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This publication is available digitally with hyperlinks at info.ecu.edu/leadership online.
To be a national model for student success, public service and regional transformation, East Carolina University:

- Uses innovative learning strategies and delivery methods to maximize access;
- Prepares students with the knowledge, skills and values to succeed in a global, multicultural society;
- Develops tomorrow’s leaders to serve and inspire positive change;
- Discovers new knowledge and innovations to support a thriving future for eastern North Carolina and beyond;
- Transforms health care, promotes wellness and reduces health disparities; and
- Improves quality of life through cultural enrichment, academics, the arts and athletics.

We accomplish our mission through education, research, creative activities and service while being good stewards of the resources entrusted to us.

ECU’s motto is 
SERVIRE — “TO SERVE.”

Maximize Student Success
The success of our students is the ultimate measure of our university. We will support excellence, expand opportunity and celebrate achievement.

Serve the Public
Service is at the heart of this university. We will inspire the next generation of leaders to carry this spirit of service into their professional lives. We will demonstrate this commitment to service to benefit communities in rural North Carolina and beyond.

Lead Regional Transformation
We embrace the challenges and resources of eastern North Carolina. We recognize that transformative leadership requires us to engage globally. Through partnerships and discovery, we will be a force for rural progress and growth to achieve global impact.
**HISTORY**

East Carolina University has grown from a small teachers training school to a large research institution with global influence.

1907–1921
ECTTS – East Carolina Teachers Training School

1922–1950
ECTC – East Carolina Teachers College

1951–1966
ECC – East Carolina College

1967–present
ECU – East Carolina University

**ENROLLMENT**

27,151 total enrollment Fall 2022

21,688 UNDERGRADUATE ENROLLMENT

ECU Students Represent

All 100 North Carolina counties
44 states plus the District of Columbia
73 countries

**TODAY**

ECU is developing tomorrow’s leaders today by preparing students with 21st-century skills to meet present-day challenges and build a brighter future, transforming our region and beyond through our research, creative activity, innovation and public service.

- ECU is a large public doctoral university with a primarily residential undergraduate student body and a community engagement designation.
- ECU has a professional dominant graduate education profile and expansive opportunities for undergraduates.
- ECU is home to a rich Division I athletics tradition and thriving fine arts programming that provide opportunities for student engagement and holistic development.
- ECU is the only UNC System university with a medical school, dental school and college of engineering and technology at the same institution, the synergies of which provide a dynamic for innovation and entrepreneurship.
More than 6,500 faculty, staff and graduate assistants worked together to support ECU in 2022.

ECU consists of approximately 1,596 acres, with 407 of those on Main Campus and 214 on the Health Sciences Campus.

- 14.8 acres comprise eight dental medicine community service learning centers
- 129 acres at the North Recreation Complex
- 631 acres on West Research Campus
- 199 acres at the Coastal Studies Institute in the Outer Banks

225 facilities are utilized in support of daily operations.

Total core expenses were in excess of $875 million in 2021.
Celebrating its third anniversary in January 2022, the **Main Campus Student Center** is the living room for the student population. The facility is home to dining, Dowdy Student Stores, the Dr. Jesse R. Peel LGBTQ Center, cultural centers, lounges, study rooms and a gaming center. The 220,000-square-foot center is LEED certified and received the 2019 Award for Excellence in Structural Engineering from the Structural Engineers Association of North Carolina.

Also designed to meet LEED standards, the 75,000-square-foot **Health Sciences Campus Student Center** provides recreation and wellness space, dining options, and study and meeting rooms. The Health Sciences Campus Student Center opened in 2017 and is one of the few stand-alone student centers on a health sciences/medical campus in the country.

The **Life Sciences and Biotechnology Building** (pictured above) opened in December 2021. The $90-million, four-story building with over 141,000 square feet of space is the new home of the Department of Biology, the Department of Engineering, ECU researchers and the Eastern Region Pharma Center.

The **Isley Innovation Hub** is a 14,500-square-foot building where industries and students will collaborate on product innovation and entrepreneurship.
ACADEMIC EXCELLENCE

PRINCETON REVIEW **BEST 387** Colleges (2022)
**TOP 50**
Home of the Miller School of Entrepreneurship, ECU is among the top 50 undergraduate entrepreneurship programs in the country (2022).

MILITARY TIMES **BEST FOR VETS** (2021)
#107 Among Public National Universities (2022)
#213 Among National Universities (2022)
#55 For Social Mobility (2022)

U.S. NEWS & WORLD REPORT **BEST COLLEGES FOR STUDENT VOTING** (2021)
#78 Among National Universities (2021)
#26 For Best Bang for the Buck (2021)

WASHINGTON MONTHLY

COLLEGENET **TOP 10 %** Social Mobility Index (2021)

NEWSWEEK **1 in NC** America’s Top Online Colleges (2022)
**#6 in US** America’s Top Online Colleges (2022)

ACCESS AND AFFORDABILITY

80% of first-time, full-time undergraduates receive financial aid
35% of undergraduate students are Pell Grant recipients

DIVERSITY AND INCLUSION

30% of students are from racially and ethnically underrepresented populations
(Does not include non-permanent residents and race/ethnicity unknown)
27% of total faculty/staff are racial/ethnic minorities

ECU is an 11-time consecutive recipient of the **Insight Into Diversity** Higher Education Excellence in Diversity Award

3x Hispanic student population has more than tripled in the last decade
10x The **Dr. Jesse R. Peel LGBTQ Center** is the largest center of its kind in the UNC System.

ALUMNI

195,000+ living alumni
86 countries
Notable alumni represent ECU in business, the arts, the military, STEM, health care, education, athletics and more.
Greenville is widely recognized as the thriving cultural, educational, economic and medical hub of eastern North Carolina. While retaining our Southern charm and hospitality, Greenville has grown into the 12th-largest city in the state and is now a thriving, small metropolitan city of nearly 100,000 in the heart of Pitt County.

Located close to ECU’s Main Campus, a vibrant uptown district is home to diverse art, music, food and festival offerings and features an increasing number of unique, locally owned businesses, galleries, shops and restaurants. Greenville is centrally located in eastern North Carolina, a region whose coastal environment provides a backdrop for tourism, water sports and wildlife viewing. The Outer Banks to the east can be reached within a few hours’ drive, and Raleigh to the west is a couple hours away.
The primary reporting units in the Chancellor’s Division and direct reports to the chancellor are as follows:

- **Internal Audit**: Wayne Poole, Chief Audit Officer (dotted line to the Board of Trustees)
- **Office of University Counsel**: Paul Zigas, Vice Chancellor for Legal Affairs and University Counsel
- **Chancellor’s Office**: Christy Daniels, Assistant to the Chancellor
- **Athletic Compliance**: Alex Keddie (direct report to the director of athletics; dotted line to the chancellor)
- **Chief Diversity Officer**: LaKesha Forbes, Associate Provost for Equity and Diversity (reports to the chancellor as chief diversity officer; other functions of the role report to the provost)
- **Chief of Staff**: Dr. Christopher D. Locklear

**OFFICE OF THE CHIEF OF STAFF**

**Chief of Staff**
The chief of staff serves as a link to constituencies; collaborates with the senior leadership; oversees management of divisional resources; prepares agendas for Chancellor’s Cabinet meetings and reviews agendas for Executive Council and University Council meetings; participates in policy and strategy discussions with the chancellor and on behalf of the chancellor; supervises appropriate matters within the division; participates in town/gown-related meetings; is responsible for ad hoc assignments from the chancellor; and oversees the operations of the chancellor’s and the chief of staff’s offices.

**Board of Trustees**
The Board of Trustees (BOT) is composed of 13 volunteers – eight appointed by the University of North Carolina System Board of Governors, four appointed by the North Carolina General Assembly and one ex officio student body president. The board serves as advisor to the Board of Governors on matters pertaining to East Carolina University and shall also serve as advisor to the chancellor concerning the management of the institution. The board has five regular meetings a year and specially called or emergency meetings as needed.

**Board of Visitors**
The Board of Visitors (BOV) is made up of over 70 dedicated volunteers and serves as an ambassador and advisory board. Working at the direction of the Board of Trustees and the chancellor, the BOV promotes and advocates for ECU with members of the North Carolina General Assembly, the Council of State, business entities, community leaders and citizens throughout North Carolina. There are typically three meetings held per year.
The purpose of the Office of the University Ombuds is to provide dispute-resolution services to faculty, staff and administrators. The ombuds serves as a resource for information on ECU’s policies, rules and regulations. The services offered by this office do not replace any formal resources available to members of the community; rather, they supplement them.

The director of constituent relations serves as the state and federal legislative liaison for the university, representing ECU on the UNC State Relations Council (SRC) and the UNC Federal Relations Council (FRC). The director is responsible for developing and executing strategies that support the legislative advocacy agendas for the UNC System and ECU. The director provides support to faculty, staff, students and the chancellor’s office, as appropriate, for issues related to legislative bodies and elected and appointed governmental officials.

The director of external affairs and constituent relations serves as an external liaison for the university with local, state, regional and national constituencies. The director is responsible for promoting effective communication between the chancellor and key constituency groups. The director also collaborates closely with the director of strategic initiatives on both federal and state policy and funding matters.

The University Policy Committee (UPC) is an administrative committee appointed by the chancellor. The chair of the committee is charged with monitoring university policy goals and adjusting the work of the UPC as needed to maintain momentum in the transition of current policies and the creation of new policies. The work of the UPC is important in relation to the commitment to a clear and transparent process for policy development.

The Office of Special Events supports the chancellor and the university through planning and executing high-quality events that align with ECU’s strategic priorities. The office provides protocol expertise and guidance in planning and implementing events hosted by individual departments across campus. The office strives to provide these services through proactive planning and implementation while maintaining fiscal responsibility. The Office of Special Events also provides support for the chancellor’s residence.

The Office of Internal Audit and Management Advisory Services is an independent and objective voice for senior management and the Board of Trustees. As a state entity in North Carolina, ECU is required by law to have an internal audit function.

- Must conform to the International Standards for the Professional Practice of Internal Auditing, referred to as the Standards — annual self-assessment and external assessment every five years to confirm compliance
- The UNC System requires that the office is organizationally independent and reports directly to the chancellor and the Board of Trustees (Audit, Risk Management, Compliance and Ethics Committee)
- Enhance and protect organizational value by providing risk-based and objective assurance, advice and insight
- Be accountable for completing an annual audit plan; perform audits and consultations; manage the university hotline; conduct investigations of fraud, waste, abuse, misuse or significant noncompliance
- Reports and key performance indicators (KPIs) are reviewed by the North Carolina Council of Internal Auditing, a legislatively mandated body that includes the state auditor, the state controller, the state budget officer and others

Established about 35 years ago; current chief audit officer (CAO) has been in the role since 2018 and with ECU since 1998; the team is highly qualified and professionally certified,A leader among internal audit shops in the UNC System and in the state
• The first agency to formally demonstrate compliance with the Standards when the law was enacted
• Achieved highest possible rating on all external assessments from 2006 to present
• CAO has chaired and served on numerous work groups to establish standards and tools used by all state agencies and universities

Office Approach
The office maintains open communication with the chancellor and other senior management – no surprises!

• Regularly keep the chancellor apprised of progress on the audit plan and any investigations or other matters that may be sensitive or garner attention from the public, the media or the Board of Trustees
• The chancellor receives all audit reports as they are published; prior if there are sensitive issues
• Vice chancellors receive quarterly reports of open audit recommendations in their divisions

The office works hard to be a collaborative partner for management at all levels.

• Consultations (requested by management) account for 10% to 15% of the office’s time each year
• Frequently give management the audit tools the office builds so that they can be used on a routine basis after the audit is complete (Accounts Payable, ProCard expenses, related parties, etc.)
• Closely partner with University Counsel, Office for Equity and Diversity, Human Resources, Enterprise Risk Management and compliance offices (health care, research, athletics, information security, etc.) to ensure comprehensive coverage of key risks and compliance/control concerns and avoid duplication

A small sample of feedback from clients across campus includes the following:

• “Extremely professional and always thorough, fair and balanced. I especially appreciated the opportunity to bounce ideas off of you and have very open conversations, which I believe led to better outcomes for all.”
• “The epitome of customer service – everything you do is done with a spirit of trying to help us, and the whole university, be better.”

Challenges and Opportunities
• Building and maintaining open, trust-based relationships with new university leaders
• Working closely with legal and compliance counterparts to ensure the best possible collaboration and integration of the university’s coverage of key risks and regulatory compliance requirements

OFFICE OF UNIVERSITY COUNSEL

Overview
The Office of University Counsel (OUC) provides comprehensive legal services and risk management guidance to East Carolina University’s chancellor, Board of Trustees and university administrators and other duly authorized constituents. OUC attorneys and staff seek to cultivate organizational excellence and facilitate solutions that are carefully tailored to the university’s business objectives. OUC also manages public records and immigration services as well as ECU’s central contract review process. The Office of Institutional Integrity, which provides critical health care and certain financial compliance services, reports to the general counsel and vice chancellor for legal affairs.

Office Approach
OUC is an efficiently staffed and highly effective team of competent higher education law attorneys and administrative staff who work collaboratively with university personnel to find solutions to complex issues. As an office with enterprisewide responsibility, OUC employs professionals who bring a uniquely informed perspective to their work, and the office frequently serves as a point of coordination between different parts of the university’s operations. OUC personnel have a thorough understanding of the UNC System and North Carolina state government. They frequently work with representatives of other state and federal agencies and attorneys from the attorney general’s office and outside counsel. Most importantly, each member of the OUC team is deeply committed to both the mission and success of ECU. As an experienced in-house legal department, OUC is able to provide high-quality legal services to ECU at a fraction of the cost of outside counsel.

Online: attorney.ecu.edu
UNIVERSITY COMMUNICATIONS

University Communications encompasses 52 staff members in News Services, Creative Services and Marketing. They serve as experts in their related fields and assist ECU administrators, faculty and staff with communication and marketing needs. The department creates and carries out strategic marketing and communication initiatives to support the mission and goals of the university.

News Services
News Services manages ECU’s media relationships, crisis communication and official social media accounts and coordinates and creates content for the ECU.edu homepage. News Services’ communication specialists, photographers and videographers seek out more than 600 compelling stories from across ECU’s campuses each year to connect with various audiences and highlight accomplishments. This content can be found in the university’s alumni magazine, EAST; virtually on ECU.edu, the ECUNow blog, social media and the Talk Like a Pirate podcast; and in college-specific publications.

News Services implements preparedness practices and times the release of information strategically, so the university controls the message. The strategic use of digital media content has grown in recent years as one of the most successful ways to reach the ECU community and potential students. This is done by developing creative strategies that adhere to the overarching goals of the university. The office assists clients in constructing creative briefs and develops creative solutions through graphic design, custom illustration, web and email design and development, motion graphics and animation, copywriting and print production.

Marketing
Marketing provides resources and expertise for strategic marketing, market research and the management of numerous communication plans across multiple channels. The four-member team supports many projects but is most closely associated with student recruitment and is involved in the development and execution of the Strategic Enrollment Plan.

Marketing is the central resource and authority for ECU advertising and has developed relationships necessary to support multichannel campaigns statewide and beyond. In addition to traditional media, Marketing manages extensive digital ad campaigns. Most advertising supports student recruitment for on-campus and online programs. Other campaigns target specialized audiences including donors, patients and leadership at other universities.

