

DRAFT MINUTES

Friday, November 14, 2025, at 9:00 a.m.
Via Videoconference and Panopto Livestream
ECU Main Campus Student Center, Room 249
501 E. 10th St.
Greenville, NC 27858

This meeting of the East Carolina University Board of Trustees was presided over by Chair Cassie Burt. The following board members, constituting a quorum, were also present in person: Rich Balot, Cassie Burt, Nick Crabtree, Matt Crisp, Van Isley, Carl Rogers, Jim Segrave, Curtis Struyk, Daniel Walker, Vanessa Workman.

Conflict of Interest: Matt Crisp

ECU staff present included Chancellor Rogers, Chris Locklear, Megan Ayers, Jeannine Hutson, Sharon Paynter, Chris Buddo, Brandon Frye, Stephanie Coleman, Meagan Kiser, Chris Dyba, Jon Gilbert.

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- I. **Call to Order**
Chair Burt called the meeting to order at 9:00 AM on November 14, 2025.
 - II. **Pledge of Allegiance**
 - III. **Roll Call**
 - IV. **Conflict of Interest Statement**
Mr. Crisp noted an item on the agenda in which there is a conflict. He recused himself from that item.
 - V. **Approval of the Open Minutes**
The minutes from the October 3, 2025 meeting was approved by consent.
 - VI. **Agenda Item – Consent Agenda**
The board voted to approve the consent agenda as presented. That item is listed as “Attachment A.”
 - VII. **Chancellors Report**
Chancellor Rogers provided a report to the board. This item is listed as “Attachment B.”
 - VIII. **Report from the Student Body**
SGA President Daniel Walker gave a report to the Board. This item is listed as “Attachment C.”
 - IX. **Report from the Faculty**
Faculty Chair Mark Bowler gave a report to the Board. This item is listed as “Attachment D.”

X. Report from the Staff

Staff Senate Chair Bri Wood gave a report to the Board. This item is listed as “Attachment E.”

XI. Report from the Board of Visitors

Board of Visitors Chair Toby Thomas gave a report to the Board. This item is listed as “Attachment F.”

XII. Committee reports and recommendations

A. Athletics and Advancement Committee

Mr. Isley, chair of the Athletics and Advancement Committee provided an update on behalf of the committee. ECU’s Athletics & Advancement Committee met to review the rapidly changing collegiate athletics landscape, shaped by NIL, media contracts, conference realignment, and NCAA governance changes. ECU Athletics continues to be a major institutional asset, with strong competitive performance, increased national exposure, and significant financial momentum including consistent Pirate Club fundraising over \$20M. The committee also discussed rising operational demands, scholarship costs for 344 student-athletes, and upcoming roster reductions tied to NCAA changes. Overall, ECU Athletics remains on a strong upward trajectory, and the committee expressed appreciation for the leadership team’s work in navigating this complex environment. This item is listed as “Attachment G.”

B. Audit, Enterprise Risk Management, Compliance, & Ethics Committee

Ms. Workman, chair of the Audit, Enterprise Risk Management, Compliance and Ethics Committee provided an update on behalf of the committee. The committee had no action items and received several informational updates. Research compliance leaders highlighted key risks related to human subjects protection and increasing federal scrutiny on research security. IT and cybersecurity leaders emphasized that cybersecurity remains a top risk across higher education. The external and internal audit updates indicated clean financial opinions so far and strong progress on audit performance metrics, along with reviews of research hubs, emergency communications, and student-athlete course clustering. This item is listed as “Attachment H.”

C. Budget, Finance, and Infrastructure Committee

Mr. Struyk provided an update on behalf of the committee. During its meeting, the committee reviewed key financial and infrastructure items. Ms. Coleman presented the All Funds Budget Quarterly Report, noting no concerns, and introduced the 2026–27 Tuition & Fees proposal, which included several tuition and fee increases. She also reported that issuing new debt for the Jones Hall renovation would have only a minimal impact on the university’s debt capacity. The committee approved multiple consent agenda items, including leases, capital project updates, and planning efforts. The committee report is listed as “Attachment I.”

Motion: I move the board approve the Tuition and Fees proposal for Academic Year 2026-2027 as presented in board materials (listed as attachment J).

Motion: Daniel Walker

Motion carried.

D. Committee on Strategy & Innovation

Mr. Isley provided an update on behalf of the committee. The Committee on Strategy & Innovation approved prior meeting minutes and received a presentation from SimpsonScarborough on ECU's evolving branding and marketing strategy. The presentation emphasized a bold creative platform and outlined goals to strengthen ECU's competitive position, enhance research awareness, and boost enrollment. The board engaged actively with thoughtful questions as the university moves toward implementing the new brand strategy. This item is listed as "Attachment K."

E. University Affairs Committee

Mr. Rogers provided an update on behalf of the committee. The University Affairs Committee approved the minutes from its prior meeting and reviewed two action items, including the conferral of 1,863 Fall Commencement degree candidates and the disestablishment of the East Carolina Heart Institute as a UNC-authorized institute. The committee also heard informational updates, including an Academic Program Review Summary covering 35 programs and a report on ECU's performance metrics and sponsored research landscape. This item is listed as "Attachment L."

Motion: I move the candidates for degrees, as approved by the Chancellor and Faculty Senate be authorized for conferral at the annual Winter Commencement on Friday, December 19, 2025.

Motion: Daniel Walker

Motion carried.

XIII. Closed Session

The Board moved into closed session to discuss

Motion: I move the board go into closed session to consult with an attorney to preserve the attorney-client privilege between the attorney and the Board.

Motion: Daniel Walker

Motion carried

XIV. Items Recommended from Closed Session

Upon the return to open session, the Board had no items requiring full board consideration.

VX. Unfinished Business

There was no unfinished business

XVI. New business

There was no new business.

XVII. Adjournment

There being no further business and without objection, the meeting was adjourned at 10:34 AM.

Submitted by:

Megan Ayers, Assistant Secretary to the Board of Trustees

A G E N D A
November 14, 2025

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| I. | Call to Order | Cassie Burt
Presiding |
| II. | Pledge of Allegiance | |
| III. | Roll Call | Van Isley
Secretary |
| IV. | Conflict of Interest | |
| V. | Consent Agenda | Cassie Burt
Chair |
| | <u>Minutes</u>
Approval of Minutes, October 3, 2025 | |
| | <u>University Affairs Committee</u>
Disestablishment of the East Carolina Heart Institute
TVS Payments for Faculty in the College of Allied Health Sciences | |
| | <u>Budget, Finance, and Infrastructure Committee</u>
Debt Capacity for Jones Residence Hall
Site Selection for the Chancellor's Residence
Lease Approvals: ECU Physicians – Nephology; Physical Medicine & Rehab; Pediatrics
Amended Lease for Intersect East
Designer Recommendation for West End Dining Hall Renovation
Capital Project Authority – East Carolina Heart Institute
Advance Planning – Coastal Studies Institute | |
| VI. | Chancellor's Report | Philip Rogers
Chancellor |
| VII. | Report from the Student Body | Daniel Walker
SGA President |

- VIII. Report from the Faculty **Mark Bowler**
Chair of the Faculty
- IX. Report from the Staff **Bri Wood**
Chair of the Staff Senate
- X. Report from the Board of Visitors **Toby Thomas**
Chair of the Board of Visitors
- XI. Committee Reports and Recommendations
- A. Athletics and Advancement Committee Van Isley, Committee Chair
 - B. Audit, Enterprise Risk Management, Compliance & Ethics Committee Vanessa Workman, Committee Chair
 - C. Budget, Finance, & Infrastructure Committee Scott Shook, Committee Chair
 - D. Committee on Strategy & Innovation Van Isley, Committee Member
 - E. University Affairs Committee Carl Rogers, Committee Vice Chair
- XII. Closed Session
- XIII. Items Recommended from Closed Session
- XIV. Unfinished Business
- XV. New Business
- XVI. Adjourn

Good morning, trustees.

