2010-2011 Annual Report

ELIZABETH CITY STATE UNIVERSITY

Elevate Higher. Emerge Stronger.
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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.

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
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Mr. Lindell Wallace
Mr. Fletcher Watts
Dr. Sheila H. Williams
Mr. Elwood Williams
Ms. P. Diane Worthy
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 of viewpoints, experiences, and backgrounds are critical tools of a quality education in our global marketplace;

Excellence is the measure for teaching, learning, and service to the university community; and

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
Elizabeth City State University’s mission is to provide for its students and its community excellence in teaching, research and community service. Our vision is to be recognized as one of the best universities in The University of North Carolina system. This annual report demonstrates that we are making significant progress in our efforts to achieve our goals. In these pages, you will see just a few of the many successes of the past year. We will continue to build on our strengths and make appropriate improvements as we continue our quest to provide quality services for our students, faculty, staff, alumni and the community.

ECSU is fortunate to have well-qualified and devoted faculty and staff to ensure a meaningful and productive educational environment for our students. Many of our personnel have been involved in the renewal and attraction of professional designations such as SACS reaffirmation; Social Work; AACSB and the Carnegie Community Engagement Classification.

The doors of education at Elizabeth City State University have been open for 119 years, and more than 19,000 graduates have left the halls of this fine institution to help shape the future of this city, region, state, nation and world. Each year, we endeavor to build on the successes of the past to ensure that students continue to have a safe and rich environment in which to study, learn, grow and prosper. Building on the progress documented in this report, we pledge to continue to strive for greatness, promoting an energetic environment of excellence.

Willie J. Gilchrist, Ed.D.
<table>
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Institutional Effectiveness, Research and Assessment

The Office of Institutional Effectiveness, Research and Assessment (OIERA) provides leadership and support in developing and managing the institutional assessment, data management/research and planning processes. The OIERA 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 OIERA 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 OIERA plays an integral role in the Southern Association of Colleges and Schools (SACS) reaffirmation review of ECSU with respect to assessment and institutional research support.

Fall 2011 enrollment included 2837 undergraduates – 88 percent of them North Carolina residents. Of 93 graduate students, 97 percent were residents of North Carolina.
Legal Affairs

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. Two discrimination charges were filed against the University before the Equal Employment Opportunity Commission; Legal Affairs responded to each charge. Legal Affairs also:

- handled 281 contract matters,
- assisted with 66 policy matters, and
- provided quarterly updates to the electronic version of ECSU’s Policy and Procedures Manual.

Legal Affairs presented a Board of Trustees training session on Conflicts of Interest. Outside the campus level, ECSU is represented by the North Carolina Attorney General’s Office. Although the N. C. Attorney General represents ECSU in litigation or cases filed before the Office of Administrative Hearings, Legal Affairs provides litigation/hearing support in such cases and assisted the Attorney General’s Office on three cases during the period, one civil case and two contested cases filed before the Office of Administrative Hearings.

In addition, the Assistant to the Chancellor for Legal Affairs serves as the Ethics Liaison between ECSU and the N.C. State Ethics Commission. On delegated authority, Legal Affairs holds responsibility for reporting incidents of misuse of state property to the State Bureau of Investigation and submitted one misuse report to the SBI during the period.

Legal Affairs achieved its objective of responding within 10 business days to internal requests for legal action at a 73 percent success rate.

To facilitate management of requests for legal action a new email address was established: legalaffairs@mail.ecsu.edu.
In February, the University collaborated with North Carolina Central University’s School of Law, Fayetteville State University, North Carolina A&T State University and Winston-Salem State University on a teleconference project called Technology Assisted Legal Instruction and Services (TALIAS). The Information Technology Division worked with NCCU Law School to install teleconferencing equipment in Moore Hall, Room 124. The project will extend NCCU Law courses to our students, and it will bring the community greater access to free legal services from the NCCU School of Law.

The University has expanded access and use of smart classroom technology for teaching and learning on campus. During fall 2010, the Division installed two smart classroom technologies in each of two academic buildings, Williams Hall and Moore Hall.

In an effort to reduce costs while maintaining quality services, the University joined several other institutions to host the Banner database remotely. Banner is an administrative software application developed specifically for higher education institutions. Its five integrated systems and two web databases cover:

- student information,
- finance and accounting,
- financial aid,
- human resources,
- alumni and development,
- web for faculty, and
- web for students.

In October 2010, the Division, in collaboration with those schools, worked with General Administration to relocate our Banner database to MCNC in Research Triangle Park, N.C. The hosting team, MCNC, provides participating institutions with essential database support services to facilitate a stable and secure hosted database environment for Banner, allowing the Division to focus its resources on core University technology services.
Friday, August 12, 2011, marked a major milestone for technology in Northeast North Carolina. The Chancellor hosted a number of local, state and federal officials in a virtual groundbreaking ceremony for the implementation of Broadband Technology Opportunity Program 2. BTOP 2, with ECSU as an anchor institution, will bring high-speed broadband Internet technology to Northeast North Carolina, putting ECSU on the high-speed network. This happened through the efforts of MCNC, the Golden Leaf Foundation and the U.S. Department of Commerce.
The Office of the Provost, in consultation with the Academic Executive Council and other major unit heads, sets the objectives for the Division of Academic Affairs to promote and advance institutional goals and priorities. The 2010-2011 goals were to:

- Maintain SACS and pursue regional, professional and specialized accreditations of all the degree programs for which there are accrediting agencies;
- Recruit, retain and support a diverse faculty and staff that provides a quality education experience, scholarship and service;
- Articulate, monitor and enforce academic standards and policies and strengthen commitment to the strategic planning process; and
- Develop, deliver, enhance and continually improve undergraduate, graduate and professional programs.