Creative Services
Creative Services is composed of 20 marketing professionals who create promotional work for the university. This is done by developing creative strategies that adhere to the overarching goals of the university. The office assists clients in constructing creative briefs and develops creative solutions through graphic design, custom illustration, web and email design and development, motion graphics and animation, copywriting and print production.

Creative Services is the brand steward for ECU, developing and upholding the brand guidelines. Through the Logo Review process, the department ensures that any and all materials created by university groups and outside vendors that contain trademarks or registered terms are in compliance with university brand standards. All of these services (aside from printing and production costs) are free to university partners.
THE DIVISION OF ACADEMIC AFFAIRS

The Division of Academic Affairs at East Carolina University is characterized by academic excellence and a commitment to student success, public service and regional transformation. The strength of the division is anchored by its colleges, schools, institutes and libraries; by the universitywide commitment to equity, diversity and inclusion; and by the teams of professionals responsible for the research, operational and administrative infrastructures that help support the multiple dimensions of this division.

BRODY SCHOOL OF MEDICINE

The Brody School of Medicine (BSOM) welcomed its first students in 1972. BSOM is nationally ranked by U.S. News & World Report at ninth in diversity, seventh in family medicine, 13th in graduates practicing in underserved areas and 26th in primary care. Brody is No. 1 in North Carolina for graduates who practice in North Carolina and graduates who serve medically underserved communities.

Individuals from groups underrepresented in medicine represent more than 25% of the medical school class, and BSOM is in the top national deciles for graduates who are Black or African American and Native American. Research efforts focus on community needs, including diabetes, hypertension, environmental health, social determinants of health, and care models to reach across rural communities. The school pioneered research advancements in robotic valve and transplant surgery and the gastric bypass procedure for obesity.

Brody is the largest single unit within ECU, with over $250 million in nonstate revenue in 2021 across clinical, pharmacy, contract and sponsored programs. The statewide economic impact of the school is estimated to be $700 million annually. The long-standing, successful partnership with ECU Health (formerly Vidant) produces an additional economic impact for the eastern region in excess of $3 billion. ECU Health is home to the largest primary care practice in Pitt County and the top specialty practice in eastern North Carolina.

By the Numbers

- 346 medical students
- 60 PhD candidates
- 16 master’s degree students
- 118 MPH students
- 35 DrPH candidates
- 26 postdoctoral researchers

COLLEGE OF ALLIED HEALTH SCIENCES

Established in 1967, the College of Allied Health Sciences is the largest provider of allied health professionals in North Carolina. Its focus is on the prevention of injury and chronic health conditions, primary care and rehabilitation with the interprofessional goal to improve quality of life; to promote health and wellness; and to enable individuals and their families to engage in life activities as fully as possible.

Maintaining a student body of approximately 1,500 students, the college offers more than 25 undergraduate, graduate and certificate programs housed within eight departments. Fourteen of its professional programs are accredited by 10 national accrediting agencies. Several of its professional programs are among the most selective at ECU,
accounting for the largest number of ECU’s graduate applications annually. For the majority of programs, graduating students achieve first-time pass rates on their professional licensure and/or certification examinations that are the highest in the state.

Educated to join the fastest-growing sector of the health care workforce in the United States, the majority of the college’s professional students secure promising employment opportunities in their chosen field prior to graduation. Graduates build rewarding careers as physical and occupational therapists, physician assistants, audiologists, dietitians, addiction and mental health counselors, prevention and rehabilitation specialists, medical laboratory personnel, speech-language pathologists and health information managers, among others. Of particular note, approximately three-quarters of this college’s graduates practice in North Carolina, with just over half serving the health care needs of eastern North Carolina. The college also maintains three low-cost or pro bono allied health clinics: the Navigate Counseling Clinic, a Speech-Language and Hearing Clinic, and a student-run Physical Therapy Clinic that provide important counseling and rehabilitative services to the local community.

**COLLEGE OF BUSINESS**

More than 5,000 students attend the College of Business to become business leaders. The college’s five departments – Accounting, Finance and Insurance, Management, Management Information Systems, and Marketing and Supply Chain Management – and three schools – the Miller School of Entrepreneurship, the Thomas D. Arthur Graduate School of Business and the School of Hospitality Leadership – have professors, researchers and experienced business professionals to provide tomorrow’s leaders with the education needed to succeed and transform the region.

A comprehensive approach to leadership starts with the college’s unique Leadership and Professional Development Curriculum, which teaches strategy development, team building, business communications and networking. With the annual Business Leadership Conference, students’ newfound leadership skills are tested in a business setting to prepare them for the business world.

To help with this transition, students look to the Cunanan Center for Professional Success to identify and explore career options that best suit their skills and interests and assist them in developing an effective strategy to attain their career goals. If a career goal includes entrepreneurship, the annual Pirate Entrepreneurship Challenge gives business students – and the entire ECU student body – a chance to pitch an idea and win cash and in-kind services to launch a new business.

The college’s relationships with employers and the business community go beyond employment needs. The Crisp Small Business Resource Center uses best practices and proven knowledge to focus its efforts on under-resourced rural businesses. Plus, the Bureau of Business Research provides business leaders, communities and policymakers with insightful research to transform eastern North Carolina into a stronger, sustainable and more resilient region.

**COLLEGE OF EDUCATION**

The College of Education (COE) employs 207 full-time faculty and staff in six academic departments, three divisions and two centers/institutes. The COE supports the mission of student success, regional transformation and public service by providing a world-class education to students focused on the college’s three core principles: Teach, Lead, Inspire.

As ECU’s founding college, the COE is the largest producer of teachers in North Carolina. The COE, in part, significantly contributes to this workforce by creating and maintaining formal partnerships with 43 school districts in eastern North Carolina through the Latham Clinical Schools Network (LCSN). The LCSN assures high-quality practicum and clinical experiences for students in school districts in the East. Additionally, the COE has formal partnerships with 23 North Carolina community colleges. These partnerships, referred to as Partnership Teach, compose an affordable online degree-completion program that increases the number of high-quality teachers in local communities.
Points of Pride Supporting the Mission

• 95% of students pass North Carolina state licensing exams on their first attempt
• 95.3% of students receive employment within one month of graduation
• $18.5 million in grants and funded research for 2021-2022
• The COE’s Rural Education Institute is the host institution in North Carolina (the state with the second-largest population of students in rural schools in the country) affiliated with the National Rural Education Association
• Faculty in the academic departments along with staff in the Center for Science, Technology, Engineering and Mathematics Education (C-STEM), the Irene Howell Assistive Technology Lab and the Neurocognition Science Lab provide support and professional development opportunities to teachers throughout the region and state
• $650,000 in annual student scholarship awards
• COE graduate programs rank in the top 35% nationwide per U.S. News & World Report
• $52 million+ regional economic impact

Points of Pride

• The CET/SSC Pathway Program offers a student-centered approach for outreach and recruiting that helps prospective students discover their unique educational pathway into CET degree programs and onward to career success.
  Pathway Program efforts produced an increase in fall 2022 undergraduate student enrollment, including a near-record number in the Department of Construction Management (>640) and exponential growth in the Department of Computer Science’s new BS in software engineering program.
• The on-site program at Marine Corps Air Station Cherry Point helps military personnel and families discover the college’s educational options. This includes the BSIT program, which is also the No. 1 program at ECU enrolling military-affiliated students.
• The 2021 and 2022 winners of the UNC Board of Governors Award for Excellence in Teaching, Drs. Ricky Castles and Teresa Ryan, are from CET’s Department of Engineering.

CET’s culture, mission, strategic actions and resources are building a student-centered college focused on delivering a relationship-rich education, at scale, to every student. Additional strategic initiatives, including the Eastern Region Pharma Center and the future Digital Transformation Center, are aligned with this vision. Investing in programs that nurture interpersonal relationships promotes student and faculty engagement, the prerequisites for student success, public service and regional transformation.

COLLEGE OF ENGINEERING AND TECHNOLOGY

The College of Engineering and Technology (CET) employs 122 full-time faculty and staff in four academic departments (Computer Science, Construction Management, Engineering and Technology Systems), the CET Student Success Center (SSC), the Center for Sustainable Energy and Environmental Engineering and supporting units. Over 3,000 students are enrolled in the college’s 23 STEM degree and certificate programs (nine BS, nine MS, five certificates), including over 700 students enrolled in online MS programs and the university’s largest undergraduate online program, the BS in Industrial Technology (BSIT).

COLLEGE OF FINE ARTS AND COMMUNICATION

The College of Fine Arts and Communication serves as a cultural core for ECU and eastern North Carolina. The faculty, staff and students in the Schools of Art and Design, Communication, Music, and Theatre and Dance are the heart of this connection with the region.

In addition to engaging the public through theatre and dance performances, media, art and design exhibitions, musical performances, film festivals, and presentations by artists and scholars, the college educates students. It provides educational
opportunities both on campus and online to undergraduate and graduate students from North Carolina, the United States and internationally. Its students leave East Carolina ready to excel.

Just a few examples of the college’s efforts include the School of Theatre and Dance’s successful return of Summer Theatre productions; the School of Communication’s award-winning news magazine written and produced by students and distributed throughout the region; the School of Music’s development of a Music Therapy Clinic located on ECU’s campus; and a School of Art and Design that is the most comprehensive in the state.

The College of Fine Arts and Communication is dedicated to concepts of diversity on ECU’s campus and in the world. The college’s work in classrooms, performance spaces, studios, written documents and collaborations with international colleagues exemplify the notions of access, belonging, inclusion, diversity and equity.

**COLLEGE OF HEALTH AND HUMAN PERFORMANCE**

The College of Health and Human Performance (HHP) is home to eight units (Health Education and Promotion; Human Development and Family Science; Interior Design and Merchandising; Kinesiology; Recreation Sciences; Social Work; and Air Force and Army ROTC). The college serves over 3,300 students in degree programs (15 BS/BSW, 11 MS/MSW/MAEd and two PhD) and certificates (five) that offer online and campus options. The college is home to a Child Development Center, the Family Therapy Clinic, the Office of Healthy Aging, the Human Performance Laboratory Service Center, and several laboratories, research training academies and initiatives with specialized research and outreach activities.

The college’s long history of basic, applied and community-engaged scholarship has received significant external funding and exemplifies the ECU mission of service and rural transformation. An active grant portfolio totals over $15 million. As part of its strategic initiatives, the college offers annual thematic programming that highlights efforts to address social issues from various disciplines and in consultation with committed community partners.

The college is a community of scholars who use multidisciplinary perspectives and diverse career paths to present dynamic opportunities for students. Faculty, trainees and staff possess degrees, expertise and industry experience in fields that include public health, education, law, social work, counseling, architecture, merchandising, business, nursing and human services.

Curriculum emphasizes hands-on learning that fosters intellectual curiosity and development of technical and enduring skills that make students marketable practitioners. Professional advisors, who have advanced degrees in HHP fields, are dedicated to holistic development of students. In combination, this preparation translates to student success in professional fields such as health care, therapy, child and family services, preventative care, sport, fitness and military leadership, environment, design and social work. The college’s students are ready on day one.

**COLLEGE OF NURSING**

The College of Nursing (CON) offers four degrees: Bachelor of Science in nursing, Master of Science in nursing, Doctor of Nursing Practice (nationally recognized in nine specialty areas in the MSN and DNP), and PhD, including specialty certificates.

In fall 2021, the college enrolled 1,386 students (830 undergraduates and 556 graduates). This class included 9.4% males, 22.5% minority populations, 93.4% in-state students and 22% from disadvantaged backgrounds.
The college prepares more entry-level nurses than any other four-year nursing program in North Carolina, and graduates have a 97% pass rate on the NCLEX-RN exam.

The college has a 100% pass rate for specialties (nurse anesthesia, family and adult nurse practitioner, nurse midwifery, neonatal nurse practitioner, clinical nurse specialist, psychiatric/mental health nurse practitioner).

The college has the only nurse midwifery program in the state.

The simulation program is the only Society for Simulation in Healthcare fully accredited program in the UNC System.

The college is a four-time recipient of the National League for Nursing Center of Excellence for Outstanding Achievements in Student Learning and Professional Development.

According to U.S. News & World Report, the CON online MSN program is ranked 29th in the nation, ranked sixth for nursing education in the MSN program, ranked fifth for accessibility to veterans, and ranked 13th for nursing leadership/administration.

Opportunities for Growth
According to the Bureau of Labor Statistics, nursing is listed among the top occupations for growth through 2029.

Areas of growth include the following:
- Online RN/BSN and RIBN programs
- Psychiatric-mental health nurse practitioner option
- Leadership/administration specialties in the MSN and DNP degree programs
  - Certificate in health care emergency and disaster management
  - Adult gerontology acute care nurse practitioner
  - DNP and post-master’s certificate programs

GRADUATE SCHOOL
The Graduate School at East Carolina University provides leadership and administrative support for 13 research doctoral programs, five first-professional programs, 69 master’s degree programs, two intermediate programs and over 60 graduate certificate programs across campus. This includes administrative processes from inquiries and admissions to enrolled student services and graduation.

The school coordinates admissions processes including marketing, recruiting, outreach, application processing and onboarding.

The school supports the Graduate Council and the graduate program directors (GPDs) and coordinators.

Communication is facilitated through monthly newsletters to the students and GPDs and campuswide newsletters from the dean.

The school manages an $11 million budget for graduate teaching and research assistantships, tuition support and health insurance awards while implementing funding policy and supporting the programs in making awards that contribute to the research and teaching missions of the university.

Supporting the research mission of the university, the school engages in various endeavors including awarding of research assistantships, supporting faculty mentors, and providing professional development education to students in the areas of theses, dissertations and research integrity.
Collaborating with campus partners, the school hosts ECU’s annual Research and Creative Achievement Week, the Three-Minute Thesis Competition, new graduate student orientation events, and professional development events for faculty, staff and students.

Diversity, equity and inclusivity initiatives include partnering with programs and the UNC System’s historically Black colleges and universities (HBCUs) to increase access and pathways for underrepresented students to attend graduate school as well as outreach including the Grad PIRATE (Promoting Inclusion Through Research, Action, Teaching and Education) Talks series.

The office comprises 15 full-time employees who ensure that the 5,000+ enrolled students along with 1,800+ new applicants each year receive the attention and services needed to join and succeed in graduate studies at ECU.

**HONORS COLLEGE**

Over 800 diverse, inventive, curious and creative students reside in the Honors College at East Carolina University. Bolstered by award-winning faculty and innovative programs, each member of the Honors community is awarded a scholarship and takes part in high-impact experiences extending far beyond the classroom. Alumni make an impact in the workforce and pursue graduate degrees at Vanderbilt, Georgia Tech, Duke University, the University of Michigan, Cornell University, the Brody School of Medicine and more.

Housed in the Honors College is the EC Scholars Program, the university’s most prestigious undergraduate award. This merit scholarship recognizes outstanding academic performance, community engagement and strong leadership skills. Every EC Scholar studies abroad and benefits from several cocurricular, internship and research opportunities.

