

**ECU Board of Trustees
February 3, 2023**

MINUTES

The East Carolina University Board of Trustees met on Friday, February 3, 2023, at 9:00 am as part of their regularly scheduled meeting series. The meeting originated from room 249 in the Main Campus Student Center, on the campus of East Carolina University in Greenville, NC. Chair Scott Shook called the meeting to order.

PLEDGE OF ALLEGIANCE

Mr. Shook called on Mr. Vince Smith to lead the Pledge of Allegiance.

ROLL CALL

Mr. Shook called on Secretary, Ms. Cassandra Burt, to call the roll. A quorum was established.

PRESENT

Ryan Bonnett
Cassandra Burt
Leigh Fanning
Tom Furr
Dave Fussell
Van Isley
Fielding Miller
Angela Moss
Jason Poole
Jim Segrave
Scott Shook

ABSENT

Jeffrey Roberts

READING OF ETHICS STATEMENT

In compliance with the State Government Ethics Act, Mr. Shook called on Mr. Miller to read the conflict-of-interest statement. No conflicts were identified.

CONSENT AGENDA

Mr. Shook presented the consent agenda for consideration by the board. Mr. Fussell and Ms. Moss abstained from one item on the consent agenda, establishment of the ECU Innovation Foundation Associated Entity. Mr. Shook motioned to approve the consent agenda.

Mr. Poole seconded the motion and the board voted unanimously to approve the consent agenda. A copy of the consent agenda is listed as “Attachment A.”

UNIVERSITY REPORTS

CHANCELLOR’S REPORT

Mr. Shook called on Chancellor Philip Rogers to provide a report to the board.

A copy of the report is listed as “Attachment B.”

REPORT FROM THE STUDENT GOVERNMENT ASSOCIATION

Mr. Shook called on Mr. Bonnett, president of the Student Government Association, to provide a report on behalf of the student body. A copy of the report is listed as “Attachment C.”

REPORT FROM THE FACULTY

Mr. Shook called on Dr. Anne Ticknor, Chair of the Faculty, to provide a report on behalf of the faculty. A copy of the report is listed as “Attachment D.”

REPORT FROM THE STAFF

Mr. Shook called on Ms. Aisha Powell, Chair of the Staff Senate, to provide a report on behalf of the staff. A copy of the report is listed as “Attachment E.”

COMMITTEE REPORTS

ATHLETICS AND ADVANCEMENT COMMITTEE

Mr. Shook called on Mr. Segrave to present the report on behalf of the committee. The committee will have one item for consideration during the full board's closed session. A copy of the report is listed as "Attachment F."

AUDIT, RISK MANAGEMENT, COMPLIANCE AND ETHICS COMMITTEE

Mr. Shook called on Mr. Smith to present the report on behalf of the committee. A copy of the report is listed as "Attachment G."

BUDGET, FINANCE, AND INFRASTRUCTURE

Mr. Shook called on Mr. Isley to present the report on behalf of the committee. A copy of the report is listed as "Attachment H."

UNIVERSITY AFFAIRS COMMITTEE

Mr. Shook called on Mr. Fussell to present the report on behalf of the committee. A copy of the report is listed as "Attachment I."

COMMITTEE ON STRATEGY AND INNOVATION

Mr. Shook called on Mr. Furr to present the report on behalf of the committee. Mr. Furr had one item for consideration out of the committee meeting. Mr. Furr moved that the board adopt the "Resolution on the Affirmation of Academic Freedom and Freedom of Speech,"

as presented in board materials. Mr. Poole seconded the motion and the motion was approved unanimously. A copy of the committee report and resolution is listed as “Attachment J.”

CLOSED SESSION

Mr. Shook asked for a motion for the board to move into closed session.

Ms. Burt moved 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; and to consider the qualifications, competence, performance, character, fitness, or appointment of prospective and/or current employees and/or to hear or investigate a complaint or grievance by or against one or more employees to prevent the premature disclosure of an honorary degree, prize, or similar award, to consult with an attorney to preserve the attorney-client privilege between the attorney and the Board. Mr. Poole seconded the motion and hearing no discussion, the board voted to move into closed session with no negative votes.

ACTIONS FROM CLOSED SESSION

There were no actions for consideration from closed session.

UNFINISHED BUSINESS

There was no unfinished business for consideration by the board.

NEW BUSINESS

There was no new business for consideration by the board.

ADJOURNMENT

Hearing no further business to come before the board, Mr. Shook adjourned the meeting.

Respectfully submitted,

Ms. Megan Ayers
Assistant Secretary to the Board of Trustees

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A G E N D A
February 3, 2023

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| I. Call to Order | Scott Shook
Presiding |
| II. Pledge of Allegiance | |
| III. Roll Call | Cassie Burt
Secretary |
| IV. Conflict of Interest | |
| V. Consideration on Consent Agenda <ul style="list-style-type: none">• Minutes – November 4 & December 16, 2022• Dental Medicine Support Services Policy• School of Dental Medicine Tenure Request – Dr. Ikramuddin Aukhill• Nonsalary Compensation for the ECU Tuscany Program• Four naming proposals from University Advancement in honor of Cedric & Mary Dickerson, Friends of Joyner Library, Jamie & Christina Leliever, and Michael & Alice Taylor• Establishment of the ECU Innovation Foundation Associated Entity | |
| VI. Chancellor's Report | Philip Rogers
Chancellor |
| VII. Report from the Student Body | Ryan Bonnett
SGA President |
| VIII. Report from the Faculty | Anne Ticknor
Chair of the Faculty |
| IX. Report from the Staff | Aisha Powell
Chair of the Staff Senate |
| X. Committee Reports and Recommendations <ul style="list-style-type: none">A. Athletics and Advancement CommitteeB. Audit, Enterprise Risk Management, Compliance and Ethics CommitteeC. Finance and Facilities CommitteeD. Committee on Strategy & InnovationE. University Affairs Committee | <p style="text-align: right;">Fielding Miller, Committee Chair
Vince Smith, Committee Chair</p> <p style="text-align: right;">Van Isley, Committee Chair
Tom Furr, Committee Chair
Dave Fussell, Committee Chair</p> |
| XI. Closed Session | |
| XII. Unfinished Business | |
| XIII. New Business | |
| XIV. Adjourn | |

Thank you, Mr. Chairman. Good morning Trustees and welcome to the first meeting of this Board for 2023.

