

2017-2022

A Five Year Chancellor's Report

Dr. Karrie G. Dixon



ECSU

ELIZABETH CITY STATE UNIVERSITY

FOUNDED 1891



Redefining Elizabeth City State University
Actualizing Accountability, Commitment and Excellence (A.C.E.)



A Message from Chancellor Karrie G. Dixon

Greetings,

Four years ago on December 14, 2018, I had the privilege of being elected as the 12th Chief Executive Officer and 7th Chancellor of Elizabeth City State University (ECSU) by the University of North Carolina (UNC) Board of Governors. My service on ECSU's campus began over a year prior in 2017 as I was part of the New Directions Phase 2 Operational Team from the UNC System office. Just six months later, on April 9, 2018, I was named interim chancellor.

Upon arrival at ECSU, I was tasked with stabilizing and positioning the university for exponential growth. This new direction was forged with synergy towards meeting goals for ECSU and those in the UNC System's Higher Expectation Strategic Plan. I led the development of six key goals that have redefined ECSU:

- Build a strong senior leadership team;
- Establish sound, effective, and strategic business practices;
- Increase student enrollment;
- Evaluate and advance academic programs;
- Reform the university's financial profile and outlook; and
- Increase private investment through strategic fundraising.

It was critical to face ECSU's numerous challenges head on in order to steer the Viking ship in the right direction. This required making hard decisions to ensure the future vitality, sustainability and progress of the university.

Even in the midst of a global pandemic, which shifted our instruction to online course delivery and closed residence halls, we remained focused on the university's priorities. Nearly five years later, together with the support of the UNC System, North Carolina Legislature, alongside a visionary Board of Trustees, newly initiated Board of Visitors, regenerated ECSU Foundation Board of Directors, and passionate alumni, we've stayed the course, having made tremendous, transformational progress, even through a global pandemic.

In this inaugural Chancellor's Report, you will see a glimpse of the work we've done to ensure student success is supported campuswide. Whether it's maintaining the gorgeous 270 acres of ECSU or creating innovative degree programs, our Viking community is earning high accolades and rankings for our affordable, high quality programs. Most importantly, we are recruiting, matriculating and graduating top scholars who choose to study at Elizabeth City State University.

While rebuilding ECSU, I have been appointed to several boards, including the Association of Governing Boards' Council of Presidents, American Association of State Colleges and Universities Board of Directors, Southern Association of Colleges and Schools Commission on Colleges Board of Trustees, Campus Compact Board of Directors and North Carolina Campus Engagement Executive Board. These appointments help raise the brand profile of ECSU.

Our future is bright and Vikingland is thriving.

In Viking Pride,



Karrie G. Dixon, Ed.D.
Chancellor



Chancellor's Cabinet





**#1 HBCU
IN THE NATION**

Helping students from lower-income households achieve economic success
Third Way



**#1 Most Affordable
Four-Year HBCU**

Student Loan Hero



**\$15 Million
Donation From
MacKenzie Scott**

Largest Private Gift Received
by ECSU (2020)



