Reserved parking will be available at the Memorial Bell Tower

1:00 – 2:30 p.m.  Audit, Risk Management and Finance Committee Winslow Hall Conference Room
Tom Cabaniss, Chair
Andrews, Kelly, Nolan, Prestage, Ramsey

1:00 – 2:30 p.m.  Advancement and External Affairs Committee
Chancellor’s Conference Room 12, Holladay Hall
Jimmy Clark, Chair
Goodnight, Jenkins, Murphy, Ward, Washington

2:30 – 2:45 p.m.  Break

2:45 – 4:15 p.m.  Buildings and Property Committee
Primrose Hall Conference Room
Chip Andrews, Chair
Goodnight, Murphy, Prestage, Ramsey, Ward

2:45– 4:15 p.m.  University Affairs Committee
Winslow Hall Conference Room
Stan Kelly, Chair
Cabaniss, Clark, Jenkins, Nolan, Washington
Parking Will Be Available in Dorothy and Roy Park Alumni Center Parking Lot

7:30 – 8:00 a.m. Executive Committee Meeting
Eury Room, Park Alumni Center
Jim Owens, Chair
Cabaniss, Clark, Goodnight, Jenkins

8:30 – 9:15 a.m. Dean’s Briefing
Rich Linton, College of Agriculture and Life Sciences
Hood Board Room

FULL BOARD MEETING
Alumni Center, Hood Board Room

9:00 a.m. ■ Call to Order – Reading of the State Government Ethics Act
Jim Owens
Chair of the Board

■ Roll Call

■ Approval of Minutes
TAB 1
✓ — September 16, 2016 Full Board Meeting
✓ — September 16, 2016 Closed Session of the Full Board

■ Chair’s Report
TAB 2
Chair Owens
✓ — Resolution for Exclusion of Certain Directors or Officers
— Update of Activities and Topics of Interest to the Board

■ Chancellor’s Report
TAB 3
Chancellor W. Randolph Woodson
— Update of Activities and Topics of Interest to the Board

COMMITTEE REPORTS:
■ Audit, Risk Management and Finance Committee
TAB 4
Tom Cabaniss, Chair
On the Agenda: Committee Approvals and Informational Reports
— Informational Items
— Internal Audit Update
— Finance/Budget and Legislative Update
— Strategic Risk Management and Compliance Update
— Clery Act Compliance
— Investment Performance Review
— Committee Discussion
Buildings and Property Committee

Chip Andrews, Chair

On the Agenda: Board, Committee Approvals; Informational Reports

- Property Matters
  - Acquisition by Deed: Conveyance of ±0.742 acres of surplus right of way located along the eastern existing right of way of north bound lane Centennial Parkway
  - Disposition by Easement: City of Raleigh Easement – Pedestrian Sidewalk Improvement Project along Trailwood Drive

- Committee Responsibilities and Procedures
  - Recommended changes to the designer selection procedure

- Designer Selections
  - College of Veterinary Medicine Teaching Animal Unit Master Plan – West Campus Precinct
  - Centennial Campus Utility Infrastructure – Centennial Campus Precinct
  - Dan Allen Top Deck Repair – North Campus Precinct
  - Carmichael Addition and Renovation – Central Campus Precinct
  - Approval of Designer Selections Less Than $500,000

- Acceptance of Completed Buildings and Projects
- Plan Approval
- Informational Reports

University Advancement & External Affairs Committee

Jimmy Clark, Chair

On the Agenda: Board, Committee Approvals; Informational Reports; and Closed Session

- Informational Reports
  - University Advancement and Fundraising Update
  - Alumni Association Update

- Committee Discussion
  - Campaign Update
  - The CALS Consumer Test Kitchen Naming Proposal

- Closed Session

University Affairs Committee

Stan Kelly, Chair

On the Agenda: Board, Committee Approvals; Discussion and Informational Items; and Closed Session

- Consent Agenda

- Consideration of Campus Initiated Tuition Increase and Student Fees

- Request for Authorization to Continue Centers/Institutes:
  - Southeast Dairy Foods Research Center (SDFRC)
  - Center for Research in Scientific Computation (CRSC)
  - W.M. Keck Center for Behavioral Biology (CBB)

Requires Full Board Approval
University Affairs Committee (continued)
- December 2016 Graduation Speaker
- Faculty Senate Report
- Staff Senate Report
- Provost Update on activities in Academic Affairs
  - Closed Session

Board of Visitors Report
Chuck Flink, Chair

Student Body President Report
Paul Nolan, President

Items of Interest to Members of the Board

Motion to Go Into Closed Session

CLOSED SESSION

Reconvene in OPEN SESSION for Any Additional Items to Come Before the Board

Adjourn

Requires Full Board Approval
BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY

Executive Committee
November 18, 2016
Jim Owens, Chair
Members: Cabaniss, Clark, Goodnight, Jenkins

AGENDA

CALL TO ORDER
Reading of Conflicts of Interest
Jim Owens, Chair

ROLL CALL

APPROVAL OF MINUTES
✓  —  September 16, 2016 Open Meeting of the Executive Committee
✓  —  September 16, 2016 Closed Meeting of the Executive Committee

CHAIR’S REMARKS

ADJOURN
Members present: James W. Owens, Chair; Jimmy D. Clark; Thomas E. Cabaniss; and Ann B. Goodnight

Others present: Randy Woodson, Chancellor; Eileen Goldgeier, Vice Chancellor and General Counsel; and PJ Teal, Assistant Secretary

Chair Owens called the meeting to order at 7:30 a.m. He 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 board at this meeting. There being none, Chair Owens then called on Assistant Secretary PJ Teal for the roll call.

ROLL CALL
Assistant Secretary PJ Teal called roll and certified that a quorum was present.

MINUTES
Mr. Cabaniss made the motion, seconded by Mr. Clark, to approve the open session minutes of the April 22, 2016, meeting of the executive committee. The motion carried.

CHAIR’S REMARKS
Chair Owens reported that Board of Governors’ (BOG) policy requires that each constituent Board of Trustees conduct a self-assessment every four years and this will be due Spring 2017. The BOG policy also states that Trustees may find the use of a consultant especially helpful. In that regard, the Chancellor will call University of Virginia President Terri Sullivan to see if she is willing and available to assist with the self assessment this spring.

CLOSED SESSION
A motion was made by Mr. Clark to go into closed session to consider the qualifications, competence, performance, condition of appointment of a public officer or employee or prospective public officer or employee. Mrs. Goodnight seconded the motion. The motion carried.

RECONVENE IN OPEN SESSION
After coming out of closed session, Chair Owens announced the meeting is in open session. A motion was made by Mrs. Goodnight, seconded by Mr. Cabaniss to approve the salary actions for Vice Chancellors recommended by the Chancellor that were discussed in closed session.

With no further business for the Executive Committee, Chair Owens adjourned the meeting at 8:00 a.m.

Respectfully submitted:

______________________________  ______________________________
Assistant Secretary                Secretary

______________________________
Chair
The North Carolina State University Board of Trustees met in regular session in the Hood Board Room of the Dorothy and Roy Park Alumni Center on Centennial Campus, in Raleigh, NC, on Friday, September 16, 2016.

Members present: James W. Owens, Chair
Robert F. Andrews
Thomas E. Cabaniss
Jimmy D. Clark
Ann B. Goodnight
Stanhope A. Kelly
Wendell H. Murphy
Ronald W. Prestage, DVM
Randall C. Ramsey
Susan P. Ward
Dewayne N. Washington
Paul R. Nolan, ex officio

Chair Owens called the meeting to order at 9:30 a.m. He 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 if there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the board at this meeting. Chair Owens called on Assistant Secretary PJ Teal for the roll call.

ROLL CALL
Assistant Secretary PJ Teal called roll and certified that a quorum was present.

OATH OF OFFICE FOR NEW MEMBERS
Chair Owens introduced Judge Paul Ridgeway, Superior Court Judge, to administer the oath of office to new ex officio member, Paul R. Nolan.

MINUTES
Ms. Goodnight made the motion, seconded by Mr. Kelly, to approve the open and closed session minutes of the July 13, 2016 meeting of the full board. The motion passed.

CHAIR’S REPORT - JIM OWENS
Chair Owens thanked the Board for their confidence in him and for their service to the Board and especially their committee work. He welcomed Paul Nolan to the Board and recognized Paul’s mother Bonnie.

Chair Owens asked the Board to add two important dates to their calendars for the campaign kickoff.

- Friday, October 28: 12:30 - 2 Volunteer lunch; 2:30 – 3:30 Chancellor’s Fall address followed by a campus wide celebration; 6:00 VIP kickoff reception and 7:30 kickoff event for the campaign.
- Saturday, October 29: Homecoming football game vs. Boston College.

Chair Owens then asked the Board to review a red-lined version of a proposed revision to the Trustee bylaws. This revision is needed because of recent actions by the Board of Governors regarding salary increase preauthorization requirements. At their July meeting, the BOG increased the salary preauthorization threshold for the President to 25% and $25,000. The President intends to extend up to 20% and $15,000 of this authority to the Boards of Trustees who in turn have an opportunity to further delegate this authority to the Chancellor. The revision extends the 20% and $15,000 authority to the Chancellor and raises the limits for Trustee review and approval from a 15% and $10,000 increase to 25%
and $25,000. Chair Owens asked for a motion to approve the proposed revision. Mr. Clark made the motion, seconded by Dr. Prestage, to approve the proposed revision to the Trustee bylaws. The motion passed.

Chair Owens reminded the Trustees that annually the ACC requires each University Board of Trustees to certify that the authority for the administration of intercollegiate athletics has been delegated to the Chancellor. He asked for a motion to approve the ACC Governing Board Certification for 2016-2017. Ms. Ward made the motion, seconded by Mr. Murphy, and the motion passed.

Chair Owens then spoke of the importance of the Board of Visitors. He informed the Board that five new members had been chosen for the BOV: Dr. Dwight Armstrong, Ms. Brenda Brickhouse, Mr. Erik Dixon, Gen. Raymond Odierno, and Mr. Danny Peebles.

Chair Owens gave an Endowment Fund Board report and he shared that Gayle Lanier and Art Raymond have joined the Board. He reported that the Board heard a report from Brian Sischo, Vice Chancellor for University Advancement, on the 2016 highlights regarding the capital campaign and advancement activity as well as strategic goals for 2017. He also shared the timeline for upcoming events related to the campaign. NC State recently accepted an invitation to join the Council for Advancement and Support of Education's CASE 50, a community of the top 50 fundraising universities and colleges in the United States and the United Kingdom.

The Endowment Fund Board accepted new gifts and property of $9,837,649 received since the last meeting. The Board also accepted the Annual Report. The report will be provided in the Trustee November meeting materials. The Endowment Fund’s Net Assets increased by 1.4% for fiscal 2016, ending the year at $391.1 million. Contributions and matching revenues were $15.3 million, for the year. The Endowment Fund has investable assets of $209 million in the NC State Investment Fund.

The Board received an investment performance report for the Investment Fund for the fiscal year ending June 30, 2016. The Investment Fund posted a negative 1.4% return for fiscal year 2016, the performance of which is slightly above UNC Investment Fund’s 12 month return of negative 2%, and slightly below the Fund’s policy benchmark. The Board also received an update on the Investment Fund’s asset allocation, and the performance of various asset classes in the portfolio.

The Board heard and accepted the Hofmann Forest annual report as of June 30, 2016. Actual performance for fiscal year 2016 was better than expected. The Board convened into Executive Session to hear a report on additional real estate activity. Vice Chancellor Alan Rebar presented the Board with a request to establish a Seed Capital Endowment Fund – or SCEF. The Wolfpack Investor Network, also referred to as WIN, is a new initiative to connect qualified alumni investors with NC State – affiliated start-up companies. The SCFE is a small investment derived from existing endowment to be repurposed in support of WIN. The Endowment Fund Board approved a motion to establish a Seed Capital Endowment Fund from the Research Commercialization Fund – not to exceed $600,000 – and to delegate the allocation decisions to the Wolfpack Investor Network to invest outside the NC State Investment Fund, Inc., for the purpose of making incremental investments in portfolio companies consistent with policies surrounding Qualified Investments in the Network’s portfolio companies. It is the expectation that valuation reports from these investments will be provided to the Endowment Fund Board on an annual basis. The Board received an update on real estate assets held by the Endowment Fund. Reports on specific projects included the BioMedical Partnership Center, which was formerly referred to as the CBC Flex Building, Center for Technology and Innovation, the Stateview Hotel and Conference Center and the North Shore Residential Development.
CHANCELLOR'S REPORT – W. RANDOLPH WOODSON

Chancellor Woodson reported that his 2015-2016 Accomplishments Report highlighted great things that have happened at NC State between last July and this past June.

Chancellor Woodson shared that NC State had a record-setting number of applications this year. The total number of applicants increased by nearly 25 percent, earning us an all-time high of 26,000 potential students. The Class of 2020 represents all 100 counties in North Carolina, all 50 states in the U.S. and 70 countries from around the globe. In addition to the 4,300 new freshmen, NC State’s Graduate School enrolled 2,659 students for the 2016-2017 academic year.

He noted that in addition to all those new students, we also have some new faces on the administrative side. They are as follows:

- Mark Hoversten, Dean of the School of Design
- Annette Ranft, the Stephen P. Zelnak Jr. Dean of the Poole College of Management
- Linda McCabe Smith, Vice Provost for Institutional Equity and Diversity
- Sarah Stone, Interim Assistant to the Chancellor for External Affairs
- Marie Williams, Associate Vice Chancellor for Human Resources

Chancellor Woodson reported that a student currently enrolled in NC State’s MFA in Creative Writing Program as well as three recent alums were recognized for by the editors of the Best American Science Fiction and Fantasy Series. Ph.D. student Lindsey Smart received a $10,000 Fellowship from the NC Sea Grant / NC Space Grant to study the relationship between rising sea levels and the presence of “ghost forests” along the North Carolinian Coast. Her research will provide valuable information and protective measures to help local landowners prevent the loss of forest biodiversity. A team of three seniors in the Poole College of Management – Alexandra Shrader, Morgan Wilson and Taylor Rogan – won third place in the select Deloitte SAP Co-Innovation Event. This competition tests students on their ability to apply what they have learned during their undergraduate education to hypothetical situations and challenges them to think critically and creatively about problems that face many business ventures.

Chancellor Woodson reported that NC State’s faculty members are also accomplishing great feats and providing valuable contributions through innovative research. One such person is Dr. Nancy Allbritton, a Kenan Distinguished Professor and head of the UNC-NC State Joint Department of Biomedical Engineering. She recently received a prestigious award from the American Chemical Society’s Division of Analytical Chemistry for her work with chemical instrumentation. Dr. Allbritton’s research involves the use of biomedical microdevices and pharmacoengineering to develop new technology and assays for biomedical applications.

He reported that Dr. Casey Theriot was awarded a $1.5 million grant from the National Institutes of Health for her research exploring bacterial therapies to combat Clostridium difficile infections. The NIH’s Maximizing Investigator’s Research Award for New and Early Stage Investigators will be awarded over a period of five years, helping fund Dr. Theriot’s research lab for the foreseeable future.

Chancellor Woodson reported that Dr. Frank Buckless, Dr. Kathy Krawczyk, and Dr. Scott Showalter are receiving an Innovation in Accounting Education Award from the American Accounting Association. These professors are being recognized for their online simulation titled Second Life, which allows students to gain hands-on experience with inventory procedures without disrupting the daily productivity of warehouses.
Chancellor Woodson referred to the newly-released rankings from U.S. News & World Report. NC State ranked No. 33 for courses related to undergraduate game design, an academically rigorous concentration offered to students in our Department of Computer Science. NC State placed in the top 50 out of the 381 institutions surveyed, putting us among schools like the Massachusetts Institute of Technology and the Savannah College of Art and Design. Additionally, NC State was included on Princeton Review’s list of “Colleges That Pay You Back” and received a score of 90 for return on investment.

Chancellor Woodson noted that another exciting ranking came from Nature Magazine as they released their rankings of scholarly outputs of universities and research institutions around the world. Nature placed NC State at No. 31 in the world and third in North America.

He reported that the Golden LEAF Foundation awarded NC State with a $45 million grant to fund the Plant Sciences Initiative building. The Plant Sciences Initiative will further fuel our state’s economy through the enhancement of agribusiness – the No. 1 sector in North Carolina’s economy, at $78 billion per year.

Chancellor Woodson reported that this year marks the 50th year that NC State Football has called Carter-Finley Stadium the home of the Wolfpack. Much has changed over the years, but one thing that remains is NC State’s pride and excitement in this landmark for the campus and the surrounding community. He referred to a great story on the NC State news web site about Charles Kahn; a former College of Design professor and two-time NC State graduate and one of the stadium’s principal designers.

He reported that the newly renovated Reynolds Coliseum will have its grand opening complete with the unveiling of Coaches’ Corner where tribute will be payed to iconic coaches. Then there will be Hall of Fame Inductions.

**COMMITTEE REPORTS**

**AUDIT, RISK MANAGEMENT AND FINANCE COMMITTEE – CHAIR TOM CABANISS**

Mr. Cabaniss reported that the committee reviewed and discussed its responsibilities as per the bylaws, and the draft plan of work for the year. The four key areas of committee authority are audit, finance, risk management, and policy development for institutional trust funds and campus security.

Mr. Cabaniss presented a resolution to authorize NC State University to request the Board of Governors to issue one or more series of bonds to be known as North Carolina State University Special Obligation Bonds. The proceeds will be applied to finance the Plant Sciences Building, Carmichael Addition and Renovation, and Case Commons Residence Hall. Mr. Cabaniss made a motion, seconded by Mr. Kelly, to approve the Special Obligation Bond Resolution to enable issuance for the specific project. The motion passed.

Mr. Cabaniss reported that the Committee reviewed the Internal Audit Charter and approved the Charter as presented. A final report for fiscal year 2016 as well as current audit activities were reviewed.

Mr. Cabaniss reported that the committee received a budget and legislative update. Changes to the state appropriated budget for 2016-2017 included a continuing management flex reduction of $11 million and a one-time cut of $692 thousand. The budget included funding for salary increases, enrollment changes, repair and renovations, and capital improvements. Employees received salary increases of 1.5%, effective July 1, and funding for one time bonuses to be awarded in October. The NC GAP program has been delayed by one year. Senate Bill 873, Access to Affordable College Education Act, fixed freshmen tuition and fees for eight semesters, starting with the class in the fall of 2016. Fees are capped at 3% per academic year beginning in 2017-2018.
Mr. Cabaniss noted that the committee heard a report for fiscal year 2015-2016, Financial Reporting for Intercollegiate Athletics. NC State Athletics self-generated 91.3% of all Athletic revenue for FY15, and is near the top quartile compared to other ACC schools. The other 8.7% of revenue is funded from student fees. NC State’s Student Fee for Operations is the lowest in the UNC System. It has not increased since FY13. NC State’s expenses for FY 15 are in the bottom quartile of the ACC. Athletic expenses are 5.5% of total institutional expenses, which is in the 50th percentile. The Committee was provided other financial information including the annual budget for fiscal 2016-2017 for the Department of Athletics.

Mr. Cabaniss reported that the Committee was provided an overview of the NC State Compliance and Integrity Program, including the compliance framework, program attributes and activities, and reporting hotlines. The Committee also discussed Research Compliance at the University and the charge given to the recent compliance working sub-group.

BUILDINGS AND PROPERTY COMMITTEE - CHAIR CHIP ANDREWS

Mr. Andrews reported that the committee reviewed committee responsibilities and the 2016-2017 plan of work. They also reviewed and approved the April 21, 2016 meeting minutes, one property matter that required committee approval and three property matters that require full board approval. They are as follows:

- Disposition by Ground Lease of approximately 9 acres to the Tammy Lynn Memorial Foundation, Inc. The property is located on Centennial Campus, at 739 Chappell Drive, Raleigh, NC 27606. The lease will continue Tammy Lynn Memorial Foundation’s use of this property. It will also include termination of an access easement adjacent to the land that currently impairs further development of North Shore project, and provide a limited license to access adjoining trail on NC State land.

- Disposition by Lease of approximately 6,809 rentable square feet (RSF) of office space to Freese + Nichols for approximately $149,798 per year for 5 years beginning December 1, 2016 with one 5-year renewal option. The property is located on Centennial Campus at Partners Building I, 1017 Main Campus Drive, Suite 1200.

- Disposition by Lease of approximately 6,332 RSF of office space to the National Weather Service for a term of approximately 10 years for $188,400 per year beginning on December 15, 2016 with no renewals. The property is located on Centennial Campus at Research Building III, 1005 Capability Drive, Suite 300.

Mr. Andrews made a motion, seconded by Dr. Prestage, to approve the three property matters. The motion passed. He noted that there was one property matter that required committee approval only. It was a Disposition of Demolition for a one-story frame house and one wood/metal garage constructed in 1952 and 1979 respectively, along with associated improvements as requested by the College of Agriculture and Life Sciences. The house and garage are located at 4901 and 4903 Reedy Creek Road.

Mr. Andrews reported that the committee approved and recommended 26 Designer selections and accepted 13 building projects at a combined value of $14.6 million that included the Carmichael Locker Room improvements at a value of $6.5 million and the new reuse water distribution main on Centennial Campus allowing savings in the cost of cooling tower water, campus irrigation water and commode supply in Hunt Library.

Mr. Andrews noted that the committee reviewed and approved site selection for the Case Commons Residence Hall located in the Central Campus Precinct and they also reviewed and approved the design plan for the Case Commons Residence Hall. Additionally the committee approved 12 Plans and Specifications of Formal Projects costing less than $2 million and received updates from Real Estate and
Development and Capital Project Management. Mr. Andrews reported that the University Architect provided an update on the status of projects in planning.

UNIVERSITY ADVANCEMENT AND EXTERNAL AFFAIRS COMMITTEE - CHAIR JIMMY CLARK

Mr. Clark reported that the committee heard a University Advancement and Fundraising update, and a review of fiscal year 2016. He noted that year end totaled $162 million in gifts and new commitments and cash receipts of $127 million.

Mr. Clark reported that the Campaign total was $884 million at the end of June, but with the recent announcement of the Golden Leaf Foundation grant of $45 million, combined with several other leadership level gifts, the campaign total had reached $957 million as of September 9. The “Billion By Launch” initiative was discussed. It is an internally-focused effort with the aspiration to reach $1 billion in the campaign by the kickoff on October 28.

Mr. Clark stated that the committee reviewed naming policies and procedures, including a discussion of the process for assembling information on historical namings across the University. In addition, the committee reviewed the proposed creation of a new endowment naming level for directors of distinctive scholarship programs at NC State.

Mr. Clark reported that the committee heard an overview of the University’s planned giving program including a summary of the existing portfolio of planned gift donors as well as the types of planned gift vehicles available to potential donors.

Mr. Clark stated that the Division of Academic and Student Affairs presented naming opportunities connected to the Carmichael Gymnasium within University Recreation. Representatives from the JC Raulston Arboretum presented naming opportunities for a new Edible Garden. He noted that total naming opportunities for the Edible Garden are approximately $1 million.

Mr. Clark reported that the committee voted to approve all of the naming proposals, and in closed session, the Committee approved three new naming proposals to name specific university spaces on campus.

UNIVERSITY AFFAIRS COMMITTEE – CHAIR STAN KELLY

Mr. Kelly reported that the committee reviewed its responsibilities as outlined in the Board of Trustees Bylaws and the committee’s plan of work for this academic year. Mr. Kelly noted that the committee approved requests to continue three Centers that have completed the required review of activities in accordance with university regulations. These are the Industry Research Programs in Forestry Center, the Center for Geospatial Analytics and the Bioinformatics Research Center.

Mr. Kelly reported that Senior Vice Provost Louis Hunt presented preliminary Fall enrollment information. Several enrollment matters were discussed, including the following: changes in overall graduate and undergraduate enrollment; academic quality of the incoming freshman cohort; and undergraduate student success data. The data presented showed that NC State’s Class of 2020 is the most academically prepared class ever admitted to the university. Over 26,000 applications were
received for fall 2016, which represented all North Carolina counties, 50 states, and over 119
countries. The incoming freshman class included 210 students that graduated as valedictorian or
salutatorian in their high school class, over 560 children of alumni, and over 625 students that are the first
in their family to attend college. He noted that several new efforts intended to enhance student success
were highlighted.

Mr. Kelly stated that an update on Student Government activities was given by Student Body President,
Paul Nolan. Some initiatives underway in Student Government include voter registration and
engagement, promoting the It's On Us education-based campaign to end sexual assault on college
campuses, and developing and hosting a series of town halls for the academic year and requiring diversity
and cultural competency training for all Student Organization leaders.

Mr. Kelly reported that in the Provost's update, the committee received information about the 2016-2017
faculty salary ranges. The committee also received an update on the Chancellor's Faculty Excellence
Program. At present, 12 of the 20 clusters have completed their hiring, bringing 56 of the possible 80
cluster hires to campus. Hires have been made in all 10 colleges and in about 40% of our academic
departments. He noted that in closed session, the committee approved a head coach employment
agreement and a non-salary compensation request.

CHAIR OF THE FACULTY REPORT – JEANNETTE MOORE
Dr. Jeannette Moore gave the following updates that have been discussed at the full Faculty Senate:

- Results of the COACHE Faculty Satisfaction Survey.
- Enhancing Graduate Student Success.
- Academic Analytics: Where is the university going with this?
- The title of "Secretary" was changed to "Associate Chair" after considerable discussion with a
  vote of 22 yes, 1 no, and 0 abstentions.
- The Faculty Senate voted unanimously to give University College separate Senate
  representation from the General Constituency. This will occur with the next elections (spring of
  2017) and will be effective as of July 1, 2017. This will increase the number of senators from 35
to 37.
- Two resolutions were passed at the final (April 19) meeting. They were (1) Resolution in Favor of
  Updating the Alma Mater; and (2) Resolution of Opposition to the Drug and Alcohol Free
  Workplace Regulation.

Dr. Moore reported that 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. 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.

CHAIR OF THE STAFF SENATE REPORT – ANGKANA BODE
Ms. Bode reported that the NC State Staff Senate started its twenty-second year celebrating "the
Employee Dependent's Tuition Scholarship." She noted that a thank you video montage was
unveiled to Chancellor Woodson at the July 12 Retreat at Hunt Library. Staff Senate is also working
on fund-raising initiatives to help support the scholarship program for future generations of
Wolfpackers.
Ms. Bode listed the goals of Staff Senate:

- Promote and facilitate staff participation in the university community. Staff Senators are actively engaged in projects such as Packapalooza Annual Festival, Habitat Build-A-Block, Bountiful Harvest Food Drive, Feed-the-Pack Food Pantry, Toys 4 Tots Drive, and additional new initiatives to be rolled out this year.
- Communicating with employees via Staff Senate’s weekly newsletter is a great success. They will start exploring the use of new technologies and social media and will improve Lunch and Learn sessions across campus with topics of interest to all employees.
- Staff Senate will continue to work closely with the UNC Staff Assembly and the UNC Faculty Assembly. Years without a cost-of-living adjustment or merit awards have left too many staffers behind the levels we want them to reach. The recent salary increase from the legislature brings much-needed improvement to morale and financial well-being.
- Staff Senate's April 2016 resolution on “The Establishment of the Staff Ombuds Office,” was followed by the UNC-GA Human Resources system-wide support for Staff Ombuds Office in August 2016. Under the guidance of Associate Vice Chancellor Marie Williams, Staff Senate is collaborating with NC State Student and Faculty Ombuds Offices with a common purpose of strengthening our university community.
- Staff Senate is excited about the promising resolution on “Recommendations Arising from the 2014 Staff Well-Being Survey Results.” To make NC State an even better place to work, Staff Senate is focusing on those areas where employee and workforce conditions can be improved at little or no cost to the university, where employees can grow, and where a "culture of continuous improvement" called for in the university’s strategic plan will be facilitated.

CLOSED SESSION
With no further business in open session, Mrs. Ward made the motion, seconded by Mrs. Goodnight, at 11:10 a.m. to go into closed session to consider the qualifications, competence, performance, condition of appointment of a public officer or employee or prospective public officer or employee and to prevent the premature disclosure of an honorary award. The motion passed.

