mr. Max Joyner Jr., Chair of the University Affairs Committee, gave the report from the committee meeting. A copy of the report is listed as “Attachment N.” There was one item that required the board’s attention.

Mr. Colin Johnson moved that the candidates for degrees, as approved by the Chancellor and Faculty Senate, be authorized for conferral at the annual winter commencement on Friday, December 13, 2019. Mr. Joyner seconded the motion and it was approved unanimously.

## **ADVOCACY AD HOC COMMITTEE**

Mr. Max Joyner Jr. shared the report on behalf of the Advocacy Ad Hoc Committee. A copy of the report is listed as “Attachment O.”

## **RESEARCH AND ECONOMIC DEVELOPMENT AD HOC COMMITTEE**

Mr. Max Joyner, Chair of the Research and Economic Development Ad Hoc Committee shared the committee report. A copy of the report is listed as “Attachment P.”

## **CLOSED SESSION**

Mr. Lewis moved that the board go into closed session to prevent the disclosure of confidential information under N.C. General Statutes §126-22 to §126-30 (personnel information); and the federal Family Educational Rights and Privacy Act; to consider the qualifications, competence, performance, character, fitness, or conditions of appointment of one or more prospective and/or current employees and/or to hear or investigate a complaint, charge, or grievance by or against one or more employees; to prevent the premature disclosure of an honorary degrees,

honors, prizes or similar awards; to prevent the disclosure of competitive healthcare information under N.C. General Statute 130A-45.11; G.S. 131E-97.3.; and to consult with an attorney to preserve the attorney-client privilege. The motion was approved with no negative votes and the board moved into closed session.

### **RESUMPTION OF OPEN SESSION**

Upon resumption of open session, Chairman Davenport called for any motions that were a result of closed session discussions.

Mr. Fielding Miller moved that the board approve the following naming proposals: Lee, Burt, Allen, Buckman and Swain, as presented in board materials and recommend the naming proposals for full board approval. The motion was seconded and passed without discussion. A copy of each is listed as “Attachment Q.”

Mr. Miller moved that the board approve the amendment to the Director of Athletics’ Memorandum of Understanding as presented in board materials and recommend this item for full board approval. The motion was seconded and passed without discussion. A copy of this item is listed as “Attachment R.”

Mr. Tom Furr moved that the board approve the College of Allied Health Sciences incentive payments as presented in board materials. The motion was seconded and passed without discussion. A copy of this item is listed as “Attachment S.”

Mr. Furr moved that the board approve incentive payments for Dr. Doyle Cumming in the Brody School of Medicine as presented in board materials. The motion was seconded and passed without discussion. A copy of this item is listed as “Attachment T.”

Mr. Furr moved that the board approve the appointment with tenure for Dr. Lee Boushell in the Brody School of Medicine as presented in board materials. The motion was seconded and passed without discussion. A copy is listed as “Attachment U.”

Mr. Robert Moore moved that the board approve the request for non-salary compensation for the ECU Tuscan staff as presented in board materials. The motion was seconded and passed without discussion. A copy is listed as “Attachment V.”

### **NEW BUSINESS**

Mr. Vern Davenport presented the members of the Chancellor Search Committee and outlined the search process. Members of the search committee include:

- Vern Davenport, chair of the ECU Board of Trustees, will serve as chair of the ECU Chancellor Search Committee. A resident of Raleigh, Davenport is an ECU alumnus (1980 BS Business Administration, 1981 MBA) and Athletics letter winner. He is a partner at NovaQuest Private Equity, a Raleigh-based health care investment firm.
- Michael Aho of McLean, Virginia; ECU alumnus (2002 BS in Communications), analyst with the U.S. State Department, current chair of the ECU Alumni Association Board, and member of ECU Board of Visitors.
- Angela Allen of Raleigh; ECU alumna (1981 BA in Computer Science, 1995 MBA), managing partner of A Cubed Consulting, LLC, retired IBM executive, and ECU Alumni Association Distinguished Alumni Award recipient.
- Michelle Bone of Greenville; ECU alumna (2018 BSBA in Marketing); ECU Staff Senate chair and delegate for UNC System Staff Assembly.
- Caroline Bevillard of Greenville; senior associate athletics director and senior women’s administrator.



- Cassandra Burt of Emerald Isle; ECU alumna, philanthropist, member of the Medical and Health Sciences Foundation Board, and the Pirate Club Board.
- Crystal Chambers of Greenville; vice chair of ECU Faculty, associate professor in the College of Education.
- John Cooper of Raleigh; ECU alumnus (1971 BS in Business Administration), founder of Connect C, LLC, and chair of ECU Board of Visitors.
- Neal Crawford of Greensboro; ECU alumnus (1985 BS in Business Administration), CEO of Carolina State Bank, member of ECU Foundation.
- Leigh Jeffreys Fanning of Greenville; ECU alumna; retired vice president of R.A. Jeffreys Distributing and member of ECU Board of Trustees.
- Brian Floyd of Greenville; president of Vidant Medical Center and chief operating officer Vidant Health Hospitals.
- Grant Hayes of Greenville; acting provost and senior vice chancellor for academic affairs at ECU, dean and distinguished professor, College of Education.
- Colin Johnson of Greenville; ECU student body president and member of the ECU Board of Trustees.
- Chris Locklear of Greenville; ECU alumnus (1997 BS History; 2001 MS Education; 2007 EdD in Educational Leadership); currently serving ECU as interim chief of staff.
- Jason Poole of Fayetteville; ECU alumnus (1999 BS in Accounting and MS in Accounting); member, TRP CPAs, PLLC; and member of ECU Board of Trustees.
- Jeff Popke of Greenville; chair of the faculty and professor of geography.
- Jim Segrave of Kinston; ECU alumnus, chairman/owner of flyExclusive, and member of ECU Board of Trustees.

- Vince Smith of Vienna, Virginia; ECU Alumnus (1984 BA in History), Lt. Col (Ret.) US Air Force, Air Force Personnel Security Appeal Board Member /Adjudicator, and member of ECU Board of Trustees.
- Mark Stacy of Greenville; vice chancellor for health sciences at ECU.
- Ann Wall of Greenville; Greenville city manager.

## **ADJOURNMENT**

Having no other business to come before the board, Chairman Davenport adjourned the meeting.

###

**Respectfully submitted,**  
Megan Ayers  
Assistant Secretary to the Board of Trustees

**ECU Board of Trustees**  
**November 22, 2019**  
**Remarks from Interim Chancellor Mitchelson**

This past Wednesday, in this very room, we had students from Duplin, Jones and Sampson counties who had suffered through devastation and property loss during Hurricane Florence. They were here to illustrate how they combined computational science with art. Funded by an NSF grant obtained by one of our great faculty members, Matt Militello, and they put that art and their works on display and it was such an illustration of the intersection between various forms of literacy and creativity.

Later on Wednesday I walked past a room full of semifinalists for the Pirate Entrepreneurship Challenge. The Miller School of Entrepreneurship champions creativity. We have students learning on this campus and then sharing it with the world. How could you not be grateful?

I'm going to give a couple updates that I think are interesting and important to us at ECU. We seldom emphasize the new campus we are developing on the coast: ECU at the Outer Banks is alive and well. We've added new faculty this past year and they are fully involved in the science and policy of the coast. We have engineers out there that make us distinct from some of the other centers the UNC system has. For the first time there will be a cohort of undergraduate students this spring doing interdisciplinary work in the classroom, in the lab and out in the field. Those students will be investigating coastal science, coastal resource management, and all the things that are important to this region. We are so proud of the developments in the Outer Banks.

There are a couple projects that illustrate our continued commitment to region. We have two crucial dimensions to our mission: the success of our students and the success of our region.

Sometimes that involves health: The College of Nursing has received an (almost) \$3 million grant to improve the health of workers in key sectors of this region: agriculture, fishing, logging. Those are dangerous professions. This particular grant permits the nurses in the region to learn more about the special needs of those workers. It's a great partnership between the College of Nursing and our North Carolina Agro-medicine Institute, which is housed at ECU. We champion multi-institutionality here. Agro-medicine is a partnership between ECU, NC State, and NC A&T. We are proud of the work that they do.

The College of Education: This partnership with the east and community colleges of the east is a role model. They've announced new grants totaling \$10,000 for 15 new fellowships. The partnership program has produced 850 teachers for the region since 2002. This is a degree completion program. Students have finished their community college work and will finish their bachelor degree with ECU online and they will stay in their community and continue working. Many of them are teaching assistants in the public school systems. ECU leads the system in degree completion programs. This particular program is an example but we have degree completion programs of large scale: RN to BSN is a great example. We extended that

partnership to Coastal Carolina this week. Another example is the BS Industrial Technology. We have over 600 students online working to complete their bachelor degree after earning their associate degree at a community college. These programs, which provide access to working professionals are crucial and we are going to expand those through time.

A great project that illustrates the outreach and engagement of our university with our region is with Greenville Utilities. The question is do you invest \$150 million in a plant expansion for wastewater or do you find a method for treating that water through mother nature? In time, the water will return to the stream system. Seven engineering students are working with Randall Etheridge on a project that could save GUC from investing \$150 million dollars.

At The Miller School, the spirit of entrepreneurship and innovation has spread across the university. The leadership of the Miller School has generated that. There isn't a college on our campus that hasn't participated in the Entrepreneurship Challenge. We have 153 teams from 50 different departments, all colleges are represented. It's a testament to what we can do here. The focus is creativity. Whether it's art or jobs, it's insufficient to do the classroom work and not make things happen. We are very organized about student success and regional transformation. We have two councils that meet regularly to discuss student success and regional transformation.

ECU is making progress on necessary research facilities. Yesterday we talked about the importance of the millennial campus and it's development. I'm hopeful that we will have more news on the millennial campus soon. Yesterday we got the green light to continue negotiations with developers. One of the key facilities on campus would be the Isley Innovation Hub and it will be located in the old bookstore, in Wright. This will be one of the largest and most advanced innovation centers in North Carolina. We have design work to do and we hope it will be online in the next two years.

The Life Sciences and Biotech Building is coming along. It's exciting to watch the steel go up. This building will house team science to address crucial issues of the region. Whether it's in advanced manufacturing, health, environment; there will be scientists and engineers working on key issues of the region.

We've been using Blackboard, a learning management system, for the last fifteen years. We are moving to a new and contemporary, state of the art learning management system. You can't be successful in distance education if you don't have a great online leaning management system. This has been a team effort between faculty and administration. Wendy Creasey has been working tirelessly to ensure our adoption of the system is successful. Some of things are quiet and you don't see them but they are crucial to our success.

I have one more item, thankful in November. We have a feel good video that I want to share with you.

<video: #thankfulECU>

Pirates are thankful, especially in November. Have a good day.

**ECU Board of Trustees**

**November 22, 2019**

**David Powers, BOG liaison to ECU**

It's good to be here and I am looking forward to working with ECU BOT. This school is uniquely positioned to lead the way in Eastern NC. I know how important ECU is to Eastern NC. The answers to rural health care start right here. Rural health care problems have been plaguing the state for a long time. ECU has many things ahead and I will do whatever I can to help with that. I am here to provide advice, advocate at the system level if needed. ECU has always been my second school. Let's all remember to work together and make ECU what we know it should and can be. We need to be the leader in the rebirth of Eastern North Carolina.

**Report from the Student Body**  
**Colin Johnson, President**  
**November 22, 2019**

Thank you, Mr. Chairman, members of the Board.

The theme of this year is change. It is remarkable how much has changed from the perspectives of our students. It may be hard to see from a thousand miles up, and as the Board focuses on the future it may be hard to sometimes think about how much things change.

Our third largest freshmen class, the entering Class of 2019 has known this student center to be their living room. The first freshman class to truly enjoy the space since day 1. We've seen our partnerships in Uptown Greenville strengthen as student activities now start to spill over into the urbanized Uptown area, like our signature Homecoming kickoff concert. Joyner Library has been renovated to provide a more comfortable and productive study space for students. The list goes on, with all the improvements being made on campus.

I am also happy to report the positive, impactful change that my administration is making. My Vice President, Taylor Chappell, and I made a commitment when we ran for office that we would focus our collective efforts to ensuring that the student experience is the best that it possibly can be. Together, we have worked with the administration to move forward a number of projects focused on affordability and student success. We have successfully worked with great partners like Dowdy bookstore to increase textbook cost transparency. We have followed through on a project that I started two years ago in SGA to provide students with the option to use preferred first names. And you'd be amazed at how much little changes like that can mean for making a more welcoming and inclusive atmosphere, especially for members of our LGBTQ community. We have sponsored the creation of a new health and wellness platform that connects students with resources to help them live healthier lives mentally and physically. We're also hopeful for some exciting announcements soon in regard to financial literacy education.

What's important about all of this change, is that we must stick true to our values. Because while students have seen many positive changes, they have also had to endure what seems to be a continuous shift in leadership. Don't misunderstand me, our students are resilient. You know, Pirates have grit. But it is not an understatement to say that many students have lost faith in university governance to make decisions in the best interest of the student body. And as a Board we don't bear responsibility for some of those decisions. But it is our responsibility to regain the trust of our students.

Failure is not an option. If we want this university to be successful, then we must ensure that our students are successful. They have to have access to resources to secure their wellbeing, enable their prosperity, and be excited about their future. Most importantly, they deserve a leader who recognizes their needs and celebrates their success and has a vision for this great university. So, let's get to work rebuilding the trust between students and university governance, and let us be true to our mission of student success, regional transformation, and public service. I believe that we will make decisions in the best interest of the university, and by extension the students who we serve.



**Remarks from Chair of the Faculty**  
**Dr. Jeff Popke**  
**November 22, 2020**

Good morning everyone, I appreciate the opportunity to bring remarks on behalf of the faculty. This is a busy time of year for us – we are in our last full week of class, and looking ahead to final exams and fall commencement. It has been another productive semester for our faculty researchers, building on last year’s record achievements in securing research funding. And the work of our faculty continues to be central to many of our institutional priorities, including boosting our enrollments and successfully navigating our current budget challenges.

But as you might imagine, the main focus of attention right now is the search for our next permanent chancellor. I suppose it can be said that any chancellor searches is a key moment in the life our of institution, but I can tell you that this particular search seems especially important.

As I have said previously to this board, faculty morale is quite low these days. Some of this is due to many years without a meaningful salary increase, but it also stems from the instability and the negative press we have experienced, not just in recent weeks but going back several years. To faculty, it feels like we have lost the ability to shape a positive narrative about ECU, and that the great work and accomplishments of our faculty and students cannot gain the attention they deserve.

I want to emphasize here that when I speak of low morale, I do not mean indifference or apathy. Our faculty remain deeply invested in ECU and its mission. We are committed 100 percent to the success of our students and our patients, and to making a positive impact on our region.

And that means that faculty are approaching the chancellor search with a keen interest. I think we feel that the right leader can foster the shared vision and collaborative spirit that will engage and empower our faculty, and position ECU for a new era of success. But by the same token, the selection of someone who is ill-suited to our institutional culture, or who emerges from a process that is perceived as predetermined or tainted by political influence, would risk alienating the faculty and could result in lasting damage to the character and the quality and of our university.

Because of these stakes, I believe it is vital to have a strong faculty voice in all aspects of the chancellor search. Toward that end, I have been engaging in some listening sessions with faculty, and I also set aside time for an open discussion at last week’s Faculty Senate meeting. So, in anticipation of important discussions that will take place within the search committee, I thought it would be instructive to share with you some of what I have been hearing.

Let me begin with some observations on the process. The first thing I would note here is that our faculty favor a search process that is thorough and deliberate, and a timeline that allows for this. I think it’s no secret that the faculty have an excellent working relationship with Interim Chancellor Mitchelson, and we have complete confidence in his ability to steer the ship for as long as it takes for the search to reach a successful outcome. So we feel that there is no need to rush.

A second faculty view on the search process has to do with the importance of generating a deep and diverse pool of qualified candidates. From ECU’s perspective, this will require an ability to identify and reach out to potential candidates, including those who might not seem obvious on first glance – talented

administrators at other universities, for example, who might be ready to take that next step. From the perspective of candidates, we need to make sure that the chancellor position is perceived as an attractive opportunity, and if we are get them to apply, candidates need to feel confident in the professionalism and integrity of the search process. All of these things, in my view, suggest that we would be wise to enlist the services of a professional search firm if we want to maximize the odds of a successful outcome.

Third, faculty believe that the campus community should have an opportunity to engage shortlisted candidates in dialogue around their leadership philosophy and vision for ECU. This mean ensuring that during campus visits that there are meaningful interactions between candidates and our faculty. Doing so will not only add valuable information to the search process, but it will allow the successful candidate to build the connections with faculty that she or he will need to be successful.

In addition to process, let me add just a few remarks about the *characteristics* that faculty would like to see in the next chancellor. We know that the search committee will be tasked with developing a leadership statement, and I hope, as in past searches, that there will be ample opportunity for faculty to provide input that will help shape the position statement.

But based on initial feedback, one thing I can say is that that faculty believe that our next leader should have a deep understanding of higher education. This means an appreciation for the organizational culture of the university, including the role of faculty, as well as the changing landscape for higher education nationwide. Such a leader, in our view, is most likely to be someone with extensive experience in a university setting, and preferably someone with a terminal degree and experience as a faculty member. Other characteristics that have been mentioned in my discussions with faculty include strong communication and critical thinking skills, a collaborative leadership style, an ability to be successful in fundraising, and an appreciation for our mission and regional context.

I know that there will be much more discussion to come on all of these issues. So, let me close by reiterating that the ECU faculty view this as a really important juncture for East Carolina University. And we are committed to working with the search committee and the full Board to provide input into the search, and to engage actively and productively in the process. We share everyone's goal of attracting a great leader who can leverage the passion and the expertise of our faculty to re-focus on our mission and position ECU to make an even greater positive impact on our students and our region.

- Jeff Popke, Chair of the Faculty

## **Remarks from Staff Senate**

**Chair Michelle Bone**

**November 22, 2019**

Good morning to you all and thank you for allowing me to give you a few brief updates on ECU's Staff Senate.

On October 17<sup>th</sup> we held our annual Wellness Walk to promote employee wellbeing – We had over 150 people in attendance and 30 plus university organizations and local vendors. We are already planning for next year's walk and are currently working on ways to grow the event.

We have also continued our partnership with ECU's Community School for the Holiday season. The school sent a request needing monetary donations in order to provide each scholar with a gift for the Holiday Season. The Senate was able to donate over \$200 which was able to provide gifts for 4 of the scholars. We are still looking for ways that we can collaborate and partner with the Community School in the future.

The Senate is now on their second year of hosting a concession booth at the ECU's Men's Basketball games. Last year we raised close to \$5,000 for Scholarships and Staff initiatives. We have been in the lead for sales at each game thus far and have already brought in more this year than we did at this time last year. The patronage of our faculty, staff, students, and community members have been above and beyond what I could imagine. Knowing that they are supporting scholarships for

students and staff keeps them coming back- well, that and we are the only booth that provides tooth picks. If you are ever at a game, please stop by Booth 6 for all your concession needs... I promise the popcorn is fresh and made with love! We are always looking for volunteers to staff the booth – wink wink- if anyone is interested!

Our main focus this year is on Leadership and the diverse means we as staff can contribute to Leadership within the university and personally developing our leadership abilities.

Employees that are disengaged, want more training, want to know their employers care about and are invested in their futures. They want to know they are valued and apart of the bigger picture. Because of this there is a necessity for leadership training and development.

Leadership development creates an opportunity for employees to reach new heights and achieve set goals. Staff Senate wants to make sure that all ECU staff members are able to unlock their full potential as employees and especially as leaders.

Our Leadership and Professional Development committee has run with these goals and have provided our Senate with several trainings and led discussions about various leadership topics to help them mature. The committee has also helped plan and redesign a leadership lecture series we refer to as BALL which stands for Ballards Annual Lessons in Leadership. This year's BALL will be February 12<sup>th</sup> here in this Ballroom with motivational speaker Justin Fosu Jones. Faculty Staff and Students are all welcome to attend the event.

As our University gears up for the search for our next Chancellor, we as Staff would like to offer our support and input whenever and wherever necessary. We hope that as stakeholders in this University this search process will be inclusive and as transparent as possible. As always, we are anxious but excited for our University's future.

The Rougher the Seas the smoother we sail! We all know as pirates we are good at our craft, we don't become afraid when the seas get rough, we face it head on!

Thank you for your time today and your support in the future.

**ECU Board of Trustees  
November 22, 2019  
Remarks from John Cooper, Chair, ECU Board of Visitors**

Thank you for having me today. At the first meeting of this year, the ECU Board of Visitors established an administrative committee. The committee is co-chaired by Will Litchfield, BOV Vice Chair and Linda Hofler, BOV secretary. The committee has been very active, and this is the first time we've had a committee like this established. Other key Board of Visitors members are highly involved with the committee: Phil Dixon and Wanda Montano. The committee is currently looking at bylaws of the Board of Visitors and ways to restructure the bylaws that will be discussed at future meetings. The goal is to submit a new bylaws document to the Board of Trustees for review at the February BOT meeting. I ask BOT members to look at this document in detail.

Also, the administrative committee is working on membership nominations for the Board of Visitors. We want to be sure we have a good process and we are identifying great potential people to serve on the Board of Visitors and we want to be active. We want to be sure we serve the Board of Trustees and the Chancellor as we are required to do.

The Board of Visitors will continue to fund four Access Scholarships. As you will recall, the Board of Visitors is required to donate \$20,000 per year and we are going to be sure we have each member donating \$500 per year, so we can guarantee those scholarships each year.

The General Assembly has adjourned their long session until January 14, 2020. This session began in January, 2019 and it will be the second longest session in the history of the general assembly. This session is critical to ECU because health care will be discussed, as well as a farm bill. Most importantly, the state budget will be discussed.

**BYLAWS OF THE BOARD OF TRUSTEES**  
**OF**  
**EAST CAROLINA UNIVERSITY**  
**Adopted - 7/8/93**

**ARTICLE I.**  
**ORGANIZATION**

**Section 101 Membership**

(A) EAST CAROLINA UNIVERSITY shall have a Board of Trustees composed of thirteen (13) persons chosen as follows: (a) eight elected by the Board of Governors of The University of North Carolina, (b) four appointed by the General Assembly, two of whom shall be appointed upon the recommendation of the President Pro Tempore of the Senate, and two of whom shall be appointed upon the recommendation of the Speaker of the House of Representatives; and (c) the president of the student body ex officio.

(B) In every odd-numbered year, the Board of Governors shall elect four persons to the Board of Trustees and the General Assembly shall appoint one person upon the recommendation of the President Pro Tempore of the Senate, and one person upon the recommendation of the Speaker of the House of Representatives to the Board of Trustees; and the term of office of all such elected or appointed trustees (excluding the ex-officio trustee) shall commence on July 1 of such odd-numbered year and shall be for four years and until the successor is elected or appointed.

(C) Whenever any vacancy occurs in the membership of the Board of Trustees among those appointed by the General Assembly, it shall be the duty of the secretary of the Board of Trustees to inform the General Assembly of the existence of such vacancy, and the vacancy shall be filled as provided in G.S. 120-122, and whenever any vacancy occurs among those elected by the Board of Governors, it shall be the duty of the secretary of the Board of Trustees to inform the Board of Governors of the existence of the vacancy, and the Board of Governors shall elect a person to fill the unexpired term. If for any reason other than ill health or service in the interest of the State or nation, a member fails to be physically present for three successive regular meetings of the Board of Trustees, his/her place as a member shall be deemed vacant.

(D) Any person who has served two full four-year terms in succession as a member of the Board of Trustees shall be ineligible, for a period of one year, for election or appointment to the Board of Trustees but may be elected or appointed to the board of another institution.

(E) No member of the General Assembly or officer or employee of the State, the University of North Carolina (UNC), or of any constituent institution of UNC or spouse of any such member, officer or employee shall be eligible for election or appointment as a member of the Board of Trustees. Any trustee who is elected or appointed to the General Assembly or who becomes an officer or employee of the State, UNC, or of any constituent institution of UNC or whose spouse is elected or appointed to the General Assembly or becomes such an officer or employee shall be deemed thereupon to have resigned as a member of the Board of Trustees.

(F) No person may serve simultaneously as a member of the Board of Trustees and as a member of the Board of Governors. Any trustee who is elected or appointed to the Board of Governors shall be deemed to have resigned as a trustee effective as of that date that his/her term commences as a member of the Board of Governors.

