

9-14-04

To: Faculty Senators:

Welcome to the 2004-2005 academic year and to more opportunities to improve our institution through shared University governance. Chancellor Ballard understands that we have a vital tradition in this regard at ECU and sends his greetings and regrets that his trip to visit with Washington DC contacts conflicted with our meeting today.

Clearly, our work in Washington must be advanced and he looks forward to meeting with us in October. I am grateful, as are we all, that Catherine Rigsby has agreed to lead the faculty and Faculty Senate this year. I look forward to working with Catherine and the other officers throughout the year. In order to save time at the meeting for your questions and comments, here is some report item information:

1. Salary Increment processes: Finally, we have had some monies for salary increases. We regret that campus-based tuition increase (CBTI) monies could not be used for SPA or for non-teaching EPA increments. The Board of Governors made those decisions and the Office of State Personnel governs what can and cannot be done with SPA salaries. The current increment was 2.5% or \$1,000 (whichever was higher) for all SPA salaries. There was a 2.5% increment on the faculty salary base and with the CBTI monies added, the average faculty salary increment should approach 4.5%. Merit, equity, market, and compression were the factors in determining faculty salary increment recommendations. Vacant position use and salary reserves allowed non-teaching EPA employees a similar possible average increment. We do not have the ranges and averages as yet, but we will report on that in October. I trust that chairs and directors have been able to begin addressing equity and compression issues. I also trust that each unit has held discussions for faculty input on what meritorious performance means in that unit. We will endeavor to set aside a small but useful amount of money for diversity purposes this year, as well as funds for SPA and fixed-term employees. Chancellor Ballard has asked us to begin a 3-5 year process that will gradually begin to address these matters.

2. Fixed-term Committee: I am pleased that this committee is formed and will be meeting on issues related to fixed-term employment at ECU. Happily, Bob Morrison has agreed to chair the committee and Bob's work on the UNC committee will facilitate our approach here. I look forward to hearing committee suggestions and recommendations going forward. Henry Peel in Academic Affairs has gathered some salary data that should be of use to the committee.

3. Academic Affairs Organization: Attached is a report that includes the refinements in organization in the Academic Affairs division. Henry Peel, Rita Reaves, and Elmer Poe will assist me in leading the division along lines that combine positions in functional ways. Several collaborative teams will continue to work within these functional areas. Also, Darryl Davis and Dorothy Muller will report to me as projects directors on major projects. Banner transition is extremely important for the division and for the University and Dr. Davis' experience and expertise will guide us in that, as in other projects. Dr. Muller will continue to direct the "succeed sooner" project, as well as the large classroom project, the ECU in Washington program, new faculty orientation, the teacher-scholar program, among other important projects.

4. ECU Annual Report: Attached are both the annual report sent to the Office of the President and Chancellor Ballard's summary of the report. As faculty leaders, I thought it important for you to have the report. It provides an interesting and impressive overview of what we have accomplished during the past year.

5. Budget Matters: Probably the three most important phases of any given academic year are personnel and tenure recommendations, salary increment recommendations, and resource locations. We are now in the midst of the third among these. We have nearly \$7 million in faculty positions to allocate (97) as well as the associated academic support monies. The deans have sent in requests in the spring. Distance education accounts for about 75% of our funding and will therefore receive about that percentage of the new funding. We expect to perform these allocations within the next month.

James LeRoy Smith  
Interim Vice Chancellor for Academic Affairs  
September 14, 2004



**Academic Affairs  
Organizational Structure  
Jim Smith, Interim Vice Chancellor**

The division organization & staff should be flexible and fluid to meet the needs of a growing and expanding university.

The Vice Chancellor's staff:

- ✓ works at a strategic level to facilitate the direction and operations of East Carolina University.
- ✓ assists in the implementation of the strategic direction for the division and the university
- ✓ assists academic units in meeting their strategic directions.