The Honors College boasts a specialized, distinctive academic curriculum designed to foster innovation, community outreach, leadership development and an entrepreneurial spirit through partnerships across campus as well as in the Innovation Design Lab. Students also live together in a residence hall as part of the Honors living-learning community.

Honors students receive support in pursuing internship, fellowship and co-op opportunities, such as the Mount Vernon Leadership Fellows, summer programs at Columbia and Yale, and Research Experiences for Undergraduates (REUs) with the National Institutes of Health (NIH) and the National Science Foundation (NSF). Students continue to receive prestigious scholarships and fellowships including the Goldwater Scholarship, the Hollings Scholarship and NSF Graduate Research Fellowships.

The Honors College is committed to creating an inclusive and welcoming environment. This effort begins with a commitment to diversity, equity and inclusion; acknowledging and listening to those voices that have been marginalized and underrepresented; and practicing civility and empathy. The college is committed to cultivating and nourishing an active, engaged and inclusive citizenry influencing positive social change.

**INTEGRATED COASTAL PROGRAMS AND COASTAL STUDIES INSTITUTE**

This institution has been focused on disciplinary and interdisciplinary coastal research since the 1960s. Emphasis always has been on the coast with a focus on the interface between land and ocean, expanding from the coastal plain to the deep ocean. ECU has long considered research, engagement, outreach and creative activities focused on the Inner and Outer Banks as an opportunity and an institutional responsibility.
Integrating across disciplinary boundaries to collectively focus efforts along the coast, ECU consolidated its coastal research and education activities into a single cohesive college-level academic unit, Integrated Coastal Programs (ICP). ICP includes the Department of Coastal Studies, the UNC Coastal Studies Institute located on ECU’s Outer Banks Campus, the North Carolina Renewable Ocean Energy Program, and the Office of Diving and Water Safety. More broadly, Integrated Coastal Programs coordinates coastal-focused initiatives across the entire institution, drawing on the strong combination of natural, social, engineering and health science expertise; on ECU’s interdisciplinary undergraduate and graduate programs; and on strong interinstitutional partnerships.

The unit’s strengths (faculty and staff, multidisciplinary mission-focused research, incentive structure that encourages and rewards coastal scholarship, state-of-the-art coastal facilities) represent the core for several key opportunities:

- Expanded high-quality academic programs promoting diversity that are delivered using innovative methods that meet student and state needs
- Research that both enhances ECU’s reputation and brings in new resources
- A higher profile and stronger partnership within the UNC System and across the nation

Additionally, unique multicampus partnerships provide the opportunity to undertake research, offer educational opportunities, provide community outreach programs and enhance communication among those concerned with the unique history, culture and environment of the maritime counties of North Carolina.

SCHOOL OF DENTAL MEDICINE

To address the oral health needs of North Carolina, the ECU School of Dental Medicine (SoDM) established a nationally unique model of education and patient care. Its eight community service learning centers in rural communities across the state provide access to dental care in underserved areas, as well as enriching clinical experiences for students and residents. The school applies a specialized curriculum and fosters a strong and vibrant research enterprise. In the past four years, the school has received two national awards for its educational model and its commitment to social mission.

More than 90,000 patients from all 100 North Carolina counties have received care at one of the school’s 10 locations. The school employs more than 300 faculty and staff across the state to support the more than 200 DMD students – all from North Carolina – and over 30 residents. More than 75% of ECU dental students are from underrepresented minority groups, rural areas or disadvantaged backgrounds. The average debt of graduates is $123,500, which is $168,500 less than the national average and contributes to more graduates choosing to remain in North Carolina to practice. More than 90% of SoDM graduates are practicing dentistry in the state.

The SoDM has a strong commitment to serving special-needs populations, rural and underserved communities, pediatric patients and veterans. Programs like ECU Smiles for Veterans and Sonríe Clinics for migrant farmworkers offer special events where patients from these populations receive free or low-cost dental care. The school also offers diversity initiatives and pathway programs like Preparing Tomorrow’s Dentists to connect prospective students with the resources they need to apply to dental school.
THOMAS HARRIOT COLLEGE OF ARTS AND SCIENCES

Harriot College is an inclusive community of scholars dedicated to sharing with students the education, research, creativity and workforce-development opportunities afforded by the liberal arts and sciences. The college is united in shared purposes, which are to

- impact the world and create solutions to help the environment, natural resources and sustainability;
- understand issues and influence policies surrounding social justice and diversity;
- navigate the globe to find common ground through culture and communication; and
- explore, research and discover how to change the face of technology and medicine.

Harriot College is ECU’s largest college, with 16 departments including Anthropology, Chemistry, Economics and History. Faculty teach the majority of general education courses, often using novel pedagogical approaches such as course-based undergraduate research. The college hosts more than 50 undergraduate and graduate degrees, including three of the top 10 most populated undergraduate majors (biology, criminal justice and psychology) and MA or MS programs (criminal justice, English and psychology) at ECU. Several are nationally accredited, including community and regional planning, public administration, health psychology and medical physics. The college’s degrees prepare well-rounded, engaged employees for a variety of careers in areas including health care, pharmaceutical, community service and government sectors.

Harriot College’s research and creative activities span a variety of fields, garnering significant extramural funding ($15.3 million, fiscal year 2022) and engaging partners across the university and region. Harriot College spearheads several prominent centers and initiatives, including the following:

- Water Resources Center
- Center for Survey Research
- Center for Natural Hazards Research
- North Carolina Literary Review
- PASS Clinic (behavioral health services)
- Voyages of Discovery lecture series

Harriot College is multidisciplinary by nature and interdisciplinary by design.

ECU LIBRARIES

Academic Library Services

Academic Library Services (ALS) consists of two physical locations: J.Y. Joyner Library, which is the largest research library in eastern North Carolina, and the Music Library in the A.J. Fletcher Center.

A comprehensive and engaging website, library.ecu.edu, highlights Academic Library Services’ impact on campus and in the community and features direct links to borrowing equipment, research guides, expert assistance from librarians, electronic resources and databases, the library catalog, and a free e-textbooks portal. Students can save more than $500,000 annually through Academic Library Services’ affordable textbook program.

The commitment to assisting faculty in their research is supported by multiple agreements with publishers. This makes access to research more sustainable, affordable, transparent and open. Annual ceremonies include alternative textbook awards and the author book awards, which celebrate faculty and other researchers for their published works.

ALS recognizes student excellence in research, writing, library employment and creative activity with six annual award programs.
The libraries provide a welcoming and inclusive environment for visitors, with more than 100 study rooms and varied study spaces. During the academic year, Joyner Library is open continuously from Sunday morning to Friday evening, with additional hours on Saturday.

The North Carolina Collection features modern and historical publications related to the state and especially to eastern North Carolina. It includes state, county and colonial government documents, maps, rare books, magazines and newspapers.

University Archives is the repository for East Carolina University records, including documents created by ECU’s schools and departments, student groups, faculty and administrators. It preserves student publications and ECU sports materials. Some items from this collection and other special collections have been scanned and are available online in the library’s digital collections.

**Laupus Health Sciences Library**

Named for the founding dean of the Brody School of Medicine, the William E. Laupus Health Sciences Library began as the one-person Health Affairs Library in 1969. The collection started with 12 tons of donated books. Throughout the years, Laupus Library has grown to a workforce of 28 employees who connect the education, research and clinical programs of the Health Sciences Campus, ECU Health practitioners and the Eastern Area Health Education Center with quality health information and technology.

Laupus’ distinguishing features and points of pride include research and community service activities, campus engagement, and traditional and innovative services that continue to deepen the library’s reputation as a trusted partner with health sciences faculty and students. Examples include the following:

- The librarians are embedded in online courses in all health sciences colleges and schools, providing expertise on finding and evaluating quality health information, tailored to the curriculum.
- Laupus has collaborated with partners in the College of Health and Human Performance, at North Carolina State University, and at other state agencies on a series of interrelated projects to research and address digital equity and health literacy issues in the farmworker community, culminating in a $750,000 National Leadership Grant from the Institute of Museum and Library Services, awarded in July 2022 and continuing through 2025.
- Laupus is actively preserving the history of rural health care through its management of the Country Doctor Museum and in its history collections, including a continuing project with Academic Library Services to record COVID stories for long-term preservation and researcher access.

In academic year 2022, ECU students saved an estimated $287,000 through the library’s participation in the ECU Libraries’ textbook affordability program.

![Laupus Health Sciences Library](image)

**INSTITUTIONAL PLANNING, ASSESSMENT AND RESEARCH**

Institutional Planning, Assessment and Research (IPAR) has developed a variety of online data reports and dashboards for the public and internal audiences. The **University Dashboard** contains interactive data visualizations on admissions and acceptances, new student characteristics, student enrollment and demographics, student achievement metrics, degrees awarded, student post-graduation employment and enrollment, and faculty and staff characteristics.

**ECU’s Rankings and Recognitions** webpage describes ECU’s ranking philosophy and provides links to some of ECU’s most notable achievements.

ECU is in the middle of its reaffirmation of accreditation effort, with a self-study due in September 2022 and a site visit from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) in March 2023.
OFFICE FOR EQUITY AND DIVERSITY

The Office for Equity and Diversity (OED) leads strategic efforts and develops institutional partnerships to cultivate a diverse, inclusive and equitable ECU. OED offers a variety of programs and initiatives designed to prevent harassment and discrimination, enhance diversity and intercultural competence, advance shared equity leadership and foster a sense of belonging for all community members.

Topics addressed in OED’s programming include faculty, staff and student equity and diversity; Title IX compliance and discrimination prevention; campus culture and climate; maximization of student success across differences; and the centering of diversity, equity and inclusion in research and scholarship.

Current OED signature programming includes the following.

The Emerging Scholars Symposium for Faculty Diversity is a three-day program for recent graduates, candidates nearing the end of their terminal degree studies and postdocs. The program is designed to diversify faculty pipelines with emphasis on groups underrepresented in their discipline. Participants will engage with ECU academic leaders, learn about faculty life at ECU and showcase their research.

Interinstitutional Partnerships for Diversity, Equity and Inclusion (DEI) are designed to develop mutually beneficial relationships to expand access and advance DEI through student pathways, faculty pipelines, collaborative faculty activities and regional engagement.

Partnerships for Diverse Graduate School Pathways are mutually beneficial interinstitutional collaborations designed to provide undergraduate students at partnering institutions with informal and formal pathways to ECU’s graduate programs. This program has several key goals, including to increase diversity in graduate outreach and admissions; support student engagement through participation in faculty-mentored research and other experiential opportunities; and foster a sense of belonging for prospective graduate students.

The Diversity and Inclusion Research and Scholarship (DIRS) Program is a faculty-development and seed-grant program that provides funding to departments that engage in research projects related to diversity, equity, inclusion and/or cultural competence. The DIRS Program is designed to further the goal of incorporating diversity dimensions into scholarly works.

Educational programming provided by the OED, both online and face-to-face, is designed to ensure compliance with federal and state laws and university policies and foster a diverse and inclusive climate for the ECU community. Topics offered include but are not limited to diversity and inclusion, equal opportunity, Title IX employee expectations, implicit bias, equity-mindedness, and the understanding of harassment and discrimination.
ACADEMIC OPERATIONS

Divisional Efforts

The ECU Collaborative for Online Learning was launched in winter 2021–2022 and was designed to provide a comprehensive ecosystem for online learning efforts at ECU. From targeted program development to instructional design support to online student engagement, the ECU Collaborative for Online Learning aims to unite the campus in bringing a high-quality learning environment to all learners in the online space.

Through a variety of strategic enrollment initiatives, ECU is expanding its reach into the post-traditional (adult) learner market. Market analyses, engagements with industry and community college partners, identification of alternate learning pathways, development of a one-stop online student support center, and creation of innovative and responsive learning and social spaces for post-traditional learners highlight the efforts for this important emerging demographic for ECU's future.

In spring 2022, the Finish in Four campaign was reintroduced and reenergized after a necessary lull during and immediately following the pandemic. This initiative is aimed at increasing the likelihood of students graduating on time and helping them reduce overall cost of attendance by finding a pathway into a major quickly and by completing 15 semester hours each term. Finish in Four messaging, outreach and advising efforts will continue as a part of ongoing student success efforts.

Academic Success: Academic Advising (Undergraduate)

Initiatives housed within Academic Advising and Support:

- Home to advisors representing the College of Allied Health Sciences, the College of Fine Arts and Communication, the College of Health and Human Performance, Major Advisement Program (MAP) for deciding students and Pre-Professional Advising
- FINISH initiative for partway-home students/comebackers
- Institutional Academic Advising Awards
- Institutional Satisfaction of Advising Survey
- It Just Takes One … employee morale campaign
- ECU Excels
- Pre-professional advising events
- Pirate Introduction to ECU Registration (PIER) – freshmen registration
- Official institutional notification of academic standing
- Academic Recovery Module

Academic Success: Financial Aid Office

The Financial Aid Office awards approximately 26,000 students per year (undergraduate, graduate and professional program students, resident/nonresident and foreign students, Main Campus, Health Sciences Campus, and distance education students). A satellite office is available on the Health Sciences Campus to serve students.
**Academic Success: Student-Athletes**

The Office of Student-Athlete Academic Success (Athletics) provides academic advising and academic support services to the university's student-athlete population, an average of 430 total students. Through a structured academic skills-development and academic support program that focuses on freshman transition and the development of independent learners, the university's student-athletes have excelled with a steadily increasing cumulative GPA over the past 10 years from a 2.97 to a 3.22.

The office also provides safeguards for compliance with NCAA academic eligibility rules through rules monitoring and application, strategic advising and participation in eligibility certification.

**Academic Success: Pirate Academic Success Center**

The Pirate Academic Success Center (PASC) incorporates two primary pillars of service: tutoring and student success. PASC focuses academic success services and supports freshman retention and student persistence through course content and academic skill strategies. In partnership with Academic Advising, academic departments and faculty stakeholders, PASC provides services to aid students in building foundational academic skills essential to collegiate academic success. Offering free services during fall semester, spring semester and summer sessions, the PASC annually serves 36% to 38% of all undergraduate students and averages 65,000 service visits per year.

PASC is a leader among higher educational learning centers in supporting neurodiverse learners and infuses collaborative learning, instructional technology, and universal design for learning (UDL) principles into all learning center services.

PASC is a campus leader in student employment, designating 90% of the operating budget for student payroll.

**Academic Success: University Scholarships**

Over 1,000 named scholarships are advertised, with more than 10,000 student applications annually (1,600 annual scholarship awards across all campus colleges/departments/programs).

This office also mentors the Access Scholars, a cohort of about 100 students, with programming, activities and services.

**Global Affairs**

ECU has been a world leader in international virtual exchange (IVE) since 2003. ECU's Global Partners in Education (GPE) network currently consists of 49 universities in 31 countries, all of which interact with ECU students daily in real time in the university's global classroom facilities. ECU's Global Understanding courses, taught using the IVE pedagogy, have received multiple national and international awards over the years.

The flagship of ECU's study abroad programs is the ECU Tuscany program. ECU Tuscany, located in the picturesque medieval hilltop Italian village of Certaldo Alto, is one of only two year-round study abroad facilities in the UNC System. Each year, approximately 110 ECU students take classes in Certaldo Alto.