### **Section 102 Officer Nominations and Elections**

(A) At the first regular meeting after June 30 of each year, the Board of Trustees shall elect from its membership a chair, a vice chair, and a secretary, each for a term of one (1) year (See G.S. 116-32) and each shall serve until his or her successor is elected. In no event shall officer elections take place before July 1, or before the swearing in of new board members whose terms commence on July 1. Any member of the Board of Trustees who is or who shall be duly appointed and sworn in at the time of the election shall be eligible to serve as an officer, regardless of length of service on the Board of Trustees. Elections shall be conducted such that each member of the Board of Trustees, including newly appointed members, can fully participate in the nomination, consideration, and election of officers. Any nominating committee convening prior to July 1 to determine a slate of officer candidates may include members who have been appointed but have not yet been sworn in but may not include current members whose terms end June 30 and who have not been reappointed. If the term of the chair expires before his or her successor as chair is elected, then the vice chair shall become the



interim chair until the chair's successor is elected. If the terms of the chair and the vice chair on the Board of Trustees both expire on June 30 of that year, the secretary will serve as interim chair until elections are held. If the terms of the chair, the vice chair, and the secretary all expire on June 30 of that year, the assistant secretary of the Board will notify the Executive Committee prior to June 30 of that year and, prior to June 30, the Executive Committee will nominate a trustee to be presented for approval by the Board prior to June 30 to serve as interim chair from July 1 until elections for the year's term are held at the first regular meeting of the Board after June 30.

(C) Officers may serve no more than two full terms in the same office.

(D) Nominations and elections shall be conducted separately and in the following order: chair, vice chair, and secretary. The chair of the nominating committee will place in nomination the officer candidates selected by the nominating committee. Beyond those nominations provided by the nominations committee, any trustee may nominate a candidate for any office.

Once a quorum is established, voting can be by show of hands, voice vote, roll-call vote, or written ballot, at the discretion of the chair of the Board of Trustees. All written ballots must be signed by the trustee casting the ballot, retained by the assistant secretary and open for public inspection until the meeting minutes are approved, and documented in the meeting minutes by listing the vote of each Trustee voting.

(E) If a vacancy occurs in the office of chair during a term, the vice chair shall succeed to the office of chair for the remainder of the unexpired term. Vacancies in the office of vice chair or secretary during their terms shall be filled by election by the Board of Trustees, and persons so elected shall serve for the remainder of the unexpired term.

(F) The Board of Trustees may also elect an assistant secretary from among the members of the Chancellor's staff. Copies of all minutes, papers and documents of the Board of Trustees may be certified by the assistant secretary with the same force and effect as though such certification were made by the secretary of the Board.

### **Section 103 Committees**

(A) The Chair, with the approval of the Board of Trustees, shall establish the standing committees of the Board and identify their duties and jurisdiction consistent with any requirements of the UNC Board of Governors. The chair or the Board of Trustees with an approved motion may establish ad hoc committees with specific duties and jurisdictions as needed. No such committee shall have authority to take final action on behalf of or that is binding upon the Board of Trustees if the committee includes members that are not members of the Board of Trustees. The members and chairs of all committees shall be appointed and may be removed by the Chair of the Board of Trustees. Persons appointed to any committee of the Board who are not trustees, including any ex officio (voting) member, shall be subject to conduct requirements that may be established by the Board of Trustees regarding conflicts of interest and other standards similar to those applicable to members of the Board of Trustees.

(B) Every member of the Board of Trustees shall be allowed to attend every meeting of each committee of the Board. The chair of each committee of the Board shall ensure that notice of every meeting is provided to every member of the Board of Trustees, the Chancellor, and the Assistant Secretary of the Board.

### **Section 104 Endowment Fund Board**

The Trustees of the Endowment Fund Board shall consist of six members, one of whom shall be the Chair of the Board of Trustees, who shall serve as the ex-officio Chair of the Endowment Fund Board; one of whom shall be the Chancellor; one of whom shall be the Vice Chair of the Board of Trustees; and three of whom shall be elected by the Board of Trustees. One of those elected may be (but need not be) a member of the Board of Trustees and the other two shall be members of the Investment Committee of the ECU Foundation. The terms of the three elected members shall be for staggered three-year terms.

The Trustees of the Endowment Fund Board shall make decisions concerning the receipt and administering of Endowment Fund gifts and property bequests, exclusive always of monies received through State appropriations and from tuition and fees.

The Endowment Fund Board shall function in accordance with North Carolina General Statute 116-36 and regulations of the Board of Governors of the University of North Carolina.

**ARTICLE II**

**POWERS AND DUTIES**

**Section 201 General Powers and Duties**

The Board of Trustees shall promote the sound development of East Carolina University within the functions prescribed for it, helping it to serve the people of the State in a way that will complement the activities of the other institutions and aiding it to perform at a high level of excellence in every area of endeavor. The Board of Trustees shall serve as advisor to the Board of Governors on matters pertaining to East Carolina University and shall also serve as advisor to the Chancellor concerning the management and development of the institution.

**Section 202 Other Powers and Duties**

The Board of Trustees shall have such other powers and duties, not inconsistent with provisions of The Code of The University of North Carolina or as defined and delegated by the Board of Governors.

**ARTICLE III**

**MEETINGS**

**Section 301 Regular Meetings**

There shall be not fewer than three (3) regular meetings of the Board of Trustees each year. At each regular meeting a tentative date shall be announced for the next regular meeting. The Chair of the Board, in consultation with the Chancellor, is authorized to change the date of any meeting if necessary because of schedule conflicts, provided that immediate notice of the new meeting date is provided to the members of the Board at least seven (7) days in advance of the new meeting date. A notice specifying the time and place of each regular meeting of the Board shall be transmitted electronically or delivered physically by the Secretary or Assistant Secretary to each member of the Board at least seven (7) days in advance of the meeting date. Any matter of business may be considered at a regular meeting of the Board. During regular meetings, trustees not

physically present will be allowed to fully participate by telephone, video conference or other electronic means that allows for two-way interaction.

**Section 302 Special and Emergency Meetings**

A special meeting of the Board of Trustees may be called by the Chair and shall be called by the Secretary or Assistant Secretary upon the written request of not fewer than six (6) members of the Board. A special meeting called by the Secretary or Assistant Secretary shall be held within ten (10) days of receipt by the Secretary or Assistant Secretary of the sixth written request for such special meeting. A notice specifying the time and place of a special meeting of the Board shall be provided electronically by the Secretary or Assistant Secretary to each member of the Board at least forty-eight (48) hours in advance of the meeting, but less than forty-eight (48) hours' notice may be given to each member by telephone, electronic mail, or other reliable method of notice in sufficient time for a majority of the board to be reasonably expected to be able to attend when, in the opinion of the Chair, an emergency exists such that generally unexpected circumstances require immediate consideration by the Board. (See G.S. 143-318.12). Members of the Board of Trustees may attend any special or emergency meeting of the Board or any meeting of its committees by telephone, video conference, or other electronic means with all the rights and privileges of a member physically present so long as (i) all members of the Board attending can communicate simultaneously with one another, including the members attending, but not physically present, and (ii) the arrangements for such a meeting comply with applicable State laws concerning the conduct of electronic meetings of public bodies. Any matter of business may be considered at a special meeting of the Board, but only business connected with the emergency may be considered at an emergency meeting for which notice of less than forty-eight (48) hours is given.

**Section 303 Agenda**

(A) At least seven (7) days prior to each regular meeting of the Board of Trustees, a copy of the agenda, including (insofar as is practicable) copies of all reports and other written materials to be presented to the meeting, shall be provided electronically to each member of the Board by the Secretary or Assistant Secretary. Insofar as is practicable, a copy of the agenda of each special meeting of the Board shall be provided electronically to each member of the Board at least four (4) days in advance of the special meeting; however, if

such advance mailing is not practicable, the agenda for a special meeting may be transmitted electronically prior to the meeting or presented to the members of the Board as the first order of business at the meeting.

(B) The agenda for every meeting of the Board shall be prepared by the Chancellor or the Chancellor's staff after consultation with the Chair. Every request for inclusion of an item on the agenda of a meeting shall be put in writing and submitted, together with any supporting documents, with the Chancellor sufficiently far in advance of the meeting to permit a determination to be made by the Chancellor with respect to the propriety and practicability of including that item on the agenda for the meeting.

(C) Any member of the Board of Trustees may present to any meeting of the Board any item whether or not the same is on the agenda of the meeting.

**Section 304 Conduct of Business**

(A) A quorum of the Board of Trustees or of its several committees shall consist of a majority of the members of the Board or of its several committees. Any member of the Board who is present at any meeting of the board, or who attends any meeting by telephone, video conference or other electronic means that allows for two-way interaction will be counted as present for the purposes of determining a quorum. Any voting member of a committee who is physically present at any meeting of the committee or who attends by telephone, video conference or other electronic means that allows for two-way interaction will be counted as present for the purposes of determining a quorum.

(B) The Chair shall preside over all regular and special meetings of the Board of Trustees. In the absence of the Chair, the Vice Chair shall preside. Except as otherwise provided in Section 102 of these bylaws, in the absence of both the Chair and the Vice Chair at any properly noticed meeting, a presiding officer shall be elected by and from the membership of the Board of Trustees.

(C) All members of the Board of Trustees may vote on all matters coming before the Board for consideration. Any member of the Board who is present at any meeting of the Board, or who attends any meeting of the Board by telephone, video conference or other electronic means that allow for two-way interaction may cast his or her vote. Any voting member of a committee who is present at any meeting of the committee or who attends by telephone, video conference or other electronic means that allows for two-way interaction may cast his or her vote. No member may vote by proxy.

(D) Except as modified by specific rules and regulations enacted by the Board of Trustees, Robert's Rules of Order Newly Revised (latest edition) shall constitute the rules of the parliamentary procedure applicable to all meetings of the Board of Trustees and its several committees.

**Section 305 Minutes**

(A) The Secretary or Assistant Secretary shall keep minutes of all meetings of the Board of Trustees; shall file, index, and preserve all minutes, papers, and documents pertaining to the business and proceedings of



the Board; shall be custodian of all records of the Board; and, when required, shall attest the execution of all legal documents and instruments of East Carolina University.

(B) Within thirty (30) days and after each meeting of the Board of Trustees, the Secretary or Assistant Secretary shall transcribe the minutes of the meeting and provide electronically or via physical delivery a copy to each member of the Board.

### **Section 306 Executive Session**

By the vote of a majority of the members present during any meeting when a quorum is present, the Board may hold an executive session closed to the public, subject to applicable State Law.

### **Section 307 Keeping Board of Governors Informed**

The Secretary of the Board of Trustees shall keep the Board of Governors, through the Secretary of The University of North Carolina, fully and promptly informed concerning activities of the Board of Trustees, including notice of any changes in the membership of the Board or its committee structure or Bylaws, notices of meetings and a copy of the minutes of all meetings.

### **Section 308 Notice and Delivery of Other Information Required by These Bylaws**

Any reference to a requirement stated in these bylaws for notice of meetings or events or transmission of other information such as agendas, proposed bylaw provisions, and reports, may be accomplished by transmission of such information via electronic mail or physical delivery or through posting of the information to an electronic bulletin board to which all Board members have access at the time Board members are provided notice via electronic mail that such posting has occurred.

## ARTICLE IV.

### RELATIONSHIP OF THE CHANCELLOR TO THE BOARD OF TRUSTEES

#### **Section 401 Relationship of the Chancellor to the Board of Trustees**

(A) It shall be the duty of the Chancellor to attend all meetings of the Board of Trustees and to be responsible for keeping the Board of Trustees fully informed on the operation of the institution and its needs.

(B) As of June 30 of each year the Chancellor shall prepare for the Board of Trustees a detailed report on the operation of the institution for the preceding year. The Chancellor shall submit such additional reports to the Board of Trustees as he/she may deem wise or as the Board may require. He/she shall seek the counsel of the Board of Trustees concerning the affairs of the institution.

(C) The Chancellor shall be responsible to the Board of Trustees for enforcing all policies, rules and regulations of the Board of Trustees.

(D) The Chancellor shall be the official medium of communication between the Board of Trustees and all individuals, officials, agencies and organizations, both within and without the institution.

## ARTICLE V

### AMENDMENT OF BYLAWS

#### **Section 501 Amendment of Bylaw**

These Bylaws may be amended at any regular or special meeting of the Board of Trustees by an affirmative vote of a majority of the members of the Board if the substance of the amendment has been filed in writing with the Secretary or Assistant Secretary and a copy has been provided to each member of the Board at least seven (7) days prior to the meeting at which the amendment is to be voted upon.

## ARTICLE VI

### SUBORDINATION TO UNIVERSITY CODE

#### **Section 601 Subordination to University Code**

To the extent that any of these Bylaws may be inconsistent with The Code of The University of North Carolina, as the same may be amended from time to time, said Code shall control.

## ARTICLE VII

### HONORARY DEGREES, AWARDS AND DISTINCTIONS

#### **Section 701 Authority to Confer Honors**

The Board of Trustees shall be responsible for approving the names of all individuals on whom it is proposed that an honorary degree or any other honorary or memorial distinction be conferred by East Carolina University. Examples of such degrees or honorary or memorial distinctions include, but shall not be limited to, (a) all honorary doctorates and other degrees of every kind, (b) the naming of buildings or rooms or other portions of buildings, streets and other campus property or facilities, or any unit or other organization within the University, and (c) honorary alumni (excluding those certain distinctions provided for in the existing Bylaws of the ECU Alumni Association and the ECU Educational Foundation). Trustee resolutions honoring members of the administration, faculty, alumni and friends of East Carolina University, and the awarding of emeritus status to faculty members is hereby delegated to the Chancellor.

#### **Section 702 Nominations for Honorary Degrees**

Nominations for the conferral of an honorary degree shall be made in accordance with the following policy and procedure:

(A) The Honorary Degrees, Awards, and Distinctions Committee shall be constituted as follows: Dean of the Graduate School, Chair, ex-officio voting; five (5) faculty members selected by the Faculty Senate; and five (5) trustees selected by the Chair of the Board of Trustees.

The Faculty Senate shall establish terms to be served by their representatives, and the Chair of the Board of Trustees shall establish the terms for representatives of the Board.

(B) The Honorary Degrees, Awards, and Distinctions Committee shall receive nominations each academic year and otherwise identify persons to be nominated for honorary degrees. Nominations for honorary degrees may be made to the Committee by any interested person or organization.

(C) The honorary degrees to be awarded by East Carolina University are:

Doctor of Letters (Litt.D.)

Doctor of Science (D.Sci.)

In exceptional circumstances, other designated degrees may be awarded or a different honorary or memorial distinction designated by the Board of Trustees.

(D) Eminent achievement in scholarship, public affairs, service to the University, service to the State or Nation, or in activities recognized as significant in the educational world, shall constitute the primary basis for an honorary degree from East Carolina University.

(E) Honorary degrees shall be limited to no more than three (3) per year, except as otherwise recommended by the Board of Trustees.

(F) No person shall be eligible to be awarded an honorary degree or other honorary or memorial distinction by East Carolina University while that person is serving as a member of the Board of Governors of The University of North Carolina or of the Board of Trustees of any one (1) of the constituent institutions or as a member of the faculty, staff or administration of The University of North Carolina or of any one (1) of its constituent institutions; and no such person shall be eligible for such an award until after the second academic year after the termination of any such relationship with The University of North Carolina or any of its constituent institutions.

(G) The Honorary Degrees, Awards, and Distinctions Committee shall submit names of nominees approved by it, with supporting documentation, to the Chancellor for review. The Chancellor shall forward the names of the nominees approved by him/her to the Executive Committee of the Board of Trustees. The

Executive Committee, in turn, shall review and evaluate each such recommendation, coordinate its action with the Chancellor, and then make its written recommendation to the full Board for action at a regular or special meeting. Each member of the Board shall be given notice of the recommendation of the Executive Committee either by telephone or by mail at least seven (7) days prior to the date of the meeting at which the recommendation is to be voted upon.

(H) The Board shall consider the recommendations and take action thereon in Executive Session. The Chancellor, after consulting with the Chair of the Board of Trustees, shall make appropriate public disclosure of all recommendations approved by the Board after acceptance of the invitation for conferral of an honorary degree by the person so nominated.

(I) Persons nominated for honorary degrees by the Honorary Degrees, Awards, and Distinctions Committee to the Chancellor and who are not thereafter approved either by the Chancellor or the Executive Committee or the Board of Trustees shall not thereafter be eligible for nomination; provided, however, the Chancellor shall have the authority to extend invitations to nominees approved by the Board to accept the University's honorary degree at such time or times and in such order as he/she may deem appropriate in his/her discretion.

### **Section 703 Nomination for Other Honors**

The policy and procedure for nominations for the conferral of an honorary degree shall be as provided in Section 702. The policy and procedure for nominations for the conferral of all other honorary or memorial distinctions, as defined in Section 701 above, shall first be made by the Chancellor, individual trustees, or a subcommittee consisting of those members of the Board of Trustees designated by the Chair to serve on the Honorary Degrees, Awards, and Distinctions Committee to the Executive Committee in writing at least thirty (30) days prior to the next regularly scheduled meeting of the Board at which action on such recommendation is desired. The Executive Committee, in turn, shall review and evaluate each such recommendation, conferring and coordinating its action with the Chancellor and appropriate standing Committees, and then make its recommendation to the full Board for action at a regular or special meeting. The recommendations of the

Executive Committee shall be mailed to each member of the Board at least seven (7) days prior to the date of the meeting at which the recommendations is to be voted upon. The Board shall consider recommendations and take action thereon in executive session. The Chancellor, after consulting with the Chair of the Board of Trustees, shall make appropriate public disclosure of all recommendations approved by the Board.

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**Vern Davenport**

Chairman of The Board of Trustees

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**Vince Smith**

Secretary to The Board of Trustees

## AMENDMENTS MADE TO THE BYLAWS

1. Academic Affairs and Student Life Committee expanded to include Research and Graduate Studies. Full name of committee is now Academic Affairs, Research, Graduate Studies, and Student Life Committee.

Approved by the Board of Trustees on September 27, 1996.

2. Section 102, Officers. Election and Terms of.

Approved by the Board of Trustees on March 7, 1997

3. The name of Executive Committee of the Board be changed to the Executive and Audit Committee and that the By-laws of the Board of Trustees be amended by inserting the following between the third and fourth paragraphs:

The Chancellor shall also consult annually with the Executive and Audit Committee at the Board's October meeting concerning East Carolina University's efforts to assure the adequacy of management staff and the existence of sufficient fiscal controls to administer additional authorities authorized under G.S. 116-30.2, 116-30.4 and 143-51.1.

Approved by the Board of Trustees on October 9, 1998.

4. That the Institutional Advancement Committee be added to the Board – see Section 103 E.

That the Endowment Fund Board be revised – Section 104.

Approved by the Board of Trustees on December 10, 1999.

5. The Notice of a Special Meeting of The Board of Trustees be changed from three (3) days to a 48 hours notice to be consistent with the Open-Meetings Law – see page 9 line 3.

Approved by the Board of Trustees on March 16, 2001.

6. The Academic Affairs, Research, Graduate Studies, and Student Life Committee was split into the Academic Affairs and Student Life Committee and the Research, Economic Development and Community Engagement Committee with appropriate changes to the Bylaws to be developed accordingly.

Approved by the Board of Trustees on July 23, 2002.

7. Section 103.B of the Bylaws, formally Academic Affairs, Research, Graduate Studies, and Student Life Committee was split into two divisions with descriptive changes developed approval: Academic Affairs and Student Life Committee, and the Research, Economic Development and Community Engagement Committee, to coincide with the Bylaw amendment that was approved on July 23, 2002.

Approved by the Board of Trustees on October 18, 2002.

8. The name of Institutional Advancement Committee of the Board was changed to the University Advancement Committee.

Approved by the Board of Trustees on July 30, 2003.

9. 101.C of the Bylaws now states that “. . . . If for any reason other than ill health or service in the interest of the State or nation, a member fails to be *physically* present for three (3) successive regular meetings of the Board of Trustees, his/her place as a member shall be deemed vacant.

Approved by the Board of Trustees on May 7, 2004.

10. 103.F of the Bylaws gives a description of the newly combined Advancement and Naming Committee that replaces the description of the University Advancement Committee.

Approved by the Board of Trustees on December 16, 2005.

11. The name of the Executive and Audit Committee of the Board was changed to the Executive Committee. 103 A of the Bylaws was modified to reflect the addition of 103 B, a separate Audit Committee. All other sections of 103 are renumbered.

Approved by the Board of Trustees on May 5, 2006.

12. Section 103 of the Bylaws was revised to define the duty of the Chair of the Board of Trustees to appoint committees and chairs of committees.

Approved by the Board of Trustees on August 22, 2007.

13. Section 104 of the Bylaws was revised to define the makeup of the Endowment Fund Board to include two members of the ECU Foundation’s Investment Committee.

Approved by the Board of Trustees on April 15, 2011.

14. Section 102 of the Bylaws was revised to define Officer Nominations and Election Processes.

Approved by the Board of Trustees on April 19, 2013.

15. Section 103 Committees revised.

Approved by the Board of Trustees on April 20, 2018

16. Section 101 revised – Specifies the General Assembly appointments (rather than the Governor)

Section 102 revised – Officer elections

Approved by the Board of Trustees on September 13, 2019

17. Sections 301 and 302 revised – to allow participation (establishing a quorum and voting) by phone and or any electronic means that all for two – way interaction



Approved by the Board of Trustees on November 22, 2019

**Highlights**  
**Athletics & Advancement Committee**  
**November 21, 2019**

The Athletics and Advancement Committee met in regular session November 21, 2019.

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

The minutes from the September 2019 were approved.

Advancement Highlights

Mr. Chris Dyba opened his presentation by explaining to the group that there is no simple way to define the monthly metrics as 1/12 of goal because each month is different. For example, historically December fundraising is typically higher than June because of year end donations from donors. Also, many stock transfers take place at yearend. He reminded the board that the east campus goal is \$20,000,000 and west campus is \$12,000,000. Currently east campus is trending above goal and west campus is falling slightly behind. Potential reasons for the lag on the west campus may be attributed to a recent retirement of our lead medical fundraiser, the now settled lawsuit with Vidant Health, and the pending Medical Education building.

He assured the board that his entire team is focused on the green boxes (reference the spreadsheet) and the vernacular for the office is “we want green boxes”.

Athletic Highlights

Mr. Phillip Wood gave a Pirate Club update and distributed a spreadsheet displaying Pirate Club Fundraising by Year because the spreadsheet in the board materials reflects the fiscal year and the Pirate Club operates on a calendar year. He shared the Pirate Club’s current focus in on non-renewals. There are currently 738 donors who have not renewed from last year which could yield another \$400,000.

Mr. Jon Gilbert addressed the Student Pirate Club and reiterated that the SPC needs to be revamped. He recently met with some students and came up with some ideas for new amenities for consideration. Despite the decline in membership, our student group remains on the upper end of our peers.

Mr. Gilbert reviewed the Athletics Fundraising goal (excluding the Annul Fund) of \$3,500,000 which is higher than last year’s goal. Premium seating played a large part of the non-annual fund money because multi-year long commitments were counted in their entirety this year. One hundred Trade-Club seats remain available which could yield \$250,000. Additionally, he anticipates \$500,000 in endowments, \$500,000 in philanthropic gifts and \$250,000 from additional special projects. Basketball season ticket sales are currently at 1619 with a goal of 1800. This figure represents 75 tickets ahead of last year at this time. He reported that the recent Liberty game brought in the highest attended revenue game since 2008 when we hosted Wake Forrest University. Monthly athletic expenses compared to budget are trending well and he explained that the revenue compared to budget will remain in the red until June, when ECU will receive the conference office distribution and the Pirate Club transfer.

The control room project is now going to be sustained inhouse (compared to outside rental as previously reported). Once the first distribution is received the conversion from a closet to a control room will begin on the south side of the stadium. One year from now we will be streaming and producing many of our own athletic events. This upgrading of infrastructure is needed in order to comply with the contract.

Mr. Gilbert explained the upcoming Michigan game (2023) guarantees \$1.8M which will be a great asset for ECU. He discussed the potential for games with Power 5 schools but at this point those teams have not been finalized.

Mr. Gilbert shared that the Academic Performance Rate (APR) is trending in the right direction. Prior scores are still in our calculation as the cycle is a 4-year cycle and we still have three years remaining.

Current net alcohol sales are \$100,000 to date.

Mr. Gilbert gave a brief synopsis of the NCAAs work on NIL (Name, Image, Likeness). Ideally the student athlete and the institution can benefit from sales. There are conflicting discussions related to the NIL but it appears schools are headed in this direction.

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Respectfully submitted,

Maha Banning  
University Advancement

**Report of ECU Board of Trustees Audit, Risk Management, Compliance, and Ethics Committee  
November 21, 2019**

**There are no items which require action by the full board**

**Operational Metrics Review**

The committee reviewed the operational metrics related to Internal Audit, Healthcare Compliance, and Athletics Compliance. Through October 31, Internal Audit is on pace for completion of the annual audit plan and auditor productivity. University management had completed over 95% of the corrective actions that Internal Audit followed up on. Athletics Compliance is exceeding the KPI for providing Rules Education sessions.

**Internal Audit – Mr. Wayne Poole**

Mr. Poole presented proposed changes to the University's annual audit plan. The changes included the cancellation of one planned audit, the deferral of another until the summer of 2020, and the addition of four previously unplanned engagements in their place. The committee approved the proposed changes.