\$20.2 Million

State and federal grants and contracts generated for the
2021-2022 academic year



**#4 Best Colleges
for Veterans**

Regional Colleges South
U.S. News & World Report 2022-2023



Tuition/Semester
Established by the NC General Assembly

\$500 **\$2,500**
in-state residents out-of-state residents

**#1 HBCU
IN THE NATION**

In economic return
Ranked by DegreeChoices.com



**2,149 Student
Enrollment FY23**

Highest student count in 8 years

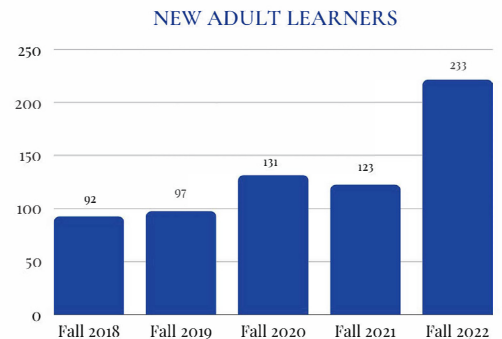
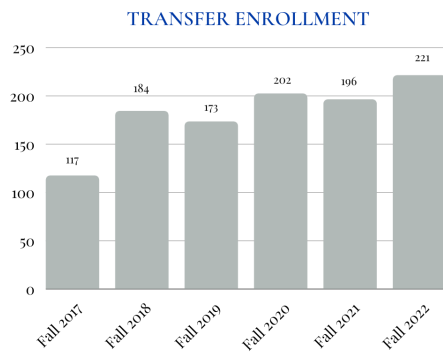
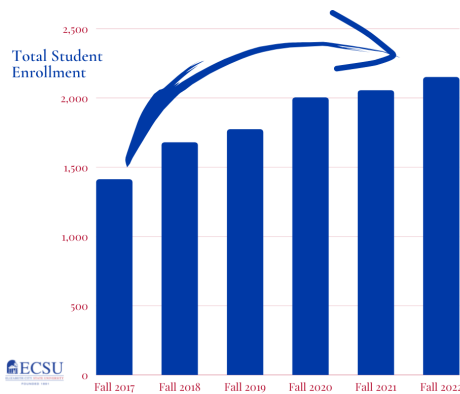
**#6 Bachelor's
Colleges Category**

Washington Monthly
College Rankings 2022



Steady, Measured Enrollment Growth

Following a dip in enrollment from 2013 to 2016, enrollment rebounded with substantial increases in first-year, graduate, transfer, military-affiliated and adult learner students beginning in 2017. A strategic focus on innovative recruitment strategies, with the support of the NC Legislature and UNC Board of Governors, yielded more than a 50% increase in total enrollment over the past five years and increases in the freshman retention rate.



The North Carolina General Assembly established the NC Promise Tuition Program beginning in fall 2018. ECSU and three other UNC System schools are designed as NC Promise campuses, resulting in a significant reduction in student costs. In-state tuition at ECSU is \$500 per semester and out-of-state tuition is \$2,500 per semester. Student fees, room and board, and other standard expenses are additional. The NC Promise program has greatly increased enrollment, while establishing ECSU as one of the most affordable Historically Black institutions in the nation.



Aviation

ELIZABETH CITY STATE UNIVERSITY

A Soaring Signature Program



Under Chancellor Dixon's leadership, Aviation Science was publicly recognized as ECSU's signature program. In four years, the program has experienced a significant increase in funding and enrollment, as well as developed a number of new partnerships. ECSU offers the only four-year Aviation Science program in North Carolina. The program's accolades and distinctions include:

- ECSU's Aviation Science program is one of only 40 programs in the world that is accredited by the AABInternational for Aviation Science.
- In 2018, the university owned two planes, which has increased to a fleet of 14 planes that are used to support enrollment growth.
- ECSU established new career pipelines for students and flight training partnerships with United Airlines, AeroX, JetBlue and Piedmont Flight Training.
- The university started new partnerships with the U.S. Air Force and U.S. Navy Jr. ROTC Aviation Academy to provide flight training to cadets.
- ECSU forged new community college partnerships with Guilford Technical Community College, Lenoir Community College and Sandhills Community College.



- The university secured the Federal Aviation Administration (FAA) Reduced Airline Transport Program Certificate (R-ATP), which reduces the cost and number of flight hours a student needs to obtain flight certification.
- The Aviation Science program is the recipient of numerous grants and awards, including a \$576,000 grant for a three-year partnership with NASA.
- ECSU built a new, \$1.5 million Unmanned Aircraft System (UAS) – or drone – facility that mimics real-world drone flying conditions as students train for future careers in agriculture, public safety disaster response, homeland security, and more.
- The university received funding from the North Carolina State Legislature for a \$34 million new Aviation Facility to support the continued growth of the academic program.