Next month we'll gather in Minges Coliseum to celebrate our fall graduates at commencement – and if the last few fall ceremonies are any indication, we should expect a packed and vibrant arena for this important day in the life of our university. Nothing we do at ECU is more important than guiding students to that special moment of earning a degree or credential as we fulfill our institutional mission.

Minges Coliseum, along with Dowdy-Ficklen Stadium, Clark-LeClair Stadium, Johnson Stadium, the Max R. Joyner Family Stadium, and venues all across our Grady-White Boats Athletics Campus are accustomed to large (and sometimes rowdy) crowds gathered to cheer the Pirates to victory.

Tomorrow, I anticipate such a scene as thousands of fans descend on Greenville for a single purpose. A consequential football Saturday at ECU and all the accompanying traditions.

Collegiate athletics is often referred to as the ‘front porch’ of a university, opening doors to new audiences and forging new connections that traditional institutional channels cannot reach. Each televised game, each viral moment, is not just a contest—it’s a strategic brand campaign, amplifying ECU’s reputation on the national stage.

As we recently read in the Washington Post, on three out of four consecutive Thursday nights this football season (including 2 at home), the nation had access to our brand through national TV broadcasts and digital streaming platforms. When our teams compete on a national network, they represent not just themselves to a broad audience, but they represent all of ECU. These moments bring attention to gameday experiences, our facilities, and the local community. The brand impressions, visibility, and engagement associated with athletics, including the opportunity to run an ECU brand spot during nationally televised games, is an important marketing layer for the university.

Yesterday in his presentation to the Athletics and Advancement Committee, Jon Gilbert mentioned ECU football TV viewership data. To reinforce his point, I pulled from sportsmediawatch.com. data for our recent home game against Army West Point. This source places the viewership for that game above 890K. Our Thursday night match up against NC State garnered more than 1 million viewers. And the American Conference collectively has increased aggregated viewership by nearly 10 percent just ten weeks into the football season.

Success on the field of play and exposure through national broadcasts drives digital engagement. An October piece in the Sports Business Journal highlighted gains for one Big10 program whose traffic to their athletics website had increased by 21 percent.

Jon made the same point yesterday with the data on increased engagement on the ECU athletics website and social media accounts.

You've heard of the "Flutie Effect" and the increase in applications at Boston College for the two years after Doug Flutie's miraculous pass in a game against Miami. Whether through football success or an unexpected Final Four run, campuses in such moments have a year or two ripple effect. Of course, without sustained success and strategies to capitalize on the visibility the effect is short-term, but even a near-term advantage is valuable in a competitive market.

Last month an article in the [Boston Globe](#) focused on students from the Northeast choosing southern colleges. Casey McManus, a high school senior living in the Northeast, was pictured in the piece wearing her ECU t-shirt. A key driver for Casey choosing ECU as her college destination is our prestigious and academically rigorous PA program, but she also mentions in the article ECU's school spirit as a factor.

Beyond national visibility, our athletics programs are architects of campus culture—enriching the student experience, cultivating belonging, and generating lifelong affinity among students and alumni. I frequently witness multigenerational tailgates whose origin story is a core friend group from another time. Now these gatherings are an emotional re-entry point to their affinity for ECU and to the decades-long friendships that endure. Born out of these gatherings are young people who as toddlers wear ECU gear and eventually are one of those graduates we celebrate at commencement.

College students who feel connected to the campus and who develop a supportive network are more likely to persist, graduate, and become proud alumni. Whether it is through the arts, a club, a degree program, a sorority or fraternity, athletics, or some other shared experience, the connective tissue matters.

Our athletics programs also provide economic benefits to the region. Through athletic events on our campus, we welcome thousands of visitors to our community each year. Local hotels, restaurants, and businesses (especially those with branded merchandise) are the beneficiaries. A 2023 study found that ECU Athletics generates over \$100 million in annual economic impact for Pitt County—fueling local businesses, creating jobs, and positioning ECU as an engine of regional prosperity.

Many of you can attest to the donor engagement that occurs through athletics, which extends far beyond sports to encompass other priorities and interests. Athletic competitions serve as valuable platforms for building and strengthening donor relationships. Gamedays are workdays for many of

us connected to donor relations and external affairs, and I can attest to the meaningful and mission-aligned conversations that occur during these events.

Serving as a member of the NCAA Division I Board of Directors and as Chair of The American Conference Board for my second consecutive term, I am fully aware of the current volatility in this industry. The rapid transition from NIL as a concept to the era of revenue sharing, reports of a power conference exploring a massive private capital investment, media deals that will continue to influence conference alignments, unprecedented in-season coaching changes, unending lawsuits, eligibility waivers, and many more factors contribute to this dynamic landscape – and there's no turning back.

We all know that few athletics programs have revenues exceeding expenses; we know that volatile revenue streams are at play; and we know that cost containment is the challenge; however, most athletics budgets nationally represent approximately 1 – 5% of an institution's budget (which is true at ECU), yet at the same time have a powerful and outsized impact on the brand.

In my opinion, the investments in our athletics programs must be responsible and aligned with our mission. This is why we conduct an annual evaluation of our position, considering factors such as expenses, revenues, donor engagement, the student athlete experience, and competitive excellence. As the pressures continue to grow, this is an opportune moment for innovation – and we'll be intentional about strategically evolving in this changing landscape to remain competitive, while at the same time staying true to who we are as a university. As I reflect on this goal, I'm especially energized by the fact that it's the 2nd week in Nov, and we're tied for first place in the conference with a chance to compete for a championship if the chips fall the right way.

ECU Athletics contributes positively to the university and is an integral part of our culture. I'm proud to be part of a campus with a passionate fan base and strong donor support, as evidenced by our ability to secure full funding for two major capital projects that are currently underway. And I'm also proud of our student athletes, who actively engage in community service, who proudly represent ECU, who enrich our campus community, who excel academically (as evidenced by the spring reports of the highest all student-athlete annual GPA in our history).

I value the ongoing dialogue with this Board as we collectively navigate a complex environment. A key aspect of being future-focused and innovation-driven is to leverage our athletics programs as the valuable assets they are to our campus culture.

Chair Burt, this concludes my remarks (and Go Pirates!).

Report from the Student Body
SGA President Daniel Walker
November 13, 2025

Board members and esteemed guests,

The weather is starting to get colder outside, which is an indicator that we are nearing the end of the fall semester! Katie and I have enjoyed seeing fellow Pirates enjoying fall athletics and taking advantage of on-campus resources and events. Homecoming week was a great success. Student groups participated in many events, including canned food drives, the NPHC Step Show, and the Homecoming Parade. Namely, we had the opportunity to emcee Homecoming Skit Night, where over 4,000 Pirates convened in Minges Coliseum to watch the performances from student organizations.

On ECU's Day of Giving during Homecoming Week, SGA hosted Donuts and Donations, which was a promotional event for our Swipe out Hunger campaign. *Swipe Out Hunger* is a collaborative initiative between the Student Government Association (SGA), the William-Ross Purple Pantry, and Dining Services. Together, we are dedicated to supporting ECU students who face financial challenges by ensuring access to nutritious meals at West End and Todd Dining Halls. Students donated guest meals to the Purple Pantry and enjoyed Krispy Kreme donuts with SGA members. We were excited about seeing Chancellor Rogers at this event and appreciated his donation to the Swipe out Hunger campaign! The SGA cabinet has also approved funding to provide additional meals to food insecure students throughout the academic year. Over the 2 *Fall Donation Periods*, 117 students have generously donated 281 meals. We will continue to work with our campus partners to provide support for students experiencing food insecurity.