RECONVNE IN OPEN SESSION
At 11:45 a.m., the board came out of closed session. A motion was made by Mr. Clark seconded by Mr. Murphy, to approve the request for political activity as discussed in closed session. The motion passed. With no further business in open session, Chair Owens adjourned the meeting at 11:50 a.m.

Respectfully submitted,

_______________________              _____________________
Assistant Secretary    Secretary

Approved:

_______________________
Chair of the Board
NORTH CAROLINA STATE ETHICS COMMISSION

SAMPLE

ETHICS AWARENESS & CONFLICT OF INTEREST REMINDER

(to be read by the Chair or his or her designee at the beginning of each meeting)

In accordance with the State Government Ethics Act, it is the duty of every [Board] member to avoid both conflicts of interest and appearances of conflict.

Does any [Board] member have any known conflict of interest or appearance of conflict with respect to any matters coming before the [Board] today?

If so, please identify the conflict or appearance of conflict and refrain from any undue participation\(^2\) in the particular matter involved.

---

1 N.C.G.S. §138A-15 (e): “At the beginning of any meeting of a board, the chair shall remind all members of their duty to avoid conflicts of interest and appearances of conflict under [Chapter 138A].” There is no set language required by the Act. Specific language can and should be tailored to fit the needs of each covered board as necessary.

2 “A public servant shall take appropriate steps, under the particular circumstances and considering the type of proceeding involved, to remove himself or herself to the extent necessary, to protect the public interest and comply with this Chapter, from any proceeding in which the public servant’s impartiality might reasonably be questioned due to the public servant’s familial, personal, or financial relationship with a participant in the proceeding.” See N.C.G.S. §138A-36 (c). If necessary, the Chairman or individual member involved should consult with his ethics liaison, legal counsel, or the State Ethics Commission to help determine the appropriate response in a given situation.
NORTH CAROLINA STATE UNIVERSITY
RESOLUTION
Exclusion of Certain Directors or Officers of North Carolina State University

I, Ann B. Goodnight, do hereby certify that I am the Secretary of the Board of Trustees of North Carolina State University, a state agency organized and existing under the laws of the State of North Carolina, and that the following is a true and correct copy of the resolution adopted by the Board of Trustees of the university at a duly noted meeting held on November 18, 2016 at which time a quorum was present.

WHEREAS, Department of Defense Regulations contain a provision making it mandatory that the Chancellor of North Carolina State University, the Vice Chancellor for Research, Innovation, and Economic Development and the Facility Security Officer of North Carolina State University meet the personnel clearance requirements established for a contractor’s facility clearance; and

WHEREAS, said Department of Defense Regulations permit the exclusion from the personnel clearance requirements of certain members of the Board of Trustees of North Carolina State University and other officers, provided that this action is recorded in the corporate minutes.

<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Wilson Owens</td>
<td>Chair, Board of Trustees</td>
</tr>
<tr>
<td>Jimmy Dean Clark</td>
<td>First Vice Chair and Board Member</td>
</tr>
<tr>
<td>Thomas Edward Cabaniss</td>
<td>Second Vice Chair and Board Member</td>
</tr>
<tr>
<td>Ann Baggett Goodnight</td>
<td>Secretary and Board Member</td>
</tr>
<tr>
<td>Benjamin Plato Jenkins III</td>
<td>Immediate Past Chair and Board Member</td>
</tr>
<tr>
<td>Stanhope Anthony Kelly</td>
<td>Board Member</td>
</tr>
<tr>
<td>Wendell Holmes Murphy</td>
<td>Board Member</td>
</tr>
<tr>
<td>Ronald William Prestage</td>
<td>Board Member</td>
</tr>
<tr>
<td>Randall Clark Ramsey</td>
<td>Board Member</td>
</tr>
<tr>
<td>Susan Parrott Ward</td>
<td>Board Member</td>
</tr>
<tr>
<td>Dewayne Neron Washington</td>
<td>Board Member</td>
</tr>
<tr>
<td>Paul Robert Nolan III</td>
<td>Ex-officio Board Member</td>
</tr>
<tr>
<td>Warwick Andrew Arden</td>
<td>Provost and Executive Vice Chancellor</td>
</tr>
<tr>
<td>Scott Douglass</td>
<td>Vice Chancellor, Finance and Administration</td>
</tr>
<tr>
<td>Eileen Sue Goldgeier</td>
<td>Vice Chancellor and General Counsel</td>
</tr>
<tr>
<td>Maureen M. Grasso</td>
<td>Dean, Graduate School</td>
</tr>
<tr>
<td>Marc Ira Hoit</td>
<td>Vice Chancellor for Information Technology</td>
</tr>
<tr>
<td>Sarah M. Stone</td>
<td>Interim Assistant to the Chancellor for External Affairs</td>
</tr>
<tr>
<td>Brian C. Sischo</td>
<td>Vice Chancellor for Advancement</td>
</tr>
<tr>
<td>Michael David Mullen</td>
<td>Vice Chancellor, Dean for Academic and Student Affairs</td>
</tr>
<tr>
<td>Patricia J. Teal</td>
<td>Secretary of the University and Assistant to the Chancellor</td>
</tr>
<tr>
<td>Deborah Ann Yow</td>
<td>Director of Intercollegiate Athletics</td>
</tr>
</tbody>
</table>
NOW THEREFORE BE IT DECLARED that the Chancellor, the Vice Chancellor for Research, Innovation, and Economic Development, and the Facility Security Officer described above do at the present time possess, or will be processed for, the required security clearance; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Chancellor, the Vice Chancellor for Research, Innovation, and Economic Development, and Facility Security Officer of North Carolina State University, such individual shall immediately make application for the required security clearance.

NOW, THEREFORE, BE IT RESOLVED FURTHER that the foregoing members of the Board of Trustees and other University officers, shall not require, shall not have, and can be effectively excluded from access to CLASSIFIED information in the possession of the corporation.

WITNESS WHEREOF I have hereunto set my hand and affixed the seal of North Carolina State University on this 18th day of November, 2016.

______________________________
Ann B. Goodnight, Secretary
North Carolina State University
Board of Trustees
Wrap up of Red & White Week
NC State’s boldest fundraising campaign ever – Think and Do the Extraordinary – is off and running with its sights set on raising $1.6 billion for scholarships, research, programs and facilities. The launch of the public phase of the campaign was the culmination of Red & White Week – a celebration of NC State’s past and bright future. We started the public phase with a little more than $1,004,000,000 raised, and expect to see that figure rise steadily thanks to the generous NC State community.

Fashion Group Clothing Drive
NC State College of Textiles student organization Fashion Group has started a clothing donation service project as a year-long project with multiple donation dates planned. Their first drive was on October 18, and they collected nearly 2,000 items. They also have donation bins set up at the College of Textiles campus. They ask students and faculty to donate unwanted clothing in the hopes of helping those in need, keeping clothes from taking up space in landfills, and changing the stigma associated with second-hand clothes. At the end of the academic year, the group will hold a fashion show to demonstrate the various fashion forward outfits that can be made from the donations.

More Accolades for MBA program
The Poole College of Management’s Jenkins MBA Program recently received even more outstanding rankings. The Economist included the Jenkins MBA Program on its list of full-time MBA programs, placing it at No. 89 in the Top 100 MBA Programs around the world. This ranking also landed NC State’s Jenkins MBA Program among the top 50 MBA programs in the United States. The Economist went on to rank the program No. 24 among U.S.-based public institutions. This exceptional showing marks the first year NC State’s program was eligible for the ranking.

Supporting Principals in North Carolina
NC State will lead a $5.6 million charge to redesign principal preparation programs as a partner in the Wallace Foundation’s five-year, $47 million national initiative. NC State’s Northeast Leadership Academy (NELA) has seen results as graduates of the program have improved academic performance in North Carolina schools. This new funding will allow the project to grow considerably. NC State plans to extend its outreach efforts to include Wake and Johnston County school districts in addition to 14 other districts found in North Carolina counties.
New Associate Vice Chancellor for Facilities
An NC State alumnus with more than three decades of experience with the U.S. Navy in engineering, construction and facilities management took the helm of the facilities division this week. Doug Morton will direct facilities planning, design, construction, operations and development for the university's 113,000 acres and 1,163 buildings. The Salisbury, N.C. native holds a bachelor’s degree in civil engineering–construction from NC State, a master’s degree in civil engineering from the Georgia Institute of Technology and a master’s degree in national resource strategy from the Industrial College of the Armed Forces.

New Leadership for Institute for Emerging Issues
Leslie Boney III, vice president of international, community and economic engagement for the University of North Carolina system, has been named director of the Institute for Emerging Issues (IEI), effective January 1, 2017. In his most recent position, Boney worked to develop initiatives connecting university international program offices, public service officers and lead economic development representatives with each other and with external partners. Previously, he served as associate vice president for economic development and engagement for the UNC system. At IEI, he will be responsible for overseeing the institute’s evolving role in translating scholarship into impactful discussions on important issues of public policy.

What’s Lurking in your Back Yard?
NC State is teaming up with the North Carolina Museum of Natural Sciences and the N.C. Wildlife Resources Commission to catalog the critters that wander across your property. Citizens can borrow a wildlife camera from a local library to capture images. The information gathered will help researchers learn more about deer reproduction and the distribution of mammal species across the state. The efforts by these “Citizen Scientists” will also help to build enthusiasm for science among people of all ages.

Helping out after Hurricane Matthew
While the most serious effects of Hurricane Matthew were felt in Eastern North Carolina, its impacts extended much farther. NC State’s College of Agriculture and Life Sciences, along with North Carolina Cooperative Extension generated resources and fact sheets for families and farms who were affected. CALS also has a resources and information website to help with the recovery. The Division of Academic and Student Affairs offered resources to affected students. Several canned food drives were held and Athletics hosted contests and practices for teams from East Carolina, where flooding canceled a week of school and altered schedules for the Pirates volleyball, tennis and cross country teams.
CALL TO ORDER
Tom Cabaniss, Chair of Committee

ROLL CALL
Tom Cabaniss, Chair of Committee

READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT
Tom Cabaniss, Chair of Committee

1. APPROVAL OF MINUTES
   Approval of September 15, 2016 Minutes

2. NO ACTION ITEMS

3. INFORMATIONAL REPORTS

A. Internal Audit Update
   (NC State Pol 01.05.1, Appendix 1, I.a.i-viii)
   Internal Audit
   Cecile Hinson, Director, Internal Audit

B. Finance/Budget and Legislative Update
   (UNC Pol, Ch. 100.1, Appendix 1 (V), NC State Pol 01.05.1, Appendix 1, I.b)
   Office of Finance and Administration
   Scott Douglass, Vice Chancellor for Finance and Administration
   Office of the Chancellor
   Sarah Stone, Interim Assistant to Chancellor, External Affairs

C. Clery Act Compliance
   (NC State Pol 01.05.1, Appendix 1, I. a.vi, c , d.ii)
   Office of General Counsel
   Eileen Goldgeier, Vice Chancellor and General Counsel
   Environmental Health and Public Safety
   David Rainer, Associate Vice Chancellor for Environmental Health and Public Safety
D. Investment Performance Review
   (NC State Pol 01.05.1, Appendix 1, I.d.i)
   Office of Finance and Administration
   Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and University Treasurer

4. COMMITTEE DISCUSSION

5. ADDITIONAL INFORMATIONAL MATERIALS
   A. Endowment Fund Annual Report FY16

ADJOURN
Chair Cabaniss opened the meeting at 1:10 p.m. in the Winslow Hall Conference Room. Committee members present for the meeting were:

Mr. Tom Cabaniss, Chair
Mr. Chip Andrews
Ms. Stanhope Kelly
Mr. Paul Nolan
Mr. Ron Prestage
Mr. Randy Ramsey

Others present were:

Dr. James Owens, BOT Chair
Chancellor W. Randolph Woodson
Dr. Warwick Arden, Provost and Executive Vice Chancellor
Ms. Anskana Bode, Chair, Staff Senate
Mr. Scott Douglass, Vice Chancellor, Office of Finance and Administration
Ms. Eileen Goldgeier, Vice Chancellor and General Counsel, Office of General Counsel
Ms. Tabitha Groelle, Business Officer, Treasurer’s Division
Ms. Cecile Hinson, Director of Internal Audit
Dr. Marc Hoit, Vice Chancellor, Office of Information Technology
Mr. Robert Hoon, Deputy General Counsel, Office of General Counsel
Mr. Calvin Jackson, Technology Support Analyst, Technology Support Services
Ms. Lori Johnson, Director, Strategic Debt and Financial Management
Mr. Michael Lipitz, Senior Associate Athletic Director for Administration, Athletics Department
Ms. Diane Moose, Senior Associate Athletic Director for Business Operations, Athletics Department
Ms. Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and University Treasurer
Mr. Roby Sawyers, Professor, Poole College of Management
Ms. Sarah Stone, Interim Assistant to the Chancellor, External Affairs, Chancellor’s Office
Dr. Alan Rebar, Vice Chancellor, Office of Research, Innovation and Economic Development
Ms. Jill Tasaico, Senior Director, Foundations Accounting and Investments
Ms. PJ Teal, Assistant to the Chancellor, Chancellor’s Office
Mr. Brad Trahan, University Compliance Manager, Office of General Counsel
Ms. Deborah Yow, Director, Athletics Department

Chair Cabaniss 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 Committee at this meeting. There being none, the meeting continued.

Mary Peloquin-Dodd reviewed the Committee responsibilities as per the bylaws, this year’s agenda, and the draft plan of work for the year. The four key areas of committee authority are audit, finance, risk
management, and policy development for institutional trust funds. She commented that there were no changes from last year.

Chair Cabaniss asked if there were any changes to the minutes from the April 21, 2016 meeting as presented. With there being no changes requested, Stan Kelly made a motion to approve and Chip Andrews seconded. The minutes were approved.

Lori Johnson brought forth the Special Obligations Bonds Resolution for approval. The proceeds of the special obligations bond would be applied to finance the Plant Sciences Building, Carmichael Addition and Renovation, and Case Commons Residence Hall. Randy Ramsey made a motion to recommend to the full Board the approval of the resolution. Stan Kelly seconded. The motion carried.

Cecile Hinson reviewed the Internal Audit Charter, which is required by state law, BOG policy, and the Institute of Internal Auditors’ international professional standards. The Charter is a formal document that defines the Internal Audit Division (IAD) mission, scope of work, accountability, authority, and responsibility. The Charter must be reviewed and approved annually by the Board of Trustees. Ms. Hinson noted there were no changes to the charter other than the date. A motion was made by Randy Ramsey to approve the Charter. Ron Prestage seconded, and the Internal Audit Charter was approved.

Ms. Hinson also discussed the materials provided: the Fiscal Year 2016 NCSU IAD Annual Report and Fiscal Year 2016 Year End Summary. She reviewed the year’s engagement coverage of the Top 10 University Strategic Risk areas, risk assessment by unit, and effort expended. The hours put in by Internal Audit staff as a result of direct effort are well above the national average for best practices. Ms. Hinson reported on activity since April. There were five engagements closed and one report issued related to gas cylinder inventory processes. Two reports and two audits are in progress. The staff is engaged in 12 consultations, three investigations and eight follow-ups.

Scott Douglass provided the committee with a budget update. Changes to the state appropriated budget for 2016-2017 included a continuing management flex reduction of $11 million and a one-time cut of $692 thousand. The budget included funding for salary increases, enrollment changes, repair and renovations, and capital improvements. Employees received salary increases of 1.5%, effective July 1. State appropriated funding will be added for one time merit bonuses, the amounts have not yet been defined, and will be awarded in October. The NC GAP program has been delayed by one year. Senate Bill 873, Access to Affordable College Education Act, fixed freshmen tuition and fees for eight semesters, starting with the class in the fall of 2016. Fees are capped at 3% per academic year beginning in 2017-2018.

Sarah Stone updated the committee on legislative activities. The UNC Self-Liquidating bill passed overwhelmingly. Legislative support is very strong. She discussed other topics being monitored including a bill that requires the State Education Assistance Authority to post student outcomes by degree path for students to consider when declaring a major. Ms. Stone also provided an overview of the Long Session outlook.

Deborah Yow provided the Committee with the UNC BOG annual Intercollegiate Athletics Financial Report, including the financial terms of the apparel contract, multimedia revenue, student fees exchanged for tickets and ACC TV revenue. She introduced Diane Moose, Senior Associate Athletic Director, to give the rest of the report. The report is always given in arrears, so this year the information is based on FY15 data. The report is also required to include information on the FY16 budget. Ms. Moose reported that NC State
Athletics self-generated 91.3% of all Athletic revenue for FY15, which includes transfer of scholarship monies from the WolfPack Club. The remaining 8.7% of revenue is generated from student fees. NC State’s Student Fee for Operations is the lowest in the UNC System and it represents only 10% of the total undergraduate student fees at NC State. The fee has not increased from $232 since FY13 nor is it slated to increase through FY17. It will generate approximately $6.7 million in revenue for FY17.

Ms. Moose also reported expenses for FY15 of $73 million. NC State’s expenses, as reported by the NCAA, are in the bottom quartile of the ACC. Expenses increased approximately $10 million over FY14 resulting from NCAA reporting changes that now recognize debt payments as expenditures. She noted that NC State pays all its coaches directly with no third party involvement and maintains its own facilities. She also discussed expenditures per student athlete, noting that the ratio uses unduplicated student athlete count, meaning a student is counted only once regardless of the number of sports in which they participate. NC State is in the 50th percentile for the conference with expenses of $142,168 per student athlete. Athletics expenses are approximately 5.5% of the total expenses at NC State, which is in the 50% percentile of the ACC.

Ms. Moose presented the FY17 revenue and expense budgets. The beginning cash balance was $4.7 million. The operating revenues are projected at $78.9 million. The major sources of revenue include conference distribution, ticket and suite sales, scholarship funding, student fees and media rights and uniform/equipment/apparel contracts. The operating expenses are projected to be $78.6 million. The major expenses include salaries and benefits, scholarships, travel and facilities. She also noted that Game Day Operations will fluctuate with the number of home games.

Rob Hoon, gave an overview of the University Compliance and Integrity Program Framework. He discussed the three components of Compliance, Integrity and Reporting. He reviewed the program attributes and activities, which include divisions of ownership and accountability, Policies, Regulations and Rules (PRR’s), training, branding, marketing, ethics and response and prevention. The Division of Accountability create compliance owners and includes a point of contact who deals with the day to day issues. He also stressed the importance of Compliance reporting. A hotline link has been added to the website to allow for easier reporting by anyone.

Alan Rebar discussed the Research Compliance Sub Working Group. This committee has been tasked with increasing the university’s efficacy of research compliance related to outreach and education to stakeholders and compliance partners. He highlighted the goals of the group, both short and long term. He also highlighted areas that compliance could be compromised or are of highest risk.

Mary Peloquin-Dodd discussed the additional information materials which included both the NC State Investment Fund performance and the NC State Intermediate Term Fund performance.

With no further business, the Committee adjourned at 2:38 p.m.

Submitted by ____________________________________________
Secretary to the Committee

Approved ____________________________________________
Chair of the Committee
NC STATE UNIVERSITY

Annual Security and Fire Safety Report

October 2016
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>5</td>
</tr>
<tr>
<td>Message from Chief</td>
<td>5</td>
</tr>
<tr>
<td><strong>Clery Action Requirements</strong></td>
<td>6</td>
</tr>
<tr>
<td><strong>Disclosure of Crime Statistics</strong></td>
<td>7</td>
</tr>
<tr>
<td><strong>Alerting the NC State Community</strong></td>
<td>9</td>
</tr>
<tr>
<td>WolfAlert System Methods</td>
<td>9</td>
</tr>
<tr>
<td>Timely Warnings</td>
<td>11</td>
</tr>
<tr>
<td>Emergency Notifications</td>
<td>11</td>
</tr>
<tr>
<td>Safety Notifications</td>
<td>12</td>
</tr>
<tr>
<td><strong>Testing Emergency Response and Evacuation</strong></td>
<td>12</td>
</tr>
<tr>
<td>Procedure</td>
<td>12</td>
</tr>
<tr>
<td>Campus Evacuations</td>
<td>12</td>
</tr>
<tr>
<td>Building Evacuations</td>
<td>13</td>
</tr>
<tr>
<td>Shelter-in-Place</td>
<td>13</td>
</tr>
<tr>
<td><strong>Missing Student Notification</strong></td>
<td>13</td>
</tr>
<tr>
<td>Identifying a Contact Person</td>
<td>14</td>
</tr>
<tr>
<td>Procedure for Identifying a Missing Student</td>
<td>14</td>
</tr>
<tr>
<td><strong>Reporting of Criminal Offenses</strong></td>
<td>15</td>
</tr>
<tr>
<td>Who to Report to</td>
<td>15</td>
</tr>
<tr>
<td>Campus Security Authorities at NC State</td>
<td>15</td>
</tr>
<tr>
<td>Voluntary and Anonymous Reporting</td>
<td>17</td>
</tr>
<tr>
<td><strong>Security and Access</strong></td>
<td>17</td>
</tr>
<tr>
<td>Residence Halls</td>
<td>17</td>
</tr>
<tr>
<td>Campus Buildings</td>
<td>18</td>
</tr>
<tr>
<td>Maintenance</td>
<td>18</td>
</tr>
<tr>
<td><strong>University Police</strong></td>
<td>18</td>
</tr>
<tr>
<td>Authority</td>
<td>18</td>
</tr>
<tr>
<td>Contract Security</td>
<td>22</td>
</tr>
<tr>
<td>Relationship with Local Agencies</td>
<td>22</td>
</tr>
<tr>
<td><strong>Crime Prevention and Security Awareness</strong></td>
<td>22</td>
</tr>
<tr>
<td><strong>Off Campus Crime</strong></td>
<td>23</td>
</tr>
<tr>
<td><strong>Alcohol and Illegal Drugs</strong></td>
<td>24</td>
</tr>
<tr>
<td>Chancellor’s Statement</td>
<td>24</td>
</tr>
<tr>
<td>University Policies</td>
<td>24</td>
</tr>
<tr>
<td>Policy on Illegal Drugs</td>
<td>25</td>
</tr>
<tr>
<td>Alcohol Policy</td>
<td>25</td>
</tr>
<tr>
<td>Howl for Help</td>
<td>25</td>
</tr>
<tr>
<td>Drug-Free Workplace</td>
<td>26</td>
</tr>
</tbody>
</table>
Field Programs ........................................................page 53
Fire Safety Improvements .............................................page 56

Appendix G: Relationship Violence, Sexual.......................page 57
Misconduct, and Stalking ...........................................page 57

Reg 04.25.02 Discrimination, Harassment and
Retaliation Complaint Procedures ...............................page 59
Introduction

Message from the Chief

North Carolina State University (NC State) is the largest university in North Carolina with a population of over 40,000 and encompasses nearly 2,110 acres in the heart of the capital city of Raleigh. The campus is uniquely composed of offices and classrooms, university residence halls, private housing, research facilities, major athletic facilities, a major veterinary hospital, and a research park located at Centennial Campus. NC State has all of the attributes of a major city in North Carolina.

Studying, living and working in a university environment like NC State can make it easy to forget that crime and other problems can occur just as they do in other cities in North Carolina. The purpose of this report is to provide you with the information you need to stay safe while at NC State.

The NC State Police Department (University Police) is the primary department at the university charged with creating a safe and secure environment. This task, however, is not one we can accomplish alone. Crime prevention, identifying risks and problem solving are the responsibility of everyone.

Our efforts to maintain a safe and secure environment rely on University Police's ability to develop working relationships with the many communities that make up NC State. We believe that through partnering and problem solving, we can make NC State one of the safest universities in the nation. We have a commitment to community policing and we are dedicated to assisting you in maintaining a safe and secure environment in order to enhance the quality of life here at NC State.

University Police has been awarded “Accreditation with Excellence” by the Commission on Accreditation for Law Enforcement Agencies, Inc. University Police is also accredited by the International Association of Campus Law Enforcement Administrators. These professional milestones ensures that the department is practicing nationally and internationally recognized standards for the delivery of police services to the NC State community. The department provides a full range of services, including 24-hour patrol (by vehicles, on foot, on bikes, on Segways, and on horseback), investigations, a 911 center and a crime prevention unit. In addition, the police department offers a wide range of educational services.

We hope you find this report informative and helpful and that your stay at NC State will be both rewarding and safe.

Jack W. Moorman
Chief of Police
Clery Act Requirements

In general, the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act) requires colleges and universities to:

- Publish an annual report every year by October 1 that contains three years of campus crime statistics and certain campus security policy statements;
- Disclose crime statistics for the campus, public areas immediately adjacent to or running through the campus, and certain non-campus properties. The statistics must be gathered from University Police, local law enforcement, and other University officials who have "significant responsibility for student and campus activities;"
- Provide "Timely Warning" notices of those crimes that have occurred and pose an "ongoing threat to students and employees;"
- Provide “Emergency Notifications” for dangerous or emergency situations; and
- Disclose in a public crime log any crime that occurred on campus and is reported to the university police.
- Provide survivors of sexual assault, domestic violence, dating violence, and stalking with information on reporting, interim arrangement options, resources, and University disciplinary processes.
- Outline and disclose University policies and procedures within their annual security reports, including those related to disseminating timely warnings and emergency notifications, options for survivors of sexual assault, domestic violence, dating violence, and stalking, and campus crime reporting processes.

University Police is required by the Clery Act to report certain types of crimes on an annual basis. As a result, NC State reports all Part 1 Criminal Offenses, as well as Hate Crimes as required by the Clery Act, for crimes occurring on campus and certain non-campus properties. These crimes include:

- Criminal Homicide
- Sexual Assault, including Rape, Fondling, Incest, and Statutory Rape
- Stalking
- Domestic Violence
- Dating Violence
- Rape
- Robbery
- Aggravated assault
- Burglary
- Motor vehicle theft
- Arson
- Hate crimes
- Arrests and Disciplinary Referrals for Violations of Weapons, Drug, and Liquor Laws

The Annual Security Report (ASR) crime statistics are provided below, and are also available on the University Police website at the following link: [http://campuspolice.ehps.ncsu.edu/news/stats/annual-security-report/](http://campuspolice.ehps.ncsu.edu/news/stats/annual-security-report/).

University Police is responsible for preparing and distributing the ASR. University Police works with many other departments within the campus community to compile this information. Because they have local jurisdiction over some NC State locations, the Raleigh Police Department, Wake County Sheriff’s
Office, and other law enforcement agencies are asked to provide Clery reportable crime statistics for the required Clery geographical locations.

We encourage members of the NC State community to use this report as a guide for safe practices on and off campus. For a hard copy of this information or alternative formats please contact the NC State University Police at (919) 515-3000.

**Disclosure of Crime Statistics**

NC State crime statistics include those crimes reported to University Police, Campus Security Authorities (CSAs), and local law enforcement agencies. These statistics may include crimes that have occurred in private residences, including those maintained by university student organizations, and certain other non-campus property.

