Annual Report 2011-2012

Elevate Higher. Emerge Stronger.
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Vision Statement

ECSU, a constituent institution of the University of North Carolina, will be the premier public institution serving northeastern North Carolina, providing affordable academic programs and services of exceptional caliber in a nurturing environment. The university will attract and retain a diverse and highly qualified faculty that will educate and lead our students to become productive members of a global and increasingly interdependent society. ECSU will continue to be a leading partner in enhancing educational and cultural opportunities and improving the economic strength in the region.

Mission Statement

Elizabeth City State University, a constituent institution of the University of North Carolina, offers baccalaureate, graduate, and professional programs for a diverse student body. The institution’s rich heritage provides a firm foundation for its educational endeavors, as well as its role in serving the needs and aspirations of individuals and society.

Through teaching, research, and community engagement, Elizabeth City State University provides a student-centered environment, delivered in a manner that enhances student learning, while preparing its graduates for leadership roles and lifelong learning. The university is also a leader in facilitating sustainable economic growth, while safeguarding the unique culture and natural resources of the region.
ECSU Associated Boards and Senior Administration 2011-2012

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Ms. Gwen Sanders, Chief of Staff
Dr. Ali Khan, Provost and Vice Chancellor, Academic Affairs
Mr. Ben Durant, Vice Chancellor, Business and Finance
Dr. Anthony Brown, Vice Chancellor, Student Affairs
Mr. William Smith, Vice Chancellor, Institutional Advancement
Mr. Robert Gaines, Special Assistant to the Chancellor

Dr. Flora Brown, Special Assistant to the Chancellor for Assessment
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Dr. Angelia Nelson, Interim Director, Intercollegiate Athletics
Dr. Anthony Adade, Chief Information Officer
Ms. Gina Knight, Internal Auditor
Mrs. Bernetta Brown, General Counsel
Our Core Values

ECSU is guided by a commitment to excellence, which is personified in the subsequent group of core values the university strives to demonstrate and maintain:

- **ACCOUNTABILITY.** Being responsible for our actions is part of the ECSU ethos. Administration, faculty, staff and students endeavor to continue to expand on the quality already in existence at the university.

- **DIVERSITY.** Diversity of viewpoints, experiences, and backgrounds are critical tools of a quality education in our global marketplace.

- **EXCELLENCE.** Excellence is the measure for teaching, learning, and service to the university community.

- **PREPARING STUDENTS HOLISTICALLY.** The full measure of personal, professional, and social development of our students, faculty, and staff is an integral part of the ECSU philosophy: "to live is to learn."

Institutional Goals 2009 - 2014.
ECSU NATIONAL ALUMNI ASSOCIATION, INCORPORATED

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Elston R. Howell, 1st Vice President
Gwendolyn D. Bowser, 2nd Vice President
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Irene Bullock-Overton, Corresponding Secretary
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James Spence, Parliamentarian
Tony Lassiter, Sergeant-at-Arms

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Wytella Ford, Southern Region
Melvin Norman, Eastern Region

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Jeanette H. Evans

Chancellor Willie J. Gilchrist
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Melvin Norman
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Dr. Sheila H. Williams
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Welcome from the Chancellor

To Live is to Learn.

Elizabeth City State University’s goal is to be the best and preferred university in North Carolina in the eyes of our faculty, staff, students, stakeholders and the community.

Furthermore, we want to be viewed as the most valued and trusted resource in northeastern North Carolina. This edition of the annual report reflects that goal in bountiful ways. In these pages, you will observe energetic innovation and committed leadership. Academic excellence continues to be our cornerstone. We have well qualified faculty and staff who will continue the quest to ensure that every student receives a quality education leading to successful outcomes.

We continue to stand on our core values: Accountability, Diversity, Excellence and Student Preparation. I am extremely proud to share our accomplishments throughout the 2011-2012 year and am pleased with ECSU’s progress from the classroom to the athletic arenas. I strongly encourage you to visit www.ecsu.edu often.

Dr. Willie J. Gilchrist
Chancellor
The Office of the Special Assistant to the Chancellor for Assessment provides leadership and support in developing and managing the institutional assessment, data management/research, and planning processes. The Office provides feedback for progress in fulfilling the mission and goals of the university. It aggressively shapes the university’s higher education reputation by:

- promoting a culture of evidence;
- ensuring adherence to best practices in evaluation and assessment;
- advancing the systematic use of information for decision making;
- monitoring the university’s regional and professional accreditation compliance; and
- facilitating the achievement of the university’s strategic goals.

Throughout the year, the Special Assistant to the Chancellor for Assessment evaluates the university’s Strategic Plan goals and outcomes and provides feedback to the Strategic Planning Council and the Chancellors Administrative Council. In addition, the Special Assistant to the Chancellor for Assessment plays an integral role in the Southern Association of Colleges and Schools (SACS) continuous improvement process at ECSU.

Fall 2012 enrollment included 2,760 undergraduates – 86 percent of them North Carolina residents. Graduate student enrollment increased by 26.9% from 2011 to 2012.
### Headcount Enrollment

<table>
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<tr>
<th>Year</th>
<th>Enrollment</th>
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<tr>
<td>2008</td>
<td>3104</td>
</tr>
<tr>
<td>2009</td>
<td>3264</td>
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<tr>
<td>2010</td>
<td>3307</td>
</tr>
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<td>2011</td>
<td>2930</td>
</tr>
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<td>2878</td>
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The Legal Affairs Unit manages all of Elizabeth City State University’s legal matters at the campus level. During the reporting period, legal opinions were rendered to senior administrators on a wide array of issues pertaining to the application of federal laws, state laws and policies.

Legal Affairs achieved its objective of responding within 10 business days to internal requests for legal action at a 78% success rate. During the period, Legal Affairs handled the university’s response to two discrimination charges filed against ECSU before the Equal Employment Opportunity Commission (EEOC). Legal Affairs handled 193 contract matters and provided assistance on 30 policy matters, including management of ECSU’s Policy and Procedures Manual updates.
On delegated authority, General Counsel holds responsibility for reporting incidents of misuse of state property to the State Bureau of Investigation (SBI). Legal Affairs submitted two misuse reports to the SBI during the period. The office handled six Motor Fleet Management complaints and seven public records requests during the period. Legal Affairs also hosted a virtual seminar presented by the National Association of College and University Attorneys (NACUA) for campus personnel on protecting minors on campus.