The Student Government Association (SGA), Williams-Ross Purple Pantry (CLCE), and Parking and Transportation continued their *Food for Fines* initiative to support the Williams-Ross Purple Pantry and address food insecurity on campus. Through this program, individuals could fully offset parking citations by donating non-perishable food and hygiene items. Each donated item was valued at \$5 towards a citation. For example, a citation worth \$35 may be paid using 7 items. The program ran from **October 20-24, 2025**. During the Fall 2025 campaign, the initiative collected **over 800 pounds of food**, equivalent to 120 citations and more than **\$5,000 in waived citation fines**. This effort not only met student needs but also strengthened our campus community and promoted well-being for all. We will offer this program again in the spring semester.

One of my many goals this term is to create a close connection with the City of Greenville and coordinate joint initiatives for the betterment of the community. We are doing just that through the "Bundle, Up Greenville" winter wear drive. This drive is taking place through November 10th-23rd, with drop-off locations in our student centers and throughout the city. We are asking for donations of new or gently used winter wear and will be donating all items to Pitt County

Schools and the Greenville Community Shelter. We are excited about this collaboration and look forward to developing future initiatives.

SGA Sips & Solutions is back for our second installment! This is a casual conversation event where students can connect directly with university leaders. We are excited to welcome Women's Basketball Coach Kim McNeill for an engaging and inspiring conversation. The event is at the Main Campus Student Center on November 19th to share hot chocolate, give away prizes, and talk about college athletics!

ECU Career Services is hosting many on-campus events during the National Career Development Week, which will be held from November 17th-21st. SGA is collaborating with Career Services on Thursday, November 20th for the Headshots and Hoagies event. Students will be able to stop by the SGA Suite on the second floor, talk to career counselors, take a free headshot in the SGA Iris Photo Booth, and grab a free sub. We are also excited that our SGA directors will be available to talk to students about current initiatives and answer any questions or concerns.

As we look forward to the spring, we are currently planning a Legislative Town Hall with local and state elected officials and a large-scale blood drive with IFC, Panhellenic, Club Sports, and RHA.

My focus for the remainder of the term is on student retention and ROI. With the upcoming enrollment cliff, it is important to better market the value of our degrees. I believe the way to do that is through highlighting our alumni and providing "evidence" regarding where a degree from ECU can take you professionally. I have been engaged in conversations with our Alumni Association and Student and Academic Affairs departments to develop initiatives that target these goals. I look forward to continuing this work and improving student accessibility to our alumni network.

Thank you for your continued support.

Report from the Faculty

Chair Mark Bowler

November 13, 2025

Good morning, thank you for having me. It is always a pleasure to address the board on behalf of the faculty. That said, it is always a challenge to decide what will be most useful for me to share in my brief moments.

So, I want to spend a few minutes offering a perspective on the nature of the work that is done by faculty, what makes us effective, what makes the institution sustainable, and why supporting the conditions under which faculty thrive matters directly to ECU's institutional health and student success.

For those of you who don't know, I am an Industrial/Organizational Psychologist, essentially a business psychologist, and much of my focus is on motivation, performance, and the design of work. I spent my pre-academic career consulting, helping organizations create the conditions where employees can perform at their best. With that lens in mind, I'd like to talk briefly about faculty work using two foundational theories from my field.

The first is the Job Characteristics Model, one of the most robust frameworks for understanding what makes work intrinsically motivating. It shows that the design of the job, not necessarily salary or perks, but the nature of the work itself, is what drives intrinsic motivation, performance, and satisfaction. The model identifies five

core job features that improve work performance: (1) skill variety, (2) task identity, (3) task significance, (4) autonomy, and (5) feedback. Each of these functions uniquely in academia.

Beginning with **skill variety**, few occupations rival ours. On any given day, a faculty member may serve as teacher, researcher, writer, student mentor, student advisor, committee chair, and community partner. This variety keeps our work intellectually stimulating. It allows us to draw upon our creativity, our analytical thinking, and our empathy, all within the same day.

Next is **task identity**. Faculty see projects through develop over long arcs of time, from mentoring a student through their entire degree to following a line of research from conception to publication. When institutional processes allow us to own the full cycle of our work, that sense of task identity flourishes.

Regarding **task significance**, we advance knowledge, train future leaders, contribute to the fine arts, and advance regional well-being. We regularly contribute not only to the totality of human knowledge, but to the development of the character and citizenship in our students. Knowing that our daily efforts matter beyond ourselves imbues our work with greater purpose and significance.

Then there is **autonomy**, one of the defining features of academic life. We are entrusted with the freedom to design courses, to pursue research questions that forward our disciplines, and to share our expertise in ways that serve our communities. This independence is

not simply a professional privilege, rather it is a responsibility that serves as a source of motivation that allows innovation to flourish. Autonomy fosters ownership, creativity, and the confidence to take intellectual risks, and risks are often the foundation of innovation. Finally, **feedback**, the knowledge of the results of our efforts, is crucial. In academia, feedback comes in many forms: a student's growth, a colleague's insight, a reviewer's critique, the success of a grant submission. We are continually learning how our work is viewed, how it affects others, and how it contributes to our disciplines. This ongoing exchange of ideas and outcomes is one of the great strengths of academic life.

Together, these characteristics create three essential psychological experiences: **meaningfulness**, **responsibility**, and **knowledge of results**.

Faculty experience **meaningfulness** from skill variety, task identity, and task significance. We experience **responsibility** through autonomy. And we gain **knowledge of results** through feedback. These, in turn, produce the outcomes that make us good employees. Decades of research tell us that higher levels of these states lead to higher levels of **intrinsic motivation**, higher levels of **job performance**, higher levels of **job satisfaction**, and lower levels of **absenteeism** and **turnover**.

What I often tell my graduate students is that many companies hire people like us to redesign jobs to be more like faculty jobs. In many ways, faculty work is a model of how meaningful work is best structured.

But meaningful work must also be sustainable.

The second framework I want to share with you is the **Job Demands-Resources (JD-R) Model**, as it is particularly relevant to the role of a Board of Trustees. Where the Job Characteristics Model explains why faculty find their work meaningful, the JD-R Model explains **what makes that work sustainable**, and what institutions can do to ensure faculty remain engaged and overwhelmed and burned out.

The JD-R model tells us that every job includes **demands**, the parts that require sustained effort, and **resources**, the parts that help people meet those demands. When demands chronically exceed resources, burnout inevitably increases. When resources are plentiful, employees remain engaged, committed, and productive.

At ECU, as with most academia, the **demands on faculty have risen sharply** in recent years. There are heavy teaching loads, large class sizes, and increasingly complex student advising. Rapid adoption cycles for new policies and technologies. Growing compliance and reporting requirements. Increased student mental-health needs and the emotional labor of supporting students in crisis. Along with ongoing expectations for research productivity, visibility, and the

acquisition of extramural funding in an increasingly competitive environment.

These demands are not unique to ECU; they are now structural realities across higher education.

What differentiates thriving institutions is how effectively they invest in the **resources** that keep faculty work sustainable.

And this is where the Board plays a critical role.

The most powerful faculty resources that you can leverage are not extravagant or costly. They are conditions that leadership bodies, especially governing boards, help protect and sustain.

Policies and decisions that reduce unnecessary administrative burden, clarify expectations, and ensure consistency across units dramatically reduce avoidable stress. They provide a **stable and supportive working environment**.

Investment in faculty development, including support for research infrastructure, pedagogical innovation, and leadership training, directly strengthens ECU's academic core and enhances its competitiveness.

Procedural clarity and fairness via transparent processes for evaluation, promotion, and workload, builds trust and reduce uncertainty, which are also two major antecedents of burnout.

Providing **recognition and visibility**, via Board actions and communications emphasizing the value of faculty contributions, teaching, research, service, and engagement, reinforces a culture where faculty feel seen and valued.

Explicit **support for participative leadership**, as it is not simply a tradition, rather a resource for institutional productivity. When faculty are partners in decision-making, institutions make better decisions and implement them more successfully.

Finally, as autonomy is one of the strongest predictors of academic engagement, protection of that **autonomy** is key. Board-level support for academic freedom, curricular innovation, and research independence is essential to ECU's long-term success.