This condensed report summarizes the degree to which these goals were achieved and speaks volumes about this campus, its people and the exciting work we do every day for our students and our greater community. This annual report might have been reduced in size, but does not reflect the volume of our achievements and accomplishments. Our office is promoting a value-driven leadership style. Everything we do, whether it is a strategic decision or action, is guided by our values: seeking excellence, supporting collaborative leadership, providing transparency, creating a supportive environment and demonstrating fiscal responsibility.

Much of our success can be seen in the areas of accreditation, faculty development, student achievement, facility expansion and enhanced programs and policies.
The Walter R. Davis School of Business and Economics has earned initial accreditation of its business degree program(s) by recent action of the Board of Directors of the Association to Advance Collegiate Schools of Business (AACSB). ECSU joins an elite group of institutions that have achieved business accreditation from AACSB International. Fewer than 5 percent worldwide have earned this hallmark of excellence.

In October 2010, the Technology Department received approval from the Association of Technology, Management and Applied Engineering (ATMAE) for reaffirmation of accreditation of its Computer and Electronics Technology, Mechanical and Manufacturing Technology and Computer Networking Technology programs. The Aviation Program installed an Air Traffic Controller and Simulation Lab and a Department of Education Title III SAFRA grant provided funds for the purchase of ECSU’s first airplane, Air Viking I, in October 2010. ECSU is the only university in the UNC system that offers a B.S. degree in Aviation Science.

During January 2011, the Social Work Program hosted a site visit by the Council on Social Work Education (CSWE) and was granted reaffirmation for an eight-year period.

Accreditation

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Academic Affairs

The SACS-COC Reaffirmation Onsite Team commented in April 2011 that “ECSU is a fine institution. You should all be proud of your leadership, faculty, staff, students and supporters.” The committee has accepted our Quality Enhancement Plan: THINK! WRITE! REVOLUTIONIZE!

This outstanding success reflects the major accomplishments made by ECSU. During the 2010-2011 academic year, we strengthened existing programs, created and revitalized the Center for Teaching Excellence, acquired several grants, set up articulation agreements, assessed and evaluated programs, established new or revised existing academic policies and guidelines, restructured the Division and advanced excellence in academics. While the state’s budget deficit continues to add to existing financial challenges in operating our university at the highest possible level of excellence, there are still opportunities to address important issues that can generate interest among our academic community.
Faculty Development

This year our office encouraged and supported those in leadership roles by hosting a workshop during the fall faculty and staff conference. Dr. Lesia Crumpton-Young from the University of Central Florida, a recipient of the U.S. Presidential Award for Excellence in Mentoring Students, was the presenter. The new faculty and staff orientation shared information regarding: Course syllabi, Assessment, Scholarly Activities, Advisement, Faculty Handbook, Classroom Management, Smart Classrooms, Understanding Culture, Structure and Governance, Building Relationship, Networking and Diversity.

The faculty in the School of Math, Science and Technology had an outstanding year in generating external funding. Recipients included: Dr. Hirendra Banerjee, a Thurgood Marshall College Fund Grant to conduct research on various proteins associated with bone density and osteoporosis; and Dr. Victor Adedeji, funding from the National Science Foundation Major Research Instrumentation Program to purchase an Ultra High Vacuum Sputtering System. Dr. Farrah Chandler, Chairperson of the Department of Math and Computer Science, received a five-year grant from the National Science Foundation’s Robert Noyce Teacher Scholarship Program to support students with an interest in becoming Science, Technology Engineering and Mathematics (STEM) teachers in secondary education.

ECSU increased the number of endowed faculty positions through the C.D. Spangler Foundation and UNC-GA matching funds. The recipients bring a wealth of academic knowledge and experience in higher education in their new roles:

- Dr. Gloria Payne, Marshall A. Rausch Distinguished Professor
- Dr. Claudie Mackey, Marc Basnight Distinguished Professor
- Dr. Darnell Johnson, E.V. Wilkins Distinguished Professor
- Dr. John Luton, Distinguished Professor of Communications

The Office of Distance & Continuing Education staff facilitated thirteen instructional technology workshops. During the 2010-2011 academic year, several faculty members participated in a pilot for Echo 360 lecture capture which allows the opportunity to incorporate personal lecture capture into their online courses. Also, this unit initiated a collaboration with Blackboard, Inc. to conduct a comprehensive assessment of institutional capabilities that identify key gaps, resources and strategies necessary to achieve sustainable long-term success with online course and program offerings.

Three new faculty were added to the Department of Health and Physical Education. They held terminal degrees in physical education pedagogy and sports administration.
The faculty in the School of Mathematics, Science and Technology organized a Research Day. The faculty and staff from the areas of chemistry, biology, mathematics and technology worked in partnership with students to showcase their scholarly activities.

Dr. Natasha Weeks and Dr. Dolapo Adedeji have co-authored five abstracts for presentation at national and regional pharmacy meetings and for publication in refereed journals. The faculty of the School of Business and Economics has successfully published 20 articles in peer-reviewed journals.

The Center for Teaching Excellence (CTE) has successfully completed many activities during the 2010-11 academic year, including the following:

- Designed, administered and analyzed an electronic CTE Faculty Needs survey;
- Designed, created, printed and distributed a CTE brochure, expanded the printed version and converted it electronically, incorporating it into our website; and
- Sponsored six hands-on workshops and presentations in various schools and departments using “home grown” faculty expertise to lead activities (102 faculty attended and participated).
ECSU graduated 517 students during 2010-2011. The 493 baccalaureate degrees and 24 master’s degrees included 196 from the School of Arts and Humanities, 99 from the School of Business and Economics, 121 from the School of Education and Psychology and 101 from the School of Mathematics, Science and Technology.