Vice Chancellor for Academic Affairs	Senior Associate Vice Chancellor for Academic Affairs	Associate Vice Chancellor for Academic Programs	Associate Vice Chancellor for Academic Outreach
<b>Jim Smith, Interim</b> <ul style="list-style-type: none"> <li>▪ Leads the division</li> <li>▪ Facilitates <u>Academic Executive Council</u> consisting of Sr. Associate Vice Chancellor, Associate Vice Chancellor for Academic Programs, Associate Vice Chancellor for Academic Outreach</li> <li>▪ Participates regularly with <u>Academic Cabinet</u> which includes members of Academic Executive Council plus Assistant Vice Chancellor for Budget and Associate Vice Chancellor for Personnel</li> <li>▪ Represents division in all chancellor level committees such as Chancellor's Executive Council and Chancellor's Cabinet</li> <li>▪ Leads meetings of Academic Deans</li> <li>▪ Collaborates with other Vice Chancellors in other divisions</li> <li>▪ Supervises college deans and director of Academic Library Services</li> </ul> Direct Reports: <b>Henry Peel, Rita Reaves, Elmer Poe, Dorothy Muller, Darryl Davis</b>	<b>Henry Peel</b> <ul style="list-style-type: none"> <li>▪ Serves as a member of Academic Executive Council</li> <li>▪ Serves as member Academic Cabinet</li> <li>▪ Academic Affairs Personnel</li> <li>▪ Academic Affairs Budget</li> <li>▪ Academic Services</li> <li>▪ Academic Advising</li> <li>▪ Admissions</li> <li>▪ Financial Aid</li> <li>▪ Registrar</li> <li>▪ Student Professional Development</li> <li>▪ Academic Affairs Communications</li> <li>▪ Liaison to Graduate School</li> <li>▪ Serves on Chancellor's Executive Council and Chancellor's Cabinet in Vice Chancellor's absence</li> </ul> Direct Reports: <b>Dianna Lowe, Joe Gaddis, Linda Ingalls, Don Joyner, Tom Powell, Rose Mary Stelma, Angela Anderson, Sue Martin, Carla Jones</b>	<b>Rita Reaves</b> <ul style="list-style-type: none"> <li>▪ Serves as a member of Academic Executive Council</li> <li>▪ Serves as member Academic Cabinet</li> <li>▪ OP Policy</li> <li>▪ Program Development</li> <li>▪ Liaison to IPRE for academic planning (programs &amp; facilities)</li> <li>▪ Liaison to Institutional Effectiveness for Assessment</li> <li>▪ Faculty Professional Development</li> <li>▪ Liaison for Graduate Program Development &amp; Assessment</li> <li>▪ Liaison with Faculty Senate</li> <li>▪ Service Learning</li> <li>▪ Academic Programs (Honors, Scholars &amp; Undergraduate Research; Early Math Placement; University Writing Program)</li> </ul> Direct Reports: <b>Rita Gonsalves, Michael Bassman, Dot Clayton, Pat Bizarro</b>	<b>Elmer Poe</b> <ul style="list-style-type: none"> <li>▪ Serves as a member of Academic Executive Council</li> <li>▪ Serves as member Academic Cabinet</li> <li>▪ Academic Affairs liaison with ITCS</li> <li>▪ Continuing Studies &amp; Distance Education</li> <li>▪ International Affairs &amp; Global Projects</li> <li>▪ Teaching and Learning Through Technology</li> <li>▪ Academic Affairs Web Coordination</li> <li>▪ Military Programs</li> <li>▪ Community College liaison</li> </ul> Direct Reports: <b>Rosina Chia, Clayton Sessoms, Steve Duncan, Charles Lyons, TLT assistant</b>

**Special Assistants to the Vice Chancellor**

**Darryl Davis, Special Assistant to the Vice Chancellor**

- Automated Personnel System (Project liaison: Peel and Reaves)
- Facilitate Academic Affairs Banner Implementation (Project liaison: Peel and Poe)
- Facilitate on line catalog creation (Project liaison: Reaves)
- Facilitate web based academic advising capabilities (Project liaison: Reaves & Peel)
- Academic Affairs Economic Development Initiatives—especially boating industry (Project liaison: Poe)