Outside the campus level, ECSU is represented by the North Carolina Attorney General’s Office. Specifically, the N.C. Attorney General represents ECSU in litigation or cases filed before the Office of Administrative Hearings (OAH); Legal Affairs provides litigation/hearing support in such cases. Legal Affairs provided assistance to the Attorney General on three cases, one workers’ compensation case filed before the N.C. Industrial Commission and two contested cases filed before OAH.

Of note, Legal Affairs established a new position, Assistant General Counsel, and initiated a search process to fill the position. General Counsel also serves as Ethics Liaison between ECSU and the N.C. State Ethics Commission.
During the summer of 2012, the Division of Information Technology worked to convert students’ Outlook email accounts to Google email (Gmail). The format for the new Gmail accounts will be as follows: username@students.ecsu.edu. With the new Google account, students get a full 25 GB of online storage. They will no longer have to worry about deleting messages or saving them in offline folders in order to save space, and the move will provide students with improved email functionality.

Growth in our students’ population and cost trends, coupled with budget constraints, demand that we look for innovative approaches to technology services delivery and support. The new email platform allows us to leverage the technical solutions of an established email provider with powerful easy-to-use tools. It is also easily scalable. Our email capacity will grow automatically as the university grows, without the complexity of internal email storage capacity adjustments. In addition, users will have access to other Google Apps, such as online chat, video sharing, and real-time online collaboration. For more information on this, go to the ECSU homepage and click on the email button at the top of the page.
In our continuing effort to address the university’s strategic objectives and integrate technology campus-wide, the division has installed smartboards in 32 academic spaces across the campus. Every classroom building on campus now has a smartboard capability on-site. This was accomplished with the help of many people on campus, including Dr. Murel Jones and the staff of the Office of Sponsored Programs. We have also added content-capture software to our course offerings. We now have audio-visual technologies in Moore Hall and in the Willie and Jacqueline Gilchrist Education and Psychology Complex for faculty interested in live video recording of classes. Additionally, the Pharmacy Complex and Distance and Continuing Education Department now have audio-visual capabilities, managed by Dr. Susan Peck, Coordinator of Instructional Technology, UNC-Chapel Hill/ECSU Doctor of Pharmacy Partnership Program, and Dr. Kim Stevenson, respectively. Dr. Rebecca Seaman of the History and Political Science Department is piloting a campus-wide system for the university.

“Student First Laundry” is here. During the summer, ITC worked with Auxiliary Services and outside vendors to complete installation of retail card readers for all laundry machines in residential halls. This allows the residential students to use their Viking cards to operate the laundry machines instead of coins. So far, it has been a welcome convenience for students. Another feature of Student First Laundry is LaundryView. LaundryView is an Internet application that allows students to monitor – through a web browser – the status of washers and dryers in their residence hall laundry rooms. Students will be able to go online and click on their respective building’s laundry room and see, in real time, which machines are occupied, and how much time is left on them. Students can sign up for an account, and LaundryView will send an alert, via smart phone or email, when a machine is ready for use. They can also follow trends on laundry room usage to determine the best time to do laundry.

During the summer, the division did a complete overhaul of the audio system in the K.E. White Graduate and Continuing Education Center, which is now fully equipped with a sound recording station, a fixed and a wireless microphone, two video cameras, and two projectors with large screens. The building is also wired to accommodate live online streaming of events from that location.
The Division of Academic Affairs enjoyed a very active and productive 2011-12 school year. Our major focus was to provide a quality education for our approximately 2,900-student population. The Division progressed in its efforts to be more student-centered, with emphasis on excellence in teaching and learning. We also increased our efforts to enhance faculty research/scholarship and service/outreach. Our success in every area is a direct reflection of the hard work of our dedicated faculty, staff and administrators in all of our academic units. This annual report serves as a snapshot of the activities and accomplishments of our Division during this timeframe. The overall ongoing goals of the Division continued to be as follows:

- Pursue national accreditation for all degree programs for which there are accrediting agencies
- Recruit, retain and support a diverse faculty and staff that provides a quality educational experience for students, as well as scholarship and service
- Monitor academic standards and policies and strengthen the commitment to the strategic planning process
- Continually improve all undergraduate, graduate and professional programs, while also developing new programs
The Southern Association of Colleges and Schools (SACS) requires each school to develop a QEP (Quality Enhancement Plan) that will address academic needs in a specific area. In compliance with SACS Core requirement 2.12 and Standard 3.3.2, Elizabeth City State University has created a QEP that will improve student learning in academic writing. The decision to address academic writing developed from academic research, the institutional strategic plan, campus-wide surveys, focus groups, open forums, and several university-wide committees of faculty, administrators, staff, and students. During its visit in April 2011, the SACS on-site review team approved ECSU’s QEP including the implementation timeline, assessment timeline, and a five-year budget.

The QEP reports to the office of the Special Assistant to the Chancellor for Assessment, Dr. Flora B. Brown; Dr. Vandana Gavaskar serves as Writing Studio Director. The QEP Advisory Board, chaired by Mr. Derrick Wilkins, provides oversight.

ECSU implemented the QEP as developed in the official document during the 2011-2012 academic year. During summer 2011, the QEP Implementation Team developed plans to renovate two computer labs in Johnson Hall into QEP Writing Studio Labs. Regular meetings with the architects, the design and construction team, and with the Provost led to the architectural blueprint and to the decisions about the labs. A temporary space was used while the labs were being renovated. Renovation was completed in June 2012. During this time, faculty and staff worked to revise course syllabuses, refine assignments, identify software, conduct faculty development workshops, and review assessments.

In fall 2011, GE 102 Composition and Grammar was piloted as a QEP-developed course. In spring 2012, GE 103 Composition and Vocabulary was piloted as a QEP-developed course, and GE 102 was simultaneously implemented. In fall 2012 both courses are being offered as QEP courses with common course goals and assessments based on quantitative and qualitative measures: pre- and post-timed tests in grammar and timed writing essays, midterm formative assessments and portfolio assessments based on rubrics developed in 2011 and modified in fall 2012. The use of the Writing Studio Labs as an integral part of course instruction was fully implemented in fall 2012.