Sixteen E-SPARE Scholars participated in external research training opportunities during summer 2011. Seven of them participated at the University of Zululand, KwaZulu Natal, Walter Sizulu University and Loma Linda University. Ten E-MHIRT Scholars participated in the 2011 Summer Internship Program in South Africa. The E-SPARE program is designed to increase the pool of minority students qualified to enter Ph.D. programs in the biomedical sciences. The E-MHIRT program provides opportunities for minority students to gain international biomedical/public health research experience.

During January 30-February 4, the School of Mathematics, Science and Technology hosted its Annual Research Week. More than 40 students presented posters and participated in oral presentations regarding their research findings in the area of chemistry, biology, mathematics and technology.

The University Honors Program hosted an Honors Convocation and Banquet with Dr. Kwesi E. Aggrey, Provost and Vice Chancellor for Academic Affairs at North Carolina Central University, as keynote speaker. The ECSU Honors Program will be one of the hosts (with Hampton University and Virginia State University) of the National Association of African American Honors Programs Conference scheduled for November 2011.
Facilities, Programs and Policies

During this academic year, we have developed and implemented procedures to review course enrollments after registration to allow for efficient delivery of instruction and space utilization. We have also provided partial support to the Office of the Registrar for implementation of the web-based (Banner) Degree Audit System.

ECSU submitted 101 proposals totaling $36,316,677. Sixty-two (62) awards in the amount of $15,623,356 were funded, $204,630 of which were new stimulus funds. Faculty generated a total of 28 new awards for over $3 million. The two most notable new grants received this year were the Robert N. Noyce grant ($667,384 over five years) and the Housing and Community Development Strategies for Northeastern N.C. grant ($800,000 over three years). The Office of Sponsored Programs hosted its biennial faculty workshop and awards banquet September 30-October 1, 2010. More than 150 participants from community organizations and other institutions, including speakers and agency representatives, were present. Several faculty members received awards for their research and sponsored program accomplishments from 2009-2010, with Dr. Ephraim T. Gwebu receiving the Chancellor’s Award.

ECSU is seeking permission from the University of North Carolina system to establish baccalaureate and master’s degree programs in public administration in the School of Arts and Humanities. Dr. José Gil, professor in the Department of Language, Literature and Communication, was selected as a 2011 Board of Governors Teacher of the Year. Dr. Roosevelt Newson, the school’s first endowed professor and chairperson of the Music Department, presented two piano performances. The Department has also received a $2,500 grant from Arts of the Albemarle to provide startup costs for the ECSU Community Music School. In March, the Department of History and Political Science, through the leadership of Dr. Rebecca Seaman, hosted the statewide annual conference of the North Carolina Association of Historians.

The School of Education and Psychology installed two state-of-the-art computer labs to support the increasing educational needs for Health and Physical Education students. The 2 + 2 Partnership Program enhanced its pools of articulation agreements by the addition of forty-eight (48) new agreements with four area community colleges. The occasion was celebrated with a signing ceremony on September 28, 2011. The Virtual High School Program graduated its first class of 26 students from Creswell and Plymouth high schools in June 2011.
The ECSU Planetarium welcomed over 12,058 visitors over the course of 317 shows from August 1, 2010 to August 31, 2011. The Planetarium also produced a special three-screen video tribute to ECSU that was shown especially for UNC President Thomas W. Ross’ campus visit in April 2011. The Planetarium staff is working in collaboration with Morehead Planetarium and Science Center to adapt Morehead’s Science 360: The Truth Behind 2012 program to the ECSU Planetarium environment for presentation during the N.C. Science Festival in spring 2012.

The new Pharmacy Complex marks one of the greatest accomplishments for the School of Mathematics, Science and Technology. The $28 million glass and steel structure, located near the Jenkins Science Center, has three stories with 52,500 square feet of classroom, laboratory and office space. The university’s Drug Information Center shares the first floor with undergraduate labs, while the second and third floors are dedicated primarily to the doctor of pharmacy program, including classrooms, IV simulation and compounding labs and faculty research labs. Senator Marc Basnight, U.S. Representative G.K. Butterfield, state Representative Bill Owens and UNC President Erskine Bowles were among distinguished guests attending the Ribbon Cutting Celebration on September 10, 2010.

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ECSU’s student enrichment programs were a valuable resource to our students and surrounding communities. The McNair Scholars Program hosted its Sixteenth McNair Summer Undergraduate Research Institute (MS-SURI) during May 23 through June 24, 2011. Two McNair Scholars will be presenting their summer research at the 19th Annual McNair Research Conference at University of Maryland-Baltimore and 2011 Annual Biomedical Research Conference for Minority Students. The Student Support Services Program served 175 students and the Upward Bound Program served 65 students for the academic year. The NC-MSEN Pre-College Program is designed to broaden the pool of students who graduate from high school with sufficient preparation to pursue mathematics and science programs of study at the university level and to move into careers in science, mathematics, technology, engineering, and teaching. Approximately nineteen percent of all NC-MSEN Pre-College Program Seniors enrolled at ECSU in the fall 2011.

The G.R. Little Library’s implementation of the Liaison Program was established in fall 2010. This Program provides a platform for dialogue between the library and ECSU’s schools, departments, and programs in order to enhance the library’s understanding of user needs and to promote the library’s services and resources. In April, the library hosted its National Library Week activities and program. This year the speaker for the library program was African American historian and writer, Alice Eley Jones. The library archives department received a $6,000 grant from National Endowment for Humanities for shelving.
Summer School at ECSU continues to grow at a constant rate. The Office of Summer School offered two summer sessions in 2010 and reached an all-time high enrollment of 2,217 students. The Summer School Program continues to incorporate greater numbers of evening, graduate and continuing education courses in the summer schedule to meet the needs of non-traditional students.

The Office of Graduate Education has experienced a moderate increase in enrollment due to additional staff and funding from an HBCU grant from the U.S. Department of Education. During fall 2010, the Department of Public Instruction approved the Masters in Biology Education Concentration, which will allow expansion of our degree offerings to students. The Graduate Student Council was approved as an official student organization by the Division of Student Affairs, a first in the history of ECSU.

