

John J. Dougherty

From: Tom Fetzer
Sent: Thursday, April 11, 2019 3:29 PM
To: Pete Brunstetter
Subject: [External] Fwd: ECU Draft

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Tom Fetzer

Begin forwarded message

From: Mike Williford
Date: April 11, 2019 at 2:31:19 PM EDT
To: Tom Fetzer
Subject: Re: ECU Draft

That piece is more then Cecil did in 3 years...not the work but simply the overview

Sent from my iPhone

On Apr 11, 2019, at 1:31 PM, Tom Fetzer wrote:

This is a transition plan I wrote for ECU. Sent it to Harry and Roper.
Tom Fetzer

Begin forwarded message:

From: Tom Fetzer
Date: April 11, 2019 at 1:30:09 PM EDT
To: Tom Fetzer
Subject: ECU Draft

Operation Rescue ECU

Overview

The timing of Staton's resignation (effective 3 May) will help ease the transition. The students will be gone and it is generally a quiet time on campus.

Announcement

Recommend the Interim Chancellor (IC) announcement be done Monday, 6 May, via a press conference with President Roper, Chairman Smith and the IC.

To do so earlier will invite sympathy for Staton, engender more controversy while the students are still on campus and detract from graduation.

IC's Remarks

"While I have not spent much time on campus yet and will meet later today with senior staff to develop priorities, I expect that our initial focus will be on operational issues: namely restoring the fiscal health and solvency of the institution and getting our enrollment levels back up. These two issues are intrinsically related and one cannot happen without the other.

We will be developing a plan to face these dual challenges in the days ahead. They are not the only challenges facing ECU, but they appear, at least at first blush, to be the most critical.

The Academic affairs of the university are in the good hands of the Provost, with whom I will meet later today.

This great and storied institution has endured two years of controversy and chaos. It is our mission to replace controversy and chaos with calm and stability. At the same time, we will create a bold vision for the future because we are not going to excavate ourselves out of the fiscal and enrollment ditches we find ourselves in by simply nibbling at

the edges of the challenges that confront us. We must meet them head on.

East Carolina University deserves no less.

We must take care of this institution, but not simply become a caretaker.

Interim is not an antonym for action and necessity requires us to act now.

Together. With one purpose—to do what is best for this University and the region of the state that depends so heavily on its health and vitality.

I ask you to join in this effort.

Now is not the time to assign blame, take sides or bemoan the perils of the past.

Now is the time to unite the Pirate Nation in the promise of tomorrow.

I will only make one promise—that we're going to get a little better every day. And we're going to keep doing that day in and day out.

To our students, parents, alumni, faculty and staff and to our colleagues and sister institutions throughout North Carolina, I offer these words...

(Inspirational quote)

Restoring Fiscal Health

The IC will begin working in an office adjacent to the CFO. This is practical as well as symbolic. More than any other member of the senior leadership team, the IC and the CFO must come to an understanding of the problems, an understanding of each other and agreement how to move forward. And it sends a message that the IC is here to WORK, not engage in ceremonial activities in a fancy office.

The IC and the CFO, working in conjunction with the senior leadership team and department heads, will develop a plan to restore the fiscal health of the institution.

The plan will be comprehensive, campus-wide and will undoubtedly require spending less money in many

areas.

Gaining input and buy-in from faculty and staff across the campus will be difficult and painstaking but must be accomplished in 56 days so that the plan will be ready to submit to the new BOT when it is seated on 1 July, 8 weeks to the day from the IC announcement press conference.

Restoring Enrollment

In many ways, this is the more difficult and intractable of the two most pressing challenges and the one that may take longer to fix.

A. Begin with an in depth analysis of admissions history, admissions processes and the Admissions office. Personnel changes and revamping the Admissions office may be required and quickly.

B. Launch a marketing campaign entitled:

“ ECU Wants You”

aimed at prospective applicants with a focus on the counties that have provided the most enrollees previously.

A lynchpin of this campaign will be personal appearances by the Chancellor, senior staff and faculty at feeder high schools throughout eastern North Carolina.

A typical visit will look something like this:

-drop by the local newspaper for a visit

-speak to a select group of high school students who are college bound as identified by the high school guidance counselors

-meet with past or prospective donors in the community.

We will ask local ECU alumni to personally follow up with individual students in their community and encourage them to apply to ECU.

As with the financial plan, the enrollment plan must be ready to present to the new BOT by 1 July.

Timeline for IC

Week 1

- a) meet with faculty department by department, beginning with the Arts and Humanities and continuing thru the Sciences, Business School, Medical School, Dental School. It's an extraordinary effort, but the campus is facing extraordinary times
- b) meet with or call top donors to ECU
- c) meet with or call key alumni
- d) meet with or call key community leaders
- e) spend 2 hours each day working on fiscal and enrollment plans

Week 2

- Continue a-e
- f) go to at least one high school and speak to prospective students, the Principal, guidance counselors

Week 3

- Continue a-f
- g) meet with key members of the Legislature

Week 4

- Continue a-f
- Develop initial draft of fiscal and enrollment plans

Weeks 5-7

- Continue a-f

Week 8

- Prepare final draft of fiscal and enrollment plans for BOT

Tom Fetzer