Next month (hard to believe) is the second anniversary of my return to ECU & I hope you know that the honor to serve as the chancellor of this institution is as fresh today as it was then, and I remain sincerely grateful for the opportunity to serve. A consistent theme throughout the last two years has been our collective vision to remain a mission-aligned institution – while simultaneously turning our attention the future of the higher ed landscape – & all while actively embedding innovation in all we do. Doing so allows us to unapologetically serve our region (yes – that is who we are; it’s what we were built to do) – BUT we’ll achieve that goal in such a successful way that it brings national attention to ECU and it drives measurable impact worthy of those two key words in our mission statement that say we will be a “NATIONAL MODEL” for SS, PS, & RT. And we’ve done just that on many fronts as we’ve worked together to design a modernized future!

Since my return, we announced a clinical integration with our local health system and launched the purple ECU Health brand across all of ENC. The work continues to realize the goals set forth, but long term we remain confident this approach best positions us to lead the transformation of health care in rural & underserved areas – a goal that has garnered the national attention of health care systems around the county – several that have even traveled to Greenville to learn from our experiences.

And then of course in Nov, during the Board of Governors meeting, we announced an exclusive and first of its kind partnership with our friends at MrBeast. The design of this educational opportunity is ongoing, and it is our collective goal to launch instruction for learners interested in creator economy careers later this year. There hasn’t been a national meeting I’ve attended since this announcement when I haven’t been peppered with questions from other chancellors, presidents, and innovation thought leaders in higher education. Each of them understands

the tremendous opportunity we have to be a first mover in this space – and it’s certainly one of the building blocks of our own “NATIONAL MODEL” here in ENC.

Both the clinical integration under a joint CEO/Dean and responding to the workforce needs in the creator economy with the industry’s global leader are examples of engaging with external partners to meet a critical need. In an age of ongoing questions about the relevance of higher education, it is this type of future-focused innovation that will distinguish ECU in an ever-changing landscape.

As we think about the future of higher ed, we have an obligation to express a vision that delivers on our evergreen commitments AND sets a course for a more prosperous future.

You all know well that the UNC System’s updated strategic plan is built on a set of goals that resonate with our campus & this board.

- Increasing access for underserved populations.
- Increasing undergraduate student success.
- Improving student mental health.
- Increasing the contribution to the state’s critical workforces.
- Increasing research productivity.
- Improving faculty and staff retention.
- And the list goes on and on....

Each dimension is already embedded in the fabric of our work, but the System refresh is a natural moment for us to realign our mission & vision priorities as we set our own aspirations over the next five years.

As you heard yesterday during the Committee on Strategy & Innovation, we are making good progress in the refresh of our strategic plan, which will have an intentional focus on innovation. The goal is to have the framework ready in March so units can then begin the process of updating and aligning their plans.

Expanding our understanding of a learner, ensuring those learners have access to relevant and transformative experiences, providing opportunities for learners to engage communities in addressing challenges, advancing the social and economic mobility of our learners, placing our people at the center of all we do, and responding to the health and wellness needs of the rural communities we serve are already part of our DNA, but we can be more innovative, entrepreneurial, and intentional in how we deliver on each priority.

Advancing our refreshed strategic plan will require the support of many partners, including state-level leaders and policymakers. During the recent Board of Governors meeting a draft budget and policy agenda for the legislative session was presented for feedback. I encourage you to review the draft document, which will be presented for action later this month. In the draft, ECU is fortunate to have two campus specific priorities recommended for consideration. One based on growing the primary care workforce, which includes expanding the size of the medical school class, expanding our Physician Assistant program, supporting preceptors for nursing, and expanding our health psychology program and services. The other campus-based proposed priority is a merit-based scholarship program to be met with matching private dollars as we seek to recruit more students from eastern NC.

The successes of the System and of ECU during recent legislative sessions are due in part to a disciplined approach around a set of priorities linked to the needs of the state. Our ability to demonstrate stewardship of the resources allocated to us, highlight the important ways we are executing on our mission, and show that we are worthy of new investments are the conversations I hope to have as we advocate for the new budget and policy agenda once approved.

You know well in your own work that brand/image/perception matters. The prevailing narrative of our value to those we serve shapes the conversations we have when advocating for new resources.

A recent Gates Foundation study, focused on the changing marketplace of higher ed, acknowledges that demographics play a role in the future of higher ed, but also emphasizes the importance of psychographics (attitudes, aspirations, values, market research) in college choice. People are pursuing educational experiences outside traditional institutions because colleges are not meeting learner consumption preferences. Put simply, there are many more options for learning and earning a license or certificate, and these options, are increasingly appealing to the people we serve. If we are to fulfill the “national model” component of our mission statement, then we must respond in meaningful and innovative ways in this changing market.

We must adapt and ensure we have the educational programs that are meeting the needs of today’s learners and are responsive to market demands. You heard some of how we are delivering on this priority in yesterday’s panel with industry partners, but we can and must do more.

Let’s activate our new plan as ONE ECU, with a steadfast commitment to our mission, and place innovation at the forefront. Our aspirations are within reach.

And we’ll get there together.

Thank you, Mr. Chairman, this concludes my remarks.