Each year, an e-mail notification is made to all enrolled students, faculty and staff that provide the website to access the ASR. Prospective students can obtain a copy by visiting NC State’s undergraduate and graduate admissions websites. All prospective employees can obtain a copy from the NC State Human Resources department by visiting, https://jobs.ncsu.edu/ and the website address is part of the online employment application. Individuals with disabilities can request the ASR in an alternative format by contacting University Police.
### Chart: Crime Incidence at North Carolina State University

#### Table: Crime Incidence

<table>
<thead>
<tr>
<th>OFFENSE</th>
<th>ON CAMPUS</th>
<th>RESIDENTIAL FACILITIES</th>
<th>NON-CAMPUS</th>
<th>PUBLIC PROPERTY</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>MURDER/NON-MURDER</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>NEGLIGENT MANSlaughter</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>MANSlaughter BY NEGLIGENCE</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>SEX OFFENSES, FORCIBLE</td>
<td>4</td>
<td>NA</td>
<td>NA</td>
<td>1</td>
<td>NA</td>
</tr>
<tr>
<td>RAPE</td>
<td>NA</td>
<td>3</td>
<td>9</td>
<td>NA</td>
<td>2</td>
</tr>
<tr>
<td>FONDLING</td>
<td>NA</td>
<td>5</td>
<td>5</td>
<td>NA</td>
<td>1</td>
</tr>
<tr>
<td>SEX OFFENSES, NON-FORCIBLE</td>
<td>0</td>
<td>NA</td>
<td>NA</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>INCEST</td>
<td>NA</td>
<td>0</td>
<td>0</td>
<td>NA</td>
<td>0</td>
</tr>
<tr>
<td>STATUTORY RAPE</td>
<td>NA</td>
<td>0</td>
<td>0</td>
<td>NA</td>
<td>0</td>
</tr>
<tr>
<td>ROBBERY</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>AGGRAVATED ASSAULT</td>
<td>8</td>
<td>6</td>
<td>9</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>BURGLARY</td>
<td>13</td>
<td>34</td>
<td>19</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>MOTOR VEHICLE THEFT</td>
<td>5</td>
<td>11</td>
<td>9</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ARSON</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>ARRESTS: ILLEGAL WEAPONS</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>DISCIPLINARY REFERRALS: ILLEGAL WEAPONS</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>ARRESTS: DRUG ABUSE VIOLATIONS</td>
<td>48</td>
<td>71</td>
<td>76</td>
<td>16</td>
<td>34</td>
</tr>
<tr>
<td>DISCIPLINARY REFERRALS: DRUG ABUSE VIOLATIONS</td>
<td>62</td>
<td>57</td>
<td>76</td>
<td>44</td>
<td>33</td>
</tr>
<tr>
<td>ARRESTS: LIQUOR LAW VIOLATIONS</td>
<td>19</td>
<td>30</td>
<td>21</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td>DISCIPLINARY REFERRALS: LIQUOR LAW VIOLATIONS</td>
<td>456</td>
<td>440</td>
<td>435</td>
<td>372</td>
<td>357</td>
</tr>
<tr>
<td>STALKING</td>
<td>5</td>
<td>17</td>
<td>26</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>DOMESTIC VIOLENCE</td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>DATING VIOLENCE</td>
<td>8</td>
<td>11</td>
<td>5</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>HATE CRIMES</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

---

1 Pursuant to the Violence Against Women Reauthorization Act of 2013, and accompanying regulations (34 CFR 668), beginning for 2014 year, NC State is required to disclose the number of reported crimes for Rape, Fondling, Incest, and Statutory Rape as individual crime categories.
Emergency Notification and Response

Generally, University Police is responsible for providing immediate emergency response, and will respond and confirm if there is a significant emergency on campus. University Police’s response may be in conjunction with others, such as the University Fire Marshall’s Office, University hazardous material officials, or the City of Raleigh Fire Department. In some cases, other University officials (such as, members of NC State’s Environmental Health and Safety Office) may recognize and confirm a dangerous or emergency situation involving an immediate threat to the health and safety of the campus.

Upon confirmation of an emergency, University Police supervisory personnel, in consultation with University administrators, as appropriate, determine whether there is a significant emergency that requires notification through NC State’s emergency notification system, and which segment(s) of the campus community that will be notified and will determine the content of the emergency notification. The Staff Duty Officer for University Police has the authority and capability to activate the university’s emergency notification systems and which communications tools to use. When time allows, this will be done in consultation with the Chief of Police, the Associate Vice Chancellor for Environmental Health and Public Safety, and the university’s Emergency Communications Group.

However, if, in the professional judgment of University Police, issuing a notification potentially compromises efforts to assist a victim or to contain, respond to, or otherwise mitigate the emergency, NC State may elect to delay issuing an emergency notification. As soon as the condition that may compromise efforts is no longer present, the university will issue the emergency notification to the campus community.

Alerting the NC State Community

NC State has an Emergency Notification System known as WolfAlert with multi-channel communication capabilities. WolfAlert is primarily intended to rapidly disseminate emergency information about an incident or emerging situation and provide instructions to the NC State campus community in Raleigh, NC. WolfAlert’s uses include notifications for emergencies as well as non-emergency situations causing a significant and real or perceived threat to the campus community.

WolfAlert System Methods:

**Broadcast email:** A broadcast email goes to everyone who has a University email account and any affiliated individual who has provided an email address.

**Billboard:** Notifications can be delivered to electronic billboards located in common areas across campus.

**Desktop Notification:** Desktop alerting software allows NC State to relay critical emergency notifications and communications. The alert appears on an individual’s laptop or personal computer as a pop-up window overlaying all other open windows on the computer. This software is available to all
University classroom, lab, faculty and staff PC’s logged onto the campus network. It is also available for
download to personal laptops for all students, faculty and staff; but will only be activated when logged
onto the campus network via Wi-Fi or Ethernet connection.

Text Messaging: NC State sends students, staff, and faculty a
text message to their cell phone in the event of a campus
emergency, University closing, and for information on the
occurrence of certain crimes. An alert will be sent to everyone
who has provided his or her text-enabled cell phone number in
MyPack Portal. Messages will contain brief safety instructions
and/or brief details on where to get more information about the
alert, i.e. NC State's emergency website. This service is not
intended for family member registration.

WolfAlert Audible Alert System: The WolfAlert Audible Alert
System is an audible warning system which consists of speaker
arrays mounted on poles or building roofs at various locations across campus. In the event of certain
emergencies, either tones or brief messages will be broadcast over these speakers to notify persons
located outside of buildings to take action. Typically, this action will be to seek shelter in a nearby
building and tune in to the various media described above for further information. Additional information
on the WolfAlert system is available at www.ncsu.edu/emergency-information.

Home Page: NC State University Communications will post a black WolfAlert banner at the top of the
university home page that will alert home page visitors of the situation and link to the NC State WolfAlert
site for additional information regarding significant incidents impacting campus.

Adverse Conditions Hotline: NC State uses 919-513-8888 for a wide range of announcements,
including adverse weather and emergency situations.

Social Media: NC State may use various forms of
social media (Twitter, Facebook, Google+, etc.) to
alert the NC State community about emergencies
as well as non-emergency situations causing a
significant and real or perceived threat. In
addition, WolfAlert Twitter and Facebook pages
are maintained by University Communications and
only populated during an emergency.

The Staff Duty Officer for University Police will determine which communications tool to use and when
to inform the campus community of a significant emergency, a serious or continuing threat, or dangerous
situation. When time allows, this will be done in consultation with the Chief of Police, Associate Vice
Chancellor for Environmental Health and Public Safety, and the university’s Emergency Communications
Group.

The WolfAlert System, campus electronic billboards, text messaging, and e-mail are tested on the first
Monday of every month. Records are kept on file of the results of the testing process.
Types of Notifications

Timely Warnings

WolfAlert Crime Warnings are issued to notify the campus community for Clery crimes occurring anywhere on NC State’s Clery geography that are considered to be, in the judgment of the University Police Chief or his designee, a serious or continuing threat to students and employees. Examples of crimes where crime warnings may be issued include, but are not limited to: sexual assaults, burglary, robbery, or aggravated assaults. Distribution of a WolfAlert Crime Warning is generally by broadcast email or text message from University Police to all students, faculty, and staff and may include social media by University Communications.

An example of a WolfAlert Crime Warning e-mail is:

Wolf Alert - Burglary at North Hall

At approximately 3:15 AM a resident of North Hall reported to University Police that they were awoken by a black male that had entered their room and was going through a dresser drawer. The suspect fled the area in an unknown direction after being confronted by the resident of the room. The suspect is described as being in his 20's and wearing an orange shirt and khaki pants.

The campus community is always encouraged to take the following steps to keep themselves safe:

- Assailants target residences where doors and windows are left unlocked or unsecured. Always lock residence doors and windows when at home and when you leave.
- Assailants may try to gain access into a residence by using force or deception. Don't open your door for or let someone in your residence that you don't know.
- If you feel unsafe in any situation, trust your instinct and contact University Police immediately to report suspicious activities or crimes on campus by calling 911 or 919-515-3000.

In compliance with the Timely Notice provisions of the Federal Jeanne Clery Disclosure of Campus Security Police and Campus crime Statistics Act of 1998, Campus Police are giving notice of a disturbing act of violence. Please share the information contained in this crime warning with other people on campus who may not have seen it.

Emergency Notifications

WolfAlert Emergency Notifications are issued to immediately notify the campus community upon confirmation of a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or employees occurring on campus. Examples of such significant emergencies or dangerous situations include, but are not limited to, shooters on campus or tornado warnings. Emergency Notifications are issued by University Police through a combination of methods that may include broadcast e-mail, audible alert, public media, campus bill boards, desktop notifications, or text message. In addition, University Communications may issue emergency information via the university home page and social media. Follow up communications are directed by the Crisis Communications Team and the university’s Chief Communications Officer.

Students may also receive communications from University Housing staff, such as Resident Advisors (RAs). Students receive an annual email message highlighting the methods of emergency communication, with special emphasis on registering to receive emergency text messages and to review the Orientation for Emergency Preparedness and Response which resides at www.ncsu.edu/emergency-information.
Safety Notifications

WolfAlert Safety Notices are communications to the campus community for crimes that do not occur on NC State’s Clery geography but are determined to require the awareness of campus for safety purposes, or for situations that are not deemed an emergency or dangerous situation, but are determined to require the awareness of campus for notification reasons. WolfAlert Safety Notices are distributed when non-emergency information could help the campus community, or subsets of the community, either on or off campus, make safe choices regarding a health or safety issue. Distribution of a WolfAlert Safety Notice is generally by broadcast e-mail by University Police or University Communications.

Testing Emergency Response and Evacuation Procedures

NC State conducts numerous announced drills and exercises each year and conducts follow-through activities designed for assessment and evaluation of emergency plans and capabilities. These drills and exercises simulate emergency scenarios that affect individual operating units or the campus community as a whole. Examples of drills and exercises conducted by NC State include live or tabletop exercises simulating: a tornado or other severe weather event, active shooter on campus, utility disruption, and hazardous material release. The university coordinates on average four or more announced drills or exercises each year, to test, assess, and evaluate the emergency response and evacuation procedures as well as decision-making capabilities. Emergency procedures and evacuation plans are publicized in conjunction with at least one of these tests. Emergency response drills and tabletop exercises are monitored by NC State’s Department of Environmental Health and Public Safety, University Police, University Housing, and/or by other third party assessors where appropriate. Recommendations for improvements are submitted to the appropriate departments/offices for consideration. For each test, the university documents a description of the exercise, the date, and the time.

In the event of an emergency, NC State’s Emergency Operations Plan will be activated. This plan is coordinated with other Wake County emergency response agencies and has been tested in joint training drills and exercises with these agencies. The university also constantly receives the most up-to-date information available on risks as well as threats, and prepares accordingly. NC State continues to evaluate its Emergency Operations Plan as part of an ongoing evaluation of best practices and the use of new technologies.

Campus Evacuations

In a campus-wide emergency, the decision to implement evacuation procedures rests with the Incident Commander. When time permits, the decision to evacuate rests with the Chancellor or designee in consultation with the Associate Vice Chancellor for Environmental Health and Public Safety. The NC State campus encompasses approximately 2,500 acres and 15,000,000 sq ft under roof. Depending on circumstances "evacuation" may or may not be practicable and would likely take in excess of two (2) hours.

Information concerning campus-wide evacuations are communicated through WolfAlert Emergency Notifications.
Building Evacuations

Building evacuations are coordinated through NC State’s Fire Marshal’s Office and University Police. A building may be evacuated by order of First Responders or due to the activation of a building fire alarm. Other than the sounding of a fire alarm, First Responders may perform a scene assessment to determine if an evacuation or shelter-in-place order is appropriate. If the decision to evacuate is made, occupants will be moved to a safe area coordinated by First Responders.

Evacuation procedures for specific buildings are prepared with assistance from the Fire Marshal's Office and disseminated by building liaisons to building occupants. Evacuation diagrams are posted near all elevators and in common areas. In general, evacuations follow the procedures set forth on p. 45 of this report.

When directed to evacuate your building:

- Assist any person in immediate danger to safety, if it can be accomplished without risk to yourself
- Use prescribed evacuation routes
- Do not use elevators
- Do not re-enter the building until directed by first responders

Please contact your building liaison or the University Fire Marshal's Office at 919-515-2568 for more information.

Shelter-in-Place

Shelter-in-Place means selecting a small, interior room if possible, with no or few windows, and taking refuge there. It does not mean sealing off your entire building. If you are told to shelter-in-place, follow the instructions provided.

Why You Might Need to Shelter-in-Place:

Adverse weather and other significant safety emergencies may occur when evacuation of a building or location is not recommended or possible. Should this occur, information will be provided by University authorities through Wolf Alerts. The important thing is for you to follow instructions of University authorities and know what to do if they advise you to shelter-in-place.

Missing Student Notification

NC State RUL 11.31.02, Missing Student Notification, (http://policies.ncsu.edu/rule/rul-11-31-02) establishes the procedures for the NC State community regarding the reporting, investigation and required emergency notification when a student residing in on-campus housing is determined to be missing. A student shall be deemed missing when he or she is reported absent from the University for more than 24 hours without any known reason.
Identifying a Contact Person

All NC State students residing in on-campus housing (including residence halls, Greek Village and university-owned apartments – E.S. King Village, Western Manor, Wolf Village, and Wolf Ridge) must register a contact person to be notified by NC State if NC State determines that the student is missing for more than 24 hours. This contact information will be registered confidentially and will not be disclosed except to authorized University officials and law enforcement personnel in furtherance of a missing person investigation. If a student is under 18 years of age and not an emancipated minor, NC State is required to notify a custodial parent or guardian, in addition to notifying any additional contact person designated by the student.

Procedure for Identifying a Missing Student

Any person who believes that a student who resides in on-campus housing is missing should immediately report this information to University Housing or Greek Life staff, or to University Police at 911 or 919-515-3000. Any missing student report received by University Housing or Greek Life staff will be immediately referred to the University Police. In the event another university officer or employee other than a member of University Housing, Greek Life or University Police receives a report of a missing student, that person shall immediately notify University Police of the report received.

Upon the report of a possible missing student, the University Police will immediately initiate a missing person investigation in accordance with North Carolina law and University Police General Order 500-13 (Missing Persons). If University Policy determines that a student is missing, University Policy will take the following actions:

a. University Police will notify the student’s contact person within 24 hours of the determination that the student is missing;

b. If the student is under 18 years of age and is not an emancipated minor, University Police will notify the student’s custodial parent or guardian and any other designated contact person within 24 hours of the determination that the student is missing;

c. University Police will inform any other appropriate law enforcement agencies within 24 hours of the determination that the student is missing;

d. University Police and any other appropriate law enforcement agencies will continue to investigate the missing person report.

Nothing in this rule prevents NC State from making notifications earlier than noted above if deemed appropriate under the circumstances. In addition, nothing in this rule shall restrict NC State from contacting other individuals if deemed necessary to prevent harm to a student or others, necessary to the investigation, or otherwise appropriate under the circumstances.
Reporting of Criminal Offenses

Who to Report To

All students, employees, and visitors should promptly report criminal incidents, accidents and other emergencies to University Police by dialing 911. For non-emergencies you may contact University Police at (919) 515-3000 or in person at 2610 Wolf Village Way. University Police is available 24 hours a day year round.

The university has installed emergency call boxes (blue light phones) throughout campus for use when police assistance is needed. By pressing the red button on the phone, users can communicate directly with our Emergency Communications Center. The location of the emergency call box is digitally displayed to the Emergency Communications Officer.

Campus Security Authorities at NC State

In accordance with the Clery Act, all university “campus security authorities” (CSAs) – those officials who have significant responsibility for student and campus activities – must report certain crimes to University Police.

CSAs are required to report the following crimes, occurring in certain geographic locations associated with NC State, in a timely manner to University Police:

- Criminal Homicide
- Sexual Assault
- Robbery
- Burglary
- Arson
- Stalking
- Dating Violence
- Domestic Violence
- Motor Vehicle Theft
- Aggravated Assault
- Liquor, drug and weapons arrests and disciplinary referrals

CSAs are also required to report whether the crimes listed above, or any other criminal offense such as larceny, simple assault, ethnic intimidation, and destruction, damage, or vandalism of property, were motivated by bias related to race, gender or gender identity, religion, sexual orientation, ethnicity, national origin or disability.

Given the nature of these reporting obligations, NC State recognizes that it would be unrealistic to expect all CSAs to be able to differentiate between similar crimes without significant legal and/or law enforcement training (e.g. knowing the difference between aggravated assault and simple assault or burglary and larceny) or even when a crime is motivated by bias. Therefore, the university believes that the most reasonable and effective way to manage NC State’s federal reporting requirement is to designate University Police as the central data collection unit for all crimes.

If someone reveals to a CSA that they have been the victim or perpetrator of, or witness to, any incident that might involve a crime (reportable or otherwise), CSAs must immediately contact University Police at (919) 515-3000. NC State’s CSAs complete annual training so that they are aware of their Clery reporting obligations. This training is delivered in two formats: in-person presentations facilitated jointly by University Police and the Office of General Counsel, and online through NC State’s REPORTER system. Completion of in-person or online CSA training is tracked and reported to University Police by a responsible administrator within each University division or unit.
The following personnel have been identified as CSAs and are required to notify University Police of incidents or offenses occurring in certain geographic locations associated with NC State:

- **University Police:** All personnel
- **Student Development, Health & Wellness:** All professional staff, all faculty/staff advisors to registered/recognized student organizations (except select personnel Student Health Services, Counseling Center licensed professional staff, and pastoral counselors within the Chaplains Cooperative Ministry do not have a reporting obligation if these individuals receive a report in the performance of their job duties)
- **University Housing:** All professional staff, resident directors/assistants and non-police security personnel
- **ARTS NC State:** Selected personnel as identified by the Executive Director for ARTS NC State
- **University College:** Selected personnel as identified by the Vice Chancellor and Dean for Academic and Student Affairs
- **Park Scholarships:** All professional staff
- **Goodnight Scholars Program:** All professional staff
- **Caldwell Fellows:** All professional staff
- **Enrollment Management & Services:** Selected personnel as identified by Vice Provost for Enrollment Management & Services and University Registrar
- **International Affairs:** All professional staff
- **Institutional Equity and Diversity:** Selected personnel as identified by Vice Provost for Institutional Equity and Diversity
- **Colleges and the Graduate School:** All Directors of Graduate Programs
- **Athletics:** All directors, coaches and trainers
Voluntary and Anonymous Reporting

Occasionally, victims of crime wish to report a crime but do not want to give their name and/or do not want to pursue action through the criminal justice or the university conduct procedures. Anonymous reporting can be conducted online through the University Police website at http://campuspolice.ehps.ncsu.edu/forms/.

For those designated as CSAs, anonymous reports can be sent electronically to University Police through the Campus Security Authority Incident Report form. The web-based report form can be accessed via University Police’s web site at: http://campuspolice.ehps.ncsu.edu/forms/campus-authority-incident-report/. Before a report can be submitted, the CSA must provide certain information including: the date the incident occurred and actual date reported, the type of crime involved, the general location of the crime (campus building, non-campus property, etc.), and a description of the incident. The CSA must identify the individual who received the report and contact phone number. CSAs are trained annually on their duty to report and the reporting requirements.

University Police follows up on each anonymous report as appropriate, based upon the timeliness and substantiation of information provided, to determine if a reported incident represents an on-going threat to the campus community. If the investigating officer determines that the reported incident occurred and that it has not previously been reported, the officer will complete an incident report, and the crime will be included in NC State’s crime log and, if applicable, the crime statistics recorded in the university's ASR.

Pursuant to the Clery Act, pastoral counselors and professional counselors are not required to report crimes to University Police for inclusion into the annual disclosure of crime statistics or for the purpose of a timely warning. A pastoral counselor is a person who is associated with a religious order or denomination, is recognized by that religious order or denomination as someone who provides confidential counseling, and is functioning within the scope of that recognition as a pastoral counselor. A professional counselor is a person whose official responsibilities include providing mental health counseling to members of the institution's community and who is functioning within the scope of his/her license or certification.

Certain other University departments may also accept reports from a victim. Such departments include the Office of Student Conduct, Women's Center (including the 24-hour Response Line), Office for Institutional Equity and Diversity, University Housing, Student Legal Services, Student Health Services, and GLBT Center. The Clery Act requires these departments to report the crime to University Police. This reporting allows the university to maintain accurate records on the number of incidents, determine if there is a pattern of crime with regard to a particular location, method or assailant, and alert the campus community of an ongoing threat if needed.

University Police will investigate crimes that are reported.

Security and Access

Residence Halls

Residence hall entrance doors are locked at all times. Residents have keys to enable them to gain access to their hall. In accordance with the university's Residence Hall Visitation Regulation, REG 11.30.06, a visitor in the residence halls must be escorted at all times by the hosting student. Some university
employees, such as housekeepers, maintenance staff and employees of University Housing, also have access to the residence halls to perform their job responsibilities.

During Winter Break - between Fall and Spring semesters - and Spring Break, most residence halls are closed and residents must vacate their rooms. The locks on the entrance doors of closed halls are changed during the two break times to decrease the possibility of unauthorized entrance. In halls remaining open during the Winter and Spring Breaks, the entrance door locks are also changed, and only those students who are registered to remain in the buildings during the breaks receive a key for the new lock.

**Campus Buildings**

NC State is a public institution and is generally open to the public. The university is research intensive and may restrict access to certain areas as needed. In order to maintain the safety of the campus community, the university has the ability to restrict, withhold, or remove a person’s access to or presence on University property due to safety considerations relating to the university community.

**Maintenance**

NC State is committed to campus safety and security. Exterior lighting and landscape control is a critical part of that commitment. Representatives from various departments continually conduct security surveys to ensure campus lighting is adequate and that the landscape is appropriately controlled. University Police officers conduct routine checks of lighting on campus during regularly assigned patrol duties. If lights are out or dim, officers will initiate a work order. We encourage community members to report any deficiency in lighting to the facilities customer service center at (919) 515-2991. Any community member who has a concern about physical security should contact the facilities service center at (919) 515-9891 or the safety hotline at (919) 515-5445.

The department and representatives from the university lock shops work together to identify inoperative locking mechanisms. We encourage community members to promptly report any locking mechanism deficiency to the facilities customer service center at (919) 515-2991 or to University Police at (919) 515-3000.

Maintenance staff persons are available to respond to calls for service regarding unsafe facility conditions or for personal safety and property protection. These conditions also may include unsafe steps or handrails, unsafe roadways on campus and unsecured equipment.

**University Police**

**Authority**

University Police operates 365 days a year, 24 hours a day. The office is located at 2610 Wolf Village Way. N.C.G.S. § 116-40.5 grants University Police officers full law enforcement powers upon completion of state mandated training. Each officer must meet the same standards and training as all other statewide police agencies in order to obtain certification. University Police’s territorial jurisdiction includes all property owned or leased by the university and that portion of any public road or highway passing through such property and immediately adjoining it, wherever located within the State of North Carolina.
University Police officers are granted by the City of Raleigh expanded jurisdiction within the City subject to certain limitations identified in the following agreement:

**AGREEMENT FOR EXPANSION OF TERRITORIAL JURISDICTION OF NORTH CAROLINA STATE UNIVERSITY POLICE DEPARTMENT**

THIS AGREEMENT (“Agreement”) made and entered into on the date as of the last signature below, between by and between North Carolina State University (“University”) and the City of Raleigh (“City”).

WHEREAS, University has established a law enforcement agency on its campus pursuant to N.C.G.S.§ 116-40.5(a) and Chapter 17C of the North Carolina General Statutes (“University Police”); and

WHEREAS, University Police is accredited by the Commission of Accreditation for Law Enforcement, and intends to maintain its accredited status; and

WHEREAS, pursuant to N.C.G.S. § 116-40.5(b) and 160A-288, University may enter into agreements that allow its law enforcement agency to extend the territorial jurisdiction beyond the perimeter of the campus; and

WHEREAS, University has authorized the Chief of University Police to enter into mutual aid agreements with other law enforcement agencies, and City has authorized the Chief of the Raleigh Police Department (“Raleigh Police”) to enter into mutual aid agreements with other law enforcement agencies; and

WHEREAS, there has been a close working relationship between University and City in the function of law enforcement, which University and City wish to continue; and

WHEREAS, University and City desire to allow for expanded territorial jurisdiction of University Police officers in certain situations and locations as set forth in this agreement, but not to allow University officers to have general powers to conduct patrol outside of their original territorial jurisdiction under N.C.G.S. § 116-40.5(a).

THEREFORE, in consideration of these mutual interests, this Agreement, along with any and all incorporated attachments, shall define the working relationship between the University Police and the Raleigh Police and the parties agree as follows:

1. **Expansion of Territorial Jurisdiction.** University Police shall have expanded territorial jurisdiction beyond all real property owned by University subject to the following conditions and locations:

(a) When University Police officers are conducting an investigation offense alleged to have been committed by a University student in certain off-campus buildings occupied by students by virtue of association with an organization given formal recognition or registration by University. A list of these buildings is provided in Attachment A to this agreement and is hereby incorporated into this Agreement.
This list may be modified or updated at any time upon joint written agreement by the University or its designee and the Chief of Raleigh Police.

(b) When on-duty, University Police officers will have expended territorial jurisdiction beyond real property owned by the University and within the City limits of the City of Raleigh in the following circumstances:

(i) When a University Police officer has in his/her possession an arrest warrant, or has knowledge of an outstanding warrant, charging the individual with an offense that was committed on University-owned property. Prior to serving such a warrant, the University Police officer must contact the on duty Watch Commander with Raleigh Police, who will evaluate the situation and determine the need for assistance of the Raleigh Police. The University Police officers may proceed with the service of the warrant only after receiving the express consent of the Watch Commander. This request may be made verbally, but shall be followed up in written form.

(ii) When the University Police officer has in his/her possession a valid search warrant issued pursuant to a crime committed on University owned property. Prior to serving or executing such a warrant, the University Police Officer must contact the on duty Watch Commander with Raleigh Police, who will evaluate the situation and determine the need for assistance of the Raleigh Police. The University Police officers may proceed with the service of the warrant only after receiving the express consent of the Watch Commander. This request may be made verbally, but shall be followed up in written form.

(iii) When the University Police officer has probable cause to believe an individual has committed a misdemeanor or felony in the University Police officer's presence.

c) Except as provided for under paragraph 2 this Agreement, University Police officers shall not conduct routine patrol or take enforcement action based on patrol that occurs outside of University-owned property, or any area in which they have original territorial jurisdiction pursuant to N.C.G.S. § 116-40.5.

d) In addition to the provisions outlined above, University shall have general expanded territorial jurisdiction as outlined and agreed to by both University Police and the Raleigh Police. This general expanded territorial jurisdiction is detailed on Attachment B, which is hereby incorporated into this agreement.

e) University Police shall establish guidelines, procedures, or rules, in consultation with Raleigh Police, in order to implement the provisions of this Agreement.

2. **Assistance to Raleigh Police.** University Police shall assist Raleigh Police in the following circumstances:
(a) Upon the request of a supervising official (watch commander, major, deputy chief or chief) with Raleigh Police, University Police officers may assist Raleigh Police in controlling disturbances, affecting an arrest, investigating or apprehending suspects for crimes that involve a breach of the peace, physical injury, theft of or damage to property.

(b) When acting upon the request of Raleigh Police, pursuant to this section, University Police officers shall have the same territorial and subject matter jurisdiction of a Raleigh Police officer, in accordance with N.C.G.S. § 116-50.4(b).

(c) City assumes no liability for any actions taken by University Police officers while acting outside their ordinary territorial jurisdiction pursuant to any and all parts of this agreement.

(d) University assumes no liability for any actions taken by Raleigh Police officers while operating under this agreement.

3. **Term.** The "Term" of the Agreement shall begin on the Effective Date and terminate on December 31, 2016. Thereafter, the Agreement shall be automatically renewed for one (1)-year successive terms, unless terminated by either party.

4. **Termination.** Either party may terminate this agreement with 30 days advance written notice to the other party.

5. **Entire Agreement.** This Agreement constitutes the entire agreement between the parties hereto and no other representations, warranties or agreements whether written or oral shall be binding on either of the parties. All changes, additions or deletions to this Agreement shall be in writing and can only be amended by the mutual consent of both parties’ authorized representatives.