**Dorothy Muller, Special Assistant to the Vice Chancellor**

- Work with selected school systems to offer ECU courses (similar to UNC-G-Fast Forward). (Project liaison: Peel and Poe)
- Succeed Sooner (Project liaison: Peel)
- Coordinate UNC in Washington Program (Project liaison: Poe)
- Coordinate large class redesign project: (Project liaison: Reaves)
- Academic Liaison for facilitating Grant submissions (Project liaison: Reaves)
- Coordinate Teacher/Scholar symposium (Project liaison: Reaves)
- Coordinate new faculty orientation effective fall 2005 (Project liaison: Reaves)

*Discussed with Deans: July 21, 2004  
 Complete discussion with Academic Affairs Staff: July 23, 2004  
 Endorsed by Chancellor Ballard: July 30, 2004  
 Effective: August 2, 2004*



To: ECU Board of Trustees  
From: Steve Ballard, Chancellor  
Date: September 10, 2004  
Re: East Carolina University's Annual Report

This year, I want to use our annual report to the Office of the President as my annual report to you. Next year, I will add my own version, as well as share what we send to President Broad.

I see as a theme this year that East Carolina University is the state's fastest growing university. This is evidenced by remarkable growth in every area:

**Enrollment:** Total enrollment was 21,756, including both on-campus and distance education students, an increase of 6 percent over fall 2002 enrollment of 20,577. The total included 16,935 undergraduate students, 4,517 graduate students, and 304 medical students. Graduate enrollment reached 20 percent of ECU's total enrollment to 4,517 students in fall 2003, an 11 percent increase over the previous fall.

**Academic Programs:** ECU received permission to establish the bachelor of science in engineering in fall 2004, the MAEd in birth through kindergarten education in fall 2004, and the PhD in medical family therapy in fall 2005. The Division of Health Sciences is preparing for fall 2005 establishment of the PhD in rehabilitation counseling and administration and has submitted the request to establish the doctor of physical therapy in fall 2005.

**Facilities:** The \$70.5 million Science and Technology Building was dedicated on October 11, 2003. Groundbreaking for the Learning Village at the Brody School of Medicine complex occurred on March 26, 2003; in mid-summer, funding was approved for the \$60 million Cardiovascular Institute. Recreational Services finalized purchase of 129 acres of property to be developed into the North Campus Recreation Facility for intramural activities.

**Distance Education:** ECU continued to provide the largest number of degree programs offered at a distance in North Carolina. Thirty-five degree programs are offered either on-line or at multiple sites throughout eastern North Carolina. The university has experienced an average student credit hour growth exceeding 45 percent annually since 2000. The 2003-2004 student credit hour enrollment exceeded last year's total by over 60 percent.



**Sponsored research:** The number of submitted grants and contracts increased by about 10 percent compared to 2002-2003. The total number of awards for 2003-2004 was approximately the same as last year; however, the total amount of support, excluding the MFPP, increased 18 percent to approximately \$33 million, indicating a significant increase in the average size of awards. Invention disclosures have risen by 85 percent, pre-disclosure contacts with faculty have increased by 45 percent, and license income has grown to \$418,610, an increase of 63 percent over 2002-2003.

**Capital Spending:** Expenditures from the Higher Education Improvement Bonds program totaled \$25,645,824 including the \$12 million Rivers renovation, the \$13 million Flanagan renovation, construction of the 40,000 square foot West End Dining facility, and the 41,755 square foot baseball stadium at Harrington Field. Total capital spending for FY 2003-04 was \$41,479,432.

**Gifts:** Wachovia awarded \$1.25 million (the largest corporate gift to date to ECU) to support Partnership East. Through the work of the three foundations, major gift solicitation continued to improve. The total dollar activity in new gifts, pledges, and deferred gifts of \$25,000 or more for fiscal year 2004 is \$4.465 million. The East Carolina University Educational Foundation (Pirate Club) reported growth in membership and contributions, receiving more than \$1 million in capital gift commitments. The Medical Foundation of East Carolina University reports that to date, \$3.555 million has been raised compared to \$3.207 million in 2002-03 and \$1.776 million in 2001-02.