During 2010-11, Elizabeth City State University received the coveted Community Engagement Designation from the Carnegie Foundation. This recognition was a result of the development and implementation of collaborations and partnerships with a variety of entities in the community. Receipt of the designation was officially announced in January. ECSU is one of 115 institutions added to the Community Engagement Classification, bringing the total to 311 nationwide. Clearly, Elizabeth City State University is making significant strides in finding ways to engage with and contribute to important community agendas.

The Office of Institutional Effectiveness, Research and Assessment (OIERA) provided a variety of campus-wide presentations to foster a deeper understanding of assessment. An Institutional Assessment Team was established to assist faculty in building high-quality academic programs that support our mission. This required units to define student learning objectives, measure student achievement and use the measures to report progress or obstacles to learning and outline steps to respond. All eight of the UNC-GA and all five IPEDS reports were submitted and approved by the corresponding reporting agencies.

The Division of Academic Affairs is proud to present this annual report which represents the extraordinary talent, commitment, hard work and support of our faculty and staff to embrace priorities that will advance excellence in academics and promote a climate of success. It demonstrates our determination to continue our 120-year legacy to elevate higher and emerge stronger!
Student Affairs

The new academic year brought on a lighter but stronger Division of Student Affairs. With the reorganization of the area of Enrollment Management, the division was able to focus additional attention on student safety, health and housing.

According to the State Bureau of Investigation and with the help of the new Viking Patrol Program, our campus witnessed a 27 percent decrease in total offenses from the previous year (from 61 offenses in 2009-10, to 44 offenses in 2010-2011). The Viking Patrol Program is funded by a Title III grant and involves students who were trained in self-defense, safety instructions and guidance. The Viking Patrol provides students with a peer campus safety structure and escort services at night.
We are also proud to have been named for the second time to the President’s Higher Education Community Service Honor Roll – this time, with Distinction! This year, 641 colleges and universities were recognized for their impact on issues from literacy and neighborhood revitalization to supporting at-risk youth. Of that total, 511 were named to the Honor Roll, 114 received the recognition of Honor Roll with distinction. Thirty-three North Carolina institutions were named to the honor roll, five with distinction.

We used the Facebook and Twitter social networking tools to increase student awareness and participation in services, events and activities available within Student Affairs. Attendance increased at events such as the Coast Guard Officer Recruitment, the Lyceum Programs, Career Fair, Health Fair and the Alcohol, Drug and Sexual Assault Prevention Fair.

New technology helped several areas of our work:

- Our Department of Health Services successfully converted to Medicat Office software to allow implementation of electronic health records;

- Health Services also began using the QS1 Pharmacy software for prescriptions, bottle labels, patient information sheets and bills for medications; and

- Judicial Affairs acquired the Maxient software, a tracking program that helps the office expedite the judicial and hearing process and that allows anyone to report incidents on campus through the web.

Our Office of Counseling and Testing invited freshmen who completed the College Student Inventory during the summer 2010 orientation to discuss the results. Counselors met with 90 percent of the freshman class, one-on-one, to share the results.

Finally, the Division of Student Affairs was one of only two offices to have no recommendations or findings during the Off-Site and On-Site reviews from the Southern Association of College and Schools accreditation visit.
To break from the current paradigm and traditional focus, the Division of Human Resources and Payroll (HR&P) is extending its focus from the services it provides to the decisions that it supports. For that reason, the Division of Human Resources and Payroll will endeavor to increase the success of Elizabeth City State University by improving decisions that depend on or impact people.

A major process change impacting the permanent and temporary employees of the university was the change in payroll processing. The state’s Central Payroll system was more than 25 years old, and other state agencies had already moved to the state’s new BEACON payroll system. After a careful assessment, a joint decision was made to transition all nine UNC Central Payroll campuses to HR/Banner Payroll, utilizing a Shared Services Center environment. Elizabeth City State University was one of the nine campuses using the former Central Payroll system.

What this transition means for the employees of ECSU is that the payroll processing is conducted on-site, and the processing entails new system procedures that provide time-sensitive deadlines in conjunction with adjusted temporary payroll dates. The highly innovative, but welcomed, changes impacting employees include:

- the transition from a monthly payroll cycle to a bi-weekly payroll cycle for temporary employees;
- a universal time-sensitive approval practice in both the temporary and permanent payroll processes with strict adherence to deadlines;
- a Banner Self-Service portal where employees can view certain pay and related information;
- an electronic leave reporting and approval process, automating the once paper-laden leave request undertaking; and
- the launch of electronic payroll advice notices (pay stubs) transmitted to all employees via email.
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 expansion of the use of the PeopleAdmin system is another HR&P decision that provides efficient and expeditious services to internal and external customers. PeopleAdmin, the web-based software system designed to assist with the management of the hiring process and other human resources functions, currently is used to market vacancies, track and screen applicants along with their accompanying employment materials, process hiring proposals and submit electronic notifications to non-selected applicants.

In addition, the implementation of the PeopleAdmin position management module allows the staff to assemble, update and track position descriptions, personnel transactions and performance reviews. This added option increases control and oversight and gives Human Resources the ability to monitor performance ratings by department or manager in order to identify best practices and areas requiring organizational improvement.

The collaborative efforts between HR&P, IT and Business and Finance continue to prove to be valuable as all parties are completing the final stages of the HR Data Mart project. The HR Data Mart, which was to be implemented on all UNC campuses by the end of September 2011, creates a clearinghouse of HR information that will eliminate duplicate entry into the current Personnel Management Information System (PMIS). The HR Data Mart will provide constant, timely and accurate feedback to campuses and the UNC General Administration. This collaborative venture is a cost-effective strategy ensuring that efforts are maximized and redundancy is minimized.