Throughout the 2011-2012 academic year the office of the Special Assistant to the Chancellor for Assessment, in collaboration with the QEP Implementation Team, the Department of Language, Literature, and Communication, Academic Affairs, and the Chancellor’s office carried out the specified tasks outlined in the QEP document to fully implement the project.

Accreditation
Having successfully completed the reaffirmation of our institutional accreditation from the Commission on Colleges of the Southern Association of Colleges and Schools (COC-SACS), we initiated the process of preparing for the implementation of our Quality Enhancement Plan (QEP), “Think! Write! Revolutionize!” During the year, we also submitted a follow-up report associated with the successful accreditation reaffirmation of the Social Work program. The Industrial Technology program hosted a follow-up site visit following their previously successful reaffirmation by the Association of Technology, Management and Applied Engineering (ATMAE).

Preparation continued for two upcoming program accreditations that will take place next year: reaffirmation of accreditation for our Music program from the National Association of Schools of Music (NASM) and initial accreditation for our Art program from the National Association of Schools of Art and Design (NASAD). Other program accreditations in the planning process during the year included Criminal Justice and Mass Communications. Our Teacher Education program began the initial preparation for reaffirmation from the National Council for Accreditation of Teacher Education (NCATE).
Faculty Development

The Division of Academic Affairs offered a number of professional development workshops, in-service activities, and renowned speakers to refine faculty instructional and professional skills. We began the academic year with our annual Faculty/Staff Conference August 9-11. This program was highlighted by four keynote speakers – Dr. Jamie Washington of Washington Consulting Group; Dr. Robert Armacost: “Implementing the QEP”; Dr. Sharon Robinson, President of the American Association of Colleges for Teacher Education; and Dr. Kathleen King: “Addressing 21st Century Learning and Changes in Higher Education: Teaching Better with Technology.” There was a variety of other presentations and activities. Day 3 included two major workshops: a training session for academic managers, and an orientation to the university for new faculty. At the Winter Faculty and Staff Institute January 4, there were two keynote speakers – Dr. Mark Taylor: “Meet Generation NeXt: Understanding and Teaching Today’s Learners” and Dr. Sandra McGuire: “Metacognition: The Key to Promoting a Climate of Success for All Students.” Other presentations were highlighted by an overview of Enrollment Management and the Office of Sponsored Programs. We ended the 2011-12 academic year with a two-day institute May 9-10 that featured keynote speaker Dr. Laurie Fluker sharing information on the topic “The Faculty Role in Student Retention.” A major event during the Spring Institute was the recognition of the recipients of the Excellence in Teaching Awards. Dr. Ebere Oriaku received the Board of Governors Award, with Drs. Saundra Copeland and Brenda Norman being first and second runners-up.

The work by our faculty and staff continued to be exemplary. This was very evident at Commencement in the number of students we graduated. This year we had 430 graduates – 408 baccalaureate degrees and 22 master’s degrees. Bachelor’s degrees awarded were: Arts and Humanities – 177, Business and Economics – 82, Education and Psychology – 77, and Mathematics, Science, and Technology -72.

In addition, faculty engaged in significant research and scholarship. Seventy-two grant proposals were submitted, with 58 of those being funded for a total of $13,139,529. Most notable among these awards was a Department of Education MSEIP grant for $515,000 (Drs. Ali Khan & Ronald Blackmon), a National Science Foundation HBCU-UP grant for $750,952 (Drs. Ali Khan & Harry Bass), a NASA Minority
STEM grant for $761,856 (Dr. Linda Hayden), and an NIH E-MARC U-STAR grant for $1,500,000 (Dr. Ephraim Gwebu).

During the year, 92 faculty and staff were provided support to engage in professional development activities, which included presentations at national conferences, enhancement of academic program offerings, and training in academic advisement as well as in the use of new educational equipment. Three faculty members also completed their terminal degrees. Eighty percent of our faculty members now have terminal degrees in their teaching disciplines.

Facilities, Programs And Policies

A new program approved by the UNC General Administration during the 2011-12 academic period was the BS in Sports Management. The Health and Physical Education Department began enrolling students in the program this fall. The institution submitted to General Administration our top three priorities for new degree programs for the upcoming year (2012-2013). They are the B.A. in Theater Arts, the B.A. in Public Administration, and a Master of Business Administration (MBA). We look forward to implementing these programs in the future. In an effort to better serve our region, we developed transfer articulation agreements (2+2 agreements) with four community colleges. These agreements should help to facilitate a seamless transition for transfer students.

Our classroom technology plan continued to progress, as indicated by an increase in the number of “smart classrooms” to 21. The Technologically Assisted Legal Instruction and Services (TALIAS) program, a consortium program held jointly with NCCU School of Law, held 21 workshops on a variety of legal issues, ranging from hazing to foreclosure to immigration.

During the summer, we hosted over 18 enrichment programs for students. Most notable were the Ronald McNair Scholars Program, MODEL Scholars, Summer Transportation Institute, MSEN Summer Scholars, Upward Bound, VSTEM, and LS-AMP. Through the ESPARE and EMHIRT grants, Dr. Ephraim Gwebu took a group of students to do summer research in South Africa. Also, through the Mid-Atlantic Consortium Center for Academic
Excellence grant, Dr. Shahid Shahidullah was able to send two students to a Summer Immersion Program in India.

The University hosted two annual student research events. The School of Mathematics, Science and Technology hosted its annual Research Week February 6-10. Student research presentations took place February 10. The University-wide Research Day was held April 19, showcasing 31 posters and 15 oral presentations by students. A festive luncheon featured the dynamic keynote speaker Dr. Valerie Ashby, Distinguished Professor of Chemistry at UNC-Chapel Hill. The final activity was a seminar presented by Dr. Sisir Dutta from Howard University titled “Gene Environment Interaction: Progress towards Developing Potential Genomic Signature Disease Biomarkers in PCB-exposed Human Population.”

ECSU’s American Education Week was extended to a month-long celebration during academic year 2011-2012. It was sponsored by the Dr. Helen Marshall Caldwell School of Education and Psychology and highlighted the importance of providing every child in America with a quality education from kindergarten through college. During the main event of the month, the American Education Week Assembly, our faculty and students heard a dynamic and motivating speech from the National Teacher of the Year, Mrs. Michelle Shearer. The month’s activities concluded with an international education extravaganza involving faculty and students representing the diverse countries that make up the ECSU family.