**National reputation:** The College of Education was one of only fifteen teacher preparation programs invited to the National Commission on Teaching and America's Future. The Department of Recreation and Leisure Studies received the 2003 Excellence in Education Award from the American Therapeutic Recreation Association. Faculty in the Department of Sociology ranked first nationally in scholarly productivity compared to similar programs. The Department of Family Medicine received a national award for its work with medical students on the Family Medicine Interest Group. *US News and World Report* has again ranked the ECU graduate program in rehabilitation counseling fifteenth in the nation. Promotional materials produced by our publications staff earned a bronze Telly Award and awards from the Council for Advancement and Support of Education. The Pirate baseball team received its highest national ranking in school history (third), and finished the year ranked as high as eighth.

I look forward to working with you to make 2004-2005 even better. It is a great time to be at East Carolina University!



## **EAST CAROLINA UNIVERSITY 2003-2004 ANNUAL REPORT**

### **Introduction**

The year will be remembered for exceptional and exciting changes in the history of East Carolina University including successful funding of the \$60 million Cardiovascular Institute for research and education programs in heart related diseases, groundbreaking for the Learning Village at the Brody School of Medicine complex, the Board of Governors' approval of a bachelor of science degree in engineering, and the appointment of the tenth chancellor of the university. Observers have sometimes referred to the range and quality of educational experiences at East Carolina as "a well-kept secret." As fall 2004 approaches, we sense that the secret is out.

### **Trustees and Administration**

Officers of the Board of Trustees were James R. Talton, Jr. (chair), Stephen D. Showfety (vice chair), and Dan V. Kinlaw (secretary). Administrative appointments included Dr. Steve Ballard, chancellor; Dr. James LeRoy Smith, interim vice chancellor for academic affairs; Dr. Garrie W. Moore, vice chancellor for student life; Dr. John Lehman, acting vice chancellor for research and graduate studies; Dr. George W. Harrell, senior associate vice chancellor for campus operations; Mr. Charles M. Hawkins, senior associate vice chancellor for financial services; Mr. Nick Floyd, interim director of athletics; Dr. Jack Brinn, interim chief information officer; Dr. Cynda Johnson, dean, Brody School of Medicine; Mrs. Stacie Tronto, director, Office of Internal Auditor; and Dr. Robert J. Thompson, acting director, economic development and community engagement.

The Division of Health Sciences announced several new administrative positions. Dr. W. Randolph Chitwood, Jr., was named senior associate vice chancellor for health sciences and director of the Eastern Carolina Cardiovascular Diseases Institute (ECCVI). Other new



appointments included Dr. Peter J. Kragel as associate vice chancellor for health sciences planning and program development; Ms. Terri Workman as assistant vice chancellor for health sciences communications and special programs; and a

national search was launched for a president of the Medical Foundation of ECU (Mr. Lyne Gamble was named interim president).

### **Academic Affairs/Health Sciences**

Total enrollment was 21,756, including both on-campus and distance education students, an increase of 6 percent over fall 2002 enrollment of 20,577. The total included 16,935 undergraduate students, 4,517 graduate students, and 304 medical students.

Colleges and schools reported numerous highlights including the following:

- The Thomas Harriott College of Arts and Sciences continued to grow as reflected in both quantitative and qualitative measures. For example, the Department of Chemistry experienced enrollment growth of 31 percent over the past five years; graduate enrollment in the Department of Geography increased 40 percent, and undergraduate enrollment doubled in the past five years. Research and creative activity included the work of 1) faculty in the Department of Sociology who ranked first nationally in scholarly productivity compared to similar programs; 2) Dr. Tim Romack (chemistry) who was awarded three new US patents; 3) Dr. Yong-Qing Li (physics) who continued his pioneering research in Raman spectroscopy and received a Department of Defense (DOD) contract, the largest DOD contract ever received at ECU. The PhD program in technical and professional discourse begins in the Department of English in fall 2004.