Global Affairs recruits and admits international undergraduate and intensive English students and supports all international students throughout their time at ECU. The unit has worked diligently to build brand awareness abroad, promoting ECU as a university where international students can feel that they belong and will be academically supported and professionally prepared.
Innovation Early College High School
A collaboration between East Carolina University and Pitt County Schools (PCS), the Innovation Early College High School (IECHS) is a new school option within PCS, admitting students who are first-generation college applicants, at risk of dropping out, or seeking accelerated studies. The five-year program begins in ninth grade, and upon completion, students will have earned a high school diploma, up to 60 hours of transferable college credits and digital badges of achievement.

Office of Online Learning, Academic Outreach and Academic Innovation
The Office of Online Learning, Academic Outreach and Academic Innovation is a multifaceted office within the university engaging with a variety of internal and external stakeholders. The office respects, understands and responds to the unique demands of all types of learners and is committed to ensuring access, engagement and success for those learners.

The office supports the university in its leadership role in the areas of distance and technology-enhanced learning, both in the region and beyond. The educational and economic development of the citizens of its service area is a focal point for the office. The office conducts its activities in partnership with all units of the university and encompasses distance and online education, National Council State Authorization Reciprocity Agreements, Experiential Learning Inventory (ELI), the ECU Proctoring Center, the Testing Center and Military Outreach.

Additionally, the office serves as the centerpiece of ECU’s Collaborative for Online Learning, a campuswide network of services and supports providing points of access and engagement for both students and faculty in the online learning space with the stated end goal of ensuring success of all in the university online ecosystem.

ECU has been a leader in distance education in North Carolina for over 70 years – offering more online degree programs and enrolling more online students than any other institution in North Carolina.

The credit programs area and ECU Online work in collaboration with key offices to increase the availability of current undergraduate programs to be delivered online, while also increasing exposure of these programs to the diverse adult student populations within North Carolina; to investigate and assist with planning future partnerships with military installations; and to respond to opportunities to work with academic units to promote measured growth of off-model credit courses/programs (for areas such as business/industry and DOD) to generate alternative revenue sources for academic units that may face limits on state appropriations.

The ECU Online student services area serves as a bridge between the student at a distance and the academic and administrative units of the university. It is charged with assisting ECU students away from the campus by identifying the nature of this specific student population’s concerns and marshaling the resources of multiple offices to provide students with general information, policies and procedures, and referrals to other support services on campus.

Undergraduate Admissions
Undergraduate Admissions oversees the recruitment and admissions process for all undergraduate student types, including freshman, transfer, readmit, post-baccalaureate, online and visiting students. The office, in collaboration with the graduate admissions and international admissions offices, recently implemented a new customer relationship management (CRM) system in order to provide ECU with a competitive advantage in the marketplace.

In addition to the CRM implementation, recent accomplishments include the following:

- Increasing out-of-state freshman enrollment for the fall 2022 cycle
- Producing a 48% increase in attendance at admitted-student events during the fall 2022 cycle
• The implementation of the ShipMates social network to connect admitted students and increase yield

As the fall 2023 recruitment cycle begins, goals include the following:
• Increasing freshman enrollment by slightly growing the in-state market share and increasing the out-of-state market share
• Increasing transfer enrollment by continuing to grow the Pirate Promise Program in state and fostering relationships with community colleges in Maryland and Virginia
• Improving academic reputation by showcasing opportunities within the Honors College as well as research, study abroad and internship opportunities
• Increasing the diversity of the incoming class
• Expanding outreach to nontraditional/post-traditional students

Office for Faculty Excellence
By maintaining a campuswide vision and partnering with colleges and offices across campus, the Office for Faculty Excellence (OFE) seeks to address the professional development needs of the over 2,000 ECU faculty in various stages of their careers. Through virtual and in-person workshops, intensive institutes, online resources and individual consultation, the OFE utilizes a proactive approach to connect faculty with the people and information needed to accomplish their goals.

The OFE Faculty Fellowship offers a partial reassignment to excellent and experienced ECU faculty and enables them to positively impact others across campus with their teaching, research and/or service expertise.

Through generous funding from the ECU Truist Center for Leadership Development, the OFE supports three cohorts of faculty each year (Active Learning and Leadership, Faculty Leadership Fellows, Course Redesign) who work to infuse leadership capacity building into courses they teach.

In collaboration with the Office for Equity and Diversity, and with support provided by the provost’s office, the relatively new Fellowship for Mentoring and Inclusion provides an opportunity for faculty members to bring their unique strengths and perspectives to help ensure ECU is working toward an intentional, cohesive and inclusive model of faculty support.

Supporting Transition and Education Through Planning and Partnerships
Supporting Transition and Education Through Planning and Partnerships (STEPP) is a unique program that supports small cohorts of ECU students with learning disabilities throughout the year before their transition to college and as they progress in the major of their choice. Students in the program have demonstrated overall retention rates of 90%, and over 86% have graduated from ECU or are on track to graduate. Some of these students would not have been admitted to the university through traditional criteria, yet their postsecondary performance almost doubles national college success indicators for students with learning disabilities.

The direct support provided to students in STEPP also enables the program to make a broader impact in the region and in the field. For example, a transition curriculum, developed by the STEPP Program team and designed for students with learning differences who aspire to attend college, receives close to 10,000 downloads per year from individuals in all 50 states and 76 different countries. Using outreach resources such as this, the small ECU program can support thousands of students around the world.

STEPP team members have provided leadership for a grant-funded initiative (College STAR) with a mission of helping postsecondary institutions become more welcoming places for students with learning differences. Over the past three years, the College STAR initiative has launched a growing network consisting of student support programs at several campuses across the nation.

The STEPP team has recently completed a program curriculum revision that will be piloted with the incoming student cohort. The updates focus on equipping students to be proactive and strategic in their approach to academic routines during their transition to college, throughout their college experience, and into the workplace. This curriculum review provided the team the opportunity to revisit and refresh programming around the program’s core mission, as well as package resources in such a way that will be useful for outreach and sharing with other K-12 and postsecondary educators.
ECU HEALTH

History
In June 2021, East Carolina University announced a full clinical integration with Vidant Health and the creation of a distinctive health system brand – ECU Health – to serve the more than 1.4 million residents of eastern North Carolina. The two organizations now work together, under a shared leadership model, to build on their combined strengths and create a national academic model for rural health care delivery and research.

Mission
ECU Health is a mission-driven, 1,708-bed academic health care system serving more than 1.4 million people in 29 eastern North Carolina counties. The not-for-profit system is composed of 13,000 team members, nine hospitals and a physician group that encompasses over 1,100 academic and community providers practicing in over 180 primary and specialty clinics located in more than 130 locations. The flagship ECU Health Medical Center, a Level I trauma center, and ECU Health Maynard Children’s Hospital serve as the primary teaching hospitals for the Brody School of Medicine at East Carolina University. ECU Health and the Brody School of Medicine share a combined academic mission to improve the health and well-being of eastern North Carolina through patient care, education and research.

Meeting the Mission
ECU Health community hospitals, located in some of the most underserved communities in the country, stimulate local economies, provide access to health care to residents regardless of their ability to pay and are among the largest employers in town.

The James and Connie Maynard Children’s Hospital provides advanced pediatric care, including pediatric surgery, critical care, cardiology, hematology/oncology, nephrology, neonatology, endocrinology, gastroenterology and hepatology, urology, pulmonary and nutrition, to name a few.

ECU Health Medical Center is the only Level I trauma center (and Level IV neonatal intensive care unit) east of Raleigh and serves as the teaching hospital for the Brody School of Medicine at East Carolina University.

ECU Health EastCare provides rapid ground and air transportation, as well as advanced medical care to critically ill and injured patients in eastern North Carolina. EastCare recently became one of the first flight programs in the state to carry Type O-negative whole blood, which can improve chances of survivability.
East Carolina University is leading the way in creating important discoveries through research and engagement. Together, faculty and students at ECU conduct research, scholarship and creative works that yield new technologies, medicines and innovative approaches to transform the rural and coastal regions of North Carolina and bring cutting-edge scholarship alive in classrooms as well as communities.

The mission of the Office of Research, Economic Development and Engagement (REDE) is to support the university’s mission by advancing impactful research and developing community, industry and academic partnerships across North Carolina and beyond. REDE is led by the university’s chief research and engagement officer and has three operating cores: research administration and compliance, research development, and economic and community engagement.

REDE is responsible for research policy and integrity, research administration and sponsored project contract negotiations across ECU. It leads economic and community engagement initiatives – including partnerships with public sector agencies, industry, military and other organizations – in pursuit of scholarly activities, economic development and community engagement. The office directs new intellectual enterprises, including technology transfer.

REDE is responsible for the following units under its umbrella: Office of Engaged Research, Office of Continuing and Professional Education, the Institutional Animal Care and Use Committee, Office of Human Subjects Protections, Office of Licensing and Commercialization, Office of National Security and Industry Initiatives, Office of Postdoctoral Affairs, Office of Regional Development, Office of Research Administration, Office of Research Development, Office of Research Integrity and Compliance, Office of Undergraduate Research, the Small Business and Technology Development Center, and Compliance Monitoring and Strategic Initiatives.
REDE works closely with institutional partners such as faculty, department chairs, deans, associate deans for research, directors of centers and institutes, the Faculty Senate Research and Creative Activities Committee, and the Office of Faculty Excellence to promote scholarship and advance research and engagement at ECU. Noteworthy programs include the Faculty Startup Program, the Engagement and Outreach Scholars Academy, NSF I-Corps, Postdoctoral Affairs, the Public Fellows Internship Program, RISE29 and the Undergraduate Research Program.

Careful attention to growing the university-sponsored program portfolio over the past five years has paid off. In the five-year period from 2014–2018, total awards ranged from $40 million to $49 million. At the end of fiscal year 2022, total new awards for ECU topped $82 million – an all-time record level of funding.

University researchers and support staff focus on building increasingly competitive proposals to address societal needs and push the boundaries of discovery. Over the past five years, more than 700 proposals were submitted annually. The success rate increased from 56% in fiscal year 2018 to 72% in fiscal year 2022.

Other measures show ECU’s research strengths are growing as well. Whether moving into Phase II trials, launching new product sales or launching new ventures, ECU faculty are taking discoveries from campus to market as they grow research into startups. The growing community of innovators at ECU now includes more than 40 members of the National Academy of Inventors. Campus stakeholders are embracing the innovation and entrepreneurship culture that has emerged in the past 10 years.

In 2020–2021, 11 patent applications were submitted, nine licenses were issued and 38 invention disclosures were recorded.

ECU has 11 UNC System-recognized centers and institutes. They transcend the traditional boundaries of academic departments, bringing experts together across disciplines to address complex issues and partner with government, industry and community leaders. College and department centers as well as other research services centers and field sites provide a rich array of resources to support the university’s scholarly pursuits.

With such rapid growth, the importance of research compliance is one of the most critical functions REDE provides for the university community. Whether through integrated record systems to automate processing and transaction tracking; its post-award monitoring program for human subjects’ research; export control and customs programs that support international programs; activities that ensure compliance with federal, state, system and local regulations; or research administration training programs, REDE serves the ECU campus in its quest to discover impactful new ideas and innovations.

Universities play a critical role in regional economic development strategies. In this respect, ECU is well positioned as a trusted partner in eastern North Carolina as well as a known leader among its peers nationally. In 2015, ECU earned the elective Carnegie Engagement Classification and was designated as an Innovation and Economic Prosperity University from the Association of Public and Land-grant Universities. Fewer than 70 universities in the United States hold both recognitions. The university serves small businesses across the region, including 914 clients in fiscal year 2022.
ECU faculty work diligently to integrate research into their teaching, service and clinical practices to ensure that the communities in the region receive the best education, treatments, employment preparedness and connection to the arts from Pirate Nation™. Given ECU’s mission, it is fitting that half of sponsored awards, about $41 million of the $81.9 million awarded in fiscal year 2022, are in support of community engagement projects. These projects rely on strong engagement strategies. Anchor partnerships with military assets across the region allowed ECU to top more than $3.5 million in Department of Defense funding for the first time during fiscal year 2022.

The university uses a comprehensive and collaborative economic development strategy that relies on strong partnerships across industry sectors along with alliances with local governments, regional economic development entities, nonprofits and faith communities. At ECU, learning has a lifelong focus. The Office of Continuing and Professional Education recorded nearly 3,000 enrollments in conferences, courses, special events, trips and other learning opportunities.

A cornerstone of its approach in coming years relies on the innovations that will emerge from the new East Carolina Research and Innovation Campus sites. The first, Intersect East, lies in the heart of Greenville and is where ECU is partnering with Elliott Sidewalk Communities to expand collaborative research, enhance health sciences and grow businesses in eastern North Carolina. Tenants at Intersect East will collaborate with ECU faculty, staff and students to drive innovation, address local and regional workforce needs, and attract talent and investment in the region.
DIVISION OF ADMINISTRATION AND FINANCE

About the Division
Administration and Finance is a team of around 900 employees who serve in the following units:

- Financial Services
- Financial Planning and Analysis
- ECU Health Administration and Finance
- Materials Management and Real Estate
- Campus Operations
- Information Technology and Computing Services
- Human Resources
- Campus Safety and Auxiliary Services
- Athletics Business Office

Administration and Finance serves as the administrative backbone of the ECU campus, providing excellent service and stewardship to advance and support the mission of East Carolina University. Administration and Finance oversees ECU’s operating budget, leads emergency and safety operations, supervises university police, builds and maintains physical facilities, directs construction and renovation projects, manages ECU’s financial and human resources processes, and directly serves students through student financial services.

FINANCIAL SERVICES

Financial Services provides centralized accounting and reporting services for the university, the ECU Alumni Association, the ECU Foundation and its affiliated entities.

The department manages and maintains the following systems: payment card (ProCard), the travel and employee reimbursement system (ChromeRiver), the research participant payment system (Greenphire), Banner Finance (ERP), Banner Student (ERP), timekeeping (Kronos), tax (Windstar), vendor management (Total Supplier Management), and online student tuition payment system (TouchNet Marketplace).

Areas of Responsibilities
Financial Services is responsible for the following university functions:

- Financial reporting and analysis
- Payroll
- Student billing
- University collections
- Fixed asset management
- Post-issuance bond compliance
- Bank account reconciliations
- Cash management
- Accounts payable
- Purchasing card
- Travel and employee reimbursement
- Vendor management
- Tax reporting
- Enterprise risk management
- Systems associated with these functions

The department is also responsible for the following functions of the ECU Foundation and the Alumni Association: financial reporting and audit functions, gift records management and tax reporting.

The department is a team of 83 dedicated employees with a budget of $7.8 million.

The department’s goal is to provide outstanding financial and business services to customers – primarily students, faculty, staff and vendors – while maintaining internal controls and compliance. Financial Services continuously seeks the optimization of business processes, strives to increase customer satisfaction and shares knowledge with all campus constituents.

Examples of Departmental Operations

- Last year, payroll issued 191,504 payroll payments.
- Student Financial Services billed $337.4 million in tuition and fees.
- Accounts Payable processed 41,602 accounts-payable payments totaling $333 million.
- Accounting Services tracked capital assets totaling $1.2 billion and produced financial statements for a billion-dollar institution without any audit findings.
• Disbursements monitored $33.3 million of purchasing card purchases for 944 cardholders.
• Responsible for reporting to the Department of Education CARES/HEERF expenditures and recovery of loss revenues of over $43.2 million.
• Tax forms reported to the Internal Revenue Service:
  W-2s ................................................................. 10,792
  1099s ............................................................... 1,086
  1098-Ts ............................................................ 34,816
• Trained 572 Banner Finance system users.