Our International Program successfully completed many exciting and educational activities during the year. Dr. C.K. Kwai, Director of UNC-Exchange Programs, spoke to ECSU students about year-long opportunities in over 35 countries. Other featured speakers during the year included His Excellency Rupia Banda, former President of Zambia, and The Honourable Akramul Qader, Ambassador to the United States from Bangladesh.

Proudly, the Division of Academic Affairs enjoyed a very active and productive 2011-12 academic year. We continued to provide a very successful and effective student-centered learning environment. Going into the 2012-13 academic year, Elizabeth City State University is ranked third among “Top Public Schools Regional Colleges (South)” and 20th among the best Historically Black Colleges by U.S. News & World Report magazine.
In a division that prides itself on the retention and development of its staff, this year we said farewell to Mr. Brutus Jackson, Director of Career Services, who retired from his position after 21 years of service. We will miss his service to the university and to the state of North Carolina.

Nevertheless, Career Services continued to progress by installing the College Central Network Career Software, which provides unlimited comprehensive résumé, cover letter and interviewing techniques for students through the web. The office also took advantage of social media websites to list job announcements and saw a substantial increase in office visits, from 155 in 2010 to 305 in 2011-2012.

We also said farewell to our location in Ridley Hall and prepared for the transition of eight departments within the division to Griffin Hall. Five departments made the transition during the summer, including the Student Affairs Administrative offices, the Office of Counseling and Testing, Career Services, Emergency Management, and Environmental Health and Safety. The next phase is to meet with architects to redesign Griffin Hall to develop a One Stop location to meet the needs of students for the Division of Student Affairs.

We welcomed the new academic year by distributing 2G flash drives to all freshman students during the June, July and August Orientation Programs. Preloaded on the flash drives was a
welcome message from the Vice Chancellor for Students Affairs and information regarding students’ rights and responsibilities, campus resources, suicide hotline, and a digital hangtag from Student Health Services for student referral and future usage. The flash drives were funded by a mini-grant from the HBCU Center for Excellence and the Division of Student Affairs. A Gambling Addiction and Education grant was also awarded to the Office of Counseling and Testing through the North Carolina Department of Health and Human Services.

The Office of Residence Life and Housing completed several renovation projects, including replacing the carpet in the hallways and lobbies in Viking Village with tile and painting all rooms and hallways in the building. The rooms and lobbies of all seven buildings in the complex were painted, and new furniture was installed in every lobby. Butler Hall had a new heating and air-conditioning system installed, and new units were installed in the rooms and hallways. Also, the carpet in the lobby area of Wamack Hall was replaced with tile.

The Office of Student Life renovated the Commuter Center by painting the entire interior of the bowling center, installing new privacy blinds, and replacing the carpet with new tile. The Center’s existing pool tables were refurbished and a new table was added. Turnstiles were installed at access points for security, and two pingpong tables were replaced. A new karaoke room for student entertainment was constructed, and new bowling balls and shoes were purchased. Also, the Office of Student Life purchased two scoreboards, one for Williams Hall gym and another for the softball field. They also purchased three bleachers for the softball field and installed an electronic bulletin board in the center of the campus to notify students of future events and activities.

Finally, ECSU was recognized by the North Carolina Campus Compact and named the 2012 President’s Higher Education Community Service Honor Roll Recipient with Distinction making this the third year being on the honor roll.
The Division of Human Resources and Payroll (HR&P) continued to extend its focus from the services it provides to the decisions that it supports during the 2011-2012 year, while helping to improve the decisions that depend on or impact people.

Through this transition, HR&P’s focus began with the recognition and understanding of the HR Business Partner model. Performing from this perspective, HR participates in strategic planning to help the university meet present and future goals. The Division oversees recruiting, training, wellness, advancement and placement of current employees. HR&P assists management in improving employee job skills for efficiency and productivity, as well as identifying, developing and grooming employees for advancement. These efforts result in an integrated talent management concept that leads to higher productivity per employee, lower voluntary turnover among high performers, and an engaged, performance-oriented workforce prepared to provide academic programs and services of exceptional caliber.

Human Resources and Payroll is organizing and managing several process changes that improve employee efficiency and productivity. The HR/Banner Payroll processing is conducted on site, and the processing entails new system procedures for...
effective monthly (permanent employees) and bi-weekly (temporary employees) payroll dispensation. The HR/Banner Payroll system provides a Banner Self-Service portal where employees can view certain leave balances and related information, an electronic leave reporting and approval process which automates the once paper-laden leave request, the launch of electronic payroll advice notices (pay stubs) transmitted to all employees via email, and the provision of an electronic Form W-2 which gives employees timely and continual access to year-end documents. The new payroll system embraces technology as the impetus governing the varied components of payroll, and has provided an effective opportunity for the management of employee payroll practices.

The HR Data Mart project is an improvement project designed by UNC General Administration as a replacement of the former Personnel Management Information System (PMIS). The HR Data Mart system creates a clearinghouse of HR information that will eliminate duplicate efforts for maintaining personnel data and consolidate the reporting of HR data. The HR Data Mart provides constant and accurate HR information to campus, the Office of State Personnel (OSP), and the General Assembly and complies with Federal reporting guidelines. This collaborative venture is a cost-effective strategy ensuring that efforts are maximized and redundancy is minimized.

The Division of Human Resources and Payroll continues to promote talent management and employee efficiency, productivity, customer service and engagement, while fostering an environment where employees are supported, well-informed, treated equitably, and receive professional development for internal advancement.

Through these services, we will continue to positively impact Elizabeth City State University on all levels and contribute to the overall mission and success of the institution.
Every year, Elizabeth City State University gains recognition and support because of its programs, alumni involvement and local, regional and national acknowledgement. It is the responsibility of the Division of Institutional Advancement to oversee these efforts. By effectively engaging university alumni, supporters, students and friends, we ensure that ECSU is continually recognized as the premier public institution in northeastern North Carolina.

The Division of Institutional Advancement is the support system for the university and its programs: we actively engage alumni, area corporations and other constituents in order to gain financial support for university programs and student scholarships; we bring the outside community onto campus through annual university happenings; while also ensuring the university’s involvement outside our campus walls; and lastly, we oversee the brand and public profile of ECSU, while making sure that the programs and accomplishments of our talented students, faculty and staff are promoted and recognized.