**IN WITNESS THEREOF,** the parties have executed this Agreement in duplicate originals, one of which is retained by each of the parties, as of the Effective Date below.

**NORTH CAROLINA STATE UNIVERSITY**

By: [Signature]

Name: Charles D. Leffler

Title: Vice Chancellor

For Finance and Business

Date: 1/7/14

**CITY OF RALEIGH**

By: [Signature]

Name: Ruffin L. Hall

Title: City Manager

Date: 2/19/14
University Police responds to all emergency calls and requests for assistance. Officers are responsible for a full range of public safety services including crime reports, traffic accidents, investigations, medical and fire emergencies and enforcement of all state and local laws, as well as University policies. A daily activity log is available at http://www.safety.ncsu.edu/newblotter.asp.

All University Police officers can be easily identified. Police officers wear a standard uniform with navy pants and shirt. The uniform shirt is also identified with a police badge and the departmental patch on each shoulder. Criminal investigators and administrative staff, who do not wear uniforms, are required to display an identification tag at all times while on duty. The identification tag includes a color photo of the employee and their departmental affiliation.

If there is ever a doubt as to whether a person is affiliated with University Police, one is encouraged to inquire for one's own safety. All University Police employees will gladly provide proof of their association with the department. In most instances, when officers are working in a plain-clothes capacity, they will have their identification tag displayed on their outer clothing.

**Contract Security**

University Police may employ contracted security agencies to assist as needed.

**Relationship with Local Agencies**

University Police recognizes that it is vital to maintain a close working relationship with all local police, state agencies and other emergency response agencies, specifically those with joint or mutual jurisdiction considerations and responsibilities. As a result, the department has mutual aid agreements with various local police and emergency response agencies. Anyone interested in additional information regarding these agreements are encouraged to contact University Police at (919) 515-3000.

**Crime Prevention and Security Awareness**

During orientation, students are informed of services offered by University Police. Video and slide presentations outline ways to maintain personal safety and residence hall security. Students are told about crime on-campus and in surrounding neighborhoods. Similar information is presented to new employees at new employee orientation. Crime prevention programs, including Interpersonal Violence and Workplace Violence Assault Prevention programs, are offered on a continual basis.

Periodically during the academic year, University Police, in cooperation with other university organizations and departments, presents crime prevention awareness sessions on sexual assault, date rape drugs, theft and vandalism, as well as educational sessions on personal safety and residence hall security. In addition to seminars, information is disseminated to students and employees through various campus media, crime prevention awareness literature, posters and displays. When time is of the essence, information is released to the university community through the university's electronic mail system.

A common theme of all awareness and crime prevention programs is to encourage students and employees to be aware of their responsibility for their own security and the security of others.
Off-Campus Crime

University Police may assist other law enforcement agencies when requested at off-campus locations. Local police are the primary responders to criminal activity occurring off campus. However, local police routinely work and communicate with University Police on incidents involving NC State students or in the immediate neighborhood and business areas surrounding campus.

The City of Raleigh Police monitor, respond to, and document criminal activity occurring at off-campus residences maintained by student organizations. Upon responding, Raleigh Police will notify University Police of any criminal incident, and may refer University students for discipline through NC State’s Office of Student Conduct.
MEMORANDUM

TO: All University Faculty, Staff, and Students

FROM: W. Randolph Woodson, Chancellor

SUBJECT: The Drug-Free Schools and Communities Act
The Drug-Free Workplace Act

DATE: September 7, 2016

Illegal or misuse of drugs or alcohol by university faculty, staff, or students can adversely affect the educational environment and interfere with maximum achievement of personal, social, and educational goals. Therefore, it is the policy of North Carolina State University to maintain a drug-free workplace and campus. The unlawful manufacture, distribution, possession and/or use of controlled substances or the unlawful possession, use or distribution of alcohol is prohibited on NC State’s campus, in the workplace, or as part of any of the university’s activities. The workplace and campus include all NC State premises where the activities of the university are conducted. The information below provides NC State’s policies, as well as the applicable state and federal laws, on illegal drugs and alcohol, and is intended to assist you in gathering information about alcohol and other drugs and the problems and concerns associated with their misuse. In addition, the below information is to make you aware of the many resources available if you, or a friend or family member, are needing help for a substance use problem. Furthermore, in compliance with the Drug-Free Schools and Communities Act and The Drug-Free Workplace Act, the university is providing you with this information as part of its annual notification designed to reduce drug and alcohol misuse, and to promote the health and safety of our students and employees.

UNIVERSITY POLICIES

NC State expects its students and employees to maintain an environment that is safe and healthy. The university shall take actions necessary, consistent with state and federal law and applicable university policies, to eliminate illegal drugs from the university community and promote responsible alcohol use. As part of NC State’s awareness of possible drug and alcohol misuse in the university community, policies have been adopted on the use of alcohol and other drugs. NC State holds its students and employees responsible for the consequences of their decisions, and students or employees who violate these policies will be subject to sanctions by the university in accordance with procedural safeguards of the applicable student or employee disciplinary procedures.
Policy on Illegal Drugs

Pursuant to the direction of the Board of Governors, NC State's Board of Trustees adopted a Policy on Illegal Drugs. Every student and employee of the university is responsible for being familiar with and complying with the terms of this policy. Under the policy, students and employees at NC State are held responsible as citizens for knowing and complying with federal and North Carolina laws that make it a crime to possess, sell, deliver, or manufacture any illegal drug. Any member of the university community who violates these laws may be subject both to criminal prosecution and punishment by the Justice System and to disciplinary proceedings by the university. The penalties imposed by the university for students or employees found to have violated applicable law or university policies concerning illegal drugs will vary depending upon the nature and seriousness of the offense and may include a range of disciplinary actions up to and including expulsion from enrollment or discharge from employment. Copies of the full text of the policy are available on the University’s Policies, Regulations & Rules website at http://policies.ncsu.edu/policy/pol-04-20-05.

Alcohol Policy

NC State’s Alcohol Policy establishes the university policy on the sale, use and consumption of alcoholic beverages on campus and at NC State-sponsored events, as well as University enforcement responses for violations of this policy. Under state law, it is unlawful for any person less than twenty-one (21) years of age to purchase or possess any alcoholic beverage and further that it is against the law for anyone to sell or give any alcoholic beverage to a person under 21 or to aid or abet such person in selling, purchasing or possessing any alcoholic beverage. Any student or employee in violation of NC State’s alcohol policy or North Carolina law may be subject to disciplinary measures by the university. The Alcohol Policy can be found on the University’s Policies, Regulations & Rules website at http://policies.ncsu.edu/policy/pol-04-20-02.

The university also has certain procedures and guidelines for serving alcohol at University-sponsored events. These procedures may be found at http://policies.ncsu.edu/regulation/reg-04-20-01. Alcohol served at events held at certain University facilities shall be provided in accordance with the procedures referenced above and consistent with the rules of those facilities.

Howl for Help

NC State recognizes there may be a time when the consumption of alcohol or other drugs leads to a situation where medical intervention is necessary to ensure the health and safety of a student or others. Students are strongly encouraged to call for medical assistance (911) for themselves or for a friend/acquaintance who is dangerously intoxicated. NC State’s “Howl for Help” program encourages students to make responsible decisions when faced with such emergencies and promotes safety as a top university priority.

Under Howl for Help, a student seeking medical treatment for an alcohol or other drug overdose will not be charged with specific violations of the Code of Student Conduct related to the possession and/or consumption of alcoholic beverages or any other drug. This provision also applies to students seeking help for the intoxicated student. In addition, a student organization, such as a fraternity or sorority, which seeks medical assistance for a guest attending an event it hosts will also not be subject to such charges. For more information on Howl for Help, see https://alcohol.dasa.ncsu.edu/howl-for-help-health-intervention-for-alcohol-related-emergencies/.
DRUG-FREE WORKPLACE

As a precondition for receiving any federally funded grants or contracts, NC State is required to certify that it is providing a drug-free workplace. Any employee reporting to work under the influence of alcohol or illegal drugs or using alcohol or illegal drugs on the job is subject to appropriate disciplinary action. In addition to the NC State’s Policy on Illegal Drugs, the university is required to adhere to all federal policies. As a condition of employment any faculty, staff, or student must notify the university of any criminal drug conviction for a violation occurring in the workplace no later than five (5) days after such conviction. It is extremely important that you comply with the policies on illegal drugs and alcohol, which have been implemented by the federal government and the university's governing bodies. Maintaining an alcohol and drug-free workplace will benefit us all.

HEALTH CONCERNS

The use of illegal drugs and the misuse of alcohol or prescription drugs are potentially harmful to a person’s health. Health risks of using illegal drugs and misusing alcohol or prescription drugs include physical, emotional and psychological effects. In particular, synthetically-produced drugs often have unpredictable emotional and physical side effects that constitute an extreme health hazard. Frequent use of alcohol and illegal drugs may lead to:

- relationship problems with friends, family, and coworkers
- substance use disorders
- impaired learning ability, memory, ability to solve complex problems
- hindrance of neurological development
- increased risk of sexually transmitted infections (STI’s)
- complications due to the combination of prescription medication and other drugs/alcohol
- death, coma or toxic reactions, especially when combining alcohol with any other drug, including over-the-counter medicine or prescriptions
- guilt/regret over activities performed while under the influence of alcohol/drugs, i.e., regretting sexual encounters, fighting, excessive risk-taking, legal and employment difficulties
- damage to brain, cardiovascular system, liver, and other organs
- increased risk of cancer
- fetal alcohol spectrum disorder, birth or genetic defects
- psychosis (hallucinations, loss of contact with reality, extreme changes in personality)
- other physiological, psychological or interpersonal problems

Members of the university community are encouraged to research the health effects of drugs and alcohol abuse through reputable scientific sources, such as the National Institute on Drug Abuse (www.nida.nih.gov), the National Institute on Alcohol Abuse and Alcoholism (www.niaaa.nih.gov), and the Centers for Disease Control (www.cdc.gov). In addition, information about the health risks associated with drug and alcohol misuse is available from the Student Health Center, NC State’s Alcohol and Other Drug Prevention Education Program, and the Department of Human Resources.

AVAILABLE SUBSTANCE USE PROGRAMS

Because of the strong potential of unwanted consequences involved in drug and alcohol misuse, administrative, medical, and psychiatric help for students and employees having alcohol or other drug problems are available on a confidential basis. The Student Health Center (including Student Health Services and Student Counseling Center), 919-515-2563, provides treatment, counseling, and referrals for students seeking help with substance use problems. Students can also contact Alcohol & Other Drug Prevention Education for a free confidential screening at http://alcohol.dasa.ncsu.edu or call 919-515-
2193 or 919-515-9355. The university’s Faculty and Staff Assistance Program (FASAP), 866-467-0467, provides support, resources, information, and referrals for employees and their dependents. Persons who are experiencing problems with substance or alcohol use, either themselves or through their families, are encouraged to contact these resources within the university or use other resources such as family physicians, county mental health centers, Alcoholics or Narcotics Anonymous, and/or Al-Anon Family Groups. The university hopes that through our education and referral efforts we will be able to provide an effective means of dealing with the difficulties substance use can bring.

LAWS RELATED TO UNLAWFUL POSSESSION OR DISTRIBUTION OF ILLEGAL DRUGS AND ALCOHOL

The unlawful manufacture, distribution, disposition, possession, and/or use of a controlled substance or alcohol is regulated by a number of federal, state, and local laws. These laws impose legal sanctions for both misdemeanor and felony convictions. Criminal penalties for convictions can range from fines and probation to denial or revocation of federal benefits (such as financial aid) to imprisonment and forfeiture of personal and real property. A summary of North Carolina alcohol and drug laws is available below. The information provided below is illustrative, not exhaustive or a definitive statement of all applicable laws, but rather it indicates the types of conduct that are against the law and the range of legal sanctions that can be imposed for such conduct. More detailed and current information is available from University Police and the North Carolina General Statutes.


NC DRUG LAWS

<table>
<thead>
<tr>
<th>Types of Drugs</th>
<th>Possession</th>
<th>Possession With Intent to Sell or Deliver; To Manufacture; or to Sell and/or Deliver</th>
<th>North Carolina Statute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schedule I: Heroin, LSD, Peyote, Mescaline, Psilocybin (Shrooms), other</td>
<td>Maximum Penalty: Five (5) years in prison and/or fine (felony)</td>
<td>Maximum Penalty: Ten (10) years in prison and/or fine (felony)</td>
<td>§90-89</td>
</tr>
<tr>
<td>Hallucinogens, Methaqualone (Quaaludes), Phencyclidine (PCP), and MDA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Schedule II: Morphine, Demerol, Codeine, Percodan, Percocet, Fentanyl, Dilaudid,</td>
<td>Maximum Penalty: Two (2) years in prison and/or $2,000 fine (misdemeanor) –UNLESS-</td>
<td>Maximum Penalty: Ten (10) years in prison and/or fine (felony)</td>
<td>§90-90</td>
</tr>
<tr>
<td>Secondal, Nembutal, Cocaine, Amphetamines and other opium and opium extracts and narcotics</td>
<td>1. Exceeds 4 tablets, capsules, other dosage units or equivalent quantity of Hydromorphone.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Exceeds 100 tablets, capsules, other dosage units or equivalent quantity.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. One gram or more of Cocaine</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Schedule III: Certain barbiturates such as amobarbitol and codeine</td>
<td>Maximum Penalty: Possession of less than 100 tablets, capsules, other dosage units or equivalent</td>
<td>Maximum Penalty: Five (5) years in prison and/or fine (felony)</td>
<td>§90-91</td>
</tr>
<tr>
<td>Schedule</td>
<td>Maximum Penalty</td>
<td>Maximum Penalty</td>
<td>§90-92</td>
</tr>
<tr>
<td>-----------</td>
<td>-----------------</td>
<td>-----------------</td>
<td>--------</td>
</tr>
<tr>
<td>IV: Barbiturates, narcotics, and stimulants including Valium, Talwin, Librium, Equanil, Darvon, Darvocet, Placidyl, Tranzene, Serax, Ionamin (yellow jackets)</td>
<td>Six (6) months in prison and/or fine (misdemeanor)</td>
<td>Five (5) years in prison and/or fine (felony)</td>
<td></td>
</tr>
<tr>
<td>V: Compounds that contain very limited amounts of codeine, dihydrocodeine, ethylmorphine, opium, and atropine, such as Terpine Hydrate with codeine, Robitussin AC</td>
<td>Possession of less than ½ ounce of Marijuana or 1/20 ounce Hashish: 20 days in prison and/or $200 fine (misdemeanor). If Marijuana, the sentence must be suspended. Possession of more than ½ ounce of Marijuana or 1/20 ounce Hashish: 120 days in prison and/or fine up to $500 (misdemeanor) Possession of more than 1½ ounce of Marijuana or 3/20 ounce of Hashish or consists of any quantity of synthetic Tetrahydrocannabinols or Tetrahydrocannabinols isolated from the resin of marijuana: Twelve (12) months in prison and/or fine (felony)</td>
<td>Delivery of less than 5 grams of marijuana for no compensation is not considered sale or delivery, but may still be prosecuted as possession Less than 10 pounds: a Class H felony punishable by up to 8 months in prison and a discretionary fine for the first offense In excess of 10 pounds, but less than 50 pounds: a Class H felony and shall be sentenced up to a maximum of 39 months in prison, and fined $5,000 50 pounds but less than 2,000 pounds: a Class G felony and shall be sentenced up to a maximum term of 51 months in prison, and fined $25,000 2,000 pounds but less than 10,000 pounds: a Class F felony and shall be</td>
<td></td>
</tr>
<tr>
<td>VI: Marijuana, THC, Hashish, Hash Oil, Tetrahydrocannabinol</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drug Paraphernalia</td>
<td>Maximum Penalty: One hundred twenty (120) days in prison and/or fine. (misdemeanor)</td>
<td>Maximum Penalty: One hundred twenty (120) days in prison and/or fine. (misdemeanor)</td>
<td></td>
</tr>
<tr>
<td>--------------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>However, delivery of drug paraphernalia by a person over 18 years of age to someone under 18 years of age who is at least three years younger: One (1) year in prison and/or fine. (felony)</td>
<td>§90-113.22-§90-113.24</td>
<td></td>
</tr>
<tr>
<td></td>
<td>It is unlawful for any person to purchase or otherwise procure an advertisement in any newspaper, magazine, handbill, or other publication, or purchase or otherwise procure an advertisement on a billboard, sign, or other outdoor display, when he knows that the purpose of the advertisement, in whole or in part, is to promote the sale of objects designed or intended for use as drug paraphernalia. Sixty (60) days in prison and/or fine. (misdemeanor)</td>
<td>§90-89</td>
<td></td>
</tr>
</tbody>
</table>

**Schedule I:** Heroin, LSD, Peyote, Mescaline, Psilocybin (Shrooms), other Hallucinogens, Methaqualone (Quaaludes), Phencyclidine (PCP), and MDA

| Maximum Penalty: Five (5) years in prison and/or fine (felony) | Maximum Penalty: Ten (10) years in prison and/or fine (felony) |
| §90-89 |

**Schedule II:** Morphine, Demerol, Codeine, Percodan, Percocet, Fentanyl, Dilaudid

<p>| Maximum Penalty: Two (2) years in prison and/or $2,000 fine (misdemeanor) – UNLESS- | Maximum Penalty: Ten (10) years in prison and/or fine (felony) |
| §90-90 |</p>
<table>
<thead>
<tr>
<th>Schedule</th>
<th>Description</th>
<th>Maximum Penalty</th>
<th>Maximum Penalty</th>
</tr>
</thead>
<tbody>
<tr>
<td>III:</td>
<td>Certain barbiturates such as amobarbitol and codeine containing medicine such as Fiorinal #3, Doriden, Tylenol #3, Empirin #3, and codeine-based cough suppressants such as Tussinex and Hycomine, and all anabolic steroids</td>
<td>Possession of less than 100 tablets, capsules, other dosage units or equivalent quantity: Two (2) years in prison and/or fine (misdemeanor)</td>
<td>Maximum Penalty: Five (5) years in prison and/or fine (felony)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To possess more than 100 tablets, capsules, other dosage units or equivalent quantity: Five (5) years in prison and/or fine (felony)</td>
<td>§90-91</td>
</tr>
<tr>
<td>IV:</td>
<td>Barbiturates, narcotics, and stimulants including Valium, Talwin, Librium, Equanil, Darvon, Darvocet, Placidyl, Tranzene, Serax, Ionamin (yellow jackets)</td>
<td>Maximum Penalty: Same as Schedule III</td>
<td>Maximum Penalty: Five (5) years in prison and/or fine (felony)</td>
</tr>
<tr>
<td>V:</td>
<td>Compounds that contain very limited amounts of codeine, dihydrocodeine, ethylmorphine, opium, and atropine, such as Terpine Hydrate with codeine, Robitussin AC</td>
<td>Maximum Penalty: Six (6) months in prison and/or fine (misdemeanor)</td>
<td>Maximum Penalty: Five (5) years in prison and/or fine (felony)</td>
</tr>
<tr>
<td>VI:</td>
<td>Marijuana, THC, Hashish, Hash Oil, Tetrahydrocannabinol</td>
<td>Possession of less than ½ ounce of Marijuana or 1/20 ounce Hashish: Thirty (30) days in prison and/or $100 fine (misdemeanor)</td>
<td>Maximum Penalty: Five (5) years in prison and/or fine (felony)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Possession of more than ½ ounce of Marijuana or 1/20 ounce Hashish: Two (2) years</td>
<td>§90-93</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>§90-94</td>
</tr>
<tr>
<td>Drug Paraphernalia</td>
<td><strong>Maximum Penalty:</strong> One hundred twenty (120) days in prison and/or fine. (misdemeanor)</td>
<td><strong>Maximum Penalty:</strong> One hundred twenty (120) days in prison and/or fine. (misdemeanor)</td>
<td>§90-113.22-§90-113.24</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Possession of more than 1½ ounce of Marijuana or 3/20 ounce of Hashish or consists of any quantity of synthetic Tetrahydrocannabinols or Tetrahydrocannabinols isolated from the resin of marijuana: Five (5) years in prison and/or fine (felony)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drug Paraphernalia</td>
<td><strong>Maximum Penalty:</strong> One hundred twenty (120) days in prison and/or fine. (misdemeanor)</td>
<td><strong>Maximum Penalty:</strong> One hundred twenty (120) days in prison and/or fine. (misdemeanor)</td>
<td>§90-113.22-§90-113.24</td>
</tr>
<tr>
<td>However, delivery of drug paraphernalia by a person over 18 years of age to someone under 18 years of age who is at least three years younger: One (1) year in prison and/or fine. (felony)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>It is unlawful for any person to purchase or otherwise procure an advertisement in any newspaper, magazine, handbill, or other publication, or purchase or otherwise procure an advertisement on a billboard, sign, or other outdoor display, when he knows that the purpose of the advertisement, in whole or in part, is to promote the sale of objects designed or intended for use as drug paraphernalia. Sixty (60) days in prison and/or fine. (misdemeanor)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## NC ALCOHOL LAWS

<table>
<thead>
<tr>
<th>State Law</th>
<th>Penalty</th>
<th>North Carolina Statute</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>To possess, attempt to purchase or purchase, sell or give beer, wine, liquor, or mixed beverages to anyone under the age of 21.</strong></td>
<td><strong>Maximum Penalty:</strong> Imprisonment for a term up to 120 days and/or community service and fines up to $1,000 (Class 1 misdemeanor)</td>
<td>§18B-302-18B302.1</td>
</tr>
<tr>
<td><strong>A person under 21 years of age who aids and abets to purchase or to attempt to purchase, purchase or to possess; sell or give, alcohol to a person who is under 21 years of age</strong></td>
<td><strong>Maximum Penalty:</strong> Imprisonment for a term up to 60 days and/or community service and fines (Class 2 misdemeanor)</td>
<td>§18B-302 - 18B-302.1</td>
</tr>
<tr>
<td><strong>A person over 21 years of age who aids and abets to purchase or to attempt to purchase, purchase or to possess; sell or give, alcohol to a person who is under 21 years of age</strong></td>
<td><strong>Maximum Penalty:</strong> Imprisonment for a term up to 120 days and/or community service and fines up to $1,000 (Class 1 misdemeanor)</td>
<td>§18B-302-18B302.1</td>
</tr>
<tr>
<td><strong>Operating a motor vehicle upon any highway, any street, or any public vehicular area within this State: while under the influence of an impairing substance; after having consumed sufficient alcohol that he has, at any relevant time after the driving, an alcohol concentration of 0.08 or more; or with any amount of a Schedule I controlled substance.</strong></td>
<td>1st Offense: Jail - 24 hours; Fine - $200; License Suspension – 60 days to 1 year; 2d Offense: Jail – 4 days; Fine – varies; License Suspension – 1 to 4 years; 3d Offense: Jail – 14 days to 2 years; Fine – varies; License Suspension – 1 year to permanent</td>
<td>§20-138.1</td>
</tr>
<tr>
<td><strong>Operating a motor vehicle on a highway or public vehicular area by a person less than 21 years old while consuming alcohol or at any time while he has remaining in his body any alcohol or controlled substance previously consumed.</strong></td>
<td>Maximum of 20 days in jail and $200. If driving while impaired offense is also charged then: 1st Offense: Jail - 24 hours; Fine - $200; License Suspension – 60 days to 1 year; 2d Offense: Jail – 4 days; Fine – varies; License Suspension – 1 to 4 years; 3d Offense: Jail – 14 days to 2 years; Fine – varies; License Suspension – 1 year to permanent</td>
<td>§20-138.1 &amp; 20-138.3</td>
</tr>
<tr>
<td><strong>Possessing an alcoholic beverage other than in the unopened manufacturer's original container, or consume an alcoholic beverage, in the passenger area of a motor vehicle while the motor vehicle is on a highway or the right-of-way of a highway.</strong></td>
<td><strong>Maximum Penalty:</strong> Imprisonment for a term up to 60 days and/or community service and fines up to $1,000 (Class 2 or 3 misdemeanor based on number of offenses).</td>
<td>§18B-301; §18B-401; §20-138.7</td>
</tr>
</tbody>
</table>
Interpersonal Violence

Chancellor’s Statement

MEMORANDUM

TO: All NC State University Students, Faculty and Staff

FROM: W. Randolph Woodson, Chancellor

SUBJECT: Interpersonal Violence

DATE: August 29, 2016

NC State University seeks to provide a campus community that promotes a safe environment for all students and employees to succeed. This university takes safety seriously. We want an environment free of interpersonal violence, which includes all forms of sexual misconduct, stalking, dating and domestic violence. The respect for the rights and dignity of all people must be protected.

Acts of interpersonal violence are serious acts of abuse that threaten individuals in our community. As Chancellor, I assure you that NC State will not tolerate these offenses by any member of the campus community. Possible sanctions for being found responsible of interpersonal violence include expulsion or dismissal by the university and/or criminal prosecution. The Code of Student Conduct, sections 10.14, 10.15, and 10.16, found at http://policies.ncsu.edu/policy/pol-11-35-01, and the university’s regulation on Campus/Workplace Violence Prevention and Management, found at http://policies.ncsu.edu/regulation/reg-04-05-02, identify what conduct constitutes relationship violence (dating and domestic), sexual misconduct, stalking, and other forms of violent behavior that are prohibited at this University. In situations where an individual is found responsible for interpersonal violence, disciplinary action will be pursued in accordance with applicable student or employee disciplinary procedures. Employees in violation of the Campus/Workplace Violence and Prevention Management regulation may be placed on investigatory leave or subjected to other interim corrective measures of a non-disciplinary nature until an investigation into their conduct is concluded. Furthermore, the university may implement interim corrective measures, including Interim Suspension, against any student who poses a risk of violence or to protect a victim of interpersonal violence, pending a disciplinary hearing.

I want to reiterate that any form of interpersonal violence is a crime and will be treated as such. It is my hope that victims report the crime to University Police (by calling 911), however, this is a personal decision that affected individuals must come to on their own. An individual may also report acts of interpersonal violence through the University Police Web site (http://www.ncsu.edu/police/). In addition, university officials, who by virtue of their positions have significant responsibility for student and campus activities and are identified as Campus Security Authorities, are required to report to University Police when they are notified of crimes involving interpersonal violence. These reports can be made while protecting the victim’s identity. Regardless of one’s decision to report the incident, victims and other affected parties may contact an advocate at the Sexual Assault Help Line, by calling 919-515-4444. Available 24 hours a day and 365 days a year, the response line provides on-call services, including...
crisis intervention, confidentiality, support, resources and referrals to survivors of interpersonal violence -- particularly those in the campus communities.

The following is a list of resources designed to help respond to crimes of interpersonal violence. These resources are designed to address instances and/or concerns of interpersonal violence, prohibited harassment and/or workplace violence. Please do not hesitate to use these resources whenever they are needed.

**CAMPUS RESOURCES**

- **University Police 911**
  Responds to all reported interpersonal violence and provides assistance during the legal process.

- **Sexual Assault Help Line (919) 515-4444**
  A 24-hour confidential crisis intervention and support line for survivors of rape, sexual assault, and relationship violence in the NC State community.

- **Office for Institutional Equity & Diversity (OIED) (919) 515-3148**
  Investigates complaints of discrimination, harassment, and retaliation allegedly perpetrated by employees, and provides resources, information and educational opportunities to students and employees with concerns regarding sexual harassment and Title IX compliance which includes sex discrimination, sexual misconduct, domestic violence, dating violence and stalking. OIED oversees University compliance with Title IX.

- **Office of Student Conduct (919) 515-2963**
  Investigates reports of sexual misconduct allegedly perpetrated by students. Students may choose for the investigation to be pursued through the criminal justice system and the Office of Student Conduct, or only the latter.

- **Violence Prevention and Threat Management (919) 513-4224**
  Ensures the university community is aware of how to identify and share concerns regarding students, staff and faculty, facilitates the university’s Behavior Assessment Teams, and makes sure that effective intervention and management is provided in situations that pose or may pose a threat of harm to others or to the safety or well-being of the university community.

