CALL TO ORDER  
Susan Ward, Committee Chair  

ROLL CALL  

READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT  

1. AGENDA  
   A. Approval of February 18, 2016 University Affairs Committee Minutes  

2. DISCUSSION ITEMS  
   A. Residency for Full Scholarship Undergraduate Students  
      Presenter: Krista Ringler, Director, Scholarships and Financial Aid  
      The Chancellor is required to provide an annual report to the Board of Trustees on the list of recognized entities awarding full scholarships to undergraduates and the number of students receiving full scholarships from each entity. An overview of the 15-16 Annual Report will be provided.  

   B. Students Requiring Special Consideration  
      Presenter: Louis Hunt, Sr. Vice Provost for Enrollment Management and Services  
      Per Regulation 02.10.04 (Identification and Performance Monitoring of Selected Students Requiring Special Consideration for Admissions), the Chancellor is required to provide to the Board of Trustees and to UNC General Administration an annual update on the special consideration process of Undergraduate Admissions. This report will also include a review of the performance of students previously admitted through that process.  

3. REQUESTED ACTION  
   A. Request for Authorization to Plan a New Degree Program  
      • B.S. in Agroecology and Sustainable Food Systems  
      Presenter: Warwick Arden, Provost and Executive Vice Chancellor  

   B. Renewal of Wake STEM Early College High School MOA  
      Presenter: Warwick Arden, Provost and Executive Vice Chancellor  

Denotes full Board approval required
C. Revisions to POL 05.25.01 Faculty Grievance and Non-Reappointment Review 7.3C

Presenter: Warwick Arden, Provost and Executive Vice Chancellor

Rationale: The Faculty Grievance and Non-Reappointment Review Policy has been revised and updated as part of a collaborative effort between the Faculty Senate, Provost's Office and Office of General Counsel with the goal of simplifying the policy and making it more "user-friendly." The final revised policy is being presented for BOT approval. [An accompanying regulation covering the specific procedures and processes--also a product of the work group--will be approved at the Executive Officer level.]

D. Annual Report on Management Flexibility 7.3D

Presenter: Kathy Lambert, Interim Associate Vice Chancellor, Human Resources

Annual summary to the Board of Governors on personnel actions covered by the management flexibility agreement under the authority of BOG policy 600.3.4.

4. INFORMATIONAL REPORTS 7.4

A. May, 2016 Commencement Speaker (no materials)

Presenter: Chancellor W. Randolph Woodson

B. Faculty Senate Report 7.4B

Presenter: Jeannette Moore, Chair

C. Staff Senate Report 7.4C

Presenter: Wyona Goodwin, Chair

D. Provost Update 7.4D

Presenter: Warwick Arden, Provost and Executive Vice Chancellor

a. Academic Programs Update 7.4D.a.

- Dual Degree - B.S. in Applied Physics (UNC-Pembroke) B.S. in Electrical Engineering (NC State)
- Dual Degree - B.S. in Applied Physics (UNC-Pembroke) B.S. in Mechanical Engineering (NC State)
- Dual Degree - B.S. in Physics (NC Central) B.S. in Mechanical Engineering (NC State)
- Graduate Certificate in Climate Adaptation


c. Update on Leadership Position Searches

d. Distinguished Professorship Update

5. CLOSED SESSION (Personnel Matters) 7.5

6. RECONVENE OPEN SESSION

7. ADJOURN

Denotes full Board approval required
MINUTES
UNIVERSITY AFFAIRS COMMITTEE
Board of Trustees
North Carolina State University
February 18, 2016

The University Affairs Committee of the Board of Trustees of North Carolina State University met February 18, 2016 in the Winslow Hall Conference Room.

Members Present: Susan Ward, Committee Chair
Chip Andrews
Tom Cabaniss
Khari Cyrus
Ann Goodnight
Stan Kelly
Jim Owens, Board Chair

Others Present: Randy Woodson Amy Jinnette
Warwick Arden Kathy Lambert
Eileen Goldgeier Sarah Lannom
Wyona Goodwin Michael Lipitz
Cecile Hinson Mike Mullen
Marc Hoit Alan Rebar
Louis Hunt PJ Teal
Calvin Jackson Debbie Yow

Chair Susan Ward called the meeting to order. A quorum was present.

She reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the University Affairs Committee at this meeting. Hearing none, Chair Ward proceeded with the Committee agenda.

Chair Ward asked if there were corrections to the November 12, 2015 open and closed session committee minutes. Hearing none, she declared the minutes stand approved as drafted.

Dr. Louis Hunt, Senior Vice Provost for Enrollment Management and Services and University Registrar, provided a report on graduation trends, including the number and types of degrees awarded, as well as graduation rates for undergraduate students. The report showed that the university is making progress in undergraduate retention and graduation rates. In addition, during the past ten years there has been significant growth in the number of degrees awarded: 24% growth in bachelor’s degrees, 57% growth in master’s degrees and 39% growth in all doctoral degrees.

Dr. Al Rebar, Vice Chancellor for Research, Innovation and Economic Development, presented the biennial report on NC State’s Centers and Institutes. NC State is home to 33 Centers and 11 Institutes which engage over 1,000 faculty, over 8,000 graduate and undergraduate students, and 160 industry partners. Dr. Rebar explained the role and benefits of Centers and Institutes and also the process by which they are established and reviewed. He also noted that in a 2014 UNC Board of Governors review of UNC system centers and institutes, all of NC State’s Centers and Institutes were validated. Furthermore, all periodic (5-year) reviews of centers, institutes and their leadership are on schedule.
Dr. Rebar next presented a request for continuance of the Ergonomics Center of North Carolina (TECNC), which has completed the required periodic review of activities in accordance with university regulations. Mr. Cyrus made a motion, seconded by Mrs. Goodnight, to approve the Request for Authorization to Continue the Ergonomics Center of North Carolina as presented by Dr. Rebar. The motion carried.

Provost Arden presented two degree-related items. First, he discussed the request to add a new distance education site at Wake Technical Community College for the existing Ed.D. in Adult and Community College Education program. The program was approved as a site based program in 2005 and is currently approved for the UNC-Charlotte Graduate Center. Wake Tech is very interested in housing the cohort program; their administrators are supportive and willing to be involved where appropriate. The target audience will be current or anticipated community college faculty and administrators who will fill the critical need to build a pipeline of future leaders for North Carolina’s community colleges. Second, Provost Arden requested approval of a title change for the on-campus and distance education programs for the Master of Science and Master of Family Life and Youth Development. He explained the College of Agriculture and Life Sciences is requesting these two degrees be renamed Master of Science and Master of Youth, Family and Community Sciences to parallel the department name which was changed in 2014. Current students will have the option to adopt the current program title or adopt the new title. Students entering the program after the proposal is approved will ascribe to the new title. A motion was made by Mrs. Goodnight and seconded by Mr. Kelly to recommend to the full board approval of the degree program requests including the new distance education site and degree title changes as presented by Provost Arden. The motion carried.

Director of Athletics Debbie Yow presented the bonus structure proposal for assistant coaches in the Wrestling program which requires the committee’s approval per Non-Salary and Deferred Compensation Policy 05.15.03. The proposed structure enhances academic and competitive bonuses for Wrestling assistant coaches in recognition of demonstrated program progress and as a proactive retention measure. A motion to approve the Wrestling Assistant Coach bonus structure was made by Mr. Cabaniss and seconded by Mr. Cyrus. The motion carried.

Student Body President Khari Cyrus highlighted some of the new and continuing student government initiatives and campus life events. A few upcoming events include the February 27 Dance Marathon, which raises money for Duke Children’s Hospital; Diversity Education week scheduled for March 14-18; and student government elections taking place on March 1. In terms of recent events, Khari reported that the annual Krispy Kreme Challenge raised more than $195,000 for North Carolina Children’s Hospital. He also noted that last month the Diversity Outreach Department of Student Government hosted a town hall on the racial climate at NC State. Chancellor Woodson thanked Khari for his leadership as Student Body President and for leading campus through some difficult conversations.

Provost Arden shared the following information in his update:

- **Graduate Certificate Programs**: The Department of Youth, Family and Community Sciences is streamlining six graduate certificate programs into two: Leadership and Volunteer Management and Family Life Education and Coaching. Also, a joint interdisciplinary graduate certificate program between the Colleges of Engineering and Sciences has been established in Data Science Foundations.
- **Leadership Position Searches**: On-campus interviews are being conducted this month for the Dean of the College of Education. The Nomination Committee for the Dean of the College of Design is scheduled to recommend finalists for campus interviews to occur at the end of March and the first week of April.
- **The Nomination Committee for the Vice Provost for Institutional Equity and Diversity** is scheduled to recommend finalists for campus interviews to occur in mid-March.
- **Leadership Reviews**: Three comprehensive five-year leadership and program reviews are occurring this semester for Dean Martin-Vega and the College of Engineering, Senior Vice Provost Louis Hunt and the Enrollment Management and Services unit and Vice Provost Alice Warren and the McKimmon Center for Extension and Continuing Education division.
- **Reappointment, Promotion and Tenure Process**: The annual university reappointment, promotion and tenure process is well underway with 118 faculty members submitting dossiers
for this year’s review process. Upon completion of the review process, the conferral of tenure requests will be brought to the committee for approval at the April meeting.

- **Chancellor’s Faculty Excellence Program:** The Chancellor’s Faculty Excellence Program has hired 41 faculty members. The eight new clusters are bringing candidates to campus and working actively towards offers.

A motion was made by Chair Ward to go into closed session to prevent the premature disclosure of an honorary degree or award; to establish the amount of compensation and other material terms of an employment contract or proposed employment contract; and to consider the qualifications, competence, performance, character, fitness, conditions of appointment or conditions of initial employment of an employee or prospective employee. Mr. Cyrus seconded the motion. The motion carried.

After coming out of closed session, Chair Ward announced the meeting in open session.

Mr. Kelly made a motion to approve the personnel actions discussed in Closed Session including a head coach employment agreement, four non-salary compensation requests and four requests to confer tenure. Mr. Andrews seconded the motion. The motion carried.

With no further business, Chair Ward announced the meeting adjourned at 4:33 p.m.

__________________________________________
Susan P. Ward, Chair
Residency for Full Scholarship Undergraduate Students
REG 02.70.3

1. INTRODUCTION

1.1 Pursuant to North Carolina General Statute 116-143.6, the North Carolina State University Board of Trustees authorized the Chancellor to recognize entities as he/she may deem appropriate as providers of full scholarships for undergraduate students. Pursuant to that authority, the Chancellor will post annually a list of such providers in the Standard Operating Practice on Residency for Full Scholarship Undergraduates, at least six months prior to the semester in which it is to be effective.

1.2 Effective with the Summer II 2006 semester, NC State University will consider students who accepted admission on or after July 1, 2005 and who receive full scholarships, as defined by North Carolina General Statute 116-143.6, from the entities designated pursuant to Section 1.1, to be residents of North Carolina for all purposes intended by N.C.G.S. 116-143.6.

2. REPORT TO THE BOARD OF TRUSTEES

The Chancellor will provide the Board of Trustees with an annual report showing a list of the recognized entities and the number of students receiving full scholarships from each entity.

Annual Report
Approved Recognized Entities for 2015-16:

- Park Foundation
- NCSU Foundation, Inc.
- Endowment Fund of NCSU
- NC Agricultural Foundation, Inc.
- NC Dairy Foundation, Inc.
- NC Tobacco Foundation, Inc.
- NCSU Engineering Foundation
- NC Forestry Foundation
- Pulp and Paper Foundation, Inc.
- NCSU College of Sciences Foundation
- NC Textile Foundation
- NC Veterinary Medical Foundation, Inc.
- NCSU Alumni Association, Inc.
- Provost’s Academic Award, in conjunction with University Endowed Scholarship Funding

The NCSU Student Aid Association/Wolfpack Club was an approved entity by NC State until July 1, 2010 when the NC General Assembly rescinded the resident tuition benefit for student athletes.

<table>
<thead>
<tr>
<th>Recognized Entity</th>
<th># New FR/TR Full Scholarship Non-Resident Students Receiving Resident Tuition Benefit</th>
<th>Total # (New + Continuing) Full Scholarship Non-Resident Students Receiving Resident Tuition Benefit</th>
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<tr>
<td>Park Foundation</td>
<td>13</td>
<td>52</td>
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<tr>
<td>Endowment Fund of NCSU</td>
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<td>1</td>
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<tr>
<td>Natural Resources Foundation</td>
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<td>1</td>
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<tr>
<td>Pulp and Paper Foundation</td>
<td>1</td>
<td>6</td>
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<tr>
<td>NC Textiles Foundation</td>
<td>0</td>
<td>3</td>
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<tr>
<td>TOTALS</td>
<td>15</td>
<td>63</td>
</tr>
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</table>
Undergraduate Admissions:
Special Consideration Process Update

Louis Hunt
Vice Provost and University Registrar
Enrollment Management and Services
Purpose

- Provide a mechanism to admit students with exceptional talents in areas important to the university community.
- The overriding criterion in all admissions decisions is the **potential for academic success**.
- Process is governed by REG 02.10.4
  - “Identification and Performance Monitoring of Selected Students Requiring Special Consideration for Admissions” – issued in 2003 for the 2004/05 academic year.
- Complies with UNC-GA Regulation 700.1.1[R]
Criteria

- The special consideration process includes students that do not meet UNC Minimum Admissions Requirements.
- Or, meet two of the following criteria:
  - Rank in bottom half of high school class
  - High School GPA less than 2.5
  - Total SAT less than 900 (verbal and math)
  - SAT Verbal less than 420
  - SAT Math less than 420
Process

- Students are selected for consideration on the basis of their application or advocacy by one or more campus units:
  - Undergraduate Admissions
  - Academic College of Department
  - Athletics
    - Academic Support for Student Athletes
    - Coaching Staff
  - Other campus units
- Students are presented to the committee by the Director of Admissions
Committee Process

- The committee includes the following representation:
  - Admissions Committee, Chair
  - Admissions Committee, Former Chair
  - Vice Provost, Enrollment Management and Services
  - Dean, Academic and Student Affairs
  - Director, Academic Support for Student Athletes
  - Director, Undergraduate Admissions

- Each case is individually reviewed in detail.
- Additional materials may be required from internal or external sources.
SELECTION RESULTS

2011 – 2015 Cohorts
# Admissions Data

<table>
<thead>
<tr>
<th></th>
<th>All Freshmen</th>
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<tbody>
<tr>
<td></td>
<td>2011</td>
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<tr>
<td>Enrolled</td>
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<tr>
<td>High School GPA</td>
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<td>SAT Total</td>
<td>1191</td>
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<td>SAT Verbal</td>
<td>579</td>
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<tr>
<td>SAT Math</td>
<td>612</td>
</tr>
<tr>
<td>ACT</td>
<td>26</td>
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## Admissions Data

### Special Consideration Cases

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<tr>
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<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td>Enrolled</td>
<td>17</td>
<td>16</td>
<td>27</td>
<td>19</td>
<td>17</td>
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<tr>
<td>High School GPA</td>
<td>3.23</td>
<td>3.09</td>
<td>2.93</td>
<td>3.08</td>
<td>3.03</td>
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<td>SAT Total</td>
<td>870.0</td>
<td>848.6</td>
<td>857.8</td>
<td>885.3</td>
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<td>SAT Verbal</td>
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<td>403.6</td>
<td>426.1</td>
<td>437.3</td>
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<td>SAT Math</td>
<td>449.4</td>
<td>439.3</td>
<td>431.7</td>
<td>438.8</td>
<td>446.2</td>
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Special Consideration
Five Year Enrollment

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<th>Year</th>
<th>Athletes</th>
<th>Non-Athletes</th>
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<td>2011</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td>2012</td>
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<td>2013</td>
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<td>2014</td>
<td>19</td>
<td>0</td>
</tr>
<tr>
<td>2015</td>
<td>17</td>
<td>0</td>
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### Special Consideration by Sport - Ten Year Enrollment

<table>
<thead>
<tr>
<th>Sport</th>
<th>Enrollment</th>
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<tr>
<td>FB</td>
<td>80</td>
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<tr>
<td>MBB</td>
<td>21</td>
</tr>
<tr>
<td>WBB</td>
<td>12</td>
</tr>
<tr>
<td>MFB</td>
<td>9</td>
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<td>MSO</td>
<td>7</td>
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<tr>
<td>WSO</td>
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<td>MTE</td>
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<td>BA</td>
<td>4</td>
</tr>
<tr>
<td>WR</td>
<td>4</td>
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<td>MWR</td>
<td>3</td>
</tr>
<tr>
<td>MBA</td>
<td>3</td>
</tr>
<tr>
<td>WSB</td>
<td>3</td>
</tr>
<tr>
<td>WSO</td>
<td>2</td>
</tr>
<tr>
<td>MSO</td>
<td>2</td>
</tr>
<tr>
<td>MTO</td>
<td>2</td>
</tr>
<tr>
<td>WGO</td>
<td>2</td>
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<tr>
<td>WSB</td>
<td>1</td>
</tr>
<tr>
<td>MGO</td>
<td>1</td>
</tr>
<tr>
<td>WGY</td>
<td>1</td>
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</tr>
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<td>WTE</td>
<td>1</td>
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<td>MTN</td>
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ACADEMIC PERFORMANCE OF SPECIAL CONSIDERATION COHORTS
Graduation Rates of Students Admitted Through Special Consideration

<table>
<thead>
<tr>
<th></th>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
<th>Grand Total</th>
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</thead>
<tbody>
<tr>
<td>Graduation Rate</td>
<td>64.1%</td>
<td>68.2%</td>
<td>54.0%</td>
<td>52.5%</td>
<td>59.5%</td>
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</table>
Graduation Rates of Students Admitted Through Special Consideration

<table>
<thead>
<tr>
<th>Year</th>
<th>Athletes</th>
<th>Non-Athletes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2006</td>
<td>71.4%</td>
<td>55.6%</td>
</tr>
<tr>
<td>Fall 2007</td>
<td>70.8%</td>
<td>65.0%</td>
</tr>
<tr>
<td>Fall 2008</td>
<td>60.0%</td>
<td>51.4%</td>
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<tr>
<td>Fall 2009</td>
<td>36.8%</td>
<td>66.7%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>58.7%</td>
<td>60.2%</td>
</tr>
</tbody>
</table>

Tab 7.2B
Page 13
Graduation Majors of Students Admitted Through Special Consideration

Ten Year Enrollment
Students admitted through special consideration processes are closely monitored and success rates are reported to the following:

- Admissions Committee
- Faculty Senate
- Special Consideration Committee
- Provost’s Athletics Roundtable
- Board of Trustees
APPENDIX A
UNIVERSITY OF NORTH CAROLINA
REQUEST FOR AUTHORIZATION TO PLAN
A NEW DEGREE PROGRAM

THE PURPOSE OF ACADEMIC PROGRAM PLANNING: Planning a new academic degree program provides an opportunity for an institution to make the case for need and demand and for its ability to offer a quality program. The notification and planning activity to follow do not guarantee that authorization to establish will be granted.

Date: March 1, 2016

Constituent Institution: North Carolina State University

CIP Discipline Specialty Title: Agroecology and Sustainable Agriculture

CIP Discipline Specialty Number: ___01.0308__ Level: B _X_ M _____ Res. Doc. _____ Prof. Doc. ___

Exact Title of the Proposed Program: Agroecology and Sustainable Food Systems

Exact Degree Abbreviation (e.g., B.S., B.A., M.A., M.S., Ed.D., Ph.D.): B.S.

Does the proposed program constitute a substantive change as defined by SACS? No

The current SACS Substantive Change Policy Statement may be viewed at: http://www.sacscoc.org/pdf/081705/Substantive%20Change%20policy.pdf

If yes, please briefly explain.

Proposed date to enroll first students in degree program: Month Jan Year 2018

1. Provide a summary of the status of this proposal in your campus review processes.

   a. List the campus bodies that reviewed and commented on this Appendix A proposal before submission to UNC General Administration. What were their determinations? Include any votes, if applicable.

   This proposal was reviewed, endorsed recommended or approved by the following:

   NCSU Director, Center for Environmental Farming Systems (CEFS)
   Multidisciplinary Sustainable Agriculture Faculty Team associated with CEFS
   Academic Advising Committee, Departments of Crop Science and Horticultural Science
   (unanimous approval)
   Faculty members, Departments of Crop and Soil Sciences and Horticultural Science
   (unanimous approval)
   Head, Department of Crop and Soil Sciences
   Head, Department of Horticultural Science
   Associate Dean for Academics, College of Agriculture and Life Sciences
   Dean, College of Agriculture and Life Sciences
   University Courses and Curriculum Committee
   Associate Vice Provost for Academic Programs and Services
b. Summarize any issues, concerns or opposition raised throughout the campus process and comment periods. Describe revisions made to address areas of concern.

While this multidisciplinary and innovative curriculum was strongly supported, the original name proposed was “Sustainable Agriculture”, which some faculty in the Department of Crop Science raised concerns about. An alternative major name was proposed, “Agroecology and Sustainable Food Systems”, which the faculty unanimously supported and felt better represented the science behind sustainable agriculture and the greater food system perspective. An additional concern regarding the potential duplication of degree programs was raised by faculty in the Interdisciplinary Studies Self-Design (IDS) BS degree program. However, after meeting with the IDS faculty, the group unanimously concluded that the hands-on scientific foundation and the increased curriculum and training opportunities focused in agriculture and horticultural sciences in the Agroecology and Sustainable Food Systems degree program provided students a uniquely different educational opportunity. Moreover, this Agroecology and Sustainable Food Systems major would be considerably more visible and accessible for a greater number of students than those designing unique study programs under the IDS program.

2. Describe the proposed new degree program. The description should include:

a. A brief description of the program and a statement of educational objectives;

Numerous sustainable agriculture and related programs have been established at universities nationwide and these programs and courses continue to attract an increasing number of new students to agricultural sciences, including women, under-represented minorities and individuals from non-traditional backgrounds. North Carolina State University (NC State) is internationally and nationally recognized for its sustainable agriculture and horticulture research, education and outreach programs through the Center for Environmental Farming Systems (CEFS, [http://www.cefs.ncsu.edu/](http://www.cefs.ncsu.edu/)).