- The College of Fine Arts and Communication was established on July 1, 2003, bringing together the former Schools of Art and Music, the programs in theatre and dance, and the program in communication. On March 19, 2004, the School of Art became the School of Art



and Design. The programs in theatre and dance became the School of Theatre and Dance and the program in communication became the School of Communication. The School of Music retained its previous name. Major outreach activities included the ECU Summer Theatre, Billy Taylor Jazz Festival, Gray Gallery

series, Four Seasons Chamber Music Festival, Public Radio East concert series, ECU Art Enthusiasts Antique Show, ECU Lossein Playhouse and Studio Theatre, New Music Festival, and the School of Communication Oratorical Competitions. Combined efforts resulted in a doubling of the press releases and public service announcements for special events for the four schools within the college. Following a national search, Dr. Jeffery Scott Elwell of the University of Nebraska was chosen to lead the College of Fine Arts and Communication.

- Activities, accomplishments, and national recognitions marked the year in the College of Education. The College of Education increased distance education (DE) programming by 35 percent to 21,500 student credit hours, the third consecutive year of 30+ percent growth in DE. Wachovia awarded \$1.25 million (the largest corporate gift to date to ECU) to support the model collaborative initiative, Partnership East. In response to this gift, the initiative was renamed Wachovia Partnership East. This initiative, a collaboration with North Carolina community colleges, expanded to include a third hub site at Wayne Community College to serve both the southwest service area and Seymour Johnson Air Force Base. In recognition of this successful model, a national conference highlighted Wachovia Partnership East. The Council for Exceptional Children named Special Education Teacher-in-Residence Debbie Metcalf the 2004 Clarissa Hug National Teacher of the Year. The College of Education was one of only 15 teacher preparation programs in the nation invited to a national summit, the National Commission on Teaching and America's Future. The College is



poised to be a national leader in teacher preparation, distance education and collaborative partnerships.

- The College of Business commemorated the twenty-one-year leadership of retiring Dean Ernie Uhr and welcomed the appointment of Dean Rick Niswander. The college reported that the first full year of the on-line MBA program has been completed with 110 students. This program is the only on-line MBA in the UNC system. The BSBA general business program will begin in fall 2004 and will be the only on-line undergraduate business program at an AACSB accredited College of Business in the UNC system. Faculty

scholarship continued to be noteworthy; Drs. West and Dellana were presented the Best Environmental Issues Paper award at the Decision Sciences Institute 2003 national meeting.

- The College of Health and Human Performance also received national recognition; the Department of Recreation and Leisure Studies received the 2003 Excellence in Education Award from the American Therapeutic Recreation Association. The college completed a wide range of improvements including implementing a college advising center, installing wireless areas, hiring a director of development, and dedicating "Marie's Place" eatery for the Minges Complex, honoring Marie Williams and the contributions of the Williams family. All departments in the college now have mentoring programs in place for tenure-track faculty, a model that the university is considering for adoption.

- The College of Technology and Computer Science occupied its new home, the \$70.5 million Science and Technology Building that was dedicated October 11, 2003. The College also received permission to establish the bachelor of science in engineering in fall 2004 and purchased new equipment for the program from a \$300,000 legislative appropriation. The Global Classroom was used to teach a multi-campus course in construction management involving Arizona State



University, Oklahoma State University, and Michigan Tech University. Enrollment growth continued in the departments of industrial technology and construction management (+191 undergraduates above the previous year).

- The College of Human Ecology received approval from the Board of Governors to establish the PhD in medical family therapy in fall 2005 and to establish the MAEd in birth through kindergarten education in fall 2004. The college was also granted permission to begin offering the BS in hospitality management via distance education in fall 2004. In another innovative format, the college offered a multidisciplinary academic course to London and Paris that involved sixty-eight students including eleven participants from five other US universities.