Good morning,

It is an honor as always to be here today and deliver my report on behalf of the student body. Firstly, I would like to welcome Dr. Brandon Frye, our new Vice Chancellor of Student Affairs, who officially started with us this week. I am very excited to build our relationship and see how we can work together for the rest of the time that I have. I would say you have some big shoes to fill, but they were **actually pretty small ones** but left a huge footprint on this university. So welcome!

One of my goals that's always in the back of my mind is **"how can we help our students have the best college experience possible?"** Whether that means helping them get the resources that they need on campus, succeeding in the classroom, or attending a variety of social events both on campus and in the community. We had the opportunity to hear from some students that have been impacted by some of our campus resources and programs yesterday during the University Affairs committee. These students spoke on some of their struggles coming into and attending college and how the various programs like the Purple Pantry and Pirate Treasure Chest are able to alleviate some pressures that students are feeling and allowing them to focus on their schooling and other important areas. Seeing the tangible impact of our efforts firsthand is always a great reminder of why we do what we do.

I came into this year with the hope of making improvements in areas of Mental health, sexual assault prevention, food security, and student engagement. There is always an endless list of things to do that for some reason always seems to get longer with every meeting, but I feel confident that we have made good progress this year. **Just a few highlights from this year:** We brought in a guest speaker, Ms. Bonny Shade, to speak to over 1500 students about sexual assault prevention. Sharing her story, working to destigmatize the conversation, and help

survivors feel comfortable getting the help they need. We are seeing our students face a laundry list of challenges that they've never seen before and often don't know how to deal with. For the underclassmen, a good portion of their high school experience was disrupted, and some are having real difficulties adjusting to college and socializing at such a large scale. In SGA we are continuing to advocate for our student's mental health and share the resources that we have on campus in an effort to help our students get the help they need.

I'm excited to say that we officially launched our **Swipe Out Hunger Program** at the beginning of this semester. Working with the Purple Pantry and ECU Dining, for the first two weeks of class students with meal plans were able to donate some of their meal swipes to the purple pantry. They will now work to be distributing those meals out to students going forward, with the program repeating at the start of each semester. We were also able to purchase a new freezer for the purple pantry so that they are able to provide frozen items. Very excited for the work we have been able to do with them and all the time they spend helping our students. Even if someone isn't outright not going to be able to eat that day, if we are able to relieve some of the pressure that they are feeling so that they can focus on another area, then we are making a solid difference.

Also, my Director of University Affairs, Javier Limon, has put together and we are finalizing the last few details of a new scholarship sponsored by SGA for students with internships for nonprofits or government organizations. This scholarship is meant for students who have demonstrated strong leadership, scholarship, and a commitment to public service. Allowing and encouraging our students to pursue involvement that directly impacts our communities, advancing our university mission of public service and regional transformation.

I'll finish off with something that caught my ear yesterday during our panel in the innovation and strategy committee. We talked about it a few times, the concept of giving our students actual industry problems and experiences with companies, whether that's an internship or group project or what be it. Which will only serve to make them stronger candidates after graduation and have these transformative experiences they will remember. I'm on the strategic planning advisory committee and my group with Dr. Ticknor and others were looking at our mission of student success. One of those objectives, prior to revision, is **to expand transformative experiences and experiential learning**. I think it was the last board meeting or maybe the one prior, but we had a panel of students talking about these experiential learning opportunities and the practical skills and applications they took from them. I want to encourage that this be a focus for our future as we continue to lead our university in the right direction.

Chair of the Faculty
BOT remarks
February 3, 2023

Good morning, and thank you for the opportunity to share with you about faculty life at ECU. In the last meeting, I shared with you an overview of what is involved, and often not observed, for faculty teaching. As you know, many faculty at ECU teach as one-third of their workload and professional responsibilities. We also are responsible for conducting research, engaging in service, and some of us are responsible for clinical or patient care.

Today, my remarks are focused on 10 changes that have occurred at ECU since July, or about the first half of the academic year. These are university-wide changes that you have undoubtedly heard about and I want to share how these changes have impacted faculty specifically.

The ten changes are:

1. Reorganization of the university, including formation of ECU HEALTH
2. A new Provost and Senior Vice Chancellor for Academic Affairs
3. The implementation of a new funding model and process, which includes the All-funds Budget and a new Performance Based Funding Model with the Board of Governor Metrics:
 1. Average Cumulative Debt at Completion of Bachelor's Degree, Transfer Students/Average Cumulative Debt at Completion of Bachelor's Degree, First-Time Freshman
 2. Undergraduate Degree Efficiency/4-Year Graduation Rate
 3. Education and Related Expenses per Degree
 4. And the university selected metric: Research Productivity, selected in November
4. 2022 Engagement Survey Data results
5. The search and hiring of a new Vice Chancellor for Student Affairs
6. Three searches for permanent deans of colleges or schools, with 2 additional searches for permanent deans anticipated for next year, which means we have 5 interim deans currently
7. An Acting Chief Research and Engagement Officer for Research, Economic Development and Engagement
8. Understaffed in various departments and divisions, which collaborate with academic units
9. Under resourced within academic units
10. And finally the 3 items reported in the January Board of Governors meeting: proposed revisions to add an amendment to UNC Policy 300.5.1 - Political Activities of Employees;

a resolution on Educator Preparation; and 6 Faculty focused initiatives that will revise and/or create UNC policies announced by President Hans.

Although I listed ten topics, this list feels like more than ten when we get into the details of them. I will highlight two of these topics with a further explanation of how the changes have impacted faculty.