The departments of Crop and Soil Sciences and Horticultural Science will collaborate together to develop this new multidisciplinary Agroecology and Sustainable Food Systems major that builds on more than a decade of Agroecology curricula development at NC State. Moreover, developing a cross departmental major will produce significant advantages to sharing resources, advising, assessment, recruitment and advertising, thereby creating economical sustainability within the program. From the existing faculty capacity, facilities, strong academic foundation in agroecology, horticulture, and agricultural science education, and recognized strengths in sustainable agriculture and horticulture research and extension at NC State, developing this new Agroecology and Sustainable Food Systems major will not require new faculty positions, facilities or new resources to establish it successfully and without delay. We have only requested a program assistant position that would help develop a strong recruitment program and materials to ensure the success of this new major. The College of Agriculture and Life Sciences (CALS) Academic Programs, the newly merged Department of Crop and Soil Science and the Department of Horticultural Science at NC State are committed to providing the support needed for this program assistant.
This Agroecology and Sustainable Food Systems major is proposed for five main reasons:

1. This new major will build on over 10 years of agroecology academic development and the historic strengths in agricultural sciences, sustainable agriculture, and STEM at NC State.

2. The NC State CALS most recent Strategic Plan specifically targets supporting interdisciplinary programs that will train students to address the complex food and agricultural challenges locally and globally. This Agroecology and Sustainable Food Systems major proposed here was designed specifically with that goal first. This new major will provide graduates with the requisite multidisciplinary knowledge, critical thinking skills and enhanced systems level awareness to address food and agricultural challenges now and in the future from a holistic lens of balancing the environmental resources with social and economic perspectives.

3. No Agroecology and Sustainable Food Systems program or related undergraduate major in Sustainable Agriculture exists in the mid-Atlantic and South-Atlantic regions and only one is in the whole southern state region (University of Kentucky). The faculty expertise, diverse research programs, cooperative extension programs and community relationships focused in sustainable agriculture and local food systems developed at NC State University are a unique and perfect foundation for the successful development of an undergraduate program in Agroecology and Sustainable Food Systems. Moreover, the Center for Environmental Farming Systems offers an important NC State facility for undergraduate engagement in research and extension activities that provide unique career and networking opportunities for students in this major program.

4. The novel Agroecology and Sustainable Food Systems curriculum, integrated with the service learning and community engagement, research and global learning experiences offered at NC State University can serve as a national model for other Land-Grant Universities.

5. This Agroecology and Sustainable Food Systems major will prepare future food system leaders with rigorous training in agricultural and horticultural sciences to serve the growing employment needs in the public and private sector that demand the multidisciplinary knowledge of sustainability as related to food, agriculture and natural resource management.

Educational Objectives:

The following educational objectives are proposed and would augment existing educational objectives within CALS at NC State. Upon completing the Agroecology and Sustainable Food Systems Major, graduates would be able to:

1. Describe and evaluate complex agriculture, horticulture and food systems that integrate social, environmental and economic perspectives using a holistic approach of understanding the parts and their interactions.

2. Apply scientific reasoning and critical thinking to address sustainability challenges in real world problems in local and global agricultural and food systems.

3. Demonstrate effective communication, leadership, and teamwork with diverse audiences and viewpoints gained through various experiential learning and community engagement opportunities.
b. The relationship of the proposed new program to the institutional mission;

The proposed Agroecology and Sustainable Food Systems major is consistent with the NC State CALS Strategic Plan, “Our Envisioned Future”. Specifically, this new major addresses two of the three pillars in this strategic plan. Graduates will gain the requisite knowledge to address grand challenges in food, agriculture, energy and environment (Pillar 1) and will strengthen multidisciplinary and partnership driven teams in sustainable agriculture (Pillar 2). This cross-departmental degree will develop national and international recognition for CALS faculty for their research, teaching and extension, a target of Goal 1. The research-based information generated and the coursework available will provide students in the Agroecology and Sustainable Food Systems degree unique learning opportunities that will foster an integrated approach to problem solving. Additionally, this cross-departmental degree will be in-line with the re-organization of CALS into Collaborative Systems. The innovation, efficiency and flexibility of the newly developed Plant Systems Collaborative will facilitate advising and support of students in the multidisciplinary Agroecology and Sustainable Food Systems major.

Moreover, the UNC-GA’s, “A Vision for the Future” strategic plan includes a high priority on strengthening academic quality (Goal 2) and serving the people of North Carolina (Goal 3). Supported by multidisciplinary curricula, community engagement experiences and interaction with faculty involved in cutting edge sustainable agriculture research, students in this new major program will gain hands-on learning experiences in examining real-world food and agricultural challenges from multiple perspectives. Graduates of this degree program will be uniquely equipped to transform lives and provide leadership for sustainable agriculture, food security challenges and social, economic, and technological development in North Carolina, the nation and around the world.

c. The relationship of the proposed new program to existing programs at the institution and to the institution’s strategic plan

In NC State’s 2011-2020 Strategic Plan, The Pathway to the Future, five overarching goals have been identified to direct NC State’s future planning. The Agroecology and Sustainable Food Systems degree will address four of these five goals. The Agroecology and Sustainable Food Systems degree is highly unique as a multidisciplinary degree including the agricultural and horticultural sciences, as well as sociological and economic disciplines. Students in this degree program will benefit from this educational innovation and enhance multidisciplinary scholarship to address the grand challenges of food security of a global society. Additionally, this dual-departmental degree will enhance organizational innovation by creating a culture of collaboration, and cooperation with the CALS Collaborative Plant Systems that will improve student education while utilizing existing resources most efficiently. Finally, this degree program is designed to develop graduates with the scientific knowledge and hand-on experiences in local and global food issues and formation of strategic partnerships to address these issues.

NC State already has two of the foundational courses developed for this major – Introduction to Agroecology (CS 230), and Advanced Agroecology course and laboratory (CS 430), as well as an Agroecology Minor program and an Agroecology Concentration in the Plant and Soil Sciences BS degree program through the Department of Crop and Soil Sciences. Moreover, a rigorous and highly sought after Sustainable Agriculture Summer Internship program (CS 492) has been taught at CEFS through NC State since 1999. Student demand has consistently increased for this Sustainable Agriculture Internship Program and over 50 students nationwide and internationally apply each year for approximately 12-14 spots in this program. These agroecology courses and diverse selection of
existing courses at NC State will provide the foundational curriculum for the Agroecology and Sustainable Food Systems major. The Agroecology Minor program will continue as established once the new major is developed but the Agroecology concentration will cease and these students will be recruited into the Agroecology and Sustainable Food Systems major. We do not anticipate the termination of the Agroecology concentration to affect the student enrollment in the Plant and Soil Sciences degree program since this targeted population of students are different than the other existing concentrations in this major (Agribusiness, Agronomic Science, Crop Production, Crop Biotechnology, and Soil Science).

d. Special features or conditions that make the institution a desirable, unique, or cost effective place to initiate such a degree program.

The following special features, resources and facilities and conditions make NC State a desirable, unique and cost effective location to house the proposed Agroecology and Sustainable Food Systems major:

- NC State’s strong commitment to and strategic mission of advancing sustainable solutions to our local and global food and agricultural challenges.
- Over 20 years of cutting edge research, extension programing and resources focused on sustainable agriculture and horticulture through the Center for Environmental Farming Systems (CEFS), a partnership among NC State, NCA&TU and the North Carolina Department of Agriculture and Consumer Services will provide students unique opportunities to engage in mentored sustainable agriculture research and community engagement opportunities.
- The existing agroecology courses, historic strength in agriculture, horticulture, and food related education, faculty capacity, and strong commitment to agroecology and sustainable food system education at NC State.
- Strong community and stakeholder partnerships with related career opportunities in sustainable agriculture and food systems through NC State.
- Increasing number of sustainable agriculture programs at community colleges in North Carolina that can function as transfer pipeline programs to NC State (listed below).
  - Central Carolina Community College (Pittsboro)- Sustainable Agriculture Associate Degree and Continuing Education program
  - Craven Community College-Sustainable Agriculture Associate Degree
  - Western Piedmont Community College -Sustainable Agriculture Associate Degree
  - Wayne Community College- Applied Science Degree, Sustainable Agriculture Associate Degree

The Department of Horticultural Science has an existing Articulation Agreement with all the community colleges with Horticulture related degree programs in the state of North Carolina.

3. Provide documentation of student demand. Discuss the extent to which students will be drawn from a pool of students not previously served by the institution. Evidence of student demand should reflect likely applicant pools (local, regional, statewide, national, or global) and could include:

a. Surveys of potential enrollees (such as students or alumni of feeder programs, community college enrollees, etc.).

An online survey was conducted from March through April 2014 with 76 current undergraduate students representing 24 majors and seven out of the ten colleges at NC State
University. This survey asked students about the major name, opportunities and resources at NC State that would attract them to this major and if NC State should offer a major like this. 

**Results from this survey showed an overwhelming 97% of the students surveyed believed NC State should be offering an Agroecology and Sustainable Food Systems major like this.** We are confident that this new Agroecology and Sustainable Food Systems undergraduate major would attract NEW students to the college and university. A growing amount of students and youth are interested in sustainability and food issues demonstrated by the increasing number of individuals seeking formal and informal education and training in organic agricultural production, food policy and local food issues. While a number of non-agricultural and liberal arts universities have developed successful agroecology and related educational programs, students value and are seeking out these agroecology courses and degrees from land-grant universities that offer a wide diversity of agricultural courses and engage with many faculty researchers that provide a strong foundation in agriculture. NC State not only can provide the general agricultural science education but is also uniquely recognized nationally for the research, extension activities, faculty expertise in sustainable agriculture, and the foundational agroecology education courses.

Over 50% of students in the online survey above also indicated internships, research and study aboard opportunities, community engagement and service learning experiences focused in agroecology and food systems as well as a student farm near campus would attract them to this major. We have already developed these important experiential learning opportunities and career ladder components at NC State that will attract, train and graduate highly skilled students in agroecology and sustainable food systems. We have been successfully running a focused and highly sought after summer Sustainable Agriculture Internship program for the past 16 years; we have integrated a required research or internship experience into the Agroecology concentration program and have a wide diversity of possible faculty research mentors or community partners in sustainable agriculture and local food systems for students to choose from. We have also established a student farm, the Agroecology Education Farm (http://agroecologyfarm.ncsu.edu/), approximately 10 minutes from campus at the Lake Wheeler Field Station that provides important experiential learning opportunities for a diversity of students at NC State and the surrounding urban community. Lastly the agroecology courses at NC State have integrated important service learning activities and plan to expand these in the major program that will also attract students to this program.

We already know from direct experience with the agroecology courses NC State that students from diverse majors and non-agricultural backgrounds are searching for a multidisciplinary program in agroecology and food systems that emphasizes systems-level approaches and sustainable, scientifically founded practices in agriculture and horticulture. **We are confident that a new major in Agroecology and Sustainable Food Systems will help attract NEW students to enroll at NC State University.** We also anticipate a fair number (approximately 6/year) of transfer students from related North Carolina and other 4 year programs nationwide as well as those transferring from the growing number of sustainable agriculture programs at community colleges (see section 5c for more detail). The Departments of Crop and Soil Sciences and Horticultural Science wish to increase the number of undergraduate majors by 50%. Both departments have increased recruiting efforts in the middle and high schools as well as at community colleges. These departments believe that the Agroecology and Sustainable Food Systems major will enhance these recruitment efforts, especially recruiting students directly from high school programs and those from non-agricultural backgrounds.
b. **Enrollment data from existing minor, concentration or certificate programs on your campus.**

There is a growing student demand for a major like this at NC State demonstrated by the increasing number of students in the Introduction to Agroecology course (over 100 per year) and students enrolled in the Agroecology Minor and Agroecology concentration programs.

While the numbers of students in minor programs are difficult to account for, there is consistent growth in the Agroecology Minor program with 44 students enrolled in the Agroecology Minor in the last 8 years, averaging 5-8 students per year. Sixteen students have enrolled in the Agroecology Concentration Program in the Plant and Soil Sciences major in the past 5 years. It’s evident at NC State, as well as nationwide; there are a growing number of students that are demanding a new multidisciplinary major program in Agroecology and Sustainable Food Systems. These students are not attracted to, or perhaps not satisfied with just a “Plant and Soil Sciences” degree title with an Agroecology concentration. This is evident at NC State University with the growing number of students that have developed their own degrees with titles such as “Sustainable Agriculture and Community Food Systems” under the IDS program, which Dr. Schroeder-Moreno, the agroecology program coordinator also advises for. **We are confident that this new Agroecology and Sustainable Food Systems major will not only attract new students to NC State but the highest academic quality of students as observed from our experience thus far.**

c. **Enrollment data from similar programs in UNC, the state, or country.**

Agroecology, Sustainable Food Systems and related programs are growing nationwide in response to the increasing student demand and career opportunities with this discipline. Currently there are 28 different B.S. or B.A. programs have been established in Agroecology, Sustainable Agriculture and related degrees in the nation. Specific major titles and universities were acquired from the national list on the Sustainable Agriculture Education Association (SAEA, http://sustainableaged.org/projects/degree-programs/). Fifteen of these programs are at Land Grant Universities and there is more concentration, minor and certificate programs that are growing in number each year. It is clear that students are interested in sustainable agriculture and related education programs and more universities are responding to this demand.

No Agroecology and Sustainable Food Systems or related undergraduate major exists in the mid-Atlantic and South-Atlantic regions and only one is in the whole southern state region (University of Kentucky). Appalachian State University has a undergraduate major (B.S.) in Sustainable Development with a Agroecology and Sustainable Agriculture Concentration. Appalachian State University’s degree is concentrated in development and the Agroecology and Sustainable Agriculture concentration courses do help provide some important courses focused in agroecology and hands-on application of theses sciences, but lacks the breadth and diversity of agriculture, horticulture and food systems courses at NC State that this proposed degree would offer.

Nationwide, the two foremost sustainable agriculture undergraduate programs at Land-Grant Universities and ones that this proposed curriculum are modeled after are the “Sustainable Agriculture and Food Systems” B.S. major at University of California (UC), Davis and the “Sustainable Agriculture” B.S. major at the University of Kentucky. The University of Kentucky has over 70 students enrolled in the Sustainable Agriculture undergraduate major after 5 years. Colleagues at University of CA Davis shared their yearly student enrollment data in the Sustainable Agriculture and Food Systems (SAFS) major on Feb 5, 2016 which illustrates the growth of the program from when they began in 2011 until this current semester.
The consistent growth in the number of students in the UC Davis program are also reflected in
the many other sustainable agriculture, agroecology and related programs nationwide. Just
in the past few years, there have been a number of new agroecology related undergraduate
major programs, such as the Soils and Sustainable Crop Systems B.S. program at Clemson
University that changed its name in 2014 from Plant and Environmental Sciences. There are
also a growing number of agroecology related concentration programs under major
programs that are too new or difficult to demonstrate student enrollment data but point to the
evident growing student demand for these programs. **We are confident that a program
like this at NC State will attract new students to the university, especially
considering the growing community interest in local and sustainable food in our
state and our recognized research and extension programs in sustainable
agriculture at NC State and through the Center for Environmental Farming
Systems.**

4. **Provide evidence of societal demand and employability of graduates from as
many of the following sources as feasible unless a good reason exists why such
evidence cannot be obtained and similar evidence is presented from sources not
listed here.**

a. **Labor market information** ([www.ncworks.gov](http://www.ncworks.gov)) – Current and projected
industry and occupational data by region and statewide from the NC Department
of Commerce. Available data include (but are not limited to):

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</tr>
</thead>
<tbody>
<tr>
<td>No of Students</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Enrolled in UC</td>
<td>9</td>
<td>23</td>
<td>43</td>
<td>60</td>
<td>89</td>
<td>92</td>
<td>98</td>
<td>94</td>
<td>101</td>
<td>101</td>
</tr>
<tr>
<td>Davis SAFS</td>
<td>Major*</td>
<td></td>
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*Note this does not include the number of transfer students

A degree program in Agroecology and Sustainable Food Systems that emphasizes critical
thinking, hands-on learning, community engagement and research opportunities will
increase student understanding and expand future career options. We are confident that
this Agroecology and Sustainable Food Systems major program will successfully prepare
graduates for the growing jobs now and in the future that require students to understand
sustainable and multidisciplinary approaches to the growing challenges of our food and
agriculture system. Graduates completing this major would be prepared for a large
diversity of jobs that cross both agricultural related careers as well as the growing
number of sustainable and “GREEN” jobs related to food and agriculture, many of which
are new and developing in the job market. Occupational Profile information available
from the North Carolina Department of Commerce ([www.ncworks.gov](http://www.ncworks.gov)) indicates a bright
outlook nationally when “sustainable” and “agriculture” are searched as key words
approximately 1014 jobs appear in just the state of North Carolina.

At the national level through the U.S. Department of Labor, Bureau of Labor Statistics
when “sustainable agriculture” is searched the 2014 median pay for Agricultural and Food
Scientists is $60,690 and there were approximately 36,100 jobs in this sector during that
same year. A degree in Agroecology and Sustainable Food Systems from NC State would
train students in traditional agricultural careers but also increase students’ career
opportunities by crossing over to career paths as ‘Environmental Scientists’ and
‘Conservation Scientists’ because of the additional focus in sustainability and food systems. The Occupational Network online (O-Net, https://www.onetonline.org/) also demonstrated this increased diversity of traditional agricultural jobs and sustainability related jobs when ‘sustainable agriculture’ was searched producing 141 specific jobs in this category.

(2) NC occupational and employment projections.

Many of the type of jobs in North Carolina that a graduate with a Agroecology and Sustainable Food Systems major can obtain will fall primarily into the category of “Professional, Scientific and Technical Services” when employment projections are searched. Estimated employment in this category (searched from the www.ncworks.gov site) were 180,350 in 2010 and projected to increase by 2.3% annually for an estimate of 226,860 jobs in 2020, which is one of the largest projected increases in the different industry categories in NC.

Occupational projections for graduates in the proposed Agroecology and Sustainable Food Systems major fall into SIX diverse categories according to the North Carolina Department of Commerce (www.ncworks.gov): Sustainability Specialists, Urban and Regional Planners, Agricultural Technicians, Chief Sustainability Officers, Industrial Ecologists and Sales Representatives/Technical and Scientific Products described below.

<table>
<thead>
<tr>
<th>Occupational Category</th>
<th>No of Job Openings in NC</th>
<th>2013 NC Average Annual Wage Range</th>
<th>2013 NC Estimated Median Annual Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability Specialists</td>
<td>240</td>
<td>$41,650-$76,550$^1</td>
<td>$62,490$#2</td>
</tr>
<tr>
<td>Urban and Regional Planners</td>
<td>934^3</td>
<td>$30,040-$116,740$^4</td>
<td>$65,230</td>
</tr>
<tr>
<td>Agricultural Technicians</td>
<td>916^5</td>
<td>$23,770-$73,340$^6</td>
<td>$35,060</td>
</tr>
<tr>
<td>Chief Sustainability Officers</td>
<td>18,201^7</td>
<td>$98,610-$107,00$^8</td>
<td>$98,610</td>
</tr>
<tr>
<td>Industrial Ecologists</td>
<td>913^9</td>
<td>$54,440-$118,810$^10</td>
<td>$63,570</td>
</tr>
<tr>
<td>Sales Representatives/Technical and Scientific Products</td>
<td>20,762^11</td>
<td>$39,530-$131,270$^12</td>
<td>$76,330</td>
</tr>
</tbody>
</table>

$^1$ Average wages for occupations that are in the same occupational family as Sustainability Specialists.

$^3$ Number of job openings for Urban and Regional Planners and for the related occupational group of Life, Physical, and Social Science Occupations

$^4$ Average annual wages for occupations related to Urban and Regional Planners

$^5$ Number of job openings for Agricultural Technicians and for the related occupational group of Life, Physical, and Social Science Occupations

$^6$ Average annual wages for occupations related to Agricultural Technicians

$^7$ Number of job openings for the related occupational group of Management Occupations (no data available for Chief Sustainability Officers)

$^8$ Average annual wages for occupations related to Chief Sustainability Officers

$^9$ Number of job openings for the related occupational group of Life, Physical, and Social Science Occupations (no data available for Industrial Ecologists)

$^{10}$ Average annual wages for occupations related to Industrial Ecologists

$^{11}$ Number of job openings for Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products and for the related occupational group of Sales and Related Occupations

$^{12}$ Average annual wages for occupations related to Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products
(3) Job postings.

There are a variety of job postings that are applicable for a graduate with a Agroecology and Sustainable Food Systems major and a few are posted below (accessed on August 25, 2014 from the NC Works online (www.works.gov).

Sustainable Foodservice Broker Territory Manager Department: Sales Supervisor, Green Nature Marketing Company, Raleigh, NC

Scientist, Novozymes, Raleigh, NC

Southeast Bioregion Team Leader, BioHabitats, Inc., Raleigh, NC

Agricultural Biologist, BASF, Durham, NC

Agriculture Customer Support Specialist, Technikes LLC, Charlotte, NC

Teacher - CTE-Agriculture, Public Schools of NC, Moore County Schools, NC

Innovation Advisor (Food & Agriculture Practice, Research Triangle Park, NC

(4) Economic and demographic indicators.

The Bureau of Labor Statics (BLS) Green Jobs Initiative (http://www.bls.gov/green/home.htm) defined and described “Green Jobs” which graduates in Agroecology and Sustainable Food Systems would be applicable for.

BLS defined “Green jobs’ as either: “1) jobs in businesses that produce goods or provide services that benefit the environment or conserve natural resources or 2) jobs in which workers’ duties involve making their establishment’s production processes more environmentally friendly or use fewer natural resources”. While BLS does not have wage data specifically for sustainability occupations, they went on say “if the growth of sustainability continues; more organizations will employ sustainability professionals. The benefits of this growth should be noticeable in many sectors of U.S. industries, from services, such as finance and health care, to manufacturing and construction. As sustainability becomes more widespread, new opportunities to contribute to the field will arise. A new market focused on sustainability should build job prospects for more future workers.

Moreover, according to the 2012 BSL report, “Is a Sustainability Career on your Green Horizon?” by J. Hamilton (http://www.bls.gov/green/sustainability/sustainability.pdf)

Occupations in scientific research and development in sustainability have become increasingly multidisciplinary and vary in professions from atmospheric scientists, biochemists, conversation scientists, microbiologists, natural science managers, and soil and plant scientist. While BLS does not have wage data specifically for sustainability occupations median annual wages in May 2011 for scientist occupations that include sustainability professionals range from $58,940 to $114,770 annually.

b. National occupational and industry projections (http://www.bls.gov/data/) – National, regional and state outlook for occupations, also including wage data.
The following are state and national employment projections and wage data from a sampling of public agencies and private organizations:

- The U.S. Department of Labor, Employment and Training Administration sponsored website, MySkills My Future (www.myskillsmyfuture.org), shows current employment in North Carolina of 29,978 Sustainability Specialists currently employed, 950 projected job openings per year in the state, and typical annual salary of $47,500 - $83,400 (website accessed on 8/29/2014). Sustainability specialists are described as Addressing organizational sustainability issues, such as waste stream management, green building practices, and green procurement plans.

