

AGENDA
Joint Meeting
Committee on Strategy & Innovation and
University Affairs Committee
February 6, 2025

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| I. | Approval of Minutes – November 21, 2024 | Action |
| II. | ECU’s Enrollment Management Strategy Part II: New Student Acquisition | Information |



Meeting of the Board of Trustees
Joint Meeting Strategy & Innovation and
University Affairs Committees
February 6, 2025

AGENDA ITEM

- I. Approval of Minutes November 21, 2024 Tom Furr
S & I Committee Chair

Situation: Approval of the minutes from the Joint Committee meeting on November 21, 2024, is required.

Background:

Assessment:

Action: This item requires a vote by the committee.

**Minutes from the Joint Meeting of the Committee on Strategy & Innovation and the University Affairs Committee
November 21, 2024 – Main Campus Student Center and Online Meeting**

The Committee on Strategy and Innovation and the University Affairs Committee of the ECU Board of Trustees met in person in joint session on Thursday, November 21, 2024.

Committee on Strategy and Innovation members present:

Tom Furr (Chair), Scott Shook (vice chair), Van Isley, Fielding Miller, Jeffrey Roberts, Carl Rogers, Vanessa Workman, Anderson Ward

University Affairs Committee members present:

Dave Fussell (chair); Jeffrey Roberts (vice chair); Tom Furr; Anderson Ward; Vince Smith; Vanessa Workman; Jim Segrave

Other Board members present:

Board Chair Jason Poole and Cassie Burt

Trustee Tom Furr, Chair of the Committee on Strategy and Innovation, convened the joint meeting at 10:39AM. Chairman Furr read the conflict-of-interest provisions as required by the State Government Ethics Act. No actual or perceived conflicts were declared or reported.

Chairman Furr and Chairman Dave Fussell called role for each Committee and a quorum was established for both.

I. ECU’s Enrollment Management Strategy – Part 1: Keeping and Graduating Pirates

Chairman Furr began the session by describing the Board’s desire to understand the enrollment landscape and how our enrollment strategy aligns with the UNC Performance Funding metrics as well as our own Student Success agenda. He noted the overall question became, how can the Board understand the background and the associated challenges, and how they can actively participate and advocate for ECU. It has since been planned that the Board will have three education sessions, the first of which (today) is related to the students we have and how we successfully graduate them. February’s meeting will address recruitment and bringing students in, associated marketing efforts, and other related items. In April, the focus will be on transfer and graduate students.

Chairman Furr invited Chancellor Rogers to offer his thoughts on the topic before we began the presentations. Chancellor noted deeper engagement with data and also a conversational approach to the presentation, invited the Board to ask questions as they listened to the presenters, and asked them to remain engaged outside the meeting if there were things they wished to know more about. Chancellor then turned over to Vice Chancellor Brandon Frye to begin the presentation.

VC Frye opened the presentation, *Enrollment Management: Keeping and Graduating More Pirates*, a session focused on retention and persistence of existing ECU students, and invited

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Interim Provost Chris Buddo to offer remarks related to the session as well. Provost Buddo discussed the merging over time of the previously very separate worlds of Academic Affairs and Student Affairs, and how that came to inspire the Student Success agenda, backed by a One ECU team mindset.

Associate Provost Allen Guidry began with a statement on the incredible value of an education at ECU and offering a brief overview of the items covered in today's session. Dr. Guidry asked Dr. Ying Zhou, IPAR, to begin with a data-heavy look at a review of performance metrics, associated data over the last three academic years, and a look at the metric goals set by a standard formula across all schools from the System Office for the next cycle. Dr. Zhou shared varying areas of success with targeted student population subsets, in which areas we need to improve, and comparative information for some of our peer institutions. She reminded the board how different schools have very different student body makeups, which heavily influences retention and persistence figures which can vary across the system. Overall, transfer graduation rate has not changed much in the last ten years, but there has been marked success in some specifically targeted areas of the transfer student population, from the NCCC System for example, or students who transferred in with a completed associates degree. There was a pause for questions and conversation related to transfer numbers in particular before Dr. Guidry transitioned into the ways in which we can build sustainable growth in Student Success.

He began by reminding the Trustees about the five major components of the Student Success Ecosystem which is a University priority under Chancellor Rogers' leadership. He discussed how those play into outcomes for general population graduation rates and for transfer students and their retention and graduation goals (after fixation on first time full time students historically); and the key drivers for meeting performance goals in each of those areas – retention, persistence, and graduation rates. Dr. Guidry specifically addressed places where ECU might be the problem, mentioning a collaborative team that meets regularly to assess barriers, and how we can identify those spaces and improve in them. He shared examples related to financial payment plans and communications, utilizing data for at risk students, and addressing courses with high DFW rates.

Dr. Guidry invited Chris Stansbury (AVC, Student Affairs) to share with the group how the university remains Future Focused on Student Success. AVC Stansbury spoke of initiatives in Student Affairs like Retention Grants (institutional investments in the individual student), retention specialists for specific populations (First Year Cares program), and WHOLE person care (healthcare, education and culture of student wellbeing).

The meeting concluded with question of where a student might go if they have concerns of any nature, and by extension how faculty are involved in student wellbeing. Dr. Guidry wrapped up by sharing a graphic related to how we are positioned for future student success, based on five items we are intensely focusing on in the immediate future: processes for awarding direct credit; reducing the financial burden; coordinating with our colleges and

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faculty; improved communication; and a consistent student experience. Trustee Furr asked for a regular update on the work that was shared in the presentation and Trustee Fussell expressed sincere appreciation for the folks involved in the work shared here today. Interim Provost Buddo thanked trustees and participants for the great discussion and reminded the room how the fiscal health of the university is tied into the student success factors discussed here today.

With no further business before the committee, they were adjourned at 12:00PM.

Respectfully submitted,
Madeleine Bade Griffith, Office of the Provost

AGENDA ITEM

- II. ECU’s Enrollment Management Strategy
Part II: New Student Acquisition.....Chris Buddo
Interim Provost
- Brandon Frye
Vice Chancellor for Student Affairs
- Allen Guidry
Assoc. Provost for
Learning Operations
- Chris Stansbury
Senior Assoc. Vice Chancellor for
Student Affairs
- Ying Zhou
Assoc. Provost
Institutional Planning, Assessment & Research

Situation: The UNC BOG Committee on Strategic Initiatives is focused this academic year on understanding enrollment trends and the related fiscal outlook. The ECU Board of Trustees is similarly focused and begins a three-part series of related session with this joint meeting.

With the arrival of the enrollment cliff, increased competition, changing student mix, and evolving workforce needs, it is important institutions have a multi-pronged strategy for new student acquisition, student success, and fiscal health.

Background: Multiple factors influence enrollment outcomes so an understanding of the overall landscape, trends, and forecasts along with ECU’s market position, informs the priorities and practices to best position ECU in this competitive environment.

Assessment: The committees will receive a three-part series on the enrollment landscape and the factors and drivers of ECU’s strategic enrollment management strategy.

The first session was held in November 2024 and focused on retention of current students, phase two of the UNC System Performance Metrics and the linkages to ECU’s student success agenda.

The current session (session two) will provide an analysis of data around new student acquisition and ECU’s strategic action plans and related discussion across three key markets: freshmen, out-of-state, and transfers.

The third session will extend the dialogue on four related aspects: graduate enrollments, PKH, scholarships, and branding.

Action: This item is for information only.