When the Board strengthens these resources, through policy support, strategic prioritization, and institutional signaling, it does more than improve morale. It reduces turnover risks, enhances productivity, and positions ECU as an institution capable of retaining the talent needed for student success, research innovation, and regional impact.

In other words, the JD-R Model gives us a clear message:

Meaningful work alone is not enough; sustainable work requires clear institutional support. And this sustainability is an area where Board leadership has tremendous influence.

That concludes my remarks, and I welcome any questions.

Report from the Staff Senate

Brianna Wood, Staff Senate Chair

November 14, 2025

Good morning and thank you for the opportunity to share updates on behalf of the Staff Senate.

Since our last report to the Board, I had the pleasure of speaking with the staff at the Brody School of Medicine during one of their meetings to generate interest in filling our open Senate seats. During that visit, I shared the Staff Senate's mission and goals, emphasized the power of collaboration, and highlighted the impact staff voices have in shaping the future of our university. I also spoke about my own experiences as a student, athlete, and staff member at ECU, and our Senate's ongoing commitment to serving those who make this university such a special place. I'm pleased to share that as a result of that meeting, we received a nomination the very next day and successfully filled our open senator's seat.

In September, we welcomed Associate Director of the Center of Leadership and Civic Engagement, Lauren Howard, to share updates on civic engagement and Associate Vice Chancellor, Dr. Erik Kneubuehl, to discuss opportunities for staff involvement with Pledge Purple.

In October, LeeAnn Goff provided important updates on the new health insurance plans, and Ben Omuya, Director of Parking and Transportation, joined us to discuss parking updates and other staff concerns. Following that discussion, Ben has continued to collaborate with us to address issues raised, and we are grateful for his responsiveness.

We are proud to maintain representation on several ECU committees—including the Citation Appeals, Parking and Transportation, and ECU Creed—ensuring that staff voices remain consistently heard in university decision-making.

The Senate also continues to work closely with university leadership to ensure staff perspectives are represented in key conversations around retention, professional development, and overall workplace experience. These partnerships have been instrumental in fostering open communication and aligning our efforts with the broader goals of the university.

Looking ahead, we plan to welcome Associate Provost for Institutional Planning, Assessment and Research, Dr. Ying Zhou to discuss how staff can serve as partners in student enrollment and retention. We will also welcome Jan Lewis and Beth Ketterman to our November

meeting to share updates on the library merger, and representatives from Campus Recreation to our December meeting to discuss holiday stress and overall staff wellbeing.

Our committees have been hard at work. The Leadership and Professional Development Committee is excited to host our upcoming Faculty & Staff Leadership Panel:

“Collaborative Leadership Across Divisions” on Monday, November 17th, from 3:00–4:30 PM in the MCSC Black Box Theatre.

Light refreshments will be available for in-person guests, and a livestream option will be provided for those joining remotely.

Panelists include:

- **Stephanie Coleman**, Vice Chancellor for Administration & Finance
- **Tarrick Cox**, Director of Admissions, ECU School of Dental Medicine
- **Dr. Michael Harris**, Dean and W. Howard Rooks Distinguished Professor, College of Business
- **Dr. Anne Ticknor**, Professor of Literacy Education and Past Chair of the Faculty Senate

Moderator:

- **Rob Weatherly**, Interim Director of Engagement & Development for the Department for People Operations, Success, and Opportunity

Staff Emeritus nominations are currently open through November 30th, and we have already received strong nominations. Promotion has been ongoing through social media and ECU Official communications, and we will continue those efforts until the deadline.

We also continue to strengthen shared governance and open communication among the Staff Senate, Faculty Senate, and Student Government Association, which remains a cornerstone of collaboration at ECU.

I would now like to take a moment to recognize one of our exceptional staff members, Brett Erwin, recipient of the 2025 Janet B. Royster Memorial Scholarship. Congratulations, Brett, on this well-deserved achievement.

As we approach Thanksgiving, the Staff Senate is proud to partner with the Center for Leadership and Civic Engagement for the Turkey Palooza Food Drive. Looking ahead to 2025, we already have several exciting events on the calendar, including the Staff Senate

Wellness Walk, the Ballard Lessons in Leadership (B.A.L.L.) event, the Outstanding Staff Awards, and Staff Appreciation Month in April.

Thank you again for your time and continued support of the Staff Senate.

This concludes my report, and I welcome any questions.

Toby Thomas
Chair, Board of Visitors
November 13, 2025

Good morning!

The Board of Visitors hasn't had a formal meeting since our last update, but most of our work happens outside of our meetings and our members have been extremely busy. The Board has been working with admissions.

-We've been at high school counselor events, trying to make connections with some of those high school counselors that are touching the juniors and seniors and where their decision process happens.

-We had a great turnout at open house a few weeks ago.

-We have also found that our alumni gatherings in our respective locations are a great place to re-engage alumni that may not be directly tied to the university, where we can share the great message and they can go out and share that with their networks as well.

-Just last week, we had a call with our five sponsored Access Scholars, and it's great to see these individuals and their growth. The seniors that we have, it's great to see them and what they've gone through. And then the freshmen, to see the new ones begin their journey. Being on a screen call with both groups reminds you of the advancement that students have in their success at East Carolina University.

As for Open House, I was in the rec center where everything is set up, all the colleges and clubs, and I was amazed at the number of deans that I saw. There are potential students from high school that are standing at a table thinking they might want to go into business or nursing, and they're talking to the dean of the college and current students. That's impressive, and it doesn't happen everywhere. I ran into a young man who had a look on his face that told me I needed to say hello to him, and I walked up to him and just said, "It can be a lot." - he just shook his head. I found out that he was from Goldsboro, North Carolina; he is a potential first generation college student, and he was overwhelmed. His grandmother was here to provide him a better opportunity. Those are the things that by what we do in this room makes students successful so that they can make that decision and come to East Carolina University.

I did run across a family that I had decided were having a private conversation that I did not need to get in the middle. However, as I walked by, the dad, in a very short tone, said, "Well, I'll ask somebody." And so that was the door that opened, and I turned around and I said, "I'm somebody and I'll answer any question you have. That turned into a long conversation with their daughter where I could explain to them the rigors of the Honors College and what she might face in going into nursing. But also all the great activities and support services that we have at East Carolina University. That's what our members are out doing with their networks every day.

One instance where our Board helps that doesn't get reported, we had a student that was a child one of our members, and another member housed them over Christmas. That

student had decided that they wanted to do research over Christmas when the dorms were closed. And so we made those connections and made that happen. But as we learned more about it, that student was in the HABIT research program on campus at Allied Health over Christmas break. And then you learned that that student's doing intensive therapies with a young man that's a new teenager from another state, and you think about the impact that they are having. And you learn about the fact that that young man's family was here from another state spending their Christmas vacation in Greenville, because East Carolina University offered a therapy for their son who had cerebral palsy. It was an impact to their life, and a disconnect from their local support network. But as that therapy progressed, that young man who had limited mobility in his left hand was able to remove the paper from a cupcake. It was a moving experience for all involved. It doesn't seem like a lot to us, but that young man, the therapy that he received on our allied health campus changed his life, and participating in that therapy research changed that ECU Freshman's life as well. Those of you with children know when you help someone's child, it has a larger impact, and we can't buy the marketing that mom has done for ECU. Those are the things that are happening on this campus.

We've got members that are going to be at Pirates In Your Town next week, as Admissions is trying to work on new admitted retention, but I will tell you that the things that happen in this room, the safety, the security, the budget, all of the things that you do to make this university run are here for the students. That is what reinvigorates the Board of Visitors, when we can be with the students. The students are why we're here, and that's what energizes us. Chair Burt, the Board of Visitors stands at the ready. We're continuing to engage with areas within the University to see where we can engage and where we can insert members so that we can better this University because we love being able to share our passion.