**Future Work**
• Continuing to support the following initiatives: UNC System Finance Data Mart implementation, All Funds Budget project and Anaplan project
• Working on redesigning Banner security and employee electronic direct deposit
• Planning and preparing for the Kronos upgrade that will start in June 2023

**Online:** [financialservices.ecu.edu](http://financialservices.ecu.edu)

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**ECU HEALTH ADMINISTRATION AND FINANCE**

The ECU Health Administration and Finance unit is responsible for all financial accounting, reporting and budgeting functions within the Brody School of Medicine and faculty practice component of ECU Health, including state-appropriated funds, indirect funds, institutional trust funds, contract funds, clinical funds and foundation funds. In addition, the unit is responsible for clinical depository services and medical contract management for the university. Total expenditures from state-appropriated funds total approximately $85 million annually. Revenue and expenditures from clinical funds exceed $215 million annually. On a cash accounting basis, total revenues and expenditures for the Brody School of Medicine from all funding sources were approximately $340 million in fiscal year 2022.

The unit is responsible for all financial activities of the ECU Medical & Health Sciences Foundation, an independent 501(c)(3) charitable foundation. It is responsible for the management of over $80 million in total assets, approximately $10 million in annual revenue (including $5 million of annual gifts), and approximately $5 million in annual expenditures that provide support to the colleges and schools on ECU’s Health Sciences Campus, including the Brody School of Medicine, the College of Nursing, the College of Allied Health Sciences, the School of Dental Medicine and Laupus Library.

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**FINANCIAL PLANNING AND ANALYSIS**

This team works closely with the Office of State Budget Management and the UNC System office, and it provides financial and budget support for the university. This office monitors budget for all funding sources except grants, the ECU Foundation and the ECU Medical & Health Sciences Foundation. This office provides information and guidance to all departments, schools and offices of the university regarding the establishment, revision, reporting, administration and control of budgets as directed by the chancellor, the Board of Governors, the state budget director and the North Carolina General Statutes. The team also ensures that positions are adequately funded for permanent employees and reconciled with salary budgets in the finance system. This office also assists the campus in the development of an annual all-funds budget and provides data for financial planning for the university.

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**MATERIALS MANAGEMENT AND REAL ESTATE**

This unit provides procurement and real property services for the university and its affiliated foundations, including the following:

• Procurement of goods and services, receiving, medical storeroom operations and surplus
  • Processed +/-32,778 purchase orders through the e-procurement system last year, totaling over $186 million
• Acquisition and disposition of all state-owned land or interests by deed, lease, easement or allocation
  - Monitored +/-74 active real property leases/licenses
• Adherence to the state's purchase and contract and property office rules and regulations

CAMPUS OPERATIONS

With a mission to maintain an aesthetically pleasing and safe campus environment that is conducive to teaching, learning, and research, this team of 529 employees is responsible for the repair and maintenance of buildings, utilities infrastructure and grounds at all ECU locations. Campus Operations is responsible for capital projects, including new construction, major maintenance to existing facilities, major landscape improvements, land and major equipment purchases and utility modifications.

The university includes 7,877,255 gross square feet and 225 buildings on 1,596 acres.

<table>
<thead>
<tr>
<th>Location</th>
<th>Square Feet</th>
<th>Acres</th>
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<tbody>
<tr>
<td>Main Campus and Greenhouse</td>
<td>5,770,440</td>
<td>407</td>
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<tr>
<td>Coastal Studies Institute</td>
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<tr>
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<tr>
<td>West Research</td>
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<td>631</td>
</tr>
<tr>
<td>Dental Service Learning Centers</td>
<td>63,268</td>
<td>16</td>
</tr>
</tbody>
</table>

Deferred maintenance is in excess of $850 million. ECU receives from $3 million to $4 million annually in state appropriation for repairs and renovations. While the university has an aging campus, its mature and robust preventative maintenance program and dedicated staff have helped to extend the building systems’ useful life beyond normal expected life.

Energy conservation is a focus, and ECU has reduced annual campus energy consumption by 30% since fiscal year 2003 through energy conservation measures with new technology, such as high-efficiency equipment and LED light conversions, even as ECU builds energy-intensive research and clinical buildings.

ECU has a five-year sustainability plan for a greener campus that includes a vision to foster a culture of sustainability and demonstrate a commitment to the well-being of diverse people and environments in eastern North Carolina. ECU is featured in The Princeton Review’s Guide to Green Colleges and has increased its STARS rating from Bronze to Silver with a future goal of Gold.

New construction includes the 141,000-gross-square-foot $90 million Life Sciences and Biotechnology Building with state-of-the-art laboratories, a vivarium, a pilot scale extraction facility, a materials bioprocessing lab, lab support space, offices and collaboration space to provide university and regional business and industry connections. Construction was completed in December 2021, with occupancy taking place in January and February 2022.

The team includes administrative, technical/trades, professional and service staff in the following areas:

• Building services/trades: carpentry, locksmith, masonry, paint, roofing
• Utilities: electrical, plumbing, HVAC/controls, life safety (fire protection, elevators), boiler operations
• Housekeeping services
• Grounds services, including automotive services, recycling, moving services, refuse removal
• Informal repair and renovation projects
• Facilities service center
• Sustainability

The unit’s budget includes the following:

• $21.0 million: salaries
• $6.9 million: operations
• $23.5 million: utilities

LOCATION

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DEFERRED MAINTENANCE

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INFORMATION TECHNOLOGY AND COMPUTING SERVICES

With 210 positions, a salary budget of $22.3 million and an operating budget of $3.3 million, Information Technology and Computing Services (ITCS) supports enterprisewide computing; maintains and supports the IT infrastructure (servers, networking, laptops/desktops, audio/visual, help desk, telephones, etc.); provides support for enterprisewide software (Canvas, Banner, etc.); provides data reporting and analytics services; provides project management services; and is responsible for information security. ITCS also manages the ed-tech budget of $10 million and the enterprise hardware/software maintenance budget of $11.2 million.

ITCS is divided into seven teams – Finance and Personnel Administration, Client Engagement and Support, Enterprise Information Systems, Enterprise Data Services, Network Services, Enterprise Systems and Operations, and Information Security – who manage the following:

- 23,000 wireless devices and 2,600 access points throughout campus
- 65,000 hard-wired network ports
- 1,000 servers
- 18 million outgoing emails, 290 million incoming emails and 232 million emails blocked as spam or malicious
- 69 IT projects completed in the last fiscal year
- Customer service rating of 4.8+ out of 5 on over 2,000 customer surveys completed for fiscal year 2022

Notable Achievements

- Auto-graduate workflow that automatically graduates students who have met the criteria for graduation
- Artificial intelligence chatbot for parents and students to ask enrollment questions online
- Implementation of admissions customer relationship management (CRM) system across all three admissions offices (undergraduate, graduate, international)
- Implementation of Canvas learning management system (LMS)
- Lecture capture replacement and modernization

Current Projects and Initiatives

- Hyflex classroom design
- EAB Transfer Portal implementation
- Distributed IT (DIT) report implementation plan
HUMAN RESOURCES

With a team of 49 employees, an operating budget of $200,000 and a personnel budget of $3.5 million, Human Resources includes the following:

- HR Administration
- Benefits
- Classification and Compensation
- Employee Relations
- Employment and Clinical Support Services (CSS)
- HR Information Systems
- Learning and Organizational Development

ECU Workforce Summary (as of July 25, 2022)

**Permanent Employees by Division**

<table>
<thead>
<tr>
<th>Division</th>
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**Permanent Employees by Type**

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CAMPUS SAFETY AND AUXILIARY SERVICES

With the transfer of Prospective Health into Environmental Health and Safety (EH&S) in July 2022, Campus Safety is now composed of 104 employees in Police, EH&S, Emergency Management and Security Technology. Auxiliary Services is composed of 54 employees from 1 Card, Parking and Transportation, and University Printing and Graphics (UP&G), including Mail Services. Vacant positions in UP&G and Parking and Transportation were eliminated or held vacant to match declining revenue related to COVID impacts.

**Campus Safety**

- ECU Police has dual accreditation from CALEA and IACLEA. There are fewer than 50 dual-accredited agencies in the United States. NC State University is the only other UNC System institution with dual accreditation.
- Security contract with Allied supports and enhances police patrols.
• From 2015 to 2021, ECU crime was down 57% (violent crime was down 27%), similar to crime rates at the University of North Carolina at Chapel Hill, the University of North Carolina at Charlotte and NC State.
• Greenville crime was down 27% (violent crime was down 4%) over the past five years (2017-2021).
• Greenville’s crime rate is similar to crime rates in Greensboro, Charlotte and Wilmington.
• ECU Police continues to work with Campus Operations, the Greenville Police Department (GPD), the city traffic engineer and the North Carolina Department of Transportation to improve pedestrian safety and Pirate Pathways.
• ECU Police has citywide jurisdiction and an excellent, collaborative relationship with GPD (e.g., installed ShotSpotter gunshot detection system, patrol the Grid and reduced large gatherings).
• EH&S is responsible for fire safety, lab safety, occupational safety, biological safety, radiation safety, employee health, workers’ compensation, insurance and risk management.
  - The merger of Prospective Health and EH&S is expected to save more than $100,000 by eliminating the need for a full-time director/medical director for Prospective Health.
  - Using trend analysis and targeted injury reduction strategies, EH&S helped reduce serious injuries and workers’ compensation costs from 2017 through 2020. Returning from COVID in 2021, there was an increase in injuries and workers’ comp costs.
• National Weather Service StormReady designated.
• 1,400 cameras, 150 blue-light phones and 100+ alarm systems on campus with card access, an emergency notification system, the LiveSafe app and virtual emergency operations center (Veoci).
• Residence halls are locked 24/7 with key fobs.
• 1 Card access in nearly all nonresidence hall buildings while continuing to install remote locking.

**Auxiliary Services**

• 1 Card: ID/security; spending accounts on and off campus in Uptown; Wells Fargo bank account linking
• Dowdy Student Stores: located in the Main Campus and Health Sciences Campus student centers; managed by Barnes & Noble College; commission received provides support for scholarships and other programs
• Parking and Transportation Services: parking garage attached to Main Campus Student Center; license plate recognition technology has been implemented to reduce cost and promote sustainability; bicycle-friendly university designation at silver level (Transit is in Student Affairs)
• University Printing and Graphics: provides design and print services; distributes incoming and outgoing U.S. mail; manages 581 campus copiers

**ATHLETIC BUSINESS OFFICE**

The Athletic Business Office works with ECU Athletics staff and coaches in preparing and managing annual budgets and accounting for grants-in-aid, as well as oversees business functions for Athletics.

The office also prepares the Equity in Athletics Disclosure Act (EADA) Report and NCAA Membership Financial Reporting and coordinates external review for the annual NCAA Agreed Upon Procedures.
PIRATE FOOTBALL

Fueled by a big-play offensive attack, a takeaway-producing defense and a timely special teams unit, Mike Houston’s 2021 squad posted a 7-5 overall record and a 5-3 conference mark (t3rd). The team earned postseason eligibility — the program’s first since 2014 — with an invitation to the Military Bowl. Along the way, the Pirates shook off an 0-2 start with a pivotal 42-38 victory at Marshall, which was highlighted by East Carolina’s biggest fourth-quarter comeback since 1992 that erased a 17-point deficit and subsequently launched a three-game winning streak. The Pirates closed out the year with victories in four of their last five contests.

PIRATE BASEBALL

During his eight years at the helm of the program, Cliff Godwin, a four-time American Athletic Conference (AAC) Coach-of-the-Year honoree, has guided East Carolina to six NCAA Regional berths (2018, 2019, 2021 and 2022 Greenville Regional host), four Super Regional appearances (2022 Greenville Super Regional host), three AAC regular-season titles and three AAC Tournament championships while posting a 304-151-1 (.668) overall record. Godwin has also mentored 20 All-America selections, 23 NCAA All-Regional performers, 33 all-conference award-winners (26 first-teamers) and 14 Major League Baseball draft picks.
LACROSSE

The 2022 Pirates earned a .500 record at 9-9 with a 2-3 mark in conference play following a 4-12 and 2-8 mark in 2021. Six 2022 Pirates earned AAC honors in 2022, with Megan Tryniski and Nicole LeGar earning First-Team nods and Alexandra Giancolone, Frances Kimel, Ellie Bromley and Leah Bestany earning Second-Team honors. Throughout the season, ECU players earned various weekly honors 14 times. The 2022 squad set program records for points, goals, assists, caused turnovers and save percentage.

TRACK AND FIELD

Sommer Knight ended her storied East Carolina career by claiming her second consecutive U.S. Track & Field and Cross Country Coaches Association (USTFCCCA) First-Team All-America honor with an eighth-place finish in the pole vault at the NCAA Outdoor Championships in 2021. She left ECU as the indoor and outdoor school record-holder in the event, a three-time American Athletic Conference champion (two outdoor/one indoor), a 2022 NCAA East Region first-place finisher and a two-time USTFCCCA All-America performer.

ATHLETICS, STUDENT-ATHLETE ACHIEVEMENTS AND FACILITIES

Pirate athletics are the pride of the Pirate Nation. Arrgh!” With 18 Division I teams, ECU is committed to the principle of institutional control operating its athletics programs. The task is accomplished by operating in accordance with NCAA, American Athletic Conference and university rules and regulations.

ECU Student Development is committed to the success and graduation of our student-athletes by providing extensive services and diverse experiences to promote the development of academic achievement, leadership and personal growth.

2021–2022 Academic Year

- Student-athletes with a 3.0 GPA or higher (fall 2021 and/or spring 2022): 63%
- 3.10 average GPA for ECU’s full-time undergraduate student-athletes
- 85% six-year graduation rate for student-athletes

2020–2021 APR Single Year Score

- **993** (highest in ECU Athletics history)

2020–2021 ECU 1000 APR Single Year Scores

- Men’s Basketball
- Men’s Cross Country
- Football
- Men’s Golf
- Women’s Basketball
- Women’s Cross Country
- Women’s Golf
- Women’s Soccer

Commissioner’s Postgraduate Leadership Award (Since 2018)

- Vendela Norman, Swimming and Diving (2017–2018)
- Austin Allen, Tennis (2018–2019)
American Athletic Conference Scholar-Athletes (Since 2018)

Male Scholar-Athlete of the Year
- Jake Agnos (2018-2019)
- Alec Burleson (2019-2020)

Baseball Scholar-Athlete of the Year
- Jake Agnos (2018-2019)
- Alec Burleson (2019-2020)

Men’s Basketball Scholar-Athlete of the Year
- Ludgy Debaut (2021-2022)

Men’s Golf Scholar-Athlete of the Year
- Patrick Stephenson (2019-2020)

Women’s Golf Scholar-Athlete of the Year
- Dorthea Forbrigd (2019-2020)
- Dorthea Forbrigd (2020-2021)
- Kathryn Carson (2021-2022)

Women’s Lacrosse Scholar-Athlete of the Year
- Megan Pallozzi (2019-2020)

American Athletic Conference All-Academic Team
- 237 ECU student-athletes named

Williams Arena at Minges Coliseum™
One of the most fan-friendly arenas in all of NCAA Division I, the 8,000-seat Williams Arena at Minges Coliseum is home to East Carolina men’s and women’s basketball and volleyball.