The first topic is the All Funds Budget. On a day to day basis, many faculty are not heavily involved in the budget of their academic unit outside of participating in defining spending priorities and accessing funds for professional development or travel to professional conferences. So it may seem that faculty would be minimally impacted by a shift to an All Funds Budget system. However, this has not been the case for faculty who are involved in activities with external funding, specifically those faculty who are grant active. Typically, when a faculty member writes a grant there is a percentage of the overall budget that is designated as Facilities and Administrative costs, or F&A. This percentage is standard across the university for certain types of grants, and are distributed between the university, college, department and oftentimes the faculty member. The university and college costs are often used to fund seed projects, research staff, etc. The faculty portion is a small percentage of the overall F&A costs, and the funds are often seen as an incentive for earning more grants. Faculty use these funds for a variety of research-related costs, such as funding graduate students, buying equipment, sending students to present at a research conference, funding a dissertation project, or any other approved costs related to research activities. Prior to fall 2022, faculty had flexibility and agility in using their funds. They had the autonomy to consider how many students they can fund to travel to a conference, buy an unexpected broken piece of equipment, bridge their research between grants, or save their funds in hopes of building the account with another grant award. What has changed, and impacted research productive faculty, is that the All-Funds Budget requires that faculty budget for the upcoming year how their F&A funds will be used and request an exception if their budget changes. I know it does not sound unreasonable to budget how you may spend money; however, what this change did is a couple of things. First, it caused faculty to feel distrusted. Second, it decreased the incentive to secure grant funding by altering the climate of faculty autonomy in their research. And third, it caused confusion and unease by altering the usual operating practice with very short notice with some faculty having only 1 week to create an annual budget plan.

With a university selected Performance-based Metric of Research Productivity, I do not need to tell you that disincentivizing, distrusting, and causing confusion to our grant active faculty should not be our goal. To be clear, Vice Chancellor Coleman is aware of these concerns and has been working with me to find solutions.

The second item is the proposed revision to add an amendment to UNC Policy 300.5.1 - Political Activities of Employees. As you know this policy states that all UNC System employees Exempt from the State Personnel Act have the right to engage in, or refrain from, participating in political processes. The newly proposed amendment, which is planned to be voted on in the February meeting, adds a new section entitled Prohibition on Compelling Speech. This section includes 6 paragraphs that outline the parameters of compelled speech, which codifies that the university cannot force an individual to support a certain expression by soliciting or requiring employees, or potential employees, to affirm, opine, describe actions, or write statements in support of or in opposition to “beliefs, affiliations, ideals, or principles regarding matters of contemporary political debate or social action as a condition to admission, employment, or professional advancement”.

<https://www.northcarolina.edu/apps/bog/doc.php?id=67156&code=bog>

Several faculty concerns were voiced after this item was presented at the BoG meeting, and I am sure you read the reports in the News & Observer and in NC Policy Watch (<https://www.newsobserver.com/news/state/north-carolina/article271337952.html> & <https://ncpolicywatch.com/2023/01/19/unc-board-of-governors-courts-more-controversy-with-new-proposed-rule-on-hiring-and-enrollment/>). As you might imagine, ECU faculty have similar questions about how our existing policies that align with the mission of ECU, and have been approved by the faculty, Chancellor, and BoT, may be impacted by this amendment. Additionally, faculty have concerns about possible infringement on our and our students’ academic freedom. At this stage, these are questions centered on how the amendment could impact the content we teach, the topics we research, the type of service we engage in, and the ways in which we speak about our work at ECU that could be as “matters of contemporary political debate or social action.” There are concerns that the definition of these phrases may shift and change causing exhaustion by a constant chase to align with the expectations.

Another question from faculty is how the efforts we have made as a university towards making a more inclusive and affirming space for our faculty, staff, and students may be halted or even walked back by this amendment. For example, the first sub-committee of the Chancellor’s Commission on Diversity, Equity, and Inclusion, of which Governor Smith is co-chair and I am a member, is about to release draft recommendations to the campus community about Student Access and Success. These recommendations are based on nearly two years of detailed study, evidence gleaned from our stakeholders, and research from scholar experts who study student access and success. In a quick review of the research on this topic, many of the findings point to the importance of building a community of inclusion and belonging for students so they can be successful and have access to all that higher education can offer. Undoubtedly the sub-committee will include a similar recommendation, but then the question from all of us who work with our incredible students, like the 4 we met yesterday in the University Affairs Committee, becomes: How can we create a community of inclusion if we are unable to ask our employees to embody and enact practices that foster a sense of belonging for our students and further our ECU mission?

Although these ten changes have impacted our entire university community in similar and different ways, my remarks are meant to provide a glimpse into the experiences of faculty as we navigate these changes. As you are well aware, ECU has talented and excellent faculty, such as Dr. Loni Crumb who shared her research in the University Affairs Committee yesterday, who are committed to our region and state with a vested interest in the success of our university and making ECU and our region stronger.

I want to make clear that faculty are *not* complaining; we are navigating these changes and we are adjusting because we are resilient and strong. However, as Chair of our incredible Faculty at ECU, my concern is about the whiplash of navigating the multitude of changes so far this year and how this may negatively impact our faculty in areas of retention, recruitment, morale, and confidence in our senior leadership. I ask that this body support the university community, and specifically the faculty, through policies that protect and uphold our responsibilities to our students, region, and the services we provide to the public. In particular, I appreciate the comments made in the University Affairs committee meeting to include more student and faculty voices to learn from us and then use our experiences when considering the future of ECU.

Staff Senate Chair
BOT remarks
February 3, 2023

Good morning, Chairman, Members of the Board, and Chancellor Rogers.

Before I get started with the staff report, we would like to welcome our new Vice Chancellor of Student Affairs to Pirate Nation, Dr. Brandon Frye. We would like to assist you with building relationships with staff in your division and across campus. Welcome and let us know how we can provide support.

ECU has many initiatives underway including our refresh to the strategic plan, finalizing the Chancellor's Commission on Diversity, Equity, and Inclusion recommendations for the Student Access and Success subcommittee, and starting the Culture, Climate, and Communication subcommittee work. Staff Senate has been actively involved in the process of the committee work and we look forward to final report to be shared to the campus community.