Enrollment in Aviation Science Majors increased from **54** in the Fall of 2017 to

180

in Fall of 2022.

Aviation Science Majors



Re-Aligning for Excellence



A review of ECSU's academic departments was initiated in January 2019 by the Academic Program Realignment Taskforce to expand academic areas of focus, including those in the STEM disciplines, and strategically align them with the university's strategic priorities. The taskforce's recommendations were formally approved and a restructuring of academic departments and schools took place in June 2019. The realignment created the School of Humanities and Social Sciences, with three departments and eight majors; the School of Education and Business, with two departments and eight majors; and the School of Aviation, Technology, and Science, with four departments and 15 majors.



Innovative New Degree Programs

Five new innovative academic programs were created to meet new and emerging workforce demands and grow enrollment:

- Sustainability Studies
- Interdisciplinary Studies
- Unmanned Aircraft Systems*
- Homeland Security
- Master in Elementary Education (Online)

*First UNC System Institution to Offer 4-Year Degree Program


Expanding Vikings Study Abroad Programs

ECSU continues to expand study abroad programming so more students gain international engagement experiences, ultimately preparing them to learn and work in a global environment. Under the leadership of Dr. Andre Stevenson, professor and director of International Programs, the university has secured grant funding, offered more scholarships and fellowships for students to pursue and identified professional development opportunities for faculty, staff and administrators to learn about innovative study abroad models at other universities. Most recently, ECSU signed an MOU with the University of North Carolina Wilmington (UNCW) for ECSU students to participate in international studies courses and opportunities at UNCW.



Scholarship amounts range from

**\$500 to
\$10,000**

57 
**students have
received their
passports through
ECSU.**



**ALL STUDENTS
received a scholarship.**

22 
**students have
studied abroad
since 2018**
(even with the two-year delay
because of COVID).



**Study Abroad
Countries**

- China
- Costa Rica
- Ecuador
- Germany
- Mexico
- Portugal
- South Africa
- South Korea
- Spain

STUDY ABROAD GRANTS

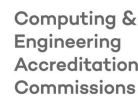
- Barcelona Study Abroad Experience (SAE)
- Benjamin A. Gilman International Scholarship (Gilman)
- Council on International Educational Exchange (CIEE)
- Increase and Diversify Education Abroad for U.S. Students (IDEAS)
- Mana Project International
- Mid-Atlantic Region of Alpha Kappa Alpha Sorority, Inc.
- Private Donations

Student Success: *Building the Academic Core*

Student success lies at the heart of ECSU. Since 2017, an academic realignment, new academic programs and initiatives, the enhancement and opening of new facilities and expansion of partnerships with community colleges and other four-year institutions have brought ECSU to the forefront as a high growth institution in the University of North Carolina System.

In 2019, the STEM Complex was renovated to house two state-of-the-art academic programs—the Department of Health and Human Studies and Department of Aviation and Emergency Management. The same year, the Khan Planetarium was upgraded, making it a one-of-a-kind planetarium in North Carolina.

Grant and contract funding over the past four years have nearly tripled, from \$4 million in fiscal year 2018, \$5 million in fiscal year 2019, to \$25 million in fiscal year 2021 and \$20.2 million in fiscal year 2022.



Accreditations: *The Standard of Excellence*

Core to ECSU is its accreditation with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The university was placed on public warning for one year in 2016. One year later, in December 2017, SACSCOC removed ECSU from its public warning status after issues of concern, which focused on admissions and financial aid policies and regulations, were corrected. ECSU was reaffirmed through 2031 by SACSCOC in January 2022, meeting the accreditors' standards and values of integrity, peer review/ self-regulation, student learning, continuous quality improvement, accountability and transparency.

Accreditations were also received or reaffirmed by the AABInternational for Aviation Science, Accreditation Board for Engineering and Technology (ABET), Council on Social Work Education (CSWE), the Council for the Accreditation of Educator Preparation (CAEP) and Association to Advance Collegiate Schools of Business (AACSB). ECSU is the only HBCU with an accredited Sports Management program.