Mr. Poole informed the committee that the Office of the State Auditor has completed the University's annual financial statement audit and issued a "clean" opinion. This means that the audit found that the University's financial statements are fairly presented consistent with the applicable accounting standards, and the audit revealed no internal control weaknesses that would have a material effect on the financial statements. The successful conclusion to this audit was the result of a significant amount of work by ECU Financial Services and others.

Mr. Poole informed the committee that the external audits of the University's affiliated entities have also been completed and all resulted in "clean" opinions. Mr. Poole has distributed all of these reports to the audit committee.

**Healthcare Compliance – Ms. Michelle DeVille**

Ms. DeVille reviewed the healthcare compliance-related operational metrics in detail. These are impacted by many internal and external factors. The review of provider documentation accuracy is slightly behind schedule due to a vacancy on the compliance team. Ms. DeVille expects to meet or exceed the expected goal by the end of the fiscal year. Ms. DeVille advised the committee that the metric for provider pass rate is based on the industry standard.

Ms. DeVille also advised the committee that in addition to the healthcare billing-related compliance work, about 40% of her team's time is spent on compliance with the HIPAA privacy and security laws.

**Enterprise Risk Management – Vice Chancellor Sara Thorndike**

Ms. Thorndike briefed the committee on the ERM risk identification process and provided information on the University's top enterprise risks and the risk management process owner for each. She reminded the committee that the Board will receive updates on the mitigation and management of selected top risks at each meeting.

The committee received updates on three of the University's top enterprise risks.

- Mr. Justin Yeaman from Human Resources provided information on how the University is addressing the risks related to recruitment and retention of qualified faculty, administrators, and staff.
- Mr. Justin Yeaman from Human Resources also provided information on how the University is addressing the need for workforce succession planning.
- Chief Information Security Officer Dr. Mark Webster provided an update on how the University is addressing cybersecurity risks.



**East Carolina University | Board of Trustees  
Finance & Facilities | Main Campus Student Center | November 22, 2019  
Highlights**

Finance and Facilities Committee met on November 21, 2019.

**I. MINUTES**

- A. The Committee approved the minutes from the September 12, 2019 meeting.

**II. ACTION ITEMS**

- A. Sara Thorndike, VC for Administration & Finance, requested approval of the Tuition & Fees Proposal.
- B. Sara Thorndike, VC for Administration & Finance, and Bill Bagnell, Associate VC for Campus Operations, requested approval of the Leo Jenkins Cancer Center Fire Sprinkler First Floor System.

**III. INFORMATION ITEMS**

- A. Sara Thorndike, VC for Administration & Finance, provided the Comprehensive Budget Report & Financial Update.
- 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 Pension Report.
- D. Sara Thorndike, VC for Administration & Finance, and Bill Bagnell, Associate VC for Campus Operations, provided information on the Designer Selections since the last Board Meeting.
- E. Sara Thorndike, VC for Administration & Finance, and Bill Bagnell, Associate VC for Campus Operations, updated the Committee on Capital Projects.
- F. Other

Meeting adjourned at 3:42 pm.

## 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;

28  
29  
30 **WHEREAS**, this undergraduate resident tuition increase will specifically be spent on degree  
31 completion scholarships, property insurance increases, and a network refresh, and;  
32  
33 **WHEREAS**, these expenditures directly relate to the operational needs of the university to  
34 deliver a quality education to students, and;  
35  
36 **WHEREAS**, the fixed tuition program guarantees current students eight consecutive semesters  
37 of education at a fixed tuition rate, and;  
38  
39 **WHEREAS**, this increase will not affect the majority of current students, and;  
40  
41 **WHEREAS**, the Student Government Association of East Carolina University exists to provide  
42 the voice of the student body to the university administration on all student issues,  
43 and;  
44  
45 **WHEREAS**, the Student Assembly has heard presentations on these proposals, and;  
46  
47 **WHEREAS**, the Student Assembly has investigated these proposals and debated their merit.  
48  
49 *Now, therefore, be it,*  
50  
51 **RESOLVED**, the Student Government Association of East Carolina University **supports** the  
52 increase of the undergraduate resident tuition in the amount of **\$134**.  
53  
54 **SECTION 3. ATHLETICS FEE INCREASE**  
55  
56 **WHEREAS**, East Carolina University is allowed to raise mandatory fees by a statutory limit of  
57 3% annually, and;  
58  
59 **WHEREAS**, the combined maximum limit of 3% equates to approximately \$78, and;  
60  
61 **WHEREAS**, increases in the Athletics Fee, the Educational and Technology Fee, and the  
62 Student Center Operations Fee have all been proposed totaling \$77, and;  
63  
64 **WHEREAS**, the Athletics Fee exists to provide funds for intercollegiate athletic programs and  
65 for the maintenance and operations of athletic facilities, and;  
66  
67 **WHEREAS**, the Athletics Fee is \$773 during the 2019-2020 academic year, and;  
68  
69 **WHEREAS**, the Athletics Fee has been proposed to increase by \$50 for the 2020-2021  
70 academic year, and;  
71  
72 **WHEREAS**, this increase would bring the Athletics Fee to \$823 for the 2020-2021 academic  
73 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;

120  
121 *Be it, further,*

122  
123 **RESOLVED**, the Student Government Association of East Carolina University urges the  
124 Athletics Department to alter its fiscal plans to substantially reduce or eliminate its  
125 operational shortfall to reduce the excessive financial burden on students and the  
126 university.

127  
128 **SECTION 4. EDUCATIONAL AND TECHNOLOGY FEE INCREASE**  
129

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

133  
134 **WHEREAS**, the Educational and Technology Fee is \$403 during the 2019-2020 academic year,  
135 and;

136  
137 **WHEREAS**, the Educational and Technology Fee has been proposed to increase by \$10 for the  
138 2020-2021 academic year, and;

139  
140 **WHEREAS**, this increase would bring the Educational and Technology Fee to \$413 for the  
141 2020-2021 academic year, and;

142  
143 **WHEREAS**, 2019-2020 academic year the Educational and Technology Fee was increased by  
144 \$8, and;

145  
146 **WHEREAS**, with a net drop in enrollment, the previous Educational and Technology Fee  
147 increase did not generate substantial revenue to support student learning, and;

148  
149 **WHEREAS**, significant need has been demonstrated to budget for a network refresh, as well as  
150 to transition to a new learning management system (i.e. Canvas), and to support  
151 new and relevant software technology contracts.

152  
153 *Now, therefore, be it,*

154  
155 **RESOLVED**, the Student Government Association of East Carolina University **supports** the  
156 increase of the Educational and Technology Fee in the amount of **\$10**.

157  
158 **SECTION 5. STUDENT CENTER OPERATIONS FEE INCREASE**  
159

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

164

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,*

249  
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**.

257  
258  
259  
260  
261


**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.

---

**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

---

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.

***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

Mandatory Meal Plans	Current Annual Rate (FY 19-20)	Proposed Annual Rate (FY 20-21)	Proposed Increase for FY 20-21 (\$)	Proposed Increase for FY 20-21 (%)	
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.

Optional Meal Plans	Current Semester Rate (FY 19-20)	Proposed Semester Rate (FY 20-21)	Proposed Increase for FY 20-21 (\$)	Proposed Increase for FY 20-21 (%)	
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>

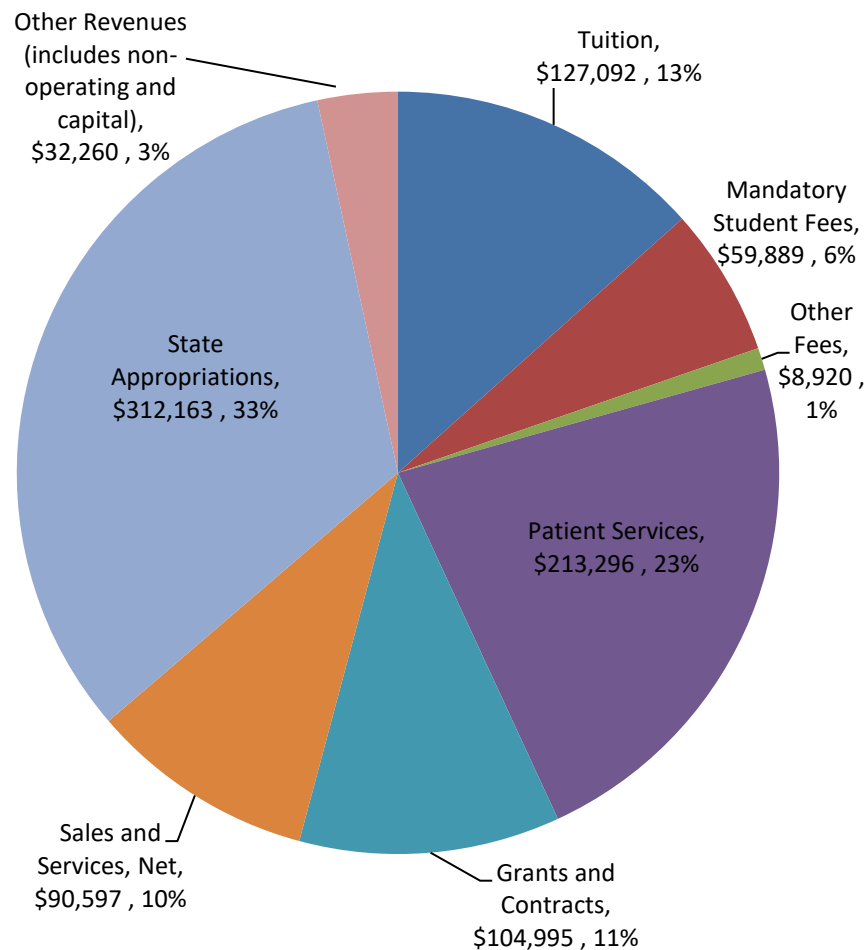
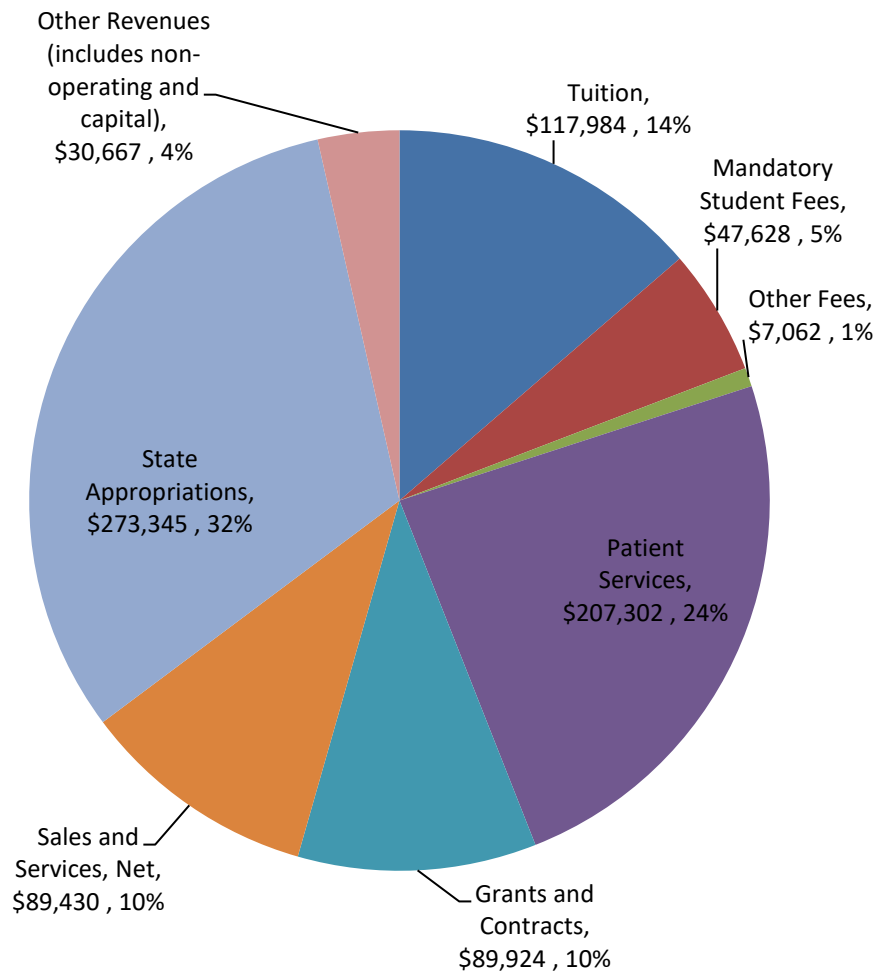
**\*Audited**

**\*\*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%
<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





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

## 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%

**Health Sciences Committee  
November 21, 2019**

- Minutes from the September 12, 2019 meeting were approved.
- Dr. Mark Stacy reviewed the Health Sciences Division metrics that were selected for the dashboard. Three indicators are related to ECUP operations. Financial Performance to Budget, Total worked RVUs and Patient Experience/Willingness to Refer. July thru October data demonstrated positive performance on all three measures compared to set targets. Scholarly Published Manuscripts for the division is also being tracked however, changes in the source for the data has delayed completion of the dashboard. These data should be available at the next meeting.
- Dr. Mark Stacy provided a Health Sciences Division update in which he discussed current health care workforce needs and divisional programs designed to address them. Among these are the development of pipeline, outreach and partnership programs, scholarship awards and investments in research. Dr. Stacy also discussed the need for a new medical education building and the projected economic benefits to the region that would result from this investment.
- Ms. Caitlin Bradley, a student in the Physician Assistant program- class of 2020, shared the story of what brought her to the PA program at the College of Allied Health Sciences at ECU. After graduating from UNC-CH and traveling to Latin America, China and Peru, she was drawn to ECU because of the university's mission and her desire to make a positive impact on those who are not afforded the resources that she has had access to. She also cited the personal attention and genuine interest in student success by the faculty. Her time in the program has been challenging but has far exceeded her expectations.

**ECU BOT Health Sciences Committee Action:**

**Action Items from closed session to be announced in open session:**

Closed Session Minutes from the September 12, 2019 meeting were approved.

*Request – The Board approve the following motions:*

I move that:

- The Board approve the College of Allied Health Sciences incentive payments as presented in board materials.
- The Board approve the incentive payment for Dr. Doyle Cummings in the Brody School of Medicine as presented in the board materials.
- The Board approve the appointment with tenure for Dr. Lee Boushell in the Brody School of Medicine as presented in the board materials.

Minutes of the Meeting of the  
**University Affairs Committee**  
**East Carolina University Board of Trustees**  
November 21, 2019 – Main Campus Student Center Room 249

All Board Members were in attendance except Vince Smith.

Other ECU Leaders in attendance: Chancellor Ron Mitchelson, Jeff Popke, Jay Golden, Grant Hayes and Virginia Hardy

Mr. Joyner opened the meeting at 10:27am by reading the conflict of interest statement as well as the Jurisdiction Review and Conduct Statement for University Affairs.

The minutes from the September 12, 2019 meeting were approved.

### **Review of Operational Metrics**

- Chancellor Mitchelson discussed the metrics provided in Board materials. We currently have 4,500 more applications submitted, year to date, than last year. We are 381 deposits ahead of last year. The transfer population is in decline across the community college system, but our transfer applications are up. Same for graduate applications. Jay Golden shared some of the awards categories and the corresponding metrics. We are up year to date in sponsored awards, research awards and F&A awarded, and we are surpassing the UNC System target goals. So, while the metrics annual target is down compared to last year we are still doing well. Virginia Hardy shared that the housing contracts are metrics we can share in January and will be able to report this starting in February. For counseling, ECU expects our annual visits to remain stable, above 10,000. We are currently not taking new appointments for the rest of the fall, but we have crisis hours as an option and we are referring those needing appointments to other offices on campus and external to campus too. The Board would like a future report that shows total beds, occupancy and percentage. This could be reported in February and September each year.

### **Conferral of Degrees**

- Chancellor Mitchelson shared that we could have close to 2,300 students eligible for degrees for the fall commencement.
  - **Motion made by Colin Johnson and seconded by Leigh Fanning. This motion was approved without dissent.**

### **Informational Items**

- **Freshman Recruitment Marketing Approaches**
  - Chancellor Mitchelson introduced Stephanie Whaley and Clint Bailey to present on the strategies currently being used on recruitment and enrollment. Over the last ten years, ECU has been among the top three in the UNC System (with UNC CH and NC State) for incoming freshman. Stephanie shared how ECU gets new applicants and this is done through name purchasing from SAT, ACT, etc. ECU was late in the cycle for buying names and recruiting them, so we have moved the cycle back to start recruiting

earlier in the high school career, but also creating touch points for elementary and middle school students too. She shared how the admissions funnel and communication process works through the life of a recruit. A majority of communications from universities are done with email. ECU is looking for new ways to connect with teenagers including text messaging, a more robust website with Degree Explorer, print material and social media. Quantcast measure is another way we can learn about constituent interests, likes/dislikes, purchasing habits and more. Additionally, ECU has more than 40 billboards in NC, SC and VA. We also have print ads in major NC newspapers and Our State magazine and television commercials. Our digital presence is growing with Google Ads, Social Media Advertising and streaming services.

- Stephanie shared the new personal interaction approach for recruiting students. We have more admissions reps (Regional Counselors) across the state including in Charlotte, Winston-Salem/Greensboro and the Triangle. While we focus in North Carolina, we are also focused on out of state markets like Virginia, Pennsylvania, New York, and New Jersey. We are hiring a Virginia-based Admissions Counselor to directly attack our desire to grow in Virginia. Our Admissions Counselors attend college fairs, but also make high school visits and meet with guidance counselors, teachers and administrators. We have enhanced our campus tours process, which includes a designated starting point for our tours being in the Main Campus Student Center. That alone has made a significant difference on the experience. In addition to events on campus, we have created a road show with key ECU leaders to go visit potential students and their families where they live. We have added two new scholarship opportunities. The Beacon Scholars, a \$1,000 per year scholarship, and RaiseMe, a microsolarship program, are key to those looking to pick a college.
  - Clint shared that ECU is looking at the current Customer Relations Management system – this is a key part of how we operate and we may need to explore better ways to do this.
- Student Research Presentation
    - Jay Golden introduced Mary Farwell who introduced an ECU Biology student presentation. Takira Muhammad shared a video she produced about ECU student research. These are peer to peer videos helped to entice other students to understand what they can do at ECU with student research.

Meeting Entered Closed Session at 11:41am

Meeting reconvened at 11:44am

- Mr. Joyner asked to discuss preponderance of evidence at the next Board meeting in February and ECU due process and anonymous accusations protocols. He would also like to understand the relationship between ECU Police and Greenville Police and ensure our students are being treated fairly.

Adjourned at 11:47am.

Advocacy AdHoc Committee  
Friday, November 22, 2019

The Advocacy committee meeting was called to order by Vice Chair Max Joyner. Members in attendance were: Leigh Fanning, Max Joyner, Phil Lewis, Robbie Moore, Angela Moss. A quorum was present. Mr. Joyner read the conflict of interest statement and asked members in attendance to identify any conflicts of interest. No conflicts were identified.

Mr. Joyner asked for a motion to approve the September 12, 2019 meeting minutes. The minutes were approved unanimously.

Mr. Joyner and Ms. Fanning provided updates on their work with members of the General Assembly. Both have spoken with area representatives and will continue to do so. Ms. Fanning is focusing on working with representatives from rural dental areas.

Ms. Moss provided an update on her interactions with the Board of Governors. She attended the recent meeting in Elizabeth City and spoke with a number of BOG members. Ms. Moss commended the efforts of Elizabeth City State University to host the BOG members last week. Ms. Moss is also in regular contact with Governor David Powers, ECU liaison.

Mr. Lewis provided an update to the committee on his work with the Board of Visitors. He is in regular contact with key members of the BOV. The Board of Visitors has requested a set of talking points developed by ECU to enable them to share the same messaging across the state. The committee agreed to compile a set of talking points for all to use.

Mr. John Cooper shared an update from the BOV about the administrative committee established at the previous BOV meeting. The administrative committee is currently working on edits to the Bylaws and will meet with the full board in January 2020.

Chris Dyba brought an update to the committee on work Mr. Smith is doing with the ECU Foundation and Alumni Association. Work will continue.

Mr. Moore is working with the Pirate Club and shared an update on his continuing efforts with the group. The Pirate Club is willing to assist in any way needed to continue sharing ECU's message.

Seeing no further matters to discuss, Mr. Joyner asked for a motion to adjourn. The motion was seconded and approved.



**Board of Trustees  
Research & Economic Development Ad Hoc Committee | Main Campus Student Center  
November 21, 2019  
Highlights**

**Agenda**

**I. MINUTES**

- I. Research & Economic Development Meeting of September 12, 2019 Action

**II. INFORMATION ITEMS**

- I. Presentation by Millennial Warehouse Properties Developer  
Elliott Sidewalk Communities Closed Session
- II. Presentation by Hotel Developer  
Daly Seven Closed Session

**NAMING PROPOSAL TO EAST CAROLINA UNIVERSITY  
BOARD OF TRUSTEES**

Dr. Carol Goodwillie  
Name of Originator

Biology/Arts and Sciences      328-4225      goodwilliec@ecu.edu  
Department/Division                  Phone                  Email

Proposed Name(s) to Honor: Lori Lee

103 Kenilworth Rd., Greenville, NC 27858  
Address:      City                                  State                  Zip

Telephone: \_\_\_\_\_  
   Home                                  Business

Relationship to the University: Faculty Senate University Program Specialist

Proposed Object for Naming: Faculty Senate Conference Room, Rawl Annex Rm 142

Purpose for recommendation:

- Honorary      (Attach background materials as appropriate to justify the recommendation)
- Gift      (Attach background materials as appropriate to justify the recommendation and complete the section below)

Purpose of Gift:       Annual                   Capital                   Endowment

Date of Original Commitment: \_\_\_\_\_

Amount of the Total Commitment: \_\_\_\_\_

Amount Paid: \_\_\_\_\_

Current Pledge Balance: \_\_\_\_\_

Status of Payments: \_\_\_\_\_

Was the gift part of a campaign:     Yes                   No    Define: \_\_\_\_\_

Was the project pre-approved:     Yes                   No

Directed to:                   ECU Foundation       Educational Foundation  
    Medical Foundation     Other

If the Gift was more than \$25,000:

1. Attach a copy of the signed Letter of Intent.
2. Define in detail any special arrangements or expectations the donor may have resulting from this Gift.
3. If the Gift is other than cash or cash equivalent, explain the method of valuation, and the plan for liquidation.

Carol Goodwillie  
Signature of Originator

November 4, 2019  
Date

PROPOSAL TO EAST CAROLINA UNIVERSITY BOARD OF TRUSTEES  
TO NAME A FACILITY OR ACTIVITY

ROUTING SHEET

**Office of Vice Chancellor for University Advancement:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 \_\_\_\_\_ Date  
 Forwarded or returned \_\_\_\_\_  
 \_\_\_\_\_ Date  
 Vice Chancellor's Signature

Comments \_\_\_\_\_  
\_\_\_\_\_

**Chancellor's Office:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 \_\_\_\_\_ Date  
 Forwarded or returned \_\_\_\_\_  
 \_\_\_\_\_ Date  
 Chancellor's Signature

Comments \_\_\_\_\_  
\_\_\_\_\_

**Athletics and Advancement Committee of the Board of Trustees:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 \_\_\_\_\_ Date  
 Forwarded or returned \_\_\_\_\_  
 \_\_\_\_\_ Date  
 Chair's Signature

Comments \_\_\_\_\_  
\_\_\_\_\_

**Board of Trustees:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 \_\_\_\_\_ Date  
 Forwarded or returned \_\_\_\_\_  
 \_\_\_\_\_ Date  
 Chair's Signature

Comments \_\_\_\_\_  
\_\_\_\_\_





## Faculty Senate

East Carolina University

140 Rawl Annex Building • Greenville, NC 27858-4353

109 Mail Stop • 252-328-6537 office • 252-328-6122 fax

[facultysenate@ecu.edu](mailto:facultysenate@ecu.edu) • [www.ecu.edu/fsonline](http://www.ecu.edu/fsonline)

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November 1, 2019

To Whom It May Concern:

As Chairs of the Faculty, past and present, we offer our enthusiastic support for the naming of the Rawl Annex Conference Room (142) after Ms. Lori Lee. Lori has served with distinction, honor and remarkable effectiveness as the University Program Specialist in the Faculty Senate office for the last thirty years. Based on her unparalleled contributions to the University and to shared governance, any number of campus rooms, halls and entire buildings would be appropriate namesakes for Lori; however, the Rawl Annex Conference Room seems most fitting given the countless hours she has spent there in steadfast support of Faculty Senate, its officers and committees, and the entire ECU faculty. That room embodies Lori's spirit like no other and best reflects her undaunted commitment to East Carolina University and our system of shared governance.