- **Counseling Center (919) 515-2423**
  Confidential counseling services; on call 24/7/365 by calling 919-515-2423, University Police, or walking in during normal business hours.

- **Student Health Center (919) 515-2563**
  Comprehensive health care and emotional support for students who have experienced interpersonal violence and referral to a local medical facility for collection of evidence, if desired.

- **Women’s Center (919) 515-2012**
  Advocates trained to provide support for students who have experienced interpersonal violence. These advocates answer questions about processes and procedures, help survivors access medical care, report the incident to University Police or Office of Student Conduct, provide assistance with securing accommodations for such students, and provide referrals to other resources on and off campus. In partnership with the NC State Counseling Center, the Women’s Center responds to needs identified through the Relationship & Sexual Violence Phone Line. The Women’s Center also offers a course on interpersonal violence and provides a variety of education programs.

- **GLBT Center (919) 513-9742**
  Provides assistance and referrals to members of the gay, lesbian, bisexual and transgender communities.

- **Student Legal Services (919) 515-7091**
  Provides free education, advice, referrals and limited representation to students.

- **Student Behavioral Case Manager (919) 515-2963**
  Provides support to students who are exhibiting concerning or worrisome behaviors and that need additional attention in order to ensure they are safe and continue to be successful at NC State.

- **Student Ombuds Services (919) 513-0235**
  Assists students in resolving problems related to their university working, learning, or living experience.

- **Human Resources (919) 515-6575**
Provides assistance, resources, information and educational opportunities to faculty and staff with regard to complaints or concerns of workplace violence, relationship violence, and/or non-discriminatory workplace harassment.

- **Faculty and Staff Assistance Program 866-467-0467 or 800-697-0353**
  A 24-hour confidential counseling resource that is provided at no charge to employees and their dependents.

- **Office of Scholarships and Financial Aid (919) 515-2421**
  Provides assistance, information and advice on financial aid, scholarships, and loan repayment.

- **Office of International Services (919) 515-2961**
  Provides assistance, information and advice on immigration and visa issues related to students’ academic studies or work experiences.

- **Cashier’s Office (919) 515-2986**
  Provides assistance and information on payment options, refunds, and billing to students.

- **Multicultural Student Affairs (919) 515-3835**
  Provides assistance and referrals for multicultural students at NC State with an emphasis on students who self-identify as African American, Native American, and Hispanic/Latino.

- **African American Cultural Center (919) 515-5210**
  Provides assistance and referrals for students at NC State with an emphasis on students who are African American.

**OFF-CAMPUS RESOURCES**

- **Interact of Wake County (919) 828-3005**
  Rape crisis intervention, including forensic exams and post-rape care, community education and shelter for women who have experienced sexual or relationship violence.

- **Wake County District Attorney Victim Services Program (919) 792-5000**
  A Wake County program designed to ensure that victims receive information, assistance, and support as their cases progress through the criminal justice system. The program can provide information to individuals pertaining to their court cases, serving as liaison between the victim and the prosecutor, and keep individuals notified of all court proceedings.

- **WakeMed Sexual Assault Forensic Exam (SAFE) Center (919) 350-8507**
  The SAFE Center is a victim-sensitive program designed to coordinate community resources to provide a team approach for survivors of sexual assault. The team consists of certified nurse examiners to provide the examination and medical support; law enforcement officers to conduct an investigation and provide emergency assistance; victim advocates to provide emotional support; and attorneys to sensitively handle the prosecution of sexual assault cases.

As Chancellor, I encourage any member of the NC State University community—staff, faculty, and students—who needs support services, wants to report a crime or has questions regarding sexual misconduct, stalking, domestic violence, workplace harassment or workplace violence to contact these resources. We are equipped with trained professionals to provide assistance to you. Please be a part the university community that respects one another and affords one another the tools needed to be successful.

**University Response to Interpersonal Violence**

**Reporting Options:**

If you have experienced interpersonal violence (including sexual misconduct, stalking, dating and domestic violence) you can report the incident(s) to law enforcement and/or university personnel. Definitions of the types of interpersonal violence can be found at: [https://oied.ncsu.edu/titleix/definitions/](https://oied.ncsu.edu/titleix/definitions/).

**Filing a Criminal Complaint:**
Due to the importance of evidence collection and preservation, it is critical when reports of interpersonal violence are made as soon as possible. Filing a police report does not mean that prosecution of the offender is automatic. Filing a police report will:

- Ensure that a victim receives appropriate medical treatment and tests;
- Provide the opportunity for the collection of evidence; and
- Assure the victim has access to important resources such as confidential counseling.

University Police recognizes the importance of providing medical assistance, emotional support, protection in addition to conducting thorough criminal investigation for all reported incidents of interpersonal violence. To file a criminal complaint, contact University Police at (919)-515-3000. For emergencies, dial 911.

Filing a University Complaint:

Any person may report alleged misconduct involving acts of interpersonal violence to the Office for Institutional Equity and Diversity (OIED) (919-515-3148, or online at http://oied.ncsu.edu/titleix/). Reports will be referred either to Office of Student Conduct (if the alleged perpetrator is a student) or the OIED (if the alleged perpetrator is an employee or other non-student party) for investigation and response.

If the person reporting wants to remain anonymous, reports can be made at: http://campuspolice.ehps.ncsu.edu/forms/campus-authority-incident-report/
https://oied.ncsu.edu/equity/complaint-form/

The OIED and the Office of Student Conduct will provide individuals who have experienced interpersonal violence with referrals to appropriate resources (e.g., advocacy, counseling, medical treatment, interim measures, etc.).

Confidentiality:

Confidentiality can be particularly important to individuals reporting acts of interpersonal violence. Confidentiality shall be protected in accordance with university policies to the extent possible (including any accommodations or protective measures provided to the reporting individual and record-keeping that excludes personally-identifiable information). While complete confidentiality cannot be guaranteed, every effort will be made to maintain confidentiality on a “need to know” basis. In certain circumstances, the university may override the request for confidentiality in order to meet its Title IX obligations.

Non-Retaliation

The university, including any officer, employee or agent of the institution, or student may not retaliate, intimidate, threaten, coerce, or otherwise discriminate against any individual for exercising his or her rights or to utilize the institution’s procedures for reporting interpersonal violence.

Preservation of Evidence

Regardless of whether an incident of interpersonal violence is reported to the police or University personnel, you are encouraged to preserve evidence to the greatest extent possible, as this will best maintain all legal options for you in the future. Preservation of evidence is essential for both law
enforcement and University investigations.

Below are suggestions for preserving evidence related to an incident of interpersonal violence. It is important to keep in mind that each suggestion may not apply in every incident:

- Because some evidence, particularly evidence that may be located on the body, dissipates quickly (within 48-96 hours), if you wish to preserve evidence you should go to a hospital or medical facility immediately to seek a medical examination and/or evidence collection.
- If possible, you should not shower, bathe, wash, douche, brush hair, drink, eat, or change clothes or bedding before a forensic medical exam.
- Even if you do not want evidence collection, you are still encouraged to seek prompt medical care. A health care provider can still treat injuries and take steps to address concerns of pregnancy and/or sexually transmitted diseases.
- If you decide to change clothes or bedding, you should not wash the clothes worn or bedding used during the incident, and should bring them to a hospital, medical facility or the police in a non-plastic bag (e.g., paper bag). However, even if you have already done these things, a forensic exam may still be able to collect valuable evidence.
- If there is suspicion that a drink may have been drugged, inform a medical assistance provider and/or law enforcement as soon as possible so they can attempt to collect possible evidence (e.g., from the drink, through urine or blood sample).
- Write down as much as you can remember about the circumstances, including a description of the assailant.
- Preserve evidence of electronic communications by saving them and/or by taking screen shots of text messages, instant messages, social networking pages, or other electronic communications, and by keeping pictures, logs, or copies of documents that relate to the incident.

University Complaint Process:

Reports of interpersonal violence will be investigated promptly, fairly, and impartially. University investigators are trained annually on how to investigate and conduct hearings in a manner that protects your safety and promotes accountability. Throughout the university process, you and the alleged individual are allowed the same opportunities to present the case and be notified of the outcome.

Students:

The Office of Student Conduct determines whether formal charges will be filed against a student. Normally, formal charges will be initiated within thirty (30) calendar days from receipt of the report. Representation by an attorney or other advocate is allowed in student disciplinary proceedings when the respondent is charged with misconduct involving interpersonal violence. If the respondent has an attorney at the hearing, then you may also have an attorney present (at your own expense). The burden of proof at the hearing is “preponderance of the evidence” (more likely than not). Possible sanctions for a finding of responsibility may include a warning, restitution, service hours, fines, special programs, counseling, restriction of privileges, disciplinary probation, disciplinary eviction, suspension and expulsion. Student Conduct officials determine the appropriate sanctions for findings of misconduct. For more information on the disciplinary procedures applicable to charges of misconduct involving interpersonal violence, see the Student Discipline Procedures, [http://policies.ncsu.edu/regulation/reg-11-35-02](http://policies.ncsu.edu/regulation/reg-11-35-02), Appendix G.
Employees:

Complaints of interpersonal violence against employees or outside parties are processed in accordance with the university’s Discrimination, Harassment and Retaliation Complaint Procedure, REG 4.25.02 and in conjunction with the university’s regulation on Campus/Workplace Violence Prevention and Management, REG 04.05.02. Such complaints are investigated by the OIED. Employees may be placed on investigatory leave or subjected to other interim corrective measures of a non-disciplinary nature until an investigation is concluded. Where allegations are substantiated, employees are subject to disciplinary action up to and including dismissal/discharge under the applicable employee procedures. For more information, contact the OIED and see http://policies.ncsu.edu/regulation/reg-04-25-02.

Your Rights:

You have the following rights:

- To be informed of all reporting options;
- To receive an explanation of the procedures for making reports of misconduct against a student or another university employee;
- To pursue criminal charges or a university action, or both;
- To receive reasonable interim protective measures, including but not limited to “no contact orders,” as well as changes to academic, living, transportation, and working situations;
- To receive information on all available resources;
- To receive an explanation of applicable charges from University Police and/or Office of Student Conduct;
- To have all reports of interpersonal violence investigated by University Police, the Office of Student Conduct, or the Office of Institutional Equity and Diversity (or other University officials as may be appropriate);
- To be free from retaliation, harassment and intimidation from respondents and others;
- To be a witness in the disciplinary process;
- To not have your sexual history discussed during the investigation and hearing;
- To be informed of the outcome of the investigation and any related hearing to the extent allowed under state and federal law and University policies.

For complaints against another student, you additionally have the ability:

- To question witnesses through a hearing officer;
- To have an individual at the hearing for support;
- To have the same access to the proceedings as the respondent;
- To remain present at a hearing, except during deliberation;
- To make an impact statement prior to imposition of sanctions if the respondent is found responsible for sexual misconduct;
- To have an attorney, at your own expense, present at the hearing in cases where the respondent has an attorney present at the hearing; and
- To appeal a decision based upon the applicable grounds for appeal.
Interim Protective Measures:

Criminal Protection

If you had a personal relationship with the perpetrator, you may be able to seek a domestic violence protective order (also known as a 50B order). A domestic violence protective order can help you by ordering the assailant not to assault, threaten, abuse, follow, harass, or interfere with you or your children either in person, at work, on the telephone, or by other means. For further information, students may contact Student Legal Services or the NC State Women’s Center; employees may contact the Faculty and Staff Assistance Program.

Civil Protection

You may seek a civil “no-contact” protective order (known as a 50C order). These orders are for a determined period of time, and you may have to petition the court to have the time extended. A civil no-contact order (also known as a 50C order), is a court order that aims to protect you from unwanted sexual conduct or stalking by someone with whom you do not have an intimate or familial relationship with (such as an acquaintance, co-worker, neighbor, or stranger). For further information, students may contact Student Legal Services or the NC State Women’s Center; employees may contact the Faculty and Staff Assistance Program.

University Measures:

Students

Regardless of whether you choose to report an incident of interpersonal violence to law enforcement, the university will work with you to provide reasonable adjustments to address issues of concern, for example:

- If you live on campus and desire a change in rooming assignment, you should contact University Housing for information concerning the room change process;
- The university may issue “no contact” orders and adjust class schedules for you or the accused student. If you need these protective measures, contact the Office of Student Conduct for assistance;
- The university may suspend a student accused of interpersonal violence on an interim basis if there is a need to separate that student from campus; and
- The university may issue or enforce other protective measures as necessary.

NC State’s Women’s Center is available to assist you with seeking interim measures and adjustments.

The Student Legal Services Office is available to inform you about your legal options free of charge. In cases involving criminal charges, the office will review the charges, the sentencing scheme and tell you what you should expect from the investigation, trial and sentencing. Student Legal Services can represent you in civil proceedings (restraining and no contact orders) as long as the perpetrator is not another NC State student. If the perpetrator is another NC State student, the office will refer you to other university resources. Student Legal Services also maintains a referral list of local attorneys.

Employees
• If you are an employee who experiences interpersonal violence, you may contact your relevant department or unit to request a change in their transportation or working situations. Employees may contact Violence Prevention and Threat Management at NC State for additional information, or the Title IX Coordinator in OIED.
• The university is committed to complying with all judicial no-contact, restraining and protective orders and will assist victims in this process.

Anonymous Reporting of Interpersonal Violence

University Police is charged by State law to investigate any crime; however State law prohibits the police from taking a blind or anonymous report.

The university recognizes the need for anonymous reporting (no criminal investigation). If a survivor wishes to make an anonymous report, the university encourages the use of the following departments:

• Office of Student Conduct: 919-515-2963, http://studentconduct.ncsu.edu/
• Student Health Services: 919-515-2563, http://healthcenter.ncsu.edu/
• 24-Hour Sexual Assault Help Line: 919-515-4444
• Office for Institutional Equity and Diversity (OIED): 919-515-3148, http://oied.ncsu.edu/titleix/get-help/
• GLBT (Gay, Lesbian, Bisexual, and Transgendered) Center: 919-513-9742, http://glbt.ncsu.edu/
• Student Legal Services: 919-515-7091, http://studentlegal.dasa.ncsu.edu/
• University Housing: 919-515-2440, http://www.ncsu.edu/housing/

Interpersonal Violence Prevention

The university provides various programming to promote the awareness of and response to interpersonal violence. New students and employees are provided primary prevention and awareness interpersonal violence education as part of orientation. The programs reinforce that NC State prohibits these offenses and any other form of violence, and give new students and employees the definitions of prohibited actions as well as definitions and examples of consent. The programs train attendees on safe and positive options for bystander intervention and how individuals may take action to prevent harm or intervene in risky situations. The programs train new students and employees to recognize the signs of abusive behavior and how to avoid potential attacks. The programs are also offered to current students, student organizations, and employees as part of an ongoing prevention and awareness campaign.

Additionally, University Police, the Women's Center, and Student Health Services offer interpersonal violence education and information programs to University students and employees upon request. Literature on interpersonal violence education and University response is provided to survivors of interpersonal violence. The literature includes information about additional on and off-campus resources, as well as information on:

• The importance of preserving evidence;
• The rights of victims and the institution’s responsibilities regarding orders of protection including, no contact orders, restraining orders, and other lawful orders issued by criminal or civil courts;
The procedures for institutional proceedings in cases of alleged interpersonal violence; and

The access and options victims have for University interim measures.

Role & Responsibility of Student Health Services

You are encouraged to go to a medical center following a sexual assault in order to check for internal injuries, sexual transmitted infections, and/or pregnancy. If a student seeks assistance at Student Health Services following an act of interpersonal violence, she or he will be provided information on available sexual assault forensic nurses and referred to a local hospital or InterAct of Wake County. These are designated facilities where trained sexual assault forensic nurse examiners can complete an examination and evidence collection. Student Health Services will provide any follow-up medical care. Female students may contact the Student Health Service’s Women’s Health Center and male students can contact the Student Health Services mainline to make an appointment for assistance.

Role & Responsibility of the Counseling Center

The Counseling Center offers confidential services for students who experience interpersonal violence. Counselors can help students by working with them to develop coping skills, informing them of resources on- and off-campus and providing support to help them navigate their path to recovery. Whether the act of interpersonal violence happened recently or several years ago, it is never too late to seek help. The Counseling Center also provides after hours on-call services for mental health emergencies by calling 919-515-2423 and selecting the option to speak with the on-call counselor.

North Carolina Sex Offender and Public Protection Registry

All convicted sex offenders coming to or residing in North Carolina, including students, are required to register with the local county sheriff’s department for inclusion in the North Carolina Sex Offender and Public Protection Registry. This Registry may be viewed locally at the county sheriff’s department or online at: http://sexoffender.ncsbi.gov/.

Interpersonal Violence Definitions

“Consent” is an affirmative decision to engage in sexual activity given by clear actions or words. It is an informed decision made freely, willingly, and actively by all parties. Behavior will be considered “without consent” if no clear consent, verbal or nonverbal, is given. In the State of North Carolina, a person cannot legally give consent if he or she is incapacitated due to alcohol or drugs (whether illegal or legal), or under the age of 16. Consent cannot be procured by physical force, compelling threats, intimidating behavior, or coercion. A lack of protest is not a valid form of consent and the university will not regard it as such.

“Domestic Violence” includes asserted violent misdemeanor and felony crime of violence committed by the victim’s current or former spouse or intimate partner, current or former cohabitant, by a person with whom the victim shares a child in common, by a person similarly situated to a spouse of the victim under North Carolina domestic or family violence laws, or any other person against an adult or youth victim who is protected under domestic or family violence laws.
“Dating Violence” means violence by a person who has been in a social relationship of a romantic or intimate nature with the victim. The existence of such a relationship shall be determined based on the reporting party’s statement and with consideration of the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship. For purposes of this definition, dating violence includes, but is not limited to, sexual or physical abuse or the threat of such abuse. Dating violence does not include acts covered under the definition of domestic violence.

“Sexual Assault” means an offense that meets the definition of rape, fondling, incest or statutory rape as used in the FBI’s Uniform Crime Reporting (UCR) program. A sex offense is any sexual act directed against another person, without the consent of the victim, including instances where the victim is incapable of giving consent.

- Rape: The penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim. In North Carolina, a person is guilty of rape if the person engages in vaginal intercourse with another person: (1) By force and against the will of the other person; or (2) Who is mentally disabled, mentally incapacitated, or physically helpless, and the person performing the act knows or should reasonably know the other person is mentally disabled, mentally incapacitated, or physically helpless.

- Fondling: The touching of the private parts of another person for the purpose of sexual gratification, without the consent of the victim, including instances where the victim is incapable of giving consent because of his/her age or because of his/her temporary or permanent mental incapacity. In North Carolina, fondling is included in the crime of “sexual battery”, which occurs if the person, for the purpose of sexual arousal, sexual gratification, or sexual abuse, engages in sexual contact with another person: (1) by force and against the will of the other person; or Who is mentally disabled, mentally incapacitated, or physically helpless, and the person performing the act knows or should reasonably know that the other person is mentally disabled, mentally incapacitated, or physically helpless.

- Incest: Sexual intercourse between persons who are related to each other within the degrees wherein marriage is prohibited by law. In North Carolina, a person commits the offense of incest if the person engages in intercourse with the person's (i) grandparent or grandchild, (ii) parent or child or stepchild or legally adopted child, (iii) brother or sister of the half or whole blood, or (iv) uncle, aunt, nephew, or niece.

- Statutory Rape: Sexual intercourse with a person who is under the statutory age of consent. In North Carolina, a person is guilty of statutory rape if the defendant engages in vaginal intercourse with another person who is 15 years of age or younger and the defendant is at least 12 years old and at least six years older than the person, except when the defendant is lawfully married to the person.

“Stalking” means a course of conduct directed at a specific person that would cause a reasonable person to fear for her, his, or others’ safety, or to suffer substantial emotional distress.

**Workplace Violence**

Nearly 2 million American workers report having been victims of workplace violence each year. Homicide is the leading cause of work-related fatality for women in the workplace. Six out of ten incidents of workplace violence occurred in private companies. While government employees make up
approximately 14% of the total U.S. workforce, 30% of known victims of violence were federal, state, or local government employees.

Though it is impossible to predict if or when a workplace violence incident may occur there are some early warning signs that a person may commit an act of workplace violence. Those warning signs may include, but are not limited to: communicating threats, suspected drug and/or alcohol abuse, noticeable change in behavior, escalating aggression, history of intimidating others, attendance issues (frequent tardiness and extreme absenteeism), difficulty letting things go (holds a grudge), concerns regarding paranoia, and a history of violence (especially towards people and animals).

The Risk Assessment Case Manager/Violence Prevention and Threat Management Program Manager offers training in Workplace Violence Prevention. Contact (919) 513-4224 for additional information or to schedule a large group. For more information on training opportunities you may also go to http://vptm.ehps.ncsu.edu/training/.

Crime Victim Rights

On July 1, 1999, the Crime Victims’ Rights law took effect, which established specific responsibilities for many different criminal justice agencies in regards to the notification of victims of certain crimes. This law was passed in an effort to educate the victim and keep them informed of court proceedings, victim restitution, information of the crime itself and how the criminal justice system works, conviction or final disposition and sentencing, notification of escape, release, or proposed parole proceedings, and many other rights.

For certain crimes, University Police is required to provide the victim with information concerning the availability of medical services, crime victims’ compensation funds, the address and telephone number of the district attorney's office, name and telephone number of the investigating law enforcement officer whom the victim may contact, information about an accused's opportunity for pre-trial release, and the name and telephone number of the investigating law enforcement officer whom the victim may contact to find out whether the accused has been released from custody.

There are also notification requirements placed upon the District Attorney's office, correctional facilities, Attorney General's office, as well as Probation and Parole.

Crimes covered under this law include many serious felonies such as murder, voluntary manslaughter, assault with a deadly weapon, rape, and armed robbery.

To obtain more information about your rights as a crime victim or a complete list of the crimes covered under the law, contact University Police Investigations at (919) 515-2498.

Keeping Our University Safe and Secure

Shared Responsibility

Safety is a shared responsibility. University Police makes a difference, but we all have a role in making NC State a safe campus. Do your part, and you can reduce the likelihood that you will be a crime victim. If you ever need assistance, do not hesitate to call us at 911 or (919) 515-3000. We are here to help!
Personal Safety Tips

Learn and follow all the NC State safety and security procedures. They have been created out of concern for your welfare and in consideration for everyone's rights in the campus community. If you feel unsafe in any situation, trust your instinct and contact University Police immediately.

In residence halls:
- Assailants target residences where doors and windows are left unlocked or unsecured. Always lock residence doors and windows when at home and when you leave.
- Communicate with your roommate on safety issues.
- Report suspicious persons or activity immediately.
- Report doors, windows, lights or locks in need of repair.
- Keep valuables out of sight.
- Don't prop open exterior doors or allow someone to “piggy back” behind you into the residence hall.

When walking or jogging:
- Stay away from isolated areas.
- Assailants are more likely to target individuals walking alone, on darkened or unlit paths, or who are distracted by headphones or activities such as texting.
- Walk in groups whenever possible, especially at night.
- Safety Escort Services and public transportation are available as alternatives to walking. Individuals can contact Safety Escort Services at 919-515-3000.

If you think you are being followed:
- Cross the street or change directions.
- Keep looking back so the person will know you cannot be surprised.
- Go to a brightly lit area. Enter a store, house, residence hall or any populated building.
- Remember as much as possible about the person so you can describe them later.

If you are held up:
- Do not resist. No amount of money is worth the risk of your life.
- Notify University Police or Raleigh Police immediately.
- Try to give a specific description of the person: height, weight, approximate age, hair color and length, clothing, jewelry, scars, etc.

Where you live:
- Keep all doors locked, day and night. This is the single best deterrent to the would-be thief.
- Assailants may try to gain access into a residence by using force or deception. Don't open your door for or let someone in your residence that you don't know.
- Do not leave a door unlocked to anticipate a roommate or friend's arrival. Many thefts occur while the occupant is on the same floor, having left for a minute to visit a restroom or another room.
- Alcohol and drugs are often used by assailants to make someone vulnerable to sexual assault. Be alert to people who pressure you or others to use a drug or consume alcohol. Drinks should not be consumed if they are not from a trusted source or have been left unattended.

To protect your property:
- Lock your door every time you leave.
• Engrave expensive equipment and valuables with an ID number.
• Do not store your purse or wallet in an unlocked desk drawer.
• Do not leave your belongings unattended in the library, cafeteria, locker room, classroom or any public area.

To protect your car:
• Always lock your car and take the keys.
• Don't leave valuables in your vehicle.
• Park in well-lit areas.

Keep your keys:
• Do not loan your keys to anyone. Someone else's carelessness may lead to your key loss.

When you park:
• Close and lock windows and doors.
• When returning to your car, have the keys ready in hand and check underneath the vehicle and the interior before entering.

When working late in academic buildings:
• Avoid working or studying alone at night in a building.
• Keep the work area door locked.
• Do not take shortcuts when walking alone at night.
• Avoid walking alone at night. Use the "buddy system" or Call (919) 515-3000 for a safety escort during hours of darkness.
• Note locations of the nearest telephone and fire extinguisher in case of an emergency.
• Be aware of your personal surroundings and report suspicious persons or activity to the police immediately.
• Don't leave personal items unattended.

The various colleges on campus determine if or when buildings will be locked after hours. When working after hours, note if the building entrances have been secured and take individual safety precautions as well.
This annual report is submitted to meet the federal requirements of the Campus Fire Safety Right to Know Act, an amendment to the Higher Education Opportunity Act. It includes information about NC State’s fire safety policies and procedures as well as reported campus fire statistics.

**Reporting a Fire**

- Call 911 upon discovery of a fire of any kind, you should be connected to the Campus Emergency Communications Center.
- Provide your name, location of the fire, type of fire and a contact number to call you back if necessary. If possible stay around to talk to emergency responders.
- If the fire was small and you or someone else put it out, you still need to report it. You may use 515-3000 to report an incident of this nature.
- All fires, including any signs of a fire, must be reported to the Office of the University Fire Marshal for investigation.

**University Housing Rules on Appliances, Smoking, and Open Flames**

- Due to fire and safety standards concerns, extension cords, personal air conditioners, lava lamps, toasters, burners or hot plates, heaters, and fireworks are not permitted in University Housing facilities.
- Halogen lamps present significant risk of starting fires and are not permitted in residential rooms.
- All residential facilities (including E.S. King Village and Western Manor Apartments) are smoke-free. Smoking is prohibited within 25-feet of any residence hall/apartment building.
- Candles, gas/oil lanterns, or any device producing open flames (such as incense and Sterno) are not permitted. Students who wish to burn incense for religious reasons need to get approval from their Assistant Director or Residence Director.

**Emergency Evacuation Policy**

**Introduction**

Emergency events that threaten the welfare, safety, or health of staff, faculty, students or visitors, though unforeseeable situations may be dealt with in such a way as to minimize the likelihood of injury or loss of life. NC State has developed procedures to help its personnel respond to a variety of emergencies. In the event of fire or potential emergency events such as severe medical situations, bomb threats, extreme weather conditions and power loss, the procedure for evacuation outlined in this policy shall be followed. Following this plan will assure a safe and orderly evacuation of the building in the shortest time. It should be noted that all buildings are equipped with fire extinguishers, emergency lighting and lighted EXIT signs, as required by law.

The university requires the cooperation of all staff, faculty, guests, and students in conducting training and drills and responding according to established procedures if such events arise. Training will be provided to assure that all employees follow appropriate emergency procedures.
The university relies upon the coordinated action of an extensive emergency response team to evacuate campus buildings quickly and effectively in emergencies. This team includes, but is not limited to, NC State’s Fire Marshal’s Office, University Police, Raleigh Fire Department, and the Raleigh Police Department.

**Fire Protection and Command Procedures**

In the event of an emergency necessitating the evacuation of a building, the University Fire Marshal, Deputy Fire Marshal and/or University Police shall be in command. Fire Protection officers should receive information about the nature of the emergency, ensure that the Raleigh Fire Department (911) has been called, communicate with the Fire Department, the Police Department and any other emergency organization, as required, coordinate the operations of the emergency team, and organize the evacuation of the area.

