

## APPENDIX S

### REMARKS OF DR. STEVEN BALLARD

#### BOG MEETING

MARCH 19, 2004

Board of Governors, President Broad, all of the ECU community, Chairman Talton, and all of those who participated in the process, Nancy and I are just tickled to be here and we especially appreciate the warm welcome and the friendliness and the spirit of community that we have seen in all of our visits here. I would just like to make two or three points before we go on to other matters. We are just thoroughly delighted, excited, thrilled, over whelmed and ready to move tomorrow. We couldn't be happier, this is a career aspiration for us and our family, but it also is a great fit between what I believe in higher education and what exists in the North Carolina system and what, especially, exists at East Carolina University. So, we could not feel better about the great opportunity that lies before us. Our excitement today is clearly related to what we have seen in the entire system and at ECU. ECU is an excellent academic institution. It has a strong positive spirit, a strong sense of community, and great pride in what it does, and most importantly, it has excellent people. In the end this business is all about people. People make relationships, and relationships make things happen. It is not surprising to us that ECU, because of its people, has so many strong opportunities, so many strong programs, and so many great opportunities to make a difference in North Carolina. Then, I just want to say a word about my perception of my job. I fully understand the complexities of being an executive officer of a major, large public institution. Among the functions that will get my full attention will be ensuring a strong sense of direction for ECU, providing strong financial direction and management, ensuring strong governance, building the trust and improving the community among all the faculty, staff and employees of ECU, ensuring strong external support, and selecting the right leaders and getting results, we will hold ourselves accountable. All of these functions are important and we will take them very seriously, and they'll determine a good bit about the future of ECU. But more than that, I think this job is about the future. It is about our common aspirations, it is about the possibilities for both ECU and for North Carolina. My job is always to keep the gold star future in front of us and I think we're all ready to identify, find and reach those gold stars. I look forward to working with every one of you. Nancy and I are just thrilled to be 'Pirates.' Thank you very much.