2019 marks the 55<sup>th</sup> year of ECU's Faculty Senate; for greater than half of that history Lori has been an unwavering pillar of support beneath the university's successes in shared governance. A partial list of Lori's many important contributions includes efficiently administering the Faculty Senate office, assisting the chair of the faculty and other officers in carrying out our responsibilities, organizing meetings and providing logistical support for Faculty Senate, its 22 academic and five appellate committees, coordinating the annual fall convocation, and serving as liaison between the Senate and various administrative committees with faculty representatives. Lori has maintained and updated the *ECU Faculty Manual*, the central repository for university academic policies and provisions related to faculty personnel and general welfare matters. She also has done a superb job of managing the complex Faculty Senate website, providing a well-organized and up-to-date platform for easy access to a myriad of resources important to faculty, staff and administrators. We faculty officers, and indeed the institution as a whole, have benefitted daily from Lori's meticulous and timely management of all these resources. She has been an invaluable conduit for effective communication among administration, Faculty Senate, colleges, divisions, and the general faculty. She has juggled all these and other responsibilities with efficiency, equanimity, and an eternally positive attitude.

Lori's consistently outstanding performance is well documented through years of evaluations, and in her recognition as a 2015 ECU Woman of Distinction, 2017 Centennial Award for Spirit and the annual salutes she receives at fall faculty convocations. Beyond such formal recognitions, we also wish her to recognize her for innumerable contributions that, in our collective experience, have had a profoundly positive impact on our system of shared governance and on the University's progress.

In administering the Faculty Senate office, Lori has been in something of a unique position. Every few years, at a minimum, she was faced with breaking in a new chair of the faculty who came to her as both a supervisor and pupil. She's had a remarkable ability to negotiate all these changeovers smoothly, despite our varied personalities, diverse backgrounds, and different strengths and weaknesses. Each of us owes Lori an enormous debt of gratitude for facilitating our effective transitions into leadership; we all had the tremendous advantage of taking the helm of a "tight ship" that was sailing along smoothly. Lori's advice, support, and extensive institutional memory have been invaluable as each new chair climbed that initial steep learning curve. Most of

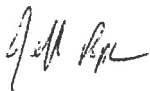
us would have been utterly lost without her wide-ranging knowledge and unflagging support. Lori's unique interpersonal skills and generosity of spirit are likewise on display in the assistance she provides to our numerous faculty committees, and to rank and file faculty who contact the Senate office. During her time at ECU, Lori has worked with hundreds of faculty members from across the university, often on difficult and contentious issues, including complainants, respondents and panel members in faculty grievance procedures. Yet one would be hard-pressed to find a member of our faculty with anything but praise for how Lori delivered information and logistical support, and for how respectfully each and every one of them was treated. Rather, it is common to hear comments to the effect that Lori is a stronger faculty advocate and supporter of shared governance than are most faculty. Her breadth of knowledge and ever-present willingness to help are widely acknowledged; Lori has been referred to as our "unofficial faculty ombudsman."

One of the responsibilities of a chair of the faculty is to attend meetings of the UNC system-wide Faculty Assembly, and to interact with faculty chairs from our 16 sister institutions. Through these activities we have all gained a clear appreciation for the strength and effectiveness of shared governance at ECU, and for what it allowed us to accomplish even in the face of budgetary and other crises. Indeed, our university is a model within the UNC system for faculty/administrative cooperation. Over the last three decades, as cooperative governance has grown and flourished at ECU, there have been 17 different faculty chairs, 10 chancellors and numerous changes in vice chancellor and other key administrative positions. Through it all, as our formal leaders have come and gone, Lori has been there, providing essential continuity through strong and consistent support to the Senate, to faculty at large, and to the university's overall governance structures. Because of her quiet dedication and rare talents, Lori's contributions may not always be fully appreciated by those who do not work with her regularly. As the saying goes, "the squeaky wheel gets the grease" and, where Lori is involved, everything runs like a well-oiled machine. In reality, it would be difficult to overstate the importance of her contributions to the university, or the amount of respect and gratitude she has engendered throughout our faculty.

We can think of no more appropriate way for current and future faculty to recognize, remember and pay tribute to Lori and her contributions than to carry out our committee activities in a room named in her honor. It will serve as a continuous reminder to all of us of how Lori has been the embodiment of shared governance at ECU, and of the exceptionally high standards she has set.

Respectfully,

Jeff Popke (2018-20)



John Stiller (2015-18)



Andrew Morehead (2014-15)



Mark Sprague (2012-14)



Marianna Walker (2009-12)



Mark Taggart (2006-08)



Catherine Rigsby (2004-06)



Rick Niswander (2003-4)



Brenda Killingsworth (1998-2000)



Patricia Anderson (1993-95)



## **Request to Name the Faculty Senate Conference Room (Rawl Annex 142) in Honor of Lori Lee**

Ms. Lori Lee has served as the Faculty Senate University Program Specialist for 30 years. Appointed in September 1989, Ms. Lee was charged with an ambitious set of duties including: efficient management of the Faculty Senate Office, coordination of faculty governance activities in accordance with state and university policies, serving as executive secretary to Chair of the Faculty and to Chairs of no less than 22 faculty committees, and representing the Faculty Senate to various constituencies. Since entering her position, Ms. Lee has carried out these duties and more with exceptional professionalism and spirit.

To name a facility in honor of a staff member is perhaps an unusual request, but Ms. Lee's position is unique in the university organizational structure, requiring exceptional skills and dedication and providing services to a large constituency. In coordinating Faculty Senate activities, Ms. Lee works closely with the Chairs of the Faculty, assisting them in activities that are critically important to faculty governance and welfare. Because the Chair of the Faculty position and committee appointments rotate every one to three years, Ms. Lee must serve as mentor, continuously readjust to new management styles, and provide vitally important continuity, maintaining records, and transmitting needed information to each new set of faculty officers and committee chairs.

Ms. Lee has taken on the special challenges of her job with efficiency and professionalism. In letters of support and thanks throughout the years, faculty officers and committee chairs have reflected on her work:

“Lori’s efforts in this matter went far beyond what you might normally expect, even from the most devoted and competent administrative assistant.”

“She knows the background and discussion around every part of the Faculty Manual, can find the committee report or resolution I desperately need, and makes sure I get done every committee assignment, go to every meeting, and know what I need to be the best leader I can be.”

“Your services have made the operation of the Committee far more efficient than it would have been in the hands of amateurs. Your attendance at meetings has been both a comfort and an asset in keeping things running smoothly.”

“She is truly the institutional memory of the Senate and can point you to historical documentation on any issue.”

“I think we all know that Lori really runs the school. How many of us would be totally lost without her?”

Beyond the remarkable organization skills and knowledge referred to in these comments, Ms. Lee contributes a spirit and passion for faculty governance and unwavering support for faculty that is widely appreciated, as seen in the comments below:

“Lori has been the “glue” of our faculty governance system, and her advocacy and firm belief in the work of the faculty that she supports have been inspirational to many faculty, administrators, and students”

“Lori is the heartbeat of faculty matters at ECU. Without her wisdom, support, organization, and reassuring smile, I’m pretty sure we’d all fall apart at the seams.”

“There is no way that I can adequately convey just how many times, and in how many ways, you have empowered me (and many, many others) through the years.”

“Her positive energy and depth of knowledge are akin to a life-sustaining well for faculty engaged in service on campus. If you are low on fuel and motivation, go to Lori to help refuel.”

Ms. Lee’s extraordinary abilities and contributions have been recognized through the years:

2017. Centennial Award for Excellence in Spirit.

The highest award given to ECU faculty and staff for excellence. From the selection guidelines: “Spirit is defined as that sense of being that embodies an enthusiasm for the purpose, mission and belief in the institution and that acts on that enthusiasm for the benefit of ECU.”

2015. Women of Distinction Award, Chancellor’s Committee on the Status of Women.

This highly competitive award is given every other year to recognize women who demonstrate outstanding leadership through the work they do inside and outside the university and commitment to diversity, empowerment, equality, and equity. Typically given to faculty, administrators and leaders in the community, Ms. Lee is one of few staff members to receive the award.

2015. Faculty Senate 50<sup>th</sup> Anniversary Medallion

During the celebration of 50 years of faculty governance at ECU, Ms. Lee was honored for her contributions.

2000. Chancellors Award for Excellence: Devotion to Duty

The highest award given to ECU faculty and staff for excellence. Given for exceptional service to the institution over a sustained period of time with attention to a devotion to duty and an awareness of the importance of public service.

We request that Ms. Lee’s extraordinary contribution of 30 years of service to East Carolina University be recognized on the occasion of her retirement in December 2019 by naming the Faculty Senate conference room (Rawl Annex 142) in her honor.



Department of Biology  
 Thomas Harriot College of Arts and Sciences  
 N-108 Howell Science Complex | Mail Stop 551  
 East Carolina University | Greenville, NC 27858-4353  
 252-328-6718 office | 252-328-4178 fax | www.biology.ecu.edu

November 5, 2019

To Whom It May Concern;

Please consider our request to name the Faculty Senate Conference Room (Rawl Annex Room 142) in honor of Ms. Lori Lee, who has contributed 30 years of exemplary service to East Carolina University as Faculty Senate University Program Specialist. As long-time faculty leaders, our group has come together to plan an appropriate celebration of Lori Lee on the occasion of her retirement in December 2019. While serving as committee chairs, faculty senators or senate officers, each of us has had the opportunity to work closely with Lori and benefit from her remarkable skills and dedication. The former Chairs of the Faculty have also expressed an interest in supporting our request and have contributed a letter outlining Lori's unique contributions to our institution. Thank you for your consideration.

Sincerely,

Carol Goodwillie  
 Associate Professor of Biology, Chair of University Environment Committee, former Faculty Senator

Patricia Anderson, Professor and Interim Chair, Department of Elementary Education and Middle Grades Education, former Faculty Chair 1993-1995

Purificación Martínez  
 Associate Professor of Hispanic Studies, Department of Foreign Languages and Literatures, Faculty Senate Parliamentarian, Chair of General Education and Instructional Effectiveness Committee, Former Chair of Faculty Governance, former Faculty Senator

Donna Roberson  
 Associate Professor College of Nursing, former Secretary to the Faculty Senate (2018-2019), former Faculty Senator, and current or former committee leader of Faculty Senate committees



Ralph Scott  
Professor, Academic Library Services, Chair Student Academic Appeals Committee, Chair Due Process Committee



Jean Luc Scemama  
Associate Professor of Biology, Director of Biology Undergraduate Program, Chair of University Undergraduate Curriculum Committee



Karen Vail-Smith  
Teaching Instructor, Department of Health Education and Promotion, former Faculty Senator and member of the General Education and Instructional Effectiveness Committee, Member of the Undergraduate Curriculum Committee since 2002.



Marianna Walker  
Associate Professor of Communication Sciences and Disorders, Bremer Distinguished Scholar in Language Learning and Literacy Disorders, former Chair of the Faculty (2009-2012)

**NAMING PROPOSAL TO EAST CAROLINA UNIVERSITY  
BOARD OF TRUSTEES**

Phillip Wood

Name of Originator

Pirate Club

737-4540

woodp@ecu.edu

Department/Division

Phone

Email

Proposed Name(s) to Honor: Travis and Cassie Burt

8802 Sound View Ct

Emerald Isle

NC

28594

Address:

City

State

Zip

Telephone: (252) 764-2885

Home

Business

Relationship to the University: DonorProposed Object for Naming: Premium parking lot at Dowdy-Ficklen Stadium

Purpose for recommendation:

 Honorary (Attach background materials as appropriate to justify the recommendation) Gift (Attach background materials as appropriate to justify the recommendation and complete the section below)Purpose of Gift:  Annual  Capital  EndowmentDate of Original Commitment: 5/4/19Amount of the Total Commitment: \$250,000Amount Paid: \$250,000Current Pledge Balance: \$0

Status of Payments:

Was the gift part of a campaign:  Yes  No Define: \_\_\_\_\_Was the project pre-approved:  Yes  NoDirected to:  ECU Foundation  Educational Foundation Medical Foundation  Other

If the Gift was more than \$25,000:

1. Attach a copy of the signed Letter of Intent.
2. Define in detail any special arrangements or expectations the donor may have resulting from this Gift.
3. If the Gift is other than cash or cash equivalent, explain the method of valuation, and the plan for liquidation.

TP Wood  
Signature of Originator

11/7/19  
Date

PROPOSAL TO EAST CAROLINA UNIVERSITY BOARD OF TRUSTEES  
TO NAME A FACILITY OR ACTIVITY

ROUTING SHEET

**Office of Vice Chancellor for University Advancement:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 Date \_\_\_\_\_  
 Forwarded or returned \_\_\_\_\_  
 Date \_\_\_\_\_  
 Vice Chancellor's Signature \_\_\_\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_

**Chancellor's Office:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 Date \_\_\_\_\_  
 Forwarded or returned \_\_\_\_\_  
 Date \_\_\_\_\_  
 Chancellor's Signature \_\_\_\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_

**Athletics and Advancement Committee of the Board of Trustees:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 Date \_\_\_\_\_  
 Forwarded or returned \_\_\_\_\_  
 Date \_\_\_\_\_  
 Chair's Signature \_\_\_\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_

**Board of Trustees:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 Date \_\_\_\_\_  
 Forwarded or returned \_\_\_\_\_  
 Date \_\_\_\_\_  
 Chair's Signature \_\_\_\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_





# PIRATE CLUB

## ANNUAL PIRATE CLUB LEVEL

YOUR ANNUAL FUND PLEDGE MUST MEET THE BELOW MINIMUM MEMBERSHIP LEVELS:

- FIELD LEVEL CLUB | Purple Pirate (\$1,400 or more)
- PREMIUM PARKING | Golden Pirate (\$2,000 or more)
- WILLIAMS-CLARK CLUB | Jolly Roger (\$3,300 or more)
- SCHOLARSHIP CLUB | Scholarship (\$5,300 or more)
- LOGE BOX | Bronze Sabre (\$8,250 or more)
- STANDARD SUITE | Silver Sabre (\$11,000 or more)
- FOUNDER'S SUITE | Silver Sabre (\$11,000 or more)

MINIMUM ANNUAL PLEDGE LEVEL  
20 19 - 20 27 of Silver Sabre

## PHILANTHROPIC COMMITMENT IN SUPPORT OF THE DOWDY-FICKLEN STADIUM SOUTHSIDE RENOVATION

In recognition of my/our belief in and commitment to the mission of ECU Athletics, I/we hereby state my/our commitment of philanthropic financial support to the Dowdy-Ficklen Southside Stadium Renovation project.

Commitment Amount \$ 250,000

Equal payment of \$ \_\_\_\_\_ per year for \_\_\_\_\_ year(s)

Naming Opportunity \_\_\_\_\_

YEAR ONE \$ <u>200,000</u>	YEAR TWO \$ <u>50,000</u>	YEAR THREE \$ _____
YEAR FOUR \$ _____	YEAR FIVE \$ _____	YEAR SIX \$ _____
YEAR SEVEN \$ _____	YEAR EIGHT \$ _____	YEAR NINE \$ _____

## PREMIUM SEATING COMMITMENT

- |  |                           |   |                                   |   |
|--|---------------------------|---|-----------------------------------|---|
| <input type="checkbox"/> FOUNDER'S SUITE           | NUMBER OF SUITES _____    | TERM: <input type="checkbox"/> THREE-YEAR | <input type="checkbox"/> SIX-YEAR | <input type="checkbox"/> NINE-YEAR            |
| <input checked="" type="checkbox"/> STANDARD SUITE | NUMBER OF SUITES <u>1</u> | TERM: <input type="checkbox"/> THREE-YEAR | <input type="checkbox"/> SIX-YEAR | <input checked="" type="checkbox"/> NINE-YEAR |
| <input type="checkbox"/> LOGE BOX                  | NUMBER OF BOXES _____     | TERM: <input type="checkbox"/> THREE-YEAR | <input type="checkbox"/> SIX-YEAR | <input type="checkbox"/> NINE-YEAR            |
| <input type="checkbox"/> SCHOLARSHIP CLUB LEVEL    | NUMBER OF SEATS _____     | TERM: <input type="checkbox"/> THREE-YEAR | <input type="checkbox"/> SIX-YEAR | <input type="checkbox"/> NINE-YEAR            |
| <input type="checkbox"/> WILLIAMS-CLARK CLUB LEVEL | NUMBER OF SEATS _____     | TERM: <input type="checkbox"/> ONE-YEAR   |                                   |   |

## ANNUAL PREMIUM GAME DAY EXPERIENCE OPPORTUNITIES

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> FIELD LEVEL CLUB | TERM: <input type="checkbox"/> ONE-YEAR | NUMBER OF PASSES _____ X 1,000 PER PASS = \$ _____ |
| <input type="checkbox"/> PREMIUM PARKING  | TERM: <input type="checkbox"/> ONE-YEAR | NUMBER OF PASSES _____ X 1,000 PER PASS = \$ _____ |

## TOTAL OF PREMIUM SEATING, GAME DAY EXPERIENCE OPPORTUNITIES AND PHILANTHROPIC SUPPORT

YEAR ONE \$ <u>40,000</u>	YEAR TWO \$ <u>40,400</u>	YEAR THREE \$ <u>40,804</u>
YEAR FOUR \$ <u>41,212</u>	YEAR FIVE \$ <u>41,624</u>	YEAR SIX \$ <u>42,040</u>
YEAR SEVEN \$ <u>42,461</u>	YEAR EIGHT \$ <u>42,885</u>	YEAR NINE \$ <u>43,314</u>

TOTAL CAPITAL CAMPAIGN COMMITMENT: \$ 374,741

40,000  
paid 2019  
suite

Name(s): Travis Burt Pirate Club Number: 3760

ECU would like to recognize you and your financial support. (Please check one)

- Print my/our name as The Burt Family  List me/us as "anonymous."

Travis Burt  
Signature

5-14-19  
Date

[Signature]  
Pirate Club Staff Member Signature

5-14-19  
Date

### PLEASE SIGN/DATE AGREEMENT AND RETURN TO:

ECU PIRATE CLUB, 304 WARD SPORTS MEDICINE BUILDING, MAILSTOP 158, EAST CAROLINA UNIVERSITY, GREENVILLE, NC 27858-4353

**NAMING PROPOSAL TO EAST CAROLINA UNIVERSITY  
BOARD OF TRUSTEES**

Phillip Wood

Name of Originator

Pirate Club

737-4540

woodp@ecu.edu

Department/Division

Phone

Email

Proposed Name(s) to Honor: Jim Buckman

116 Lawson Rd Washington

NC

27889

Address: City

State

Zip

Telephone: (252) 945-0693

Home

Business

Relationship to the University: DonorProposed Object for Naming: Chancellor Parlor in TowneBank Tower

Purpose for recommendation:

 Honorary (Attach background materials as appropriate to justify the recommendation) Gift (Attach background materials as appropriate to justify the recommendation and complete the section below)Purpose of Gift:  Annual  Capital  EndowmentDate of Original Commitment: 10/31/18Amount of the Total Commitment: \$50,000Amount Paid: \$25,000Current Pledge Balance: \$25,000Status of Payments: OngoingWas the gift part of a campaign:  Yes  No Define: \_\_\_\_\_Was the project pre-approved:  Yes  NoDirected to:  ECU Foundation  Educational Foundation Medical Foundation  Other

If the Gift was more than \$25,000:

1. Attach a copy of the signed Letter of Intent.
2. Define in detail any special arrangements or expectations the donor may have resulting from this Gift.
3. If the Gift is other than cash or cash equivalent, explain the method of valuation, and the plan for liquidation.



Signature of Originator



Date

PROPOSAL TO EAST CAROLINA UNIVERSITY BOARD OF TRUSTEES  
TO NAME A FACILITY OR ACTIVITY

ROUTING SHEET

**Office of Vice Chancellor for University Advancement:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 \_\_\_\_\_ Date  
 Forwarded or returned \_\_\_\_\_  
 Vice Chancellor's Signature \_\_\_\_\_ Date

Comments \_\_\_\_\_  
\_\_\_\_\_

**Chancellor's Office:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 \_\_\_\_\_ Date  
 Forwarded or returned \_\_\_\_\_  
 Chancellor's Signature \_\_\_\_\_ Date

Comments \_\_\_\_\_  
\_\_\_\_\_

**Athletics and Advancement Committee of the Board of Trustees:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 \_\_\_\_\_ Date  
 Forwarded or returned \_\_\_\_\_  
 Chair's Signature \_\_\_\_\_ Date

Comments \_\_\_\_\_  
\_\_\_\_\_

**Board of Trustees:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 \_\_\_\_\_ Date  
 Forwarded or returned \_\_\_\_\_  
 Chair's Signature \_\_\_\_\_ Date

Comments \_\_\_\_\_  
\_\_\_\_\_



# PIRATE CLUB

## THE ECU EDUCATIONAL FOUNDATION INC. STATEMENT OF FINANCIAL COMMITMENT ANNUAL CAPITAL CAMPAIGN COMMITMENT

### ANNUAL PIRATE CLUB LEVEL

YOUR ANNUAL FUND PLEDGE MUST MEET THE BELOW MINIMUM MEMBERSHIP LEVELS:

- FIELD LEVEL CLUB | Purple Pirate (\$1,400 or more)
- PREMIUM PARKING | Golden Pirate (\$2,000 or more)
- WILLIAMS-CLARK CLUB | Jolly Roger (\$3,300 or more)
- SCHOLARSHIP CLUB | Scholarship (\$5,300 or more)
- LOGE BOX | Bronze Sabre (\$8,250 or more)
- STANDARD SUITE | Silver Sabre (\$11,000 or more)
- FOUNDER'S SUITE | Silver Sabre (\$11,000 or more)

MINIMUM ANNUAL PLEDGE LEVEL  
20 19 - 20 28 of Scholarship

### PHILANTHROPIC COMMITMENT IN SUPPORT OF THE DOWDY-FICKLEN STADIUM SOUTHSIDE RENOVATION

In recognition of my/our belief in and commitment to the mission of ECU Athletics, I/we hereby state my/our commitment of philanthropic financial support to the Dowdy-Ficklen Southside Stadium Renovation project.

Commitment Amount \$ 50,000

Equal payment of \$ 5,000 per year for 10 year(s)

Naming Opportunity \_\_\_\_\_

YEAR ONE \$ <u>PAID</u>	YEAR TWO \$ <u>PAID</u>	YEAR THREE \$ <u>5,000</u>
YEAR FOUR \$ <u>5,000</u>	YEAR FIVE \$ <u>5,000</u>	YEAR SIX \$ <u>5,000</u>
YEAR SEVEN \$ <u>5,000</u>	YEAR EIGHT \$ <u>5,000</u>	YEAR NINE \$ <u>5,000</u>
YEAR TEN \$ <u>5,000</u>		

### PREMIUM SEATING COMMITMENT

- |  |                          |   |                                   |   |
|--|--------------------------|---|-----------------------------------|---|
| <input type="checkbox"/> FOUNDER'S SUITE                   | NUMBER OF SUITES _____   | TERM: <input type="checkbox"/> TEN-YEAR   |                                   |   |
| <input type="checkbox"/> STANDARD SUITE                    | NUMBER OF SUITES _____   | TERM: <input type="checkbox"/> THREE-YEAR | <input type="checkbox"/> SIX-YEAR | <input type="checkbox"/> NINE-YEAR            |
| <input type="checkbox"/> LOGE BOX                          | NUMBER OF BOXES _____    | TERM: <input type="checkbox"/> THREE-YEAR | <input type="checkbox"/> SIX-YEAR | <input type="checkbox"/> NINE-YEAR            |
| <input checked="" type="checkbox"/> SCHOLARSHIP CLUB LEVEL | NUMBER OF SEATS <u>4</u> | TERM: <input type="checkbox"/> THREE-YEAR | <input type="checkbox"/> SIX-YEAR | <input checked="" type="checkbox"/> NINE-YEAR |
| <input type="checkbox"/> WILLIAMS-CLARK CLUB LEVEL         | NUMBER OF SEATS _____    | TERM: <input type="checkbox"/> ONE-YEAR   |                                   |   |

### ANNUAL PREMIUM GAME DAY EXPERIENCE OPPORTUNITIES

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> FIELD LEVEL CLUB | TERM: <input type="checkbox"/> ONE-YEAR | NUMBER OF PASSES _____ X 1,000 PER PASS = \$ _____ |
| <input type="checkbox"/> PREMIUM PARKING  | TERM: <input type="checkbox"/> ONE-YEAR | NUMBER OF PASSES _____ X 1,000 PER PASS = \$ _____ |

### TOTAL OF PREMIUM SEATING, GAME DAY EXPERIENCE OPPORTUNITIES AND PHILANTHROPIC SUPPORT

YEAR ONE \$ <u>PAID</u>	YEAR TWO \$ <u>10,000</u>	YEAR THREE \$ <u>15,100</u>
YEAR FOUR \$ <u>15,200</u>	YEAR FIVE \$ <u>15,304</u>	YEAR SIX \$ <u>15,408</u>
YEAR SEVEN \$ <u>15,512</u>	YEAR EIGHT \$ <u>15,616</u>	YEAR NINE \$ <u>15,720</u>
YEAR TEN \$ <u>15,828</u>	TOTAL CAPITAL CAMPAIGN COMMITMENT: \$ <u>143,688</u>	

Name(s): Jim F. Buckman Pirate Club Number: 13708

ECU would like to recognize you and your financial support. (Please check one)

- Print my/our name as \_\_\_\_\_  List me/us as "anonymous."