Smith-Williams Center
Connected to Minges Coliseum, this state-of-the-art, 49,000-square-foot, multilevel facility is the headquarters for men’s and women’s basketball to practice, train and condition.

Dowdy-Ficklen Stadium™
After completing the $60 million Southside Renovation Project that opened August 2019, Dowdy-Ficklen Stadium now has a capacity of 50,000 for football games and includes the five-story TowneBank Tower, which replaces the previous press box structure installed in 1977.

Clark-LeClair Stadium™
Built in 2004, Lewis Field at Clark-LeClair Stadium, which arguably rates as one of the top collegiate baseball facilities in the nation, is the home of the ECU baseball team. The nationally ranked Pirates hosted the 2007 Conference USA Tournament, five NCAA Regionals (2009, 2018-2019, 2021-2022) and one NCAA Super Regional (2022) in the history of Clark-LeClair Stadium.

Stewart Johnson Stadium
Home to ECU’s soccer program, Stewart Johnson Stadium features a 1,000-seat capacity and numerous added fan amenities, including a video scoreboard and a state-of-the-art sound system.

Max R. Joyner Family Stadium
Max R. Joyner Family Stadium ushered in a new era for ECU’s softball program upon its construction in 2011. The approximately $4 million facility is one of the finest on the East Coast.

Pirate Club™
Built on the continuous support from loyal donors and fans since its inception in 1962, the Pirate Club has grown into one of the premier collegiate support organizations in the country, providing student-athletes with the resources needed to succeed on and off the field.
History
In the Division of Student Affairs (SA), the mission is to provide programs and services that optimize student learning and leadership; build a safe, supportive and welcoming campus community; foster the emotional growth and personal development of students; and make a positive contribution to the overall student experience. Student Affairs fosters an environment where all students achieve their academic and personal goals and accomplish this through core values: student centered, integrity, service, excellence, respect and inclusion.

Student Affairs consists of eight units, 23 departments and 10 offices/centers and employs approximately 300 employees (full-time and temporary). During 2019-2020 (prior to the COVID pandemic), SA also employed 1,505 undergraduate and graduate students, which provided over $4.3 million in compensation.

Student Affairs professionals are members of state, national and international professional organizations, with many holding leadership roles in those communities. Additionally, SA educators participate annually in numerous scholarly presentations and publications with external organizations.

During the past decade, Student Affairs has made significant contributions to increasing ECU’s knowledge about students, the educational environment and institutional effectiveness to continuously improve programs and services. All Student Affairs departments work collaboratively with SA’s Office of Assessment, Research and Planning, as well as ECU’s Institutional Planning, Assessment and Research (IPAR) through a comprehensive menu of outcomes assessment, strategic planning, program review, student-focused research and Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accreditation compliance.

Student Affairs
Student Affairs is focused on ECU’s three commitments of student success, public service and regional transformation. These commitments are embedded in daily efforts to serve the students in Pirate Nation.

Student Success
In addition to operating ECU’s three residence hall neighborhoods, Campus Living partners with and supports the academic endeavors of students living in the halls. These programs and initiatives include Peer Academic Leaders (PALS) who work with resident advisors (RAs) to provide more resources to students and focused study groups for the College Hill neighborhood hosted by the Pirate Academic Success Center.
Student Affairs in 2018 created the Department of Intercultural Affairs, which cultivates a transformative and culturally competent community centered on intercultural learning. Intercultural Affairs includes the Dr. Jesse R. Peel LGBTQ Center, the Ledonia Wright Cultural Center, the Center for Leadership and Civic Engagement and the Women and Gender Office. The coordinated efforts of these areas develop programs and services that facilitate cross-cultural dialogue, promote cultural competency development, and engage the community in reflective experiences that encourage self-exploration and challenge biases.

Student Affairs also serves ECU’s special student populations in areas such as veteran services, transit and career services. ECU has more than 1,800 military men and women, including active duty, reserves, veterans and dependents, and these students benefit from a veteran-specific orientation program, veteran leadership academy, veteran student lounge and access to staff providing support from admission to graduation.

ECU Career Fairs have proven successful in recent years. Career Services hosts fall and spring job and internship fairs for all majors as well as specialized discipline fairs, such as education, health sciences and STEM. Each year, more than 3,500 students participate in the career fairs, which are attended by more than 500 employers.

The division’s recent research agenda focuses on first-year experience, well-being and resilience, food and basic needs security, career readiness, and risks associated with underrepresented populations.

In 2020, Student Affairs opened its first Financial Wellness Hub (FWH) to work collaboratively with campus partners to design, implement and assess financial literacy programs and financial planning services for current ECU students. Through advising, outreach and on-campus programming, the hub will raise awareness of financial literacy, student aid programs, scholarships, career paths and long-term financial obligations.

Student Engagement

Student engagement at ECU continues to rise year after year and enjoys a thriving student organization community. Headed into 2021, ECU has more than 400 officially active student organizations.

In a typical year, more than 90,000 students are involved in 200,000+ engagement hours at Student Affairs events and programs. The Student Activities Board is a leader in student-focused programs and activities and traditionally has more than 35,000 students attending during the year. More than 15,000 first-year and transfer students along with their families participated in orientations in summer 2022. ECU also has 2,137 students in its 36 Greek chapters.

Regional Transformation

In 2015, Student Affairs premiered the 40 Under Forty Leadership Awards. This award program was created to recognize emerging leaders who received their start at East Carolina University, as well as those who have used their cocurricular experiences to make significant impacts in their respective professions, in their local communities and on the world. More than 240 recipients have been honored, and these recipients also provide financial support back to students at ECU.

Student Affairs has made significant financial/ economic impacts to the campus as well as to the Greenville/Pitt County community. To help reduce the cost to students, Student Affairs has also raised millions of dollars in the last five years through cash and corporate sponsorships. Funds such as the Veteran Services Priority Fund, the Parent Fund, the Student Emergency Fund and the Hunger Initiative Fund have seen significant increases in the last several years. Additionally, Club Sports saw an economic impact of close to $1 million. Based on the Greenville Group Economic Impact Formula in 2019-2020, the impact of the 4,729 family members attending orientation sessions result in an economic impact of $15,439,296.
Service

Service is a primary function among Student Affairs departments. Each year, hundreds of students produce thousands of service hours at multiple service events and activities, including Alternative Break Experiences (ABE) in the fall and spring semesters. The ABE trips are multiday or weeklong experiences in which students and staff serve in communities in North Carolina and across the country, as well as in Puerto Rico. Additionally, ECU hosts multiple days of service (MLK Day of Service, Make a Difference Day, etc.) as well as Homecoming drives and Greek Life and Club Sports service hours by its members.

The Center for Leadership and Civic Engagement, multiple Student Affairs departments and the College of Engineering and Technology’s Department of Technology Systems operate the Purple Pantry. Purple Pantry is a “storefront shopping” option for students experiencing food insecurity. Purple Pantry has created Pirate Packs for students in need during the pandemic as well as during the winter break.

Student Health Services and the counseling center, which operate offices on both the Main and Health Sciences campuses, continue to serve ECU students’ physical and mental health needs. During 2019-2020, Student Health engaged 27,149 patients, and the counseling center provided 5,885 student counseling and crisis appointments. Both areas have transitioned to telehealth and teletherapy options during the COVID pandemic and continue to see high numbers of student appointments.

In July 2022, Student Affairs launched a new unit called Health and Well-Being. This unit will create a comprehensive, integrative behavioral health approach to address student care and well-being. The departments within Health and Well-Being include Student Health Services, Campus Recreation and Wellness and the Center for Counseling and Student Development.

ECU continues to support voter education and engagement, specifically focused on empowering students to exercise their right to vote. The Main Campus Student Center served as an important early voting polling location in the 2020 election; more than 8,500 people voted at this site (third highest of the seven sites).

Student Affairs Programs and Designations

Student Affairs in 2016 launched the ECUnited initiative, a grassroots student movement that challenges the East Carolina community to bridge the worlds of ideas and actions through their development of an annual theme that is operationalized through partner programs, advocacy and education. ECUnited works to deepen the understanding of the issues that impact local and global communities. Programs include Cupola Conversations, Netflix and Chat, the NC Civility Summit, Pledge Purple, CitizenU, Get Cultured, Play for Peace and the NAACP Unity March. The Cupola Conversations schedule consists of two to three planned events per semester, allowing for additional programs as needed based on the needs of the community. Throughout the last six years, there have been 32 Cupola programs with over 2,000 participants.

Student Affairs has played a pivotal role in the university’s receiving several special designations that enhance the attractiveness of ECU’s campus as well as demonstrate the successful efforts of divisional teams to provide a successful environment for students. These designations include the following:

- *Washington Monthly* has labeled ECU as one of the Best Colleges for Student Voting from 2018–2022.
- ECU is designated as a Premier Campus with a 4.5 rating (out of 5) by the Campus Pride Index, which is the primary LGBTQ national benchmarking tool for assisting college campuses to create safer,
more inclusive campus communities and learning environments. The rating is based on topics such as academic life, housing, student life, campus safety, counseling and health.

- ECU’s Student Health Services (SHS) and Center for Counseling and Student Development have enjoyed numerous years of national accreditation. The counseling center has been accredited by the International Association of Counseling Services since 1988. Student Health Services has been accredited continuously since 2002 by the Accreditation Association for Ambulatory Health Care (AAAHC).

- SA’s Student Veteran Services is one of many units and departments focused on recruiting, engaging and retaining the military community. ECU has enjoyed designations such as Military Friendly and Best for Vets multiple times in the last decade.

Student Affairs Facilities

Student Affairs operates numerous facilities and buildings across ECU’s Main and Health Sciences campuses. These include 15 residence halls, about 25 dining and retail locations and two student centers. In the last decade, ECU and Student Affairs have invested more than $200 million on construction and renovation projects in Campus Living and Dining Services. Ballard Hall, which opened in 2015, houses most of ECU’s 17 living-learning communities. Major renovations to residence halls in the last five years include a transformation of all three towers in the West End neighborhood.

ECU is one of the few campuses in the country to have a stand-alone student center, which opened in 2017, to serve its Health Sciences Campus. The Main Campus Student Center opened its doors in January 2019 and has become the central hub and living room for students at ECU. In 2019-2020, nearly 1.8 million people (duplicated) entered one of the two student centers.

The Eakin Student Recreation Center (ESRC) continues to be a favorite spot for ECU students. The ESRC opened in 1997 and was the winner of the prestigious Facility of Merit Award from Athletic Business magazine.

Other SA Campus Efforts

During the COVID-19 pandemic, Student Affairs has been a leader in supporting ECU’s students and their financial needs. The Dean of Students Office along with the Office of Student Financial Aid coordinated CARES Act Funding that created 10,367 awards to students totaling nearly $9.7 million.

Student Affairs manages all digital signage on the Main and Health Sciences campuses. Nearly 250 television screens, including the 42 feet by 24 feet Pirate Vision screen outside the Main Campus Student Center, are key communications tools for students to remain engaged with events, activities and safety messaging at ECU.

Opportunities

Adapting and Innovating Operations and Programming: The pandemic has necessitated that all units in the division adapt and innovate the design and delivery of key services and programming. In some situations, unit staff are innovating in ways that are even more effective in terms of student engagement.

The global pandemic caused significant disruptions to higher education with major impact on the division’s market and financial sustainability. Student Affairs has demonstrated it is nimble and poised to respond to the challenges and uncertainties emerging during COVID. The division views these challenges as opportunities for improvement and growth.
Building on Collaboration Opportunities: Student Affairs will continue to seek out and build on collaborations with Academic Affairs, Health Sciences, Athletics and other campus partners to facilitate student engagement in high-impact, transformational learning and development experiences in support of persistence to completion outcomes. Key areas of collaboration and innovation include a culture of safety, health and well-being; living-learning communities; career and workforce development; and community-based learning via service-learning, civic engagement and leadership development.

Supporting the Achievement of Enrollment Goals: A strong partnership has been formed with Undergraduate Admissions, and the division will continue to engage in strategic actions that contribute to ECU achieving its enrollment goals. This includes dedicated space in the Main Campus Student Center for campus visits along with building on recruitment outreach, special-events planning and programming, and other innovative initiatives.

Given that the traditional 18-to-25-year-old student population will significantly reduce in the next five years, the division can assist with doing more to recruit and retain older students as well as adult learners who have a different set of needs. The division is able to adapt or create student-support environments that meet those needs.

Leveraging Research Insights: SA will leverage divisionally generated research and data to promote access, inclusion, retention, graduation and student success outcomes. A robust research agenda offers predictive implications for planning and practice supporting student success. SA is leading research on topics associated with first-generation, veteran, low-income, rural and other underrepresented populations. SA is also providing research leadership specific to well-being and mental health, basic needs security and other high-impact practices.

Continuation of Competency Development: As one of the largest student employers on campus, SA has an opportunity to provide leadership in supporting affordability needs while also coaching students in developing and translating competencies that employers seek. If taken as a whole, much of the developmental programs SA offers build the competencies of communication, teamwork, leadership, customer service and problem-solving.

Leveraging Student Centers for Conferences and the Arts: The two student centers in combination with other institutional facilities and personnel resources offer an opportunity to develop new conference, camp and professional meeting offerings for the state and region along with enhancing visual and performing arts offerings.

Challenges
Personnel Challenges: Current hiring limitations of all types impede the ability of the division to effectively implement unit goals and support completion of the strategic plan. Staff retention will be an issue in relationship to salary stagnation or even salary cuts. There will be numerous staff departures because of advancement opportunities and retirement, which will result in a loss of significant institutional knowledge and leadership. If personnel hiring can occur, there certainly are opportunities to bring in new ideas and energy that will be conducive to strategic plan achievement.

Financial Instability: Student Affairs is funded by a variety of revenue streams inclusive of state, student fees, service revenues and development contributions. SA has planned for a variety of budget-reduction scenarios, which obviously is indicative of uncertainties. These revenue stream uncertainties and prospective budget cuts during upcoming fiscal years will be a challenge in terms of meeting strategic plan goals and performing at peak operating capacity, specifically related to Campus Living (housing and dining) and Student Health Services.
Overview
The Division of University Advancement seeks to maintain relationships with alumni, parents, friends, corporations and foundations. It encourages philanthropic support from external constituents for all university funding priorities, except Athletics. University Advancement solicits and secures philanthropic dollars for three foundations: the ECU Foundation, the ECU Medical & Health Sciences Foundation and the ECU Alumni Association. Each independent foundation actively manages assets under the guidance of its board of directors. The partnership between University Advancement and Athletics via the ECU Educational Foundation (Pirate Club) is coordinated with the intention of presenting a unified approach to supporters. University Advancement, led by Vice Chancellor Christopher Dyba, has nearly 50 employees and partners with another 25 or so. For example, members of the Financial Services group within the Division of Administration and Finance are directly tied to all four foundations. Funding is split between state resources and the foundations, with the foundations funding most front-line fundraising positions and a substantial amount of operating budget to support fundraising activities.