The decisions implemented by Human Resources and Payroll are intended to positively impact employee efficiency, customer service and common purpose, while fostering an environment where employees are well-informed, treated equitably, receive professional development and are supported. In the course of mastering this paradigm shift, Human Resources and Payroll will participate as a strategic partner to Elizabeth City State University and contribute to the overall mission and success of the institution.
Elizabeth City State University’s positive impact on our community, region and state is widely recognized, and the Division of Institutional Advancement provides strong support for the university’s mission of becoming the premier public institution serving northeastern North Carolina, providing affordable academic programs with a student-centered environment.
The Division of Institutional Advancement works to build, sustain and enhance the university through a wide variety of strategic outreach efforts. During the 2010-2011 fiscal year, the division achieved many successes: Community Development Program secured $843,849 from the U.S. Department of Housing and Urban Development; Planned Giving increased by 460%; the alumni participation rate increased significantly; and The C.D. Spangler Foundation awarded the university $500,000 to fund a distinguished endowed professorship in the School of Arts & Humanities.

In addition, Radio and Television Services continues to be a prominent vehicle in the local community and University Relations and Marketing’s branding efforts provided a strong presence for the university’s image.

Institutional Advancement prides itself on integrity, transparency and fiscal responsibility. The Advancement Services Office continues to partner with The Elizabeth City State University Foundation to provide accurate financial records, spearhead stewardship efforts and deliver a balanced budget to its stakeholders.

As the demand for financial aid rises, the division’s key focus is private funding and corporate support. This effort will provide an opportunity for students with strong potential but limited means to pursue an education. Also, increasing funding for academic scholarships will attract top students to our university.

The generous support from alumni and friends continues to be a key ingredient in ECSU’s rich tradition of reaching new levels of achievement in student enrollment, academic accomplishments, athletics excellence and economic development for northeastern North Carolina.

The Division of Institutional Advancement will continue to build profound and long-term relationship with its alumni, stakeholders and potential partners to ensure increased support for future generations.
It is an exciting time for the university, alumni, and the staff of Alumni Relations. More alumni contributed to Elizabeth City State University this year than ever before. The Alumni Participation Rate of 17% conveys a significant message regarding the value the alumni place on the education they received at their alma mater. It displays the institution’s success and is commonly referenced when corporations, foundations, and others are considering a contribution to the university.

In 2010-2011, the Alumni Relations staff launched an aggressive approach to reach out to alumni by providing more opportunities and venues for alumni to support the mission, vision, and goals of the university.

ECSU Alumni Participation Rate (APR) Comparison

<table>
<thead>
<tr>
<th></th>
<th>Participation = Number of Alumni that make charitable contributions to alma mater</th>
</tr>
</thead>
<tbody>
<tr>
<td>HBCU APR Average</td>
<td>5%</td>
</tr>
<tr>
<td>National APR Average</td>
<td>10%</td>
</tr>
<tr>
<td>ECSU FY’10 APR</td>
<td>15.7%</td>
</tr>
<tr>
<td>ECSU FY’11 APR</td>
<td>17.4%</td>
</tr>
</tbody>
</table>
Some of the Office of Alumni Relations' highlights for the year:

- hosted the National Alumni Association’s (NAA) quarterly meetings; approximately 100 alums attended each meeting;
- worked with the NAA planning the 40th Annual National Alumni Association Convention hosted by the Elizabeth City Area Alumni Chapter;
- assisted with the planning of the 2010 NAA regional conferences (Mid-Atlantic, Southern and Eastern); in all, approximately 150 alums attended;
- facilitated and assisted with the planning of the 13th Annual Down East Viking Football Classic in Rocky Mount, NC with approximately 9,000 alums and friends in attendance;
- assisted with the planning of the 2nd annual Down East Sports Gala, where 22 outstanding Viking athletes, cheerleaders, and band members were recognized; more than 200 guests attended. assisted with the planning of campus-wide and alumni activities for approximately 10,000 alumni and friends attended Homecoming 2010;
- provided staffing for the ECSU Foundation Golf Classic;
- assisted with the planning of campus-wide and alumni-sponsored activities for approximately 10,000 alumni and friends who attended Homecoming 2010;
- planned and executed logistics and management of CIAA activities including the 2010 CIAA Chancellor’s Breakfast;
- assisted in the planning and staffing of the 2011 Founders Day Scholarship Gala;
- facilitated and assisted several classes – 1970, 1980, and 1995 - with their reunion celebrations;
- facilitated the First Annual Case Study Competition, sponsored by Nationwide and held in Greensboro, NC - four ECSU students participated;
- implemented the Emerging Leaders Program, bringing alumni to campus to educate students on in-demand 21st century career fields;
- participated in the 2011 Office of Admissions recruitment trips;
- continued outreach to young alumni by way of personal contact and the use of social networking sites, e.g., Twitter, Facebook;
- planned, executed, and hosted in cooperation with the National Alumni Association the 34th Annual Alumni Awards Banquet, which attracted more than 200 alumni and friends in celebration of alumni achievements;
- re-energized the alumni band to include a summer band camp and fall rehearsal schedule;
- hosted young alumni at a Down East Young Alumni Mixer, the Chancellor’s Box at Roebuck Stadium, and Viking’s Night Out in Bowie, MD after the ECSU vs. Bowie football game; and
- hosted the first reception for alumni in the medical field and the first Spring Band Banquet.
In addition, the Office of Alumni Relations collaborated with the National Alumni Association and chapter presidents, along with the Office of Admissions in planning one of the largest recruitment initiatives for Winter Homecoming/Open House 2011 in the history of this event. Approximately 650 students attended. The event provided opportunities for prospective students to attend an academic fair where they could meet with ECSU faculty. It also gave students and their parents a chance to ask questions and learn about everything from financial aid to campus housing and admission requirements.

Alumni Relations also assisted with the promotion of NAA Endowed Scholarship Fund established in 2006 with a goal to raise $100,000 within a five-year period; the goal was successfully met in 2011.