- Indeed (www.indeed.com), a worldwide job search site reports 660 fulltime jobs in the U.S. searched under "sustainable agriculture" specifically with average salaries ranging from $30,000-$100,000 (website accessed on 08/29/2014).

**c. Wages and employment of graduates in North Carolina** – Percentage of graduates of UNC programs employed in North Carolina and wages paid to graduates of UNC programs employed in North Carolina.

The proposed degree is not currently offered in North Carolina.

**d. Wages and employment of graduates nationally when these data becomes available** (see http://www.doleta.gov/performance/pfdocs/wris2_status_state_optin.pdf) – Wages paid to graduates of UNC programs employed nationally (North Carolina partnership in WRIS2 forthcoming).

The proposed degree is not currently offered in North Carolina.

**e. Job-posting analyses.**

A brief overview of the numbers of jobs posted on a sample of job search websites (accessed 08/29/2014):

- NC Works Online (www.newworks.gov) reports 1014 jobs in North Carolina when "sustainable" and "agriculture" are searched as key words.

- Indeed (www.indeed.com), a worldwide job search site reports 660 fulltime jobs in the U.S. searched under "sustainable agriculture" specifically with average salaries ranging from $30,000-$100,000.

- MySkills My Future (www.myskillsmyfuture.org), shows current employment in North Carolina of 29,978 Sustainability Specialists currently employed, 950 projected job openings per year in the state, and typical annual salary of $47,500 - $83,400.

**f. Projections from professional associations or industry reports.**

Projections from professional associations or industry reports on agroecology and sustainable agriculture jobs are not currently available. However, even the main professional association in agriculture in the United States, the Agronomy Society of America, recognizes the importance of sustainable agriculture education and organic farming as critical approaches for the future of our food and natural resource management challenges (see https://www.agronomy.org/about-agronomy/learn-more).
g. Data concerning employment and wages for graduates of a particular program area from the UNC alumni survey when this survey and data become available.

The proposed degree is not currently offered at any UNC institution and therefore data on graduates are not available.

5. List all other public and private institutions of higher education in North Carolina currently operating programs similar to the proposed new degree program, including their mode of delivery.

The only related program somewhat similar to what we are proposing is the Sustainable Development (B.S.) major with an Agroecology and Sustainable Agriculture Concentration at Appalachian State University. As mentioned previously, this is a concentration program, not a major program, which makes it different in curriculum and course options and degree name and identity than the Agroecology and Sustainable Food Systems major we are proposing at NC State University. While there may be some similarity in a few of the foundational courses between NC State University and Appalachian State’s program such as the “Introductory Agroecology” and the “Integrated Pest Management” courses at NC State and the “Principles of Agroecology” or “Ecologically-based Pest Management” courses at Appalachian State, the diverse and numerous agriculture, horticulture, soil science, entomology, agricultural education and extension course offerings at NC State and the three separate concentrations in Agroecology Research and Production, Urban Horticulture and Community Food Systems developed through the proposed major make it substantially different than the concentration program at Appalachian State University. As mentioned previously, major students at NC State will additionally have many opportunities to participate in the variety of sustainable agriculture research, service learning and internship experiences already developed through NC State that broaden their major experience and help them develop career paths.

a. Show a four-year history of enrollments and degrees awarded in similar programs offered at other UNC institutions (using the format below for each institution with a similar program); describe what was learned in consultation with each program regarding their experience with student demand and job placement. Indicate how their experiences influenced your enrollment projections.

As described above, there are no UNC institutions offering an undergraduate program similar to the Agroecology and Sustainable Food Systems major proposed here. We have included the enrollment data for the Sustainable Agriculture (BS) majors from UC Davis and University of Kentucky in section 3c as a reference of growth and we have consulted with these programs about their challenges and successes. One of the critical needs emphasized by both programs is having a program recruiter specific to the program, which is the only need we have identified in this proposal.

We are confident the Agroecology and Sustainable Food Systems major proposed here will attract more students than just concentration program, similar to Appalachian State or what is at NC State currently. Students are looking for a strong foundation in agricultural sciences education with the focus on sustainability and a degree title that reflects this. Our projected enrollment was based on the other similar major programs from UC Davis and University Kentucky that reflect a similarity in curricula and degree titles.

Moreover we believe the associated internship, research opportunities and service learning and community engagement opportunities focused in sustainable agriculture and community food systems at NC State will be an additional attractant to recruit high school students and new students to the university.
b. Identify opportunities for collaboration with institutions offering related degrees and discuss what steps have been or will be taken to actively pursue those opportunities where appropriate and advantageous.

The Horticultural Science Department already has a 2+2 program that would serve as a model for transfer from related North Carolina community college programs listed below. Dr. Schroeder-Moreno currently serves on the Central Carolina Community College (Pittsboro) Sustainable Agriculture Program Advisory Board, which is the longest standing community college program in Sustainable Agriculture in North Carolina. Developing a transfer model for this program can serve as model for the other newly developed community college programs.

North Carolina Community Colleges with Sustainable Agriculture Programs:
- Central Carolina Community College (Pittsboro)- Sustainable Agriculture Associate Degree and Continuing Education program
- Craven Community College- Sustainable Agriculture Associate Degree
- Western Piedmont Community College- Sustainable Agriculture Associate Degree
- Wayne Community College- Applied Science Degree, Sustainable Agriculture Associate Degree

c. Present evidence that establishment of this program would not create unnecessary program duplication.

Since there is no similar Agroecology and Sustainable Food Systems major program like this offered by any UNC institution, establishment of the proposed program would not create any program duplication.

6. Are there plans to offer all or a portion of this program to students off-campus or online?

No. While there are some courses in the program that have online sections, there is no intention for this to be an online degree. The hands-on nature of the degree program cannot be supported adequately in an online format.

a. Briefly describe these plans, including sites and method(s) of delivering instruction.

NA

b. Indicate any similar programs being offered off-campus or online in North Carolina by other institutions (public or private).

We know of no degree programs similar to the Agroecology and Sustainable Food Systems degree with courses offered off-campus or online in North Carolina.

c. What is the estimated percentage of courses in the degree program that will be offered/available off-campus or online:

NA

d. Estimate the number of off-campus or online students that would be enrolled in the first and fourth years of the program:

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<tr>
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<th>First Year Full-Time</th>
<th>Part-Time</th>
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Fourth Year Full-Time 0 Part-Time 0

Note: If a degree program has not been approved by the Board of Governors, its approval for alternative, online, or distance delivery is conditioned upon BOG program approval. (400.1.1[R], page 3)

7. Estimate the total number of students that would be enrolled in the program during the first year of operation: Full-Time 15 Part-Time 0

Estimate the total number of students that would be enrolled in the program during the fourth year of operation: Full-Time 65 Part-Time 0

8. Will the proposed program require development of any new courses: Yes

If yes, briefly explain.

There are only two new courses proposed for this new major that include a 200 level Community Food Systems course and a 400 level (senior standing, major students only) Sustainable Food Systems capstone course.

The Community Food Systems course will be a foundational course co-developed between the departments of Crop and Soil Sciences (Schroeder-Moreno) and Horticultural Science (to be determined) that explores the multidisciplinary impacts of society, the environment, and local and global economics on food systems. We will seek GEP Interdisciplinary Perspectives and Global Knowledge status for this course. The Sustainable Food Systems capstone course will also be co-developed between the departments of Crop and Soil Sciences and Horticultural Science and will focus on integrating the diversity of knowledge and skills gained through previous courses and applied through work on food and agriculture related community engagement projects.

9. Will any of the resources listed below be required to deliver this program? (If yes, please briefly explain in the space below each item, state the estimated new dollars required at steady state after four years, and state the source of the new funding and resources required.)

a. New Faculty: No

b. Additional Library Resources: No

c. Additional Facilities and Equipment: No

Office space and general office equipment for the Program Assistant (see below) will be needed but this will not require new funding. This space and resources will be supported between the Department of Crop and Soil Science and the Department of Horticultural Science. The Program Assistant will be located in the Department of Crop and Soil Sciences but work closely with Schroeder-Moreno and Kraus across both departments.

d. Additional Other Program Support: Yes

(for example, additional administrative staff, new Master’s program graduate student assistantships, etc.)

A Program Assistant is necessary to develop critically needed recruitment and advertising specific for this new major program that would include new website materials, brochures and
visits and communications with high schools and community colleges across North Carolina. This program assistant would also help with the new program management to support the faculty taking on these new roles (Schroeder-Moreno and Kraus) as they already have administrative duties (Kraus directs the existing Horticultural Science undergraduate program), teach various undergraduate courses, and manage several research projects (Schroeder-Moreno).

10. Does the program require enrollment growth funding in order to be implemented and sustained? If so, can the campus implement and sustain the program should enrollment growth funding be unavailable? Letters of commitment should be provided.

No. While enrollment growth funding is desirable, the program could be established and sustained via reallocation of College and Department funds.

The College of Agriculture and Life Sciences (CALS) Academic Programs, the newly merged Department of Crop and Soil Science and the Department of Horticultural Science at NC State University recognize the importance of recruiting to support the Agroecology and Sustainable Food Systems major. We feel there is demand for this interdepartmental major, but realize that without recruiting and publicity, potential students will not know about its availability. All three units are committed to working together to fund, hire and support a part-time position or a portion of a full-time position to recruit for the proposed Agroecology and Sustainable Food Systems major.

11. For graduate programs only:

Does the program require a tuition differential or program specific fee in order to be implemented and sustained? N/A

a. If yes, state the amount of tuition differential or fee being considered, and give a brief justification. N/A

b. Can the campus implement and sustain the program if the tuition differential or program fee is not approved? Letters of commitment should be provided.

12. For doctoral programs only:

a. Describe the research and scholarly infrastructure in place (including faculty) to support the proposed program. N/A

b. Describe the method of financing the proposed new program (including extramural research funding and other sources) and indicate the extent to which additional state funding may be required. N/A

c. State the number, amount, and source of proposed graduate student stipends and related tuition benefits that will be required to initiate the program. N/A

13. List the names, titles, e-mail addresses and telephone numbers of the person(s) responsible for planning the proposed program.

Michelle Schroeder-Moreno
Associate Professor and Agroecology Program Coordinator
Department of Crop and Soil Sciences,
Phone: 919-513-0085
Email: michelle_schroeder@ncsu.edu

Helen Kraus
Associate Professor and Undergraduate Coordinator
Department of Horticultural Science
Phone: 919-515-1208
Email: helen_kraus@ncsu.edu

This request for authorization to plan a new program has been reviewed and approved by the appropriate campus committees and authorities.

Chancellor: ________________________________ Date: _____________________
Second Memorandum of Agreement  
Between Wake County Public School System  
And North Carolina State University

This Second Agreement sets forth the parameters for the continued operation of the Wake STEM Early College High School (hereinafter “Wake STEM ECHS”), a highly supportive and academically challenging learning environment for students underserved in a traditional high school setting and underrepresented in the Science, Technology, Engineering, and Mathematics disciplines.

The parties to this Agreement are Wake County Board of Education (“School Board”) and North Carolina State University (“NC State”). The parties intend that the Wake STEM ECHS will be a distinct entity with its own students and programs. NC State is a statutorily created constituent institution of the University of North Carolina system. Wake STEM ECHS is not a department, division or unit of NC State. The two entities shall maintain their separate legal identities and programs. The parties intend to align both talent and resources as appropriate and as practicable to promote the Wake STEM ECHS mission. The parties’ relationship will be governed by UNC Policy 400.6.1[R], as that regulation may be from time to time revised and is incorporated herein by reference. In the event of any conflict between this Agreement and the UNC Policy, the terms and provisions of the UNC Policy shall govern.

1. TERM.
   a. Second Term. This Agreement is effective for five years, until June 30, 2021, unless terminated earlier as provided herein (“Second Term”). The parties are committed to securing additional funding to support Wake STEM ECHS continued operations. The parties understand that extension and renewal is dependent upon and subject to the availability of funds for this purpose.

2. SCHOOL BOARD’S DUTIES.
   a. General Operations.
      i. Wake STEM ECHS shall be a public high school under the authority of the School Board. All federal, state and local laws applicable to public high schools shall be applicable to Wake STEM ECHS.
      ii. All federal, state, local and School Board requirements for public high schools shall be complied with and shall be the responsibility of the School Board for every Wake STEM ECHS student, including but not limited to, curriculum; instructional calendar; transportation; provision of textbooks and related materials, physical education instruction, provision of meals, and provision of health services including counseling; compliance with all laws and regulations governing the education of students with disabilities; compliance with federal laws governing privacy of student records; and compliance with state laws governing the health and safety of minors and student discipline.
      iii. In addition, the School Board shall pay any applicable instructional, incidental and other fees charged by NC State to its regularly enrolled students, consistent with the UNC Policy 400.6.1[R] and as applicable. These fees apply only to students enrolled in university courses on a prorated basis. The current fees applicable to the Wake STEM ECHS students who would enroll in university courses are the Education and Technology fee, the campus security fee, and ID card fee.
      iv. The Wake STEM ECHS will enroll a sufficient number of students such that it is a recognized high school by the North Carolina Department of Public Instruction (hereafter “DPI”) provided that the head count may be modified by DPI upon recommendation of the School Board not to exceed 250 students at its full capacity without the express mutual written consent of all parties to this Agreement.
v. Wake STEM ECHS shall provide instruction each school year for at least 180 days during 10 calendar months.

vi. Wake STEM ECHS shall operate in accordance with the school calendar set by the School Board. The School Board agrees to annually, or as necessary, seek a waiver from the DPI allowing it to adopt a calendar for Wake STEM ECHS that aligns with the NC State calendar.

b. Management and Oversight.

i. The School Board shall appoint and employ a principal, who shall have executive authority over the high school programs and activities. The School Board or its designee will select and supervise qualified and certified teachers to provide the courses for the high school curriculum and programs. The School Board is responsible for the compensation of the principal, teachers, and high school staff of Wake STEM ECHS. The individuals occupying these positions are employees of the School Board, not NC State or the UNC System. NC State will offer and provide, for consultation during annual reviews, input regarding the job performance of the principal to the appropriate WCPSS supervisor related to the management of joint programmatic operations of the Wake STEM ECHS. Similarly, the School Board or its designee will offer and provide input into the evaluations of the NC State Liaison with regard to joint programmatic operations. The School Board is responsible for all instructional and office supplies and equipment for the principal, teachers, counselors, and high school staff. Any supplies or equipment provided for Wake STEM ECHS by the School Board will remain the property of the School Board.

ii. Day-to-day management of Wake STEM ECHS and decision-making authority with regard to programmatic operational issues shall be vested with the principal of the School, subject to the advice and consent of the Superintendent and the School Board. Should any such issues directly and substantially affect NC State, the principal shall consult with the NC State Liaison.

iii. Policy decisions with respect to the Wake STEM ECHS shall be made by the School Board. Should any such issues directly and substantially affect NC State, the School Board or its designee will consult with the NC State Liaison.

iv. The School Board and the Wake STEM ECHS administrator(s) shall be responsible for ensuring compliance with restrictions on internet access at the Wake STEM ECHS site as required for public schools in North Carolina.

c. Facilities. All NC State University facilities will remain under the control of NC State. All students, faculty and staff of the Wake STEM ECHS must abide by NC State policies and regulations relating to their occupancy and use of its campus and facilities as well as those restrictions or requirements contained in this Agreement.

d. Curriculum and Instruction. The School Board shall ensure that all students enrolled in Wake STEM ECHS are provided with courses to meet the minimum course requirements for admission to the UNC System; provided that upon recommendation of the School Board these requirements may be waived by the UNC Board of Governors.

e. Communication. The School Board Liaison will be responsible for communication and collaboration with the NC State Liaison pursuant to this Agreement.

3. NC STATE DUTIES.

a. Facilities.

i. Wake STEM ECHS will operate on property owned, leased, controlled or managed by NC State. NC State has provided sufficient classroom and related space for the use of Wake STEM ECHS for the high school academic programs. The total renovated space for the ECHS is 12,796 SF in the Cherry Building located on NC State’s Centennial Campus. Any future or additional space requirements shall be negotiated with NC State in a separate agreement (see, e.g. NC State’s standard facility use agreement). NC State reserves the
right to relocate Wake STEM ECHS to space of similar size and condition throughout the
Term of this Agreement with reasonable notice.

ii. NC State shall ensure that the Wake STEM ECHS facility is outfitted with all appropriate
utilities, including trash services, water, electricity, heating, air conditioning, telephone,
and internet service. NC State is responsible for the installation of all utilities and for all
ongoing facility maintenance and repairs of the Wake STEM ECHS facility. The School
Board shall be responsible for paying the ongoing costs of the provided utilities based on
actual billings from the public utilities to the Cherry Building for electrical, natural gas,
storm water, water and sewer. Should additional users be added to the Cherry Building,
these costs will be prorated on a square footage basis. The School Board is also
responsible for providing and paying for parking for ECHS staff, furnishings, equipment,
security/alarm system and instructional supplies and materials, and for any property
damage caused by its employees or students, ongoing costs of communications,
connectivity, and operations (in addition to other fees and costs identified in this
Agreement). Should the School Board determine that the NC State standard voice/data
service is not acceptable, the School Board will be responsible for the cost of customization
needed to satisfy its requirements. The School Board shall be responsible for paying for the
ongoing cost of custodial services as provided by NC State, which will be based on a fixed
annual cost determined by the service levels required by the School Board.

iii. The School Board acknowledges, agrees and understands that it is consideration for NC
State’s performance under this Agreement that NC State’s renovation of the Cherry
Building is for the sole and exclusive use by the School Board for the purpose of operating
the STEM ECHS in the facility as contemplated by the Initial Agreement between the
parties. NC State shall provide Wake STEM ECHS students limited and controlled access
to NC State facilities, including the University Libraries, provided the students are
monitored and supervised by Wake STEM ECHS staff and/or faculty. There will be no
access to residence halls, unmonitored internet access sites, any space where alcohol is
available or any location identified by NC State to be unsuitable for high school students or
their programs. Monitoring of the Wake STEM ECHS students’ compliance with access to
NC State facilities and internet access shall be the responsibility of the Wake STEM ECHS.

iv. NC State shall be responsible for providing facilities that are ADA and OSHA compliant.
The School Board may not make any alterations, change, improvements or additions to the
Wake STEM ECHS facility without the prior written approval of NC State.

b. Instruction and Oversight.
   i. NC State will provide selected university level courses for student enrolled in the Wake
      STEM ECHS. These courses will be taught by NC State faculty. NC State shall be fully
      responsible for the compensation of any NC State faculty whose classes include Wake
      STEM ECHS students. Prior to enrolling in a university-level course, students must
demonstrate readiness to succeed in these courses. Representatives of NC State and the
      Wake STEM ECHS will confer and agree on measures of readiness and performance to be
      reviewed prior to enrollment in a university-level course.

   ii. NC State shall appoint a NC State Liaison. NC State shall be responsible for the hiring of
       the NC State Liaison position and paying the employee’s salary and standard benefits
       as provided to other NC State employees.

   iii. The principal of Wake STEM ECHS shall participate in the hiring of this position and in
        the annual evaluations.

c. Faculty and Faculty Development.
   i. NC State may provide requested consultative services and professional development
      opportunities to Wake STEM ECHS faculty as time and resources permit.
ii. NC State will provide Wake STEM ECHS faculty and administrator(s) with an array of information technology tools as well as access to NC State email accounts, file storage, file sharing capabilities, and library resources.

d. **Confidentiality of Student Information.**

i. The parties agree that all student records obtained in the course of performing this Agreement shall be subject to the confidentiality, disclosure, and re-disclosure provisions of applicable federal and state statutes and regulations, and in accordance with School Board Policy 6300. All Wake STEM ECHS student records and any required access log shall be maintained by the School Board. NC State shall maintain student records for courses taken at the university. NC State considers the School Board and officials of Wake STEM ECHS as "school officials" for purposes of the Family Educational Rights and Privacy Act (FERPA).

4. **SELECTION OF STUDENTS.**

a. Applicants to the Wake STEM ECHS must complete an application developed by representatives of the parties. This application must contain the campus safety questions required by the UNC General Administration for all enrolled students.

b. Selection of students for the Wake STEM ECHS must be made by the School Board. The School Board will seek input from an admissions committee that includes representatives of NC State and WCPSS, including Wake STEM ECHS staff. The selection process will include consideration of academic credentials, disciplinary records, potential for successful completion of high school requirements, potential for successful completion of university course requirements, and other appropriate criteria established by the admissions committee.

c. All public inquiries regarding admissions, programs or operations of the Wake STEM ECHS shall be referred to the appropriate WCPSS administrator and/or its public relations office with timely notification of such inquiries or public information releases to the NC State Liaison.

b. Performance criteria for admission and for transfer of credits to NC State are established by NC State for all applicants. Wake STEM ECHS students meeting those criteria will be considered for admission to NC State and for transfer of credits to complete the baccalaureate degree.

5. Wake STEM ECHS students will be identified and tracked in the NC State student database and will be placed in a unique category for ECHS students as established by the Board of Governors of the UNC System.

6. **STUDENT BEHAVIOR AND DISCIPLINE.**

a. Students may be disciplined or dismissed by Wake STEM ECHS or the School Board for violation of School Board or school rules or regulations. NC State may not reject such disciplinary decisions or determinations; however, Wake STEM ECHS or its principal may consult with and seek advice from pertinent NC State officials prior to making these decisions. Students may also be disciplined or dismissed by NC State from the Wake STEM ECHS for violation or federal or state laws or NC State policies and regulations. Neither the principal nor the School Board of Education may reject these disciplinary decisions or determinations, but NC State may seek their advice prior to making these decisions.

b. While using NC State facilities or property or attending NC State classes, the Wake STEM ECHS students, faculty, and staff shall comply with all state and local laws, applicable NC State regulations, policies and Code of Student Conduct. Failure to follow these prescriptions will subject the individual to the disciplinary procedure of NC State and may result in the dismissal from Wake STEM ECHS. The School Board will adopt any rules necessary to its governance of the school; the parties expressly agree, however, that those rules shall not be inconsistent with those in force and applicable to Wake STEM ECHS while at NC State.

c. Enrollment in NC State courses as part of the Wake STEM ECHS program is contingent upon enrollment in Wake STEM ECHS. A student suspended from Wake STEM ECHS may
not attend NC State courses during the suspension from Wake STEM ECHS, unless NC State in its sole discretion makes an exception.