While the 2011-2012 year presented many challenges, the division succeeded in garnering support for ECSU. The university raised $1,821,134 in charitable gifts, with planned gifts and pledges up nearly 65% from 2010-2011. In addition, 23 new funds were established, which will result in increased scholarship funding. The division spearheaded the
development of several successful events, including the Founders Day Gala V and Viking Homecoming. And lastly, we propelled the university into the surrounding localities through community-based projects, programs and events.

The Division of Institutional Advancement will continue to support ECSU through relationship building, community involvement and effective marketing into the 2012-2013 year. Through our efforts, we will continue to play a significant role in the growth and success of ECSU and ensure its future for generations to come.

UNIVERSITY DEVELOPMENT
The mission of University Development is to plan, coordinate and complete university-wide fundraising initiatives and support campus programs and partners. We do this by connecting the individual’s or corporation’s areas of interest to the mission of the university and work directly with donors on their funding priorities. University Development seeks to keep our alumni, donors and friends engaged with ECSU through one-on-one visits, events and the development of interpersonal relationships.

Charitable gifts benefitting ECSU for FY 2012 totaled $1,821,134.46.

HIGHLIGHTS FROM 2011-12
• Gifts in many forms came from a total of 1,165 donors, including alumni, friends, faculty, staff, students, corporations, foundations and other organizations.
• Total cash received totaled $831,834.
• Total planned gifts and pledges totaled $348,000.
• The development staff established 23 new funds, which resulted in an increase in scholarship funding.
• Development staff continues to grow scholarship dollars raised through solicitations of sponsorships for the annual Founder’s Day Gala.
• Staff continues to work to build and cultivate relationships with potential individual, corporate and foundation donors to grow support for ECSU.
Mission

This mission of the Elizabeth City State University’s Annual Fund is to encourage contributions from alumni, parents and friends by providing various opportunities to invest in the university, which will assist ECSU in meeting the critical needs of the university not met through traditional funding sources. The Annual Fund is the primary vehicle through which constituents provide support to the university. These contributions are put to use immediately to sustain the University’s day-to-day operations and to fund ECSU’s areas of greatest needs.

Giving Overview

At Elizabeth City State University we strive to make giving a rewarding experience. We are so grateful to our donors who, despite tough economic challenges, have continued to support ECSU, and we will continue to be good stewards of their funds. The faculty and staff accepted the challenge of helping to alleviate financial burdens of our students by increasing their giving and participation. There was a 54% increase in contributions generated from faculty and staff during fiscal year 2012 over fiscal year 2011.
During the last academic year, the faith-based organizations within the area also accepted the challenge of supporting our students financially by hosting ECSU Days. These 14 organizations contributed approximately $15,500 for scholarships, a 204% increase from the previous fiscal year.

**INTEGRATION OF TECHNOLOGY**

One of the functions of the Annual Fund is to improve internal communications as well as interactions between the university, donors and other constituents.

The Annual Fund Office will rely on using the latest in technology to reach our constituents. We developed an eCampaign that will allow us to continue to update the Institutional Advancement section of the ECSU website by adding giving information, gift announcements and ways to give.

This campaign will focus on the various ways to contribute to the university. This will include promoting online giving, giving through texting (mobile giving) and payroll deduction. There was an increase in online contributions this fiscal year, especially from young alumni, who contributed more than $3,200.

**PROGRAMS AND INITIATIVES**

The Annual Fund Office, as well as other representatives from the division, assisted with the Chancellor’s CIAA Breakfast, which generated $429,910, the largest amount raised in the history of the Chancellor’s Breakfast.
The Office of Alumni Relations’ mission is to increase alumni giving to the university and increase alumni participation in university activities. The staff has interacted with alumni and provided opportunities and programming to engage alumni and encourage alumni giving.

ALUMNI GIVING
Alumni donations to ECSU totaled $632,000, of which $310,000 was in planned gifts. Based on the Voluntary Support of Education Report (VSE), ECSU’s Alumni Participation Rate was 10.5%, one of the highest in the UNC system.
ALUMNI PARTICIPATION
Throughout the year, the Office of Alumni Relations increased interaction with alumni and provided more opportunities and venues for alumni to support the university, its students and its programs. Some of the 2011-2012 major highlights were:

- Assisted in planning the 41st Annual National Alumni Association Convention, held in Egg Township, N.J. – hosted by the Robert Harvey Tri-State Alumni Chapter. Approximately 150 alumni attended.
- Planned, in conjunction with the National Alumni Association (NAA), the 35th Annual Alumni Awards Banquet (September 2, 2012).
- Assisted with planning the 3rd Annual Down East Sports Gala (September 9, 2011), recognizing 19 outstanding Viking athletes, cheerleaders and band members. More than 200 alumni and friends attended.
- Facilitated and assisted with planning the 14th Annual Down East Viking Football Classic in Rocky Mount, N.C. (September 9, 2011). More than 9,000 alumni and friends attended.
- Assisted in coordinating of the 2012 Founders Day Gala: The ECSU National Alumni Association Inc., individual alumni and 12 alumni chapters contributed approximately $36,000 in support of the event. Approximately 300 alumni and friends attended.

The programs featured ECSU graduates who are now professionals working in law enforcement agencies and planning, which included members of the N.C. chapter of the American Planning Association.

EMERGING LEADERS PROGRAM
Alumni Relations hosted two sessions for the 2011-2012 fiscal year. The fall and spring semesters included alumni working in law enforcement, urban planning and community development.

YOUNG ALUMNI
The Office of Alumni Relations collaborates with the Annual Fund Office in an effort to reach out to young alumni by way of email and social networking sites (Facebook, twitter, YouTube, LinkedIn), with an emphasis on utilizing online and social media forums.

AFFINITY PROGRAM
The Office of Alumni Relations continues to work with partners nationwide in an effort to expand our affinity program.