Upon the sounding of a fire alarm or an indication of a pre-signal on the monitor, a search will be conducted of the area from which the signal originates. If a fire or other emergency situation is confirmed, Fire Protection shall activate the general alarm and initiate emergency evacuation. Upon the sounding of a general alarm, a search of the building will be conducted to ensure that no one has been left in the building, to direct anyone found to an emergency exit, and assist in critical situations such as firefighting, medical care or disabled evacuation, when requested. Faculty, employees and students shall familiarize themselves with the location of emergency exits, the locations of fire alarm pull-stations and emergency telephones nearest the areas where they work or study.

**Immediate Response Procedures**

In the event of a fire, any employee or student discovering smoke and/or fire should perform the following activities as appropriate:

If fire is small:
- Report the findings at once to his/her supervisor if time permits;
- Attempt to extinguish the fire with a fire extinguisher; and
- Activate the nearest alarm by pulling a fire alarm pull-station or, in buildings where there is no fire alarm system, alert building occupants by word of mouth.

If fire is severe and threatening dial 911 for University Police, and provide the following information:
- Your name and location;
- Location of fire; and
- Details as requested

After reporting the fire, leave the building as quickly as possible. In case of electrical or other serious fire, no attempt should be made to deal with the fire unless such action is compatible with the safety of all concerned.

**Evacuation Procedures**

In the event that an emergency situation requires the complete evacuation of the floor or building, the following procedures will apply to all departments, employees, students, and visitors:
1. An employee discovering a fire or other emergency necessitating a general alarm shall activate the fire or necessary alarm and call University Police, 515-3000 or 911 and give appropriate information.

2. Everyone must leave the building immediately, in an orderly fashion, by the closest possible exit. Exit from emergency stairwells where indicated. Do not use elevators.

3. The first person to reach any exit door should touch it to determine if it is hot. If the door feels hot, direct evacuating persons to an alternate exit route.

4. In smokey areas, stay low (out of highest concentration of smoke).

5. Maintain single file and keep to the right on stairways so that persons entering the stairwell from lower floors can merge safely into the line and emergency response personnel can use the opposite side.

6. Once outside, report to the designated assembly area or move far away from the building. Do not obstruct the exit doors at street level. Clear the area.

7. Remain in the assigned assembly area until instructed by the appropriate authority to return to the building or to move to a safer location.

8. Do not re-enter the building until the Fire Marshal/Deputy Fire Marshal, Raleigh Fire, or University Police give an “All-Clear” signal.

9. Obey the directions of public safety officers at all times.

**Evacuation Procedures for People with Disabilities**

At the beginning of each semester, the Disability Services Office provides the Environmental Health and Public Safety Division a comprehensive list of disabled students and the type of disability to enable the division and these students to plan for eventual evacuation. The division also maintains a list of university employees who self-identify a disability with the division. University employees and students are encouraged to communicate to University Police or Fire Marshals, as they exit, the location of any disabled person.

In the event of a fire:

- Elevators may be used for wheelchair access.
- Disabled persons are to be evacuated by the stairwells with the assistance of Marshals or Raleigh Fire.
- Generally, wheelchairs should not be carried down the stairs; a person who, for reasons of personal health or safety, may not be removed from his or her wheelchair must so inform the Marshals
- Evac-chairs, if available, should be brought to assist the non-ambulatory

In the case of fire or any other emergency, the staff duty police officer decides if a public announcement shall be made through one of the university’s emergency notification methods. All inquiries from the media shall be referred to the university’s Public Relations Director.
### Fire Statistics Regarding Fires in University Residential Facilities

**2013 Statistics and Related Information Regarding Fires in Residential Facilities**

<table>
<thead>
<tr>
<th>Residential Facility</th>
<th>Number of Fires</th>
<th>Cause of Fire</th>
<th>Number of Injuries</th>
<th>Number of Deaths</th>
<th>Estimated Property Damage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alexander Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Avent Ferry Center</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bagwell Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Becton Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Berry Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bowen Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bragaw Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Carroll Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Gold Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Lee Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Metcali Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>North Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Owen Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Sullivan Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Syme Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Tucker Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Turlington Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Watauga Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Welch Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Western Manor</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wolf Ridge</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wolf Village</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wood Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Greek 1 - 2613 Fraternity Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Greek 2 - 2601 Fraternity Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Greek 3 - 2511 Fraternity Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Greek 4 - 2501 Fraternity Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Greek 5 - 2409 Fraternity Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Greek 6 - 2313 Fraternity Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Greek 7 - 2309 Fraternity Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Greek 8 - 2301 Fraternity Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Greek 9 - 2201 Fraternity Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Greek 10 - 2101 Fraternity Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Greek 11 - 2001 Fraternity Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Greek 12 - 1901 Fraternity Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Greek 13 - 1809 Fraternity Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Greek 14 - 1709 Fraternity Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Greek 15 - 1602 Varsity Dr.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>KD 2304 Greek Village Dr.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**2014 Statistics and Related Information Regarding Fires in Residential Facilities**

<table>
<thead>
<tr>
<th>Residential Facility</th>
<th>Number of Fires</th>
<th>Cause of Fire</th>
<th>Number of Injuries</th>
<th>Number of Deaths</th>
<th>Estimated Property Damage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alexander Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Avent Ferry Center</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bagwell Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Becton Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Berry Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bowen Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bragaw Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Carroll Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Gold Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Lee Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Metcali Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>North Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Owen Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Sullivan Hall</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
## 2015 Statistics and Related Information Regarding Fires in Residential Facilities

<table>
<thead>
<tr>
<th>Residential Facility</th>
<th>Number of Fires</th>
<th>Cause of Fire</th>
<th>Number of Injuries</th>
<th>Number of Deaths</th>
<th>Estimated Property Damage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alexander Hall – 2700 Cates Avenue</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Avent Ferry Residence Hall A/B – 2110 Avent Ferry Rd.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Avent Ferry Residence Hall D/E/F – 2112 Avent Ferry Rd.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bagwell Hall – 2201 Dunn Ave.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Becton Hall – 2231 Dunn Ave.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Berry Hall – 2211 Dunn Ave.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bowen Hall – 2821 Thurman Dr.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bragaw Hall – 210 Dan Allen Dr.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Carroll Hall – 2801 Thurman Dr.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Commons</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village – Beaufort Hall – 3820 Jackson St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village – Bertie Hall – 3840 Jackson St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village - Bladen Hall – 3920 Jackson St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village - Carteret Hall – 3830 Jackson St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village - Chowan Hall – 2911 Ligon St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village - Craven Hall – 3810 Jackson St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village - Currituck Hall – 2921 Ligon St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village - Edgecombe Hall – 3930 Jackson St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village - Granville Hall – 3011 Ligon St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village - Hyde Hall – 2931 Ligon St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village - Johnston Hall – 3950 Jackson St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village - New Hanover Hall – 3910 Jackson St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village - Northampton</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hall – 3001 Ligon St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>---------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>ES King Village - Onslow Hall – 2951 Ligon St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village - Pasquotank Hall – 740 Gorman St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village - Perquimans Hall – 720 Gorman St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ES King Village - Tyrrell Hall – 2941 Ligon St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Gold Hall – 70 Pullen Dr.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Lee Hall – 2530 Sullivan Dr.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Metcalf Hall – 2811 Thurman Dr.</td>
<td>1</td>
<td>Undetermined</td>
<td>0</td>
<td>0</td>
<td>$0 – 99</td>
</tr>
<tr>
<td>North Hall – 2200 Hillsborough St.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Owen Hall – 2720 Cates Ave.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Sullivan Hall – 2921 Thurman Dr.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Syme Hall – 2210 Baver Dr.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Tucker Hall – 2800 Cates Ave.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Turlington Hall – 2710 Cates Ave.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Watauga Hall – 2200 Katharine Stinson Dr.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Welch Hall – 80 Pullen Dr.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Western Manor A/B/C – 1551 Lilley Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Western Manor D/E/F – 1531 Lilley Ct.</td>
<td>1</td>
<td>Unintentional – Cooking</td>
<td>0</td>
<td>0</td>
<td>$0 – 99</td>
</tr>
<tr>
<td>Western Manor G/H – 1521 Lilley Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Western Manor I/J – 1510 Lilley Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Western Manor K – 1510 Lilley Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Western Manor L – 1520 Lilley Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Western Manor M – 1530 Lilley Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Western Manor N/O – 1540 Lilley Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Western Manor P/Q – 1550 Lilley Ct.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wolf Ridge – Grove Hall – 371 Initiative Way</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wolf Ridge – Innovation Hall – 381 Initiative Way</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wolf Ridge – Lakeview Hall – 1930 Entrepreneur Dr.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wolf Ridge – Plaza Hall – 1940 Entrepreneur Dr.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wolf Ridge – Tower Hall – 1900 Entrepreneur Dr.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wolf Ridge – Valley Hall – 351 Initiative Way</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wolf Village – Arctic Hall – 2770 Wolf Village Way</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wolf Village – Baffin Hall – 2780 Wolf Village Way</td>
<td>1</td>
<td>Unintentional Fire – Electrical</td>
<td>0</td>
<td>0</td>
<td>$0 – 99</td>
</tr>
<tr>
<td>Wolf Village – Caspian Hall – 2750 Wolf Village Way</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wolf Village – Gray Hall – 2730 Wolf Village Way</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wolf Village – Hudson Hall – 2760 Wolf Village Way</td>
<td>1</td>
<td>Unintentional Fire – Cooking</td>
<td>0</td>
<td>0</td>
<td>$0 – 99</td>
</tr>
<tr>
<td>Wolf Village – Mackenzie Hall – 2710 Wolf Village Way</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wolf Village – Red Hall – 2740 Wolf Village Way</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wolf Village – Timber Hall – 2720 Wolf Village Way</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wood Hall A – 2521 Warren Carroll Dr.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Fire Systems in University Residential Facilities

<table>
<thead>
<tr>
<th>Residential Facility</th>
<th>Sprinkler</th>
<th>Fire Alarm</th>
<th>Smoke Detection</th>
<th>Fire Extinguisher</th>
<th>Evacuation Plans &amp; Placards</th>
<th>Number of Fire Drills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alexander Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Avent Ferry Center</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Bagwell Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Beston Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Berry Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Bowen Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Bragaw Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Carroll Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>ES King Village</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Gold Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Lee Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Metcalf Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>North Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Owen Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Sullivan Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Syne Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Tucker Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Turlington Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Watauga Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Welch Hall</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Western Manor</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Wolf Ridge</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Wolf Village</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Greek 1 - 2613 Fraternity Ct.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Greek 2 - 2601 Fraternity Ct.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Greek 3 - 2511 Fraternity Ct.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Greek 4 - 2501 Fraternity Ct.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Greek 5 - 2409 Fraternity Ct.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Greek 7 - 2313 Fraternity Ct.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Greek 8 - 2309 Fraternity Ct.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Greek 11 - 2701 Fraternity Ct.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Greek 12 - 2619 Fraternity Ct.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Greek 13 - 2709B Fraternity Ct.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>Greek 15 - 1402 Varsity Dr.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>KD 2304 Greek Village Dr.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
<tr>
<td>SN 2312 Greek Village Dr.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>4</td>
</tr>
</tbody>
</table>
Number of Emergency Residential Evacuation Drills

NC State conducts a minimum of one emergency evacuation drill per quarter in all University Housing buildings. The university evaluates the following areas on drills based on the 2009 North Carolina Fire Code, Section 405, Emergency Evacuation Drills and Table 405.2, Group R – 2d:

- Identity of the person conducting the drill
- Date and time of the drill
- Notification method used
- Staff members on duty and participating
- Number of occupants evacuated
- Special conditions simulated
- Problems encountered
- Weather conditions when occupants were evacuated
- Time required to accomplished complete evacuation

Fire and Life Safety Education

A fire in a University building can endanger lives and destroy property. Every member of the NC State community is responsible for preventing and properly handling common fire hazards, and for familiarity with the university’s Fire and Life Safety Education Program.

The purpose of this program is to promote the safety of the university community, prevent damage to University property, and to comply with Occupational Safety and Health Administration (OSHA) regulations.

Training Programs

Prevention is the most effective tool against fires on campus. The university community should be aware of common fire hazards in their respective places of work and residence. The leading fire hazards in University buildings include smoking materials, open flames, combustible decorations, flammable liquids, furniture, and trash. In pursuit of effective fire prevention and education, the Fire Marshal's Office offers training classes for all employees and students. These classes cover basic fire behavior, fire extinguisher use, basic medical care, evacuation procedures, and disability assistance. These classes include power point presentations as well as hands on training in all fields. The classes are offered before the start of the academic year to new employees, as well as University Housing resident advisors and resident directors. Training is also offered to other employees and students upon request.

Fire and Life Safety Education brochures and informational materials include the following:
Additional tips for cooking safety

Never use an extension cord for a cooking appliance. It can easily overload the circuit and result in a fire. Plug them directly into a well-grounded outlet.

Stay alert to prevent cooking fires. If you are sleepy or under the influence of alcohol, you should avoid cooking.

Cook only with equipment designed for cooking. Keep the stove and oven clean, and never leave them unattended.

If you are cooking something that is taking a long time, turn off the stove and return after the food is cooked.

Never attempt to get your food out of the oven if it is on fire. Call 911 and activate the building's fire alarm system as you leave the area.

If you hear a fire alarm, leave immediately. Close doors behind you as you go. Take your room keys; if you can't escape you may have to return to your room to wait for assistance from the Fire Department. Use stairs, never use the elevator during an emergency.

NC STATE UNIVERSITY

University Housing
2010 Avent Hall
919.515.4626
housing@ncstate.edu

University Fire Marshal's Office
919.515.4626
919.515.4626
Emergencies: 911

Look familiar?

NC STATE UNIVERSITY

Student Housing
Cooking Fire Safety Tips

Living away from home involves a lot of new responsibilities, including keeping your dorm, fraternity house, or off-campus apartment safe from fires.
Cause and Prevention

College living can suddenly be exciting. For most students attending school outside of their home towns or states, it's their first opportunity to be independent.

Campus Life can be Fun and SAFE
For many students, this is the first time they are away from their homes, families and friends for any significant period.

While college provides new and exciting opportunities, it also introduces myriad of new safety hazards, especially to students living in dormitories, apartments and other community locations.

Although a student may have been the sole patron in their school, house or neighborhood, an impossible safety record doesn't safeguard someone against the actions of other residents in shared college housing facilities.

Therefore, it is extremely important to practice evacuating your building in a controlled manner. This will prove invaluable in the event of a cooking fire or other fire. Please take realistically, they are for your safety.

Cooking Safety Tips

Watch what you heat!

Use a kettle or boiling water on a cooking fire to smother it.

Turn pot handles away from the front of the stove to avoid burns.

Have an evacuation plan in case of fire.

Tips for Parents of Students Choosing to Live Off Campus

- Look for housing with automatic fire sprinklers
- Make sure there are working smoke detectors on each level
- Ensure your student knows two ways out of their residence or building
- Encourage them to check the condition of furniture for smoking cigarette butts after parties
- "Cuddle" with care
- Invest in an escape ladder for 2nd or 3rd floor bedrooms
- Use only UL listed power strips
- Teach them how to use a fire extinguisher
- Good housekeeping reduces fire load

Student Housing

Fire Safety Tips

Living away from home involves a lot of new responsibilities including keeping your dorm, hallway, house, sorority house or off-campus apartment safe from fire.

NC STATE UNIVERSITY

University Housing
1343 Park Ave
Raleigh, NC 27606
919.515.2880 housing@ncsu.edu

University Fire Marshal's Office
215 Ardmore Way
Raleigh, NC 27695
919.515.2880 flock@ncsu.edu

IN CASE OF FIRE
DO NOT USE ELEVATOR

Annual Security and Fire Safety Report October 2016 Page 55
Fire Safety Improvements

Depending on the availability of funds, NC State’s Fire Marshal’s Office plans to develop safety online training videos and tutorials. These videos and tutorials would include demonstrations of the university’s emergency evacuation procedures, including how to respond in the event of encountering smoke, how to prevent kitchen fires when cooking, as well videos showing the proper use of fire extinguishers.
APPENDIX G

Relationship Violence, Sexual Misconduct, and Stalking

In order to comply with Title IX of the Higher Education Amendments of 1972 (20 U.S.C. § 1681 et seq. (Title IX) and the Violence Against Women Reauthorization Act of 2013, reports of conduct involving alleged violations of sections 10.14 (Relationship Violence), 10.15 (Sexual Misconduct), or 10.16 (Stalking) of the Code are subject to specialized and/or additional processes and procedures. These processes and procedures are designed to provide a prompt and equitable resolution for both the victim and respondent.

General Provisions for Processing Reports of Relationship Violence, Sexual Misconduct, or Stalking

1. Reports of misconduct involving allegations of Relationship Violence, Sexual Misconduct, or Stalking pursuant to sections 10.14, 10.15, or 10.16 of the Code (“reports”) may be filed directly with the Office of Student Conduct or, if presented to the Office of Institutional Equity and Diversity (OIED), will be referred to the Office of Student Conduct for processing.

2. Reports will be promptly, thoroughly and impartially investigated by the Office of Student Conduct and/or by other University offices (e.g. OIED, University Police).

3. A victim has the right to file a criminal complaint with University Police or other appropriate law enforcement authority. The processing of a report pursuant to the Student Discipline Procedures is independent of any criminal investigation. The University will not wait until the conclusion of a criminal investigation or criminal proceeding to investigate a report of Relationship Violence, Sexual Misconduct, or Stalking and, if needed, will take interim action to protect the victim within the educational setting. In cases involving potential criminal conduct where the victim has not filed a criminal complaint, the Office of Student Conduct will determine, consistent with state law, whether appropriate law enforcement should be notified.

4. The Office of Student Conduct may be given access to any investigative notes and findings of University Police needed to investigate the report, as long as any criminal investigation is not compromised.

5. At any point following the filing of a report of Relationship Violence, Sexual Misconduct, or Stalking, the university may take interim action to separate the respondent and the victim. Such interim actions include, but are not limited to: issuing a “no contact” order, altering the student(s)’ academic schedule, changing University housing assignment, etc. In considering interim actions, the Director will seek to minimize unnecessary or unreasonable burdens on either party, but will make reasonable efforts to take into account the wishes of the victim with respect to interim actions. In cases where the Director determines that the interim action should be the extraordinary intervention of suspension, the procedure in Appendix F will be followed.

6. A victim will be notified that confidentiality may not be guaranteed, however, the report will be treated as confidentially as possible, to the extent allowable under applicable law.

7. If a victim requests that his or her report remain confidential, he or she will be notified that the university is still obligated to investigate and take reasonable steps in response to the report (though any
response may be limited by the victim’s request to keep the report confidential). Even when disciplinary action cannot be imposed against a respondent because the victim insists on confidentiality, the university may still implement interim action(s) to separate the respondent and victim.

8. It is a separate violation of sections 10.14, 10.15, or 10.16 of the Code to retaliate against any person making a report of Relationship Violence, Sexual Misconduct, or Stalking, or against any person participating in the investigation procedure involving these reports. Retaliation includes threats, harassment, intimidation, and/or coercion and should be reported promptly to the Office of Student Conduct.

9. It is not the practice of the university to pursue disciplinary action against a victim or witness for his or her improper use of alcohol or drugs provided that such student is acting in good faith as a complainant or witness to the alleged Relationship Violence, Sexual Misconduct, or Stalking.

Hearing Procedures

1. In cases where the victim (through the Office of Student Conduct) pursues charges of Relationship Violence, Sexual Misconduct, or Stalking pursuant to sections 10.14, 10.15, or 10.16 of the Code, the procedures for an Administrative Hearing (Appendix D) will be followed except with the following adjustments as noted below.

2. Both the victim and respondent may have an observer, in accordance with section 6.3 of NCSU REG 11.35.02 (Student Discipline Procedures), as support present during the hearing. An observer may not serve as a witness in the hearing.

3. The respondent may be represented by an attorney or other advocate in accordance with section 6.1 of the Procedures. If a respondent is represented by legal counsel at the hearing, the victim may also have legal counsel at the hearing. If the victim is being represented by legal counsel, the victim must comply with provisions of sections 6.1.2 through 6.1.5 of the Procedures.

4. Where the respondent is found to be “responsible,” for the charges, the victim may present an impact statement (either verbally or in writing) prior to sanctioning. The impact statement may include a request for a specific sanction, though the hearing officer is not bound by such request. The respondent will be allowed to respond to the impact statement.

5. The hearing officer shall consult with the Deputy Title IX Coordinator from OIED prior to rendering a final decision.

6. At the same time that the respondent is provided with the final written decision and sanction(s), a copy of the final written decision and sanction(s) shall be provided to the victim.

7. A victim or respondent, if dissatisfied with the final decision, may file an appeal as provided in pursuant to section 7 of the Procedures. The time limit for filing an appeal begins upon delivery or attempted delivery of the written notification of the final decision to the victim or respondent.

Related Policies:
NCSU POL04.25.05 – Equal Opportunity and Non-Discrimination Policy
NCSU POL05.25.01 – Faculty Grievance and Non-Reappointment Review Policy
NCSU POL11.35.01 - Code of Student Conduct
NCSU REG11.35.02 -- Student Discipline Procedures
NCSU POL05.25.03 -- Review and Appeal Processes for EPA Non-Faculty Employees
NCSU REG11.40.02 – Grievance Procedure for Graduate Students
NCSU REG11.40.01 – Grievance Procedure for Undergraduate Students
NCSU REG04.25.06 - Discrimination and Harassment Prevention and Response Training
UNC System SPA Employee Grievance Policy

Additional References:
Title IX Website

Contact Info: Vice Provost for Equal Opportunity and Equity (919) 515-4559

Additional Contact Info:
Title IX Coordinator  igwoodar@ncsu.edu (919) 515-4559
Deputy Title IX Coordinator (Complaints/Investigations/Training) accircos@ncsu.edu (919) 513-1234
Deputy Title IX Coordinator (Athletics) swmlee2@ncsu.edu (919) 515-5076
Deputy Title IX Coordinator (Student Development, Health & Wellness) lpzapata@ncsu.edu (919) 513-3403

1. INTRODUCTION

North Carolina State University (NC State) prohibits discrimination, harassment and retaliation as defined by NCSU POL 04.25.05 - Equal Opportunity and Non-Discrimination Policy. NC State will investigate allegations of discrimination, harassment and retaliation in a prompt, thorough and impartial manner. NC State will take appropriate steps to address policy violations
whenever substantiated to stop the discrimination, harassment or retaliation, to remedy its effects and to prevent its recurrence. This regulation describes the procedure for filing, processing and resolving complaints that allege discrimination, harassment or retaliation. This regulation additionally describes how NC State handles informal reports or concerns of possible discrimination, harassment or retaliation that are not submitted as a complaint for formal processing.

2. DEFINITIONS

2.1 Complaint: Allegations of discrimination, harassment, or retaliation submitted directly to the Office for Institutional Equity and Diversity (OIED) or referred to the OIED pursuant to a university grievance procedure (as defined below) for formal processing. An EEO Informal Inquiry submitted by an employee covered by the State Human Resources Act (SHRA) (see section 5.4) will be treated as a Complaint.

2.2 Complainant: An individual (or individuals) who submits a Complaint of discrimination, harassment, or retaliation to the OIED for formal processing pursuant to this procedure.

2.3 Respondent: The individual (or individuals) named by the Complainant as the person (or persons) who engaged in the alleged discrimination, harassment, or retaliation.

2.4 University Grievance Procedure: For purposes of this regulation, “university grievance procedure” includes NCSU POL 05.25.01 (Faculty Grievance and Non-Reappointment Review Policy) and NCSU POL 05.25.03 (Review and Appeal Processes for EPA Non-Faculty Employees). See section 5.4 relating to the SPA Employee Grievance Policy.

3. UNIVERSITY’S RESPONSIBILITY

The university has a duty to investigate and to respond appropriately to allegations of discrimination, harassment, or retaliation whether those allegations are reported informally as concerns or are submitted formally as a Complaint. In other words, the university’s responsibility to investigate allegations of discrimination, harassment or retaliation is not obviated even when, for example:

- an individual reports a concern involving possible discrimination, harassment, or retaliation, but does not wish to file a Complaint;
- an individual reports a concern involving possible discrimination, harassment, or retaliation and asks that either his/her identity or the information provided be kept confidential; or
- an individual anonymously reports possible discrimination, harassment, or retaliation and the report includes sufficient specificity to allow the university to investigate the report.

4. CONFIDENTIALITY
Allegations of discrimination, harassment, or retaliation will be handled in a manner that balances an individual’s preferences regarding confidentiality with the university’s legal obligations. Complete confidentiality cannot be guaranteed, and information about discrimination, harassment and retaliation allegations may be shared with others when necessary to investigate or address the prohibited conduct or to prevent its recurrence. Sharing of information will be limited to persons with a need to know basis. If an individual requests complete confidentiality and/or asks that the university not investigate or seek action against the alleged perpetrator, such request may limit the university’s ability to respond fully to the complaint, including pursuing any disciplinary action against the alleged perpetrator. The university ultimately determines whether or not it can honor such a request while providing a safe and nondiscriminatory environment for the university community. Such determination shall be made by the OIED, in consultation with the Office of General Counsel, and, in cases of sexual violence, with the Title IX Coordinator.

Individuals bringing forth allegations of sexual violence who request complete confidentiality are strongly encouraged to consult with individuals, who by law have special professional status, such as mental health counselors, physicians, clergy or private attorneys.

In an effort to protect privacy as well as the integrity of the Complaint process, Complainants, Respondents, witnesses and any other individuals who may have information about a Complaint are expected to maintain confidentiality to the extent permitted by law.

5. FORMAL PROCESS(ING)

The submission (filing or referral) of a Complaint to the OIED initiates the formal process/formal processing (preliminary review, investigation, determination) as provided for in this procedure.

5.1 Filing a Complaint.

Any individual may file a Complaint by:

- Bringing the Complaint to the OIED office located at 231 Winslow Hall, 40 Pullen Drive, Raleigh NC 27607;
- Mailing or otherwise transmitting the Complaint to the OIED at Campus Box 7530, NC State University, Raleigh, NC 27695-7530; or
- Completing the OIED’s online OIED Complaint Intake Form.

For formal processing, Complaints must be submitted to the OIED within 30 calendar days of the alleged action that forms the basis of the Complaint. Complaints submitted outside of the 30-day time limit will be reviewed and addressed as determined by OIED.
*Note: Pursuant to the SPA Employee Grievance Policy, SPA employees must file a Complaint with the OIED within 15 calendar days of the alleged discriminatory, harassing or retaliatory action that forms the basis of the Complaint before initiating a formal internal grievance to preserve their rights under State law. Employees who do not meet the 15-day time limit may still file a Complaint with the OIED; such Complaint will be reviewed and addressed through either formal processing (if filed within 30 calendar days of the action) or through the informal resolution process, as may be required by Federal law. See section 5.4.

5.2 Referral of Student Complaints to the Office of Student Conduct.

Complaints filed against students will be referred to the Office of Student Conduct (OSC) to be processed through the Student Discipline Procedures. Referrals to the OSC will usually occur within three university business days from receipt of the Complaint. Complaints filed by students against university employees (administrators, faculty or staff) will proceed through formal processing as provided for in this procedure.

5.3 Referral of Employee Complaints to the OIED (through a University Grievance Procedure).

Allegations of discrimination, harassment, or retaliation (not previously filed directly with the OIED as a Complaint) that are included in a grievance filed pursuant to a University Grievance Procedure will be considered a Complaint and referred to the OIED for formal processing (and handling as otherwise provided for in the applicable University Grievance Procedure). In order to expedite OIED’s formal processing of the Complaint, the referral should occur as soon as possible after the grievance is filed.

5.4 Equal Employment Opportunity Informal Inquiry (SPA Employees Only).

Employees and applicants covered by the university’s SPA Employee Grievance Policy who want to file a grievance that includes allegations of discrimination, harassment, or retaliation, must first file an Equal Employment Opportunity (EEO) Informal Inquiry with the OIED prior to filing the internal grievance. For purposes of this regulation and unless otherwise noted, an EEO Informal Inquiry is the same as a Complaint. An EEO Informal Inquiry must be filed with the OIED within 15 calendar days of the alleged action that forms the basis of the Complaint. Due to the timelines imposed by the SHRA for internal grievances, the university has 45 calendar days from receipt of the EEO Informal Inquiry to conduct its investigation and respond back to the Complainant. The 45-day time limit may be extended due to unavoidable delays or occurrences; the Complainant and the university must mutually agree in writing to an extension, which may not exceed 15 calendar days.