7. **TUITION and FEES.**
The School Board, through funding provided by the DPI or from other sources, must pay NC State tuition, educational and technology fee, ID card fee, campus security fee, and book costs and the cost of delivering university level courses to ECHS students for all Wake STEM ECHS students enrolled in NC State courses. (Note: NC State will not charge for the “cost of delivery” which is the amount derived by running the college level student credit hours through the UNC enrollment change model, unless legislation changes to allow for such charges. Notwithstanding the above, the cost of delivery shall not be charged for any university level course delivered prior to the first full school year occurring 90 days after the effective date of the change in the law authorizing such charges.)” NC State will invoice the School Board for tuition and fees.

If the School Board funds the purchase of textbooks for students enrolled in college-level courses at the school, such textbooks shall remain the property of the School Board. The School Board shall also provide textbooks for students enrolled in high school courses at the School. These textbooks shall also remain property of the School Board. The School Board shall also purchase all laboratory materials necessary for students enrolled in college-level and/or high school courses.

8. **LIABILITY.**
The School Board (including the Wake STEM ECHS) and NC State are each responsible for the negligence or intentional harm caused by its agents or employees; however, nothing in this section shall be construed to waive any defense of sovereign immunity which might otherwise be available to the School Board and NC State or the UNC School Board of Governors; provided further that nothing in this section shall be construed to limit the rights of the Attorney General of North Carolina to bring claims for or to defend claims against NC State. Nothing in this Section shall be construed to waive any defense of sovereign immunity which might otherwise be available to the School Board. To the extent permitted by law, each party agrees to indemnify and hold harmless the other party from and against any and all liabilities and damages resulting from the use of the Wake STEM ECHS facility for these purposes, except when arising out of the indemnitee’s negligence or willful misconduct.

9. **CRIMINAL BACKGROUND CHECKS.**
NC State agrees to conduct criminal background checks on each NC State employee and independent contractor who will work, within the Wake STEM ECHS facility while students are in the Wake STEM ECHS facility. Such checks shall be completed prior to the employee or independent contractor beginning work in the Wake STEM ECHS facility and NC State will not allow any employee or independent contractor into the Wake STEM ECHS facility whose criminal background check is not free of criminal convictions that indicate that the individual poses a threat to the physical safety of students or School Board personnel. NC State agrees to conduct checks on the lists or registries currently specified in NCGS 115C-332.1 to determine if NC State employees working within the Wake STEM ECHS facility are on such lists or registries, and ensures that students, while within the Wake STEM ECHS facility will not have direct interaction with any NC State employees listed on such lists or registries. The parties acknowledge that pursuant to General Statute 14-208.18, it is unlawful for some persons required to register as a sex offender under North Carolina law to knowingly be within 300 feet of any location intended primarily for the use, care or supervision of minors, when the place is located on premises that are not intended primarily for the use, care, or supervision of minors. Violation of this statute is a felony.
10. NOTICE.
Any notice, consent or other communication in connection with this Agreement shall be in writing and may be delivered in person, by mail or by facsimile transmission (provided sender confirms notice by written copy). If hand-delivered, the notice shall be effective upon delivery. If by facsimile copy, the notice shall be effective when sent. If served by mail, the notice shall be effective three (3) business days after being deposited in the United States Postal Service, addressed appropriately to the intended recipient as follows:

If to the School Board: Superintendent
Wake County Public School System
Crossroads I
5625 Dillard Drive
Cary, NC 27518

If to NC State: Executive Vice Chancellor and Provost
NC State University
Campus Box 7101
Raleigh, NC 27695-7101

11. ENTIRE UNDERSTANDING.
This Agreement contains the final expression of the parties’ intent and the sole and entire understanding between the School Board and NC State. The parties agree that any statements, representatives, discussions, or documentation, whether made prior to or contemporaneously with the execution of this Agreement, have been merged into this Agreement and this Agreement fairly and comprehensively memorializes the final negotiated agreement between the parties. The Agreement shall not be modified or amended in any manner except in writing signed by both parties hereto. The Agreement may be renewed at the end of the Second Term specified upon such terms as the parties agree.

12. ADVERTISING.
Neither party shall identify the other, or refer to their accreditation status, in any promotional advertising or other promotional materials to be disseminated to the public or use the name of either party’s trademarks, service marks, symbol, nickname or logos of either party without the prior written consent of the other party, except to identify the locations and operations of the Wake STEM ECHS.

13. EXPENSES.
Except to the extent that this Agreement expressly provides otherwise, the parties to this Agreement shall bear their own respective expenses incurred in connection with the negotiation, preparation, execution, delivery, and performance of this Agreement and the consummation of any transaction it contemplates. This includes, without limitation, all fees and expenses of agents, representatives, counsel, and accountants.

14. TERMINATION.
Either party may terminate this Agreement upon 90 days written notice to the other party; provided, however, that if notice of termination is served during the Wake STEM ECHS academic year, the termination will not become effective until the day after the last day of the academic year. Should this Agreement be terminated it shall have no adverse effect upon the students already admitted to NC State after completion of the Wake STEM ECHS degree. No expiration or other termination of this Agreement shall relieve the School Board of its liabilities and obligations under section 8 and these liabilities and obligations of the School Board shall survive any such expiration or termination of this Agreement.
15. SEVERABILITY.
Unless otherwise expressly provided herein, the rights of the parties hereunder are several rights, not rights jointly held with each other or with any other party. Any invalidity, illegality or limitation of the enforceability of any party of this Agreement, whether arising by reason of law or otherwise, shall in no way affect or impair the validity, legality or enforceability of this Agreement in all other respects.

16. ASSIGNMENT.
This Agreement may not be assigned without written agreement of all parties, but if the same is assigned by agreement, it shall be binding on the assignee and his heirs.

17. GOVERNING LAW.
This Agreement and the rights and obligations of the parties hereto shall be governed by and construed and enforced in accordance with the laws of the State of North Carolina without regard to any principles of conflicts of laws that would make applicable the law of any other jurisdiction.

18. FORCE MAJEURE.
In the event that the performance of the obligations under this Agreement is prevented by reasons of Force Majeure, the parties are released from their obligations and neither party shall be responsible for any damages sustained and have no further recourse against the other party. Force Majeure shall mean fire, earthquake, hurricane, flood, act of God, epidemics or pandemics, nuclear explosions, strikes, work stoppages, or other labor disturbances, riots or civil commotions, war or other act of any foreign nation, terrorism, power of government or governmental agency or authority, or any other cause like or unlike any cause mentioned which is beyond the control of the parties.

19. BINDING.
All provisions of this Agreement shall be binding upon, and inure to the benefit of, and be enforceable by and against the parties, their respective heirs, representatives, successors, and assigns.

20. NO JOINT VENTURES.
This Agreement does not and shall not be considered to create a partnership or joint venture between NC State and the School Board. Neither party shall have the power to bind nor obligate the other except as expressly provided herein.

21. WAIVERS.
The terms of this Agreement may be waived only by a written instrument that is signed by the party that is making the waiver. A party’s delay in exercising any right, power, or privilege hereunder shall not operate as a waiver thereof. Nor shall a party’s waiver of any such right, power, or privilege, nor any single or partial exercise of any such right, power, or privilege, preclude any further exercise thereof or the exercise of any other right, power, or privilege.

James Merrill
Superintendent, Wake County Public School System

Date

W. Randolph Woodson
Chancellor, North Carolina State University

Date
James W. Owens  
Chair, North Carolina State University Board of Trustees

Tom Benton  
Chair, Wake County School Board of Education

This Agreement has been approved as required by the School Budget and Fiscal Control Act.

Mark Winters, WCPSS Finance Officer
1. INTRODUCTION

The purpose of this policy is to provide an internal university process for the good faith resolution of employment-related grievances filed by faculty. Employment related grievances filed by faculty are resolved through this process.
covered by the Code of the Board of Governors of the University of North Carolina (UNC The Code) include (a) grievances in which a faculty member seeks redress concerning general employment-related actions including post-tenure review and denial of promotion (Section 607 of The Code) and (b) reviews of non-reappointment decisions of tenure-track faculty members “Section 604 (Section 604 of The Code) reviews” in which a tenure track faculty member may seek review of a non-reappointment decision and (b) “Section 607 grievances” in which a faculty member may seek redress concerning other employment-related grievances including post tenure reviews. This policy is established to implements these UNC Code general requirements set forth in The Code, while NCSU REG 04.25.04 (Faculty Grievance and Non-Reappointment Review Procedures) establishes the procedures to be followed for a grievance or non-reappointment review including but not limited to the specific steps involved for the entire grievance or review process.

2. FACULTY GRIEVANCE/REVIEW COMMITTEE—GENERAL PROVISIONS FOR SECTION 604 REVIEWS AND SECTION 607 GRIEVANCES

2.1 Pre-filing meeting.

2.1.1 Prior to filing a petition for review (Section 604) or a grievance (Section 607), the faculty member shall meet with the responsible administrators (typically the Department Head and Dean) to attempt to resolve the issues giving rise to the review petition or grievance.

2.2 Mediation Alternative.

2.2.2 A faculty member may seek to resolve grievances in accordance with NCSU REG05.35.01—Mediation Procedure for Faculty and Staff as part of, or independent of, the grievance process. (See subsection 5.2 below.)

2.3 Claims of Discrimination.

2.3.1 If a faculty member claims violation of NCSU POL04.25.05—Equal Opportunity and Non-Discrimination Policy Statement as a basis for a review, the matter shall be referred to the NC State Office for Equal Opportunity (“OEO”) for consideration prior to the commencement of any hearing. (See subsection 5.3.)
2.4 Confidentiality.

2.4.1 State law makes personnel records confidential, and all participants in the review or grievance process must not disclose the information they acquire during the proceeding except as provided by law. Non-party witnesses must be excluded from the hearing except during their own testimony.

2.5 The 604/607 Committee.

2.5.1

2.1 Faculty Grievance/Review Committee Membership

There shall be a standing university committee elected by the General Faculty and designated as the Faculty 604/607 Grievance/Review Committee. Each college shall elect two (2) members of the General Faculty to serve; at least one member must be a tenured associate or full professor. The General Constituency shall elect two (2) members to serve. The 604/607 Faculty Grievance/Review Committee Committee shall include members from all professorial ranks and non-professorial faculty such as librarians, and may not include anyone with an administrative appointment. Committee members will be elected to an initial two-year term and may be eligible for re-election to an additional two-year term. After serving two consecutive terms, a faculty member can become eligible for re-election after a break of one year. Elections shall be held annually and the terms of the members shall be staggered. The timing of and procedures for elections shall coincide with the elections for the Faculty Senate. Members of the Faculty Grievance/Review Committee must complete annual training from the Office of General Counsel before serving on a grievance or review panel.

2.2 Faculty Grievance/Review Committee Chair

The Chancellor shall appoint the Chair of the 604/607 Faculty Grievance/Review Committee from the elected members after conferring with the Chair of the Faculty. For each petition or grievance filed, the 604/607 Committee shall appoint a new Faculty Grievance/Review Committee Chair from the Faculty Grievance/Review Committee to finish the term after conferring with the Chair of the Faculty. The Faculty Grievance/Review Committee Chair shall be responsible for appointing sub-committee members from the Grievance/Review Committee to serve on panels to hear faculty grievances or reviews. The Faculty Grievance/Review Committee Chair shall also be responsible for making an annual report to the Faculty Senate and the Chancellor concerning the review and grievance process. As necessary, the Faculty Grievance/Review Committee Chair may, in collaboration with the Faculty Senate Governance and Personnel Policy Committee, conduct a periodic review of the grievance and review process for the purpose of considering any proposed revisions to this policy or any accompanying regulations. Members of the 604/607 Committee shall receive annual training on procedures from the Office of General Counsel.
before serving on a panel. The Office of General Counsel shall assign an impartial attorney to provide
procedural advice to each panel.

3. **SECTION 604 REVIEWS OF NON-REAPPOINTMENT DECISIONS (SECTION 604)**

3.1 Who May Seek Review.

3.1.1 Section 604 reviews of non-reappointment decisions (including a denial of tenure) pursuant to
Section 604 of *The Code* may be sought by tenure-track faculty members ("Non-Reappointment
Review") are limited to non-reappointment decisions with respect to tenure-track faculty (including a
denial of tenure). The faculty member who seeks review of a non-reappointment decision (Non-
Reappointment Review) is the "petitioner."

3.1.2 Grounds for Non-reappointment Review

3.2.1 A Section 604 Non-reappointment review may proceed only on the grounds that the non-
reappointment decision was based on one or more of the following:

- **3.2.1.1** The procedures followed to reach the decision materially deviated from prescribed
  procedures such that doubt is cast on the integrity of the decision not to reappoint;

- **3.2.1.2** The exercise by the faculty member of rights guaranteed by the First Amendment to the
  United States Constitution, or by Article I of the North Carolina Constitution;

- **3.2.1.3** Discrimination as defined and prohibited by NCSU POL 04.25.05 (Equal Opportunity
  and Non-Discrimination Policy); or

- **3.2.1.4** Personal malice, which

  - **3.2.1.4a** The term “personal malice” means dislike, animosity, ill-will, or hatred based on
    personal characteristics, traits or circumstances of an individual that are not relevant to valid
    university decision making.

3.23 Filing a Section 604 Petition for a Non-reappointment Review

3.3.1 A petition for a Non-reappointment Review must be filed within sixty (60) calendar days
of notice of the non-reappointment decision and must state the grounds for the petition—specifically, a
statement of the facts to support a claim that the non-reappointment decision was based on one or more
of the above-listed grounds in section 3.1. Filing occurs when the petition is provided to the Chair of the
Faculty. The petition must include.
3.3.2 The petition must include the following information:

3.3.2.1 A statement that the petitioner met with his or her department head and dean in an effort to resolve the matter, and the meeting was not successful.

3.3.2.2 The grounds for the petition, specifically, a statement of facts to support a claim that the non-reappointment decision was based on one or more of the above-listed grounds in paragraph 3.12 above.

3.3.2.3 The name of the person who was responsible for the alleged improper decision; such person is called the “respondent.” The Provost is a respondent in all non-reappointment decisions, however, a Department Head and/or Dean may be named as a co-respondent if he/she materially contributed to the violation of rights alleged in the petition. Other persons may not be named as respondents unless all parties agree.

3.34 Purpose of the Non-Reappointment Review.

3.4.1 The purpose of reviewing non-reappointment decisions is to determine if the decision resulted from one of the impermissible grounds set forth in subsection 3.12 above. The purpose is not to reverse the non-reappointment decision. A Review Panel may not second-guess professional academic judgments based on permissible considerations. A Review Panel cannot reverse a non-reappointment decision; rather, it can only recommend a reassessment of the decision if, based on its findings and conclusions, the Panel concludes that the petitioner showed by a preponderance of the evidence that the non-reappointment decision was caused by one or more of the impermissible grounds listed in section 3.1, the non-reappointment decision may be subject to reassessment.

4. SECTION 607 EMPLOYMENT RELATED GRIEVANCES (SECTION 607)

4.1 Who May Grieve.

4.1.1 Section 607 Any faculty member may seek redress through an employment-related grievances pursuant to Section 607 of The Code may be filed by any faculty member (“grievant”) during his/her employment at NC State (“Grievance”). If the grievant is separated from employment while the grievance is pending, the grievance must be dismissed as being administratively closed. Thefaculty member who seeks review of a decision that adversely affected his/her employment is the grievant. If the grievant is separated from employment while the grievance is pending, the grievance must be dismissed as being administratively closed.

4.1.2 If the grievant is separated from employment while the grievance is pending, the grievance must be dismissed unless the Chancellor in his/her discretion decides it is in the university’s best interest to allow the grievance to continue.

4.1.2 What May and May Not Be Grieved.
4.2.1 What May Be Grieved—General Grievances.

4.2.1.1 Section 607 General Grievances are limited to matters directly related to a faculty member’s employment status and institutional relationship within NC State, provided that:

- 4.2.1.1a The faculty member has been adversely affected in professional or academic capacity, and

- 4.2.1.1b The adverse affectation is due to an administrator’s decision(s) that is alleged to violate the law, or a university policy, regulation, or rule (PRR), or commonly shared understandings within the academic community about the rights, privileges and responsibilities attending university employment.

The administrator who made the decision that adversely affected the faculty member shall be the respondent.

4.2.2 What May Be Grieved—Post-Tenure Review Grievances.

4.2.2.1 Section 607 A tenured faculty member may file a grievance for a post-tenure review decision on the grounds that the decision, with an overall finding of “does not meet expectations,” was based on one or more of the following:

- 4.2.2.1a The procedures followed to reach the decision materially deviated from prescribed procedures such that doubt is cast on the integrity of the post-tenure review decision; or

- 4.2.2.1b The exercise by the faculty member of rights guaranteed by the First Amendment to the United States Constitution, or by Article I of the North Carolina Constitution; or

- 4.2.2.1c The faculty member’s race, color, sex, religion, creed, national origin, age, disability, veteran’s status, genetic information, sexual orientation, or other forms of discrimination prohibited under policies adopted by campus Boards of Trustees; or

- 4.2.2.1d Personal malice. The term “personal malice” means dislike, animosity, ill-will, or hatred based on personal characteristics, traits or circumstances of an individual that are not relevant to valid university decision-making.

4.2.2.1e The department head administrator who made the determination of an overall “does not meet expectations” for a faculty member’s post-tenure review will be the respondent in the post-tenure review grievance. Members of the post--tenure review committee may be called as witnesses by either the respondent or the grievant party.

4.2.3 What May Not Be Grieved:
4.2.3.1 Dissatisfaction with the general application of a university, college or department policy, regulation, or rule (PRR) challenged on the grounds that the PRR itself is unfair or inadvisable;

4.2.3.2 Non-renewal or non-extension of a contract upon expiration of an existing contract for non-tenure-track faculty;

4.2.3.3 Complaints, grievances or appeals that are subject to another university procedure or within the jurisdiction of another university committee, (e.g., research misconduct complaints, intellectual property determinations, campus police trespass appeals, Section 603 discharge or sanction cases, etc.).

4.2.3.4 Claims for compensatory or punitive damages that can be filed with the North Carolina Industrial Commission.

4.3 Status of Grievances Where Other Proceedings Are Pending.

4.3.1 If a grievant is named in a UNC Code Section 603 proceeding for discharge for cause or imposition of other serious sanction, the grievance will be dismissed if it relates to the Section 603 proceeding. If the grievance is unrelated to the Section 603 proceeding, it will be held in abeyance until the conclusion of the Section 603 proceeding. If the Section 603 proceeding results in discharge, the Section 607 grievance must be dismissed. If it does not result in discharge, the Section 607 grievance may proceed after the final decision at NC State in the Section 603 proceeding.

4.4 Filing a 607 Grievance.

4.4.1 A Grievance must be filed within sixty (60) calendar days from when of the alleged adverse action that is the basis of the grievance the grievant knew or should have known of the decision being grieved. Filing occurs when the written grievance is provided to the Faculty Grievance/Review Chair of the Faculty and to the respondent administrator.

4.4.1.1 The grievance must include the following:

4.4.1.1a A statement that the grievant met with the Department Head and Dean, or other responsible administrator, in an effort to resolve the matter, and the meeting was not successful.

4.4.1.1b The nature and grounds for the grievance, specifically, meaning a statement of facts to support a claim that the administrator's decision:

- For being grieved (for general grievances) General Grievances: violated the law, or a university policy, regulation, or rule (PRR) and how the decision adversely affected the grievant's rights under particular laws or policies, and how the grievant has been adversely affected; or

- For (for Post-Tenure Review Grievances): was based on one or more of the same grounds as for a non-reappointment review (see above-listed bulleted items in section 3.1)
4.4.1.1c The Grievance must also include the name of the person(s) administrator responsible for the alleged improper decision. Such person is called (the “respondent”). However, persons may be named as respondents only if they were active and substantial participants in the decision being grieved. Lastly, the form must include the redress or relief sought.

4.4.1.1d The redress sought.

4.45 Purpose of the 607 Grievance.

4.5.1 The purpose of a Grievance is to determine whether the grievant has been adversely affected by an administrative decision that violates his or her rights under subsection 4.2.1 or 4.2.2 above. For post-tenure review Grievances, the purpose is not second-guess professional academic judgments based on permissible considerations.

4.5 Non-Grievable Matters.

Issues or actions that are not grievable under this policy include:

- Dissatisfaction with the general application of a university, college or departmental policy, regulation, or rule (PRR);

- Non-renewal or non-extension of an existing fixed term appointment for non-tenure track faculty upon expiration of the term; and

- Complaints, grievances or appeals that are subject to another university procedure or within the jurisdiction of another university committee, (e.g., research misconduct complaints, intellectual property determinations, campus police trespass appeals, Section 603 discharge or sanction cases, etc.).

4.6 Grievances (Section 607) and Discharge/Imposition of Serious Sanctions (Section 603) of The Code

If a grievant is named in a proceeding pursuant to Section 603 of The Code for discharge for cause or imposition of other serious sanction, the grievance will be dismissed if it relates to the Section 603 proceeding. If the grievance is unrelated to the Section 603 proceeding, it will be held in abeyance until the conclusion of the Section 603 proceeding. If the Section 603 proceeding results in discharge, the Section 607 grievance will be dismissed. If the Section 603 proceeding does not result in discharge, the Section 607 grievance may proceed.

5. PROCEDURES FOR GRIEVANCES (SECTION 607) AND NON-REAPPOINTMENT REVIEWS (SECTION 604)

The procedures for Grievances and Non-Reappointment Reviews—including the specific steps in those processes—are contained in this policy’s companion regulation, NCSU REG 04.25.04 (Faculty Grievance and Non-Reappointment Review Procedures). Faculty members interested in pursuing a petition for a Non-Reappointment Review or a Grievance should refer to that regulation.
5.4 Forming the Review Panel or Grievance Panel.

5.4.1 Unless the matter is resolved under subsection 5.2 or 5.3 above, the Chair of the Faculty shall direct the Chair of the 604/607 Committee to form a sub-committee for each case. The sub-committee shall be called the “Review Panel” (for Section 604 reviews) or the “Grievance Panel” (for Section 607 grievances). Each panel shall be selected from members of the 604/607 Committee, and shall consist of three (3) members plus a non-voting Chair.