Allowing students to easily transfer to ECSU.

Expanding Formal Partnerships with North Carolina Community Colleges

Since 2017, new Memorandums of Understanding (MOUs) were signed with College of the Albemarle (Business Administration, Kinesiology, Social Work), Edgecombe Community College (Birth to Kindergarten, Business, Criminal Justice), Pitt Community College (Birth to Kindergarten, Business, Criminal Justice), Guilford Technical Community College, Lenoir Community College, and Sandhills Community College (Aviation Sciences), and Vance-Granville Community College (Business Administration, Computer Sciences).

A new partnership with Wake Technical Community College will build a new 106-acre technology center that will expand unmanned aviation programs offered in North Carolina. The facility, Eastern Wake 4.0, will house integrated teaching labs for multiple universities, allowing students to easily transfer and work together on state-of-the-art projects.



Serving and Highlighting Military Affairs Programming



ECSU is a Military-Friendly institution and expanded its partnerships with the U.S. Armed Services to provide students with new opportunities and serve students with military affiliations. The university opened a new Military and Veterans Affairs Center, offering a home for ECSU's growing student population that includes active duty as well as veterans and dependents. The U.S. Coast Guard and ECSU strengthened their relationship with a Memorandum of Understanding agreement that provides students with career opportunities in aviation and more. It also includes the College Student Pre-Commissioning Initiative, or CSPI, which brings university juniors and seniors, together with the Coast Guard for a career as officers.



Strategically Positioning ECSU for Success

ECSU launched its five year strategic plan, Forging Our Future, in July 2020. ECSU's 2020-2025 plan was intentionally developed with a vision for the university's collective future. The plan tracks and notes how ECSU's high quality academic programs align with community demands, meet employer needs, enhance

northeastern North Carolina and the state, and drive economic development to guarantee the future success and sustainability of ECSU. The university has met over 90% of the goals each year to date, despite a global pandemic.

Focused on the values of Accountability, Commitment, Excellence, Collaboration and Inclusion, the six goals are: Academic Excellence, Student Experience, Sustainable Growth, Institutional Advancement, Operational Excellence and Regional Development.

Excelling Operationally



#1 University Earns Highest Employee Rating in UNC System

ECSU earned the highest positive employee rating in the UNC System. The university worked hard to increase this rating from 48% to 71% in just a few years, and yield a 80% job satisfaction rating overall.

Funding

ECSU has received new funding allocations to support the university's priority areas. Of note is the historic investment by the North Carolina State Legislature that included over \$140 million in capital projects and other funding.

Master Plan

In September 2022, the ECSU Board of Trustees approved a new 10-year Master Plan that includes creating a more pedestrian friendly campus and developing a cohesive and expanded footprint for the university. A highlight of the plan includes more pedestrian walkways that will connect academic, residential, student activity and athletic facilities from the north to the south corners of campus. Vehicular traffic would be funneled to the exterior portions of the university.



Investing in the Future

Securing private fundraising dollars, to include gifts from individuals, corporations and foundations, has been a priority for ECSU. Gifts to the university, including a \$15 million unrestricted gift from MacKenzie Scott in 2020, have created new opportunities to fund critical areas of need, including student scholarships. More endowments and increased alumni giving also contributed to the new gifts.