The 2011 Chancellor’s CIAA Breakfast, coordinated and managed by the Office of Alumni Relations in collaboration with the ECSU National Alumni Association, Inc., provided ECSU alumni with another opportunity to support ECSU. Alumni and friends donated approximately $107,000, the largest amount ever raised during the breakfast, to benefit the university and students.

It is the goal of Alumni Relations to keep ECSU alumni connected to the history and traditions of the university through an array of programs and services. To a great extent, the activities of the past year have enabled the staff to accomplish this goal. While new ideas and trends come and go with each new generation of students, the Office of Alumni Relations will continue to assist the university in keeping alumni, young and seasoned, connected and involved through a tradition that unite us all – excellence in teaching, research, and service.
The Office of Annual Fund had a very successful direct-mail campaign that exceeded the $100,000 goal during the holiday year-end appeal. Last year’s appeal brought in some of the highest contributions ever received from a direct-mail campaign.

Students in the Wilkins Call Center helped the staff of Institutional Advancement solicit the faculty and staff on campus by promoting the Founders Day Scholarship Gala IV. The gala produced a significant increase in payroll deduction and employee participation.

The Office of the Annual Fund saw an increase in young alumni participation with the promotion of the bricks in the Viking Walk of Fame Campaign during Homecoming. More than 150 bricks were sold, with the majority purchased by the young alumni.

In the face of the current economy conditions, friends of Elizabeth City State University continued their loyal support with increased contributions to help the University fulfill its mission.
The mission of the ECSU Community Development Program is to address the developmental needs of affordable housing, neighborhood revitalization and economic opportunity for persons in 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

• The Community Development Program secured $843,849 in funding from the U.S. Department of Housing and Urban Development’s Historically Black Colleges and Universities Program and Housing Counseling Program. The funding assists low- and moderate-income residents with: home rehabilitation, homeownership and foreclosure prevention counseling, down payment and closing cost assistance for first-time homebuyers, home energy education, financial literacy, accessibility to computer technology and training resources, and technical assistance to community-based organizations.

• The Community Development Program received a $60,000 AmeriCorpsVISTA Grant from the Corporation for National and Community Service. These funds provided stipends for four community volunteers to provide outreach services related to affordable housing, financial literacy and youth development for low- and moderate-income residents.

• The Community Development Program provided housing counseling, homebuyer education, foreclosure prevention assistance and related housing services for approximately 250 low- and moderate-income households. This includes conducting eight workshops and seminars on campus or at other locations throughout the region.

• The Community Development Program provided a two-semester internship for a student in the Social Work Department.

• The Community Development Program co-sponsored and coordinated a Home Energy Conservation Fair with the City of Elizabeth City Energy Office in October 2010.
The 2010-2011 fiscal year was marked with continued efforts to improve the administrative efficiency and effectiveness of the unit and with continued improvements to customer service. The Foundation Accounting Office (FAO) continued to support the overall mission of Elizabeth City State University and the Elizabeth City State University Foundation. Specific objectives included:

- improving the efficiency of board meetings,
- reducing the number of audit findings and
- strengthening customer support.
The Foundation's board of directors changed the Executive Committee meeting schedule from monthly to quarterly. In addition, the board approved bylaws changes that incorporated electronic voting and electronic presence for meetings. These bylaw changes cultivate increased attendance. The increase in attendance and participation allows many more viewpoints on the issues to be advanced and discussed.

The Foundation issued annual reports to all donors for the 2010 calendar year. This project strengthened customer service, reduced the number of requests for annual reports and eliminated the manual processing of these reports.

The FAO worked with the State Employee's Combined Campaign to get the ECSU Foundation listed as one of the participating organizations for the 2011-2012 campaign. This listing will allow state employees from across the state to contribute to the ECSU Foundation.

The FAO continues to partner with the university's accounting office. With the assistance of the accounting office the FAO worked with the Chancellor’s office to secure more than $470,000 from Viking Village’s maintenance reserve fund. The Office of Design and Construction coordinated all repair efforts for this successful project. Viking Village was closed for repairs during the two summer sessions.

Audit findings for the ECSU Foundation were reduced from six, for June 30, 2009, to three, for June 30, 2010. The unit will work to eliminate audit findings for the ECSU Foundation.

In addition to the regular duties of the Foundation Accounting Office, the accounting manager of this unit served as the chair of Elizabeth City State University’s SACS Finance and Resources Committee. This committee was charged with the compilation of facts and narratives to support ECSU’s compliance with the 10 standards related to finances and resources.

Finally, the Foundation had another successful Founders Day gala on March 12, 2011, and continued its Merit Scholarship Challenge to ECSU’s four academic schools. The School of Education and Psychology raised $25,000 for its Merit Scholarship. With the Foundation’s match, a $50,000 full four-year scholarship will be awarded to a deserving student in the School of Education and Psychology.
Staying true to Elizabeth City State University’s new brand and progressive image, the Development Department’s efforts in support of ECSU were successful. Those efforts increased the Division of Institutional Advancement’s capacity to elevate the university and allow its students, the campus community, and surrounding region to emerge stronger.

Charitable gifts benefitting ECSU were up significantly over the previous year, growing 60 percent to $3,666,385.34, thereby exceeding the initial goal. This increase fulfilled the goals and objectives that the Department established in coordination with Vice Chancellor William Smith at the beginning of FY 2010.
Those goals and objectives, as well as the measurements and results, include:

- Leadership giving paved the way for success in development this year with over $1.8 million directly resulting from the leadership campaign, over half of the overall fundraising goal.

- Building a larger endowment continued to be a major goal. To that end, the C.D. Spangler Foundation awarded ECSU $500,000 to fund a distinguished endowed professorship in the School of Arts & Humanities.