- Assisted in planning the 2012 CIAA Tournament activities including the 2012 Chancellor’s Breakfast (March 3, 2012), which 350 alumni and friends attended.
- Continued to promote the NAA Endowed Scholarship Fund established in 2006 that has now successfully raised $100,000.
- Participated in campus-wide and alumni-sponsored activities related to 2011 Viking Homecoming, including spearheading the Alumni Rock-n-Bowl and the 2011 Block Party. More than 10,000 alumni and friends attended Homecoming 2011.
- Planned the 2nd Annual Linda Davenport Saunders Band Banquet. More than $14,000 was raised by approximately 100 former band members that attended the event.
- Collaborated with the Office of Admissions and the NAA in planning the 2012 Winter Homecoming/Open House. More than 650 potential students attended from high schools throughout North Carolina and Virginia.
- Attended several fundraising initiatives including the Washington, D.C., Metro Scholarship Banquet in Silver Spring, MD, the William T. Bowser Sr. Scholarship Banquet in Bowie, MD, and the Geraldine Wright Lewis Scholarship Gala in Chesapeake, VA.
On February 2, 2011, the Elizabeth City State University Foundation celebrated its 40th anniversary. The 2011-2012 fiscal year was highlighted by successful fundraising events as the board continued with its mission of supporting the students and programs of the university.

The foundation hosted three signature events during the 2011-2012 year. As a result of the Chancellor’s CIAA Breakfast, the Office of Advancement Services processed more than $400,000 in cash and planned gifts. The 5th Annual Founders Day Scholarship Gala recognized nine honorees with the Chancellor’s Legacy Award for their efforts in community service and service to the university. Additionally, Advancement Services coordinated the annual ECSU Foundation Golf Classic with over 70 participating golfers.
In 2009, the foundation launched its merit scholarship matching program for the four academic schools of ECSU. The foundation awarded its first merit scholarship in 2012 to a student in the Dr. Helen Marshall Caldwell School of Education and Psychology. This student will receive a full four-year scholarship. Proceeds from the annual gala support this program.

The foundation board, through its prudent investments, continued its legacy of providing student scholarships and other awards to ECSU. The total amount of scholarships awarded for the last five years is listed below.

**Scholarships Awarded**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$717,291</td>
</tr>
<tr>
<td>2009</td>
<td>$770,400</td>
</tr>
<tr>
<td>2010</td>
<td>$457,750</td>
</tr>
<tr>
<td>2011</td>
<td>$382,425</td>
</tr>
<tr>
<td>2012</td>
<td>$253,966</td>
</tr>
</tbody>
</table>

Scholarship and Awards Distributions (2008-2012)
Mission

The mission of the ECSU Community Development Program is to address the developmental needs of affordable housing, neighborhood revitalization and economic opportunity for citizens of Elizabeth City, Pasquotank County and surrounding communities in rural northeastern North Carolina. Community Development services are provided through housing assistance projects, education and outreach initiatives, information dissemination, on-site technical assistance, and various seminars, workshops and training sessions.
ACTIVITIES AND ACCOMPLISHMENTS

During fiscal year 2011-2012, The Community Development Program:

• Secured $28,014 in external funding from the U.S. Department of Housing and Urban Development’s (HUD) Housing Counseling Program.

• Successfully passed an on-site HUD audit and received re-certification as a HUD-approved Housing Counseling Agency. The program was also recognized as one of HUD’s high-performing housing counseling agencies.

• Re-initiated its home repair program for low-income community residents residing in Pasquotank, Perquimans, Chowan, Gates, Camden and Currituck counties in fall 2011. Through the use of HUD grant funds, the program was able to provide much needed home repairs for 25 eligible homeowners. During the past year, the program expended approximately $325,000 in home repair services for low-income homeowners. Home repairs included construction and repair of roofs, floors, walls, porches and foundations; plumbing and electrical updates; and energy-efficiency retrofitting involving installation of home heating systems, windows, doors, and insulation.

• Provided housing counseling, homebuyer education, foreclosure prevention assistance and related housing services for approximately 200 low and moderate income households, impacting the lives of nearly 1,000 residents in rural northeastern North Carolina.

• Provided a student in the Social Work Department with practical work experience through a two-semester internship opportunity.

• Co-sponsored and coordinated a two-day Home Energy Conservation Fair with the City of Elizabeth City Energy Office in October 2011.

• Had representatives participate as panelists at a National Conference sponsored by HUD’s Office of University Partnerships held in New Orleans in April 2012.
WRVS 89.9 and W18BB-TV are two extensions of the Division of Institutional Advancement that are directly involved in the local community. WRVS 89.9 was the first radio station in Elizabeth City and one of the first radio stations in northeast North Carolina to broadcast using HD Radio™ technology. Serving our area with NPR news, sports, gospel, jazz and R&B for over 26 years, 89.9, WRVS is a 41,000 watt powerhouse. W18BB-DTV is Elizabeth City State University’s digital low power television (LPTV) station broadcasting on closed-circuit Channel 15 on the campus of ECSU as well as on Time Warner Cable Channel 22. W18BB-DTV is dedicated to producing quality programming designed to entertain, educate and inform the communities of Elizabeth City State University and the city of Elizabeth City, North Carolina.

The goals of ECSU Radio and Television Services are to increase viewer and listenership, provide educational programming for present and future Elizabeth City State University students, create long-term partnerships and sponsorships, establish brand loyalty, and to entertain and inform our viewers and listeners.

Highlights of the 2011-2012 year included our student training programs, our community engagement and our fundraising efforts.
The WRVS Air Force and Street Teams provided students with hands-on experience in broadcast communications and event promotions. Students gained experience in production of weekly on-air programs for WRVS, including radio remotes, and music and sports programs. In addition, students were able to assist in the coordination of the 2nd Annual WRVS Media Symposium featuring representatives from music, broadcast and media-based industries. The Mass Media Club produced a weekly news show, Vikings Wake Up! and the first Mass Media Club Media Awards. Both groups of students participated in numerous community service events and fundraisers, and provided various media services for university events.

The staff at WRVS trained approximately 20 student volunteers, four student employees, two interns and three work-study students in the field of radio broadcasting, which included areas such as production, board operation, data entry, sports announcing and on-air hosting. This was a 5% increase in volunteers from the 2010-2011 year. Additionally, 44 students enrolled in MCOM 353 Radio Production and MCOM 354 Advanced Radio Production courses and received theoretical and practical training in radio broadcasting.

During the 2011-2012 academic year, the staff at W18BB provided real-world learning experiences for 16 student interns, one work-study student, one student employee, 13 student volunteers and 26 students enrolled in the MCOM 355 Television Production and MCOM 356 Advanced Television Production courses.