Jim F. Buckman

Signature

10/31/18

Date

MSH

Pirate Club Staff Member Signature

10/31/19

Date

### PLEASE SIGN/DATE AGREEMENT AND RETURN TO:

ECU PIRATE CLUB, 304 WARD SPORTS MEDICINE BUILDING, MAILSTOP 158, EAST CAROLINA UNIVERSITY, GREENVILLE, NC 27858-4353

**NAMING PROPOSAL TO EAST CAROLINA UNIVERSITY  
BOARD OF TRUSTEES**

Phillip Wood  
Name of Originator

Pirate Club Department/Division Phone 737-4540 Email woodp@ecu.edu

Proposed Name(s) to Honor: Charles and Tracey Allen

3503 Warwick Dr Greenville NC 27858  
Address: City State Zip

Telephone: (252) 756-8888  
Home Business

Relationship to the University: Donor

Proposed Object for Naming: West Elevator Lobby in TowneBank Tower

Purpose for recommendation:

Honorary (Attach background materials as appropriate to justify the recommendation)

Gift (Attach background materials as appropriate to justify the recommendation and complete the section below)

Purpose of Gift:  Annual  Capital  Endowment  
Date of Original Commitment: April 29, 2016  
Amount of the Total Commitment: \$50,000  
Amount Paid: \$39,250  
Current Pledge Balance: \$10,750  
Status of Payments: Ongoing  
Was the gift part of a campaign:  Yes  No Define:  
Was the project pre-approved:  Yes  No  
Directed to:  ECU Foundation  Educational Foundation  
 Medical Foundation  Other

If the Gift was more than \$25,000:

1. Attach a copy of the signed Letter of Intent.
2. Define in detail any special arrangements or expectations the donor may have resulting from this Gift.
3. If the Gift is other than cash or cash equivalent, explain the method of valuation, and the plan for liquidation.



Signature of Originator

11/7/19  
Date

PROPOSAL TO EAST CAROLINA UNIVERSITY BOARD OF TRUSTEES  
TO NAME A FACILITY OR ACTIVITY

ROUTING SHEET

**Office of Vice Chancellor for University Advancement:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 Date \_\_\_\_\_  
 Forwarded or returned \_\_\_\_\_  
 Date \_\_\_\_\_  
 Vice Chancellor's Signature \_\_\_\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_

**Chancellor's Office:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 Date \_\_\_\_\_  
 Forwarded or returned \_\_\_\_\_  
 Date \_\_\_\_\_  
 Chancellor's Signature \_\_\_\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_

**Athletics and Advancement Committee of the Board of Trustees:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 Date \_\_\_\_\_  
 Forwarded or returned \_\_\_\_\_  
 Date \_\_\_\_\_  
 Chair's Signature \_\_\_\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_

**Board of Trustees:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 Date \_\_\_\_\_  
 Forwarded or returned \_\_\_\_\_  
 Date \_\_\_\_\_  
 Chair's Signature \_\_\_\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_



# PIRATE CLUB

## THE ECU EDUCATIONAL FOUNDATION INC. STATEMENT OF FINANCIAL COMMITMENT

### CAPITAL CAMPAIGN GIFT COMMITMENT

#### PHILANTHROPIC GIFT IN SUPPORT OF DOWDY-FICKLEN SOUTHSIDE RENOVATION

In recognition of my/our belief in and commitment to the mission of ECU Athletics, I/we hereby state my/our pledge of philanthropic financial support to the Dowdy-Ficklen Southside Renovation.

Philanthropic Gift Amount \$ 50,000<sup>00</sup>

Equal payment of \$ \_\_\_\_\_ per year for \_\_\_\_\_ years

YEAR ONE <sup>2017</sup>	\$ <u>1750</u>	YEAR TWO <sup>2018</sup>	<u>5000</u>	YEAR THREE <sup>2019</sup>	<u>30,000</u>	YEAR FOUR <sup>2020</sup>	<u>13,250<sup>00</sup></u>
YEAR FIVE	_____	YEAR SIX	_____	YEAR SEVEN	_____	YEAR EIGHT	_____
YEAR NINE	_____	YEAR TEN	_____				

Name(s): CHARLES & TRACEY ALLEN

Pirate Club Number: 112815

Total Capital Campaign Pledge Amount: \$ 50,000<sup>00</sup>

ECU would like to recognize you and your gift. (Please check one)

- Print my/our name as \_\_\_\_\_
- Naming opportunity PREMIUM SEATING LOBBY  List me/us as "anonymous."

Donor Signature [Signature] Date 4-29-2016

Gifts to the Foundation qualify as charitable contributions to an IRC Section 501(c)(3) public charity for federal income and estate tax purposes to the extent allowable by the IRS code. Please consult your tax advisor.

**NAMING PROPOSAL TO EAST CAROLINA UNIVERSITY  
BOARD OF TRUSTEES**

Phillip Wood

Name of Originator

Pirate Club

737-4540

woodp@ecu.edu

Department/Division

Phone

Email

Proposed Name(s) to Honor: Guy Swain

4700 Homewood Ct Raleigh

NC

27609

Address: City

State

Zip

Telephone: (919) 845-5315

Home

Business

Relationship to the University: DonorProposed Object for Naming: East Elevator Lobby in TowneBank Tower

Purpose for recommendation:

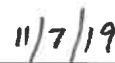
 Honorary (Attach background materials as appropriate to justify the recommendation) Gift (Attach background materials as appropriate to justify the recommendation and complete the section below)Purpose of Gift:  Annual  Capital  EndowmentDate of Original Commitment: 8/8/16Amount of the Total Commitment: \$50,000Amount Paid: \$10,000Current Pledge Balance: \$40,000Status of Payments: OngoingWas the gift part of a campaign:  Yes  No Define: \_\_\_\_\_Was the project pre-approved:  Yes  NoDirected to:  ECU Foundation  Educational Foundation Medical Foundation  Other

If the Gift was more than \$25,000:

1. Attach a copy of the signed Letter of Intent.
2. Define in detail any special arrangements or expectations the donor may have resulting from this Gift.
3. If the Gift is other than cash or cash equivalent, explain the method of valuation, and the plan for liquidation.



Signature of Originator



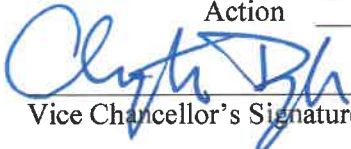
Date



PROPOSAL TO EAST CAROLINA UNIVERSITY BOARD OF TRUSTEES  
TO NAME A FACILITY OR ACTIVITY

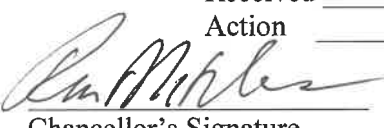
ROUTING SHEET

**Office of Vice Chancellor for University Advancement:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 Date \_\_\_\_\_  
  
 Vice Chancellor's Signature Forwarded or returned \_\_\_\_\_  
 Date \_\_\_\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_

**Chancellor's Office:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 Date \_\_\_\_\_  
  
 Chancellor's Signature Forwarded or returned \_\_\_\_\_  
 Date \_\_\_\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_

**Athletics and Advancement Committee of the Board of Trustees:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 Date \_\_\_\_\_  
 \_\_\_\_\_ Forwarded or returned \_\_\_\_\_  
 Chair's Signature Date \_\_\_\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_

**Board of Trustees:**

Received \_\_\_\_\_  
 Action \_\_\_\_\_ / \_\_\_\_\_  
 Date \_\_\_\_\_  
 \_\_\_\_\_ Forwarded or returned \_\_\_\_\_  
 Chair's Signature Date \_\_\_\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_



**PIRATE CLUB**

**THE ECU EDUCATIONAL FOUNDATION INC. STATEMENT OF FINANCIAL COMMITMENT**

**CAPITAL CAMPAIGN GIFT COMMITMENT**

**PHILANTHROPIC GIFT IN SUPPORT OF DOWDY-FICKLEN SOUTHSIDE RENOVATION**

In recognition of my/our belief in and commitment to the mission of ECU Athletics, I/we hereby state my/our pledge of philanthropic financial support to the Dowdy-Ficklen Southside Renovation.

Philanthropic Gift Amount: \$50,000

Equal payment of \$10,000 per year for 5 years

YEAR ONE	<u>\$10,000</u>	YEAR TWO	<u>\$10,000</u>	YEAR THREE	<u>\$10,000</u>	YEAR FOUR	<u>\$10,000</u>
YEAR FIVE	<u>\$10,000</u>	YEAR SIX		YEAR SEVEN		YEAR EIGHT	
YEAR NINE		YEAR TEN					

Name(s): Guy Swain

Pirate Club Number: 6203

Total Philanthropic Gift Amount: \$50,000

ECU would like to recognize you and your gift. (Please check one)

Print my/our name as GUY SWAIN

List me/us as "anonymous."

Naming opportunity Premium Seating Lobby

Donor Signature [Signature]

Date 8/8/16

Gifts to the Foundation qualify as charitable contributions to an IRC Section 501(c)(3) public charity for federal income and estate tax purposes to the extent allowable by the IRS code. Please consult your tax advisor.

**AMENDMENT TO  
MEMORANDUM OF UNDERSTANDING  
DATED DECEMBER 1, 2018 BETWEEN  
EAST CAROLINA UNIVERSITY AND JON GILBERT**

**TO:** Jon Gilbert

**FROM:** Ron Mitchelson  
Interim Chancellor

**DATE:** November 21, 2019

**SUBJECT:** Amendment to ECU Director of Athletics Memorandum of Understanding (“MOU”)

The MOU entered into by the parties on December 1, 2018 and approved by the ECU Board of Trustees on December 3, 2018, is hereby amended to include the following additional provision which is added to Paragraph 8 of the original MOU:

University shall pay ATHLETICS DIRECTOR an amount of money equal to the amount of personal income tax liability incurred by ATHLETICS DIRECTOR due to UNIVERSITY’s payment of the “Buyout” amount to USM. The ATHLETICS DIRECTOR shall use these funds in compliance with NCAA, Conference, and UNIVERSITY regulations, rules and policies.

\_\_\_\_\_  
Ron Mitchelson  
Interim Chancellor

\_\_\_\_\_  
Date

Accepted by:

\_\_\_\_\_  
Jon Gilbert

\_\_\_\_\_  
Date

APPROVED BY THE BOARD OF TRUSTEES OF EAST CAROLINA UNIVERSITY ON THE \_\_\_\_ DAY OF  
November, 2019.

\_\_\_\_\_  
Vern Davenport  
Chair

\_\_\_\_\_  
Date

Attest:

\_\_\_\_\_  
Assistant Secretary

\_\_\_\_\_  
Date

**Research Incentive Information - all eligible College of Allied Health Sciences faculty included**

**College/School: College of Allied Health Sciences**

**Participation Period: 7/1/18 - 8/15/19**

<b>Faculty</b>	<b>Rank</b>	<b>Department</b>	<b>Institutional Base Salary</b>	<b>Grant Salary</b>	<b>Incentive Payment *</b>
O'Brien, Kevin	Professor	BIOS	\$ 129,539	\$ 1,781.16	\$ 890.58
Fang, Ziangming	Associate Professor	BIOS	\$ 98,304	\$ 13,516.80	\$ 6,758.40
Vos, Paul	Professor	BIOS	\$ 121,511	\$ 26,529.98	\$ 13,264.99
Wu, Qiang	Associate Professor	BIOS	\$ 99,687	\$ 9,013.42	\$ 4,506.71
Ellis, Charles	Professor	CSDI	\$ 108,777	\$ 18,356.22	\$ 9,178.11
Perry, Jamie	Associate Professor	CSDI	\$ 112,810	\$ 19,290.42	\$ 9,645.21
Walker, Marianna	Associate Professor	CSDI	\$ 97,140	\$ 14,469.84	\$ 7,234.92
Zhou, Ning	Assistant Professor	CSDI	\$ 96,206	\$ 25,934.06	\$ 12,967.03
Hylock, Ray	Assistant Professor	HSIM	\$ 87,688	\$ 7,488.03	\$ 3,744.02
Kapoor, Akshat	Assistant Professor	HSIM	\$ 72,000	\$ 6,600.00	\$ 3,300.00
Babatunde, Toyin	Associate Professor	NUTR	\$ 87,718	\$ 9,634.99	\$ 4,817.50
Stokes, Charity (Kim)	Clinical Assistant Professor	PADP	\$ 98,240	\$ 8,186.63	\$ 4,093.32
Trapp, Jane	Clinical Associate Professor	PADP	\$ 99,493	\$ 8,706.18	\$ 4,353.09
Lin, Chia-Chen (James)	Assistant Professor	PTHE	\$ 89,868	\$ 8,237.90	\$ 4,118.95
Meardon, Stacey	Assistant Professor	PTHE	\$ 97,061	\$ 6,672.93	\$ 3,336.47
Toriello, Paul	Professor	DARS	\$ 114,425	\$ 2,622.27	\$ 1,311.14

\* Incentive Payment is calculated as 50% of grant salary for the participation period.

**Request to Board of Trustees for Approval of FY19 Research Incentives**

The Board of Trustees is asked to approve performance-based Temporary Variable Incentives in the College of Allied Health Sciences (CAHS) for July 1, 2018 – August 15, 2019. UNC Policy Manual 300.2.14, “Non-Salary and Deferred Compensation”, and ECU Policy on Non-Salary and Deferred Compensation for Employees Exempt from the State Personnel Act delegates approval of non-salary compensation for EHRA employees to the Board of Trustees. The faculty members named below are eligible to receive performance-based research incentives under the College of Allied Health Temporary Variable Incentive Plan (attached). As described in the Plan, the incentives are based on the amount of state appropriated salary that the faculty member that is recovered as a result of allocating effort to extramural grants and contracts and are paid from non-state sources of revenue. In accordance with UNC 300.2.14, and under guidance from UNC General Administration, we respectfully request the Board approve research incentive payments to these specific faculty members for the inclusive dates (7/1/18 – 8/15/19).

## **College of Allied Health Sciences Temporary Variable Supplement Plan**

### **I. INTRODUCTION**

In accordance with The UNC Policy Manual 300.2.14, “Non-Salary and Deferred Compensation”, this document delineates the Temporary Variable Supplement (“TVS”) criteria and process for awarding such compensation to full-time tenured, tenure track, and fixed-term faculty in the ECU College of Allied Health Sciences (the “CAHS”). This TVS Plan (the “Plan”) is a mechanism to attract and retain the highest possible quality faculty who are particularly productive at obtaining external grant awards. Hiring new and retaining current grant-producing faculty have become difficult and costly due to constricting state resources. In order to recruit and retain such faculty, a system that recognizes and values their grant-producing talents must be implemented. Such a system also supports one of ECU’s Guiding Principles, as described in its 2014-2019 Strategic Plan, “Discover and innovate”, which states that “East Carolina will champion mission-driven research and innovation...[and] increase research funding and strengthen our research infrastructure to address the region’s challenges and opportunities.” Thus, the CAHS is committed to creating and managing a TVS process that invests in grant-productive faculty members, their departments, the college, university, community, and state.

### **II. SUMMARY**

For faculty participating in TVS, his/her total annual compensation will consist of (1) the **Academic Base Salary** and (2) a **Temporary Variable Supplement**. The total annual compensation may increase or decrease from year to year, based upon the individual’s grant productivity, and must be consistent with Board of Governors and applicable ECU salary policies. The actual funding sources used to pay the individual components of a faculty member’s total compensation may vary in any given year.

### **III. DEFINITIONS AND PROCEDURES**

**Academic Base Salary:** The Academic Base Salary is a stable component of the total annual salary. This Plan does not permit the Academic Base Salary to be adjusted downward, but it may be increased using departmental funds when available. For most departments, these funds are provided through increases in state EHRA funds accessible to the department through legislative increases. Increases in departmental EHRA state funds will be allocated to individual faculty members by the chair in a manner deemed to be in the best interests of the department and consistent with fiduciary responsibility. Any changes in Academic Base Salary for a faculty member recommended by the chair must be approved by the Dean and Vice Chancellor, and must be in accordance with applicable ECU and University of North Carolina (UNC) guidelines.

**Temporary Variable Supplement:** Excellence in teaching, research, and service is expected from all faculty members. However, recognition of exceptional performance in achieving productivity targets in the area of scholarly activity/research, specifically obtaining grant awards, is available

through a Temporary Variable Supplement. The Temporary Variable Supplements are paid from non-state funds available in the College.

**Process:** Funds for the Temporary Variable Supplements and associated fringe benefits will be derived from that portion of the non-state funds available to the individual faculty investigator. The Temporary Variable Supplement for an individual faculty member will be paid annually, and will be based on the faculty member's percentage of state funded compensation recovered for the inclusive effort period. Faculty must have paid effort on the applicable grant(s) for the effort period in order to be eligible to receive the Supplement. Additional required criteria include: (1) paid effort (per grant) remains unchanged for effort period; (2) paid effort is in effect and active as of the first day of the respective effort period; and (3) paid effort (per grant) must be 5% or greater for the effort period. The Temporary Variable Supplement will be consistent with any applicable regulations and guidelines provided by the granting agency, ECU and/or UNC.

Temporary Variable Supplements are temporary adjustments in compensation and are not a modification to the individual's Academic Base Salary. It is also subject to the availability of non-state funds generated through the College and which may be available to the individual faculty member. To receive a Temporary Variable Supplement, a faculty member must be a full-time employee of ECU and reside in the same academic department where the outstanding performance was achieved at the time of payment.

**Eligibility for Participation in the Program:** Faculty covered by this plan include full-time tenured, tenure track, and fixed term CAHS faculty. Faculty members who are eligible participants may elect to enroll in this Plan; participation is not compulsory. Faculty members must notify their department chair of their intention to participate in TVS. The department chair must notify the Associate Dean for Research no later than the first day of the effort period cycle for all faculty that will participate in the Plan for the respective cycle.

**Implementation Plan:** Based upon current applicable guidelines, individual faculty can receive Temporary Variable Supplements using the non-state funds that are available to the faculty for that purpose. The portion of the non-state funds used for this purpose will be based upon the percent of salary recovered. These funds cannot be used to increase the Academic Base Salary. The generation of external grant funding is considered a part of a faculty member's university full-time duties and it is not treated as an overload activity. A maximum of 20% of a faculty member's Academic Base Salary can be earned through TVS disbursements.

The purpose of the TVS plan is to assist both the department and the faculty in the development and maintenance of successful grant-funded programs in research. This Plan recommends that recovered funds be distributed among the college, department and the faculty member who generates them (i.e., 30/20/50 split in accounting for the funds). The CAHS Associate Dean for Research is responsible for administration of the funds to the college, and each CAHS Department Chair will be responsible for the administration of the funds to the department.

#### **IV. FORMULA-BASED TEMPORARY VARIABLE SUPPLEMENT**

Maximum amount allowed is limited by the funds made available to the faculty and a maximum of 20% of the faculty member's Academic Base Salary.



**V. REVISIONS TO THE PLAN**

The Plan will be regularly evaluated to ensure that it is consistent with current guidelines and may be modified with consensus of the CAHS chairs who, in turn, make recommendations to the Dean for his/her approval. If the Dean concurs with the recommended revisions, the approval of the Vice Chancellor for Health Sciences is required prior to implementing the revisions.

Approved:

CAHS Department Chairs 8/24/2018

CAHS Dean 8/24/2018

Vice Chancellor for Division of Health Sciences 9/6/2018

**Requested Research Productivity Incentive Payment**  
**Doyle Cummings, PharmD**  
**Department of Family Medicine**

Doyle Cummings is a PharmD in the Department of Family Medicine. As such he does not qualify for the BSOM Basic Science Compensation Plan or the ECU Physicians Clinical Faculty Compensation Plan. The intention of the BSOM Basic Science Compensation Plan is to reward research productivity that is funded via extramural (grant) funds. The procurement of grant funding reduces the dependency on state funding.

Dr. Cummings has an annual (12-month) base salary rate of \$144,000 funded \$122,400 by the Department of Family Medicine with the remaining \$21,600 funded by the Center for Health Disparities. The Department of Family Medicine is requesting a semi-annual incentive payment for Dr. Doyle Cummings in recognition of his research productivity for the period of January 1, 2019 – June 30, 2019 (reporting period).

During the reporting period, Dr. Cummings procured \$40,318 in sponsored funding to offset his state-funded salary. Additionally, \$4,122 in sponsored funding was procured by Dr. Cummings to offset a portion of a colleague's salary for participation in the research. **Therefore, we are recommending that Dr. Cummings receive an incentive payment of \$8,270 calculated as a sum of the principal investigator incentive of \$8,064 (\$40,318 x 20%) plus the additional funding incentive of \$206 (\$4,122 x 5%).**

The specific grants, related funding, and incentive payment calculations are detailed on the attached document provided by Janice Paris, Clinical Department Academic Administrator, Department of Family Medicine and approved by Dr. Chelley Alexander, Department Chair.

This proposed incentive payment has been reviewed by Lisa W. Hudson, Associate Vice Chancellor, Health Sciences Human Resources and Dr. Mark Stacy, Vice Chancellor, Division of Health Sciences and Dean Brody School of Medicine and is now submitted for ECU Board of Trustees approval prior to implementation.



September 16, 2019

**Office of the Vice Chancellor  
Health Sciences Division**

 AD-48 Brody Medical Sciences Building | 600 Moye Boulevard | Mail Stop 600  
 East Carolina University\* | Greenville, NC 27834-4354  
 252-744-2984 office | 252-744-1612 fax

 Interim Chancellor Gerlach  
 East Carolina University  
 Greenville, NC 27858

Dear Interim Chancellor Gerlach:

I would appreciate your consideration of the enclosed recommendation for the initial appointment of Associate Professor with permanent tenure for Lee W. Boushell, DMD.

Dr. Lee W. Boushell is scheduled to join East Carolina University December 2, 2019 as Associate Professor with a recommendation for permanent tenure in the Department of General Dentistry, School of Dental Medicine.

Dr. Boushell completed his DMD degree in Dentistry at the University of Florida College of Dentistry in 1991. He completed his MS degree in Operative Dentistry in 2007 at the University of North Carolina School of Dentistry Chapel Hill in 2007.

Currently, he serves as Associate Professor with Tenure in the Department of Restorative Sciences, UNC Chapel Hill School of Dentistry. He also is the Director of Operative Dentistry Predoctoral Clinics and the Leader of the DDS4 General Dentistry Practice at the UNC Chapel Hill School of Dentistry.

Previously at UNC School of Dentistry, he was a Director of the Graduate Program in Operative Dentistry from 2014 to 2017; Assistant Professor in the Department of Operative Dentistry from 2006 to 2012; and Graduate Teaching Assistant in the Department of Operative Dentistry from 2004 to 2006. At the University of Florida College of Dentistry, he served as Courtesy Clinical Assistant Professor in the Department of Operative Dentistry from 2001 to 2003.

He has worked in private practice with the UNC Chapel Hill School of Dentistry from 2006 to present and in as a sole proprietor in Winter Haven Florida from 1994 to 2004. He served as a Captain (active duty) in the United States Army Dental Corps from 1991 to 1994.

Dr. Boushell's scholarly activity includes 22 abstracts, 17 book chapters, 36 journal articles, 10 funded grants, 14 CE Courses, 10 invited talks and 39 mentoring opportunities. He is an accomplished researcher, with many active and completed projects. In addition, his service contributions span the local and state level and include serving on numerous editorial boards, advisory boards, and committees.

For your convenience, attached are the following documents:

- Dr. Lee W. Boushell's curriculum vitae
- ECU Personnel Action Summary Form for the Board of Trustees

If you approve, we will make arrangements for this recommendation to be placed on the agenda for the November 21, 2019 ECU Board of Trustees meeting.