- The Brody School of Medicine reported significant accomplishments. The Department of Family

Medicine received a national award for its work with medical students on the Family Medicine Interest Group. Ninety-four percent of M2 students who took the USMLE Step 1 exam for the first time passed; 96 percent of M4 students passed the Step 2 exam on their first attempt. The Leo W. Jenkins Cancer Center received full accreditation with commendation from the American College of Surgeons' Commission on Cancer. Premium Care, a new medical service offering expedited care for university employees and their adult family members, was established. Finally, Dr. W. Randolph Chitwood, Jr. received the O. Max Gardner Award from the Board of Governors for making the greatest contributions to the welfare of the human race. The Board of Governors granted approval to establish the Eastern Carolina Cardiovascular Institute (ECCVI); Dr. Chitwood will lead the institute.



- The School of Allied Health Sciences is preparing for fall 2005 establishment of the PhD in rehabilitation counseling and administration and has hired an internationally recognized director for the newly approved program. *US News and World Report* has again ranked the ECU graduate program in rehabilitation counseling fifteenth in the nation. The Department of Physical Therapy has submitted the request to establish the doctor of physical therapy in fall 2005. Excellence in teaching continued to be a hallmark of the school: students in the Department of Health Services and Information Management achieved a 100 percent pass rate for the third year in a row on the certification exam; graduate students in rehabilitation counseling also achieved a 100 percent pass rate on their certification exam.

- The School of Nursing reported that the PhD in nursing, now in its second year, continues to grow with projected enrollment of 15-18 by the third year. The school continues to address the nursing shortage: an off-campus RN-BSN program in Goldsboro continued and a similar program was initiated in New Bern. The neonatal nurse practitioner concentration in the MSN program will be offered on-line. The Alternate-Entry MSN option will enroll the first cohort of students in fall 2004. This is the first

program option of its kind in North Carolina.

ECU continued to provide the largest number of distinct degree programs offered at a distance in North Carolina. Thirty-five degree programs are offered either on-line or at multiple sites throughout eastern North Carolina. In 2003-2004 the university served 6,600 DE students and offered over 1,200 course sections. As a result of ECU's emphasis on degree program development and effective marketing, the university experienced an average student credit hour growth in excess of over 45 percent annually since 2000. The 2003-2004 student credit hour



enrollment exceeded last year's total by over 60 percent. Enrollment in distance education programs increased by 32 percent from fall 2002 to fall 2003.

This year marked the start of six new on-line undergraduate degree completion programs that permit students to build on course work completed at North Carolina community colleges. These new programs increase ECU's total to ten on-line undergraduate degree completion programs that address the critical areas of economic development, technology, healthcare, and education. Wachovia Partnership East has expanded to three sites and offers undergraduate teacher preparation programs in elementary and special education. At the graduate level, an on-line program in science education and an additional site-based MSW program were added to an inventory consisting of a wide spectrum of twenty-three graduate programs.

The process of integrating distance education students into mainstream university services continued this year with particular emphasis in student life, orientation, and technology services. In collaboration with the Graduate School and ITCS, graduate school orientation was videotaped and placed on the "Options" web site for distance education students to view when convenient. The division worked with student life to make One Cards and payment for selected student activities available to DE students.

### **Research**

The Division of Research, Economic Development and Community Engagement was reorganized in

November 2003 as the Division of Research and Graduate Studies with the goal of developing more effective cross-campus research collaborations between the Divisions of Academic Affairs and Health Sciences. Economic development and community engagement were moved to the Office of the Chancellor.



Sponsored program activity for 2003-2004 showed an increase in the number of submissions and level of awards. (Note: Figures below are estimates only because final figures are not yet available). The number of submitted grants and contracts increased by about 10 percent compared to 2002-2003. The total number of awards for 2003-2004 was approximately the same as last year; however, the total amount of support, excluding the MFPP, increased 18 percent to approximately \$33 million, indicating a significant increase in the average size of awards compared to 2002-2003. With the addition of the MFPP funds, the total level of support should be \$38-\$40 million. Awards to health sciences stayed about the same, awards to academic affairs increased 46 percent, and awards to research and graduate studies increased 20 percent compared to last year. The increase in the size of awards this year is due in part to expanded efforts by research division staff to facilitate submission of major grants and contracts with university-wide significance. These efforts resulted in the 100 percent success rate for six new sponsored projects totaling \$2.3 million.