Thank you for allowing us to update on the Board



Meeting of the Board of Trustees
Athletics & Advancement Committee
November 13, 2025

COMMITTEE REPORT

The Athletics and Advancement Committee met yesterday with a special focus on ECU Athletics.

As we are all well aware, the national collegiate athletics environment has undergone significant transformation driven by Name, Image, and Likeness (NIL) opportunities, expanded media contracts, realignment among conferences, and evolving NCAA governance structures. These developments are reshaping the way institutions operate and compete.

Athletics continues to be a critical driver for ECU. It raises our profile, attracts students, engages alumni and supporters, and contributes significantly to the local and regional economy. Our teams are performing at a high level, and that success is reflected in increased visibility and engagement. Football has been bowl-eligible four out of the last five seasons, baseball remains exceptional, and we finished second in the American in the Learfield Directors' Cup. National exposure has also increased significantly; football TV viewership rose by nearly 40% this season, and our digital engagement has continued to grow.

The financial update showed continued strong revenues from ticket sales, philanthropy, sports wagering allocations, and multimedia rights, with the Pirate Club surpassing \$20M in fundraising for four straight years. The committee also reviewed scholarship costs for 344 student-athletes and discussed required roster reductions tied to NCAA changes.

Despite managing 150+ events annually with a lean staff, operational demands are increasing, and future strategic investment in staffing will be important. The "do more with less" approach is becoming increasingly challenging to sustain in the long term.

I'll conclude my report by saying ECU Athletics remains on a strong trajectory, both competitively and financially. It is one of ECU's strongest assets. I want to again thank Jon Gilbert and his team for the presentation yesterday, and all they're doing over to navigate this very complex space.

That concludes the report from the Athletics and Advancement Committee.



Report of the Audit, Risk Management, Compliance, and Ethics Committee for November 13, 2025

Action Items

The committee no action items.

Informational Items

Research Compliance Update – Ms. Becky Welch

Ms. Welch provided an overview of the University's research compliance responsibilities. She shared information about two high-risk compliance areas – the protection of human research subjects, and research security. She shared that the topic of research security and protecting research from foreign influence is currently an area of strong emphasis from federal research sponsors.

IT and Cybersecurity Update – Mr. Zach Loch and Dr. Mark Webster

Mr. Loch and Dr. Webster provided an overview of ECU's Information Security program. They shared that cybersecurity is a top risk across all of higher education and reminded us that UNC System policy requires the Board to receive periodic updates on the topic.

External Audit Update – Mr. Wayne Poole

Mr. Poole briefed the committee on the status of the annual external audits, including the audits of the financial statements for the University and its affiliated entities. Mr. Poole advised that so far, the financial audits have all resulted in clean opinions and that the external reports are expected to be received in the next few weeks.

Recent Internal Audits – Mr. Wayne Poole

Mr. Poole told the committee that the internal audit key performance indicators (audit plan completion, auditor productivity, and management's resolution of audit findings) are all on track for the year to date.

Mr. Poole provided a brief overview of three recent internal audit engagements, including a consultation on the University's Research Hubs, the review of Emergency Communications, and the review of Student Athlete Course Clustering for the 2024-25 academic year.

Madame Chair, that concludes my report.



COMMITTEE REPORT

Thursday, November 13, 2025, at 2:30 p.m.
Via Videoconference and Panopto Livestream
ECU Main Campus Student Center, Room 249
501 E. 10th St.
Greenville, NC 27858

The Budget, Finance, and Infrastructure Committee met on November 13, 2025.

Ms. Coleman presented All Funds Budget Quarterly Report showing comparative data on revenue and expenses and the budget vs actual for the 1st quarter of FY26. Report didn't reflect any concerns.

Ms. Coleman presented the 2026-27 Academic Year Tuition & Fees proposal. She also shared UNC System and peer comparisons. Ms. Coleman presented the Tuition & Fee Proposals for Academic Year 2026-2027. Proposal included 3% increase for resident and nonresident undergraduate tuition and two mandatory fee increases for Education and Technology and Transit. Other increases included Brody School of Medicine tuition, increase in Dining, Dental Housing and consolidation of two fees for Orientation. The committee approved this item and a full board motion will be made at the conclusion of this report.

Ms. Coleman shared the impact to the University's debt capacity with the issuance of new debt for Jones Hall renovation in Spring 2026. The University's debt capacity will be minimally impacted by the additional debt.

The committee approved several items that were included on the consent agenda this morning:

- The site location for the new Chancellor's Residence
- Three leases located at 400 Spring Forest Road, Greenville, NC, for the Nephrology practice, 855 Johns Hopkins Drive Physical Medicine and Rehabilitation and 2150 Herbert Court for Pediatric Specialty Care.
- An amended lease for Intersect East.
- The designer selection for the West End Dining Hall Renovation.
- The capital project authority increase at the Heart Institute due to water intrusion, and
- The Advance Planning at the Coastal Studies Institute for a raised ADA accessible Boardwalk and Pier

We do have one motion for consideration, and I'd like to ask Daniel Walker for that motion.

The concludes my report



Meeting of the Board of Trustees
Budget, Finance, & Infrastructure Committee
November 13, 2025

AGENDA ITEM

III. Tuition and Fee Proposals..... Stephanie Coleman
Vice Chancellor of Administration and Finance

Situation: Campus tuition and fee proposals are presented to the Board for approval.

Background: The Board of Trustees approves and recommends campus tuition and fees for consideration to the Board of Governors for tuition and mandatory fees. G.S. 116-143 requires that the Board of Governors fix tuition and fees, not inconsistent with the actions of the General Assembly. Miscellaneous fees and dining rates are set by the Board of Trustees.

Assessment: Tuition and fee proposals are in accordance with legislative and UNC System guidelines.

Action: This item requires a vote by the committee and a vote by the full Board of Trustees.

Proposed Changes in Tuition & Fee Rates for Academic Year 2026-2027

Stephanie Coleman, MBA, CPA
Vice Chancellor for Administration & Finance



Purpose of Tuition and Fees

Tuition supports the general provision of education on campus. Tuition revenues can be used for faculty and certain staff salaries, academic support, student services, libraries, and other critical needs.

Fees support specific activities/services and funds generated by fees are restricted to that purpose. Fees differ from tuition in several important ways:

- Fees are identical for resident and nonresident students.
- The direct operational expenses of fee-supported activities are funded entirely from fee revenues without any direct state appropriations.
- Students in online programs, pay select fees

Policy/Legislative Requirements

Category	Guidance/Policy/Legislative Requirement
Tuition	
Undergraduate Resident	Bottom quartile of an institution's public peers. Fixed tuition policy prohibits increases on continuously enrolled students.*
Undergraduate Nonresident	Higher than resident rate*, market driven*, and reflect the full cost of providing a quality education.
Graduate and Professional Schools	Consistent with each program's unique market and academic requirements.
Fees	
Mandatory and Debt Service	Maximum allowable percentage increase is capped at 3%.*
Special	Only applicable to students engaged in particular activities or courses of study; cannot be used to supplement general academic revenues.
Application	Board can set different fees according to program needs.
* <i>Statutory requirement</i>	

Tuition & Fee Approvals

Tuition & Fees	BOT Recommendation or Approval	BOG Approval	BOG Information	Student Involvement Required
Tuition	X	X		X
Tuition Differentials	X	X		X
Mandatory Fees	X	X		X
Application Fees	X	X		X
Special Fees	X	X		X
Misc. Fees*	X		X	
Housing	X		X	
Dining	X		X	
Parking	X		X	