Sincerely,

  
 Mark Stacy, MD  
 Vice Chancellor, Division of Health Sciences

  
 \_\_\_\_\_  
 Approve

Dan Gerlach, Interim Chancellor

 \_\_\_\_\_  
 Do Not Approve

  
 \_\_\_\_\_  
 Date

[www.ecu.edu](http://www.ecu.edu)

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

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

Name of Appointee: **Lee Warren Boushell, DMD**

Department: **General Dentistry**

School/College: **SoDM, ECU**

Current Rank or Title: *(if applicable)* Proposed Rank or Title: **Associate Professor**

Indicate Type of Action: *(select all that apply)*

Administrative Appointment:

New Faculty Appointment:

Promotion:

Conferral of Tenure:

Other:  
*(describe)*

Distinguished Professorship:  
*(provide name of professorship)*

Effective Date of Action: **December 2, 2019**

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

Salary: **\$168,000**      Source(s): State Funds: **\$0**      \*Non-State Funds: **\$168,000**

*\*Indicate Sources of non-state funds generically ( i.e., grants, receipts, trust funds, endowments, medical faculty practice plan, etc.):*

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

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

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

University of North Carolina School of Dentistry Chapel Hill, North Carolina	Clinical Certificate & MS	2007	Operative Dentistry
U.S. Army DENTAC Fort Riley, Kansas	AEGD Certificate	1992	General Dentistry
University of Florida College of Dentistry Gainesville, Florida	DMD	1991	Dentistry
University of Florida Gainesville, Florida	BS	1985	Microbiology & Cell Science

**CERTIFICATION AND LICENSURE:**

2004-present North Carolina, No. 7746  
1991-present Florida, DN 0012657

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

**UNC School of Dentistry**

2018-present Leader, DDS4 General Dentistry Practice, Group B (20 students)  
2018-present Director, Operative Dentistry Predoctoral Clinics  
2012-present Associate Professor w/ Tenure, Department of Restorative Sciences  
2014-2017 Director, Graduate Program in Operative Dentistry  
2006-2012 Assistant Professor, Department of Operative Dentistry  
2004-2006 Graduate Teaching Assistant, Department of Operative Dentistry

**University of Florida College of Dentistry**

2001-2003 Courtesy Clinical Assistant Professor, Department of Operative Dentistry

**University of Florida, Division of Universities**

1986-1987 Biological Scientist II  
1985-1986 Biological Scientist I

**Military Service**

1991-94 United States Army Dental Corps

**Private Dental Practice**

2006-Present Dental Faculty Practice, UNC School of Dentistry  
1994-2004 General Dentistry, Winter Haven, Florida

### 3. Scholarly & Creative Activities:

Attachment U

<i>Type</i>	<i>Number</i>
<i>Book</i>	
<i>Refereed Abstracts</i>	22
<i>Peer Reviewer</i>	
<i>Chapter</i>	17
<i>Refereed Journal Article</i>	24
<i>Other Journal Article</i>	12
<i>Juried Performance/Show</i>	
<i>Non Juried</i>	
<i>Abstracts</i>	6
<i>Master's Thesis</i>	1
<i>Other: Grants Funded</i>	10
<i>Other: CE Courses</i>	14
<i>Other: Invited Talks</i>	10
<i>Other: Mentoring</i>	39

### 4. Membership in professional organizations:

2008-present North Carolina Dental Society  
2006-present American Dental Education Association  
2006-present International Association for Dental Research  
1991-present Omicron Kappa Upsilon, Xi Omicron Chapter, Alumni Member  
1991-present American Dental Association  
1991-present Academy of General Dentistry  
1994-2007 Florida Dental Association  
1994-2004 Polk County Dental Association  
2016 Academy of Operative Dentistry

### 5. Professional service on campus:

NA

### 6. Professional service off campus:

## CURRENT RESEARCH ACTIVITIES

2017-present "Clinical Annual Failure Rate of Direct Posterior Composite Resin Restorations: A Retrospective Study", PI: R Walter, Investigators: A Ritter, L Boushell, M Atieh

2016-present "Correlation between learning preferences of first year dental students and their performance in a pre-clinical operative dentistry course", PI: LW Boushell, Investigators: L Trippe, M Morano, SN Ahmed

2015-present "Clinical Investigation of a New Bulk Fill Composite Resin in the Restoration of Posterior Teeth", PI: R Walter, Investigators: A Zandona, J Sturdevant, A Ritter, P Miguez, S Ahmed, L Boushell, E Epure

2014-present "Assessment of the Impact of a Pre-Restoration Full Contour Wax-up on Student Ability to Create a Complex Amalgam Restoration", PI: LW Boushell, Investigators, U Guha, L Trippe, SN Ahmed

2012-present "Design and Evaluation of Use of Basic Preclinical Exercises as Probes to Target Early Educational Intervention" PI: LW Boushell, Investigator: SN Ahmed

**PROFESSIONAL SERVICE****Service and engagement activities - Ongoing**

2018-present Mock Board **Chief Examiner/Co-Administrator**  
 2018-present Dental Faculty Practice Executive Board – Member  
 2018-present DDS3/DDS4 Teaching Committee - Member  
 2018-present Faculty Mentoring Team for Sun Yung Bak - Member  
 2018-present Dental Research in Review Day, DDS Degree Candidate Research Competition Judge  
 2018-present Dental Hygiene CITA Board Screening Supervising Dentist

2016-present Educational Research in Operative Dentistry, UNC Operative Dentistry Research Group (ODRG) - **Co-Director**  
 2016-present **Consultant** for the Naval Postgraduate Dental School, Bethesda, Maryland  
 2015-present Faculty Mentoring Team for Patricia Miguez - Member  
 2014-present Omicron Kappa Upsilon Membership Committee - **Chair**  
 2014-present Promotion and Tenure Advisory Committee - Member  
 2013-present UNC School Urgent Care - provider  
 2013-present TCMDA – Faculty Liaison  
 2009-present UNC Operative Mock Board Examiner  
 2008-present Conflict of Interest Committee - Member  
 2007-present Faculty Supervisor, Dental Student Health Action Coalition, Samaritan Health Center Dental Clinic

**Service and engagement activities – Previous**

2014-2017 Academic Performance Committee for the Department of Operative Dentistry - Member  
 2014-2017 Advance Program Directors Committee - Member  
 2014-2017 Faculty Mentoring Team for Sumitha Ahmed - **Chair**  
 2014-2016 Dental Faculty Practice Executive Board – Member  
 2014-2016 Dental Assisting Mock Board Examiner  
 2010-2016 Dental Research in Review Day - Dental Hygiene Education Research Competition Judge, MS Degree Candidate Research Evaluator  
 2010-2016 DDS2 Preclinical Gate Competency Preparation Instructor  
 2010-2016 DDS2 Preclinical Gate Competency Proctor and Examiner  
 2009-2016 DENT 302 Ceramic Onlay Practical Exam Grader  
 2009-2016 DDS 1 Teaching Committee - Member  
 2009-2014 Omicron Kappa Upsilon Nominating Committee - Member  
 2008-2011 Faculty Development Committee - Member  
 2007-2017 UNC Representative to Consortium of Operative Dentistry Educators (CODE) preparation I of Dentistry Urgent Care – Provider and participation with Southeast Region CODE representatives  
 2007-2015 Infection Control Committee – Member

**Service and engagement activities – Ad hoc**

2018 Assessment Task Force - **Chair**  
 2017 Clinical Excellence Committee - Member  
 2017 Faculty volunteer for UNC SOD DDS Clinics After-hours Emergency On-call Beta Test  
 2016 **External Reviewer** – Dr Deborah Dilbone Promotion to Clinical Associate Professor, UFCD  
 2015 Operative Department Faculty Search Committee (2 faculty positions) - **Chair**  
 2015 Nominating and Elections Committee of the General Faculty, UNC School of Dentistry – **Chair**  
 2015 Professional Leave Assessment Adhoc Committee - Member

2014 Associate Dean for Education Search Committee - Member  
2013-2014 Faculty Mentoring Team for Karen Tiwana - **Chair**  
2013-2014 Chair of the General Faculty, UNC School of Dentistry  
2013-2014 Prosthodontic Faculty Position Search Committee - Member  
2013 Dental Research in Review Planning Committee - Member  
2012-2014 UNC School of Dentistry Liaison to the ADEA Commission on Change and Innovation  
2012-2014 Preclinical Curriculum Review Committee - Member  
2012-2013 Secretary, NCAADR  
2012-2013 Secretary of the General Faculty, UNC School of Dentistry  
2010-2014 Course and Teaching Evaluation Task Force – Member  
2010 Host, DISC Visiting Foreign Student Program  
2009 Speaker/Facilitator, Faculty In-service Training, UNC School of Dentistry, “Basic Principles for Predictable Restorations Using Amalgam and Composite Resin”

Attachment U

**Service and engagement activities – Ad hoc (continued)**

2008 Mission of Mercy, Hillsborough, NC  
2007-2009 UNC School of Dentistry Admissions Committee - Member  
2005-2009 Mobile Dental Unit of the NC Baptist Association, Hillsong Church, Chapel Hill, NC  
1999-2000 Dental Provider for the Winter Haven Hospital Foundation, Community Development Block Grant for Low/Moderate Income Children.  
1995-1999 Mobile Dental Unit of the Florida Baptist Association, Snively Elementary School, Eloise, Florida

**Peer review journals and editorial boards**

2016-2018 Associate Editor - Sturdevant's Art & Science of Operative Dentistry, 7th Edition

**Peer review journals and editorial boards**

2015-present Manuscript reviewer - *MedEd Portal*  
2013-present Manuscript reviewer - *Caries Research*  
2012-present Manuscript reviewer - *Acta histochemica*  
2011-present Manuscript reviewer - *Journal of Dental Research*  
2010-present Manuscript reviewer - *Journal of Dental Education*  
2010-present Manuscript reviewer - *Journal of Dentistry*  
2009-present Manuscript reviewer - *International Journal of Oral Science*  
2009-present Manuscript reviewer - *Journal of Oral Rehabilitation*  
2008-present Manuscript reviewer - *Archives of Oral Biology*  
2007-present Manuscript reviewer - *Oral Diseases*  
2007-present Manuscript reviewer - *Journal of Esthetic and Restorative Dentistry*  
2008-2009 Assistant Editor - *Journal of Esthetic and Restorative Dentistry*



**CURRICULUM VITAE - October 1, 2018****LEE WARREN BOUSHELL****PERSONAL INFORMATION**

Citizenship United States

Home Address 1605 Piperwood Court  
Durham, NC 27713  
(919) 599-7852

Office Address 448 Brauer Hall, CB#7450  
UNC School of Dentistry  
Chapel Hill, NC 27599-7450  
Phone: (919) 537-3982  
Fax: (919) 537-3939  
Email: [Lee\\_Boushell@unc.edu](mailto:Lee_Boushell@unc.edu)

**EDUCATION**

<u>Institution</u>	<u>Degree</u>	<u>Date Conferred</u>	<u>Major</u>
University of North Carolina School of Dentistry Chapel Hill, North Carolina	Clinical Certificate & MS	2007	Operative Dentistry
U.S. Army DENTAC Fort Riley, Kansas	AEGD Certificate	1992	General Dentistry
University of Florida College of Dentistry Gainesville, Florida	DMD	1991	Dentistry
University of Florida Gainesville, Florida	BS	1985	Microbiology & Cell Science

Military Service

1991-94 United States Army Dental Corps

Licensure and Certification

2004-present North Carolina, No. 7746  
1991-present Florida, DN 0012657

## PROFESSIONAL EXPERIENCE

### Academic Appointments

2018-present	Leader, DDS4 General Dentistry Practice, Group B (20 students) - UNC School of Dentistry
2018-present	Director, Operative Dentistry Predoctoral Clinics, UNC School of Dentistry
2012-present	Associate Professor w/ Tenure, Department of Restorative Sciences, UNC School of Dentistry
2014-2017	Director, Graduate Program in Operative Dentistry, UNC School of Dentistry
2006-2012	Assistant Professor, Department of Operative Dentistry, UNC School of Dentistry
2004-2006	Graduate Teaching Assistant, Department of Operative Dentistry, UNC School of Dentistry
2001-2003	Courtesy Clinical Assistant Professor, Department of Operative Dentistry, University of Florida College of Dentistry
1986-1987	Biological Scientist II, University of Florida, Division of Universities
1985-1986	Biological Scientist I, University of Florida, Division of Universities

### Private Dental Practice

2006-Present	Dental Faculty Practice, UNC School of Dentistry
1994-2004	General Dentistry, Winter Haven, Florida Sole Proprietor
1991-1994	Captain (active duty), United States Army Dental Corps

## HONORS AND AWARDS

2018	Voted among America's Most Honored Professionals (Top 10%) – The American Registry
2018	Voted for inclusion in The American Registry <i>topDentists</i> <sup>TM</sup> database of the Chapel Hill area of North Carolina
2018	Selection for and completion of the UNC Center for Faculty Excellence Leadership Fundamentals Program
2017	ADEA/AAL Compass Program for Academic Achievement Award
2017	Voted for inclusion in The American Registry <i>topDentists</i> <sup>TM</sup> database of the Chapel Hill area of North Carolina
2016	Naval Postgraduate Dental School Certificate of Recognition as Featured Speaker
2016	Voted among America's Most Honored Professionals (Top 10%) – The American Registry
2016	Voted for inclusion in The American Registry <i>topDentists</i> <sup>TM</sup> database of the Chapel Hill area of North Carolina
2015	UNC School of Dentistry, Dean's Faculty Excellence Award
2015	UNC School of Dentistry, Spurgeon Dental Society, DDS Class of 2018 Certificate of Appreciation
2015	Voted for inclusion in The American Registry <i>topDentists</i> <sup>TM</sup> database of the Chapel Hill area of North Carolina
2014	UNC School of Dentistry, Spurgeon Dental Society, DDS Class of 2017 Certificate of Appreciation

**HONORS AND AWARDS (continued)**

- 2014 Voted for inclusion in The American Registry *topDentists*<sup>TM</sup> database of the Chapel Hill area of North Carolina
- 2013 UNC School of Dentistry, Spurgeon Dental Society, DDS Class of 2016 Certificate of Appreciation
- 2013 The 101st Thomas P. Hinman Dental Meeting Outstanding Table Clinic Presentation Award
- 2013 Voted for inclusion in The American Registry *topDentists*<sup>TM</sup> database of the Chapel Hill area of North Carolina
- 2011 Richard F. Hunt Memorial Award for Excellence in Pre-doctoral Teaching
- 2010 UNC School of Dentistry, Spurgeon Dental Society, DDS Class of 2013 Certificate of Appreciation
- 2009 ADEA/AAL Institute for Teaching and Learning Fellowship
- 2009 ADEA/ADEA Council of Students/Colgate Palmolive Junior Faculty Award
- 2008 Student Health Action Coalition (SHAC) Certificate of Appreciation
- 2008 UNC School of Dentistry, Spurgeon Dental Society, DDS Class of 2011 Certificate of Appreciation
- 2007 Sirona Dental Systems CEREC Certificate of Achievement
- 2005 UNC Center for Teaching and Learning Future Faculty Fellowship
- 2005 UNC School of Dentistry Sirona Professional Journalism Scholarship
- 2003 Fellow, Academy of General Dentistry
- 2000 Boss of the Year, 2000, Polk County Dental Assistants Society
- 1999 Travis Technical Center, Dental Assistant Program, Commencement Speaker
- 1992 Class Representative, Advanced Education in General Dentistry Residency
- 1991 Omicron Kappa Upsilon, Xi Omicron Chapter, elected Alumni Member
- 1991 Dentsply Removable Prosthodontics Award
- 1991 The American College of Dentists C.W. Fain, Jr. Professionalism Award
- 1991 The L.D. Pankey Institute Award
- 1990 American Student Dental Association Day 1st Place Lecture
- 1990 David A. Grainger Memorial Scholarship
- 1990 Retired Uniformed Services Scholarship

**Military Service Awards**

- 1999 Honorable Discharge, U.S. Army
- 1994 The Army Commendation Medal
- 1993 The Expert Field Medical Badge with the Battalion Commander's Commendation
- 1993 The Army Achievement Medal
- 1993 The Army Commendation Medal

**BIBLIOGRAPHY****Book Chapters**

1. **Boushell LW**, Sturdevant JR. Clinical Significance of Dental Anatomy, Histology, Physiology, and Occlusion. In: Ritter AV, Boushell LW, Walter R, eds. *Sturdevant's Art and Science of Operative Dentistry*, 7th Edition, St. Louis: Elsevier, 2018, Chapter 1:1-39.

Book Chapters (continued)

2. **Boushell LW**, Shugars DA, Eidson RS. Patient Assessment, Examination and Diagnosis, and Treatment Planning. In: Ritter AV, Boushell LW, Walter R, eds. *Sturdevant's Art and Science of Operative Dentistry*, 7th Edition, St. Louis: Elsevier, 2018, Chapter 3:95-119.
3. **Boushell LW**, Walter R. Fundamentals of Tooth Preparation. In: Ritter AV, Boushell LW, Walter R, eds. *Sturdevant's Art and Science of Operative Dentistry*, 7th Edition, St. Louis: Elsevier, 2018, Chapter 4:120-135.
4. Ritter AV, Walter R, **Boushell LW**, Ahmed SN. Clinical Technique for Direct Composite Resin and Glass Ionomer Restorations. In: Ritter AV, Boushell LW, Walter R, eds. *Sturdevant's Art and Science of Operative Dentistry*, 7th Edition, St. Louis: Elsevier, 2018, Chapter 8:219-263.
5. **Boushell LW**, Wilder Jr AD, Ahmed SN. Clinical Technique for Amalgam Restorations. In: Ritter AV, Boushell LW, Walter R, eds. *Sturdevant's Art and Science of Operative Dentistry*, 7th Edition, St. Louis: Elsevier, 2018, Chapter 10:306-414.
6. Donovan T, **Boushell LW**, Eidson RS. Instruments and Equipment for Tooth Preparation. In: Ritter AV, Boushell LW, Walter R, eds. *Sturdevant's Art and Science of Operative Dentistry*, 7th Edition, St. Louis: Elsevier, 2018, Online Only Chapter 14:e1-e22.
7. **Boushell LW**, Walter R, Wilder Jr AD. Preliminary Considerations for Operative Dentistry. In: Ritter AV, Boushell LW, Walter R, eds. *Sturdevant's Art and Science of Operative Dentistry*, 7th Edition, St. Louis: Elsevier, 2018, Online Only Chapter 15:e23-e51.
8. Nesbit SP, Gonzalez-Cabezas C, Reside J, Moretti A, Tawil P, Gerdt G, **Boushell LW**, Lim PF. The Disease Control Phase of Treatment. In: Stefanac SJ, Nesbit SP, eds. *Treatment Planning in Dentistry*, 3<sup>rd</sup> Edition, St. Louis: Mosby Elsevier, 2017, Chapter 9:192-225.
9. Nesbit SP, Reside J, Moretti A, Gerdt G, **Boushell LW**, Barrero C. The Definitive Phase of Treatment. In: Stefanac SJ, Nesbit SP, eds. *Treatment Planning in Dentistry*, 3<sup>rd</sup> Edition, St. Louis: Mosby Elsevier, 2017, Chapter 10:226-258.
10. **Boushell LW**, Sturdevant JR. Clinical Significance of Dental Anatomy, Histology, Physiology, and Occlusion. In: Heymann HO, Swift EJ, Ritter AV, eds. *Sturdevant's Art and Science of Operative Dentistry*, 6th Edition, St. Louis: Elsevier, 2012, Chapter 1:1-40.
11. **Boushell LW**, Walter R, Roberson TM. Fundamentals in Tooth Preparation and Pulp Protection. In: Heymann HO, Swift EJ, Ritter AV, eds. *Sturdevant's Art and Science of Operative Dentistry*, 6th Edition, St. Louis: Elsevier, 2012, Chapter 5:141-163.
12. **Boushell LW**, Walter R, Wilder AD. Preliminary Considerations for Operative Dentistry. In: Heymann HO, Swift EJ, Ritter AV, eds. *Sturdevant's Art and Science of Operative Dentistry*, 6th Edition, St. Louis: Elsevier, 2012, Chapter 7:186-215.
13. Swift EJ, Sturdevant JR, **Boushell LW**. Class I and II Indirect Tooth-Colored Restorations. In: Heymann HO, Swift EJ, Ritter AV, eds. *Sturdevant's Art and Science of Operative Dentistry*, 6th Edition, St. Louis: Elsevier, 2012, Chapter 11:280-295.
14. **Boushell LW**, Donovan TE. Introduction to Amalgam Restorations. In: Heymann HO, Swift EJ, Ritter AV, eds. *Sturdevant's Art and Science of Operative Dentistry*, 6th Edition, St. Louis: Elsevier, 2012, Chapter 13:339-352.
15. **Boushell LW**, Wilder AD, Roberson TM. Class I, II and VI Amalgam Restorations. In: Heymann HO, Swift EJ, Ritter AV, eds. *Sturdevant's Art and Science of Operative Dentistry*, 6th Edition, St. Louis: Elsevier, 2012, Chapter 14:353-409.
16. **Boushell LW**, Wilder AD, Roberson TM. Class III and V Amalgam Restorations. In: Heymann HO, Swift EJ, Ritter AV, eds. *Sturdevant's Art and Science of Operative Dentistry*, 6th Edition, St. Louis: Elsevier, 2012, Chapter 15:410-428.

Book Chapters (continued)

17. **Boushell LW**, Wilder AD. Complex Amalgam Restorations. In: Heymann HO, Swift EJ, Ritter AV, eds. *Sturdevant's Art and Science of Operative Dentistry*, 6th Edition, St. Louis: Elsevier, 2012, Chapter 16:429-454.

Refereed Papers (\*Senior Author)

1. Ruschel VC, Stolf SC, Shibata S, Chung Y, **Boushell LW**, Baratieri LN, Walter R. Three-year Clinical Evaluation of Universal Adhesives in Noncarious Cervical Lesions, Submitted and under review, Clin Oral Invest 2018
2. **Boushell LW**, Ahmed SN, Walter R. Lead-up Activities as Predictors of Preclinical Operative Dentistry Performance. Manuscript under internal review, target journal J Dent Edu 2018
3. Abd Alraheam I, Donovan TE, **Boushell LW**, Cook R, Ritter AV, Donovan TE, Sulaiman T. Effect of fatiguing and thermocycling on the fracture resistance of different generations of zirconia. Submitted and under review, J Pros Dent 2018
4. Abd Alraheam I, Donovan TE, **Boushell LW**, Cook R, Ritter AV, Donovan TE, Sulaiman T. The effect of chewing simulation on the translucency of different generations of dental zirconia. Submitted and under review, J Pros Dent 2018.
5. Olafsson V, Ritter AV, Swift EJ Jr., **Boushell LW**, Ko CC, Jackson G, Ahmed SN, Donovan TE. Effect of Composite Type and Placement Technique on Cuspal Strain. *J Esthet Rest Dent*, 2017, DOI: 10.1111/jerd.12339
6. **Boushell LW**, Heymann HO, Ritter AV, Sturdevant JR, Swift EJ Jr, Wilder AD Jr, Chung Y, Lambert CA, Walter R. Six-year clinical performance of etch-and-rinse and self-etch adhesives. *Dent Mater*. 2016;32(9):1065-72. DOI: 10.1016/j.dental.2016.06.003.
7. Farias DCS, Caldeira de Andrada MA, Arcari GM, **Boushell LW**, Walter R. The Effects of Adhesive Infiltration and Mechanical Loading on Dentin Bonding. *International Journal of Adhesion and Adhesives* 2016, pp. 53-61; DOI:10.1016/j.ijadhadh.2016.05.008
8. Ahmed SN, Sturdevant J, Wilder R, Kowlowitz V, **Boushell LW\***. Development and Assessment of Discrimination Exercises for Faculty Calibration in Preclinical Operative Dentistry. *J Dent Ed* 2016; 80(8):994-1003.
9. Delgado AJ, Walter R, **Boushell LW\***. Are all dentiform teeth with simulated caries the same? A 6-year retrospective study in preclinical operative dentistry. *J Dent Ed* 2015;79(11):1330-8.
10. Olafsson VG, **Boushell LW\***. Pragmatic Esthetics; Severe Labial Erosion Corrected with Direct Composite Veneers. *J Cosmetic Dent* 2014;30(3):82-90.
11. Nagaoka H, Nagaoka H, Walter R, **Boushell LW**, Miguez P, Burton A, Ritter AV, Yamauchi M. Characterization of Genipin-Modified Dentin Collagen. *BioMed Res International* 2014:702821. doi: 10.1155/2014/702821. Epub 2014 Mar 25.
12. Walter R, **Boushell LW**, Heymann HO, Ritter AV, Sturdevant JR, Wilder AD Jr, Chung Y, Swift EJ Jr. Three-year Clinical Evaluation of a Silorane Composite Resin. *J Esthet Restor Dent* 2013;26(3):179-90.
13. Walter R, Feiring AE, **Boushell LW**, Braswell K, Bartholomew W, Chung Y, Phillips C, Pereira PNR, Swift Jr., EJ. One-Year Water Sorption and Solubility of "All-in-One" Adhesives. *Braz Dent J* 2013;24(4):344-348.
14. **Boushell LW**. MMPs. *J Esthet Restor Dent* 2013;DOI 10.1111/jerd.12044.
15. **Boushell LW**, Ritter AV, Garland GE, Tiwana KK, Smith LR, Broome A, Leonard RH. Nightguard vital bleaching: Side effects and patient satisfaction 10-17 years post-treatment. *J Esthet Restor Dent* 2012;24(3):211-219.