COMMUNITY ENGAGEMENT
WRVS continued its quest to provide original programming for the university and Elizabeth City-area communities through the creation of "Wednesday Evenings" – a weekly 30-minute program dedicated to enlightening listeners on community issues, accomplishments and events. Additionally, WRVS continued the following on-air features: Morning Joy Healthy Nuggets, Morning Joy ERNR (Eat Right Now Recipes) and Morning Joy Book Nook.

Radio and Television Services provided the ECSU and surrounding communities production services including on-air remotes, Public Service Announcements, promotional spots, TV announcements and audio/visual production, on-air interviews and artist spotlights, music and emcee opportunities, broadcast remotes and coverage of ECSU athletic games, station tours, and increased on-air contests and give-aways for listeners. To date, Radio and Television Services collectively aired approximately 330 announcements, promos, Public Service Announcements and other programs, a 10% increase from the previous year.

FUNDRAISING & REVENUE
WRVS and W18BB collectively received $10,649 in program underwriting, on-air promotion and production services, $21,110 in pledges and donations for our 2012 annual fundraiser, SuccessFest, a 69% increase over 2011, and received $520,719 in federal funding.

Radio
Corporation for Public Broadcasting
Community Service Grant: $140,719

Department of Education
(Radio Services) Title III (FY11-12) $233,507
(TV Services) Title III (FY11-12) $146,493
University Relations and Marketing continues to build the Elizabeth City State University brand to help create a strong, positive presence in northeastern North Carolina by using strategic communications to increase knowledge of and support for the university among its various constituencies. We strengthen and create relationships by interacting with the media, marketing the university’s educational opportunities, programs, services and activities, and conveying the university’s key messages. Higher education continues to become competitive and people have more educational options than ever before. ECSU, like most colleges and universities, has worked diligently to enhance the university brand and use that brand to elevate the university’s visibility in the region, state and nation.

Over the years, branding has always been a key initiative for the university; however, this year we worked to enhance another important initiative, social media. During 2011-2012, the university’s social media presence expanded from Facebook, twitter and YouTube to include LinkedIn and Google+. University Relations and Marketing has used social media to increase the university’s exposure, build new connections and draw attention to ECSU news and events. We have also used these tools to communicate emergency information to students, faculty, staff, parents and other constituents. Social media has allowed us to drive traffic to our website, post photos that tell our story, and interact with current and future students as well as the community.

This year, social media was used to promote university events such as homecoming, commencement, athletic events, Founders Day and Lyceums, as well as faculty, staff and student accomplishments, new department initiatives,
partnership programs and community events. By tracking our social media insights, we are able to determine that our Facebook followers increased by 19.8% and twitter followers increased by 47.7% during the year. Within four months of creating an ECSU LinkedIn profile, the page had gained 342 followers. ECSU will continue to use these tools as an efficient and effective approach to increasing the university’s visibility.

The department used a variety of media, marketing, publications, graphic design and photography services to promote and publicize the university to its internal and external audiences. Media relations strategies proved successful again as the university received more than 1,200 mentions in daily newspapers and more than 300 mentions in online news outlets. The university’s news was also featured on the ECSU website and on the official ECSU social media sites. Positive news coverage for 2011-2012 reflects university accomplishments as well as successful fundraising efforts and significant grants secured by faculty and staff.

University Relations and Marketing worked to strengthen bonds in our local community and to bring people on campus to experience cultural, athletic and social events. For the fourth consecutive year, the department coordinated the Chancellor’s Young Voyagers Program, which brought 600 middle school students from several counties onto campus to learn about college life and attend an ECSU football and basketball game. We have also participated in several advertising initiatives with community organizations and businesses, such as the Elizabeth City Convention and Visitors Bureau, the Elizabeth City Chamber of Commerce and local high schools. The marketing office created a new electronic monthly newsletter, Campus News from ECSU, which features student, faculty, staff and alumni news, Viking athletics, event listings and general information about the university. The newsletter is distributed by Constant Contact to more than 1,100 active contacts, as well as to all current faculty, staff and student lists.

Throughout the year, we created new logos and publications for departments, divisions and offices to ensure we reflect a professional image. ECSU recruitment and general ads were featured in publications by Philadelphia Tribune, CIAA, Charlotte Post, Newsweek Magazine, Pride Magazine, Washington Monthly, US News and World Report and Journal Communications.

University Relations and Marketing will continue to build and manage the ECSU brand and to use strategic communications to gain exposure for the university and its accomplishments and offerings. Through our efforts, the university will continue to gain a strong, positive presence in northeastern North Carolina and enhance the ECSU experience for students, faculty, staff, alumni and other constituents throughout the state and across the nation.
The Mission

Elizabeth City State University Athletics places the highest priority on the overall quality of the educational experience; we also recognize the positive impact and high visibility of athletic participation on the individual, campus community, and community at-large. We seek to encourage attitudes of integrity, fairness, respect for others, and dedication to goals. Equal access in participation and enthusiasm to present a national model program that culminates in strong competitive play represents the central focus of our work.

The Goals

• To maintain fiscal responsibility through conscientious budget management and coordinated fundraising efforts to increase private support restricted to intercollegiate athletics

• To offer academic support services to student-athletes

• To develop an inclusive monitoring program to ensure departmental and NCAA integrity

Academics

Over the last five years ECSU has been at the top of the CIAA student-athlete graduation rate with an 80% average. The average graduation rate for other CIAA schools during this time frame was 56%.

• ECSU athletic administration has made major strides to improve academic success for student-athletes by adding the Viking Academic Center for Excellence (VACE) and making travel computers available for away competition. The VACE center is a computer lab strictly for student-athletes, located in the R. L. Vaughan Center. The computer lab opened fall 2010.
FOOTBALL
- Five Northern Division CIAA Championships
- Four CIAA Championship games
- Two NCAA Playoff appearances
- One Pioneer Bowl appearances
- Consistently ranked in the Top 15 Teams in NCAA Super Region One
- 2011: DaRonte McNeill became ECSU’s all-time leading rusher, CIAA Offensive Player of the Year, Daktronics All-American
- 2011: All-CIAA First Team: Brad Davis (All-American Second Team), Nigel Rios, Sanerivi Reupena, Baron Coffin, Anthony Faulcon, John Davis
- 2011: All-CIAA Second Team: Kevin Swain, Josh Brooks