The recently established ECU Research Institute's mission is to identify and provide seed funding in interdisciplinary research areas that have the potential to become nationally and internationally recognized centers of excellence. In September 2003, the ECURI issued its first call for proposals and received seven interdisciplinary proposals from ECU faculty.

ECU is recognized regionally, nationally, and internationally for achievements in innovation development. The Office of Technology Transfer reported that invention disclosures have risen by 85 percent, pre-disclosure contacts with faculty have increased by 45 percent, and license income has grown to \$418,610, an increase of 63 percent over 2002-2003.



Graduate enrollment, excluding first professional degree students, reached 20 percent of ECU's total enrollment to 4,517 students in fall 2003, an 11 percent increase over the previous fall. The growth in graduate enrollment resulted from the rapid increase in the distance education delivery of graduate degree programs.

The research division initiated a comprehensive study of graduate programs at ECU for the quantification of graduate program size, cost, student capacity, student demand, efficiency, productivity, and quality. Current review of the data will be used to develop policies for funding graduate education with the specific aims of developing appropriate capacity and improving efficiency and quality.

### **Student Affairs**

The Division of Student Life continued to experience tremendous success in providing quality out-of-the-classroom experiences for our students. This division supports learning as an inextricable link to personal development and the student development process.

Campus safety initiatives were a major focus last year and led to establishing a SAFE Ride Program, increased residence hall staff security rounds, and the installation of security equipment in the residence halls.

The division established an ombudsman office to provide information and advice to resolve university-related concerns as appropriately and efficiently as possible. The ombudsman serves all members of the university community. Also established was a position for student neighborhood relations, one of only 16 such positions in universities across the nation and the only one in the UNC system.

Recreational Services finalized purchase and acquisition of 129 acres of property to be developed into the North Campus Recreation Facility for intramural and club sport activities.

The purchase price



was \$2.4 million with an initial \$6 million being allocated for the initial phase of the development. The design development process will be initiated this summer.

The Wellness Institute, a collaborative initiative between Recreational Services, Student Health Services, and the Department of Human Resources, was offered each semester, with over forty-five employees enrolled. To our knowledge, this is the first institute of this nature in the country at a state institution and should be a model within the UNC system.

The Center for Off-Campus Living, a new unit within the Division of Student Life, was created to support the educational mission of the university to develop personally responsible citizens and to support East Carolina University students who live off campus. Adult and Commuter Student Services, the Student Neighborhood Relations Facilitator, Greek Life, the Office of Student Conflict Resolution, and the Mediation Center are grouped in the center.

The 2003-2004 academic year was very successful for the Office of Greek Life. ECU Greek students performed well above the average when compared to undergraduate students on campus, specifically in the areas of leadership and grade point averages.

#### **Business Affairs**

Expenditures from the Higher Education Improvement Bonds program totaled \$25,645,824. Major construction projects supported with bond funds include the \$12 million renovation and addition project at the Rivers Building. This partial renovation and three-story addition of 38,246 square feet to the Rivers Building will provide additional faculty offices and a large lecture classroom for the School of Nursing and the College of Human Ecology. Bond funds also supported the \$13 million renovation of 117,968 square feet in Flanagan Building to provide refurbished offices and classrooms for several programs including archaeology, anthropology,



geology, ICMR, CRM, and mathematics and science education. Other construction projects underway include the construction of the new 40,000 square feet West End Dining facility and the 41,755 square feet baseball stadium at Harrington Field. Total capital spending for FY 2003-04 was \$41,479,432. Unfortunately, limited repair and renovations funding

continued to increase the deferred maintenance backlog.

In 2003, the Office of the President of the University of North Carolina requested an operational assessment on the maintenance programs and conditions of the sixteen campuses in the university system. East Carolina University was one of only three campuses in the UNC system rated excellent. The university also received excellent reports from North Carolina Department of Environment and Natural Resources (NCDENR) for the annual sanitary inspection and from the Department of Insurance for the annual fire and safety inspection.