Refereed Papers (\*Senior Author) (continued)

16. **Boushell LW**, Kaku M, Mochida Y, Yamauchi M. Distribution and relative activity of matrix metalloproteinase-2 in human coronal dentin. *Int J Oral Sci* **2011**; 3:192-199.
17. Walter R, Swift EJ, **Boushell LW**, Braswell K. Enamel and dentin bond strengths of a new self-etch adhesive system. *J Esthet Restor Dent* **2011**; 23:390-398.
18. **Boushell LW**, Swift EJ. Dentin bonding: Matrix metalloproteinases and chlorhexidine. *J Esthet Restor Dent* **2011**; 23:347-352.
19. **Boushell LW**, Nagaoka H, Nagaoka H, Yamauchi M. Increased MMP-2 and BSP response to human coronal caries. *Caries Res* **2011**; 45:453-459.
20. **Boushell LW**, Walter R, Phillips C. Learn-A-Prep II as a predictor of psychomotor performance. *J Dent Educ* **2011**; 75(10):1362-1369.
21. **Boushell LW**, Getz G, Swift EJ, Walter R. Bond strengths of a silorane composite to various substrates. *Am J Dent* **2011**; 24:93-96.
22. **Boushell LW**, Ritter AV. Ceramic Inlays: A case presentation and lessons learned from the literature. *J Esthet Restor Dent* **2009**; 21:77-87.
23. **Boushell LW**, Kaku M, Mochida Y, Bagnell R, Yamauchi M. Immunohistochemical localization of matrixmetalloproteinase-2 in human coronal dentin. *Arch Oral Biol* **2008**; 53:109-116.
24. Ayakawa GY, **Boushell LW**, Crowley PJ, Erdos GW, McArthur WP, Bleiweis AS. Isolation and characterization of monoclonal antibodies specific for antigen p1, a major surface protein of mutans streptococci. *Infect Immun* **1987**; 55:2759-2767.

Refereed Abstracts (\*Senior Author)

1. Chung Y, **Boushell LW**, Walter R. Three-year clinical study of universal adhesives in non-carious cervical lesions. Adhesive Dental Materials abstract submitted June 2018.
2. **Boushell LW**, Trippe LH, Ahmed SN, Morano MM. Relationship between Dental Student Psychological Type and Preclinical Operative Dentistry Assessments. *J Dent Res* **2017**;96 (Special Issue A: Abstract #1408).
3. Kensara AA, Ritter AV, Donovan T, Swift EJ Jr, Sturdevant J, Ko CC, **Boushell LW\***. Assessment of the Dentin Bond Strength of a Resin-Modified Glass Ionomer Restorative Material Using Different *In Vitro* Test Methods. *J Dent Res* **2017**;96 (Special Issue A: Abstract #1983).
4. Fenandez A, Costeira B, Carrilho T, Coelho S, Marto M, Caramelo F, Marques M, **Boushell LW**, Pereira A. A Clinical Study on Patient Satisfaction with Tooth Bleaching. *Inter Dent J* **2016**;66(Suppl. 1):29.
5. **Boushell LW**, Ahmed SN, Kowlowitz V. Blended learning improves the accurate measurement and precise reporting of preparation depth and width. *J Dent Res* **2016**;95 (Special Issue A, Abstract # 0672)
6. Ritter A, Heymann H, Swift EJ, Sturdevant J, **Boushell LW**, Lambert C. Eighteen-month Clinical Evaluation of a Two-Component Self-Etch Adhesive. *J Dent Res* **2015**;94 (Spec Issue A): 2089369.
7. Olafsson VG, Ritter AV, Swift EJ, **Boushell LW**, Ko CC, Donovan TE. Effect of composite type and placement technique on shrinkage stress. *J Dent Res* **2015**; 94 (Spec Issue A): 2108102.
8. Andrada MAC, Farias DCS, **Boushell LW**, Walter R. Effects of resin infiltration and mechanical loading on dentin bonding. *J Dent Res* 94 (Spec Iss A): Abstract no. 825, **2015**.
9. **Boushell LW**, Walter R. Basic Preclinical Exercises as Educational Probes to Target Early Intervention. ADEA **2014** Abstract No. PO-062.

Refereed Abstracts (\*Senior Author) (continued)

10. Ahmed SN, **Boushell LW\***. Development and Assessment of Discrimination Exercises for Faculty Calibration. ADEA 2014 Abstract No. PO-029.
11. Delgado AJ, Walter R, **Boushell LW\***. Variability in Dentiform Teeth with Simulated Caries. *J Dent Res* 92 (Spec Iss A), 2013: Abstract No. 1757.
12. Walter R, Swift EJ, **Boushell LW**, Heymann H, Wilder AD, Sturdevant J, Ritter AV, Chung Y. Clinical evaluation of dental adhesives of different bonding strategies. *J Dent Res* 92 (Spec Iss A), 2013: Abstract No. 605.
13. Ahmed SN, Kowlowitz V, **Boushell LW\***. Didactic and Computer-Based Interactive Training Module Improves Precise Preclinical Use of the Periodontal Probe. ADEA 2013 Abstract No. 25.
14. Nagaoka H, Nagaoka H, Walter R, **Boushell LW**, Ritter AV, Yamauchi M. Genipin-induced cross-linking and dentin bond strengths. *J Dent Res* 91 (Spec Iss A), 2012: Abstract No. 154.
15. Nagaoka H, Nagaoka H, Terajima M, **Boushell LW**, Yamauchi M. Dose and time effects of genepin, a natural cross-linker, on dentin collagen. *J Dent Res* 91 (Spec Issue A), 2012: Abstract No. 1101.
16. **Boushell LW**, Nagaoka H, Nagaoka H, Yamauchi M. Identification of MMP-2 and BSP in caries affected dentinal tubules. *J Dent Res* 90 (Spec Iss A), 2011: Abstract No. 2144.
17. Swift EJ, Walter R, Braswell K, **Boushell LW\***. Dentin and enamel bond strengths of a new self-etch primer. *J Dent Res* 90 (Spec Iss A), 2011: Abstract No. 1687.
18. **Boushell LW**, Kaku M, Mochida Y, Yamauchi M. Comparison of MMP-2 in human and bovine dentin. *J Dent Res* 89 (Spec Iss A), 2010: Abstract No. 910.
19. Leonard R, Ritter AV, Garland GE, Tiwana KK, Smith L, **Boushell LW**, Broome A. Nightguard vital bleaching: longevity and side effects: 10-17 years post-treatment. *J Dent Res* 89 (Spec Iss A), 2010: Abstract No. 832.
20. **Boushell LW**, Kaku M, Mochida Y, Yamauchi M. MMP-2 and BSP expression in response to coronal caries. *J Dent Res* 2009;88 (Special Issue A), Abstract No. 2068.
21. **Boushell LW**, Kaku M, Bagnell R, Yamauchi M. Distribution of matrix-metalloproteinase-2 in human coronal dentin. *J Dent Res* 86(Spec Iss A): abstract No. 1084, 2007
22. Ayakawa GY, **Boushell LW**, McArthur WP, Bleiweis AS. Annual Meeting of the American Society for Microbiology. 1987; K107, p. 220.

Other (non-refereed) Papers

1. **Boushell LW**, Ritter AV. Extensive Training in the Realm of Esthetics; The Graduate Program in Operative Dentistry at UNC. *J Cosmetic Dent* 2014;30(3):80-81.
2. Boksman L, Tousignant G, **Boushell LW**, Santos GC. Adhesives: Newer Is Not Always Better—Part 2. *Inside Dentistry*, 2012; 8(3):70-73.
3. Boksman L, Tousignant G, **Boushell LW**, Santos GC. Adhesives: Newer Is Not Always Better—Part 1. *Inside Dentistry*, 2012; 8(2):94-97.
4. **Boushell LW**. Talking with Patients, Featured Topic: Fluoride. *J Esthet Restor Dent* 2009; 21:422-423.
5. **Boushell LW**, Padilla RJ. Talking with Patients, Featured Topic: Contact allergy to dental fillings. *J Esthet Restor Dent* 2009; 21:355-356.
6. **Boushell LW**. Talking with Patients, Featured Topic: Bite guard. *J Esthet Restor Dent* 2009; 21:285-287.
7. **Boushell LW**. Talking with Patients, Featured Topic: Diastema. *J Esthet Restor Dent* 2009; 21:209-210.

Other (non-refereed) Papers (continued)

8. **Boushell LW.** Talking with Patients, Featured Topic: Ceramic inlay. *J Esthet Restor Dent* **2009**; 21:140-141.
9. **Boushell LW.** Talking with Patients, Featured Topic: Cracked tooth. *J Esthet Restor Dent* **2009**; 21:68-69.
10. **Boushell LW, Ritter AV.** Talking with Patients, Featured Topic: Occlusion (Part 2 of 2). *J Esthet Restor Dent* **2008**; 20:412-413.
11. **Boushell LW, Ritter AV.** Talking with Patients, Featured Topic: Occlusion (Part 1 of 2). *J Esthet Restor Dent* **2008**; 20:349-350.
12. **Boushell LW, Ritter AV.** Talking with Patients, Featured Topic: Temporomandibular disorder. *J Esthet Restor Dent* **2008**; 20:282-283.

Other (non-refereed) Abstracts

1. Abd Alraheam I, Donovan T, **Boushell LW**, Ritter AV, Cook R, Sulaiman T. Optical and mechanical properties of different zirconia generations. Dental Research in Review Day, University of North Carolina, Feb **2018**
2. Olafsson V, Ritter AV, Swift EJ Jr., **Boushell LW**, Ko CC, Jackson G, Ahmed SN, Donovan TE. Effect of Composite Type and Placement Technique on Cuspal Strain. 46<sup>th</sup> Annual Meeting of the Academy of Operative Dentistry, Chicago, IL, Feb **2017**.
3. Kensara A, **Boushell LW**, Ritter AV, Donovan T, Swift EJ, Sturdevant J, Ko CC. Assessment of the Dentin Bond Strength of a Resin-Modified Glass Ionomer Restorative Material Using Different In Vitro Test Methods. Dental Research in Review Day, University of North Carolina, Feb **2016**.
4. Ghuman T, Ritter AV, **Boushell LW**, Donovan TE. Wear performance of Monolithic Ceramics against Enamel. American Academy of Fixed Prosthodontics, Chicago, IL, Feb **2016**.
5. Rau CT, Olafsson VG, Delgado AJ, Ritter AV, **Boushell LW**, Donovan TE. An Assessment of FDP's Impressions Received at Commercial Laboratories. Academy of Prosthodontics, **2016**.
6. Costeira B, **Boushell L**, Paula A, Ferreira M, Caramelo F, Carrilho E. Estudo clínico sobre a satisfação de doentes submetidos a branqueamento dentário, XXXV Congresso Anual SPEMD Oeiras - Oeiras Park, 8 e 9 de outubro de **2015**.

Published Master's Thesis

**Boushell LW.** Distribution of matrixmetalloproteinase-2 in human coronal dentin. The University of North Carolina at Chapel Hill, **2007**, 82 pages; AAT 1442259.

Invited Oral Presentations (State, National)

- |      |  |
|------|--|
| 2018 | Leveraging Tooth Conservation Strategies for Optimum Dental Health in 2030, Educational Program, 2018 Annual ADEA Session, Orlando, Florida                |
| 2016 | Dental Adhesion: Status of Current Success in Light of Clinical Outcomes, US Navy Post-Graduate Dental School, Advanced Operative Dentistry Week, May 2016 |
| 2016 | Dental Adhesion: Understanding the Substrate, US Navy Post-Graduate Dental School, Advanced Operative Dentistry Week, May 2016                             |



Invited Oral Presentations (State, National) (continued)

- 2016 Principles that Drive Adhesive System Design, US Navy Post-Graduate Dental School, Advanced Operative Dentistry Week, May 2016
- 2016 Compensating for the Weaknesses of Your adhesive System, US Navy Post-Graduate Dental School, Advanced Operative Dentistry Week, May 2016
- 2012 Ceramic Inlays/Onlays: Insertion and Finishing, Eastern Carolina University School of Dental Medicine, July 2012
- 2012 Ceramic Inlays/Onlays: Rationale & Preparation Design, Eastern Carolina University School of Dental Medicine, July 2012
- 2011 Ceramic Inlays and Onlays: Planning for Predictability, Update in General Practice, Chapel Hill, NC, June 2011
- 2011 Why the Dentin Bond Doesn't Last and What We Can Do About It, Blue Ridge Dental Society Meeting, State Road, NC, May 2011
- 2009 On Becoming a Dental Educator, Council of Students Address, 2009 ADEA Annual Session, Phoenix, AZ, March 2009

Continuing Education Courses

- 2016 How to Get the Most Out of Your Adhesive System, 2016 Update in General Practice, Chapel Hill, NC
- 2015 Hybrid Layer Stabilization - Straight Up Concepts for Restorative Dentistry in the Real World, 159<sup>th</sup> Annual Session of the North Carolina Dental Society, Myrtle Beach, SC
- 2015 Ceramic Inlays/Onlays - Straight Up Concepts for Restorative Dentistry in the Real World, 159<sup>th</sup> Annual Session of the North Carolina Dental Society, Myrtle Beach, SC
- 2015 Optimal Occlusal Guard Design - Straight Up Concepts for Restorative Dentistry in the Real World, 159<sup>th</sup> Annual Session of the North Carolina Dental Society, Myrtle Beach, SC
- 2015 Offering Composite Resin and Dental Amalgam, the best of both worlds - Straight Up Concepts for Restorative Dentistry in the Real World, 159<sup>th</sup> Annual Session of the North Carolina Dental Society, Myrtle Beach, SC
- 2014 Strategic Decisions for Adhesive Success, 31st Annual Dental Review, Myrtle Beach, SC
- 2013 Chlorhexidine, Desensitizers and Dentin Bonding: What does what?, DISC - Nineteenth Annual Preceptor Thank You Day, Chapel Hill, NC
- 2012 MMPs: What are They and How do They Affect Clinical Success?, 29th Annual Dental Review, Myrtle Beach, SC
- 2011 MMPs and Dentin Bonding: Clinical Implications, DISC - Seventeenth Annual Preceptor Thank You Day, Chapel Hill, NC
- 2011 MMPs and Dentin Bonding: Clinical Implications, Hot Topics in Dentistry 2011, Chapel Hill, NC
- 2009 Ceramic Inlays and Onlays: Planning for Predictability, Hot Topics in Dentistry 2009, Chapel Hill, NC
- 2008 Ceramic Inlays and Onlays: Keys to Success, 25th Annual Dental Review, Myrtle Beach, SC
- 2007 Occlusal Orthotics; Indications and Keys to Success, Hot Topics in Dentistry 2007, Chapel Hill, NC
- 2006 Occlusal Orthotics; Indications and Keys to Success, 23rd Annual Dental Review, Myrtle Beach, SC

## TEACHING ACTIVITIES

### Major Teaching and Administrative Responsibilities (Courses)

2018-present	Leader, DDS4 Group B (20 students), General Dentistry Clinic: 42.5 Administration Hours
2018-present	Director, Operative Dentistry Predoctoral Clinics, Department of Operative Dentistry: 238 Administration Hours
2017-2018	Director, Graduate Program in Operative Dentistry, Department of Operative Dentistry: 472.5 Administration Hours
2017-2018	Director, Graduate Operative Dentistry Seminar Series (OPER 701) 21.5 contact hours, 12 preparation and administrative hours (3 residents)
2017-2018	Director, Graduate Operative Clinical Seminar Series (OPER 704) 2 contact hours (3 residents)
2017-2018	Director, Graduate Introduction to Operative Dentistry (OPER 732) 41 contact hours, 2 preparation and administration hours (3 residents)
2017	Director, Interdisciplinary Care Conference (DENG 704) 25 contact hours
2016-2017	Director, Graduate Program in Operative Dentistry, Department of Operative Dentistry: 406 Administration Hours
2016-2017	Director, Graduate Operative Dentistry Seminar Series (OPER 701) 33 contact hours, 26 preparation and administrative hours (4 residents)
2016-2017	Director, Graduate Operative Clinical Seminar Series (OPER 704) 5 contact hours, 3 preparation and administrative hours (4 residents)
2016-2017	Director, Graduate Introduction to Operative Dentistry (OPER 732) 20 contact hours, 22 preparation and administration hours (3 residents)
2016-2017	Co-Director, Graduate Operative Cariology (OPER 731) 4 contact hours, 3 preparation and administration hours (3 students)
2015-2016	Director, Graduate Program in Operative Dentistry, Department of Operative Dentistry: 331 Administration Hours, (Simultaneous with Co-Directorship of DENT 112)
2015-2016	Director, Graduate Operative Dentistry Seminar Series (OPER 701) 6.5 contact hours, 6.5 preparation and administrative hours (5 residents)
2015-2016	Director, Graduate Operative Clinical Seminar Series (OPER 704) 10 contact hours, 3 preparation and administrative hours (5 residents)
2015-2016	Director, Graduate Introduction to Operative Dentistry (OPER 732) 20 contact hours, 15 preparation and administration hours (1 resident)
2015-2016	Co-Director, Conservative Operative Dentistry (DENT 112) 137 contact hours, 67 preparation and administration hours (85 students)
2014-2015	Director, Graduate Program in Operative Dentistry, Department of Operative Dentistry, 331 Administration Hours, (Simultaneous with Directorship of DENT 112)
2014-2015	Director, Graduate Operative Dentistry Seminar Series (OPER 701) 4.5 contact hours, 7.5 preparation and administrative hours
2014-2015	Director, Graduate Introduction to Operative Dentistry (OPER 732) 31 contact hours, 7 preparation and administration hours
2014-2015	Director, Conservative Operative Dentistry (DENT 112) 155 contact hours, 149 preparation and administration hours (81 students), (Simultaneous with Directorship of the Graduate Program in Operative Dentistry)
2014	DDS2/3 Clinical Group Director (40 Students)
2014	Director, Interdisciplinary Care Conference (DENG 704) 15 contact hours

Major Teaching and Administrative Responsibilities (Courses) (continued)

2013-2014	Director, Conservative Operative Dentistry (DENT 112) 164 contact hours, 178 preparation and administration hours (81 students)
2013	Co-Director, Graduate Introduction to Operative Dentistry (OPER 732), 17 contact hours, 7 preparation and administration hours (4 students)
2013	Assistant Course Director: Dental Anatomy (DENT 105): 96 contact hours (81 students)
2012-2013	Director, Conservative Operative Dentistry (DENT 112) 155 contact hours, 259 preparation and administration hours (81 students)
2012	Assistant Course Director: Dental Anatomy (DENT 105): 103 contact hours (81 students)
2012	Co-Director, Graduate Introduction to Operative Dentistry (OPER 732): 12 contact hours (3 students)
2011-2012	Director, Conservative Operative Dentistry (DENT 112), 171 contact hours, 297 preparation and administration hours (83 students)
2011	Co-Director Conservative Operative Dentistry (DENT 112), Spring Component 146 contact hours, 87 course preparation and administration hours (82 students)
2011	Assistant Course Director: Dental Anatomy (DENT 105): 101 contact hours, 6 administration hours (82 students)
2010	Co-Director: Conservative Operative Dentistry (DENT 112): 166 contact hours, 158 course preparation and administration hours (81 students)
2010	Assistant Course Director: Dental Anatomy (DENT 105): 100 contact hours, 6 administration hours (81 students)
2009	Co-Director: Conservative Operative Dentistry (DENT 112): 103 contact hours, 243 course preparation and administration hours (78 students)
2009	Assistant Course Director: Dental Anatomy (DENT 105): 83 contact hours, 6 course preparation and administration hours (78 students)
2008	Assistant Course Director: Dental Anatomy (DENT 105): 90 contact hours, 10 course preparation and administration hours (81 students)
2008	Director: Graduate Operative Dentistry Clinical Seminar (OPER 701a): 16 contact hours, 2 course preparation and administration hours (2 students)
2007	Assistant Course Director: Dental Anatomy (DENT 105): 90 contact hours, 11 course preparation and administration hours (82 Students)

Lecture and Laboratory Teaching

2018-present	Critical Thinking in General Dentistry (DENT 418), Topic: Bonding, Composites and Light Curing: (4 seminars, 1.5 hours each, ~22 DDS4 students per seminar)
2018-present	OSCE Treatment Planning and Informed Consent (DENT 312), (10.5 contact hours) (10 DDS4 students)
2018-present	General Dentistry Clinic Seminars (DENT 445), (6 contact hours) (20 DDS4 students)
2018-present	Introduction to Cariology (DENT 111), Saliva Assessment Clinical Session (3 clinical contact hours) (10 DDS1 students)
2018-present	Introduction to Cariology (DENT 111), Caries Detection Laboratory Session (3 laboratory contact hours) (10 DDS 1 students)
2010-present	Treatment Planning I (DENT 209), Topic: Operative Dentistry Treatment Planning: (1 hour lecture) (81 - 85 students)
2017-2018	Operative Dentistry Seminar (OPER 701b), Occlusal Records, (3 clinical contact hours) (5 graduate students)

Lecture and Laboratory Teaching (continued)

- 2017-2018 Operative Dentistry Seminar (OPER 701b), Occlusal Guard Fabrication, (3 laboratory contact hours) (5 graduate students)
- 2017-2018 Operative Dentistry Seminar (OPER 701b), Occlusal Guard Insertion and Adjustment, (3 clinical contact hours) (5 graduate students)
- 2017-2018 Operative Dentistry Seminar (OPER 701b), CEREC Design, Milling, Crystallization, Insertion, (7 contact hours lecture/discussion/laboratory) (7 graduate students)
- 2016-2018 Operative Dentistry Seminar (OPER 701a), Dental Adhesion I – Status of Current Success, (2 contact hours lecture/discussion)(3 graduate students)
- 2016-2018 Operative Dentistry Seminar (OPER 701a), Dental Adhesion II – The Substrate, (2 contact hours lecture/discussion) (3 graduate students)
- 2016-2018 Operative Dentistry Seminar (OPER 701a), Dental Adhesion III– Adhesive Design Principles, (2 contact hours lecture/discussion) (3 graduate students)
- 2016-2018 Operative Dentistry Seminar (OPER 701a), Dental Adhesion IV – Optimizing Adhesive Performance, (2 contact hours lecture/discussion) (3 graduate students)
- 2012-2018 Graduate Introduction to Operative Dentistry (OPER 732), Class I & II Caries, Preparation and Restoration with Composite Resin, (3 contact hours lecture/discussion/lab) (3 graduate students)
- 2012-2018 Graduate Introduction to Operative Dentistry (OPER 732), Class I & II Caries/Defects, Preparation and Restoration with Amalgam or Glass Ionomer, (3 contact hours lecture/discussion/lab) (3 graduate students)
- 2012-2018 Graduate Introduction to Operative Dentistry (OPER 732), Class III, IV & V Caries/Defects, Preparation and Restoration with Composite Resin, Amalgam or Glass Ionomer, 3 contact hours lecture/discussion/lab) (3 graduate students)
- 2012-2018 Graduate Introduction to Operative Dentistry (OPER 732), Complex Restoration of Severe Dental Defects with Amalgam, (3 contact hours lecture/discussion/lab)(3 graduate students)
- 2007-2018 Operative Dentistry Graduate Seminar I (OPER701a), UNC School of Dentistry, Topic: Head and Neck Examination (2-hour lecture and clinical demonstration) (3 students)
- 2007-2018 Operative Dentistry Graduate Seminar I (OPER701a), UNC School of Dentistry, Topic: The Biological Basis for Dental Caries (2-hour lecture/discussion) (3 students)
- 2007-2018 Operative Dentistry Graduate Seminar I (OPER701a), UNC School of Dentistry, Topic: Occlusal Analysis (2-hour lecture/discussion) (3 students)
- 2005-2016 Advanced Operative Dentistry (DENT 302), UNC School of Dentistry, Topic: Ceramic Inlays and Onlays: Rationale & Preparation (1-hour lecture, 2-hour lab session), Fall Semester (81 – 85 students)
- 2005-2016 Advanced Operative Dentistry (DENT 302), UNC School of Dentistry, Topic: Ceramic Inlays and Onlays: Insertion & Finishing (1-hour lecture, 2-hour lab session) Fall Semester (81 - 85 students)
- 2010-2014 Advanced Operative Dentistry (DENT 302), UNC School of Dentistry, Topic: Review of Amalgam and Composite Indications & Techniques (2-hour lecture) (81 - 85 students)
- 2009 General Practice Residency Didactic Conference, UNC School of Dentistry, Topic: Occlusion (2-hour lecture/discussion) (6 students)
- 2008-2009 Dental Hygiene Theory (DHYG 267), Topic: Operative Dentistry: The Patient's First Point of Contact (1-hour lecture/discussion) (30 students)
- 2008 Conservative Operative Dentistry Core Course (DENT 112): 125 contact hours (81 students)

Lecture and Laboratory Teaching (continued)

- 2008 Dental Research and Review Day, 2008, Topic: Dentin Proteins—Few Answers ... Many Questions (1-hour lecture) (~15 students)
- 2007-2016 Introductory Extracellular Matrix Biology, (OBIO 721-730), UNC School of Dentistry, Topic: Control of ECM Mass: MMPs/TIMPs (2-hour lecture, 3-hour discussion of student presentations) (14-17 students)
- 2006 Dental Anatomy Core Course: 104 lab contact hours (81 students)
- 2004 Comprehensive Operative Dentistry (DENT 112), UNC School of Dentistry, Topic: Treatment Planning (1 hour) (~81 students)

