### MEETING MINUTES

**East Carolina University**

**Comprehensive Master Plan**

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**MEETING LOCATION**

*Eva Klein*

**ISSUED BY**

**COMPANY/TITLE**

- **Bagnell, Bill**  
  Assoc VC, Campus Operations
- **Baker-Flowers, Kimberly**  
  Chief Diversity Officer
- **Baxter, Fiona**  
  Executive Director, Communication, Adv.
- **Brinn, Jack**  
  Assoc VC and CIO
- **Beaulieu, Aaron**  
  Assoc Superintendent, Pitt County Schools
- **Boyer, Larry**  
  Dean, Academic Library Services
- **Bunch, Austin**  
  Associate Provost
- **Duncan, C. Steve**  
  Asst VC, Admin & Finance
- **Higdon, Kim**  
  Space Analyst, Campus Space Planning
- **Gemperline, Paul**  
  Assoc VC, Research & Graduate Studies
- **Hickman, Bob**  
  Human Performance Lab
- **Kashef, Mohamed**  
  Asst. Professor, Planning
- **Kasperek, George**  
  Asst Dean, Graduate Studies, BSOM
- **Lehman, John**  
  Assoc Dean, Research & Grad Stud,BSOM
- **Newton, Ron**  
  Asst VC, Admin & Finance
- **Rummel, John**  
  Dir, Institute of Coastal Science & Policy
- **Sheerer, Marilyn**  
  Provost
- **Weismiller, David**  
  Assoc Provost, Inst Plng, Assess,Research
- **White, Alan**  
  Dean, College of Arts & Sciences
- **Wubnch, Mulu**  
  Professor, Planning
- **Velde, Beth**  
  Asst. Dean, College of Allied Hlth Sciences

**PARTICIPANT**

**Consultant Team:**

- **Brasier, Chris**  
  Smith Group
- **Carter, C. Joseph**  
  Eva Klein & Associates
- **Kaiser, Harvey H.**  
  Eva Klein & Associates
- **Klein, Eva**  
  Eva Klein & Associates

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**PURPOSE**

Initial meeting of the Strategic, Academic, and Research Committee with EKA team

1. Introductions
2. Review of Committee’s Roles and EKA’s Scope/Tasks
3. Detailed Plans for the Strategic Review
MEETING NOTES

Introductions and Overview Presentation
Committee members and EKA team members introduced themselves.
EKA provided a powerpoint presentation to review:

- Outline of the entire Master Planning Project
  - Strategic Context
  - Capital Needs Assessments
  - Physical Planning
  - Implementation
- Objectives, Tasks, and Details in the Strategic Review
  - Scheduling Interviews
  - Interview Protocol
  - Potential Interview Groups
  - Data and Documents

Discussion of Capital Needs Assessments
There were some questions and discussion of the capital needs assessments:

Q1. Will leased properties be addressed in the Master Plan?
A1. Normally, if there is space leased as a result of space crunch on the campuses, the space shortage would show up and be accounted for in the Space Capacity Analysis. In other words, we would want to know if there is a shortage of space that is being met by leases, as opposed to leased space (on purpose) for programmatic reasons. In contrast, we normally would not undertake a Condition and Functionality Assessment of space that is not owned by the University. EKA and SG will discuss this and clarify further for the Committee.

Q2. As you describe Special Purpose projects, does that include renovations, or only new buildings?
A2. Normally, Special Purpose category would include new, one-of-a-kind or special use facilities. But, inevitably, because of use conversion opportunities, existing buildings come into the analysis. (All major buildings, including existing Special Purpose buildings, will be evaluated for Condition/Functionality.)

Discussion of Documents and Data
The Committee reviewed an initial list of data/documents included in the PPT presentation. There were several suggestions.

- Bunch: UNC Tomorrow—There are two documents—the original and the “first phase.” The consultants will need both.
- Sheerer: Some of the school/college strategic plans pre-date UNC Tomorrow. Marilyn Sheerer will email the deans and ask them to provide latest versions / updates.
- Velde: There are documents relating to engagement strategies
- Bunch: You should have the capital and operating (expansion) budgets
- Bunch: We should give you at least the outline of the Administrative Manual
- Sheerer: And the 5-Year Interim Report to SACS
- Higdon: We will give you ECU’s input to UNCGA on space / utilization
• Gemperline: Research dollars—how? Answer: 10-year trends in $ of research expenditures, by NSF areas of research if possible. Any information on research productivity and investments.

• _______: Enrollment data—various formats—what do you need? We would like to have historical trends (e.g. 10 years) by various parameters and projections.

• Bunch: There is a new mission statement.