We were able to donate over 100 winter coats to ECU Community School before the school year started. We would like to thank all who were able to participate in our winter coat drive.

We have several initiatives during the reaming our 2022-2023 term including our 2nd annual women in leadership roundtable. As a reminder 69% of our staff identify as women and this event provides our staff with a professional development opportunity to hear from the women leaders across campus.

ECU recognizes emeritus status for retired staff members who have made significant contributions to ECU through a long and distinguished record of service, dedication, leadership, and innovation. This year we have received 5 nominations that will receive their award in March during the horizon award ceremony.

Instead of working concessions due to burnout, staff senate has elected to fund raise differently this year. This year will hold an online silent auction during staff appreciation month starting April 1st. Senators will donate items or services and the public can bid on them. We hope you can participate to support our staff and children of staff scholarships. This year we had 39 applicants. We had 25 applicants for our Gail Jordan scholarship and 14 for children of our SHRA staff. Our goal is to

raise \$2500 to support the professional development and educational goals for our staff.

As I mentioned, we are having staff appreciation month instead of staff appreciation week. This is to allow staff to participate in activities throughout the month instead of hosting all events in one week. We have a family movie night plan, discounted baseball tickets, and their favorite a free meal at one of our dining halls. We will also host our seventh annual Ballard Lesson in Leadership event in April. We will be sending out the information soon and hope you can attend in-person or online.

Lastly, the legislative session has started. We hope that this year brings an increase in staff salaries due to inflation and to support our great University.

Thank you and this concludes my report.

**Minutes
Athletics & Advancement Committee
February 2, 2023**

The Athletics and Advancement Committee met on February 2, 2023.

The meeting was opened with the reading of the Conflict-of-Interest Statement. No conflicts were identified.

A motion was made to approve the minutes from the November 3, 2022 meeting. After a second and no discussion the minutes were approved.

University Advancement update

Vice Chancellor Chris Dyba provided a university advancement update. We are six months into the 2023 fiscal year and \$34.5 million has been raised by the university. The metrics show an increase in the funds raised by Medical and Health Sciences Foundation and that is due to a yet to be announced gift on the medical campus. Pirate Nation Gives is March 22, 2023 and to-date, the campaign has raised \$437 million towards the \$500 million goal.

VC Dyba gave a brief update on the ECU Health Foundation and Alumni Association. The Alumni Association board voted to alter the structure of the association and apply for a separate 501c3 while integrating the operational side into University Advancement.

Athletics update

Jon Gilbert provided an update on the Pirate Unite campaign. \$15.2 million in donations have been generated in 8 months of the 60 million dollar campaign. In total, Pirate Club members donated 342 separate gifts. 58 of those gifts were considered major gifts and 5 of those gifts were \$1 million or more. In 2022, the Pirate Club added 1,000 new members and the Student Pirate Club added 1200 members. Academically, the athletic department has an overall 3.19 GPA and 14 of 16 teams have produced a 3.0 or better team average.

In 2022, there were 15,835 football season tickets sold and 2023 football season tickets went on sale this week with a goal of 16,000 season tickets. Baseball season tickets for the 2023 season are sold out and individual game tickets will go on sale soon. During the month of February, Black History Month will be celebrated at all athletic events. Rosie Thompson, former student athlete, coach, and longtime administrator was recently selected for induction in the North Carolina Sports Hall of Fame later this month.

Report of the Audit, Risk Management, Compliance, and Ethics Committee for February 2, 2023**Operational Metrics Review**

The committee reviewed the operational metrics related to Internal Audit and Compliance. The metrics are generally on track for the year to date. Auditor productivity is slightly below the benchmark, but that is typical for this point in the year, due to the holiday break in December.

Action Items

The committee had no action items for this meeting.

Informational Items**Enterprise Risk Management – Ms. Stephanie Coleman**

Vice Chancellor Coleman shared the matrix of top risks and briefed us on the recent activities of the ERM Committee. Ms. Coleman specifically shared information related to workforce challenges and flexible work options. She reported that the ERM Committee will be reviewing the University's risk register and providing the updated copy to senior management, the Board, and the UNC System Office later in the spring.

University Policy Process Update – Mr. Wayne Poole

Mr. Poole updated the committee on the previous recommendations to streamline the University's policy development process and bring it in line with the UNC Code. A small workgroup has begun work on draft process revisions and will share the proposals with a larger group of stakeholders soon.

External Audit Update – Mr. Wayne Poole

Mr. Poole briefed the committee that the University's annual financial statement audit and the external audits of the affiliated entities have all been completed and all audit reports are clean with no findings. Mr. Poole also told us that the annual NCAA Agreed Upon Procedures Audit was completed by an external firm and that there were no findings.

Internal Audit Update – Mr. Wayne Poole

Mr. Poole briefed the committee on upcoming changes to the international audit standards, which are expected to take effect in July 2024.

Mr. Poole also briefed us on several new requirements from the North Carolina Council of Internal Audit, which oversees the Internal Audit functions at all 39 state agencies and Universities. The new requirements include the reporting of new performance metrics, Chancellor and Chief Audit Officer quarterly attestations, and a review of all state agencies' risk assessment and audit planning processes. Mr. Poole stated that ECU Internal Audit was out in front of these requirements and has processes in place to comply with them.

Recent Internal Audits – Mr. Wayne Poole

Mr. Poole briefed the committee on several recent internal audit engagements. Some of the engagements were related to top institutional risks; others were selected for the briefing due to external interest from the UNC System Office.

Mr. Chairman, that concludes my report.



East Carolina University | Board of Trustees
Finance & Facilities | In Person & Virtual/Main Campus Student Center 253 | February 2, 2023
Highlights

The minutes from November 4, 2022, were *approved*.

Ms. Coleman provided the metrics data as of December 31, 2023.