Clinical Teaching

- 2018-present General Dentistry Clinic - DDS4 - (DENT 345/445): 64 contact hours (4-6 students per 3-hour clinic period)
- 2017-2018 General Dentistry Clinic - DDS4 - (DENT 345/445): 81 contact hours (4-6 students per 3-hour clinic period)
- 2017-2018 Operative Dentistry Clinic - DDS2/3 - (DENT 232F/332F, 232S/332S, 232X/332X): 116 contact hours (4-6 students per 3-hour clinic period)
- 2017-2018 Graduate Operative Clinic (OPER 790A/790C/790D/790G): 62 contact hours (7 students)
- 2017-2018 Periodontal Recall Unit - Faculty Supervisor/Examiner: 3 contact hours (6 dental hygiene students)
- 2016-2017 Graduate Operative Clinic (OPER 790A/790C/790D/790G): 138 contact hours (7 students)
- 2016-2017 Operative Dentistry Clinic - DDS2/3 - (DENT 232F/332F, 232S/332S, 232X/332X): 21 contact hours (4-6 students per 3-hour clinic period)
- 2015-2016 Graduate Operative Clinic (OPER 790A/790C/790D/790G): 139.5 contact hours (6 students)
- 2015-2016 Operative Dentistry Clinic - DDS2/3 - (DENT 232F/332F, 232S/332S, 232X/332X): 3 contact hours (4-6 students per 3-hour clinic period)
- 2014-2015 Graduate Operative Clinic (OPER 790A/790C/790D/790G): 141 contact hours (6 students)
- 2014-2015 Operative Dentistry Clinic - DDS2/3 - (DENT 232F/332F, 232S/332S, 232X/332X): 69 contact hours (4-6 students per 3-hour clinic period)
- 2013-2014 Operative Dentistry Clinic - DDS2/3 - (DENT 232F/332F, 232S/332S, 232X/332X): 128 contact hours (4-6 students per 3-hour clinic period)
- 2013-2014 General Dentistry Clinic - DDS4 - (DENT 345/445): 6 contact hours (8-10 students per 3-hour clinic period)
- 2013-2014 Graduate Operative Clinic (OPER 790A/790C/790D/790G): 4.5 contact hours (6 students)
- 2012 Operative Dentistry Clinic (DENT 232F/332F, 232S/332S, 232X/332X): 10 contact hours (8-10 students per 3-hour clinic period)
- 2012 General Dentistry Clinic - DDS4 - (DENT 345/445): 3 contact hours (8-10 students per 3-hour clinic period)
- 2012 Graduate Operative Clinic (OPER 790A/790C/790D/790G): 18 contact hours (6 students)
- 2011 Operative Dentistry Clinic (DENT 232F/332F, 232S/332S, 232X/332X): 24 contact hours (8-10 students per 3-hour clinic period)
- 2011 General Dentistry Clinic - DDS4 - (DENT 345/445): 6 contact hours (8-10 students per 3-hour clinic period)
- 2011 Graduate Operative Clinic (OPER 790A/790C/790D/790G): 3 contact hours (6 students)

Clinical Teaching (continued)

2010	Operative Dentistry Clinic (DENT 232F/332F, 232S/332S, 232X/332X): 45 contact hours (8-10 students per 3-hour clinic period)
2010	General Dentistry Clinic – DDS4 - (DENT 345/445): 3 contact hours (8-10 students per 3-hour clinic period)
2010	Graduate Operative Clinic (OPER 790A/790C/790D/790G): 6 contact hours (6 students per 3-hour clinic period)
2009	Operative Dentistry Clinic (DENT 232F/332F, 232S/332S, 232X/332X): 27 contact hours (8-10 students per 3-hour clinic period)
2009	General Dentistry Clinic – DDS4 (DENT 345/445): 3 contact hours (8-10 students per 3-hour clinic period)
2008	Operative Dentistry Clinic(DENT 232F/332F, 232S/332S, 232X/332X): 84 contact hours (8-10 students per 3-hour clinic period)
2008	Diagnosis and Treatment Planning Clinic: 15 contact hours (8-10 students per 3-hour clinic period)
2008	Preventive Recall Clinic: 3 contact hours (8-10 students per 3-hour clinic period)
2007	Comprehensive Care Clinic (DENT 232F/332F, 232S/332S, 232X/332X): 165 contact hours (8-10 students per 3-hour clinic period)
2007	Diagnosis and Treatment Planning Clinic: 39 contact hours (8-10 students per 3-hour clinic period)
2006	Comprehensive Care Clinic (DENT 232F/332F, 232S/332S, 232X/332X): 6 contact hours (8-10 students per 3-hour clinic period)
2006	Diagnosis and Treatment Planning Clinic: 21 contact hours (8-10 students per 3-hour clinic period)

Predoctoral (DDS) Mentoring

2018-present	DDS4 student mentoring - Treatment Planning, Radiographic Diagnosis, Dental Materials - 10 contact hours (50 meetings with individual students)
2018	DDS4 student mentoring – Hands on training in veneer design and preparation – 2 contact hours – (8 students)
2017-2018	DDS2/3/4 student mentoring - Treatment Planning, Radiographic Diagnosis, Dental Materials - 34 contact hours (119 meetings with individual students)
2016-2017	DDS1 Student Mentoring Operative Preparation Techniques – 6.5 contact hours (22 meetings with individual students)
2015-2016	DDS1 Student Mentoring Operative Preparation Techniques – 18.5 contact hours (42 meetings with individual students)
2014-2015	DDS1 Student Mentoring Operative Preparation Techniques - 80 contact hours (83 meetings with individual students)
2013-2014	DDS1 Student Mentoring Operative Preparation Techniques - 73 contact hours (121 meetings with individual students)
2012	DDS1 Student Mentoring Operative Preparation Techniques - 49 contact hours (36 students)
2011	DDS1 Student Mentoring Operative Preparation Techniques - 32 contact hours (24 students)
2010	DDS1 Student Mentoring Operative Preparation Techniques - 16 contact hours (10 students)
2008	Student Mentoring DDS1 Class (5 DDS1 Students): 5 contact hours discussing topics such as Practice Philosophy, Practice Core Values/Principles, Professional Integrity, Dental School Curriculum Time Management.

Graduate Student Mentoring - Masters Theses

2016-present	Indications for Cuspal Coverage with Lithium Disilicate CAD/CAM Restorations, Elizabeth Griffis, MS Thesis; Thesis Committee Member
2015-2018	Survival and Translucency of Fully and Partially Stabilized Monolithic Zirconia with Reduced Thickness Under an Acidic Challenge, Islam Abd Alraheam, MS Thesis Committee Member
2015-2017	Fluorescence and Bacterial Microbiome of Dentin in Deep Carious Lesions, Leslie Trippe, MS Thesis; Thesis Committee Member
2014-2017	Clinical Comparison of Wear Characteristics of Conventional and Bulk-Fill Resin Composites Over Time, Eduard Epure, MS Thesis; Thesis Committee Member
2014-2015	Correlation between learning preferences of first year dental students and their performance in a pre-clinical operative dentistry course; <b>MS Thesis; Mentor of Leslie Trippe</b>
2013-2016	Wear Performance of Monolithic Ceramics Against Enamel; Taneet Ghuman, MS Thesis; Thesis Committee Member
2013-2016	Shear bond strength of orthodontic brackets with varying bonding protocols Jeremy Grabouski, MS Thesis Committee Member
2013-2016	Assessment of the Dentin Bond Strength Values of Resin Modified Glass Ionomer Restorative Material using Different <i>In Vitro</i> Test Methods; <b>MS Thesis; Mentor of Anmar Kensara</b>
2012-2015	Effect of composite type and placement technique on the fatigue strength of restored teeth, Vilhelm Olafsson, MS Thesis Committee Member
2013-2015	The Quality of Fixed Prosthodontic Impressions: An Assessment of Crown and Bridge Impressions Received at Commercial Laboratories, Clayton Rau, MS Thesis; Thesis Committee Member
2012-2013	Can root caries be arrested chemically? An <i>in vitro</i> study. Clayton Rau, MS Thesis Committee Member
2011-2014	Development and Assessment of Methods for Faculty Calibration in Preclinical Operative Dentistry, <b>MS Thesis; Mentor of Sumitha Ahmed</b>

Junior Faculty Mentoring

2018-present	Faculty Mentoring Team for Sun-Yung Bak, Clinical Assistant Professor: Committee Member
2015-present	Faculty Mentoring Team for Patricia Miguez, Clinical Assistant Professor: Committee Member
2014-2017	Faculty Mentoring Team for Sumitha Ahmed, Clinical Assistant Professor: Committee <b>Chair</b>
2013-2014	Faculty Mentoring Team for Karen Tiwana, Clinical Assistant Professor: Committee <b>Chair</b>

Other Mentoring

2017-2018	Graduate Operative Student Mentoring – Preparation and Teaching Techniques – 39 contact hours (30 meetings with individual students)
2016-2017	Graduate Operative Student Mentoring – Preparation and Teaching Techniques – 36 contact hours (28 meetings with individual students)

Other Mentoring (continued)

- 2015-2016 Graduate Operative Student Mentoring - Preparation and Teaching Techniques - 47 contact hours (76 meetings with individual students)
- 2014-2015 Graduate Operative Student Mentoring - Preparation and Teaching Techniques - 78 contact hours (92 meetings with individual students)
- 2013-2014 Graduate Operative Student Mentoring - Preparation and Teaching Techniques - 29 contact hours (27 meetings with individual students)
- 2012 Dental Student Mentoring - Academic Dental Careers Fellowship Program (sponsored by ADEA Gies Foundation and the AADR) - Kelly Goeckner (DDS4): development and presentation of 1 hour lecture (4 contact hours)
- 2011 Graduate Operative Student Mentoring – Extraction and purification of dentin proteins: 3 contacts hours (2 students)
- 2011 Graduate Operative Student Mentoring - Dental Preparation and Restoration Theory and Techniques: 32 contact hours (3 students)
- 2011 Undergraduate Student Research Mentoring - Sample Analysis using Transmission Electron Microscopy: 2 contact hours (1 student)
- 2010 Undergraduate Student Research Mentoring - Enamel/Dentin Sample Preparation Techniques: 2 contact hours (1 student)
- 2009 Graduate Operative Student Mentoring - Protein Analysis Techniques (Zymography, Immunohistochemistry): 8 contact hours (1 student)
- 2009 Undergraduate Student Research Mentoring - Protein Analysis Techniques (Zymography): 3 contact hours (1 student)

**GRANTS AND CONTRACTS**

- 2016-2022 3M ESPE Grant/Project ID#4100168 “Clinical Investigation of a New Bulk Fill Composite Resin In The Restoration of Posterior Teeth” PI: R Walter, Investigator: LW Boushell  
Total Award: \$96,256
- 2013-2015 Dentsply Caulk Grant #4-28597/0-110-4375 "Clinical Evaluation of Total-Etch and Self-Etch Dental Adhesives - 6 Year Recall" **PI: LW Boushell**  
Total Award: \$14,174
- 2010-2015 NIH Grant # R01 DE021462-01 “Understanding the mechanism of radiotherapy-induced dentition breakdown” PIs: MP Walker, Y Wang. Consultant: LW Boushell 1% effort  
Total Award: \$1,250,000
- 2011-2014 Kerr Grant #4-28171 "Clinical Evaluation of a New Two-Component Self-Etch Universal Adhesive (OptiBond XTR)" PI: AV Ritter, Investigator: LW Boushell  
Total Award: \$41,920
- 2005-2012 3M ESPE Grant # 4-26985/0-401-4375 “Clinical Investigation of a New Low-Shrink Resin Composite Restorative in the Restoration of Posterior Teeth” PI: EJ Swift, Investigator: LW Boushell  
Total Award: \$95,432
- 2010-2011 UNC School of Dentistry Grant # 3-13960 “Variability in Assessment of Student Procedure Performance by Faculty in a Preclinical Operative Dentistry Course” **PI: LW Boushell**  
Total Award: \$1,500
- 2008-2011 UNC University Research Council Grant # 3-10021 (SL) “Characterization of Matrixmetalloproteinases (MMPs) in Human Coronal Dentin” **PI: LW Boushell**  
Total Award: \$5,000



Grants and Contracts (continued)

- 2010 EXA S.A. (Switzerland) Dental Foundation of North Carolina Unrestricted Grant “Effects of Calcium Carbonate on Enamel and Restorative Materials” PI: R Walter. Investigator: LW Boushell, no cost to grant  
Total Award: \$6,000
- 2007-2010 Dentsply Caulk Grant # 4-27396/0-401-4375 “Clinical Evaluation of New Total-Etch and Self-Etch Dental Adhesives” PI: R Walter, Investigator: LW Boushell  
Total Award: \$57,460
- 2007-2008 Bridge Funding Program for the School of Dentistry Grant # 3-61304 “Characterization of MMP-2 in Human Coronal Dentin” **PI: LW Boushell**  
Total Award: \$5,000

CURRENT RESEARCH ACTIVITIES

- 2017-present “Clinical Annual Failure Rate of Direct Posterior Composite Resin Restorations: A Retrospective Study”, PI: R Walter, Investigators: A Ritter, L Boushell, M Atieh
- 2016-present “Correlation between learning preferences of first year dental students and their performance in a pre-clinical operative dentistry course”, PI: LW Boushell, Investigators: L Trippe, M Morano, SN Ahmed
- 2015-present “Clinical Investigation of a New Bulk Fill Composite Resin in the Restoration of Posterior Teeth”, PI: R Walter, Investigators: A Zandona, J Sturdevant, A Ritter, P Miguez, S Ahmed, L Boushell, E Epure
- 2014-present “Assessment of the Impact of a Pre-Restoration Full Contour Wax-up on Student Ability to Create a Complex Amalgam Restoration”, PI: LW Boushell, Investigators, U Guha, L Trippe, SN Ahmed
- 2012-present "Design and Evaluation of Use of Basic Preclinical Exercises as Probes to Target Early Educational Intervention" PI: LW Boushell, Investigator: SN Ahmed

PROFESSIONAL SERVICEService and engagement activities - Ongoing

- 2018-present Mock Board **Chief Examiner/Co-Administrator**
- 2018-present Dental Faculty Practice Executive Board – Member
- 2018-present DDS3/DDS4 Teaching Committee - Member
- 2018-present Faculty Mentoring Team for Sun Yung Bak - Member
- 2018-present Dental Research in Review Day, DDS Degree Candidate Research Competition Judge
- 2018-present Dental Hygiene CITA Board Screening Supervising Dentist
- 2016-present Educational Research in Operative Dentistry, UNC Operative Dentistry Research Group (ODRG) - **Co-Director**
- 2016-present **Consultant** for the Naval Postgraduate Dental School, Bethesda, Maryland
- 2015-present Faculty Mentoring Team for Patricia Miguez - Member
- 2014-present Omicron Kappa Upsilon Membership Committee - **Chair**
- 2014-present Promotion and Tenure Advisory Committee - Member
- 2013-present UNC School of Dentistry Urgent Care - Provider

Service and engagement activities - Ongoing (continued)

2013-present TCMDA – Faculty Liaison  
 2009-present UNC Operative Mock Board Examiner  
 2008-present Conflict of Interest Committee - Member  
 2007-present Faculty Supervisor, Dental Student Health Action Coalition, Samaritan Health Center  
 Dental Clinic

Service and engagement activities - Previous

2014-2017 Academic Performance Committee for the Department of Operative Dentistry - Member  
 2014-2017 Advance Program Directors Committee - Member  
 2014-2017 Faculty Mentoring Team for Sumitha Ahmed - **Chair**  
 2014-2016 Dental Faculty Practice Executive Board – Member  
 2014-2016 Dental Assisting Mock Board Examiner  
 2010-2016 Dental Research in Review Day - Dental Hygiene Education Research Competition Judge,  
 MS Degree Candidate Research Evaluator  
 2010-2016 DDS2 Preclinical Gate Competency Preparation Instructor  
 2010-2016 DDS2 Preclinical Gate Competency Proctor and Examiner  
 2009-2016 DENT 302 Ceramic Onlay Practical Exam Grader  
 2009-2016 DDS 1 Teaching Committee - Member  
 2009-2014 Omicron Kappa Upsilon Nominating Committee - Member  
 2008-2011 Faculty Development Committee - Member  
 2007-2017 UNC Representative to Consortium of Operative Dentistry Educators (CODE) preparation  
 and participation with Southeast Region CODE representatives  
 2007-2015 Infection Control Committee - Member

Service and engagement activities – Ad hoc

2018 Assessment Task Force - **Chair**  
 2017 Clinical Excellence Committee - Member  
 2017 Faculty volunteer for UNC SOD DDS Clinics After-hours Emergency On-call Beta Test  
 2016 **External Reviewer** – Dr Deborah Dilbone Promotion to Clinical Associate Professor,  
 UFCD  
 2015 Operative Department Faculty Search Committee (2 faculty positions) - **Chair**  
 2015 Nominating and Elections Committee of the General Faculty, UNC School of Dentistry –  
**Chair**  
 2015 Professional Leave Assessment Adhoc Committee - Member  
 2014 Associate Dean for Education Search Committee - Member  
 2013-2014 Faculty Mentoring Team for Karen Tiwana - **Chair**  
 2013-2014 Chair of the General Faculty, UNC School of Dentistry  
 2013-2014 Prosthodontic Faculty Position Search Committee - Member  
 2013 Dental Research in Review Planning Committee - Member  
 2012-2014 UNC School of Dentistry Liaison to the ADEA Commission on Change and Innovation  
 2012-2014 Preclinical Curriculum Review Committee - Member  
 2012-2013 Secretary, NCAADR  
 2012-2013 Secretary of the General Faculty, UNC School of Dentistry  
 2010-2014 Course and Teaching Evaluation Task Force - Member

Service and engagement activities – Ad hoc (continued)

- 2010 Host, DISC Visiting Foreign Student Program  
 2009 Speaker/Facilitator, Faculty In-service Training, UNC School of Dentistry, “Basic Principles for Predictable Restorations Using Amalgam and Composite Resin”  
 2008 Mission of Mercy, Hillsborough, NC  
 2007-2009 UNC School of Dentistry Admissions Committee - Member  
 2005-2009 Mobile Dental Unit of the NC Baptist Association, Hillsong Church, Chapel Hill, NC  
 1999-2000 Dental Provider for the Winter Haven Hospital Foundation, Community Development Block Grant for Low/Moderate Income Children.  
 1995-1999 Mobile Dental Unit of the Florida Baptist Association, Snively Elementary School, Eloise, Florida

Peer review journals and editorial boards

- 2016-2018 Associate Editor - Sturdevant’s Art & Science of Operative Dentistry, 7<sup>th</sup> Edition

Peer review journals and editorial boards

- 2015-present Manuscript reviewer - *MedEd Portal*  
 2013-present Manuscript reviewer - *Caries Research*  
 2012-present Manuscript reviewer - *Acta histochemica*  
 2011-present Manuscript reviewer - *Journal of Dental Research*  
 2010-present Manuscript reviewer - *Journal of Dental Education*  
 2010-present Manuscript reviewer - *Journal of Dentistry*  
 2009-present Manuscript reviewer - *International Journal of Oral Science*  
 2009-present Manuscript reviewer - *Journal of Oral Rehabilitation*  
 2008-present Manuscript reviewer - *Archives of Oral Biology*  
 2007-present Manuscript reviewer - *Oral Diseases*  
 2007-present Manuscript reviewer - *Journal of Esthetic and Restorative Dentistry*  
 2008-2009 Assistant Editor - *Journal of Esthetic and Restorative Dentistry*

Society memberships

- 2008-present North Carolina Dental Society  
 2006-present American Dental Education Association  
 2006-present International Association for Dental Research  
 1991-present Omicron Kappa Upsilon, Xi Omicron Chapter, Alumni Member  
 1991-present American Dental Association  
 1991-present Academy of General Dentistry  
 1994-2007 Florida Dental Association  
 1994-2004 Polk County Dental Association  
 2016 Academy of Operative Dentistry

## REFLECTIVE STATEMENTS

### Teaching Statement

Doctor means teacher. My ever-present goal for each student is for their professional career be characterized by a principle-driven, evidence-based approach to problem solving. Toward this end, I seek to help students develop levels of dental science comprehension to the point of working knowledge that enables teaching those they care for, whether it be staff or patients, with accuracy and passion. I value and seek to create an environment of co-learning with students, at all levels, using the method of modeling analytical thought processes and then allowing the students to refine their individual skills. Multiple-year directorships of the UNC pre-clinical operative dentistry course and graduate program in operative dentistry has provided opportunity to use formative and summative teaching strategies that mature student ability to self-assess performance based on clearly understood criteria. The introduction and practice of self-assessment is foundational preparation for student ability to honestly evaluate treatment outcomes and to be able to identify procedural results that are not consistent with optimum patient care. I regularly encourage students one-on-one, in small groups and in large classroom settings, to practice their analytical skills as we seek solutions to pre-clinical and clinical problems. A favorite exercise provides opportunity for students to explain the “why” behind a potential solution to a problem they are considering. Much personal satisfaction has been received through the process of helping students recognize components of a problem and then apply what they know in such a way that enables self-identification of reasonable options, or recognition that additional information is needed. In this way I hope to foster the development of students who are perpetual problem solvers and life-long learners.

### Research Statement

The primary motivation behind my research efforts has been to establish 1) an enhanced knowledge base specific to the nature of primary and secondary dental caries and 2) understanding of how to create learning environments where developing dental healthcare providers may best acquire analytical and psychomotor skills. My residency training revealed that dentistry had minimal awareness with regard to matrix metalloproteinases (MMPs) and their involvement in the carious process and in the deterioration of the adhesive dentin bond. Specific research interest in MMP-2 has contributed to its characterization in healthy and diseased human coronal tooth structure and has provided opportunity to develop a working knowledge of the subtleties of establishing a durable restorative adhesive interface with dentin. Development of research collaboration inside and outside the Department of Restorative Sciences has fostered a training environment helpful in the refinement of my research skills. Simultaneous teaching experiences in pre- and post-doctoral arenas have revealed a need and created opportunity for ongoing scholarly activity specific to the disciplines of general dentistry. In addition to textbook and peer-reviewed journal contributions, research activity has also contributed to the development of improved practices of teaching general dentistry. Ever increasing responsibilities for the instruction of concepts necessary for pre-clinical and clinical skill mastery has uniquely positioned me to observe educational challenges to the process. Current research energy is now centered on the analysis of these challenges such that optimal general dentistry teaching methods may be identified and verified. The most astonishing benefit of these efforts has been the discovery that the research component of my professional focus highly energizes interactions with dental students and peers.

**Office of the Provost and Senior Vice Chancellor for Academic Affairs**

210 Spilman Building | Mail Stop 501 | East Carolina University\* | Greenville, NC 27858-4353

252-328-5419 office | 252-328-4010 fax

**MEMORANDUM**

TO: East Carolina University Board of Trustees

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

DATE: October 22, 2019

RE: Non-Salary Compensation - Housing

In accordance with UNC Policy 300.2.14 and the *ECU Policy on Non-Salary and Deferred Compensation for Employees Exempt from the State Personnel Act*, this non-salary compensation plan for East Carolina University *ECU Tuscany* staff is submitted for your approval.

This request for non-salary compensation is made in connection with the *ECU Tuscany* program in Certaldo, Tuscany, Italy for the Spring 2020 semester. The compensation at issue is for housing in Certaldo, a small village in Tuscany in which our students live and attend classes. Certaldo is divided into upper and lower parts. Our school site is located in Certaldo Alto, the medieval walled city in the upper part of the town that is home to only approximately 150 residents. Certaldo Alto looks below to the larger urban area of Certaldo Basso, a community of 12,000 citizens roughly a 10-minute walk away. There are significant advantages to housing our EHRA staff nearby and among the students within the Program in Certaldo Alto. However, its small size and population make housing in Certaldo Alto significantly more expensive. The *ECU Tuscany* program is covering its costs with enrollment and support from Academic Affairs. *ECU Tuscany* is the only year-round study abroad program at ECU.

To the extent allowed by applicable law and the policies of ECU and the University of North Carolina, and subject to the approval of the Board of Trustees, the following employee is eligible for non-salary compensation as follows:

<b>Employee</b>	<b>Employee Type</b>	<b>Program Term</b>	<b>Monthly Rent</b>	<b>Number of Months</b>	<b>Total Housing Cost</b>
James Abbott	EHRA-Faculty Temporary	Spring 2020	\$600	3	\$1,800

If you approve this recommendation for non-salary compensation, please indicate below with your signature. Upon your approval, we will prepare the necessary paperwork to submit this recommendation to the Board of Trustees for consideration at their November 2019 meeting.