TO: ECU Community
FROM: FY21 Fiscal Sustainability Coordinating Committee
SUBJ: Update on the work on fiscal sustainability

The Fiscal Sustainability Coordinating Committee has reviewed progress on the 2014 Fiscal Sustainability Recommendations, convened workgroups and conducted interviews to understand the current environment, and subsequently formulated approaches for addressing anticipated future financial challenges. Our findings and proposed recommendations are contained in four draft reports. Three of the four reports have been posted to the Fiscal Sustainability website for your consideration. The posted reports address enrollment, operational costs, and consolidation and reorganization. The fourth report, which addresses academic programs and faculty workload, will be posted on or before April 23rd.

For ECU to thrive, we need to understand the challenges facing the university and develop effective proactive solutions. The draft reports and proposed recommendations were developed in consultation with representatives and groups across campus, but broader input and more diverse perspectives are needed to ensure that the problems are correctly defined, and the most effective solutions are identified. The posted reports and proposed recommendations are intended to stimulate campus discussion and generate responses and reactions that are necessary to better define the problems and identify the best solutions. Accordingly, the Committee requests that you engage in constructive and collegial discourse on the issues and solutions presented in the reports and provide us with feedback on the findings, gaps that exist, and alternatives that should be considered.

Feedback can be provided to the Committee through the following mechanisms:

1. eForms linked to the reports and posted on the Fiscal Sustainability website;
2. Online listening forums to be scheduled by the Committee subgroups between May 1 and May 15;
3. Invited participation of Committee subgroups in campus senates, councils, and board meetings; and
4. Invited participation of Committee subgroups in small group sessions requested by stakeholders.

The public comment period extends until May 15, at which point the reports and recommendations will be revised based on the input received, and a final report will be submitted to the Chancellor by June 30, 2021.
The following is a list of the subgroup reports that will be posted, and short descriptions of the preliminary recommendations contained in the reports.

**Consolidation and Reorganization - University Organization**
Committee members: Keith Keene (Lead), Kendra Alexander, Wendy Sergeant, Purificación Martínez, and Chris Locklear

I. Explore a strong provost model in which all academic programs, student support programs, facilities and information technology services that support academic programs, and research administration report through one chief academic officer, the Provost/Senior Vice Chancellor.

II. Separate the vice chancellor of Health Sciences position from the dean of Brody School of Medicine.

III. Improve coordination of Faculty and Staff senates, Administration and Finance, and Student Affairs and Academic Council.

IV. Reinstate a unified council of deans that advises the Academic Council.

V. Consolidate the four foundations to improve back-office efficiencies and develop a single investment strategy while maintaining forward-facing priorities for each area of campus.

VI. Explore opportunities for enhanced communication and coordination of compliance offices.

**Enrollment**
Committee members: Purificación Martínez (Lead), Aisha Powell, Ken Wyatt, Chris Stansbury

VII. Continue with all current initiatives regarding recruitment and retention of students.

1. Commitment to current enrollment initiatives (Strategic Enrollment Plan, ECU Online) and define required resources;

2. Increase resources for marketing of academic programs;

3. Ensure enrollment initiatives utilize the current system of curricular approval.

VIII. Grow enrollment of Hispanic students.

1. Develop language skills for faculty and staff to support Hispanic students and their families;

2. Create a professional development training program for the Hispanic community to have faculty and staff better understand the culture and community;

3. Engage faculty and staff in assisting with assimilation, support, and transition to college;
4. Provide additional marketing and resources to boost enrollment, recruitment, and retention;

5. Create an environment on campus that is welcoming and inclusive to Hispanic families.

IX. Develop effective pathways for post-traditional students.

   1. Increase visibility of all the pathways that ECU currently offers;

   2. Create an inventory of associate degrees that directly lead to pathways already established at ECU and market heavily to those students;

   3. Adopt new guided pathways in collaboration with community colleges;

   4. Clarify connections between programs (graduate or undergraduate) and career paths;

   5. Increase visibility of the ECU brand strategic markets, such as Smithfield or Raleigh;

   6. Maximize program flexibility to meet the students where and when they are available;

   7. Maintain face-to-face learning opportunities.

**Operational Costs**
Committee members: Wendy Sergeant (Lead), Gary Vanderpool, Stephanie Coleman, Paul Schwager, Hector Molina

   X. Develop institutional expectations that units reduce redundancies through shared services.

   XI. Relocate SHRA actions from the division offices to Central Human Resources.

   XII. Leverage remote work.

   XIII. Centralize authorization of ALL university technology (software and hardware) procurement requests.

   XIV. Update and implement recommendations of the Distributed IT Report.

   XV. Explore consolidation of the computer refresh programs under ITCS.

   XVI. Explore consolidation of parking and transit offices.

**Academic Programs and Workload**
Committee members: Mark Bowler (Lead), Ken Wyatt, Paul Schwager, Jamie Perry

To be posted by April 23.