6. REVIEW OR GRIEVANCE PANEL CHAIR

6.1 The Chair of the Review or Grievance Panel shall determine all procedures for the review or grievance process, unless otherwise indicated in this policy. The Chair shall set the schedule for the review or grievance proceeding, and the order of presentation at the hearing. The Chair is responsible for logistics (e.g., reserving a room and obtaining a court reporter). The Chair is responsible for maintaining all records of the review or grievance proceeding, for compiling the official record to transmit to the Chancellor, and for writing a report of the Review or Grievance Panel’s recommended findings and conclusions for transmission to the Chancellor.

7. REVIEW OR GRIEVANCE PANEL

7.1 Jurisdiction.

7.1.1 The first action of the Review or Grievance Panel shall be to determine if the petition or grievance was filed on time and if it has stated proper grounds. The Review or Grievance Panel may ask the parties for more information about timeliness and the grounds for the petition or grievance, but shall endeavor to make a decision regarding jurisdiction within five (5) business days after the next regularly scheduled meeting of the standing 604/607 Committee. If the Review or Grievance Panel determines that it has jurisdiction over some or all the petition or grievance, the matter proceeds to hearing. If the Review or Grievance Panel determines the matter was not filed on time or has not stated proper grounds, then it shall submit the record of the proceeding and a report to the Chancellor recommending dismissal of the petition or grievance, with copies to the parties.

7.2 Role of the Review or Grievance Panel.

7.2.1 The Review or Grievance Panel is responsible for receiving relevant evidence, making findings of fact, and providing advice to the Chancellor on the merits of the faculty member’s allegations.

8. PROCEDURES FOR SECTION 604 REVIEWS AND SECTION 607 GRIEVANCE HEARINGS

8.1 Attorneys and Observers.

8.1.1 Each party may bring one observer to the hearing, provided the Chair of the Review or Grievance Panel has been notified in advance as set out below. If there are multiple respondents, each may bring
one observer. Observers may be attorneys; however, observers may not participate in the hearing and attorney representation before the Review or Grievance Panel is not allowed. Observers may not be witnesses for a party.

8.2 Respondent Statement and Exchange of Exhibits and Witness Lists.

8.2.1 If the Review or Grievance Panel determines there is jurisdiction and the matter should proceed to hearing, it shall so notify the parties (petitioner or grievant and respondent(s)). The notice shall also require the respondent(s) to file a written response to the petition or grievance, including a brief statement of facts for each element of the petition or grievance that the respondent denies, and the name of any observer for the respondent. This response must be provided to the Chair of the Review or Grievance Panel and the petitioner or grievant within five (5) business days of respondent’s receipt of the Panel’s decision on jurisdiction.

8.2.2 The Chair of the Review or Grievance Panel shall require the parties to exchange witness lists and copies of exhibits the parties wish to introduce as evidence, and the committee chair shall specify that the exchange occur a certain number of days in advance of the hearing, with a copy to be provided to the Chair. The Chair may not share the exhibits with the other members of the Panel, but may make sufficient copies for the court reporter and other Panel members in the event the exhibits are offered and accepted into evidence at the hearing.

8.3 Evidence.

8.3.1 The Chair of the Review or Grievance Panel shall decide whether to exclude evidence (including testimony) if it is unduly repetitious, immaterial, irrelevant, or abusive. If evidence is offered by a party but excluded from consideration by the Chair of the Review or Grievance Panel, it must be preserved as part of the record for review.

8.3.2 Testimony must be recorded by reliable means such as a court reporter, and transcripts should be provided to the parties upon request as soon as available.

8.4 Ex parte communications are prohibited.

8.4.1 There may be no communications between Panel members and other persons involved in the review or grievance proceeding, regarding the subject matter of the review or grievance, except (1) in the hearing or in written documents (including email) copied to all parties, or (2) after the Panel issues its report to the Chancellor.

8.5 Prompt Hearing.

8.5.1 The Chair of the Review or Grievance Panel shall schedule the hearing as soon as possible after the exchange of witness lists and exhibits, allowing the parties at least three (3) business days after the exchange, but preferably no more than ten (10) business days. Timing of exhibit exchange and hearings may be extended where there is a good reason.

9. PANEL REPORT
9.1 Dismissals for Lack of Jurisdiction.

9.1.1 If the Review or Grievance Panel decides the petition or grievance was not filed on time or was not based on proper grounds, it shall proceed as set forth in subsection 7.1 above.

9.2 Cases that Proceed to Hearing.

9.2.1 The Review or Grievance Panel shall meet to deliberate after the hearing. It shall make findings of fact on the allegations presented in the petition or grievance and the responses thereto, make recommended conclusions on whether the petitioner has proven by the preponderance of the evidence that the non-reappointment decision resulted from improper grounds as set out in part 3.2 above (for Section 604 reviews) or whether the grievant has proven by the preponderance of the evidence that he/she has been aggrieved as set out in parts 4.2.1 or 4.2.2 above (for Section 607 grievances), and shall make recommendations to the Chancellor and/or appropriate administrator for resolution of the matter. The Review or Grievance Panel report shall be drafted by the Chair of the Review or Grievance Panel. Dissenting members of the Panel may file their own reports.

9.2.2 For Section 604 reviews, the Chair shall provide the official record and the Panel report to the Chancellor, and at the same time shall provide a copy of the report to the parties within 14 business days after the hearing.

9.2.3 For 607 grievances, the Chair shall provide a copy of the report to the parties and the administrator with the authority to make an adjustment based on the report, within 14 business days after the hearing. The Chair shall provide the official record and the Panel report to the Chancellor, and at the same time shall provide a copy of the report to the parties, if the responsible administrator has not accepted and acted upon the recommended adjustment within 14 business days of receiving the report.

106. CHANCELLOR’S DECISION

10.1 The Chancellor shall issue the final decision for any Non-Reappointment Review or Grievance if the matter proceeds to a Non-Reappointment Review or Grievance Panel. The Chancellor shall base his/her decision on his/her review of the official record and the panel report of the Review or Grievance Panel and his/her review of the record of the hearing. The Chancellor may, in his/her discretion, consult with the Review or Grievance Panel before making a decision. While the Chancellor should give appropriate deference to the advice of the Panel’s findings and recommendations of the Panel, the final campus-based decision is the Chancellor’s. The decision shall set out appeal rights if the decision is not in favor of the petitioner or grievant. The Chancellor’s decision shall be provided to the parties in writing with a method that provides documentation of delivery or attempted delivery within 60 days following receipt of the official record and panel report of the Review or Grievance Panel.

117. APPEALS

11.7.1 Section 604 Appeals of Chancellor’s Decision on Non-reappointment (Section 604).
11.17.1.1 A petitioner who wishes to appeal the Chancellor's decision must file written notice of appeal with the UNC Board of Governors within ten (10) calendar days of receipt of the Chancellor’s decision by submitting such notice to the President of the University of North Carolina, by certified mail, return receipt requested, or by another means that provides proof of delivery, within ten (10) calendar days of receipt of the Chancellor's decision.

11.17.1.2 Appeals may be made to the Board of Governors only on the following grounds: (a) the campus process or decision had material procedural errors, (b) the campus process or decision was clearly erroneous, or (c) the campus process or decision was contrary to controlling law or policy.

11.17.1.3 The notice of appeal should consist of a brief explanation of why the Chancellor's decision is in error, consistent with the grounds for appeal noted immediately below. The President will notify the petitioner if the Board of Governors will consider the appeal, what additional documents may be required, and what additional procedures may apply.

11.17.2 Appeals of Chancellor’s Decision on Grievances (Section 607) Appeals.

11.17.2.1 If the Grievance Panel did not find that an adjustment in favor of the grievant was appropriate and the Chancellor upholds the Grievance Panel’s recommended decision, the Chancellor’s decision is final and may not be appealed. If the Grievance Panel did find that an adjustment in favor of the grievant the Grievance Panel’s recommended decision includes a suggested resolution, but the Chancellor’s decision does not find in favor of the grievant, was appropriate and neither the respondent nor the Chancellor made an adjustment recommended by the Panel in favor of the grievant, the grievant may appeal the Chancellor’s decision. Appeals shall be to the Board of Trustees, and shall be filed by submitting the written notice of appeal to the Chancellor, certified mail, return receipt requested, or by another means that provides proof of delivery, within ten (10) calendar days after receipt of the Chancellor’s decision. The notice of appeal should consist of a brief explanation of why the Chancellor’s decision is in error.

11.17.2.2 Grounds for an appeal are limited to showing that the Chancellor’s decision was clearly erroneous, that it violated applicable federal or state law or university policies or regulations, or that the process used in deciding the grievance was materially flawed.

11.17.2.3 The decision of the Board of Trustees shall be the final university decision. Any further review must be conducted pursuant to applicable law.

REPORT OF THE FACULTY GRIEVANCE/REVIEW COMMITTEE CHAIR
The Faculty Grievance/Review Committee Chair, together with the Chair of the Faculty, shall make an annual report to the Faculty Senate and the Chancellor concerning the Non-Reappointment Review and Grievance process. This report shall summarize, without disclosing specific details, the types of grievances considered, findings by categories and final administrative decisions. As necessary, the Faculty Grievance/Review Committee Chair shall convene a meeting of the Faculty Senate Governance and Personnel Policy Committee and the Faculty Grievance/Review Committee for the purpose of considering any proposed revisions to the Non-Reappointment Review and Grievance procedure for faculty.

121098. DELEGATION TO CHANCELLOR

121098.1 The Chancellor is authorized to establish regulations to implement this policy, provided the regulations are not inconsistent with the UNC Code or this policy. The Faculty Senate shall be consulted in the review of regulations associated with this policy.

121098.2 The Chancellor may grant exceptions to this policy in any case where following the policy would result in substantial unfairness (e.g., if the Chancellor has a conflict of interest, another decision-maker may be designated). Any such exception should be reported to the Board of Trustees, Chair of the Faculty, Faculty Grievance/Review Committee Chair of the 604/607 Committee, the Non-Reappointment Review/Grievance Panel Chair of the Review or Grievance Panel, and the parties.
1. INTRODUCTION

The purpose of this policy is to provide an internal university process for the good faith resolution of employment-related faculty issues. Employment related faculty issues covered by the Code of the Board of Governors of the University of North Carolina (The Code) include (a) grievances in which a faculty member seeks redress concerning general employment-related actions including post-tenure review and denial of promotion (Section 607 of The Code) and (b) reviews of non-reappointment decisions of tenure-track faculty members (Section 604 of The Code). This policy implements the general requirements set forth in The Code, while NCSU REG 04.25.04 (Faculty Grievance and Non-Reappointment Review Procedures) establishes the procedures to be followed for a grievance or non-reappointment review including but not limited to the specific steps involved for the entire grievance or review process.
2. FACULTY GRIEVANCE/REVIEW COMMITTEE

2.1 Faculty Grievance/Review Committee Membership

There shall be a standing university committee elected by the General Faculty and designated as the Faculty Grievance/Review Committee. Each college shall elect two (2) members of the General Faculty to serve; at least one member must be a tenured associate or full professor. The General Constituency shall elect two (2) members to serve. The Faculty Grievance/Review Committee may not include anyone with an administrative appointment. Committee members will be elected to an initial two-year term and may be eligible for re-election to an additional two-year term. After serving two consecutive terms, a faculty member can become eligible for re-election after a break of one year. Elections shall be held annually and the terms of the members shall be staggered. The timing of and procedures for elections shall coincide with the elections for the Faculty Senate. Members of the Faculty Grievance/Review Committee must complete annual training from the Office of General Counsel before serving on a grievance or review panel.

2.2 Faculty Grievance/Review Committee Chair

The Chancellor shall appoint a chair of the Faculty Grievance/Review Committee from the elected members after conferring with the Chair of the Faculty. The Faculty Grievance/Review Committee Chair shall be appointed for a two-year term; if the Chair is unable to complete the two-year term, the Chancellor shall confer with the Chair of the Faculty and appoint a new Faculty Grievance/Review Committee Chair from the Faculty Grievance/Review Committee to finish the term. The Faculty Grievance/Review Committee Chair shall be responsible for appointing members from the Grievance/Review Committee to serve on panels to hear faculty grievances or reviews. The Faculty Grievance/Review Committee Chair shall also be responsible for making an annual report to the Faculty Senate and the Chancellor concerning the review and grievance process. As necessary, the Faculty Grievance/Review Committee Chair may, in collaboration with the Faculty Senate Governance and Personnel Policy Committee, conduct a periodic review of the grievance and review process for the purpose of considering any proposed revisions to this policy or any accompanying regulations.

3. REVIEWS OF NON-REAPPOINTMENT DECISIONS (SECTION 604)

Reviews of non-reappointment decisions (including a denial of tenure) pursuant to Section 604 of The Code may be sought by tenure-track faculty members (“Non-Reappointment Review”). The faculty member who seeks a Non-Reappointment Review is the petitioner.

3.1 Grounds for Non-reappointment Review

A Non-Reappointment Review may proceed only on the grounds that the non-reappointment decision was based on one or more of the following:

- The procedures followed to reach the decision materially deviated from prescribed procedures such that doubt is cast on the integrity of the decision not to reappoint;
• The exercise by the faculty member of rights guaranteed by the First Amendment to the United States Constitution, or by Article I of the North Carolina Constitution;

• Discrimination as defined and prohibited by NCSU POL 04.25.05 (Equal Opportunity and Non-Discrimination Policy); or

• Personal malice, which is dislike, animosity, ill-will, or hatred based on personal characteristics, traits or circumstances of an individual that are not relevant to valid university decision making.

3.2 Filing a Petition for a Non-Reappointment Review

A petition for a Non-Reappointment Review must be filed within sixty (60) calendar days of notice of the non-reappointment decision and must state the grounds for the petition—specifically, a statement of the facts to support a claim that the non-reappointment decision was based on one or more of the above-listed grounds in section 3.1. The petition must include the grounds for the petition, specifically, a statement of facts to support a claim that the non-reappointment decision was based on one or more of the above-listed grounds in section 3.1.

3.3 Purpose of the Non-Reappointment Review.

The purpose of reviewing non-reappointment decisions is to determine if the decision resulted from one of the impermissible grounds set forth in section 3.1. The purpose is not to second guess professional academic judgments based on permissible considerations. A non-reappointment decision cannot be reversed as the result of a review, rather where the petitioner shows by a preponderance of the evidence that the non-reappointment decision was based on one or more of the impermissible grounds listed in section 3.1, the non-reappointment decision may be subject to reassessment.

4. EMPLOYMENT RELATED GRIEVANCES (SECTION 607)

Any faculty member may seek redress through an employment-related grievance pursuant to Section 607 of The Code during the faculty member’s employment at NC State (“Grievance”). The faculty member who seeks review of a decision that adversely affected his/her employment is the grievant. If the grievant is separated from employment while the grievance is pending, the grievance must be dismissed as being administratively closed.

4.1 General Grievances

General Grievances are limited to matters directly related to a faculty member’s employment status and institutional relationship within NC State, provided that:

• The faculty member has been adversely affected in professional or academic capacity, and

• The adverse action is due to an administrator’s decision that is alleged to violate the law, or a university policy, regulation, or rule (PRR).
The administrator who made the decision that adversely affected the faculty member shall be the respondent.

4.2 Post-Tenure Review Grievances

A tenured faculty member may file a Grievance for a post-tenure review decision with an overall finding of “does not meet expectations” based on one or more of the same grounds as for a non-reappointment review (see above-listed bulleted items in section 3.1).

The administrator who made the determination of an overall “does not meet expectations” for a faculty member’s post-tenure review will be the respondent in a post-tenure review grievance. Members of the post-tenure review committee may be called as witnesses by either party.

4.3 Filing a Grievance

A Grievance must be filed within sixty (60) calendar days of the alleged adverse action that is the basis of the Grievance. The Grievance must include the grounds for the Grievance, meaning a statement of facts to support a claim that an administrator’s decision:

- **For General Grievances:** violated the law, or a university policy, regulation, or rule (PRR) and how the decision adversely affected the grievant; or

- **For Post-Tenure Review Grievances:** was based on one or more of the same grounds as for a non-reappointment review (see above-listed bulleted items in section 3.1)

The Grievance must also include name of the administrator responsible for the alleged improper decision (the respondent). Persons may be named as respondents only if they were active and substantial participants in the decision being grieved. Lastly, the form must include the redress or relief sought.

4.4 Purpose of the Grievance

The purpose of a Grievance is to determine whether the grievant has been adversely affected by an administrative decision under section 4.1 or 4.2. For post-tenure review Grievances, the purpose is not to second guess professional academic judgments based on permissible considerations.

4.5 Non-Grievable Matters.

Issues or actions that are not grievable under this policy include:

- Dissatisfaction with the general application of a university, college or departmental policy, regulation, or rule (PRR); and

- Non-renewal or non-extension of an existing fixed term appointment for non-tenure track faculty upon expiration of the term; and
• Complaints, grievances or appeals that are subject to another university procedure or within the jurisdiction of another university committee, (e.g., research misconduct complaints, intellectual property determinations, campus police trespass appeals, Section 603 discharge or sanction cases, etc.).

4.6 Grievances and Discharge/Imposition of Serious Sanctions (Section 603) of The Code

If a grievant is named in a proceeding pursuant to Section 603 of The Code for discharge for cause or imposition of other serious sanction, the Grievance will be dismissed if it relates to the Section 603 proceeding. If the Grievance is unrelated to the Section 603 proceeding, it will be held in abeyance until the conclusion of the Section 603 proceeding. If the Section 603 proceeding results in discharge, the Grievance will be dismissed. If the Section 603 proceeding does not result in discharge, Grievance may proceed.

5. PROCEDURES FOR GRIEVANCES AND NON-REAPPOINTMENT REVIEWS

The procedures for Grievances and Non-Reappointment Reviews—including the specific steps in those processes—are contained in this policy’s companion regulation, NCSU REG 04.25.04 (Faculty Grievance and Non-Reappointment Review Procedures). Faculty members interested in pursuing a petition for a Non-Reappointment Review or a Grievance should refer to that regulation.

6. CHANCELLOR’S DECISION

The Chancellor shall issue the final decision for any Non-Reappointment Review or Grievance if the matter proceeds to a Non-Reappointment Review or Grievance Panel. While the Chancellor should give appropriate deference to the Panel’s findings and recommendations, the final campus-based decision is the Chancellor’s.

7. REPORT OF THE FACULTY GRIEVANCE/REVIEW COMMITTEE CHAIR

The Faculty Grievance/Review Committee Chair, together with the Chair of the Faculty, shall make an annual report to the Faculty Senate and the Chancellor concerning the Non-Reappointment Review and Grievance process. This report shall summarize, without disclosing specific details, the types of grievances considered, findings by categories and final administrative decisions. As necessary, the Faculty Grievance/Review Committee Chair shall convene a meeting of the Faculty Senate Governance and Personnel Policy Committee and the Faculty Grievance/Review Committee for the purpose of considering any proposed revisions to the Non-Reappointment Review and Grievance procedure for faculty.

8. DELEGATION TO CHANCELLOR

8.1 The Chancellor is authorized to establish regulations to implement this policy, provided the regulations are consistent with the UNC Code or this policy. The Faculty Senate shall be consulted in the review of regulations associated with this policy.
8.2 The Chancellor may grant exceptions to this policy in any case where following the policy would result in substantial unfairness (e.g., if the Chancellor has a conflict of interest, another decision-maker may be designated). Any such exception should be reported to the Faculty Grievance/Review Committee Chair, the Non-Reappointment Review/Grievance Panel Chair, and the parties.
Management Flexibility Related Policies

**UNC Policy 600.3.4 – Granting of Management Flexibility to Appoint and Fix Compensation**

**NCSU Policy 04.25.05 - Equal Opportunity and Non-Discrimination Policy**

**NCSU Policy 05.15.03 – Non-Salary and Deferred Compensation**

**NCSU Policy 05.20.01 – Appointment, Reappointment, Promotion and Permanent Tenure**

**NCSU Policy 05.55.01 – Search and Selection Procedures for Senior Academic and Administrative Officers (Tier I)**

**NCSU Policy 01.05.01 - Board of Trustees (BOT) Bylaws, Appendix 1, Section V**

**NCSU Policy 05.20.02 – Emeritus/Emerita Status for Faculty and Senior Administrators**

**NCSU Regulation 01.20.01 - Delegation of Authority, section 4.2**
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<td>Setting the initial compensation for faculty members with permanent tenure</td>
<td>Provost</td>
<td>Provost</td>
</tr>
<tr>
<td></td>
<td>Establish faculty salary ranges</td>
<td>Chancellor</td>
<td>Chancellor</td>
</tr>
<tr>
<td></td>
<td>Recommendation for a salary increase that results in exceeding faculty salary ranges</td>
<td>Chancellor</td>
<td>Chancellor</td>
</tr>
</tbody>
</table>

- Chairman, Director of Libraries, Vice Chancellor, Director of Athletics, Provost or Chancellor approval depending whose authority the employment falls under.
- **All actions must be approved by BOT prior to being submitted to BOG for final approval.**
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### Delegation of Authority for Actions on: Non-Tenure Track Faculty

<table>
<thead>
<tr>
<th>Type of Action</th>
<th>ACTION</th>
<th>FINAL APPROVAL AUTHORITY</th>
<th>Notification Issued By</th>
<th>Guiding Policy - Source Documents</th>
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<tr>
<td>ESTABLISH POSITION</td>
<td>Non-Tenure Track (NTT)</td>
<td>Dean/Dir Libraries, Dir of Athletics, Vice Chancellor</td>
<td>Chancellor, BOT</td>
<td>NC State PRR - Delegation of Authority to Appoint and to Determine Compensation for Employees Exempt from the State Personnel Act (EPA), REG 01.20.01, sections 3.2.1 and 3.3.3</td>
</tr>
<tr>
<td>APPOINTMENT / REAPPOINTMENT</td>
<td>Appointment/Reappointment of an employee to a non-tenure track faculty appointment</td>
<td>Dean/Dir Libraries, Dir of Athletics, Vice Chancellor</td>
<td>Chancellor, BOT</td>
<td>NC State PRR - Non-Tenure Track Faculty Ranks and Appointments, POL 06.00.34, section 3.1</td>
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<tr>
<td>PROMOTION</td>
<td>Promotion of a faculty member holding a non-tenure track faculty appointment</td>
<td>Dean/Dir Libraries</td>
<td>Chancellor</td>
<td>NC State PRR - Delegation of Authority to Appoint and to Determine Compensation for Employees Exempt from the State Personnel Act (EPA), REG 01.20.01, sections 3.2.1 and 3.3.3</td>
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<tr>
<td>CONFERRAL OF EMERITUS STATUS</td>
<td>Conferral of emeritus faculty status</td>
<td>Chancellor</td>
<td>Chancellor</td>
<td>NC State PRR - Emeritus Emerita Faculty Status for Faculty and Senior Administrators, POL 06.00.20</td>
</tr>
<tr>
<td>DISCONTINUATION OF APPOINTMENT</td>
<td>Discontinuation of an &quot;at will&quot; adjunct faculty appointment</td>
<td>Provost</td>
<td>Chancellor</td>
<td>NC State Provost SOP - Granting Emeritus Emerita Faculty Status, section 16</td>
</tr>
<tr>
<td>SALARY RANGES &amp; SALARY ADJUSTMENTS</td>
<td>Recommendation for a salary increase that would not result in a salary that is both at least 15% and at least $10,000 above the previous June 30 salary</td>
<td>Dean/Dir Libraries, Dir of Athletics, Vice Chancellor</td>
<td>Chancellor</td>
<td>NC State PRR - Delegation of Authority to Appoint and to Determine Compensation for Employees Exempt from the State Personnel Act (EPA), REG 01.20.01, section 5</td>
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<td>Chancellor</td>
<td>NC State PRR - Board of Trustees (BOT) Bylaws, Pol 01.05.01, Appendix I (V) (a) (ii)</td>
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<td>Setting the initial compensation for non-tenure track faculty members</td>
<td>Dean/Dir Libraries</td>
<td>Chancellor</td>
<td>UNC Policy Manual 100.1, Appendix IA</td>
</tr>
</tbody>
</table>

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*** The Chancellor has delegated authority to the Deans/Vice Chancellors for salary increases less than 15% and $10,000 of the previous June 30th salary. Authority for increases greater than or equal to 15% and at least $10,000 above the previous June 30th salary have not been delegated by the BOT/BOG, except for those approved by the President of the UNC system and funded through the Faculty Recruitment and Retention Fund.