Elizabeth City State University ANNUAL FUNDRAISING PROGRESS

2022	\$3,261,472
2021	\$1,786,985
2020	\$1,699,208
2019	\$1,094,963
2018	\$1,427,836



ECSU ENDOWMENT TOTALS

FY	COMBINED TOTAL	ECSU	ECSU FOUNDATION
2022	\$31,211,279.87	\$24,774,358.87	\$6,436,921.00
2021	\$28,304,242.45	\$21,285,710.47	\$7,018,531.98
2020	\$12,869,243.89	\$7,479,025.89	\$5,390,218.00
2019	\$12,255,619.03	\$7,407,131.78	\$4,848,487.25
2018	\$11,712,530.68	\$6,995,106.89	\$4,717,423.79
2017	\$11,012,689.55	\$6,565,790.73	\$4,446,808.82

STRATEGIC GIFT

(included with ECSU Column)

2021 \$11,578,336.23

2022 \$14,264,297.32



The Elizabeth City State University Foundation, Inc. Scholarship Galas XIII, XIV and XV raised a combined total of **\$396,068.42.**

“The university continues to be a valuable educational asset and shines in its return on investment to our students, the local community, the northeastern region of North Carolina and the nation.”

ECSU Chancellor Karrie G. Dixon

ECSU Alumnae and donors Ms. Justina Long and Ms. Joyce Long with Chancellor Dixon





Focusing on Student Success

In support of the UNC System's Strategic Plan and ECSU's strategic priorities, the Division of Student Affairs placed an intentional emphasis on designing programming that fosters student success. These efforts entailed creating living learning communities, renovating residential halls, supporting numerous new health and wellness initiatives, including offering psychiatry services, and relaunching the campus food pantry, Viking Cares. Grant funding totaling more



than \$3.4 million was secured and new partnerships with organizations such as BlueCross BlueShield of North Carolina, East Carolina University and Sentara Healthcare were established.

The Community Connections Performance and Lecture Series

launched in 2020 was sponsored and supported by a combination of ECSU student fees, a private donation from ECSU Trustee Phyllis Bosomworth, Microsoft, First Citizens Wealth Management, Duke Energy Foundation and the National Endowment for the Arts. The university has hosted several nationally recognized leaders, artists and musicians, including Erik Moses, President of Nashville Superspeedway, NASCAR, Dallas Black Dance Theatre, North Carolina Symphony, Leila Fadel of NPR's Morning Edition and Grammy-nominated singer Kierra Sheard. The series bridges ECSU and the community with a mission of producing cultural experiences for the enjoyment of students, faculty, staff and the community-at-large. The ECSU Parent & Family Association was established in 2019, offering ECSU parents and family members opportunities for involvement which promotes the university and enriches the students' college experience.

Student Career Development

ECSU's new Quality Enhancement Plan (QEP), "Pathway to Success: From the Classroom to Career," part of the SACSCOC reaffirmation, is expected to improve career readiness, with students being better prepared for their future careers or graduate school. Spearheaded under the Career Development Center, the learning modules equip students with skills that prepare them for their specific career trajectory, using both pedagogic and practical methods, and ultimately enable them to successfully embark on their respective careers.

TRIO

EDUCATIONAL
OPPORTUNITY CENTERS

Advancing Adult Learning

In 2021, the Lumina Foundation awarded ECSU a two-year grant that provides federal funding for capacity building work to support adult learners. The Lumina Adult Learner Initiative has three goals: 1) assess current adult learner population to determine resource investment in services and support; 2) examine policy creation to give academic credit to adult learners for work and life experience; and 3) explore feasibility in utilizing flexible modes of instruction to relaunch an evening and weekend program.

ECSU received a \$1.1 million grant for three years for its TRIO Educational Opportunity Center. The program has a goal of increasing adult participants in higher education and helps students during the college admission process, including providing financial aid and support services.



ECSU Receives Transformational \$15 Million Gift from MacKenzie Scott

Elizabeth City State University was the recipient of a historic \$15 million gift from Ms. MacKenzie Scott on November 13, 2020. This gift marked the largest gift from a single donor in the university's nearly 131-year history. The gift provides the university with an opportunity to improve its financial footing for long-term stability and to invest in innovative priorities, alongside responding to opportunities that limited resources and restrictive budgets prohibit.

Since receiving the gift, the university has invested in a number of academic programs, employees engagement and a newly established endowment.