In fiscal year 2022, ECU’s consolidated fundraising reached $69.8 million, surpassing a previous record high of $57 million in 2016. Fundraising has remained consistently high for Main Campus priorities since 2016, but overall total fundraising for all of campus has been between $40 million and $50 million. Significant gifts and pledges occur across all foundations in various types of designations: endowment support, corporate and foundation partnerships, bequest intentions, restricted giving, and general support of ECU’s academic and athletic programs.

Online: give.ecu.edu

ASSOCIATED ENTITIES
University Advancement and its leadership oversee three associated entities: the ECU Foundation, the ECU Medical & Health Sciences Foundation and the ECU Alumni Association. Each foundation has an operating agreement that closely aligns its leadership with that of the university. The chancellor serves as an ex officio member on all three foundation boards.

ECU Foundation Inc.
The ECU Foundation stands behind and supports the university’s strategic plan. The ECU Foundation is governed by an independent board of directors who contribute generously their time, talents and resources. The foundation members are responsible stewards of all gifts and are committed to the highest level of accountability and transparency.
The ECU Foundation is widely recognized as a model for innovative ideas and best practices in fundraising, stewardship and advocacy. The foundation continues to develop a highly committed base of regional, national and international donors, including a growing number of students, faculty, alumni and friends of the university. It effectively manages an ever-increasing endowment to fund the margin of excellence for ECU – supporting scholarships, professorships, fellowships, progressive research, innovative academic programs and state-of-the-art facilities. Major gift officers are regionally assigned and maintain relationships as liaisons to particular areas on campus.

Renowned for a strong partnership with the university and a responsiveness to institutional priorities, the ECU Foundation is highly regarded for positively impacting ECU and making a difference in the quality of education for students and the quality of life for people throughout the region and beyond. The ECU Foundation is a 501(c)(3) public charitable organization. Donations to the ECU Foundation are tax deductible to the extent permitted by law.

ECU Foundation Webpage: give.ecu.edu/ecufoundation

ECU Medical & Health Sciences Foundation Inc.

The ECU Medical & Health Sciences Foundation’s core mission is to provide resources to ensure student and faculty success and transform health care in the region. The foundation is committed to honoring the values that have guided the progress of the university and focuses on values that will be key to continued growth: scholarship, leadership, service and discovery.

ECU Medical & Health Sciences Fundraisers are closely tied with colleges and schools on the Health Sciences Campus (Brody School of Medicine, College of Nursing, College of Allied Health Sciences, School of Dental Medicine). The board members are responsible stewards of all gifts, and they are committed to the highest levels of accountability and transparency in all they do. The ECU Medical & Health Sciences Foundation is a 501(c)(3) public charitable organization. Donations to the ECU Medical & Health Sciences Foundation are deductible to the extent permitted by law.

ECU Medical & Health Sciences Foundation Webpage: give.ecu.edu/mhsfoundation

ECU Alumni Association

The mission of the ECU Alumni Association is to inform, involve and serve the members of the ECU family throughout their lifelong relationship with the university. Several years ago, the association transitioned from a dues-based model to one that is based on annual philanthropic support. Moving to an inclusive, non-dues-based model allows the ECU Alumni Association to better serve all ECU graduates and friends worldwide. This model encourages all Pirates to give generously in support of their university and their alumni association.

ECU is graduating more Pirates than ever, with more than 195,000 living alumni worldwide. In order to best meet the needs of its diverse and extensive alumni population, the ECU Alumni Association is the premiere vehicle for alumni engagement for Pirates everywhere. Through electronic and in-person communication, activities and events, the ECU Alumni
Association reaches ECU alumni where they are and how they want to be engaged.

The ECU Alumni Association is a 501(c)(3) public charitable organization. Donations to the ECU Alumni Association are deductible to the extent permitted by law.

**Breakdown of Living Alumni by College (Approximate)**

- **Thomas Harriot College of Arts and Sciences:** 41,550
- **College of Business:** 29,042
- **College of Education:** 33,513
- **College of Engineering and Technology:** 13,476
- **College of Fine Arts and Communication:** 14,437
- **College of Health and Human Performance:** 34,559
- **College of Allied Health Sciences:** 10,761
- **School of Dental Medicine:** 402
- **Brody School of Medicine:** 3,712
- **College of Nursing:** 12,030
- **Multidisciplinary/Other:** 2,243

**ECU Alumni Association Webpage:** piratealumni.com

**FOUNDATIONAL FINANCES**

Strong oversight by the three foundation boards ensures that ECU continues to be a good steward of the alumni and friends who donate to the university. Each foundation participates in an annual independent audit and files all appropriate state and federal taxes.

The following consolidated information* is a portion of financial data available online. Consolidated foundational data consists of the ECU Foundation, the ECU Medical & Health Sciences Foundation, the ECU Alumni Association, the ECU Endowment and the ECU Educational Foundation (Pirate Club). Commitments include cash giving, pledges received, sponsored projects, and realized and planned giving totals at face value.

*Fiscal year 2022 financial information will be available in the fall after completing each foundation’s audit.
COMPREHENSIVE CAMPAIGN

Pursue Gold

ECU officially began counting pledges and gifts toward a $500 million comprehensive campaign in November 2016. To date, more than $400 million has been committed by university supporters. This total includes $108 million in reach backs (pre-campaign gifts). In November 2021, the Board of Trustees approved the campaign’s public launch and concluded the silent phase with $318 million, including reach backs. In March 2022, the university held its largest donor event to date to celebrate the naming of the campaign as Pursue Gold.

Leadership from across campus has been engaged in annual goal/priority-setting conversations. The ECU Educational Foundation (Pirate Club) announced their Pirates Unite capital campaign in late spring 2022. Gifts and commitments to the ECU Educational Foundation (Pirate Club) are counted as part of the Pursue Gold comprehensive campaign. University Advancement, in partnership with University Communications, has a multitude of creative assets designed utilizing original work done in collaboration with national marketing firm 160/90 as part of the silent phase of the campaign. Significant marketing efforts and outreach associated with Pursue Gold began after its public launch and will continue through the campaign’s close. Given current fundraising successes, the division expects to close the Pursue Gold campaign within the next 18-24 months as the campaign total surpasses $500 million.

Pursue Gold Website: pursuegold.ecu.edu

Campaign priorities are aligned around four pillars:

- **Creating Golden Opportunities** (scholarships)
- **Championing Research** (research)
- **Sustaining Our Value** (endowments)
- **Building Our Future** (capital projects)
UNIVERSITY POLICY MANUAL

The East Carolina University Policy Manual is the official repository of all approved policies, regulations and rules (PRRs) at ECU. New and revised policies, regulations and rules will be posted to the University Policy Manual during the last week of each month or will be announced specifically through both the ECU Official listserv and by email to the ECU Board of Trustees (BOT Resolution of April 9, 2016). Existing expressions of policy published in other documents remain in effect until or unless superseded by a PRR published in the manual or otherwise repealed.

The University Policy Committee (UPC) serves as the coordinating and advisory body responsible for the development of the University Policy Manual. The work of this committee is important in relation to the commitment to a clear and transparent process for policy development at ECU.

ECU FACULTY MANUAL

The ECU Faculty Manual is the product of many years of faculty participation in shared governance at East Carolina University. The contents of the manual require the approval of the Faculty Senate and the chancellor, and for some sections, the approval of the Board of Trustees, the UNC General Administration and the UNC Board of Governors.

The Faculty Senate office coordinates the online publication and maintenance of the manual.

As stated in Part II, Section I of the manual, academic policies pertaining to faculty are housed in the manual, particularly matters relating to tenure and promotion, curriculum, degree requirements, instructional standards and grading, and faculty welfare.
Faculty Senate

The tradition of shared governance at East Carolina University can be traced back to Tuesday, October 19, 1909. On that date – two weeks after classes began – then President Robert Wright convened the first recorded meeting of the faculty: all 10 of them (seven women and three men).

In 1964, East Carolina President Leo Jenkins established the Faculty Senate “as an organized voice for the faculty of East Carolina … to enable faculty to play a broader role in the decisional mainstream of the institution.” He constituted a committee of administrators and faculty to develop the East Carolina “Faculty Constitution,” that read in part, “The Faculty Senate shall ratify, amend, or remand all matters of academic policy or faculty welfare which have been recommended by any standing or special committee of East Carolina or initiate any policies in such matters which it deems desirable.”

Today, ECU’s Faculty Senate, shared governance processes and faculty leadership are well recognized at the system level. ECU’s faculty grievance processes were utilized as examples in the development of other campus’ grievance processes, and the university’s promotion and tenure processes have influenced other campus’ development of their own.

Functions

The Faculty Senate and its committees are the primary media for the essential joint effort of faculty and administration in the government of East Carolina University.

The functions, duties and privileges of the Faculty Senate, stipulated in the “Faculty Constitution,” are exercised under the authority of the chancellor of East Carolina University.

The Faculty Senate is the legislative and advisory body representing the general faculty and consists of elected and ex officio members.

The Faculty Senate is composed of the following:

- **21 Academic Committees**
- **Two Faculty Senate Committees**
- **One Appellate Committee**

Unless otherwise specified in a committee’s charge, all faculty members in at least their second consecutive year of full-time employment at ECU are eligible to serve on Faculty Senate Committees and Academic Committees. A majority of the voting members of all committees must be tenured or probationary (tenure-track) faculty. The chancellor and the chair of the faculty are ex officio members of all committees (Bylaws of the “Faculty Constitution”).
The officers of the faculty and Faculty Senate consist of the following: the chair of the faculty, the vice chair of the faculty and the secretary of the faculty. All officers are elected by a majority vote of the elected members of the Faculty Senate present. The term of faculty officers is one year with the privilege of reelection.

The provost and senior vice chancellor for academic affairs supports the work of the chair of the faculty by awarding full-time pay during the summer and reassigned time from teaching during the academic year.

The chancellor supports the work of the Faculty Senate by assigning one full-time SHRA employee to work for the Faculty Senate. The chancellor also assigns $4,093 of state funds for the proper running of the office and $2,250 of discretionary funds to support beverages and food for Faculty Senate meetings, Faculty Senate Committee meetings, appellate hearings, etc.

To highlight the importance of shared governance at ECU, the chancellor facilitates informal interactions between members of the Board of Trustees and the faculty officers.
The ECU Staff Senate is a diverse representative body of employees who promote communication between university employees (SHRA, CSS and EHRA non-faculty) and the university administration. The ECU Staff Senate is composed of representatives from each of the eight campus divisions.

Functions
The ECU Staff Senate’s commitment to ECU includes (but is not limited to) reviewing policies/procedures and offering recommendations regarding the interest of staff and EHRA non-faculty employees; assisting in the communication of issues and activities affecting staff members; serving as a liaison between the chancellor and his staff; promoting participation in the university community; and encouraging a sense of community among all university employees.

The ECU Staff Senate has a variety of standing subcommittees that serve the senate in various areas, including the Bylaws Committee; Communications and Marketing Committee; Diversity Committee; Human Resources Committee; Membership Committee; Leadership and Professional Development Committee; Recognition and Rewards Committee; Scholarship Committee; Staff Assembly Golf Tournament Committee; and the Executive Committee.

Officers of the Staff Senate

Aisha Powell  
Chair  
Assistant Director of Undergraduate Programs  
College of Business

Vacant  
Chair-Elect

John Southworth  
Vice Chair  
Technology Support Specialist  
ITCS Client Engagement and Support

Jennifer Jones  
Secretary  
University Program Specialist  
Accounts Payable

Joseph Moore  
Treasurer  
University Program Specialist  
College of Nursing

Tyler West  
Parliamentarian  
ECU Student Government Association
The Student Government Association at ECU exists to serve the students of East Carolina University and is the source of governance for the students so that they may be heard collectively. The focus of the Student Government Association is to advocate for the student body by creating student-university engagement.

Committees
The Student Government Association has a variety of standing committees that serve the students in various areas, including the Rules and Judiciary Committee; Financial Affairs and Appropriations Committee; Marketing and Communication Committee; Academic Affairs Committee; University Affairs Committee; Local and State Affairs Committee; Equity and Intercultural Engagement Committee; and Community Outreach Committee.

Executive Cabinet of the Student Government Association

Rutvi Sachamia
Student Body Secretary

Duncan Patrick
Director of Academic Affairs

Jordyn Strupp
Director of Community Outreach

George Cherry Jr.
Director of Equity and Intercultural Outreach

Adriana Cowell
Director of First Year Programs

Chuks Ubah
Director of Graduate Affairs

Sam Fuelleman
Director of Local and State Affairs

Anderson Ward
Director of Marketing and Communication

Javier Limon
Director for University Affairs

Sarah Wright
UNC Association of Student Governments Liaison
EAST CAROLINA UNIVERSITY SENIOR LEADERSHIP

Megan Ayers
Assistant Secretary to the Board of Trustees
252-328-6105 • ayersm@ecu.edu
Megan Ayers is a two-time ECU alumna (BSW and MPA) and, since 2009, an employee in the Chancellor’s Division. She was elected by the Board of Trustees to the position of assistant secretary in 2016. She serves as official liaison to the Board of Trustees and Board of Visitors while also supervising the Office of Special Events and supporting chief of staff/chancellor initiatives.

Dr. Robin Coger
Provost; Senior Vice Chancellor for Academic Affairs
252-328-5419 • rncoger@ecu.edu
Dr. Robin Coger joined ECU in July 2022 as chief academic officer with an academic appointment as a tenured professor in the Department of Engineering. She has served as an innovative leader, professor and scholar within the UNC System for over 26 years, most recently as dean of the College of Engineering at North Carolina Agricultural and Technical State University. She has a strong track record of building strategic partnerships for the benefit of students, faculty, academics and research.

Stephanie Coleman
Vice Chancellor for Administration and Finance
252-328-6975 • colemans@ecu.edu
Stephanie Coleman, CPA, is a two-time ECU alumna (bachelor’s in accounting and MBA) who has worked in the Division of Administration and Finance for over 18 years in several capacities related to university financial operations. She has overseen auxiliary budgets for student affairs, administration and finance, and athletics, as well as the Main Campus state budget.

Christopher Dyba
Vice Chancellor for University Advancement; President of ECU Foundation
252-328-9565 • dyba@ecu.edu
Christopher Dyba has served as vice chancellor for university advancement and president of the ECU Foundation since March 2014. His 25+ year career includes progressively larger responsibilities at Duke University, Auburn University and Tulane University before becoming a Pirate.

LaKesha Alston Forbes
Associate Provost for Equity and Diversity; Title IX Coordinator
252-328-6804 • alstonl@ecu.edu
LaKesha Alston Forbes leads ECU’s diversity-related strategic initiatives and equal opportunity compliance programs. In addition to monitoring the university’s adherence to Title VII and Title IX regulations, she develops internal and external partnerships to create more equitable and inclusive systems, policies and practices throughout all areas of ECU.

Jon Gilbert
Director of Athletics
252-737-4502 • athletic_director@ecu.edu
Since being named ECU’s director of athletics in December 2018, Jon Gilbert has added several new head coaches and led the renovation and completion of numerous facilities. He previously served as athletics director at the University of Southern Mississippi and in senior athletics administrative positions at the University of Alabama and the University of Tennessee.