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**Last revised 11/04/2014**
<table>
<thead>
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<th>Type of Action</th>
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<td>ESTABLISH POSITION</td>
<td>Provost, Vice Chancellors and Deans (SAAO Tier I)</td>
<td>X President</td>
<td>UNC Policy Manual 300.1.1, section 1.A</td>
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<td></td>
<td>Directors of major administration, education, research and public service activities (SAAO Tier I)</td>
<td>X Chancellor</td>
<td>UNC Policy Manual 100.1, Appendix I.A.1</td>
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<td></td>
<td>Assistant and associate vice chancellors, assistant and associate provosts, and assistant and associate deans, etc. (SAAO Tier II)</td>
<td>X President</td>
<td>UNC Policy Manual 300.1.1, section 1.B</td>
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<tr>
<td></td>
<td>Members of the Chancellor’s professional staff (SAAO Tier II)</td>
<td>X President</td>
<td>UNC Policy Manual 300.1.1, section 1.B</td>
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<td></td>
<td>Positions responsible for administrative direction of separately designated divisions or departments commonly associated with institutions of higher education (SAAO Tier II)</td>
<td>X President</td>
<td>UNC Policy Manual 300.1.1, section 1.B</td>
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<td></td>
<td>Positions who primarily responsibility is to attract external funds for and/or market the University (SAAO Tier II)</td>
<td>X President</td>
<td>UNC Policy Manual 300.1.1, section 1.B</td>
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<tr>
<td></td>
<td>Other positions characterized by active, continuing involvement in formulating, interpreting, and implementing institutional policy and exercise of substantial independence of administrative authority and discretion in areas such as program planning and design and allocation of resources (SAAO Tier II)</td>
<td>X President</td>
<td>UNC Policy Manual 300.1.1, section 1.B</td>
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<td>APPOINTMENT</td>
<td>Appointment (but not tenure) and initial salary/promotion of a Dean (conferral of academic tenure requires BOT approval)</td>
<td>X Chancellor</td>
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<td>REAPPOINTMENT</td>
<td>Appointment and initial salary/promotion of a Vice Chancellor</td>
<td>X Chancellor</td>
<td>UNC Policy Manual 600.3.4.C.2.c</td>
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<td>Appointment or reappointment to an SAAO Tier II position</td>
<td>X Dean/Dir Libraries, Vice Chancellor, Provost or Chancellor</td>
<td>UNC Policy Manual 300.1.1, section 3A</td>
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<td>DISCONTINUATION OF APPOINTMENT</td>
<td>Discontinuation of an “at will” EPA non-faculty appointment, including SAAO</td>
<td>X Provost</td>
<td>UNC Policy Manual 300.1.1, Section 3.A</td>
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<tr>
<td>CONFERRAL of EMERITUS STATUS</td>
<td>Conferral of emeritus status to an individual with an SAAO Tier I or Tier II appointment at retirement</td>
<td>X Tier II X Tier I</td>
<td>Provost</td>
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<td></td>
<td>Recommendation for a salary increase that would result in a salary that is both at least 15% and at least $10,000 above the previous June 30 salary</td>
<td>X Tier II X Tier II</td>
<td>Provost</td>
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<td>SALARY RANGES &amp; SALARY ADJUSTMENTS</td>
<td>Recommendation for a salary increase that would result in a salary that is both at least 15% and at least $10,000 above the previous June 30 salary</td>
<td>X Tier II X Tier II</td>
<td>Provost</td>
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<td>Establishment of SAAO salary ranges</td>
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<td>X Chancellor</td>
<td>UNC Policy Manual 300.1.1, Section 3.A</td>
</tr>
</tbody>
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<tr>
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<th>FINAL APPROVAL AUTHORITY</th>
<th>Notification Issued By</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESTABLISH POSITION</td>
<td>Instructional, Research, and Public Service (IRPS) EPA Professional (non-faculty)</td>
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<td>X</td>
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<tr>
<td>Physicians, Dentists, and Veterinarians</td>
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<tr>
<td>APPOINTMENT / CONTRACT EXTENSION</td>
<td>Appointment as an academic department head</td>
<td>X</td>
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</tr>
<tr>
<td>Appointment or contract extension as director of athletics</td>
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<tr>
<td>Appointment or contract extension as a head coach</td>
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<tr>
<td>Appointment as an EPA Professional (non-faculty)</td>
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<td>X</td>
</tr>
<tr>
<td>PROMOTION</td>
<td>Promotion of an EPA Professional (non-faculty)</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>DISCONTINUATION</td>
<td>Discontinuation of an &quot;at will&quot; EPA Professional (non-faculty) appointment</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Setting the initial compensation for EPA Professional (non-faculty)</td>
<td>X</td>
<td>X</td>
<td>X</td>
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FACULTY
SENATE
UPDATE
The last report to the Board of Trustees was submitted on January 24, 2016. Since that time, the following topics have been discussed at the full Faculty Senate:

1. Results of the COACHE Faculty Satisfaction Survey (Nancy Whelchel and Katharine Stewart). Background: Senators requested that we hear the results of the COACHE Faculty Satisfaction Survey that was conducted in 2014/2015.
2. Enhancing Graduate Student Success (Dean Maureen Grasso). Background: Senators requested that we invite Dean Grasso to share information about Graduate Education.
3. Academic Analytics: Where is the university going with this? (Mary Lelik) Background: Senators have expressed concern about potential reliance on academic analytics and over-reliance on analytics in general.
4. The Full Senate and the Executive Committee discussed changing the title of "Secretary of the Faculty." Background: Women faculty have stated on more than one occasion that they would not run for "Secretary" because of the title. Secretaries for this century have all been either men or librarians (or both). The concern is that we may be missing out on providing leadership opportunities for women in the senate if they are not comfortable with the current title. After considerable discussion, a vote was taken and approved (22 yes, 1 no, and 0 abstentions) to change the title to Associate Chair of the faculty. Jeannette Moore will work with the Executive Committee to revise the bylaws.

Other updates:

5. A suggestion had been made at a Faculty Senate meeting to remove the word "Dixie" from the Alma Mater. The Executive Committee discussed this at length, and it was recognized that this is a Student/Alumni issue more so than a Faculty Senate issue. The decision was made to not proceed through the Faculty Senate Executive Committee with a recommendation.
6. Scott Douglass, the new Vice Chancellor for Finance & Administration, introduced himself and made comments at the February 23 Faculty Senate meeting.

The Spring General Faculty Meeting was held on March 1, 2016. The faculty presented a plaque to Chancellor and Mrs. Woodson with the text of the Resolution of Appreciation recognizing their very generous donation to start the scholarship program that will provide $2,000 annually toward NC State University tuition for all dependents of faculty and staff employed full time for 3 or more years. Following the presentation of the plaque, Chancellor and Mrs. Woodson received a standing ovation. The featured speaker for the meeting was Vice Chancellor and Dean Mike Mullen, who gave a big picture overview of DASA (Division of Academic and Student Affairs) and the new University College. The two candidates for Chair-Elect of the faculty (Drs. Carolyn Bird and Sheila Smith McKoy) introduced themselves and made statements after Dr. Mullen's presentation.
Items planned for discussion at the remaining two Faculty Senate meetings include:

- It was announced this week that DASA (Division of Academic and Student Affairs) plans to take over a considerable amount of space in the DH Hill Library; senators want to learn more about this plan.
- The Academic Policy Committee's recommendations relative to UCCC (University Courses and Curricula Committee), CUE (Council on Undergraduate Education), and the General Education Program will be shared with the full Senate before Chair Moore forwards them to the Provost.
- The proposed new Drug and Alcohol Free Workplace regulation for NC State University employees is back at the committee level as of March 24; results of the March 29 committee discussion will be shared at the April 5 Faculty Senate meeting. There are still many contentious items in the proposed regulation.

For more information:
Agendas and all supporting materials are posted on the Faculty Senate website at:
http://www.ncsu.edu/faculty_senate/

Note: the web address for the Faculty Senate will change in May of 2016 as part of the security and other upgrades to the site. The three Faculty Senate committees are Governance and Personnel Policy (GovPP), Academic Policy (APC), and Resources and Environment (R&E); each discusses issues referred by the Faculty Senate Executive Committee (FS Exec), and the committee minutes are posted to the Faculty Senate website.

Respectfully Submitted by:
Jeannette A. Moore, Ph.D.
Professor of Animal Science and Alumni Distinguished Undergraduate Professor
Chair of the NC State University Faculty, 2015-2017
STAFF
SENATE
UPDATE
April 21, 2016

Honorable Trustees,

The NC State Staff Senate has been extremely busy discussing, addressing and resolving various staff concerns. Over the past several weeks we have passed several resolutions and have since forwarded them onto the Provost for review and response. Listed below are the resolutions/letter.

- **Staff Ombuds**: The Senate has received many concerns from staff across campus expressing the need for a Staff Ombuds person. Many staff have non-HR concerns and feel strongly that having an Ombuds, *like many other institutions of higher education have for their staff*, would be a wise step in the right direction by the university in showing support for staff. NC State currently has a Faculty and a Student Ombuds person.

- **Fair Wage Score Card**: The Executive committee has sent a letter in support of the UNC Staff Assembly’s letter to Interim President Gonzalez and now President Spellings addressing staff wages and leave. The letter asks her to address these concerns university wide.

- **Staff Diversity Director Position**: The current Director for Staff Diversity will be retiring in June and as of now, there are concerns that this position would not be funded in the future. The position went from 40 hours a week to 30 hours a week. This position has played a vital role in staff diversity initiatives as well as promoting education and events around the issues facing diversity and unrepresented groups on campus. The Senate strongly implores the university to continue this position in a full time capacity.

Several events occurred since my last presentation to this body.

- We have completed our nomination process and now are moving toward opening elections for new Senators for the terms (2016-2018). We have had a fair amount of responses and feel confident that we should be about to fill all the vacant seats.
- We are still in the process of amending our Bylaws and updating our Procedures Manual.
- The Staff Senate continued hosting a series of Lunch and Learn sessions across campus with topics of interest to staff.

Respectfully Submitted,

Wyona Goodwin
Chair, NC State Staff Senate
2015-2016
MEMORANDUM OF AGREEMENT FOR DUAL DEGREE PARTNERSHIP
Collaborative Academic Agreement

Establishment of a dual degree with N.C. State University requires completion of this MOA and signatory approval by the Provost. In addition, SACSCOC must be notified 6 months prior to implementation of this agreement.

Complete the following:

I. N.C. State Participation:

Level of Degree: BS  College Participating: COE  Other Participating College(s): N/A

Full Title of Degree Conferred (Include concentration title if applicable.): Bachelor of Science in Electrical Engineering

Name and contact information for the primary developer of Agreement: Alice Forgety, afforget@ncsu.edu, Director of Recruiting, Enrollment Management & Educational Partnerships
College of Engineering
North Carolina State University
Campus Box 7094, 120 Page Hall
919-515-3263 (phone) 919-515-8702 (fax)

II. Participating Partner Institution: If multiple partners, complete separate form for each.

Name of Partner Institution: University of North Carolina Pembroke
Location of Institution: Pembroke, NC

Name and contact information for the primary developer of this Agreement (include address, phone, email, etc.)
Meredith Storms - Interim Dean, College of Arts and Sciences,

UNC Pembroke, NC PO Box 1510, Pembroke, NC 28372
meredith.storms@uncp.edu, 910.521.6427(phone) 910.521.6638(fax)

Level of Degree: BS or Enter text

Full Title of Degree Conferred (Include concentration title if applicable):
Bachelor of Science in Applied Physics

Partner Institution Accreditation Status: Category 1 - Accredited by SACSCOC

Other Accreditation, Licensure or Approving Body Information (Ex: ABET, EQUIS/EFMD, AACSB):
Enter text

Duration of Agreement: (Minimum 5 years. Unless otherwise specified – prior to end of 5th year, agreement must be approved for extension.)
At least 5 years

III. Timeline:

Proposed Start Date of Agreement: 8/15/2016

Expected Date for recruitment and advertising: 8/15/2016

Expected Date of student matriculation/enrollment in dual degree program: 8/15/2016
Date UNCP students start in the dual degree program: 8/15/2016

IV. Attachments:

In addition to this MOA, attach other applicable documentation and list each attachment/appendices below:
(ex: Memorandum of Understanding (broad agreement of partnership), prospectus (if substantive change))

Attachments Included:

Attachment I – Dual Degree Curriculum Plan UNCP-NCSU
Attachment II – Appendix J
Attachment III – Memorandum of Understanding - Articulation of Dual Degree Procedures
V. Collaborative Objectives:

1. What is the purpose and benefits of the dual degree partnership? Increasing access, diversity and enrollment in a STEM discipline at both institutions.

2. What evidence of institutional/program comparability exists (rankings, joint faculty research, publications, etc.)? UNC Pembroke’s BS in Physics is an excellent match academically for a dual degree with NCSU’s BS in Electrical Engineering. There are many curricular areas of commonality. UNCP does not offer a degree in engineering. This dual degree program would offer educational enrichment and enhanced career opportunities for the degree recipients.

3. What are the areas of mutual interest? Past partnerships? Increasing diversity and enrollment in a STEM discipline. No previous dual degree program was available through the College of Engineering.

4. Provide a brief description of how this agreement advances the partner institution’s priorities? It offers their students a viable path to an engineering degree at a local university. It may also increase enrollment and graduation rates in the discipline of physics.

5. How does this agreement advance the mission of NC State University? In addition to promoting good will and access, it advances diversity in the College of Engineering.

6. How does this agreement advance the mission of the partnering College at NC State University? It increases the academic and career opportunities for its students in engineering, a discipline to which they would not otherwise have had access.

VI. Administration:

1. How was the proposed dual degree developed? Describe the process by which NC State faculty worked with the partner faculty to plan program content, select courses, and choose mode of delivery.

   A. Staff from Engineering Academic Affairs worked directly with representatives from UNCP to develop the initial curriculum, taking into account the requirements for both degrees and also making sure to include the required engineering transfer courses for NCSU admission. A couple of iterations on the proposed curriculum ensured completion of all prerequisites and graduation requirements from both institutions were met.

   B. Alice Forgety and Cecilia Townsend worked out the Electrical Engineering Curriculum Plan ensuring all prerequisites and degree requirements were met.

      Cecilia Townsend – Coordinator of Undergraduate Programs, ECE department,
      Alice Forgety – Director of Educational Partnerships, College of Engineering Academic Affairs.

   C. We held a joint meeting on 10-7-15 at UNCP to hone details. NCSU representatives present at the meeting were as follows:

      Jerome Lavelle – Associate Dean of Academic Affairs, College of Engineering
      Alice Forgety – Director of Educational Partnerships, College of Engineering Academic Affairs.

      UNCP representatives present were:

      Meredith Storms - Interim Dean, College of Arts and Sciences
      Sivanandane Mandjiny - Chair, Department of Chemistry and Physics
      Jose D’Arruda – Professor of Physics
      Elizabeth Normandy – Associate Vice Chancellor of Planning and Accreditation

2. How will the proposed program be administered? Include detail regarding each partner responsibilities related to administration, academic policy enforcement, logistics, and student recruitment, registration, admissions. Attach organizational chart if applicable.

   Students shall meet required transfer courses prior to admission into the College of Engineering and then apply to transfer to NCSU. Admission to the NCSU College of Engineering is dependent on GPA and the successful
completion of a set of required courses. Refer to the College of Engineering transfer website for a list of the current requirements: http://www.engr.ncsu.edu/academics/undergrad/admission/transfer-admission

To help insure the admission and academic success of participating students, University of North Carolina Pembroke and North Carolina State University agree to develop, maintain, and improve continuously program management and reporting as outlined below.

Each institution will:

1. Appoint a program coordinator to coordinate activities, monitor student progress, and evaluate the program.

2. Appoint an advisor for each participating student

3. List the program in the appropriate publications of the institution

4. Exchange regularly updated copies of its general catalogs and any other publications which may be helpful in advising students

5. Exchange dual degree program forms and applications as appropriate

6. Provide timely information about significant changes in the program of study that relate to the preparation of participating students.

7. Share monitoring information about newly admitted students and progress information about continuing students in the program.

8. Meet and discuss program activity at least once annually

9. The program coordinators from each institution will assess the program annually in collaboration with participating faculty, advisors, and students to continuously improve the program.

3. How will tuition and fees be coordinated? Tuition and fees do not need to be coordinated in any special manner for students in this transfer program. When enrolled as UNCP students, they will pay UNCP tuition and fees. After transferring to NCSU, they will pay NCSU tuition and fees. For enrollment funding purposes, once students have transferred to NCSU, they will be counted at NCSU and are not to be counted at UNCP.

4. Proposed NC State SIS code for designated students participating in dual degree. (max 10 char) Enter text

NDS until admitted. Once admitted: 14EEBS

VII. NC State Policy Disclaimer for this agreement:

“Students participating in this coordinated dual degree program will be subject to all applicable N.C. State University policies and regulations.”

Yes

VIII. Expected Annual Faculty/Student Participation:

<table>
<thead>
<tr>
<th>N.C. State</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
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<tbody>
<tr>
<td>Students</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>
IX. CURRICULUM DESIGN:

1. Provide an overview of how the degree requirements for each institution will be completed as part of this dual arrangement. Students will spend about 3 years at UNCP completing physics degree requirements and NCSU engineering minimum transfer admission requirements. They will then spend about 2 years at NCSU completing electrical engineering degree requirements as well physics course requirements met by courses which will transfer back to UNCP.

2. Provide list of NC State course requirements for degree and equivalency to related courses at Partner Institution. (Attach as semester-by-semester display of course requirements and provide a list of course requirements and equivalencies for the dual degree program):
   See Attachment 1, Dual Degree Curriculum Plan UNCP-NCSU.

3. Provide list of Partner Institution’s course requirements, analysis of course content, and equivalency to related courses at NC State. All UNCP courses have already been evaluated and are in the NCSU transfer equivalency database. Refer to http://www.engr.ncsu.edu/academics/undergrad/admission/transfer-admission.

4. Describe how and when transfer courses will be evaluated. Courses are already approved for transfer and in NCSU database.

5. If Thesis requirement, provide details (supervision/credit). N/A

6. What is the total percentage of courses taken at Partner Institution? 45%

7. What is the total percentage of courses taken at NC State? (For graduate programs at least 50% of hours and for undergraduate programs at least 25% must be taken at NC State) 55%

8. List the total number of degree hours required for completion of the N.C. State degree 122 and the total number of hours that will be accepted in transfer credit by N.C. State (Note: if exceeding the 12 hour transfer maximum for graduate programs, explain). 55

9. List the total number of degree hours required for completion of the Partner Institution’s degree 124 and the total number of hours that will be accepted in transfer credit by the Partner Institution. 30

10. Will the course credit from Partner Institution count toward NC State GPA calculation? (If yes, explain) No

11. To be eligible for a bachelor’s degree, a student must have earned at least 30 of the last 45 hours of course credit through NC State courses. If this requirement will not be met, please explain. Enter text

12. Describe other requirements. (residence, comprehensive exams, internships, language, etc) All NCSU degree requirements for a BS in EE will be met. All UNCP degree requirements for a BS in Physics will be met.

13. Provide list of courses that will be offered totally online and in hybrid format. Indicate the applicable format next to each course. None are needed.

14. Will NC State courses be offered at an off-campus site either through DE or face-to-face? If so, has the site been approved by SACS? No

X. ASSESSMENT/MEASURABLE OUTCOMES:

What are the measurable student learning outcomes for this academic arrangement and how will they be assessed?

Note: Outcomes for the existing degree must be met in the dual degree arrangement. Provide any additional outcomes related to the academic collaborate arrangement
There are no additional learning outcomes related to the collaborative agreement. The learning outcomes and assessment will be the same as those for any other NCSU students receiving a BS in electrical engineering. The outcomes include the following outcomes vetted by ABET accreditation and listed herein and at this link: http://www.abet.org/eac-criteria-2014-2015:

- (a) an ability to apply knowledge of mathematics, science, and engineering
- (b) an ability to design and conduct experiments, as well as to analyze and interpret data
- (c) an ability to design a system, component, or process to meet desired needs within realistic constraints such as economic, environmental, social, political, ethical, health and safety, manufacturability, and sustainability
- (d) an ability to function on multidisciplinary teams
- (e) an ability to identify, formulate, and solve engineering problems
- (f) an understanding of professional and ethical responsibility
- (g) an ability to communicate effectively
- (h) the broad education necessary to understand the impact of engineering solutions in a global, economic, environmental, and societal context
- (i) a recognition of the need for, and an ability to engage in life-long learning
- (j) a knowledge of contemporary issues
- (k) an ability to use the techniques, skills, and modern engineering tools necessary for engineering practice.