Ms. Coleman provided financial highlights from the 2022 university's financial statements. ECU received an unqualified opinion for its 2022 audit. There were no findings and no material weaknesses identified in internal controls over financial reporting. Ms. Coleman highlighted that the university's net position increased by \$169 million from fiscal year 2021. Additional highlights noted by Ms. Coleman included total revenues exceeded \$1 Billion in fiscal year 2022 with the three largest revenue streams being state appropriations, patient services and tuition and fees; Expenses totaled \$911 million with the largest expenses contributing to personnel, supplies and services. Ms. Coleman also shared the outstanding principal of long-term debt. Ms. Coleman shared four financial metrics that can be used to understand the financial health of the institution. Since fiscal year 2020, ECU has improved on all them and is within the recommended ranges. Ms. Coleman provided the differences between the financial statements and the all funds budget and how they are both used to monitor the fiscal health of the university. Ms. Coleman shared the all fund budget timeline and template to prepare the Committee for the April meeting where the All Funds Budget will be presented requiring board action.

Other informational items were provided in materials.

That concludes my report.

University Affairs Committee

Thursday, February 2, 2023 || 2:15 - 3:15PM

Main Campus Student Center 249

The University Affairs Committee met yesterday in regular session. Before we jumped into the agenda, we had the opportunity to meet and introduce Dr. Brandon Frye, who officially began his role as the Vice Chancellor for Student Affairs on Wednesday, February 1.

Our committee reviewed and approved the Dental Medicine Support Services Policy. That item was included on the consent agenda this morning.

Provost Coger provided an update on the tenure process and the board's responsibility in that process. We were also provided the Intercollegiate Athletics Report for review. Provost Coger stated there were no irregularities in the report and it's ready for final sign off by the Chancellor.

The best part of this committee was the student panel, which had a theme of Powered by Persistence. This session highlighted for the board the student journey through degree persistence, and demonstrated ECU programs that supports students through their experiences at ECU. The committee heard from students who had experiences with the Pirate Academic Success Center, Pirate Promise, the Purple Pantry and the Student Treasure Chest. A common thread during the student discussion of these different programs/services are mention of the people who make ECU great. Students were given an opportunity to let board members and administrators know what was important to them as students who access these programs.

To highlight a rural education initiative, our committee heard from Dr. Loni Crumb (Assistant Professor, Counselor Education). Dr. Crumb shared her research about the power of connections between educators and students, her philosophies that guide her research, talked about several projects/initiatives which demonstrate the importance of research and work in this space which benefit our students and the areas across the region where they live and serve.

Our committee approved two items in closed session which were both approved as part of the consent agenda this morning - a tenure recommendation from the School of Dental Medicine for Dr. Aukhill and nonsalary compensation for the ECU Tuscany program.

Mr. Chairman, that concludes my report.

Committee on Strategy and Innovation
February 2, 2022
Committee Report

The Committee on Strategy and Innovation is truly an opportunity for this board to think strategically and engage on a different level. And this meeting was no different.

Our committee heard an update about our Strategic Plan from Dr. Sharon Paynter about the work thus far. As a reminder, this is a strategic plan “refresh,” as ECU remains committed to our mission of student success and regional transformation. This plan refresh really will allow us to dive even deeper to outline our vision and priorities for the next five years. I particularly liked the draft vision statement: Future Focused – Innovation Driven. We’ll hear more about the plan at our meeting in April.

The Strategic Plan update was a great introduction to the highlight of our meeting, which was a panel of regional industry leaders who talked about their experiences in bringing a problem to the university and having a solution emerge where ECU was able to help address challenges. Panelists included leaders from ECU Health, flyExclusive and Mr. Beast. We talked about the importance of being faster, nimble, and flexible to meet industry demands and the importance of these partnerships to meet a key component of our mission – regional transformation. This topic really excites me and I hope we can continue this discussion in the future.

Finally, our committee spent time on the topic of freedom of expression, which *is certainly a national topic that is front and center on university campuses around the country. The UNC System has prioritized this topic for all of its constituent institutions as well. The Board of Trustees just completed a two-part series on civil discourse and freedom of expression, which included education and information about ways ECU promotes and supports civil discourse across campus, as well as heard from two current students and two young alumni who talked about their experiences exercising their freedoms of expression.*

As a next step, the Committee on Strategy and Innovation approved a resolution reaffirming this Board’s commitment to academic freedom and freedom of expression. At this time Mr. Chairman, I’d like to read this resolution in the form of a motion.

READ THE RESOLUTION (attached)

Scott will ask for a vote on the resolution.

Mr. Chairman, that concludes my report.

DRAFT

Resolution on the Affirmation of Academic Freedom and Freedom of Speech

WHEREAS, Chapter VI, Section 600(1) of the Code of the Board of Governors of the University of North Carolina (*the Code*) establishes that the University of North Carolina System is “dedicated to the transmission and advancement of knowledge and understanding” and that “Academic Freedom is essential to the achievement of these purposes”; and

WHEREAS, Section 600(1) of *the Code* further establishes that the University of North Carolina “supports and encourages freedom of inquiry for faculty members and students, to the end that they may responsibly pursue these goals through teaching, learning, research, discussion, and publication, free from internal or external restraints that would unreasonably restrict their academic endeavor”; and

WHEREAS, Section 600(2) of *the Code* requires the University of North Carolina and its constituent institutions to “protect faculty and students in their responsible exercise of the freedom to teach, to learn, and otherwise to seek and speak the truth”; and

WHEREAS, Section 600(3) of *the Code* acknowledges that faculty and students “share in the responsibility for maintaining an environment in which academic freedom flourishes and in which the rights of each member of the academic community are respected”; and

WHEREAS, the University of Chicago’s July 2014 Report of the Committee on Freedom of Expression (the Chicago Principles) acknowledges a commitment to free and open inquiry on all matters, and acknowledges guarantees to all members of the University community the broadest possible latitude to speak, write, listen, challenge, and learn except insofar as limitations on that freedom are necessary to the functioning of the University;

WHEREAS, the University of Chicago’s Kalven Committee Report on the University’s Role in Political and Social Action (the “Report”) recognizes that the neutrality of the University as an Institution on social and political issues “arises out of respect for free inquiry and the obligation to cherish a diversity of viewpoints” and further acknowledges “a heavy presumption against the university taking collective action or expressing opinions on the political and social issues of the day,” while, at the same time, acknowledging that in extraordinary circumstances the University has a duty to speak to defend the very mission of the University;

THEREFORE BE IT RESOLVED: The East Carolina University Board of Trustees reaffirms its commitment to academic freedom and freedom of expression as embodied in *the Code*, the Kalven Committee Report on the University’s Role in Political and Social Action, which is attached hereto as Attachment A, and the Chicago Principles, which is attached hereto as Attachment B.