Investing in Strategic Priorities

A strategic priority for ECSU is to secure the future sustainability of the university. Long-term financial stability is paramount. The institution invested \$13.5 million from the gift and interest earned was used to support the strategic priorities as identified in ECSU's Strategic Plan: Forging Our Future. For example, \$2 million dollars was invested towards ECSU's \$6 million goal for scholarship investments. The university anticipates approximately \$100,000 annual interest earnings from this initial investment to provide scholarships for strategic recruitment. One of ECSU's goals is to lower the cost of tuition and fees for many students who are first-generation and reside in Tier I and Tier II counties, which represent the most economically challenged counties in North Carolina.

Financing the Future

ECSU experienced financial challenges due to declining enrollment and deficiencies in sound business practices in 2015. Following findings noted in reports from the Department of Education, the Office of the State Auditor, SACSCOC and Internal Audit, corrective actions were implemented, including a plan to restructure the debt profile for ECSU. This included providing cash flow relief in the near-term to address temporary budgetary shortfalls and carry the university through the implementation of its programmatic and enrollment turnaround initiatives.

Improved Credit Profile and Outlook

In FY 2018-19, the objective was achieved with remarkable results. ECSU, in partnership with the ECSU Foundation, successfully closed on a \$20 million low-interest loan from the USDA. ECSU also completed an advanced refunding of \$15 million of debt, netting nearly \$2 million in savings. In Spring 2019, Moody's Investor Services acknowledged the improvement in the university's financial condition by revising the university's credit outlook from 'negative' to 'stable,' the first time the university had a 'stable'

credit outlook since 2014. Operationally, the successful financial restructuring paid immediate dividends allowing ECSU to make capital investments during the 2018-2019 fiscal year for the rehabilitation of a vacant residence hall, environmental remediation following Hurricane Florence and improving campus safety and curb appeal.

In July 2022, Moody's Investors upgraded ECSU's credit rating to Baa1 from Baa2 and issued the university a stable outlook.

Clean State Audits

For the past 12 years, the university has received a clean audit from the North Carolina Office of the State Auditor.

Increased State Funding

The university received full enrollment growth funding totaling \$70 million in the fiscal year 2021-2023 budget. Additionally, full funding for the NC Promise Tuition Program was continued. ECSU's full building reserves were \$29 million and \$26 million in the same budget.

ECSU transitioned to Barnes & Noble College to manage the ECSU Bookstore beginning June 22, 2022.





Winning in Athletics

Viking Pride!

The Mighty Vikings Athletics posted numerous achievements in the Central Intercollegiate Athletic Association (CIAA) during the 2022 year.



2022 CIAA Volleyball Champions

CIAA Superlatives, 2022 ALL-CIAA Team Najiya Leggett, Clarke Blakemore, Elizabeth Kellum, & Jada Rouse;
2nd Team: Victoria White & Kayleigh Sullivan;
All-Rookie: Clarke Blakemore and Maci Keys



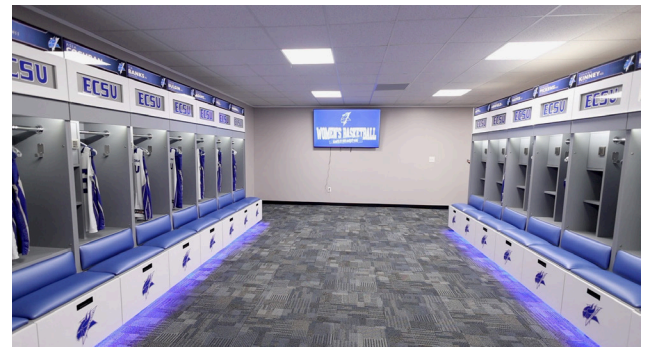
Coach David Brooks

Women's Volleyball Head Coach
2021 & 2022 Volleyball Coach of the Year



2021-2022 Women's Basketball Team

Head Coach Tynesha Lewis, 2022 Women's Basketball Coach of the Year, Sireann Pitts, 2022 CIAA WBB Defensive Player of the Year