* Misc fees include graduation, cap & gown, transcripts, and transit

2026-27 Tuition & Fee Instructions

Tuition	May an increase be proposed?
Undergraduate Resident	Institutions may propose increases up to 3% (only applies to newly enrolled students).
Undergraduate Nonresident	Proposals must justify both the need for the increase and why it is not expected to negatively impact enrollment. Requests may not propose using tuition revenue for financial aid.
Graduate Resident	
Graduate Nonresident	
Fees	May an increase be proposed?
Mandatory Fees (including debt service)	<p>An increase may only be proposed if it is critical to maintaining core activities supported by the fee and must meet the fee review criteria on the subsequent slide.</p> <p>Notwithstanding to the above, increases may be proposed that are offset by a commensurate decrease to another fee.</p> <p>Total increases are subject to the 3% statutory cap.</p>
Special Fees	<p>An increase may only be proposed if it is critical to cover inflationary cost increases associated with an existing fee. Only well-justified proposals that meet the fee review criteria on the subsequent slide will be approved</p> <p>New fees may only be proposed for newly approved programs.</p>
Application Fees	No

Tuition Review Criteria

- **Demonstrated restraint in administrative spending**, including efforts to streamline operations and reallocate resources to core academic functions.
- **Ongoing academic program evaluation and realignment**, with evidence of steps taken to strengthen program relevance, reduce duplication, and improve efficiency.
- **Minimal or no growth in mandatory fees**, particularly in areas where cost containment or offsetting revenues are feasible.
- **Alignment with planned increase in housing and dining rates**, to ensure that the total cost of attendance remains manageable for students and families.
- **Use of tuition revenue to sustain academic quality**, including investments in student success, faculty excellence, and high-impact learning practices.
- **Evidence that proposed increases are consistent with inflationary trends**, avoiding large or abrupt tuition shifts.

Fee Review Criteria

Revenues

- Is the number of student FTE used to estimate revenues reasonable, given current enrollment data?
- Is the amount of “Other Revenues” budgeted for reasonable, given historic trends and any other known factors?

Expenditures

- Are expenditures increasing for reasons other than required legislative salary increases, benefit rate changes, and other reasonable inflationary adjustments?
- If so, is the rationale for the additional expenditures adequately justified and aligned with BOG priorities?

Fund Balance

- Is the fee expected to generate revenues that exceed expenditures?
- Does the fund balance exceed 6 months of annual expenditures? If so, is there a plan for using the fund balance in the future?

UNC System Tuition & Fees 2025-26

Undergraduate- Resident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
UNC School of the Arts	\$ 6,497	\$ 2,510	\$ 9,007	3	1
UNC-Chapel Hill	\$ 7,019	\$ 1,798	\$ 8,817	1	2
NC State University	\$ 6,535	\$ 2,280	\$ 8,815	2	3
UNC Greensboro	\$ 4,422	\$ 3,184	\$ 7,606	6	4
Appalachian State University	\$ 4,242	\$ 3,214	\$ 7,456	7	5
UNC Asheville	\$ 4,122	\$ 3,211	\$ 7,333	8	6
UNC Wilmington	\$ 4,443	\$ 2,824	\$ 7,267	5	7
East Carolina University	\$ 4,452	\$ 2,787	\$ 7,239	4	8
UNC Charlotte	\$ 3,812	\$ 3,285	\$ 7,097	9	9
NC A&T State University	\$ 3,540	\$ 3,152	\$ 6,692	11	10
NC Central University	\$ 3,728	\$ 2,849	\$ 6,577	10	11
Winston-Salem State University	\$ 3,401	\$ 2,607	\$ 6,008	12	12
Western Carolina University	\$ 1,000	\$ 3,199	\$ 4,199	13	13
Elizabeth City State University	\$ 1,000	\$ 2,787	\$ 3,787	13	14
Fayetteville State University	\$ 1,000	\$ 2,644	\$ 3,644	13	15
UNC Pembroke	\$ 1,000	\$ 2,611	\$ 3,611	13	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	\$ 10,764	\$ 1,776	\$ 12,540	1	1
NC State University	\$ 10,230	\$ 2,292	\$ 12,522	2	2
UNC School of the Arts	\$ 9,696	\$ 2,510	\$ 12,206	3	3
Appalachian State University	\$ 5,390	\$ 3,214	\$ 8,604	5	4
UNC Greensboro	\$ 5,375	\$ 3,184	\$ 8,559	6	5
NC A&T State University	\$ 5,295	\$ 3,152	\$ 8,447	7	6
UNC Wilmington	\$ 5,595	\$ 2,824	\$ 8,419	4	7
UNC Charlotte	\$ 4,841	\$ 3,285	\$ 8,126	10	8
UNC Asheville	\$ 4,914	\$ 3,211	\$ 8,125	9	9
East Carolina University	\$ 4,987	\$ 2,787	\$ 7,774	8	10
Western Carolina University	\$ 4,568	\$ 3,199	\$ 7,767	12	11
NC Central University	\$ 4,740	\$ 2,775	\$ 7,515	11	12
UNC Pembroke	\$ 4,280	\$ 2,611	\$ 6,891	13	13
Winston-Salem State University	\$ 3,872	\$ 2,607	\$ 6,479	14	14
Elizabeth City State University	\$ 3,375	\$ 2,787	\$ 6,162	16	15
Fayetteville State University	\$ 3,438	\$ 2,644	\$ 6,082	15	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	\$ 43,152	\$ 5,722	\$ 48,874	1	1
NC State University	\$ 31,500	\$ 3,197	\$ 34,697	2	2
UNC School of the Arts	\$ 24,231	\$ 2,510	\$ 26,741	3	3
UNC Wilmington	\$ 22,597	\$ 4,103	\$ 26,700	4	4
Appalachian State University	\$ 22,532	\$ 3,871	\$ 26,403	5	5
UNC Greensboro	\$ 21,396	\$ 3,807	\$ 25,203	7	6
UNC Asheville	\$ 21,470	\$ 3,211	\$ 24,681	6	7
UNC Charlotte	\$ 20,018	\$ 4,238	\$ 24,256	9	8
East Carolina University	\$ 20,729	\$ 2,787	\$ 23,516	8	9
NC A&T State University	\$ 17,600	\$ 3,352	\$ 20,952	10	10
NC Central University	\$ 16,764	\$ 2,849	\$ 19,613	11	11
Winston-Salem State University	\$ 14,057	\$ 2,607	\$ 16,664	12	12
Western Carolina University	\$ 5,000	\$ 3,199	\$ 8,199	13	13
Fayetteville State University	\$ 5,000	\$ 2,644	\$ 7,644	13	14
UNC Pembroke	\$ 5,000	\$ 2,611	\$ 7,611	13	15
Elizabeth City State University	\$ 5,000	\$ 2,392	\$ 7,392	13	16

Ranked High to Low

Graduate- Nonresident					
	Tuition	Fees	Total Tuition and Fees	Rank of Tuition	Rank of Tuition and Fees Combined
NC State University	\$ 31,528	\$ 2,292	\$ 33,820	1	1
UNC-Chapel Hill	\$ 29,421	\$ 1,776	\$ 31,197	2	2
UNC School of the Arts	\$ 24,399	\$ 2,510	\$ 26,909	3	3
Appalachian State University	\$ 22,561	\$ 3,214	\$ 25,775	5	4
UNC Wilmington	\$ 22,646	\$ 2,824	\$ 25,470	4	5
UNC Asheville	\$ 21,236	\$ 3,211	\$ 24,447	6	6
UNC Charlotte	\$ 20,627	\$ 3,285	\$ 23,912	8	7
UNC Greensboro	\$ 20,692	\$ 3,184	\$ 23,876	7	8
East Carolina University	\$ 18,793	\$ 2,787	\$ 21,580	9	9
NC A&T State University	\$ 18,095	\$ 3,152	\$ 21,247	10	10
NC Central University	\$ 18,048	\$ 2,775	\$ 20,823	11	11
UNC Pembroke	\$ 17,339	\$ 2,611	\$ 19,950	12	12
Elizabeth City State University	\$ 16,437	\$ 2,787	\$ 19,224	13	13
Western Carolina University	\$ 15,287	\$ 3,199	\$ 18,486	14	14
Fayetteville State University	\$ 14,503	\$ 2,644	\$ 17,147	15	15
Winston-Salem State University	\$ 14,407	\$ 2,607	\$ 17,014	16	16