- The Development Staff also secured a $25,000 gift for the School of Education & Psychology from a prestigious alumnus, to which the ECSU Foundation matched for $25,000, giving the School of Education & Psychology $50,000 in scholarships for students.

- Planned Giving was increased by 460%, or $305,000, adding 6 new planned gifts with some reaching over $100,000.

- Increasing contact with donors in a consistent manner was a major factor in creating ECSU’s newest and one of its most distinguished service recognition vehicles. The ECSU Legacy Room made its debut with its grand opening in the K.E. White Graduate Center during the Founder's Day celebration. Those interested in this effort should contact Institutional Advancement and learn how they can honor or memorialize loved ones, alumni and others who have contributed to ECSU’s success.

- The Development staff established more than 20 new funds, most of which were scholarship related, for a total of approximately $500,000.00 in secured scholarship funding.

- Throughout the year, each Development officer established and maintained a prospect list containing about 70 donors and/or potential donors.
Progress and activities at Elizabeth City State University were seen and heard by more and more people this year because of the increased progress and activity of Radio and Television Services.
Collectively, Radio and Television Services doubled the number of announcements, promos and programs from the previous year. Additionally, WRVS gathered data from each academic school to create on-air promos, which are incorporated in our regularly scheduled programming to generate greater exposure for the university and its academic offerings.

Broadcast Services – Television Production provided course instruction and internship courses; WRVS-FM provided a facility for three students fulfilling internship requirements, two work-study students, 20 student volunteers and two student employees. W18BB-TV provided course instruction for 28 students enrolled in Television Production, four work-study students, 15 student volunteers and two student employees who assembled work portfolios, including video, digital photography and graphic design. Staff served as an adviser to the ECSU Mass Media Club and to the newly formed WRVS Street Team club and assisted in the training and preparation of students completing external internships:

Radio Services received $362,832 in federal grant funding; $11,000 in program sponsorships, trades and services; and $12,500 in fundraising (contributed and pledged collectively).

- Corporation for Public Broadcasting – Community Service Grant, $104,813;
- Corporation for Public Broadcasting – Rural Listener Access Incentive Fund, $20,475;
- Department of Education (Radio Services) – Title III (FY 2009-2010), $237,544.

Television Services received $180,343 in federal grant funding.

During SuccessFest 2011, WRVS-FM raised nearly $12,500 in pledges and cash donations during the station’s annual pledge drive.

WRVS-FM continued to provide original programming for the university and Elizabeth City-area communities through Issues and Answers, an award-winning 30-minute weekly radio program providing news and information about university events and announcements as well as socio-economic, health/wellness and community events topics that affect and involve our community.
University Relations and Marketing continues to build and manage the Elizabeth City State University brand to help make the university a strong, positive presence in northeastern North Carolina and enhance the brand experience for students, faculty, staff, alumni, friends and constituents throughout the state and across the nation by integrating the use of traditional media, new media and other marketing strategies. Throughout the year, the department provided a variety of marketing, media, communication, publication, design and photography services to promote and publicize the university to its internal and external constituents.

ECSU’s institutional identity program expanded to include an online and print editorial style guide, new departmental e-letterhead for over 50 academic and administrative units and programs; and new departmental brochure templates for all schools. These new communication tools will help ensure that all visual representations of ECSU developed internally and externally are consistent, effective and enhance the brand experience. In December, the department created and placed in various media outlets, new radio advertisements thanking ECSU supporters.

University Relations and Marketing, in partnership with Information Technology, worked to improve the ECSU website throughout the year by adding information, features and functions to make it more informative. New web pages were added for the Division of Business and Finance, Facilities Management, annual University events, ECSU Founders Day Scholarship Gala, Founders Day Convocation, ROTC/U.S. Army, and ECSU style guides.

For the third consecutive year, the department coordinated the Chancellor’s Young Voyagers Program, which brought middle school students from several counties to campus to learn about college life and attend an ECSU football game. This initiative helps to strengthen bonds in local communities and to bring people onto the grounds to experience the intellectual, cultural, athletic and social events on campus.
A key initiative for University Relations and Marketing this year was crisis communication. The department led the transition of the emergency notification process from University Relations and Marketing to University Police. University Police now issues the first initial emergency communication to faculty, staff and students campus-wide, using emails, voicemails and PIER messages. Training was conducted in December 2010 with the University Police and approved emergency templates were created by the department for university police for distribution in the event of an emergency crisis on campus.
The mission of the Elizabeth City State University Athletic Department is to sponsor a broad-based athletic program that provides educational and athletic opportunities for young men and women to grow and develop, and to serve the interests of the university by complementing and enhancing its diversity and quality of life. The success of the athletic program begins with ensuring that student-athletes are achieving success academically and athletically. Student-athlete achievement begins with ensuring that they have a regimen set up for success, which transfers to retention.

Here are some of the achievements of our student-athletes during the past year:

Malcolm Jenkins: Datronics All-American First Team, participated in the Cactus Bowl, one of eight national finalists for the Gene Upshaw Award, First Team All-CIAA, CIAA Defensive Player of the Year, ECSU Male Athlete of the Year

Terry Griffin selected to Dixie Gridiron Classic

Reggie Smith signs with Montreal Alouettes (Canadian Football League)

All-CIAA Second Team: Karvin Gwaltney, TJ Jones, Dexter Manley, Creven Powell, Daronte McNeill, Billy Wiggins and Terry Griffin

Daronte McNeill became the first Viking to rush for over 1,000 yards in a season since 1995, set a school record for rushing yards in a game (290) and broke the season rushing record, with 1,241 yards.

All-Rookie Team: David Gatlin, William Davis and Nigel Rios
Volleyball

(22-7, CIAA 18-1)

Won CIAA Northern Division (four Division Championships in four years)
Lost in semfinals of CIAA Volleyball Tournament

All-CIAA First Team: Stacie West-Bruner, Cassie Noe; Second Team: Whitney Green, Xie’Ara Maybank-Smallings and Samarri Griffin.