Discussion of the Interviews
The Committee reviewed the draft protocol that EKA presented. The following comments:

• Add a question for faculty about how instruction will be delivered in the future.

• In interviews, people will be heavily influenced by current economic travails. We will need to explain that this is a planning process that focuses on the long-term future. It is not about our present problems.

• In the interview group list:
  • Delete #9—ECU Program Directors
  • Rename #10 to Student Experience Group
  • Make #7 the Enrollment Management Task Force

(It was decided that Austin Bunch will do some additional refinements to the list of interview groups.)

Discussion of Issues
• There is a big question about what kind of research university ECU wants to be. (For this planning process, should we have a separate research committee?) The inclination is that ECU should be a strong Research II, not a Research I. The issue is that, currently, most graduate education is in professional studies, not in research-intensive programs. More research is applied than fundamental.

• There is also a big question about “in place” vs. distance education. What is the role of distance education in ECU’s future growth? Also, with respect to research, if you distribute graduate enrollment between resident and distance students, you dilute the impact of research in graduate education—less engagement.

• Third question is whether there should be more or less intensive graduate education.

NEXT STEPS

Strategic Review Interview Dates
We need two days. We will consider:

• May 4-5
• May 5-6
• Two days during week of May 18—probably May 20-21

Austin Bunch and Eva Klein will work out and confirm dates and develop interview schedule details.

Data
• Austin Bunch will compile and send several documents
• Paul Gemperline will send research data
- David Weismiller will send SACS Interim Report
- Kim Higdon will send space/utilization data
- Beth Velde will send engagement information
- Marilyn Sheerer will assemble and provide academic unit strategic plans
- Etc.

**Strategic Review Tasks**

<table>
<thead>
<tr>
<th>Task</th>
<th>Data Review—Institutional Strategies, Enrollments, Campus, Programs, etc.</th>
</tr>
</thead>
</table>
| 3A.1 | EKA  
| 3A.2 | EKA **Strategic Interviews**—Conduct the interviews (6 person-days at ECU) |
| 3A.3 | EKA **Strategic Analysis** (based on combination of plan documents and data & strategic interviews). Prepare summary and draft of deliverable. Prepare for review meeting with ECU |
| 3A.4 | EKA **Strategic Review Session** with ECU (2 person-days at ECU) |
| 3A.5 | EKA **Deliverable:** *Strategic Framework for Campus Master Plan* (final) |

**Task 3A—Strategic Review—Preliminary Schedule for Discussion**

<table>
<thead>
<tr>
<th>Task</th>
<th>Initial Meeting— Strategic &amp; Academic Planning Committee and EKA/plan the Strategic Review (Meeting Date = April 7, 2009)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3A.1</td>
<td>Data Review—Institutional Strategies, Enrollments, Campus, Programs, etc.</td>
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Sample Layout of Interview Schedule

<table>
<thead>
<tr>
<th>Time Slots</th>
<th>Est #</th>
<th>Klein</th>
<th>Kaiser</th>
<th>Carter</th>
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</thead>
<tbody>
<tr>
<td>1 8:00 - 10:00am</td>
<td>ECU Academic Deans</td>
<td>ECU &quot;Enrollment&quot; Group</td>
<td>ECU &quot;Student Affairs&quot; Group</td>
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<td>2 10:15am - 12:15pm</td>
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<tr>
<td>12:15 - 1:00pm</td>
<td>Lunch / Break</td>
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<td>3 1:00 - 3:00pm</td>
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<td>4 3:15 - 5:15pm</td>
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<td>5 6:00 - 7:00pm</td>
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<tr>
<td>6 7:15 - 9:15pm</td>
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<tr>
<td>7 9:30 - 11:30pm</td>
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Interview Protocol—Initial Draft

**ECU Vision, Strategic Plan, and Vision for Campus**

- ECU Today (SWOT)—e.g., What are ECU’s top strengths and weaknesses today?
- ECU Tomorrow (10 to 20 Year Vision)—e.g., What are ECU’s priorities for the foreseeable future?
- Programmatic Strategies and Tactics—e.g., Are there major specific program initiatives planned or that may be planned?
- Enrollment Growth—e.g., What do we expect to be the trends in overall enrollment and changes in student demographics during the next 10 to 20 years?
- Community and Economic Development—e.g., What are the strategic implications for the campus of ECU’s engagement activities?
- Campus / Facilities Vision Statement—e.g., To craft a Vision Statement for updating ECU’s master plan, what key “elements” or “plan principles” would we want to embody in the Vision?

If this report does not agree with your records or understanding of this meeting, or if there are any questions, please advise the writer immediately in writing; otherwise, we will assume the comments to be correct.