Ranked High to Low



UNC System Fees by Institution 2025-26

<u>UNIVERSITY</u>	Student Activity Fee	R a n k	Athletic Fee	R a n k	Student Health Fee	R a n k	Educational And Technology Fee	R a n k	Safety Fee	R a n k	Total General Fees	R a n k	Debt Service Fee	R a n k	Total General Fees and Debt Service	R a n k
UNC - Charlotte	708	10	844	6	355	13	622	2	60		2,589	3	695	3	3,284	1
Appalachian State University	766	3	816	11	366	12	611	3	60		2,619	2	594	4	3,213	2
UNC - Asheville	839	1	906	1	455	3	556	5	60		2,816	1	394	8	3,210	3
Western Carolina University	687	11	817	10	390	8	544	6	60		2,498	6	700	2	3,198	4
UNC - Greensboro	639	13	843	7	421	5	513	8	60		2,476	7	707	1	3,183	5
North Carolina A & T State University	765	4	870	3	370	11	498	9	60		2,563	4	588	5	3,151	6
North Carolina Central University	536	15	862	4	372	10	448	10	60		2,278	13	570	6	2,848	7
UNC - Wilmington	734	6	820	8	270	16	563	4	60		2,447	8	376	9	2,823	8
East Carolina University	761	5	773	13	319	14	428	13	60		2,341	12	445	7	2,786	9
Fayetteville State University	642	12	858	5	390	8	393	15	60		2,343	11	300	12	2,643	10
UNC - Pembroke	718	8	819	9	285	15	534	7	60		2,416	9	194	14	2,610	11
Winston Salem State University	568	14	780	12	430	4	436	12	60		2,274	14	332	11	2,606	12
UNC School of the Arts	770	2	-	16	908	1	771	1	60		2,509	5	-	15	2,509	13
Elizabeth City State University	711	9	899	2	395	7	326	16	60		2,391	10	-	15	2,391	14
North Carolina State University	725	7	232	15	470	2	439	11	60		1,926	15	353	10	2,279	15
UNC - Chapel Hill	407	16	279	14	410	6	417	14	60		1,573	16	224	13	1,797	16

Ranked High to Low



ECU Peers 2024-25 Tuition & Fees

Undergraduate- Resident			Undergraduate- Nonresident		
	Total Tuition and Fees	Rank of Tuition and Fees Combined		Total Tuition and Fees	Rank of Tuition and Fees Combined
Virginia Commonwealth University	16,945	1	Virginia Commonwealth University	40,109	1
Western Michigan University	16,144	2	Washington State University	29,950	2
Illinois State University	15,252	3	Northern Arizona University	29,882	3
Washington State University	13,391	4	West Virginia University	28,608	4
Northern Arizona University	13,010	5	Illinois State University	28,210	5
Oklahoma State University-Main Campus	10,398	6	University of Nevada-Reno	27,720	6
University of Wisconsin-Milwaukee	10,234	7	Mississippi State University	27,637	7
Mississippi State University	10,202	8	Oklahoma State University-Main Campus	25,754	8
West Virginia University	10,104	9	East Carolina University	23,638	9
University of Nevada-Reno	9,578	10	University of Wisconsin-Milwaukee	22,398	10
East Carolina University	7,361	11	Western Michigan University	19,034	11
Florida Atlantic University	4,879	12	Florida Atlantic University	17,324	12
Ranked High to Low			Ranked High to Low		
Graduate- Resident			Graduate- Nonresident		
	Total Tuition and Fees	Rank of Tuition and Fees Combined		Total Tuition and Fees	Rank of Tuition and Fees Combined
Western Michigan University	20,103	1	Virginia Commonwealth University	32,470	1
Virginia Commonwealth University	17,252	2	Washington State University	30,467	2
Washington State University	14,845	3	Western Michigan University	29,681	3
Northern Arizona University	13,023	4	West Virginia University	29,538	4
University of Wisconsin-Milwaukee	12,728	5	Mississippi State University	27,637	5
West Virginia University	11,412	6	University of Wisconsin-Milwaukee	26,159	6
Illinois State University	10,218	7	University of Nevada-Reno	25,174	7
Mississippi State University	10,202	8	Oklahoma State University-Main Campus	24,595	8
Oklahoma State University-Main Campus	9,092	9	East Carolina University	20,807	9
East Carolina University	7,658	10	Northern Arizona University	19,306	10
University of Nevada-Reno	7,032	11	Florida Atlantic University	18,482	11
Florida Atlantic University	6,693	12	Illinois State University	13,062	12
Ranked High to Low			Ranked High to Low		



ECU 5-Year Fee History + Proposed

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

	Approved 2021-2022	Approved 2022-2023	Approved 2023-2024	Approved 2024-2025	Approved 2025-2026	Proposed 2026-2027	Proposed \$ Change	Proposed % Change
MANDATORY STUDENT FEES:								
GENERAL FEES:								
STUDENT ACTIVITY FEE	702.00	702.00	718.00	718.00	761.00	761.00		
ATHLETIC FEE	773.00	773.00	773.00	773.00	773.00	773.00		
STUDENT HEALTH FEE	319.00	319.00	319.00	319.00	319.00	319.00		
EDUCATION AND TECHNOLOGY FEE	403.00	403.00	403.00	403.00	428.00	453.00	25.00	5.84%
TOTAL GENERAL STUDENT FEES	2,197.00	2,197.00	2,213.00	2,213.00	2,281.00	2,306.00	25.00	1.10%
DEBT SERVICE								
ATHLETIC FACILITY DEBT	70.00	70.00	70.00	70.00	70.00	70.00		
NEW STUDENT UNION (phased fee)	375.00	375.00	375.00	375.00	375.00	375.00		
TOTAL DEBT SERVICE	445.00	445.00	445.00	445.00	445.00	445.00	-	0.00
TOTAL GENERAL STUDENT FEES & DEBT SERVICE	2,642.00	2,642.00	2,658.00	2,658.00	2,726.00	2,751.00	25.00	0.92%
SPECIAL FEES								
CAMPUS SAFETY FEE	52.00	60.00	60.00	60.00	60.00	60.00		
TOTAL SPECIAL FEES	52.00	60.00	60.00	60.00	60.00	60.00	-	-
MISCELLANEOUS CHARGES								
TRANSIT (Not approved by BOG, but charged to all students)	158.00	158.00	178.00	178.00	187.00	195.00	8.00	4.28%
GRADUATION (Not approved by BOG, but charged to all students)	12.00	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	1.00		
TOTAL MISCELLANEOUS CHARGES PAID BY ALL STUDENTS	171.00	171.00	191.00	191.00	200.00	208.00		
Total Fees Paid by Each Student	2,865.00	2,873.00	2,909.00	2,909.00	2,986.00	3,019.00	33.00	1.11%



Undergraduate Tuition Criteria Compliance

Restraint and Fiscal Sustainability

- ✓ Reimagine and consolidate Information Technology enterprise
- ✓ Reimagine and consolidate People, Operations, Success and Opportunity functions
- ✓ Improved administrative staffing
- ✓ Launched fiscal health workgroups to address various areas of improvement

Academic Program Optimization

- ✓ Review of degree programs in the bottom decile of productivity
- ✓ Six programs recommended for curtailment and subsequently approved for phase-out
- ✓ Second round of review is underway

Minimal Mandatory Fee Growth

- ✓ Only essential service enhancements and cost adjustments considered
- ✓ Education & Technology Fee will ensure continued access to core instructional technology, classroom systems, and digital learning tools that are increasingly vital to academic success
- ✓ Transit fee is consistent with inflationary trends