2010 CIAA Rookie of the Year: Whitney Green

ECSU Female Athlete of the Year: Whitney Green
All-CIAA Honorees:
Rondy Tucker (Men’s Basketball)
Kenyatta Gill (Women’s Basketball)

Women’s Basketball (20-9, CIAA 13-5)
Women’s Basketball – CIAA Northern Division Champions
Men’s Basketball (18-10, CIAA 11-7)
Ground has been broken on the new ECSU baseball stadium

First Team All-CIAA honorees:
Khatim Butler (first team)
Billy Kellum (second team)

2011 All-Rookie Team: Cameron Cecil, Kerich Randolph, Weston Dodson

Kerich Randolph: Tosses first no-hitter in school history on April 14, 2011, versus Shaw University.
<table>
<thead>
<tr>
<th>Sport</th>
<th>Record</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Softball</td>
<td>10-16, CIAA 7-12</td>
<td>Fourth place in the CIAA Northern Division</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Eliminated on first day of CIAA Tournament</td>
</tr>
<tr>
<td>Women’s Tennis</td>
<td>5-8, CIAA 5-8</td>
<td></td>
</tr>
<tr>
<td>Bowling</td>
<td>49-40, CIAA 33-17</td>
<td>All-CIAA: Shanice Watkins</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lost in semifinals of CIAA Tournament</td>
</tr>
<tr>
<td>Golf</td>
<td></td>
<td>Fourth overall at CIAA Spring Championship</td>
</tr>
<tr>
<td>General</td>
<td></td>
<td>Vaughan Center student-athlete computer center is open</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Eighteen students-athletes on the All-CIAA Academic Honors Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(sustaining a 3.0 GPA or better)</td>
</tr>
</tbody>
</table>
University Budget Performance

Elizabeth City State University’s Authorized General Fund Budget for Fiscal Year 2010-2011 was $52.47 million, which included $35.6 million in state appropriations and $16.78 million in budgeted campus receipts (i.e., 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 FY 2010-2011, the State of North Carolina continued to face fiscal challenges as a result of a weak economy. As a result, 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. As a result of these and other budget constraints, ECSU spent approximately $3.7 million less than the authorized budget. This chart shows ECSU’s actual revenues and expenditures for July 1, 2010, through June 30, 2011:
**Revenue by Source**

<table>
<thead>
<tr>
<th>Source</th>
<th>2020-21</th>
<th>2019-20</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Academic Instruction</td>
<td>18,491,016</td>
<td>17,319,338</td>
<td>(1,171,678)</td>
<td>-6%</td>
</tr>
<tr>
<td>Summer-Term Instruction</td>
<td>16,783,968</td>
<td>14,645,004</td>
<td>(2,138,964)</td>
<td>-13%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>52,465,199</td>
<td>48,788,603</td>
<td>(3,676,596)</td>
<td>-7%</td>
</tr>
</tbody>
</table>

**Expenditure by Source**

<table>
<thead>
<tr>
<th>Source</th>
<th>2020-21</th>
<th>2019-20</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Appropriation</td>
<td>35,681,231</td>
<td>34,143,599</td>
<td>(1,537,632)</td>
<td>-4%</td>
</tr>
<tr>
<td>Summer-Term Instruction</td>
<td>16,783,968</td>
<td>14,645,004</td>
<td>(2,138,964)</td>
<td>-13%</td>
</tr>
<tr>
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<td>52,465,199</td>
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<td>(3,676,596)</td>
<td>-7%</td>
</tr>
</tbody>
</table>
Business and Finance continued its participation in the UNC-Finance Improvement and Transformation Project (UNC-FIT), an initiative to improve accountability and mitigate accounting security risks at all 17 campuses of the UNC system.

As part of this project, the Division of Business and Finance measures its ongoing fiscal performance and accountability against established Key Performance Indicators (KPIs) used in the industry. Highlights of Business & Finance’s KPI results for FY 2010-2011 are highlighted here:

### SELECTED KPIs

<table>
<thead>
<tr>
<th>KPI GOAL</th>
<th>ECSU ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of business days to reconcile bank accounts</td>
<td>20 or less 8.1</td>
</tr>
<tr>
<td>Number of days to submit/certify Comprehensive Annual Financial Report</td>
<td>62 or less 58.0</td>
</tr>
<tr>
<td>Number of days to complete annual financial statements</td>
<td>92 or less 92.0</td>
</tr>
<tr>
<td>Number of contract/grant payments collected within 60 days or less</td>
<td>70% or more 68.2%</td>
</tr>
</tbody>
</table>
One of the top ongoing priorities for the Division of Business and Finance is to pursue more opportunities to use information technology to streamline critical work processes. During FY 2010-2011, the Purchasing Department in Business and Finance implemented an Electronic Procurement system. E-Procurement is a web-based requisitioning system that lets university officials use the Internet to purchase the supplies, materials and products the university needs to manage its day-to-day operations.

Prior to E-Procurement, university officials purchased supplies and materials by preparing and submitting to the Purchasing Department a paper requisition that listed the items requested for purchase. If a state contract did not exist, Purchasing would then solicit telephone quotes or written proposals from multiple suppliers to ensure competitive pricing. After a price was established, the buyer would place an order with the selected supplier, and the products would eventually be delivered to the university. Because of the paperwork involved and the time spent shopping for the best price, the process could be very time-consuming.

E-Procurement has significantly streamlined the process. Departments and schools no longer have to submit paper requisitions and wait for a buyer to solicit prices before placing an order. University officials can shop online from UNC General Administration and ECSU pre-established “preferred supplier” contracts. Because orders are made online, suppliers can fulfill and ship our orders immediately. With the implementation of E-Procurement, purchase order processing time is estimated to have decreased from five days to one day.