5.5 External Filing of Discrimination Charge, Civil Suit or Criminal Charge.

The submission of a Complaint to the OIED pursuant to this procedure does not preclude an individual from filing an external charge of discrimination, harassment, or retaliation directly with the Equal Employment Opportunity Commission (EEOC), the Office of Administrative Hearings-Civil Rights Division (OAH-CRD), U.S. Department of Education, Office of Civil
Rights (OCR), or other relevant agency, nor does it prevent an individual from pursuing a related civil action or criminal charge.

6. PRELIMINARY REVIEW

6.1 Once a Complaint has been submitted to the OIED, an investigator will conduct a preliminary review of the Complaint to determine whether the Complaint alleges facts that, if true, might constitute a violation of NCSU POL 04.25.05 (Equal Opportunity and Non-Discrimination Policy). The Complainant is responsible for providing the basis of his or her Complaint to the investigator. Where the allegations are unclear or require clarification, the OIED investigator may seek additional information from the Complainant as part of the preliminary review.

6.2 When a preliminary review of a Complaint indicates that the allegations, if true, might constitute a violation of the Equal Opportunity and Non-Discrimination Policy (“policy violation”), the OIED will initiate an investigation to determine if the facts are true and to determine whether a policy violation has occurred.

6.3 When the preliminary review of the Complaint indicates the allegations within the Complaint would not constitute a policy violation, the investigator will administratively close the formal processing of the Complaint. The investigator will notify the Complainant in writing that the formal process has been administratively closed because the allegations, even if taken as true, would not constitute a policy violation. When a Complaint is administratively closed following a preliminary review, the closure precludes the issues raised in the Complaint from proceeding through the university grievance procedure. When appropriate, the OIED will consult with the supervisor to ensure that any inappropriate conduct is addressed, even when the allegations do not rise to the level of a policy violation.

6.4 If the Complaint raises issues (i.e. health/safety, research misconduct, tort claims) that would fall outside the OIED’s area of responsibility but within the responsibilities of another campus unit, the OIED can refer the issues to the appropriate, responsible university administrator.

6.5 If administrative action is taken to address an employee’s conduct prior to the commencement or completion of an OIED investigation, the OIED will make a determination as to whether to pursue the investigation or to administratively close the formal process.

7. INVESTIGATION

7.1 If the preliminary review indicates that an investigation should be initiated, the OIED will, at such time as is appropriate, notify the supervisor(s) of the respondent about the investigation. The OIED will also notify the respondent(s) after the investigation has been initiated and that the respondent will be provided with the opportunity to respond to the allegations.

7.2 Every effort will be made to complete the investigation within 60 calendar days of the filing or referral of the Complaint, however, the investigation period may be extended when deemed
necessary by the OIED (e.g., due to university holidays or breaks, based on availability of witnesses). (See section 5.4 regarding the time to complete formal processing of an EEO Informal Inquiry pursuant to the SPA Employee Grievance Policy.)

7.3 If a Complainant fails to respond to the OIED’s requests to provide information regarding the Complaint or fails otherwise to participate in the investigation, the OIED may administratively close the formal process without issuing a determination or may issue a determination based on the information available in the record.

7.4 If during the course of the investigation the OIED becomes aware of any retaliation or interference in the investigation by the Complainant, Respondent or any witness, the OIED will refer such issue to Employee Relations, the appropriate supervisor, or, in the case of students, to the Office of Student Conduct.

8. NOTIFICATION

8.1 Once the investigation has concluded, the OIED will evaluate the information collected during the investigation (e.g., documents, interview notes) and apply a preponderance of evidence (more likely than not) standard to determine whether a policy violation is substantiated.

8.2 For Complaints involving sexual misconduct, the Complainant’s past sexual history will not be considered in determining whether a policy violation occurred.

8.3 The OIED investigator’s findings and determination will be included in a written report.

9. DETERMINATION

9.1 Notification to Parties.

The OIED will notify the parties in writing of the outcome of the investigation and determination as to whether any policy violation was substantiated. If the OIED determines there has been no policy violation, the notification to the parties concludes the formal process. If the Complaint was referred to the OIED through a University Grievance Procedure, the OIED will notify the appropriate entity that the formal process has concluded.

9.2 Written Report.

The OIED’s written report will be provided to the appropriate supervisor(s), with a copy provided to Office of General Counsel and Employee Relations.

9.3 Confidential Information.

The notification letters to the parties and the OIED written report shall be treated as confidential to the extent that they contain student information protected under federal privacy law (i.e. FERPA) or employee information protected under state law (i.e. SHRA). Violation of the
10. CORRECTIVE ACTION

10.1 In cases where a policy violation is substantiated, the OIED investigator will meet with the appropriate supervisor(s) and others as needed (e.g., Office of General Counsel, Employee Relations) to discuss taking appropriate corrective action, including possible disciplinary action, to resolve the policy violation and prevent its recurrence.

10.2 The appropriate supervisor(s) will notify the OIED of what corrective action(s) have been taken to address the policy violation.

10.3 Complainants will be notified that the corrective action taken to address the policy violation, however, Complainants are not authorized to access to the confidential employment information contained in another employee’s personnel file, unless as permitted by law.

11. COMPLAINT RESOLUTION

11.1 If the corrective action taken meets the university’s obligations to address the policy violation and resolves the Complaint to the Complainant’s satisfaction, the formal process will be concluded and closed.

11.2 If the corrective action taken meets the university’s obligations to address the policy violation, but the Complainant remains unsatisfied, the Complainant may seek to pursue any rights he or she may otherwise have available.

12. INFORMAL PROCESSING

12.1 At any time after submission of a Complaint to the OIED, a Complaint may be resolved through an informal process provided that: (1) the Complainant(s) and Respondent(s) mutually agree to the terms and conditions of any proposed resolution agreement, and (2) the OIED approves the proposed resolution agreement.

12.2 At any time from the submission of the Complaint, either party or the OIED may suggest a confidential, non-binding mediation of the dispute. Both parties must agree to participate in the mediation and agree to the resolution that arises from the mediation. In addition, OIED must approve the proposed resolution agreement. Mediation is not an option for resolution of allegations of sexual harassment that involve sexual violence.

12.3 Allegations of discrimination, harassment, or retaliation that are untimely or that are reported to the OIED as concerns (and not submitted as a Complaint for formal processing) will be reviewed, investigated as appropriate, and addressed through corrective action (if applicable)
to meet the university’s legal obligations. However, the OIED is not required to follow the formal process and has greater flexibility in handling and resolving these types of allegations.
MEMORANDUM – For Release October 31, 2016

TO:    Executive Officers and Deans
       Office of Finance and Administration Leadership Team
       Development Officers

FROM:  Mary Peloquin-Dodd, Associate Vice Chancellor, Finance, and University Treasurer

SUBJECT: University Endowment Market Value and Investment Performance for Fiscal 2016

DATE:  October 31, 2016

I am pleased to report that the university’s total endowment closed fiscal year 2016 at $998.6 million and was an estimated $1.01 billion at September 30, 2016. NC State will report the June 30, 2016 value of $998.6 million, a combined market value for the University and its associated entities, to NACUBO and other endowment surveys. Our aggregate return, a number which will also be reported to NACUBO and other official surveys, was -1.47% for fiscal 2016. For comparative purposes, the value reported for fiscal 2015 was $984 million and the return performance was 8.34%.

Fiscal 2016 was a challenging year for investment markets and for college and university endowments. The NC State Investment Fund (NCSIF), our centrally managed pooled investment fund, returned negative performance of -1.4% for fiscal 2016, compared with strong performance of 9.0% for the prior year. While we are never pleased with negative performance, our results still exceeded those announced by many of our peers. We will receive official results from NACUBO in late January and we expect that our performance for fiscal 2016 will be similar to or exceed that experienced by other large U.S. endowments, many of which are invested in a comparable manner. We are also long-term investors with an outlook that is considerably longer than what we manage to as individual investors in our retirement or savings. Our three and five year investment performance as of June 30, 2016 placed us in the top quartile relative to our institutional peers with average annual results of 7.5% and 7.4%, respectively.

Our endowment includes a number of components across a number of entities, but in total, represents a highly diversified portfolio of assets ranging from fixed income, to domestic and global equities and private equity. We also invest in an increasingly interconnected world. Events that cause turmoil in Europe (such as Brexit) and China (a slowdown in GDP) also impact our endowments, and this past year was one of increasing uncertainty and volatility. Combined with corporate earnings pressure, and uncertainty about the timing and impact of interest rate hikes here in the US—we don’t expect to see a period of stability in the near term.

Growing our endowment continues to be an institutional priority for NC State and we look forward to the success of NC State’s “Think and Do the Extraordinary” Campaign.

For more information on the NCSIF, please use this link:
https://foundationsaccounting.ofa.ncsu.edu/investment-fund/
NC State University & Associated Entities
Total Endowment Support

$998.6 million as of June 30, 2016

(in millions)
NC State Investment Fund, Inc.
Performance

For period ending June 30, 2016

<table>
<thead>
<tr>
<th></th>
<th>1 Year</th>
<th>3 Year</th>
<th>5 Year</th>
<th>10 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>NCSIF TOTAL Market Value</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engineering Foundation Market Value</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NC State Investment Fund, Inc. (NCSIF)</td>
<td>-1.4</td>
<td>7.5</td>
<td>7.4</td>
<td>4.5</td>
</tr>
<tr>
<td>UNC Investment Fund (UNCIF)</td>
<td>-2.0</td>
<td>7.4</td>
<td>7.2</td>
<td>6.5</td>
</tr>
<tr>
<td>Policy Benchmark: 1 yr &amp; 5 yr is SIPP; 10 yr is a Blended Historical Benchmark</td>
<td>-0.8</td>
<td>5.6</td>
<td>6.4</td>
<td>5.6</td>
</tr>
<tr>
<td>Global Market Index: 70% ACWI and 30% Barclay's Aggregate</td>
<td>-0.7</td>
<td>5.6</td>
<td>5.1</td>
<td>4.8</td>
</tr>
<tr>
<td>BNY Mellon Endow. &amp; Fdns. Median: 178 Fdn. &amp; Endowment respondents</td>
<td>-1.1</td>
<td>5.8</td>
<td>6.0</td>
<td>5.4</td>
</tr>
</tbody>
</table>

For more information about the NC State Investment Fund, please visit this website: [http://foundationsaccounting.ofa.ncsu.edu/investment-fund/](http://foundationsaccounting.ofa.ncsu.edu/investment-fund/)
### Performance Summary

<table>
<thead>
<tr>
<th></th>
<th>MTD</th>
<th>3 Month</th>
<th>FYTD</th>
<th>1 Year</th>
<th>3 Year</th>
<th>5 Year</th>
<th>10 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>NC State Investment Fund, Inc.</td>
<td>1.1%</td>
<td>3.2%</td>
<td>3.3%</td>
<td>2.2%</td>
<td>8.2%</td>
<td>8.3%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Policy Benchmark</td>
<td>0.6%</td>
<td>3.0%</td>
<td>2.9%</td>
<td>4.2%</td>
<td>6.3%</td>
<td>7.6%</td>
<td>5.6%</td>
</tr>
<tr>
<td>UNC Investment Fund, Inc.</td>
<td>1.2%</td>
<td>3.2%</td>
<td>3.5%</td>
<td>1.7%</td>
<td>8.1%</td>
<td>8.3%</td>
<td>6.5%</td>
</tr>
<tr>
<td>NC State Private Equity</td>
<td>0.5%</td>
<td>0.7%</td>
<td>-1.2%</td>
<td>3.4%</td>
<td>12.6%</td>
<td>11.8%</td>
<td>7.0%</td>
</tr>
<tr>
<td>BlackRock LPP</td>
<td>0.1%</td>
<td>4.0%</td>
<td>3.2%</td>
<td>8.3%</td>
<td>7.1%</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Global Index (1)</td>
<td>0.2%</td>
<td>3.5%</td>
<td>3.4%</td>
<td>7.1%</td>
<td>6.2%</td>
<td>7.0%</td>
<td>4.9%</td>
</tr>
</tbody>
</table>

### Asset Allocation

<table>
<thead>
<tr>
<th>Asset Class/Style</th>
<th>Market Value*</th>
<th>Actual *</th>
<th>Policy</th>
<th>Over (Under)*</th>
<th>Tactical Range</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total NC State Investment Fund, Inc.</strong></td>
<td>727,873,051</td>
<td>100.00%</td>
<td>100.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long Biased Equity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic Equity</td>
<td>89,000,193</td>
<td>12.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Equity</td>
<td>45,663,022</td>
<td>6.3%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emerging Market Equity</td>
<td>30,035,893</td>
<td>4.1%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global Equity</td>
<td>41,487,913</td>
<td>5.7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long/Short Equity</td>
<td>124,513,106</td>
<td>17.1%</td>
<td>18.0%</td>
<td>-0.9%</td>
<td>12 - 24%</td>
</tr>
<tr>
<td>Hedged Equity</td>
<td>62,594,315</td>
<td>8.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low Beta Equity</td>
<td>61,918,791</td>
<td>8.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Global Equity Strategies Total</strong></td>
<td>330,700,127</td>
<td>45.4%</td>
<td>45.0%</td>
<td>0.4%</td>
<td></td>
</tr>
<tr>
<td>Core Fixed Income</td>
<td>17,689,658</td>
<td>2.4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opportunistic</td>
<td>48,107,366</td>
<td>6.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Credit</td>
<td>14,888,260</td>
<td>2.0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fixed Income Strategies Total</strong></td>
<td>80,685,283</td>
<td>11.1%</td>
<td>10.0%</td>
<td>1.1%</td>
<td>5 - 18%</td>
</tr>
<tr>
<td>Cash Total (2)</td>
<td>42,727,509</td>
<td>5.9%</td>
<td>0.0%</td>
<td>5.9%</td>
<td>0%</td>
</tr>
<tr>
<td>Multi-Strategy</td>
<td>22,575,501</td>
<td>3.1%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Credit Long/Short (3)</td>
<td>-</td>
<td>0.0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Macro-Commodity</td>
<td>11,476,753</td>
<td>1.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Diversifying Strategies Total</strong></td>
<td>34,052,254</td>
<td>4.7%</td>
<td>12.0%</td>
<td>-7.3%</td>
<td>8 - 16%</td>
</tr>
<tr>
<td>Private Equity</td>
<td>153,600,433</td>
<td>21.1%</td>
<td>18.0%</td>
<td>3.1%</td>
<td>14 - 22%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>46,931,169</td>
<td>6.4%</td>
<td>8.0%</td>
<td>-1.6%</td>
<td>5 - 12%</td>
</tr>
<tr>
<td>Energy and Natural Resources</td>
<td>39,176,275</td>
<td>5.4%</td>
<td>7.0%</td>
<td>-1.6%</td>
<td>5 - 10%</td>
</tr>
<tr>
<td><strong>Private Strategies Total</strong></td>
<td>239,707,877</td>
<td>32.9%</td>
<td>33.0%</td>
<td>-0.1%</td>
<td></td>
</tr>
</tbody>
</table>

* Totals may vary due to rounding

**Note 2:** Includes Liquidating Managers

**Note 3:** The funds that were classified as "Diversifying Strategies - Credit Long/Short" were reclassified to "Fixed Income – Opportunistic" as of 7/1/16.
BACKGROUND
The Endowment Fund of North Carolina State University (Endowment Fund) was created by North Carolina General Statute 116.36, and is reported in the university's financial statements. The Endowment Fund is subject to review by State of North Carolina auditors as part of their annual university audit.

The Board of Trustees of the Endowment Fund (Board) is responsible for the prudent investment of endowment assets and is subject to NC General Statute 36E "Uniform Prudent Management of Institutional Funds Act" (UPMIFA) as well as any requirements placed on the endowments by contract or donor agreements.

REPORT
The Endowment Fund’s net assets were $391.1 million at June 30, 2016 as compared to $385.7 million at June 30, 2015, an increase of 1.4%. The increase is primarily attributable to gifts and matching received in fiscal year 2016. The net $5.4 million increase includes $15.3 million in gifts and matching, less $1.5 million in net investment losses and depreciation, and endowment spending and transfers to other university funds of $8.4 million.

Net assets are made up of cash, directly owned programmatic real estate, and pooled long-term investments. There are 229 endowments, consisting of 76 scholarships, 8 fellowships, 97 professorships and 48 endowments with a variety of other purposes. A ten-year historical chart of net asset values is provided below:

The Endowment Fund’s investable assets of $209.0 million are held with the NC State Investment Fund, Inc. (NCSIF).

During the fiscal year, the NCSIF continued its investment with UNC Management Company (UNCMC). UNCMC provides investment management services to the constituent institutions of the UNC System through a pooled investment vehicle called the UNC Investment Fund (System Fund). As such, the NCSIF has adopted the investment objectives, portfolio composition and specific return targets of the System Fund. The NCSIF began investing its non-committed assets with the System Fund effective July 2008 with completion of the transition occurring December 2009, and has a 14% membership interest in the System Fund as of June 30, 2016.

In addition to the allocation with the System Fund of $623.3 million as of June 30, 2016, the NCSIF has $23.9 million with other managers in private equity funds, $34.8 million in a BlackRock Liquid Policy Portfolio (LPP), and $1.3 million in the State Treasurer’s Short-Term Investment Fund (STIF).
For the long term, the primary investment objective for the NCSIF is to earn a total return (net of investment and custodial fees) within prudent levels of risk, sufficient to maintain in real terms the purchasing power of the NCSIF and to meet the spending needs of the participants. To help meet this investment objective, the NCSIF invests in various asset classes to offer diversification. The purpose of diversification is to provide reasonable assurance that no single security or class of securities will have a disproportionate impact on the performance of the total fund. The NCSIF’s policy target, the target by which the NCSIF monitors performance, was adopted from the Investment Policy Statement of the System Fund.

NCSIF’s actual asset allocation as of June 30, 2016 is as follows:

For the fiscal year ended June 30, 2016, the NCSIF experienced a net investment return of -1.4% compared to the policy benchmark of -0.8%. The NCSIF’s 3 and 5 year annualized returns of 7.5% and 7.4%, respectively exceed the benchmark (5.6% and 6.4%, respectively).

Respectfully submitted,

Board of Trustees of the Endowment Fund of North Carolina State University
BOARD OF TRUSTEES  
NORTH CAROLINA STATE UNIVERSITY  

Buildings and Property Committee  
Time: 2:45 – 4:15 p.m., November 17, 2016  
Primrose Hall Conference Room  
Andrews, Chair  
Members: Goodnight, Murphy, Prestage, Ramsey, Ward  

AGENDA  

CALL TO ORDER  
Chip Andrews, Chair, Buildings and Property Committee  
- Roll Call  
- Reading of the State Government Ethics Act  

1. APPROVAL OF SECRETARY APPOINTMENT  
Scott Douglass, Vice Chancellor, Finance and Administration  
- Appointment of Douglas Morton as Secretary to the Buildings and Property Committee.  

5.1.A  

2. MINUTES  
Chip Andrews, Chair, Buildings and Property Committee  
- Approval of September 15, 2016 meeting minutes  

5.2.A  

3. PROPERTY MATTERS  
Harlan Stafford, Director, Real Estate & Development  
- Acquisition by Deed: Conveyance of + 0.742 acres of surplus right of way located along the eastern existing right of way of the north bound lane of Centennial Parkway. The subject site is adjacent to the Spring Hill Precinct. The item is situated along the east side of existing Centennial Parkway, commencing approximately 150 feet east of its intersection with Oval Drive and continuing southward approximately 1200 feet. The subject area is to be conveyed from the North Carolina Department of Transportation to the State of North Carolina on behalf of the North Carolina State University. The reallocation of this area will give control and liability to the University for the future development of the Spring Hill precinct.  

5.3.A.1  

- Disposition by Easement: City of Raleigh Easement – Pedestrian Sidewalk Improvement Project along Trailwood Drive. Non-exclusive disposition by easement to the City of Raleigh in order to facilitate development of city bicycle and pedestrian improvements along Trailwood Drive adjacent to NC State’s Centennial Campus. The improvements include extending sidewalks, curb and gutters, installing bike lanes, metal rails as well as 

5.3.A.2  

✓ Requires full board approval  

1 Materials will be distributed to committee members at the meeting
fencing along both sides of Trailwood Drive. The project starts near Lineberry Drive, extending north and ending near Main Campus Drive. Project impacts to University property is limited to +0.4377 square feet (+0.1005 acres) along approximately 150 linear feet of the eastern edge of existing right of way of Trailwood Drive south of its intersection with Main Campus Drive. Compensation to be determined by State Property Office.

4. COMMITTEE RESPONSIBILITIES & PROCEDURES  
   
   Lisa Johnson, University Architect
   
   • Recommended changes to the Designer Selection Procedure  5.4.A

5. DESIGNER SELECTIONS  
   
   Andy Snead, Interim Associate Vice Chancellor for Facilities
   
   • College Of Veterinary Medicine Teaching Animal Unit Master Plan – West Campus Precinct  5.5.A.1
   • Centennial Campus Utility Infrastructure – Centennial Campus Precinct  5.5.A.2
   • Dan Allen Top Deck Repair – North Campus Precinct  5.5.A.3
   • Carmichael Addition and Renovation – Central Campus Precinct  5.5.A.4
   • Approval of Designer Selections Less Than $500,000  5.5.A.5

6. ACCEPTANCE OF COMPLETED BUILDINGS AND PROJECTS  
   
   Andy Snead, Interim Associate Vice Chancellor for Facilities
   
   • The University and Office of State Construction have accepted the attached list of completed buildings and projects with dollar values greater than $2,000,000. The University has accepted the attached list of completed buildings and projects with dollar values less than $2,000,000. All are recommended to the Buildings and Property Committee for formal acceptance. This listing represents buildings and projects received since the September 15, 2016 meeting.  5.6.A

7. PROPERTY MATTERS (Received after Full Board Mailing)  

8. PLAN APPROVAL  
   
   Lisa Johnson, University Architect
   
   • Approval of Plans and Specifications of Formal Projects less than $2 million  5.8.A

9. INFORMATIONAL REPORTS  
   
   • Capital Projects Update (Andy Snead)  5.9.A.1
   • Status of Projects in Planning (Lisa Johnson)  5.9.A.2

ADJOURN

✓ Requires full board approval
† Materials will be distributed to committee members at the meeting
Agenda Item / Issue: Steven A. Arndt Associate Vice Chancellor for Facilities, resigned from his position on June 3, 2016 to accept the position of Vice Chancellor for Finance and Administration at UNC Pembroke. On November 15, 2016, Douglas Morton was appointed Associate Vice Chancellor for Facilities and should now be appointed as Secretary to the Buildings and Property Committee.

Requested/Required Action: Approval of appointment

Suggested Motion: Move approval to appoint Douglas Morton as Secretary to the Buildings and Property Committee.

Responsible University Unit: Finance and Administration

University Presenter/Contact: Scott R. Douglass, Vice Chancellor, Finance and Administration
Meeting No. 16-17: 1

Location: Chancellor’s Conference Room

Time: 2:48 – 3:52 p.m.

Committee Members Present:
Mr. Chip Andrews, Chair
Mrs. Ann Goodnight
Mr. Wendell Murphy
Mr. Ron Prestage
Mr. Randy Ramsey
Ms. Susan Ward

Present from the University:
Mr. Scott Douglass, Vice Chancellor, Finance and Administration
Mr. Kevin MacNaughton, Interim Associate Vice Chancellor, Facilities Division
Mr. Jeff Bandini, Associate Vice Chancellor, University Real Estate & Development
Mr. Brent McConkey, Assistant General Counsel, Office of General Counsel
Ms. Lisa Johnson, University Architect
Mr. Harlan Stafford, Director, University Real Estate & Development
Mr. Cameron Smith, Senior Director, Capital Projects Management
Mr. Chris Boyer, Senior Associate Athletics Director for External Relations
Mr. James Greenwell, Senior Associate Athletics Director for Strategic Resource & Risk Management
Ms. Julia Brooks, Executive Assistant, Facilities Division
Mr. Ron Grote, Temporary Employee, Facilities Division

CALL TO ORDER
Chair Andrews called the meeting to order at 2:48 p.m.

ROLL CALL
Andrews called the roll. All were present.
STATE GOVERNMENT ETHICS ACT
The chair reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act. He inquired as to whether there were any known conflicts of interest with respect to any matters coming before the Buildings and Property Committee at this meeting. The committee members indicated that they had no conflicts of interest or appearances thereof.

COMMITTEE RESPONSIBILITIES AND PROCEDURES & 2016-2017 PLAN OF WORK
Andrews asked Kevin MacNaughton, interim secretary to the committee, to review the overall committee responsibilities and tasks anticipated for this fiscal year. MacNaughton explained that responsibilities are derived from the UNC Code as delegated by the UNC Board of Governors. He proceeded to outline each responsibility under the general categories of master planning, oversight of capital projects, approval of matters related to disposition and acquisition of property and policies related to the use of campus facilities including transportation regulations and fees. Mr. Murphy inquired if there was a better way to handle the approval of designers given that not all members of the committee typically participate in the interview process. Discussion ensued and staff will suggest a procedural refinement that addresses this issue within the strictures governing these matters.

MacNaughton then explained that in years past the mandatory business of this committee has dominated most meetings. But, special reports regarding buildings and property are regularly received. The plan for this year reflects that regular rhythm of business.

MINUTES
Andrews asked whether there were any corrections to the April 21, 2016 meeting minutes. There being none, Andrews declared the minutes approved as drafted.

PROPERTY MATTERS
Andrews asked Mr. Stafford to present the property matters. Stafford said that three property matters require full board approval. They were:

- Disposition by Ground Lease of approximately 9 acres to the Tammy Lynn Memorial Foundation, Inc. The property is located on Centennial Campus, at 739 Chappell Drive, Raleigh, NC 27606. The lease will continue Tammy Lynn Memorial Foundation’s use of this property. It will also include termination of an access easement adjacent to the land that currently impairs further development of North Shore Project, and provide a limited license to access adjoining trail on NC State land.
- Disposition by Lease of approximately 6,809 rentable square feet (RSF) of office space to Freese + Nichols for approximately $149,798 per year for 5 years beginning December 1, 2016 with one 5 year renewal option. The property is located on Centennial Campus at Partners Building I, 1017 Main Campus Drive, Suite 1200.
• Disposition by Lease of approximately 6,332 RSF of office space to the National Weather Service for a term of approximately 10 years for $188,400 per year beginning on December 15, 2016 with no renewals. The property is located on Centennial Campus at Research Building III, 1005 Capability Drive, Suite 300.

Andrews called for a motion and a second to recommend to the full board approval of the three items as outlined by Stafford. Mrs. Goodnight made the motion, which Mr. Murphy seconded. Andrews asked if there was any further discussion on the motion. There being none, he called for a vote. The motion passed.

Andrews asked Stafford to present the one property matter that required Buildings and Property committee approval. It was:

• Disposition of Demolition for a one-story frame house and one wood/metal garage constructed in 1952 and 1979 respectively, along with associated improvements as requested by the College of Agriculture and Life Sciences. The house and garage are located at 4901 and 4903 Reedy Creek Road.

Andrews called for a motion and a second to recommend committee approval of the one item as outlined by Stafford. Mr. Ramsey made the motion, which Mr. Murphy seconded. Andrews asked if there was any further discussion on the motion. There being none, he called for a vote. He announced the motion passed.

DESIGNER SELECTIONS
Andrews asked MacNaughton to discuss the designer selections. Approval of designers for 26 projects was recommended. It was noted that all firms are located in North Carolina. A handout providing details on the $2.5 million Reedy Creek Equine Farm designer selection not included in the advance materials was provided. In addition, a handout of the Plant Sciences Project was also distributed. Interviews for the $160.2 million project were held earlier in the day and a designer selection recommendation was proposed. There were no objections to adding consideration of this selection to the agenda.