Locker Room Updates

- **Student-athlete Achievements** (high GPA or academic awards) – 6 students with 4.0 GPA, 13 students with a 3.75+ GPA, tennis earned CIAA Freddie Vaughan team academic award (2021-2022)
- **CIAA Honors** – David Brooks VB (2021 and 2022) and Tynesha Lewis WBB (2021-2022) Coach of the Year, Sireann Pitts (2021-2022) WBB CIAA Defensive Player of the Year
- **New Sponsorships** with U.S. Coast Guard and Blue Cross Blue Shield of NC
- **TV Exposure** for first two televised football games, several men's and women's televised basketball games

Responding to the COVID-19 Pandemic

The onset of the global COVID-19 pandemic forced nearly every aspect of society, including higher education, to make major shifts and pivots. Working in close collaboration with local, county, regional, state and federal health officials, ECSU was successful in protecting the health and well-being of students, faculty and staff. The Viking Compass Program charted the course for a safe environment that protected every member of the university community and followed COVID-19 recommendations from the U.S. Center for Disease Control and Prevention (CDC) and North Carolina Department of Health and Human Services. During the 2021-2022 academic year alone, more than 10,900 COVID-19 tests were conducted and the positivity rate stood at .9% or lower.



ECSU became a regional site for COVID-19 testing and vaccination. This collaborative effort was a partnership with the university community and local and regional health advocates and professionals. This initiative reached all counties within ECSU's 21-county region. In total, the Clinic provided 3,962 vaccinations from April 6, 2021, through May 26, 2022.

Redesigning Campus

Major design projects have been underway at ECSU for five years. Physical infrastructure and campus improvement projects have transformed the campus. Renovations were made to Bias Residence Hall, Moore Hall, Bedell Hall Cafeteria and G.R. Little Library, and upgrades were completed for the entrance of Lane Hall, the football field in Roebuck Stadium and the Wellness Center in R.L. Vaughan Center. New signage became highly visible at all campus entrances and branding is now showcased in buildings and on the exterior of major facilities including the STEM Complex, Lane Hall, Williams Hall and Bias Residence Hall.

ECSU received \$84 million from the North Carolina State Legislature to fund four new capital projects: the ECSU Flight School (\$34 million); ECSU Dining

Facility (\$7.5 million); ECSU Residence Hall (\$40 million); and the ECSU Sky Bridge (\$2.5 million).

To make way for developments in the new Campus Master Plan, demolition was completed on Mitchell Lewis Hall, Wamack Hall and Lester Hall, and is scheduled for the Auxiliary Building.

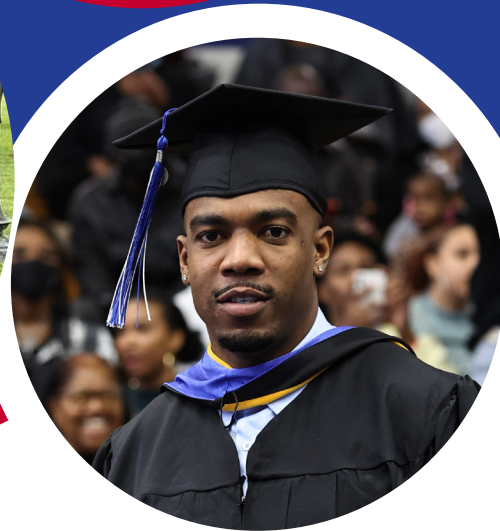




ECSU

ELIZABETH CITY STATE UNIVERSITY

FOUNDED 1891



A FUTURE *Forged from* INTENTION



SCAN ME

Your generous gifts to Elizabeth City State University will:

Inspire Intellectual Discovery | Transform Lives

Invest in Sustainable Growth and Advancement | Revitalize the Region

Give online or contact us today.

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ELIZABETH CITY STATE UNIVERSITY

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