Undergraduate Tuition Criteria Compliance

Alignment of Housing and Dining Rates

- ✓ Intentionally elected not to propose any increase in on-campus housing rates
- ✓ Proposed increase in dining rates remains below current inflation and CPI benchmarks, ensuring students continue to receive value without facing disproportionate cost escalations

Strategic Use of Tuition Revenue

- ✓ Hiring of professional academic advisors
- ✓ Hire additional faculty in high-demand academic programs

Inflationary Context and Long-Term Planning

- ✓ Tuition and fees remain among the most affordable, ranking 11th out of 12 peer institutions

Undergraduate Tuition

	Current	Proposed	\$ Change	% Change
Undergrad Resident	\$4,452	\$4,585	\$133	3%
Undergrad Non-Resident	\$20,729	\$20,936	\$622	3%

- Increased Revenues: \$2.1M
- Uses:
 - Hire professional student advisors to transition faculty out of advisor roles
 - Technology investments
 - Hire faculty members for high-demand programs to grow programs
 - Other fiscal health initiatives

Education & Technology Fee

Request: 5.8% increase

	Current	Proposed	Change
All students	\$428	\$453	\$25

- Increased Revenue: \$637,500
- Use:
 - Offset increased software costs
 - Classroom Technology Upgrades
 - Computer Lab Upgrades
 - Budget readiness for AI opportunities

Summer Orientation Fee

Request: Consolidated 1.9% decrease

	Current	Proposed	Change
All students	\$188	\$185	-\$3

- Increased Revenue: \$0
- Consolidate current Orientation Fee of \$155 with current Orientation Housing Fee of \$33, but set combined fee at \$185

Dining Fee

Request: 2.5% increase

	Current	Proposed	Change
All Purple Plans	\$5,034	\$5,160	\$126
Create-Your-Own Non-Resident/Computer Block 100 with \$450	\$1,430	\$1,466	\$36
Create-Your-Own Non-Resident/Computer Block 100 with \$350	\$1,340	\$1,374	\$33
Create-Your-Own Non-Resident/Computer Block 100 with \$250	\$1,250	\$1,281	\$31
Create-Your-Own Non-Resident/Computer Block 75 with \$450	\$1,225	\$1,256	\$31
Create-Your-Own Non-Resident/Computer Block 75 with \$350	\$1,135	\$1,163	\$28
Create-Your-Own Non-Resident/Computer Block 75 with \$250	\$1,045	\$1,071	\$26
Create-Your-Own Non-Resident/Computer Block 50 with \$450	\$1,010	\$1,035	\$25
Create-Your-Own Non-Resident/Computer Block 50 with \$350	\$920	\$943	\$23
Create-Your-Own Non-Resident/Computer Block 50 with \$250	\$830	\$851	\$21
Create-Your-Own Non-Resident/Computer Gold 550	\$550	\$564	\$14

- Increased Revenue: \$723,000
- Use:
 - Offset \$877,000 of inflationary costs
 - Increase of 3% in labor, 1% in food, and 10% in directs (ex: equipment, uniforms, paper products)

Transit Fee

Request: 4.3% increase

	Current	Proposed	Change
All students	\$187	\$195	\$8

- Increased Revenue: \$228,000
- Use:
 - Offset increased maintenance contractor labor costs

School of Dental Medicine – Housing Fee

Request: 7.8% increase

	Current	Proposed	Change
All students	\$1,475	\$1,590	\$115

- Increased Revenue: \$21,812
- Use:
 - Cover increased student housing costs for D4 students during rotations at the CSLCs.
 - Rent, utilities, cleaning, cable, internet, furnishings

Brody School of Medicine – Tuition

Request: 3.26% increase

	Current	Proposed	Change
Resident	\$22,252	\$22,977	\$725
Non-resident*	\$50,649	\$52,300	\$1,651

- Increased Revenue: \$279,125
- Use:
 - 2.0 FTE technicians to support the educational programming in the Clinical Simulation Center and access to online curricular subscriptions



School of Medicine – Tuition Comparison

Peers

University	Resident tuition 2022-2023	Resident tuition 2023-2024	Resident tuition 2024-2025	Tuition, Fees, & Hlth Ins 2024-2025
Western Michigan University (private)	66,900	67,00	68,400	68,400
University of Louisville	43,610	44,482	46,706	51,415
Wright State University	37,837	42,264	44,380	48,847
University of South Carolina-Greenville	42,888	42,888	42,888	47,737
Missouri-Kansas City	37,432	40,736	42,773	47,436
Central Michigan University	43,952	43,952	46,150	46,325
Virginia Commonwealth University	34,427	35,460	36,524	43,829
East Tennessee State	36,480	36,480	36,480	42,842
Southern Illinois University	34,734	35,616	36,540	42,746
Florida International University	32,738	32,738	32,739	41,570
University of Nevada-Reno	31,056	31,758	32,475	39,495
University of North Dakota	34,360	34,360	34,360	38,574
East Carolina University-Brody	20,252	22,252	22,252	28,079
Texas Tech	17,700	16,946	18,222	26,351

Non-Peers

University	Resident tuition 2022-2023	Resident tuition 2023-2024	Resident tuition 2024-2025	Tuition, Fees, & Hlth Ins 2024-2025
UNC-Chapel Hill	32,746	32,746	32,958	37,883
Campbell University	57,360	59,080	59,970	62,140



Meeting of the Board of Trustees
Committee on Strategy & Innovation
November 13, 2025

COMMITTEE REPORT

Thursday, November 13, 2025, at 11:45 a.m.
Via Videoconference and Panopto Livestream
ECU Main Campus Student Center, Room 249
501 E. 10th St.
Greenville, NC 27858

The Committee on Strategy and Innovation met November 13, 2025. The committee approved the open session minutes from the October 2, 2025 meeting. Chancellor Rogers introduced Jason Simon and Vanessa Theoharis, of SimpsonScarborough, a national marketing firm with a focus on higher education marketing. They presented their work on ECU's branding and marketing strategy. They discussed the challenges facing universities today and the importance of a comprehensive brand system. The presentation included a project update, highlighting the discovery process, brand and creative strategy, and the upcoming brand activation phase. The creative platform focused on boldness: bold color, bold font, bold photography. Jason Simon shared the proposed marketing strategies that were well-received by internal and external audiences during the research phase. The go-to-market strategy aims to strengthen ECU's position among its competitors and includes objectives such as shifting brand perceptions, increasing awareness of ECU's research impact, and boosting enrollment. There were really good questions and discussion from the board on this topic and I think we all look forward to engaging more as we move into the implementation phase of the new brand strategy.

Madam Chair, that concludes my report.



Meeting of the Board of Trustees
University Affairs Committee
November 13, 2025

REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE

Thursday, November 13, 2025 at 12:30 p.m.
Via Videoconference and Panopto Livestream
ECU Main Campus Student Center, Room 249
501 E. 10th St.
Greenville, NC 27858

The University Affairs Committee began by approving the minutes of the October 2, 2025 meeting with no changes.

The committee also considered two action items. Dr. Chris Buddo presented 1,863 candidates for degrees for conferral at the annual Fall Commencement coming up in December. We'll have a motion here in just a moment.

Dr. Sharon Paynter proposed the disestablishment of the East Carolina Heart Institute as a UNC-authorized institute, while affirming its continued operation as a clinical entity. The committee approved the recommendation, and the full Board approved this item through the consent agenda this morning.

The informational topics of the day included Provost Buddo's delivery of the Academic Program Review Summary Report for 2024–2025, covering 35 programs, 24 of which are accredited. He also provided an update on ECU's standing on each of the UNC performance metrics, describing areas of success and opportunity. Dr. Paynter then returned to share context related to the federal landscape for sponsored research, emphasizing ECU's alignment with evolving funding expectations.

Lastly, we went into closed session to consider approval of supplemental payments to faculty in the College of Allied Health Sciences. That item was also approved as part of the consent agenda this morning.

At this time, I'd like to turn it over to Daniel Walker for a motion.