Dr. Virginia Hardy
Vice Chancellor for Student Affairs
252-328-6541 • hardyv@ecu.edu
Dr. Virginia Hardy has served as a leader at ECU for over 28 years, with the last 11 as vice chancellor for student affairs and former years as a senior administrator at the Brody School of Medicine. Her leadership has impacted student success and bridged community partnerships locally, statewide and nationally.

Jeannine Manning Hutson
Chief Communications Officer; Director of University Communications
252-328-1164 • hutsonj@ecu.edu
A native of eastern North Carolina, Jeannine Manning Hutson was named chief communications officer and director of ECU’s 52-position University Communications team in 2020 after more than two decades at the university as a writer, media relations specialist and director of news services.

Dr. Christopher Locklear
Chief of Staff
252-328-9094 • locklearc@ecu.edu
Dr. Christopher Locklear is an alumnus of ECU (’97, ’01, ’07) and an employee since 2002 in a variety of leadership positions in the chancellor’s and academic affairs divisions, including chief of staff, vice provost for academic success, and associate provost for personnel and resource administration.
Dr. Sharon Paynter  
**Acting Chief Research and Engagement Officer**  
252-328-9471 • paynters@ecu.edu  

Dr. Sharon Paynter is a native North Carolinian. She joined the ECU faculty in 2009. Her research and teaching expertise is in the fields of public administration and policy. Her leadership roles for the university have included responsibility for community engagement, economic development, technology transfer, continuing education, small-business development, and research development, compliance and administration.

Wayne Poole  
**Chief Audit Officer**  
252-328-9027 • poolew@ecu.edu  

Wayne Poole began working for ECU in 1998, joined the Office of Internal Audit in 2005, and was named the chief audit officer in 2018. He earned a bachelor’s degree in accounting from ECU and an MBA from Embry-Riddle University, and he served as an operations auditor/evaluator for the U.S. Air Force before beginning his ECU career.

Paul H. Zigas  
**General Counsel; Vice Chancellor for Legal Affairs, Main Campus**  
252-328-6940 • zigasp@ecu.edu  

Paul H. Zigas has over 20 years of experience in higher education and government law. He received his Juris Doctor degree from the University of North Carolina at Chapel Hill; holds a master’s and two bachelor’s degrees from North Carolina State University; and is licensed to practice in North Carolina and before the U.S. Patent and Trademark Office.

EAST CAROLINA UNIVERSITY BOARD OF TRUSTEES

Scott Shook  
**Chair**  
shooks20@ecu.edu  

Scott Shook of Greenville, North Carolina, is a financial advisor and vice president at Truist Investment Services. A former chair of North Carolina’s State Board of Community Colleges and a former chair of Greenville’s Board of Adjustments, he earned a bachelor’s degree in economics from ECU.

Jason Poole  
**Vice Chair**  
jason@trpsumner.com  

Jason Poole of Fayetteville, North Carolina, is a partner with TRP CPAs PLLC, specializing in tax and consulting services. A former president of the North Carolina Association of CPAs Foundation, he earned both his bachelor’s and master’s in accounting from ECU.

Cassandra Burt  
**Secretary**  
burt0615@yahoo.com  

Cassandra Burt attended ECU in the early 1980s and later served in the accounting office and as office manager at Hastings Ford in Greenville, North Carolina. She is an active member and treasurer of the Seaside Arts Council in Swansboro, North Carolina, and serves on the board for the ECU Medical & Health Sciences Foundation.

Leigh Fanning  
leighfanningecu@gmail.com  

Leigh Fanning of Greenville, North Carolina, who has nearly 30 years of experience working in the beverage distribution industry, is the owner and director of R.A. Jeffreys Distributing. She serves on the Greater Greenville Community Foundation and BB&T’s Local Advisory Board, among others.

Thomas Furr  
tpfurr@gmail.com  

Thomas Furr of Durham, North Carolina, is the founder of PatientPay, a leading end-to-end patient payment solution focused on the financial challenges of specialty care and revenue cycle management companies. He holds a bachelor’s degree in finance from ECU.
Dave Fussell  
dave@duplinwinery.com

Dave Fussell has served as the president of Duplin Wine Cellars Inc. for over 32 years. He graduated from ECU in 1990 with a degree in economics. In addition to serving on the Board of Trustees, he also serves on the ECU Foundation board and is a member of the ECU Pirate Club.

Van Isley  
van.isley@pb-supply.com

Van Isley of Raleigh, North Carolina, who earned a bachelor’s degree in accounting from ECU, is founder and CEO of Professional Builders Supply. He and his wife, Jennifer, are the primary benefactors of the Van and Jennifer Isley Innovation Hub, a collaborative space on ECU’s campus dedicated to product innovation and entrepreneurship.

Fielding Miller  
fielding.miller@captrustadvisors.com

Fielding Miller of Raleigh, North Carolina, is the primary benefactor for ECU’s Miller School of Entrepreneurship and is the co-founder, chairman and chief executive officer of independent investment advisory firm CAPTRUST Advisors. He earned a BSBA in marketing at ECU.

Angela Moss  
angelaecu@hotmail.com

Angela Moss of Chapel Hill, North Carolina, is a senior investment professional for UNC Management Company, where she assists in the management of a $7 billion investment portfolio. She graduated from ECU with a bachelor’s degree in business administration and a master’s degree in accounting.

Jeffrey Roberts  
jeff_roberts73056@yahoo.com

Jeffrey Roberts is chief executive officer for Amani Residential/Human Services Inc., a level II male group home tasked with providing positive life skills to today’s youth. He attended ECU and graduated as a nontraditional student when he was 35.

Jim Segrave  
jsegrave@flyexclusive.com

Thomas J. “Jim” Segrave of Kinston, North Carolina, is the owner of LGM Enterprises, a company that operates a jet charter service and refurbishes aircraft at the North Carolina Global TransPark. He graduated from ECU with degrees in math and computer science.

UNIVERSITY OF NORTH CAROLINA SYSTEM  
President

Peter Hans  
president@northcarolina.edu

Peter Hans is the seventh president of the University of North Carolina System. Prior to his election in 2020, he served as the ninth president of the North Carolina Community College System. During that tenure, the system increased visibility, enrollment, completion rates, public funding, private support and business partnerships.
**UNIVERSITY OF NORTH CAROLINA SYSTEM BOARD OF GOVERNORS**

**Randy Ramsey**  
*Chair*  
*Current Term: 2021–2025*  
Randy Ramsey of Beaufort, North Carolina, serves as the chair of the Board of Governors, overseeing the 24-voting-member board and supporting the overall progress of its committees and working groups. He is the founder and president of Jarrett Bay Boatworks, a company that specializes in the construction of custom sport fishing boats and the repair of marine craft.

**Wendy Floyd Murphy**  
*Vice Chair*  
*Current Term: 2021–2025*  
Wendy Floyd Murphy of Wallace, North Carolina, is the vice chair of the Board of Governors and serves on the Committee on Educational Planning, Policies and Programs and on the Committee on Military and Public Affairs. She is involved in the hospitality segment of Murphy Family Ventures, which manages the day-to-day operations of the family businesses.

**Pearl Burris-Floyd**  
*Secretary*  
*Current Term: 2019–2023*  
Pearl Burris-Floyd of Dallas, North Carolina, is the secretary of the Board of Governors and serves on the Committee on University Personnel and the Committee on Audit, Risk Management and Compliance. She is the chief government affairs officer at Partners Behavioral Health and president and chief executive officer of Hidden Gemstones Consulting LLC.

**Dr. Lee Barnes**  
*Current Term: 2022–2025*  
Dr. Lee Barnes of Durham, North Carolina, serves on the Committee on Historically Minority-Serving Institutions and the Committee on University Personnel. He is president and director of M.M. Fowler Inc., facilitating a continuing education program through a partnership with Durham Technical Community College and Fayetteville Technical Community College.

**Kellie Hunt Blue**  
*Current Term: 2021–2025*  
Kellie Hunt Blue of Pembroke, North Carolina, serves as the chair of the Committee on University Governance and the secretary of the Committee on Historically Minority-Serving Institutions. She is the county manager for Robeson County and is responsible for overseeing the business operations of the county government’s various departments.

**Kirk J. Bradley**  
*Current Term: 2021–2025*  
Kirk J. Bradley of Chapel Hill, North Carolina, is the vice chair of the Committee on Educational Planning, Policies and Programs and a member of the Committee on Audit, Risk Management and Compliance. He is the chairman, president and CEO of Lee-Moore Capital Company, a private, family-owned business that operates in the real estate investment and venture capital industries.

**C. Philip Byers**  
*Current Term: 2019–2023*  
C. Philip Byers of Forest City, North Carolina, is the vice chair of the Committee on Military and Public Affairs, the chair of the Subcommittee on Laboratory Schools and a member of the Committee on University Governance. His tenure in the law enforcement field includes service as sheriff of Rutherford County, North Carolina.

**Jimmy D. Clark**  
*Current Term: 2021–2025*  
Jimmy D. Clark of Greensboro, North Carolina, serves as the secretary of the Committee on Budget and Finance, the vice chair of the Committee on Audit, Risk Management and Compliance, and a member of the Committee on Military and Veterans Affairs. He is the owner and president of Guy M. Turner Inc., one of the largest privately owned crane, rigging and heavy/specialized transportation companies in North America.

**Carolyn Coward**  
*Current Term: 2021–2025*  
Carolyn Coward of Arden, North Carolina, serves as the chair of the Committee on University Personnel and a member of the Committee on Strategic Initiatives. She is a principal with The Van Winkle Law Firm, where she focuses her practice on health care, labor and employment law.
Joel Ford  
**Current Term:** 2021–2023  
Joel Ford of Charlotte, North Carolina, is the secretary of the Committee on Strategic Initiatives and a member of the Committee on University Governance. He is the senior vice president of sales and operations at Partners Risk Strategies LLC, a commercial insurance intermediary in Charlotte. He was a state senator for North Carolina’s 38th district from 2013 until 2019.

John Fraley  
**Current Term:** 2021–2025  
John Fraley of Mooresville, North Carolina, is a member of the Committee on University Personnel and the Committee on Strategic Initiatives. He held several executive positions in the home textile business between 1973 and 2013. He also served as a member of the North Carolina House, representing the state’s 95th district between 2015 and 2021.

Thomas C. Goolsby  
**Current Term:** 2019–2023  
Thomas C. Goolsby of Wilmington, North Carolina, serves on the Committee on Educational Planning, Policies and Programs and is the vice chair of the Subcommittee on Laboratory Schools. The owner of Goolsby Law Firm, he is a trial attorney and a professor of law who has also served as a North Carolina state senator.

Reginald Ronald Holley  
**Current Term:** 2021–2025  
Reginald Ronald Holley of Southport, North Carolina, serves as the chair of the Committee on Historically Minority-Serving Institutions, a member of the Committee on Budget and Finance, and the chair of the UNC System Racial Equity Task Force. He is the president and founder of The Longmire Group.

James L. Holmes Jr.  
**Current Term:** 2019–2023  
James L. Holmes Jr. of Raleigh, North Carolina, is the chair of the Committee on Budget and Finance and a member of the Committee on Historically Minority-Serving Institutions. He is the founder and managing partner of Sentinel Risk Advisors LLC.

Mark Holton  
**Current Term:** 2019–2023  
Mark Holton of Winston-Salem, North Carolina, serves as the vice chair of the Committee on University Personnel and the vice chair of the Committee on Strategic Initiatives. Prior to retiring in 2018, Holton served as executive vice president and general counsel for Reynolds American Inc. in Winston-Salem.

Terry Hutchens  
**Current Term:** 2019–2023  
Terry Hutchens of Fayetteville, North Carolina, serves as the chair of the Committee on Audit, Risk Management and Compliance and a member of the Committee on Budget and Finance. He is the managing partner of Hutchens Law Firm LLP, a multistate practice of 250 lawyers and staff.

J. Alex Mitchell  
**Current Term:** 2019–2023  
J. Alex Mitchell of Durham, North Carolina, is the vice chair of the Committee on University Governance and the secretary of the Committee on Military and Public Affairs. He is a real estate developer.

Anna Spangler Nelson  
**Current Term:** 2019–2023  
Anna Spangler Nelson of Charlotte, North Carolina, is the secretary of the Committee on Educational Planning, Policies and Programs and a member of the Committee on Strategic Initiatives. She is the chair of Spangler Companies Inc., a private investment firm, and she serves on several boards.

Sonja Phillips Nichols  
**Current Term:** 2021–2025  
Sonja Phillips Nichols of Charlotte, North Carolina, is the vice chair of the Committee on Historically Minority-Serving Institutions and the secretary of the Committee on University Personnel. She is the president and CEO of Nicholant Enterprises, an angel fund investment firm in Charlotte, and is the founder of small-business consultant Nichols Consulting.

Art Pope  
**Current Term:** 2021–2025  
Art Pope of Raleigh, North Carolina, serves on the Committee on Educational Planning, Policies and Programs and the Committee on Audit, Risk Management and Compliance. A former state representative and budget director whose career has included time in both the public and private sectors, he is the chairman of the board of directors and chief executive officer of Variety Wholesalers Inc.

David Powers  
**Current Term:** 2019–2023  
David Powers of Raleigh, North Carolina, serves as the chair of the Committee on Strategic Initiatives and a member of the Committee on University Governance. He is the managing principal of Powers Strategies LLC, a full-service government relations firm in Raleigh.
Lee H. Roberts  
*Current Term: 2021–2025*

Lee H. Roberts of Raleigh, North Carolina, is the vice chair of the Committee on Budget and Finance and the secretary of the Committee on Audit, Risk Management and Compliance. He is the founder and managing partner of SharpVue Capital, a Raleigh-based private investment firm.

Temple Sloan  
*Current Term: 2019–2023*

Temple Sloan of Raleigh, North Carolina, serves as the chair of the Committee on Educational Planning, Policies and Programs and a member of the Subcommittee on Laboratory Schools. He is a director of the Golden Corral Corporation and is a former president and chief executive officer of General Parts International.

Michael Williford  
*Current Term: 2019–2023*

Michael Williford of Fayetteville, North Carolina, serves as the chair of the Committee on Military and Public Affairs and the secretary of the Committee on University Governance. He is a senior partner of Williford, Hollers, Crenshaw, Boliek & Frangakis LLP.

Raymond Palma  
*Current Term: 2021–2023 (Ex Officio)*

Raymond Palma of Durham, North Carolina, serves on the Committee on Educational Planning, Policy and Programs, the Committee on Strategic Initiatives and the Subcommittee on Laboratory Schools and is the president of the UNC Association of Student Governments. He is a junior at the University of North Carolina at Chapel Hill dual-majoring in public policy and business administration.
University of North Carolina at Charlotte
Charlotte
Sharon L. Gaber

University of North Carolina at Greensboro
Greensboro
Franklin D. Gilliam Jr.

University of North Carolina at Pembroke
Pembroke
Robin Gary Cummings

University of North Carolina School of the Arts
Winston-Salem
Brian Cole

University of North Carolina Wilmington
Wilmington
Aswani K. Voley

Western Carolina University
Cullowhee
Kelli R. Brown

Winston-Salem State University
Winston-Salem
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