XI. FACULTY CREDENTIALS FROM THE PARTNER INSTITUTION:

Provide a list of the faculty directly involved in teaching courses as part of this program of study. Attach the CV for each. Not applicable: UNCP is SACS accredited. Their faculty have been vetted. NCSU already accepts all of the courses for transfer which will be used in this degree.

XII. INSTITUTIONAL COMMITMENT AND RESOURCES:

NC State University:

1. Provide description of NC State's commitment to this academic arrangement. No additional funds or resources are needed. These students will be engineering transfer students who happen to be also receiving a degree from UNCP.

2. Provide detail regarding the funding for this arrangement (amount, source, duration). None needed.

3. Provide detail regarding facilities and space (amount, source, duration). None needed.

4. Provide detail regarding library resources (amount, source, duration). None needed.

5. Provide detail regarding equipment required for this arrangement. None needed.

6. Other: Enter text

Partner Institution:

1. Provide description of Partner's commitment to this academic arrangement. No additional funds or resources are needed. These students will be UNCP physics students who transfer to NCSU and who will also be receiving both a degree from UNCP and NCSU.

2. Provide detail regarding the funding for this arrangement (amount, source, duration). None needed.

3. Provide detail regarding facilities and space (amount, source, duration). None needed.

4. Provide detail regarding library resources (amount, source, duration). None needed.

5. Provide detail regarding equipment required for this arrangement. None needed.
6. Provide detail regarding any institutional policy or practice that would prohibit student participation based on race, gender, ethnicity, or religion. N/A

7. Other: N/A

XIII. REVIEW SCHEDULE FOR AGREEMENT:

All agreements will be for a period of five years, unless otherwise specified. Prior to the end of the fifth year the agreement must be reviewed and re-approved if requesting an extension. Upon the scheduled review date, responses to review criteria will be required to be completed and provided to the university review committee. If the agreement will be discontinued, a teach-out plant will be required for those students remaining in the program.

As part of this agreement, specify the following:

What criteria will be used by the participating NC State College to determine whether the program should continue? The criteria for continuation of the dual degree program will be the same as that used to evaluate quality and productivity of all other NCSU academic undergraduate programs or partnerships at the time of review. NCSU will evaluate the program based on such qualities as enrollment, student success, and number of graduates.

In what year will this agreement be evaluated? 5 years from the date of final signature.

XIV. SACSCOC disclaimer to be followed as part of this Agreement:

For agreements with Partner institutions that are not accredited by SACSCOC, the following disclaimer must be included in the Memorandum of Agreement and in any advertised postings by the Partner institution in compliance with SACSCOC procedures related to collaborative academic agreements. The NC State program coordinator for this agreement must monitor the Partner institution’s statements of relationship to ensure conformance with this disclaimer. In addition, neither Member nor Partner institutions may use the SACSCOC logo. Its use is reserved exclusively for the Southern Association of Colleges and Schools Commission on Colleges.

Disclaimer Statement:

“North Carolina State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award [state degree levels]. [Name of Partner institution] is not accredited by the Commission on Colleges and the accreditation of North Carolina State University does not extend to or include [name of Partner institution] or its students. Further, although North Carolina State University agrees to accept certain course-work from [Name of Partner institution] to be applied toward an award from North Carolina State University, that course-work may not be accepted by other colleges or universities in transfer, even if it appears on a transcript from North Carolina State University. The decision to accept course-work in transfer from any institution is made by the institution considering the acceptance of credits and course-work.”
XV. This agreement must follow the stipulations listed below to be in compliance with N.C. State and SACS policies:

- The SACSCOC disclaimer is included in this agreement and will be included in any marketing for this dual degree arrangement.
- This agreement requires at least 25% of the credits for an Undergraduate program and 50% for a Graduate program be awarded by N.C. State.  
- The SACSCOC logo does not appear on this agreement and will not be used by the N.C. State or the Partner institution.
- The Partner institution will provide timely access to their materials, physical site(s), and personnel in conjunction with accreditation reviews, if requested.
- This agreement will be reviewed in 5 years from the date of final signature.

The signing of this agreement and any supporting documentation assures compliance with the requirements of this Memorandum of Agreement. Any changes will require approval by the signatories and other approval bodies as applicable.
Signatures – Memorandum of Agreement

IN WITNESS WHEREOF, the authorized representatives of the parties have executed this agreement on the date(s) indicated below:

For, and on behalf of,
North Carolina State University,
Raleigh, NC - USA

For, and on behalf of,
University of North Carolina Pembroke
Pembroke, NC - USA

The signing of this agreement and any supporting documentation assures compliance with the requirements of this Memorandum of Agreement. Any changes will require approval by the signatories and other approval bodies as applicable.

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<thead>
<tr>
<th>NC State Signatures:</th>
<th>UNC Pembroke Signatures:</th>
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<tbody>
<tr>
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</tr>
<tr>
<td>2/18/16</td>
<td>College Course &amp; Curriculum</td>
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<tr>
<td>College Dean</td>
<td>Date</td>
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<td>Date</td>
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<tr>
<td>Provost, N.C. State University</td>
<td>Date</td>
</tr>
<tr>
<td></td>
<td>Provost, UNC Pembroke</td>
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## Dual Degree Curriculum Plan - UNC Pembroke/ NC State

### Version 2: 10-7-15

<table>
<thead>
<tr>
<th>Proposed 3-PLUS-2 UNCP Applied Physics Curriculum Plan</th>
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<tr>
<td><strong>YEAR 1</strong></td>
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<tr>
<td><strong>Fall Semester</strong></td>
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<tr>
<td>ENG 1050 English Composition I</td>
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<tr>
<td>CHM 1300 Gen Chemistry</td>
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<td>CHM 1100 Gen Chemistry Lab I</td>
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<td>MAT 2210 Calculus I</td>
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<tr>
<td>PHY 2000 University Physics I</td>
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<td>PHY 2060 University Physics Lab I</td>
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<tr>
<td>FRS 1000 Freshman Seminar</td>
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| **YEAR 2** |
| **Fall Semester** | **Cr** | **Spring Semester** | **Cr** |
| General Education | 3 | General Education | 3 |
| MAT 3310 Calculus III | 4 | MAT 3320 Differential Equations | 3 |
| CSC 2050. Intro to Programming—C/C++ | 3 | PHY 2180 Optics | 3 |
| PHY 2550 Modern Physics | 4 | PHY 2210 Hardware/ Software Con | 3 |
| PHY 3000 Classical Mechanics | 3 | PHY 3560 Modern Electronics | 3 |
| PED 1010. Wellness and Fitness | 1 | PHY 3360 Mathematical Physics | 3 |
| **Total** | **18** | **Total** | **18** |

| **YEAR 3** |
| **Fall Semester** | **Cr** | **Spring Semester** | **Cr** |
| General Education | 3 | General Education | 3 |
| General Education | 3 | MAT 3150 Linear Algebra I | 3 |
| PHY 3880 Advanced Comp Physics | 3 | PHY 4000 Quantum Mechanics | 3 |
| PHY 3260 Heat and Temperature | 3 | PHY 4990 Independent Study | 3 |
| PHY 3200 Electricity and Magnetism I | 3 | PHY 3210 Electricity and Magnetism II | 3 |
| PHY 4200 Advanced Lab I | 3 | PHY 4210 Advanced Lab II | 3 |
| **Total** | **18** | **Total** | **18** |

**TRANSFER CREDITS FROM NC STATE TO SATISFY FOLLOWING (20 cr hrs)**

- ECE 109 Intro to Computer Systems | 3
- E 115 Intro to Computing Environ | 1

**TRANSFER CREDITS FROM UNCP TO SATISFY FOLLOWING (55 cr hrs)**

- General Education
  - Includes ENG 101 | 4
  - MA 141, 241, 242 | 12
Attachment I

<table>
<thead>
<tr>
<th>Course</th>
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<td>ST 371 Intro Prob &amp; Dist Theory</td>
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<td>ECE 383 Intro to Entrepreneurship</td>
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<table>
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<tr>
<td>Includes Social, ECON</td>
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<tr>
<td>Includes Add. Breadth</td>
<td>3</td>
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<tr>
<td>Includes Interdisciplinary Persp</td>
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<td></td>
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<td>30</td>
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</tbody>
</table>

**TOTAL MINIMUM CREDIT HOURS: 124 (104-UNCP plus 20-NCSU)**

**Notes:**
NCSU requires 2 PE courses. One must be fitness/wellness course.
CMA 101 or 1010, required to transfer as NCSU COM 110.
Transfer GEP Corequisites: Global Knowledge, US diversity
Transfer EC 201 (ECN 2020) at UNCP to fulfill Economics requirement
NCSU requires foreign language proficiency

**TOTAL MINIMUM CREDIT HOURS: 122 (68-NC STATE plus 55-UNCP)**

**Notes:**
E 101 fulfilled by one hour of transferred Science Elective.
COM 110 (CMA 1010) should be transferred from UNCP.
Transfer GEP Corequisites: Global Knowledge, US diversity
Transfer EC 201 (ECN 2020) at UNCP to fulfill Economics requirement
NCSU requires foreign language proficiency.
APPENDIX J

UNIVERSITY OF NORTH CAROLINA

REQUEST FOR AUTHORIZATION TO PARTICIPATE IN AN INTER-INSTITUTIONAL ARRANGEMENT

INSTRUCTIONS: Three copies are to be submitted to the General Administration prior to implementation of an inter-institutional arrangement.

Date: October 12, 2015

Constituent Institution: University of North Carolina Pembroke (UNCP)

Constituent Institution: North Carolina State University (NCSU)

Proposed Title of the Inter-institutional Organization:

Physics-Engineering Dual-Degree Program between UNCP and NCSU

1. Describe the nature and purpose of the proposed inter-institutional arrangement.

The purpose of the proposed inter-institutional arrangement is to establish Dual Degree programs of study between the University of North Carolina Pembroke (UNCP) and North Carolina State University (NCSU). The dual degree programs will be:

B.S in Applied Physics from UNCP and B.S. in Electrical Engineering from NCSU

2. Provide the name, location, and a description of the governance of the contracting organizations (or those that will form the consortium) with information concerning the accredited status of all parties involved.

UNCP and NCSU are two of the 16 constituent institutions that make up the multi-campus University of North Carolina system of universities for the state of North Carolina. UNCP is located in Pembroke, NC. NCSU is located in Raleigh, NC, about 105 miles from Pembroke.

The B.S. in Applied Physics degree program is offered by UNCP through its Department of Chemistry & Physics in the College of Arts and Sciences. The B.S. in Electrical Engineering is offered by NCSU through its Department of Electrical and Computer Engineering in the College of Engineering. Both UNCP and NCSU are accredited by the
Southern Association of Colleges and Schools’ Commission on Colleges (SACS). There is no accrediting body for the B.S. in Applied Physics degree program offered by UNCP. The Engineering Accreditation Commission (EAC) of the ABET accredits the B.S. in Electrical Engineering degree program offered by NCSU.

3. **Provide the rationale for entering into the contract or the consortium and an assessment of need. Indicate the extent of course sharing and the use of shared courses in degree programs.**

The proposed Dual Degree program builds upon the existing natural links between the two institutions as members of the UNC System. Presently students do transfer between the two institutions and many course equivalencies have already been mapped. This program is focused on creating a specific linkage between strategically important programs at each institution — namely the BS in Applied Physics program at UNCP and the Electrical Engineering program at NCSU. The proposed Dual Degree program will create a mechanism to recruit, admit and graduate students that does not exist today. It allows UNCP to offer recruited STEM-interested students a pathway to an engineering degree that would be more economically feasible. In addition, targeted students who desire both the environment and culture of the UNCP experience as well as a pathway to an engineering degree should find this option attractive. For NCSU, this program provides a mechanism to partner with a UNC sister institution in its recruitment of high engineering quality students — specifically advancing college goals related to access and diversity.

Under the Dual Degree format students would be first admitted to UNCP and attend for approximately three (3) academic years following a physics curriculum. After completing course requirements students would then transfer to and attend NCSU for approximately two (2) academic years following the electrical engineering curriculum. General education, science and mathematics course credits earned by students at UNCP will be transferred toward meeting degree requirements in engineering at NCSU. Conversely, engineering course credits earned by students at NCSU will transfer back to UNCP toward meeting the remaining degree requirements for physics. The Dual Degree program curriculum plan for Applied Physics at UNCP and Electrical Engineering at NCSU are presented in Attachment I.

The Dual Degree student will be eligible to apply for graduation from either or both institutions at any point in time as they meet necessary requirements for either or both degrees. After completing the academic requirements of both cooperating institutions, the student will have been awarded a B.S. Degree in Applied Physics from UNCP and a B.S. Degree in Electrical Engineering from NCSU.

4. **Provide a timetable for implementation of the contract/consortium.**

The proposed degree program builds on existing curriculum and an existing transfer pathway for students at the institutions. As such, we seek for approval for this program effective August 15, 2016.
5. Describe administrative oversight over the quality of programs/services offered through the contract/consortium.

The Dual Degree program curriculum plan for Applied Physics at UNCP and Electrical Engineering at NCSU presented in Attachment I represents a guide for course crediting for the undergraduate degree at the respective institutions. The University Registrar at each institution will utilize this document and the appropriate course transfer forms completed by the departmental advisors in crediting courses on the student’s transcript and to clear students to receive the respective degrees.

To insure the admission and academic success of participating students, UNCP and NCSU agree to develop, maintain, and improve continuously program management and reporting as outlined below.

Each institution will:

1. Appoint a program coordinator to coordinate activities, monitor student progress, and evaluate the program.

2. Appoint an advisor for each participating student

3. List the program in the appropriate publications of the institution

4. Exchange regularly updated copies of its general catalogs and any other publications which may be helpful in advising students

5. Exchange dual degree program forms and applications as appropriate

6. Provide timely information about significant changes in the program of study that relate to the preparation of participating students.

7. Share monitoring information about newly admitted students and progress information about continuing students in the program.

8. Meet and discuss program activity at least once annually

9. The program coordinators from each institution will assess the program annually in collaboration with participating faculty, advisors, and students to continuously improve the program.

6. Identify resources required to support the conditions of the contract/consortium (financial resources, library/learning resources, physical facilities, equipment).

The degree programs in this agreement at each institution already exist and no new or additional resources are required to support a 3-plus-2 Dual Degree program between UNCP and NCSU. Undergraduate Admissions at UNCP and at NCSU have the same minimum course requirements as all UNC System institutions.
7. Attach any charter or bylaws and a copy of the contract for programs/services or the consortial arrangement statement.

There are no special charter or bylaws and no special contract for program/services for this agreement.

8. Provide the name, title, and address of the person authorized to respond to any questions.

<table>
<thead>
<tr>
<th>University of North Carolina Pembroke</th>
<th>North Carolina State University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pembroke, NC 28372</td>
<td>Raleigh, NC 27695</td>
</tr>
<tr>
<td>Jose D’Arruda, Ph.D.</td>
<td>Cecilia Townsend</td>
</tr>
<tr>
<td>Professor of Physics</td>
<td>Coordinator of Advising and Lecturer</td>
</tr>
<tr>
<td>email: <a href="mailto:jose.darruda@UNCP.edu">jose.darruda@UNCP.edu</a></td>
<td>Electrical and Computer Engineering Dept.</td>
</tr>
<tr>
<td>phone: 910-521-6423</td>
<td>email: <a href="mailto:cwt@ncsu.edu">cwt@ncsu.edu</a></td>
</tr>
<tr>
<td></td>
<td>phone: 919-515-5087</td>
</tr>
<tr>
<td>Sivanadane Manjiny, Ph.D.</td>
<td>Alice Forgety</td>
</tr>
<tr>
<td>Chair, Chemistry and Physics Department</td>
<td>Director, Recruiting, Enrollment</td>
</tr>
<tr>
<td>email: <a href="mailto:siva.manjiny@UNCP.edu">siva.manjiny@UNCP.edu</a></td>
<td>Management &amp; Educational Programs</td>
</tr>
<tr>
<td>phone: 910-521-6608</td>
<td>email: <a href="mailto:alice_forgety@ncsu.edu">alice_forgety@ncsu.edu</a></td>
</tr>
<tr>
<td></td>
<td>phone: 919-515-3263</td>
</tr>
<tr>
<td>Meredith Storms, Ph.D.</td>
<td>Jerome Lavelle, Ph.D.</td>
</tr>
<tr>
<td>Interim Dean</td>
<td>Associate Dean of Academic Affairs</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>College of Engineering</td>
</tr>
<tr>
<td>email: <a href="mailto:meredith.storms@UNCP.edu">meredith.storms@UNCP.edu</a></td>
<td>email: <a href="mailto:jerome_lavelle@ncsu.edu">jerome_lavelle@ncsu.edu</a></td>
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<tr>
<td>phone: 910-521-6427</td>
<td>Phone: 919-515-3263</td>
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Memorandum of Understanding
Articulation of Dual Degree Procedures
BETWEEN UNIVERSITY OF NORTH CAROLINA PEMBROKE AND
NORTH CAROLINA STATE UNIVERSITY, COLLEGE OF ENGINEERING

This agreement ("Agreement") establishes an Agreement whereby an undergraduate student will attend the University of North Carolina Pembroke ("UNCP") for approximately three years and then attend North Carolina State University's ("NCSU") College of Engineering for approximately two years. After successful completion of the admission, transfer, and academic requirements of both institutions, as summarized below, the student will be awarded a Bachelor of Science degree in a discipline (listed below) from UNCP and a Bachelor of Science degree in a discipline (listed below) from NCSU.

<table>
<thead>
<tr>
<th>BS from UNCP</th>
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<tbody>
<tr>
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<td>Electrical Engineering</td>
</tr>
<tr>
<td>Applied Physics</td>
<td>Mechanical Engineering</td>
</tr>
</tbody>
</table>

Admission to UNCP

1. Any student who meets the general admission requirements of UNCP is eligible to participate in this program. However preferences will be given to students with a strong background in mathematics and the sciences.

2. Students are encouraged to enroll in this program before the first semester of their freshman year; they should declare their UNCP major during their first semester at UNCP and choose as an advisor the Engineering Program Coordinator at UNCP.

3. Students who enroll into this program during or after their first semester at UNCP may have to extend their time to complete the two degrees. Alternative solutions to meeting the requirements of the program may be suggested by the Engineering Program Coordinator at UNCP.

4. Students can transfer from other colleges and universities into this program at UNCP and receive credit for the equivalent courses common to both the UNCP and NCSU curricula. The equivalencies will be determined and communicated to the student by the Engineering Program Coordinator at UNCP and the Coordinator of Transfer Programs at NCSU College of Engineering.
Transfer to North Carolina State University

1. Before applying for transfer admission to NCSU, participants in this program must take, including courses in which the student is currently enrolled (and including courses transferred to UNCP from other institutions, including NCSU), the following minimum number of semester hours at UNCP depending on the student's intended engineering degree:
   a. 55 hours at UNCP for Electrical Engineering
   b. 58 hours at UNCP for Mechanical Engineering

2. Note that the student must take 48 of the last 60 hours of the engineering major at NCSU.

3. Students must maintain a GPA of 3.0 or better at UNCP. Admission to NCSU College of Engineering is dependent on GPA and the successful completion of a set of required courses. (See the College of Engineering transfer website for a list of current minimum requirements: http://www.engr.ncsu.edu/academics/undergrad/admission/transfer-admission.

4. When a dual degree student is admitted to NCSU, the transcript from UNCP will be evaluated, and appropriate credit will be given toward the NCSU degree requirements. A current list of equivalent courses can be accessed online at the "NCSU Transferable Course List" at: https://www.acs.ncsu.edu/scripts/ugadmiss/trnsfcrs.pl.

5. The Engineering Program Coordinator at UNCP and the Coordinator of Transfer Programs at NCSU will remain in communication with one another regarding the evaluation of transfer courses. In order to maximize transfer credit, students must consult the Engineering Program Coordinator at UNCP on a regular basis to determine which courses are applicable to their intended NCSU engineering degree.

6. Students who are ready for an official transfer must complete an NCSU transfer application at: http://admissions.ncsu.edu/apply/.

Academic Program

1. To complete the program, students must take courses as required for graduation and for the chosen degrees in the UNCP and NCSU catalogs. The Engineering Program Coordinator at UNCP will assist the student in designing a five (5)-year plan to satisfy the requirements of both schools.

2. The student is responsible for making sure that courses taken to satisfy general education requirements at either UNCP or NCSU are approved for this purpose.
by both schools before taking the course. This approval will come from the Dean of the College of Arts & Sciences at UNCP and the Coordinator of Transfer Programs at NCSU. The Engineering Program Coordinator at UNCP will assist this process.

3. The Dean of the College of Arts & Sciences at UNCP shall approve courses taken at NCSU to satisfy UNCP general education requirements.

Program Management

1. If a student falls behind schedule, the selected program may be extended in time without including additional courses.

2. If any curriculum changes occur at either institution that could affect this program, such changes are to be resolved and incorporated into the program through consultation between the two institutions.

3. Any student admitted to NCSU who does not successfully complete or who elects not to complete the requirements for the NCSU degree will be eligible to complete the requirements for the Bachelor's degree declared at UNCP.

General Provisions

1. This Agreement will remain in effect for five (5) years from the date of signing, and is renewable thereafter for five-year terms subject to written mutual consent. Either party may terminate this Agreement by giving at least one (1) year notice in writing to the other party in advance of the termination date. It is, however, understood and agreed that any student already admitted to the Dual Degree Program at UNCP and specifically tracked for admission or already admitted to the NCSU portion of the program will be given the opportunity to complete such program, notwithstanding termination of this Agreement, so long as the student is and continues in good academic standing and is making progress toward completing the program and degree.

2. This Agreement is subject to change or modification by written mutual consent between the institutions.

3. Both institutions will provide timely access to their materials, physical site(s), and personnel in conjunction with accreditation reviews, if requested.
IN WITNESS WHEREOF, the authorized representatives of the parties have executed this agreement on the date(s) indicated below:

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<td>University of North Carolina Pembroke, Pembroke, NC - USA</td>
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The signing of this agreement and any supporting documentation assures compliance with the requirements of this Memorandum of Agreement. Any changes will require approval by the signatories and other approval bodies as applicable.