Approved by the East Carolina University Board of Trustees on February 3, 2023

Scott Shook
Chairman, ECU Board of Trustees

Megan Ayers
Assistant Secretary, ECU Board of Trustees

Kalven Committee:
Report on the University's Role in Political and Social Action

Report of a faculty committee, under the chairmanship of Harry Kalven, Jr. Committee appointed by President George W. Beadle. Report published in the Record, Vol. I, No. 1, November 11, 1967.

The Committee was appointed in February 1967 by President George W. Beadle and requested to prepare "a statement on the University's role in political and social action." The Committee conceives its function as principally that of providing a point of departure for discussion in the University community of this important question.

The Committee has reviewed the experience of the University in such matters as its participation in neighborhood redevelopment, its defense of academic freedom in the Broyles Bill inquiry of the 1940s and again in the Jenner Committee hearings of the early 1950s, its opposition to the Disclaimer Affidavit in the National Defense Education Act of 1958, its reappraisal of the criteria by which it rents the off-campus housing it owns, and its position on furnishing the rank of male students to Selective Service. In its own discussions, the Committee has found a deep consensus on the appropriate role of the university in political and social action. It senses some popular misconceptions about that role and wishes, therefore, simply to reaffirm a few old truths and a cherished tradition.

A university has a great and unique role to play in fostering the development of social and political values in a society. The role is defined by the distinctive mission of the university and defined too by the distinctive characteristics of the university as a community. It is a role for the long term.

The mission of the university is the discovery, improvement, and dissemination of knowledge. Its domain of inquiry and scrutiny includes all aspects and all values of society. A university faithful to its mission will provide enduring challenges to social values, policies, practices, and institutions. By design and by effect, it is the institution which creates discontent with the existing social arrangements and proposes new ones. In brief, a good university, like Socrates, will be upsetting.

The instrument of dissent and criticism is the individual faculty member or the individual student. The university is the home and sponsor of critics; it is not itself the critic. It is, to go back once again to the classic phrase, a community of scholars. To perform its mission in the society, a university must sustain an extraordinary environment of freedom of inquiry and maintain an independence from political fashions, passions, and pressures. A university, if it is to be true to its faith in intellectual inquiry, must embrace, be hospitable to, and encourage the widest diversity of views within its own community. It is a community but only for the limited, albeit great, purposes of teaching and research. It is not a club, it is not a trade association, it is not a lobby.

Since the university is a community only for these limited and distinctive purposes, it is a community which cannot take collective action on the issues of the day without endangering the conditions for its existence and effectiveness. There is no mechanism by which it can reach a collective position without inhibiting that full freedom of dissent on which it thrives. It cannot insist that all of its members favor a given view of social policy; if it takes collective action, therefore, it does so at the price of censuring any minority who do not agree with the view adopted. In brief, it is a community which cannot resort to majority vote to reach positions on public issues.

The neutrality of the university as an institution arises then not from a lack of courage nor out of indifference and insensitivity. It arises out of respect for free inquiry and the obligation to cherish a diversity of viewpoints. And this neutrality as an institution has its complement in the fullest freedom for its faculty and students as individuals to participate in political action and social protest. It finds its complement, too, in the obligation of the university to provide a forum for the most searching and candid discussion of public issues.

Moreover, the sources of power of a great university should not be misconceived. Its prestige and influence are based on integrity and intellectual competence; they are not based on the circumstance that it may be wealthy, may have political contacts, and may have influential friends.

From time to time instances will arise in which the society, or segments of it, threaten the very mission of the university and its values of free inquiry. In such a crisis, it becomes the obligation of the university as an institution to oppose such measures and actively to defend its interests and its values. There is another context in which questions as to the appropriate role of the university may possibly arise, situations involving university ownership of property, its receipt of funds, its awarding of honors, its membership in other organizations. Here, of necessity, the university, however it acts, must act as an institution in its corporate capacity. In the exceptional instance, these corporate activities of the university may appear so incompatible with paramount social values as to require careful assessment of the consequences.

These extraordinary instances apart, there emerges, as we see it, a heavy presumption against the university taking collective action or expressing opinions on the political and social issues of the day, or modifying its corporate activities to foster social or political values, however compelling and appealing they may be.

These are admittedly matters of large principle, and the application of principle to an individual case will not be easy.

It must always be appropriate, therefore, for faculty or students or administration to question, through existing channels such as the Committee of the Council or the Council, whether in light of these principles the University in particular circumstances is playing its proper role.

Our basic conviction is that a great university can perform greatly for the betterment of society. It should not, therefore, permit itself to be diverted from its mission into playing the role of a second-rate political force or influence.

Harry Kalven, Jr., *Chairman*

John Hope Franklin

Gwin J. Kolb

George Stigler

Jacob Getzels

Julian Goldsmith

Gilbert F. White

Special Comment by Mr. Stigler:

I agree with the report as drafted, except for the statements in the fifth paragraph from the end as to the role of the university when it is acting in its corporate capacity. As to this matter, I would prefer the statement in the following form:

The university when it acts in its corporate capacity as employer and property owner should, of course, conduct its affairs with honor. The university should not use these corporate activities to foster any moral or political values because such use of its facilities will impair its integrity as the home of intellectual freedom.