VOLLEYBALL
- Finished the season with: Divisional 6-4 .600
  Conference 11-5 .688 Overall 12-10 .545
- Placed third in the Northern Division, CIAA
- All-CIAA First Team: Whitney Green & Oasis Ellison
- All-CIAA Second Team: Lia Scott, Chelsey Campbell, Morghan Stallings, Kyla Shute
- All-Rookie Team: Kyla Shute

BOWLING
- Bowling team has had the highest winning percentage for past three years
- 2011-2012: (All-CIAA)
  Shanice Watkins, Tashana Raley, Paneisha Eure

MEN’S BASKETBALL
- Men's basketball has been in the Championship game of the CIAA Tournament three of the last five years
- 2011-2012: All-CIAA: Angelo Sharpless
- 2011-2012: All-Rookie Team: Glenn Patterson
- 2011-2012: Lowes Senior Class Award Recipient: Paul Goldsmith

WOMEN’S BASKETBALL
- 13-14 overall
- 2011-2012: All-CIAA Stephanie Harper

BASEBALL
- 2011: All-CIAA First Team: Khatim Butler
- 2011: All-CIAA Second Team: Billy Kellum and Kyle Meads
- 2011: All-Rookie Team: Cameron Cecil and Weston Dodson
- 2012: All-CIAA Second Team: Weston Dodson

GOLF
- Eighth-place finish at CIAA Championships

TEENNIS
- Eighth-place finish at CIAA Championships
University Budget Performance

Elizabeth City State University’s Authorized General Fund Budget for Fiscal Year 2011-2012 was $48.78 million, which included $35.55 million in state appropriations and $13.23 million in budgeted campus receipts (such as tuition and fees). The General Fund Budget provides funding for the direct cost of instructional activities provided through the departments and schools. The General Fund Budget also covers various student services, library programs, financial aid, institutional support (i.e., financial planning, human resource management, information technology, etc.) and facility maintenance costs.

During fiscal year 2011-2012, the State of North Carolina continued to face fiscal challenges as a result of the economy. At July 1, 2011, state appropriations for ECSU were $37.7 million. Most state agencies, including UNC campuses, were required to spend less than their authorized budgets and return funds to the state to help address statewide cash flow issues. Due to these measures, ECSU was required to revert approximately $3.7 million or 10%. This was accomplished by eliminating positions totaling 42.70 FTE and reducing operating budgets. Additionally, ECSU experienced tuition revenue shortfalls, which reduced our spending to approximately $1.7 million less than the authorized budget. Throughout the year, the university received additional recurring and non-recurring state appropriations of $1.6 million to aid with programs, scholarships, retirement reserve allocation, medical adjustments, recruiting and retention efforts. The chart shows ECSU’s actual revenues and expenditures for July 1, 2011 through June 30, 2012.

BUSINESS PROCESS IMPROVEMENT

In FY 2010-2011, the Purchasing Department in Business & Finance implemented an electronic procurement system, known to campus users as Viking Shoppes. Viking Shoppes is a “procure-to-pay” system. Implementation of Phase II, Settlement Manager, began in April 2012 to complete the “procure-to-pay” project.

Settlement Manager allows select vendors to submit invoices electronically and campus users to complete their receipts electronically. This is a paperless invoice system. The purchase order, receipt and invoice match within the Viking Shoppes system and feed to Banner, our finance system, where the check is then printed.
### Revenue by Source

<table>
<thead>
<tr>
<th>Source</th>
<th>Authorized Budget</th>
<th>Year-End Actual</th>
<th>Change in Dollars ($)</th>
<th>Change in Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Appropriation</td>
<td>35,552,823</td>
<td>35,189,584</td>
<td>(363,239)</td>
<td>-1%</td>
</tr>
<tr>
<td>Campus receipts</td>
<td>13,233,515</td>
<td>11,914,664</td>
<td>(1,318,851)</td>
<td>-10%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>48,786,338</strong></td>
<td><strong>47,104,247</strong></td>
<td><strong>(1,682,090)</strong></td>
<td><strong>-3%</strong></td>
</tr>
</tbody>
</table>

### Expenditure by Source

<table>
<thead>
<tr>
<th>Source</th>
<th>Authorized Budget</th>
<th>Year-End Actual</th>
<th>Change in Dollars ($)</th>
<th>Change in Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Academic Instruction</td>
<td>18,548,717</td>
<td>18,190,343</td>
<td>(358,374)</td>
<td>-2%</td>
</tr>
<tr>
<td>Summer-Term Instruction</td>
<td>1,226,894</td>
<td>1,212,879</td>
<td>(14,015)</td>
<td>-1%</td>
</tr>
<tr>
<td>Community Services</td>
<td>388,493</td>
<td>341,075</td>
<td>(47,418)</td>
<td>-12%</td>
</tr>
<tr>
<td>Libraries</td>
<td>1,785,444</td>
<td>1,764,362</td>
<td>(21,082)</td>
<td>-1%</td>
</tr>
<tr>
<td>General Academic Support</td>
<td>3,662,360</td>
<td>3,450,860</td>
<td>(211,500)</td>
<td>-6%</td>
</tr>
<tr>
<td>Student Services</td>
<td>2,529,287</td>
<td>2,455,875</td>
<td>(73,412)</td>
<td>-3%</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>9,003,904</td>
<td>8,586,487</td>
<td>(417,416)</td>
<td>-5%</td>
</tr>
<tr>
<td>Physical Plant Operation</td>
<td>7,922,002</td>
<td>7,746,368</td>
<td>(175,634)</td>
<td>-2%</td>
</tr>
<tr>
<td>Student Financial Aid</td>
<td>3,719,237</td>
<td>3,355,998</td>
<td>(363,239)</td>
<td>-10%</td>
</tr>
<tr>
<td>Other Reserves</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>48,786,338</strong></td>
<td><strong>47,104,247</strong></td>
<td><strong>(1,682,090)</strong></td>
<td><strong>-3%</strong></td>
</tr>
</tbody>
</table>

### General Fund Revenue (Actual) 2011-2012

- 25% Appropriation
- 75% Receipts

### Expenditure (Actual) 2011-2012

- 4% 101 General Academic Instruction
- 39% 102 Summer-Term Instruction
- 16% 142 Community Services
- 18% 151 Libraries
- 7% 152 General Academic Support
- 5% 160 Student Services
- 7% 170 Institutional Support
- 4% 180 Physical Plant Operation
- 1% 230 Student Financial Aid
- 1% 990 Other Reserves