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<td>Provost, UNC Pembroke</td>
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MEMORANDUM OF AGREEMENT FOR DUAL DEGREE PARTNERSHIP
Collaborative Academic Agreement

Establishment of a dual degree with N.C. State University requires completion of this MOA and signatory approval by the Provost. In addition, SACSCOC must be notified 6 months prior to implementation of this agreement.

Complete the following:

I. N.C. State Participation:

Level of Degree: BS College Participating: COE Other Participating College(s): N/A

Full Title of Degree Conferred (Include concentration title if applicable): Bachelor of Science in Mechanical Engineering

Name and contact information for the primary developer of Agreement: Alice Forgety, aforget@ncsu.edu, Director of Recruiting, Enrollment Management & Educational Partnerships College of Engineering North Carolina State University Campus Box 7094, 126 Page Hall 919-515-3263 (phone) 919-515-8702 (fax)

II. Participating Partner Institution: If multiple partners, complete separate form for each.

Name of Partner Institution: University of North Carolina Pembroke
Location of Institution: Pembroke, NC

Name and contact information for the primary developer of this Agreement (include address, phone, email, etc.): Meredith Storms - Interim Dean, College of Arts and Sciences, UNC Pembroke, NC PO Box 1510, Pembroke, NC 28372 meredith.storms@uncp.edu, 910.521.6427 (phone) 910.521.6638 (fax)

Level of Degree: BS or Enter text

Full Title of Degree Conferred (Include concentration title if applicable): Bachelor of Science in Applied Physics

Partner Institution Accreditation Status: Category 1 - Accredited by SACSCOC

Other Accreditation, Licensure or Approving Body Information (Ex: ABET, EQUIS/EFMD, AACSBE): Enter text

Duration of Agreement: (Minimum 5 years. Unless otherwise specified – prior to end of 5th year, agreement must be approved for extension.) At least 5 years

III. Timeline:

Proposed Start Date of Agreement: 8/15/2016

Expected Date for recruitment and advertising: 8/15/2016

Expected Date of student matriculation/enrollment in dual degree program: 8/15/2016
Date UNCP students start in the dual degree program: August 2016

IV. Attachments:

In addition to this MOA, attach other applicable documentation and list each attachment/appendices below:

(ex: Memorandum of Understanding (broad agreement of partnership), prospectus (if substantive change))

Attachments Included:

Attachment I – Dual Degree Curriculum Plan UNCP-NCSU
Attachment II – Appendix J
Attachment III – Memorandum of Understanding - Articulation of Dual Degree Procedures
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Name and contact information for the primary developer of Agreement: Alice Forgety, afforget@ncsu.edu,
Director of Recruiting, Enrollment Management & Educational Partnerships
College of Engineering
North Carolina State University
Campus Box 7094, 120 Page Hall
919-515-3263 (phone) 919-515-8702 (fax)

II. Participating Partner Institution: If multiple partners, complete separate form for each.

Name of Partner Institution: North Carolina Central University
Location of Institution: Durham, NC

Name and contact information for the primary developer of this Agreement (Include address, phone, email, etc.)
Caesar R. Jackson, PhD
Dean (Interim) School of Graduate Studies
North Carolina Central University
1801 Fayetteville Street
Durham, NC 27707
Office Phone: (919) 530-7396

Level of Degree: BS  or  Enter text

Full Title of Degree Conferred (Include concentration title if applicable):
Bachelor of Science in Physics

Partner Institution Accreditation Status: Category 1 - Accredited by SACSCOC

Other Accreditation, Licensure or Approving Body Information (Ex: ABET, EQUIS/EFMD, AACSB):
Enter text

Duration of Agreement: (Minimum 5 years. Unless otherwise specified – prior to end of 5th year, agreement must be approved for extension.)
At least 5 years

III. Timeline:

Proposed Start Date of Agreement: 8/1/2016
Expected Date for recruitment and advertising: 8/1/2016

Expected Date of student matriculation/enrollment in dual degree program: 8/15/2016

Date NCCU students start in the dual degree program: August 2016

IV. Attachments:

In addition to this MOA, attach other applicable documentation and list each attachment/appendices below:

(ex: Memorandum of Understanding (broad agreement of partnership), prospectus (if substantive change))

Attachments Included:

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Attachment II – Appendix J
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N. C. STATE UNIVERSITY
GRADUATE CERTIFICATE PROGRAM FORM

COLLEGE/DEPARTMENT/PROGRAM NAME:

DEPARTMENT/PROGRAM NAME:

CERTIFICATE TITLE: Climate Adaptation

TYPE OF PROPOSAL:
New: ☒
Revision: ☐
Discontinuation: ☐

CIP DISCIPLINE#: 03.0104

CERTIFICATE TYPE: On-campus ☐ Distance ☐ On-campus & Distance ☒

PROPOSED OR CURRENT PROGRAM CODE:

PROPOSED EFFECTIVE DATE: August 2010 APPROVED EFFECTIVE DATE:

GRADUATE CATALOG DESCRIPTION

PROJECTED ENROLLMENT
On campus Yr 1 05 Yr 2 10 Yr 3 10 Yr 4 15
Distance Education Yr 1 05 Yr 2 15 Yr 3 25 Yr 4 35

PROGRAM DIRECTOR: Dr. Fredrick Semazzi

Attachments:
☒ 1. Graduate Certificate Proposal
☒ 2. Statement on Other Departments Likely to be Affected and Summary of Consultations with those Departments
Proposal for
Graduate Certificate in Climate Adaptation

Program Justification
The Department of Marine, Earth & Atmospheric Sciences at North Carolina State University wishes to establish a Graduate Certificate Program (GCP) in Climate Adaptation.

NCSU has a 31 credit, three-semester Professional Science Master’s degree program in Climate Change and Society (CCS). The CCS PSM is designed to provide training in the application of climate information to improve the performance of climate sensitive sectors in North Carolina and the Southeast Region. Examples of climate sensitive sectors include but are not limited to: agriculture, water resources, coastal infrastructure, disaster management and energy production. The majority of potential applicants for the CCS PSM are working professionals who are unable to attend courses on-campus due to workplace demands. Many professionals, including some who have inquired about the program, cannot afford personal leave for an extended period and may have limited resources to enroll in the full CCS PSM degree program. Such applicants, however, already have significant informal exposure to the need for climate information through their work, and they wish to attain further expertise and formal credentials in climate adaptation. The certificate is being created to meet the needs of these potential applicants. Internationally based students who require expertise in climate adaptation are also potential applicants to the certificate program. The Graduate Certificate in Climate Adaptation is purposefully designed to complement the CCS PSM degree program. It is anticipated that certificate students seeking further professional growth in the area of climate adaptation may, during the course of instruction, choose to apply for the degree program.

Program Objectives

The Graduate Certificate in Climate Adaptation is a twelve credit program consisting of four, three credit courses. The objective of the program is two-fold:
1. Prepare mid-career professionals with highly specialized, accredited training in the emerging field of climate adaptation, as well as enabling recent graduates from a variety of disciplines and backgrounds to obtain the knowledge and credentials they need to launch a career in this field.
2. Fulfill new demands from organizations and employers that require staff specializing in this field.
Graduate Catalog Description

The Graduate Certificate in Climate Adaptation program at NC State University provides accredited, academic training in the emerging field of climate adaptation. The online, twelve credit program is designed to provide mid-career professionals and entry-level students with technological skills and specialization in climate adaptation. The certificate is a fully accredited credential and a potential path toward the Climate Adaptation degree program. Coursework includes Fundamentals of Climate Change Science, Climate Risk Analysis, Climate Communication and Introduction to Geographic Information Systems.

Admission Requirements
Applicants must meet one of the 3 following requirements:
- Be a graduate of an accredited four-year college or university, and have a GPA of at least 3.0 on a 4-point scale in their last 60 credit hours of undergraduate study.
- Have a Master’s degree.
- Be a degree student in good standing in a NC State University graduate program.

We recommend that students in a NC State University graduate program may apply after completing two of the courses required for the graduate certificate program with at least B grades. The graduate certificate program Director will manage the admissions process in consultation with the MEAS Director of Graduate Programs.

Provisional Admission
Applicants who do not meet the graduate certificate program requirements for full admission may be admitted provisionally based on the quality of their letters of recommendation and other criteria at the discretion of the Certificate Program Director and MEAS Director of Graduate Programs. Students who are admitted provisionally must maintain a 3.0 GPA in order to obtain full admission into the certificate program.

Program of Study
The graduate certificate requires a minimum of 12 hours, and includes the following courses:
- MEA 517 Fundamentals of Climate Change Science
- MEA 518 Climate Risk Analysis
MEA 519 Barriers to Climate Change Literacy
GIS 510 Introduction to Geographic Information Science

Academic Performance
1. Award of a Graduate Certificate requires a minimum overall GPA of 3.0.
2. None of the required 12 hours may be taken for S/U or "credit only".
3. No transfer credits from other institutions are allowed for the certificate.
4. All students must be registered through NC State University.
5. All Graduate Certificate requirements must be completed within the first four (4) calendar years beginning with the date the student begins the course work for the certificate.
6. All Graduate Certificate students are expected to maintain continuous enrollment every semester (excluding summer sessions) until all course work is completed. Under unusual circumstances, a one-semester leave of absence will be granted if the student is unable to enroll in a course. Written approval from the certificate Director must be obtained before the beginning of the semester.

Application and Completion Processes
1. An application for acceptance into a certificate program is required for all new applicants. The applicant must apply via the Graduate School application, found at http://www.ncsu.edu/grad/applygrad.htm.

2. Those applicants who are currently enrolled in an NC State graduate program need only provide the Graduate student Certificate Plan Data Entry form, found at http://www.ncsu.edu/grad/faculty-and-staff/docs/grad-cert-plan-data-entry.pdf.

3. New applications will be reviewed at the department/program level and new applicants will pay a $25 fee.

Each semester, students should consult the program web page or contact the Certificate Director to determine registration procedures, course availability and registration dates.

When all certificate coursework is satisfactorily completed, the student files an application to graduate through the MyPack Portal. A student may obtain more than one graduate certificate in a different field. Each certificate must have at least nine (9) credit hours that are unique to it.

Admission to other graduate programs
Academic success might have a strong bearing on admission to other NCSU degree programs, but completion of the Climate Adaptation certificate program in no way
guarantees entry into a graduate degree program. Such admission is done through a separate application process.

**Responsibility for Administration and Resources**
This certificate program resides in the College of Sciences. It will be administered by the Director of Graduate Programs for the Department of Marine, Earth and Atmospheric Sciences in conjunction with the Certificate Director. The certificate program director will:

- Make all admission decisions to the certificate program in coordination with the MEAS Department Head and Director of Graduate Programs
- Notify the Dean of the Graduate School of the student's completion of certificate requirements.
- Update the program website and program listing as needed on University websites
- Coordinate the scheduling of courses
- Oversee development of courses
- Assess learning and programmatic outcomes
- Function as liaison with academic departments/colleges

Existing resources will be used to support the administration of this program.

**Program or Policy Changes for this Certificate**
Changes in the graduate certificate and related policies will be determined by the faculty and channeled through the appropriate college committees. Changes will be reported to the Graduate School.

**Outcomes Assessment Plan**
Graduates of the certificate program should be able to undertake or provide critical support in climate risk decision making as well as the design and implementation of climate change adaptation instruments and strategies for the private sector, government and NGOs.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Evidence</th>
<th>Source</th>
<th>When?</th>
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<tbody>
<tr>
<td>Analyze and interpret the results from climate data and impacts.</td>
<td>Selected questions from Final Exams from all four courses.</td>
<td>Student</td>
<td>At end of course semester</td>
</tr>
<tr>
<td>Demonstrate the skills to design adaptation strategies.</td>
<td>Selected questions from Final Exams from all four courses.</td>
<td>Student</td>
<td>At end of course semester.</td>
</tr>
<tr>
<td>Apply the appropriate techniques in at least one specialized climate sensitive sector, such as agriculture, disaster resilience or coastal planning.</td>
<td>Presentation from Climate Risk Analysis capstone project.</td>
<td>Student</td>
<td>At end of certificate program.</td>
</tr>
</tbody>
</table>
Attachment 1: Support Provided by DELTA Towards the Development of the CCS Certificate Program

Program Leader

Dr. Fredrick Semazzi
Semazzi@ncsu.edu
919-515-1434

Introduction

DELTA funded the development of DE versions for three Climate Change & Society Certificate courses (MEA 517, MEA 518 & MEA 519; course actions have been submitted and are under consideration for approval), a web-based marketing survey of the demand for the CCS Certificate, and development of a new website for the program. The funding was provided in 2 consecutive grants. The first grant (FY 2013-14; PI Fredrick Semazzi) was $49,192 and the second one (FY 2014-15; Fredrick Semazzi) was $122,091. The specific activities that were funded and accomplished under the DELTA grants are as follows:

1. Feasibility study and environmental analysis; Enrollment Planning; Marketing campaign; Strategic partnership development within the accredited online academic community.
2. CCS Program planning and curriculum development; Instructional design for the MEA 517 & MEA 518 courses; Video recording and production services; Technology training for instructional faculty.
3. Instructional design for the MEA 519 course; Video recording and production services; Technology training for instructional faculty.
4. Transfer of existing curriculum content to Moodle; implement online instructional computer adaptive testing in MEA 517 & MEA 518.

Main outcomes from DELTA funding

1. A positive recommendation to launch the certificate program from a report on the research performed by the University Professional and Continuing Education Association Center for Research and Consulting (UPCEA) Company. The consultation was paid for by DELTA funding about the potential market for the on-line CCS certificate program. The UPCEA research included an economic analysis as well as interviews with key
opinion leaders and experts. The research team collected and reviewed economic and demographic data from the Bureau of Labor Statistics (BLS) and Economic Modeling Specialists Intl (EMSI). The team interviewed twelve opinion leaders from industry, professional associations, higher education, and government. Those interviewed included senior management at various consulting firms, senior scientists and researchers, and association managers. An excerpt from the UPCEA recommendations follows: "... launch the online graduate certificate program in climate change and society targeting experienced workers in the environmental fields as well as city and regional planners and other business sustainability professionals. Several factors support this move. The competition is extremely low. The audience is geographically dispersed and employed full time. NCSU has a strong brand and competitive price point for in-state students where growth rates are even higher than the national average. The target audience is large and projected to grow at a high rate over the next decade and probably beyond..." The full 46-page UPCEA report is available upon request.

2. Submission of Course Action Forms for three courses (MEA 517, MEA 518 and MEA 519).
3. Submission of application for the approval of the CCS Certificate.

An extended summary of the proposal that was submitted to and funded committed by DELTA is provided below.
Attachment 2: Statement on Other Departments Likely to be Affected and Summary of Consultations with those Departments

Some of the consultation summarized below reflects comments on the individual course actions for MEA 517, 518, and 519, and some are relevant to the certificate program overall.

From Prof. Ross Meentemeyer, Chancellor’s Faculty Excellence Program in Geospatial Analytics, Director, Center for Geospatial Analytics

Department of Forestry and Environmental Resources; College of Natural Resources: geospatial.ncsu.edu

"The GIS program will not be adversely affected by the Graduate Certificate in Climate Adaptation because the projected demand will not generate the need for any additional resources since the course is already being taught. Best wishes regarding the development of your new certificate. I look forward to seeing your students in our GIS classes."

From Prof. Ranji Ranjithan, Director of Graduate Programs, CCEE Dept, NC State University

Summary of Comments:
Both courses are relevant to our students and could be considered as potential electives. CE 517 overlaps slightly the CE 786 Hydroclimatology course, but it provides additional material on the fundamentals of climate science. CE 772 Environmental Exposure and Risk Analysis course may have some overlap but not in apparently significant manner; however, there should be acknowledgment of CE 772 as an existing course. The proposed MEA 518 has a different domain focus and perhaps may have a different methodological focus. CE 772 deals with the risk assessment methodology and paradigm related to quantification of risks to human health and ecological systems from exposure to contaminants in the environment. CE 772 doesn’t seem to have much overlap with MEA 518 based on the description.

From Prof. Deanna Dannels (Associate Dean of Academic Affairs, CHASS):

"I have consulted with colleagues in the college and there are some concerns about duplication, specifically regarding the Climate Change Literacy and Messaging Strategies. In fact, I believe this consult came to the college prior to
my time as Associate Dean because some of the people I consulted with were familiar with it. Indeed, based on the prior consult, the course has been retitled to exclude the term communication, but the "messaging strategies" seems to have been appended to this as a substitute (which my colleagues still find a bit challenging given the focus on messaging) and the content of the course wasn't changed to articulate the focus on the science, rather than the communication.

To explain further, the explanation that is given for what differentiates this course from a current Climate Communication course seems is that "it provides students a coupled experience which includes theory related to the learning barriers to climate change and provides practical experience to better address these barriers among a variety of stakeholders." This seems very similar to what is done in the Climate Communication course. In addition, the CIM description states that "the epistemological, theoretical, and pedagogical perspectives for both courses are unique due to the foundational differences in the fields of science and communication." Most of the proposed course, though (three out of four modules) focuses on psychology and communication, so it is unclear how the courses is focused specifically on the scientific foundations, rather than the communicative or psychological foundations of learning barriers, stakeholder experience, etc. (which is what the COM course is set up to do)

In short-- as the course is written, there is duplication with our Climate Communication course which delves deeply into more of the communicative/social scientific issues related to climate change. Let me know if you have further questions about this-- I'm happy to talk (as is the department head of Communication, who I've consulted with on this particular course).

There does not seem to be significant issues that are arising for the other courses as they do not duplicate content/foundational material in courses such as Risk Communication, etc.”

In response to consultation with Dean Dannels and Prof. Kenneth Zagacki, modifications to the content, and title, of MEA 519 have been made to amplify and clarify distinctions with offerings in CHASS.

From Prof. Ken Zagacki, Communications:

Deanna - I have reviewed the course action and as far as I can tell Karen has made all of my suggested changes. The one question I have concerns the Course Objectives/Goals statement, part of which reads: "To improve graduate students' knowledge and skills in understanding the barriers to climate literacy and in effectively communicating the associated uncertainty and variability through
exposure to the literature and practical experience talking to and developing products for multiple stakeholder groups." So that this statement is consistent with the "student learning outcomes," I recommend it be revised to read, "To improve graduate students' knowledge and skills in understanding the barriers to climate literacy and in effectively addressing information challenges associated with the concepts of uncertainty and variability. Students will achieve this learning outcome through exposure to the literature and practical experience talking to and developing products for multiple stakeholder groups."

Thanks,
Ken

Following this dialog, the final minor suggestion of Prof. Zagacki was made to the course action for MEA 519.
Employment of Related Persons (Anti-Nepotism Policy)
UNC Policy 300.4.2

1. INTRODUCTION

1.1 The UNC Policy prohibits individuals who are related (or in relationships) from supervising each other or participating in decisions about each other’s compensation or employment.

1.2 As part of the University’s annual conflict-of-interest disclosure process, questions are included to identify employees at NC State who fell under this policy.

2. REPORT TO THE BOARD OF TRUSTEES

2.1 Consistent with the requirements of UNC Policy 300.4.2, Employment of Related Persons (Anti-Nepotism Policy), the Chancellor shall report annually to the Board of Trustees, at the regular meeting falling closest to the date of commencement, concerning all specific cases during the preceding year in which the terms of this policy were applied.

Annual Report 1/1/2015 through 12/31/2015
This report is to confirm that NC State did not have any reported situations out of compliance with the UNC Policy 300.4.2 for the 2015 calendar year.

Number of employees disclosing relations: 960
Number of incompletely managed relations: 0
Employment of Related Persons
(Anti-Nepotism Policy)

WHEREAS, decisions concerning the employment, evaluation, promotion and compensation of academic personnel should be based in every instance on considerations of individual merit, and

WHEREAS, favoritism based on family or personal relationships between employees derogates from the merit principle of employment, and

WHEREAS, the risk of occurrence of such favoritism can be avoided most effectively by the advance establishment of general restrictions against the creation of situations where such favoritism could be operative; and

WHEREAS, a common policy concerning the employment of related persons, applicable to personnel practices at all constituent institutions of the University of North Carolina, is desirable,

NOW, THEREFORE, the Board of Governors herewith adopts the following UNIVERSITY POLICY CONCERNING THE CONCURRENT EMPLOYMENT OF RELATED PERSONS:

A. Basic Principles

Consistent with the principle that University employees and prospective employees shall be evaluated on the basis of individual merit, without reference to considerations of race, sex, religion or national origin, or any other factors not involving personal professional qualifications and performance, the following restrictions, designed to avoid the possibility of favoritism based on family or personal relationship, shall be observed with respect to institutional personnel who are not subject to the State Personnel Act:

1. Related persons shall not serve concurrently within the institution in any case where one such related person would occupy a position having responsibility for the direct supervision of the other related person.

2. With respect to proposed employment decisions which would result in the concurrent service of related persons within the same academic department (or other comparable institutional subdivision of employment), a person related to an incumbent employee may not be employed if the professional qualifications of other candidates for the available position are demonstrably superior to those of the related person.

3. With respect to the concurrent service of related persons within the same academic department (or other comparable institutional subdivision of employment), neither related person shall be permitted, either individually or as a member of a faculty or as a member of a committee of a faculty, to participate in the evaluation of the other related person.

B. Definition of "Related Persons"

The following relationships are sufficiently immediate to invoke the prohibitions against concurrent service of related persons:

1. Parent or child.

2. Brothers and sisters

3. Grandparent and grandchild

4. Aunt and/or uncle and niece and/or nephew
5. First cousins
6. Stepparent and stepchild
7. Stepbrothers and stepsisters
8. Husband and wife
10. Brothers-in-law and sisters-in-law
11. Guardian and ward
12. Persons engaged in amorous relationships; an amorous relationship exists when, without the benefit of marriage, two persons voluntarily have a sexual union or are engaged in a romantic courtship (e.g., dating or engaged to be married) that may or may not have been consummated sexually.

C. Effective Date

The provisions of this policy shall be applicable prospectively only, with reference to appointments made after the adoption date of the policy.

D. Employees Subject to the State Personnel Act

With respect to University employees who are subject to the State Personnel Act, applicable restrictions concerning the concurrent service of related persons shall be those adopted by the State Personnel Board.

E. Each chancellor shall report annually to the Board of Trustees, at the regular meeting falling closest to the date of commencement, concerning all specific cases during the preceding year in which the terms of this policy were applied.