Budget reductions totaled \$10.2 million while the number of students enrolled continued to increase. Even so, the fiscal integrity of the institution remained strong with a clean audit opinion on the financial statements and an A1 rating from Moody's on new debt.

Staff in all divisions is involved with the implementation of the SCT Banner system. The investment of \$18.7 million over the next four years will allow this system to support the expansion of the university.

#### **Development and Public Affairs**

With the assistance and cooperation of the three foundations, the coordination for major gift solicitation continued to improve. The total dollar activity in new gifts, pledges, and deferred gifts of \$25,000 or more for fiscal year 2004 is \$4.465 million.



University Marketing successfully completed the first phase of the brand campaign that included production and placement of print, television, and radio advertising. A unified visual identity system, designed to complement the "Tomorrow Starts Here" message that is at the center of the branding campaign, was developed and deployed across the university. Materials produced by our publications staff earned a bronze Telly Award and awards from the Council for Advancement and Support of Education.

The three foundations continued to work together in support of East Carolina University. The Board of Directors of the East Carolina University Foundation completed its strategic plan, aligning the foundation's priorities more directly in support of academic programs. The foundation continued its record of clean audit reports. In 2004, the foundation's financial statements will be included as a part of the financial report for the university. The East Carolina University Educational Foundation (Pirate Club) reported growth in membership and annual fund contributions, receiving more than \$1 million in capital gift commitments.

Many positive changes have taken place as The Medical Foundation of East Carolina University revamped many of its systems to ensure greater fiscal management and service to its donor constituencies. To date, \$3.555 million has been raised compared to \$3.207 million in 2002-03 and \$1.776 million in 2001-02.



### **Athletics**

East Carolina has an outstanding athletics program that has maintained a commitment to excelling both on the playing field and in the classroom. Nearly 40 student-athletes earned All-Conference USA accolades in 2003-04; 128 were named to the C-USA Commissioner's Honor Roll with cumulative grade point averages of 3.0 or better.

The 2003-04 year was highlighted by the performance of the Pirate baseball team which posted its first 50-win season, received its highest national ranking in school history (third), and finished the year ranked as high as eighth. In addition, the men's 4x100 relay team qualified for the NCAA Championships and placed fifteenth at the national meet.

ECU student-athletes once again excelled in the classroom with 45 percent of them posting a 3.0 GPA during the spring semester, while seventeen student-athletes earned the C-USA Commissioner's

Academic Medal for a cumulative GPA of 3.75 or better. ECU student-athletes performed over 2,700 hours of community service, a 23 percent increase from a year ago.

### **Conclusion**

ECU is a university that recognizes its challenges. As the state's fastest growing university, we must aggressively increase our revenues from virtually every source, while focusing on activities to ensure that the money we spend is on those things that matter most. ECU must be accountable to the public, earn the public trust and keep that trust. ECU is committed to enhancing the intellectual and demographic diversity of our university, and to providing students and staff the opportunities necessary for success in a diverse world and a global economy. ECU must plan for wise management of our growth while never losing sight of the reason for our being – our students and our society.



ECU is a pathbreaking public university that improves the lives of its constituents; is engaged throughout society; is an effective partner with its community, its region, and its state; and is not only the most important institution east of I-95, but is recognized among all universities for its commitment to society. ECU will be the catalyst for growth, economic development and a better quality of life in eastern North Carolina and the hub of its region -- a vibrant community, known for its ideas, resourcefulness and creativity. ECU is a campus that people seek out to visit because of its spirit, because it is welcoming and friendly, and because is a university that is a mandatory stop on any tour of institutions that know who they are, what they value and where they are headed.

Finally, ECU is committed to making quality of performance the hallmark of everything we do. Through innovations in education, an increased focus on research, and increased dedication to our constituencies, we are responding to the needs of citizens and our times! It is a great time to be at East Carolina University.