Report of the Committee on Freedom of Expression

The Committee on Freedom of Expression at the University of Chicago was appointed in July 2014 by President Robert J. Zimmer and Provost Eric D. Isaacs “in light of recent events nationwide that have tested institutional commitments to free and open discourse.” The Committee’s charge was to draft a statement “articulating the University’s overarching commitment to free, robust, and uninhibited debate and deliberation among all members of the University’s community.”

The Committee has carefully reviewed the University’s history, examined events at other institutions, and consulted a broad range of individuals both inside and outside the University. This statement reflects the long-standing and distinctive values of the University of Chicago and affirms the importance of maintaining and, indeed, celebrating those values for the future.

From its very founding, the University of Chicago has dedicated itself to the preservation and celebration of the freedom of expression as an essential element of the University’s culture. In 1902, in his address marking the University’s decennial, President William Rainey Harper declared that “the principle of complete freedom of speech on all subjects has from the beginning been regarded as fundamental in the University of Chicago” and that “this principle can neither now nor at any future time be called in question.”

Thirty years later, a student organization invited William Z. Foster, the Communist Party’s candidate for President, to lecture on campus. This triggered a storm of protest from critics both on and off campus. To those who condemned the University for allowing the event, President Robert M. Hutchins responded that “our students . . . should have freedom to discuss any problem that presents itself.” He insisted that the “cure” for ideas we oppose “lies through open discussion rather than through inhibition.” On a later occasion, Hutchins added that “free inquiry is indispensable to the good life, that universities exist for the sake of such inquiry, [and] that without it they cease to be universities.”

In 1968, at another time of great turmoil in universities, President Edward H. Levi, in his inaugural address, celebrated “those virtues which from the beginning and until now have characterized our institution.” Central to the values of the University of Chicago, Levi explained, is a profound commitment to “freedom of inquiry.” This freedom, he proclaimed, “is our inheritance.”

More recently, President Hanna Holborn Gray observed that “education should not be intended to make people comfortable, it is meant to make them think. Universities should be expected to provide the conditions within which hard thought, and therefore strong disagreement, independent judgment, and the questioning of stubborn assumptions, can flourish in an environment of the greatest freedom.”

The words of Harper, Hutchins, Levi, and Gray capture both the spirit and the promise of the University of Chicago. Because the University is committed to free and open inquiry in all matters, it guarantees all members of the University community the broadest possible latitude to speak, write, listen, challenge, and learn. Except insofar as limitations on that freedom are necessary to the functioning of the University, the University of Chicago fully respects and supports the freedom of all members of the University community “to discuss any problem that presents itself.”

Of course, the ideas of different members of the University community will often and quite naturally conflict. But it is not the proper role of the University to attempt to shield individuals from ideas and opinions they find unwelcome, disagreeable, or even deeply offensive. Although the University greatly values civility, and although all members of the University community share in the responsibility for maintaining a climate of mutual respect, concerns about civility and mutual respect can never be used as a justification for closing off discussion of ideas, however offensive or disagreeable those ideas may be to some members of our community.

The freedom to debate and discuss the merits of competing ideas does not, of course, mean that individuals may say whatever they wish, wherever they wish. The University may restrict expression that violates the law, that falsely defames a specific individual, that constitutes a genuine threat or harassment, that unjustifiably invades substantial privacy or confidentiality interests, or that is otherwise directly incompatible with the functioning of the University. In addition, the University may reasonably regulate the time, place, and manner of expression to ensure that it does not disrupt the ordinary activities of the University. But these are narrow exceptions to the general principle of freedom of expression, and it is vitally important that these exceptions never be used in a manner that is inconsistent with the University’s commitment to a completely free and open discussion of ideas.

In a word, the University’s fundamental commitment is to the principle that debate or deliberation may not be suppressed because the ideas put forth are thought by some or even by most members of the University community to be offensive, unwise, immoral, or wrong-headed. It is for the individual members of the University community, not for the University as an institution, to make those judgments for themselves, and to act on those judgments not by seeking to suppress speech, but by openly and vigorously contesting the ideas that they oppose. Indeed, fostering the ability of members of the University community to engage in such debate and deliberation in an effective and responsible manner is an essential part of the University’s educational mission.

As a corollary to the University’s commitment to protect and promote free expression, members of the University community must also act in conformity with the principle of free expression. Although members of the University community are free to criticize and contest the views expressed on campus, and to criticize and contest

speakers who are invited to express their views on campus, they may not obstruct or otherwise interfere with the freedom of others to express views they reject or even loathe. To this end, the University has a solemn responsibility not only to promote a lively and fearless freedom of debate and deliberation, but also to protect that freedom when others attempt to restrict it.

As Robert M. Hutchins observed, without a vibrant commitment to free and open inquiry, a university ceases to be a university. The University of Chicago's long-standing commitment to this principle lies at the very core of our University's greatness. That is our inheritance, and it is our promise to the future.

Geoffrey R. Stone, Edward H. Levi Distinguished Service Professor of Law,
Chair

Marianne Bertrand, Chris P. Dialynas Distinguished Service Professor of
Economics, Booth School of Business

Angela Olinto, Homer J. Livingston Professor, Department of Astronomy and
Astrophysics, Enrico Fermi Institute, and the College

Mark Siegler, Lindy Bergman Distinguished Service Professor of Medicine and
Surgery

David A. Strauss, Gerald Ratner Distinguished Service Professor of Law

Kenneth W. Warren, Fairfax M. Cone Distinguished Service Professor,
Department of English and the College

Amanda Woodward, William S. Gray Professor, Department of Psychology
and the College