Andrews called for a motion and a second to recommend approval of the designer selections as outlined by MacNaughton. Mrs. Goodnight made the motion, which Mr. Murphy seconded. Andrews asked if there was any further discussion on the motion. There being none, he called for a vote. He announced the motion passed.

ACCEPTANCE OF COMPLETED BUILDINGS AND PROJECTS
Andrews asked MacNaughton to present the completed buildings and projects for acceptance. MacNaughton requested acceptance of 13 completed projects listed with a combined value of $14.6 million. The list included acceptance of Carmichael Locker Room improvements at a value of $6.5 million and the new reuse water distribution main on Centennial Campus allowing savings in the cost of cooling tower water and campus irrigation.
Andrews called for a motion and a second to recommend acceptance as outlined. Ms. Ward made the motion, which Mr. Ramsey seconded. Andrews asked if there was any further discussion on the motion. There being none, he called for a vote. He announced the motion passed.

SITE REVIEW AND DESIGN PLAN APPROVAL
Andrews asked Ms. Johnson to present Case Commons Residence Hall for site review and approval. Men’s and Women’s basketball teams will occupy this facility. It was explained that NCAA regulations require that more than half of the occupants be students not participating in varsity sports. Johnson said Case Commons will be a more secure and proximate to other facilities used by the student athletes facilitating student success. It will be located between Reynolds Coliseum and the Coliseum parking deck on the corner of Cates Avenue and Jeter Drive. Total cost of the project is $15 million. Case Commons will be operational fall of 2018.

Johnson presented the design. Mr. Douglass opined that the façade seemed a bit flat. Johnson showed other renderings more clearly depicting the punched openings and metallic window shades that provide relief to the exterior. Douglass conceded that these views looked better. The building also includes a partially shaded top floor terrace and private back patio.

Andrews called for a motion and a second to recommend approval for both the proposed site selection and design plan as outlined by Johnson. Mr. Murphy made the motion that was seconded by Mrs. Goodnight. Andrews asked if there was any further discussion on the motion. There being none, he called for a vote. The motion passed.

PLAN APPROVAL
Andrews asked Johnson to present the list of plans and specifications of formal projects that cost less than $2 million for approval. Johnson presented the 12 plans and specifications of formal projects. Johnson noted that the ES King Village roof replacement will incorporate a new sloped roof design.

Andrews called for a motion and a second to recommend approval as outlined. Mr. Murphy made the motion, and Ms. Ward seconded. Andrews asked if there was any further discussion on the motion. There being none, he called for a vote. He announced the motion passed.

INFORMATIONAL REPORTS
Andrews recognized Mr. Bandini to present the update on Centennial Campus. Bandini said, since he has arrived, he has been getting acclimated to the university and its real estate operations. He outlined development challenges and aspirations. He is in the process of reorganizing and re-staffing the office in the wake of combining two separate units.

Andrews recognized Mr. Smith to present the update about capital projects. Smith highlighted the various projects including the CC Thermal Utilities & Infrastructure, MRC Cleanroom Renovations, Energy Performance Contracting #4 (Cogeneration), and the Gregg Museum. He also presented recent photos of four projects, including the Reynolds Coliseum renovation and the Gregg Museum construction.
Andrews recognized Johnson to provide an update on projects in planning. Johnson said that the committee will see designs next year for Engineering Oval, followed by designs for Plant Sciences and Carmichael Gym addition and renovation. She added that there are renovations planned for the Bureau of Mines Building and a Student Success Center in DH Hill Library.

Mr. Douglass asked Andrews if he could say a few words regarding Mr. MacNaughton. He thanked MacNaughton for his service and for stepping in as Interim Associate Vice Chancellor, smoothly guiding the division through the leadership transition. He also thanked MacNaughton for instituting a reorganization that resulted in efficiencies and a more responsive organizational structure.

There being no additional business, the meeting adjourned at 3:52 p.m.

Respectfully submitted,

Kevin J. MacNaughton
Interim Secretary to the Committee

cc: Scott Douglass, Vice Chancellor, Finance & Administration
    P.J. Teal, Assistant Secretary of the Trustees

Approved: ____________________________  ____________________________

Committee Chair  Date
**ACQUISITION OF REAL PROPERTY**

**DEED**

<table>
<thead>
<tr>
<th>GRANTOR</th>
<th>State of North Carolina (North Carolina Department of Transportation)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRANTEE</td>
<td>State of North Carolina on behalf of NC State University</td>
</tr>
<tr>
<td>LOCATION</td>
<td>Eastern existing right of way of the north bound lane for Centennial Parkway</td>
</tr>
<tr>
<td>SIZE</td>
<td>+/- 32,339 sf of surplus right of way.</td>
</tr>
<tr>
<td>RATE</td>
<td>N/A</td>
</tr>
<tr>
<td>TERM</td>
<td>Perpetual Use</td>
</tr>
<tr>
<td>USE</td>
<td>Conveyance of +/- .742 ac. of surplus right of way located along the eastern existing right of way of the north bound lane for Centennial Parkway. The area is adjacent to the Spring Hill Precinct. The proposed area is to be conveyed from the North Carolina Department of Transportation to the State of North Carolina on behalf of the North Carolina State University (University). The reallocation of this area will give control and liability to the University for the future development of the Spring Hill precinct.</td>
</tr>
</tbody>
</table>
STATE OF NORTH CAROLINA
DEPARTMENT OF ADMINISTRATION
RALEIGH

* ACQUISITION OF REAL PROPERTY

Institution or Agency: North Carolina State University  Date: August 26, 2016

The Department of Administration is requested, as provided by GS 146-22 et seq. to acquire the real property herein described by (purchase), (lease), (rental), or (other specify):  Deed

This Property is needed for the following reasons and purposes: (attach additional sheets if necessary). Conveyance of +/- .742 ac. of surplus right of way located along the eastern existing right of way of the north bound lane for Centennial Parkway. The subject site is adjacent to the Spring Hill Precinct. The subject area is to be conveyed from the North Carolina Department of Transportation to the State of North Carolina on behalf of the North Carolina State University (University). The reallocation of this area will give control and liability to the University for the future development of the Spring Hill precinct.

Name and Address of Present Owner:
North Carolina Department of Transportation
Raleigh, NC

Description of Property: (attach additional sheets if necessary). The subject area runs northeasterly along the eastern existing right of way for Centennial Parkway for about 830 linear feet. The area contains +/- 32,339 sf ~ .742 ac. of surplus right of way.

See attached survey.

Term: Perpetual Use

Rental price (if applicable): To be determined through coordination with the State Property Office.

Funds for the acquisition of this property are available in our budget under Code

Item: Centennial Campus Development Trust Fund  Other: N/A

In the event the above described real property is not acquired, is there other real property available, owned by the State or otherwise, that you believe would, if acquired, fulfill the requirement of your agency? If so, give details. No.

Action, recommending the above request, was taken by the Board of Trustees and is recorded in the minutes thereof on ________________ (Date).

Signature ____________________________
Chancellor

* The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
Surveyors Certificate

1. August D. Keane, PLS, L-4474, certify that this field survey was performed under my supervision and the following information was used to perform the survey:
   1. Class of Survey: Class A
   2. Positional Accuracy: 0.1' (for GPS survey)
   3. Type of GPS Field Procedure: NGS VRS Network
   4. Date of Survey: June 18, 2015
   5. Data Accuracy: NO Accuracy Note
   6. Published/Field-Check Use: See Plat
   7. GPS Model: Geod 12A
   8. Combined Grid Factor: See Plat
   9. UNI: U.S. Survey Foot

2. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. NGVD 2011 Datum (For GPS survey)
   2. NGVD 2011 Datum (For GPS survey)

3. The survey and exhibit was prepared using the following data:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   2. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

4. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

5. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

6. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

7. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

8. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

9. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

10. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

11. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

12. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

13. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

14. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

15. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

16. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

17. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

18. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

19. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

20. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

21. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

22. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

23. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

24. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

25. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

26. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

27. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

28. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

29. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

30. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

31. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

32. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

33. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

34. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:

35. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
   1. The survey and exhibit was prepared using the field data collected for the survey, and the following data was used to perform the survey:
NCDOT Surplus Right of Way Area to be abandoned.
## DISPOSITION
### OF REAL PROPERTY

#### EASEMENT

**GRANTOR**
STATE OF NORTH CAROLINA

**GRANTEE**
CITY OF RALEIGH

**LOCATION**
NC State University Centennial Campus, Raleigh, NC

**SIZE**
- Permanent Drainage Easement: 0.0346 acre or 1,506 sq. ft.
- Permanent Slope Easement: 0.0133 acre or 579 sq. ft.
- Temporary Construction Easement: 0.0526 acre or 2,292 sq. ft.

**CONSIDERATION**
Value to be determined in coordination with the State Property Office

**TERM**
N/A

**USE**
Non-exclusive easements to the City of Raleigh in order to facilitate development of bicycle and pedestrian improvements along Trailwood Drive and adjacent to NC State’s Centennial Campus. The improvements include extending sidewalks, curb and gutters, installing bike lanes, metal rails as well as fencing along both sides of the roadway. The project starts near Lineberry Drive and ends near Main Campus Drive.
The Department of Administration is requested, as provided by GS 146-28 to dispose of the real property herein described by (sale), (lease), (rental), or (other specify): Easement

The disposition is recommended for the following reasons: Non-exclusive easements to the City of Raleigh are requested in order to facilitate development of bicycle and pedestrian improvements along Trailwood Dr. and adjacent to NC State’s Centennial Campus. The improvements include extending sidewalks, curb and gutters, installing bike lanes, metal rails as well as fencing along both sides of the roadway. The project starts near Linberry Drive and ends near Main Campus Drive.

Description of Property: Permanent Drainage Easement: 0.0346 acre or 1,506 sq. ft. Permanent Slope Easement: 0.0133 acre of 579 sq. ft. Temporary Construction Easement: 0.0526 acre or 2,292 sq. ft.

(see attached exhibits)

Term: N/A

Estimated value: Value to be determined in coordination with the State Property Office.

Where deed is filed, if known: Wake County Deed Book 16315, Pages 1391-1394 Wake County Deed Book 219, Pages 241-242

If deed is in the name of agency other than applicant, state the name. N/A

Rental income, if applicable, and suggested terms: N/A

Funds from the disposal of this property are recommended for the following use: not determined

Action, recommending this transaction was taken by the Board of Trustees and is recorded in the minutes thereof on _____________ (Date).

Signature____________________________  Signature on File
                                        Chancellor

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
REQUIRES FULL BOARD APPROVAL

5.3.A.2
### Parcel 410

<table>
<thead>
<tr>
<th></th>
<th>Total Area of Proposed Easements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PDE Area</strong></td>
<td><a href="#">1,506 sf</a></td>
</tr>
<tr>
<td><strong>PSE</strong></td>
<td><a href="#">579 sf</a></td>
</tr>
<tr>
<td><strong>TCE Area</strong></td>
<td><a href="#">2,292 sf</a></td>
</tr>
</tbody>
</table>

**Total Area of Easements**: 4,377 sf

*REQUIRES FULL BOARD APPROVAL* 5.3.A.2
Approximate Acquisition Areas

Disclaimer
iMaps makes every effort to produce and publish the most current and accurate information possible. However, the maps are produced for information purposes, and are NOT surveys. No warranties, expressed or implied, are provided for the data therein, its use, or its interpretation.
Disclaimer
Maps makes every effort to produce and publish the most current and accurate information possible. However, the maps are produced for information purposes, and are NOT surveys. No warranties, expressed or implied, are provided for the data therein, its use, or its interpretation.
Agenda Item / Issue: Proposed Amendment to Designer Selection Procedures Attachment A and Attachment C

Requested/Required Action: Approval of Amendments

Purpose of Action: Update the designer and construction manager-at-risk advertisement processes to align with the University of North Carolina procedures. The Amendments also change the full Trustees' Buildings and Property Committee acceptance of the rank order of firms from an email approval to a 48-hour time period to voice an objection. The Attachment A Amendment changes the requirement for trustee participation in designer interviews from projects over $500,000 to projects over $2,000,000 for new buildings, building additions or comprehensive renovation projects.

Suggested Motion: Move approval of the attached two Amendments.

Responsible University Unit: Office of Finance & Administration
University Presenter/Contact: Lisa Johnson, University Architect
Purpose:

These procedures are based on the belief that the realization of superior facilities and environments begins by selecting the best-qualified designers. These procedures intend to guide this process in order to engage the best-qualified professionals to address the functional, fiscal, and aesthetic requirements of each project. The procedures are managed by the University Architect and conform to State statutes. The procedures will be reviewed annually with any changes ratified by the full committee.

Step 1 – Project Identification

The initial step in capital project development is to define the project intent, scope, and budget. This is accomplished by the Facilities staff, in concert with the using unit. Preliminary project approval is required from the Vice Chancellor for Finance and Administration with additional authorization by the Board of Governors and the Office of State Budget and Management.

Step 2 – Public Announcement

The project requirements for professional services (architects, engineers, landscape architects, and other designers) are sent to the State Construction Office to be announced in the North Carolina Purchase Directory through which the announcement is also to be posted to the State’s Interactive Purchasing System, as required by state laws & regulations. Notices in other professional publications may be used.

Step 3 – Receive Letters of Interest

The University receives a Statement of Interest and qualifications from designers. Proposals shall include a current SF 330 form and be limited to 206 pages (exclusive of the SF 330).

Step 4 – Selection Committee

For major new buildings, major additions, and comprehensive renovation projects (cost greater than $52,000,000), the Secretary to the Trustees’ Buildings and Property Committee can establish a Selection Committee which will normally consist of: one current member of the Trustee’s Buildings and Property Committee, two user representatives, the University Architect, the Capital Projects Coordinator and the Project Manager. For large complex projects that involve several campus units the Secretary to the Trustees’ Buildings and Property Committee in consultation with the Chair of the Trustees’ Buildings and Property Committee will decide if additional user and Trustee representation is warranted. (Participation by the Trustees in the Selection Committees will be based on availability and rotated among the members.)

For major utility, repair, landscaping and road improvement projects and for major building mechanical and electrical projects (over $500,000), the Selection Committee will be established by the Secretary to the Trustees’ Buildings and Property Committee and will
consist of: at least a user representative, the Project Manager, and a representative from the Office of the University Architect. Additional representatives may be added as deemed appropriate by the Secretary.

Page 2
Designer Selection Procedure

For **minor** projects less than $52,000,000, the establishment of the Selection Committee will be delegated to the Secretary to the Trustees' Buildings and Property Committee, Capital Project Coordinator, and the University Architect. The selection recommendation will be approved by the Trustees' Buildings and Property Committee.

**Step 5 – Short List**

For **major** projects over $500,000 **and planning studies over $50,000**, the University Architect, in consultation with the Facilities staff and user, will review the submissions from interested firms and make recommendation to the Chairman of Trustees' Buildings and Property Committee for at least three firms to be interviewed. On projects requiring special qualifications a limited number of firms may be asked to submit additional data relevant to the project's specific requirements.

For **minor** projects under $500,000, the short list process will not be utilized.

Selection Criteria – In preparing recommendations for firms to be interviewed or direct-selected, the selection committee shall take into consideration the following qualification information factors:

1. Experience and expertise in the project type being evaluated.
2. Past performance on similar projects
3. Experience in design projects to be part of an existing campus context.
4. Adequate staff and proposed consultant team – qualifications and examples of previous collaborations.
5. Historically Underutilized Business representation in proposed consultant team
7. Proposed design approach or methodology.
8. Recent experience with project cost estimates and schedule adherence.
9. Construction administration capabilities.
10. Record of successfully completed projects without major legal or technical problems.
11. Other factors which may be appropriate to the project.

**Step 6 – Interview Briefing**

The University Architect and/or the Project Manager will simultaneously brief the three selected firms and provide them with sufficient project information to which the designer may respond in the interview.
Step 7 – Interview/Rank Order

The interview will be conducted in a professional manner allocating an equal amount of time for each firm’s presentation. The interviews will consist of the firm’s presentation of its qualifications, response to specific project parameters and questions from the Selection Committee.

Immediately following the interview, the Selection Committee shall review and rank order the firms by vote. Each Trustee on the Selection Committee shall have one vote, two user representatives shall each have a vote, the University Architect and Project Manager shall each have one vote. For large complex projects that involve several campus units, three user representatives shall have one vote.

Step 8 – Selection

The rank ordering of firms will be presented to the full Trustees’ Buildings and Property Committee for consideration. It is within the authority the Buildings and Property Committee to accept or reject the recommendation of the Selection Committee. This step may be accomplished by e-mail requesting each member to respond within 48 hours if they have an objection to the selection, telephone, or mail and then The Selection will be ratified at the next Committee meeting if necessary. For minor projects under between $500,000 and $2,000,000, the Committee members will be polled for their approval of the selection, after the Chair of the Trustees’ Buildings and Property Committee will have reviewed and approved the recommendation which will then be ratified at the next Committee meeting. The Full Board of Trustees is informed of the Trustees’ Buildings and Property Committee’s action at their next scheduled meeting.

Step 9 – Communication

The interviewed firms will then be notified in writing by the University Architect of the Trustees’ Building and Property Committee’s selection.

Step 10 – Evaluation

Essential to the University selection process is the accumulation of data regarding each designer’s performance. This is accomplished through evaluations from: the users, Facilities Division and other post occupancy evaluations. It shall be the responsibility of the Capital Improvements Project Coordinator to seek and collect information regarding each designer’s performance and to prepare designer evaluation reports as described in the North Carolina Construction Manual.

Approved: September 18, 1992
Amended: March 30, 1998
Amended: February 17, 2000
Amended: July 9, 2001
Amended: April 18, 2002
Amended: September 18, 2003
Amended: February 16, 2006
Amended: September 18, 2008
Amended: November 12, 2015
Purpose:

The following procedures intend to guide the Construction Managers-at-Risk process in order to engage the best-qualified professional that provides construction management-at-risk services. Construction Management-at-Risk Services mean services provided by a person, corporation or entity that provides (i) construction management services for a project throughout the preconstruction and construction phases, (ii) who is licensed as a general contractor, and (iii) who guarantees the cost of the project. The procedures are managed by the University Architect and conform to State statutes. The procedures will be reviewed annually with any changes ratified by the full committee.

Step 1 – Public Announcement / Request for Proposal (RFP)

The Request for Proposal (RFP) and project requirements for Construction Managers-at-Risk services are announced through the University of North Carolina web site though which the announcement is also to be posted to the State’s interactive Purchasing System sent to University of North Carolina — Office of the President to be announced on the North Carolina Purchase Directory website. Public announcement is required prior to Construction Manager-at-Risk selection. The closing date for being considered for construction management-at-risk services shall be minimum of 21 days from date of publication — on the North Carolina Purchase Directory website. Notices in other professional publications, especially those targeted to Minority Business are encouraged.

Step 2 – Receive Responses to RFP

Responses to RFP for each project must be received prior to a firm’s being considered for construction management-at-risk services. All firms desiring to provide construction management-at-risk services shall submit all information required in the RFP for the owner’s review and evaluation, including attendance at all required briefings. Each firm shall meet the minimum requirements of the RFP prior to being considered by the selection committee as one of the firms most qualified to perform construction manager-at-risk services. Failure of any firm to furnish all necessary information in the RFP shall disqualify response. The Capital Project Management project manager evaluates the responses for the criteria outlined above and applies the criteria to a selection matrix.

Step 3 – Selection Committee

The same Selection Committee, which interviewed and evaluated the designers for a particular capital project will also serve as Selection Committee members for the Construction Manager-at-Risk for that project. The Director of Capital Project Management and the Construction Project Manager will be included. Participation by the Trustees in the Selection Committees will be based on availability and rotated among the members.
Page 2
Construction Manager-at-Risk Selection Procedure

Step 4 – Short List

The University Architect, in consultation with the Facilities staff and user, will review the submissions from interested firms and make recommendation to the Chairman of Trustees’ Buildings and Property Committee for at least three firms to be interviewed and evaluated. On projects requiring special qualifications a limited number of firms may be asked to submit additional data relevant to the project’s specific requirements.

Selection Criteria – In preparing recommendations for firms to be interviewed or direct-selected, the selection committee shall take into consideration the following qualification information factors:

1. Workload that is fully able to accommodate the timely execution of this project.

2. Record of successfully completed projects of similar scope without major legal or technical problems.

3. Record of financial viability.

4. Previous experience with the Owner, a good working relationship with Owner representatives, have completed projects in a timely manner and have performed an acceptable quality of work.

5. Key personnel that have appropriate experience and qualifications.

6. Relevant and easily understood graphic or tabular presentations.

7. Completion of CM-at-Risk projects in which there was little differences between the GMP and final cost.

8. Projects that were completed on or ahead of schedule.

9. Construction administration capabilities.

10. Proximity to and familiarity with the area where the project is located and the dynamics of the local market.

11. Approach to design phase services, including constructability reviews and cost estimating. Appropriate level of commitment to each phase of service, staffed with appropriate personnel.

12. Quality of compliance plan for minority business participation as required by G.S. 143-128.2. History of successful implementation of similar HUB efforts.

13. Other factors that may be appropriate for the project.
Construction Manager-at-Risk Selection Procedure

**Step 6 – Interview/Rank Order**

The interview will be conducted in a professional manner allocating an equal amount of time for each firm’s presentation. The interviews will consist of the firm’s presentation of its qualifications, response to specific project parameters and questions from the Selection Committee.

Immediately following the interview, the Selection Committee shall review and rank in order three firms by vote. The Trustee on the Selection Committee shall have a one vote, one user representative shall vote, the University Architect, Director of Capital Project Management, the Design Project Manager and the Construction Project Manager shall each have one vote.

**Step 7 – Selection**

The rank ordering of the three firms will be presented to the full Trustees’ Buildings and Property Committee for consideration. It is within the authority of the Buildings and Property Committee to accept or reject the recommendation of the Selection Committee. This step may be accomplished by email requesting each member to respond within 48 hours if they have an objection to the selection. Telephone or mail and The selection will be then ratified at the next Committee meeting if necessary. The Full Board of Trustees is informed of the Trustees’ Buildings and Property Committee’s action at their next scheduled meeting.

**Step 8 – Communication**

The interviewed firms will then be notified in writing by the University Architect of the Trustees’ Building and Property Committee’s selection.

**Step 9 – Evaluation**

Essential to the University selection process is the accumulation of data regarding each Construction Manager’s-at-Risk performance. This is accomplished through evaluations from the users, Facilities Division and other post occupancy evaluations. It shall be the responsibility of the Capital Improvements Project Coordinator to seek and collect information regarding each Construction Manager-at-Risk’s performance and to prepare Construction Manager-at-Risk evaluation reports.

Approved: April 18, 2002
Amended: February 19, 2009
Amended: November 12, 2015
College of Veterinary Medicine Teaching Animal Unit Master Plan
Total Project Scope – $120,000 (CVM Receipts)

07/14/16 Advertised in NC Purchase Directory

08/05/16 Closing date for submittals
(3 proposals received)

08/22/16 Appointment of Selection Committee
By Kevin J. MacNaughton, Interim Secretary – Buildings and Property Committee

08/22/16- Selection Committee review:
09/21/16 Wendell H. Murphy, Trustee
Lisa Johnson, University Architect
Dave Josephus, Project Manager, Office of the University Architect
Geof Smith, College of Veterinary Medicine
Ken Satterwhite, College of Veterinary Medicine
Others who assisted in review and short listing process
Sumayya Jones-Humienny, Office of the University Architect
Diane Ferello, College of Veterinary Medicine
Barrett Slenning, College of Veterinary Medicine

08/22/16 Short list recommendation by Selection Committee:
BSA Life Structures – Raleigh, NC
Hanbury Evans Wright Vlattas + Company – Raleigh, NC
HH Architecture – Raleigh, NC

08/22/16 Short list approved by Robert F. Andrews

09/14/16 Pre-interview briefing of Designers

09/21/16 Designers interviewed. Recommendation in priority order:
HH Architecture – Raleigh, NC
Hanbury Evans Wright Vlattas + Company – Raleigh, NC
BSA Life Structures – Raleigh, NC
Centennial Campus Utility Infrastructure
Total Project Scope – $9,805,000 (University Carry Forward/2016 Connect NC Bond)

08/22/16  Advertised in NC Purchase Directory

09/08/16  Closing date for submittals
(4 proposals received)

09/20/16  Appointment of Selection Committee
By Kevin J. MacNaughton, Interim Secretary – Buildings and Property Committee

09/20/16-10/14/16  Selection Committee review:
N/A, Trustee
Lisa Johnson, University Architect
Damian Lallathin, Project Manager, Capital Project Management
Cameron Smith, Capital Project Management
Alan Daeke, Utilities and Engineering Services
Jeffrey Hightower, Utility Infrastructure Planning
Thomas Sklonicki, Office of the University Architect
Others who assisted in review and short listing process
Charles Marshall, Capital Project Management
Shon Burch-Crispin, Capital Project Management

09/26/16  Short list recommendation by Selection Committee:
Affiliated Engineers – Chapel Hill, NC
Burns & McDonnell Consultants, Inc. – Raleigh, NC
RMF Engineering – Raleigh, NC

10/01/16  Short list approved by Robert F. Andrews

10/05/16  Pre-interview briefing of Designers

10/14/16  Designers interviewed. Recommendation in priority order:
RMF Engineering – Raleigh, NC
Burns & McDonnell Consultants, Inc. – Raleigh, NC
Affiliated Engineers – Chapel Hill, NC
Dan Allen Top Deck Repair
Total Project Scope – $1,400,000 (Parking Receipts)

08/10/16  Advertised in NC Purchase Directory

09/02/16  Closing date for submittals
(4 proposals received)

09/07/16  Appointment of Selection Committee
  By Kevin J. MacNaughton, Interim Secretary – Buildings and Property Committee

09/07/16-10/06/16  Selection Committee review:
  N/A, Trustee
  Sumayya Jones-Humienny, Associate University Architect
  Steve Bostian, Project Manager, Capital Project Management
  Cameron Smith, Capital Project Management
  Gary Bridges, Transportation
  Michael Kennon, Transportation
  Others who assisted in review and short listing process
  Edgar Levy, Capital Project Management
  Lisa Maune, Capital Project Management
  Shon Burch-Crispin, Capital Project Management
  Charles Marshall, Capital Project Management

09/09/16  Short list recommendation by Selection Committee:
  Atlas Engineering – Raleigh, NC
  FDH Velocitel Engineering – Raleigh, NC
  Raymond Engineering – Raleigh, NC

09/09/16  Short list approved by Robert F. Andrews

09/21/16  Pre-interview briefing of Designers

10/06/16  Designers interviewed. Recommendation in priority order:
  Raymond Engineering – Raleigh, NC
  Atlas Engineering – Raleigh, NC
  FDH Velocitel Engineering – Raleigh, NC
Carmichael Gym Addition & Renovation
Total Project Scope – $45,000,000 (Non Appropriated/Student Fees)

07/02/16  Advertised in NC Purchase Directory

08/24/16  Closing date for submittals
            (14 proposals received)

09/08/16  Appointment of Selection Committee
            By Kevin J. MacNaughton, Interim Secretary – Buildings and Property Committee

09/08/16-10/05/16  Selection Committee review:
            Randall C. Ramsey, Trustee
            Lisa Johnson, University Architect
            Cameron Smith, Capital Project Management
            Carolyn Axtman, Capital Project Management
            Eric Hawkes, University Recreation
            Lisa Zapata, Student Development Health and Wellness
            Others who assisted in review and short listing process
            Charles Marshall, Capital Project Management
            Tom Skolnicki, Office of the University Architect
            Jason Spivey, University Recreation

09/08/16  Short list recommendation by Selection Committee:
            Corley Redfoot Architects (with HOK) – Chapel Hill, NC
            Moseley Architects (with Hastings + Chivetta) – Morrisville, NC
            Walter Robbs Callahan & Pierce (with RDG) – Winston-Salem, NC

09/09/16  Short list approved by Robert F. Andrews

09/20/16  Pre-interview briefing of Designers

10/05/16  Designers interviewed. Recommendation in priority order:
            Corley Redfoot Architects (with HOK) – Chapel Hill, NC
            Walter Robbs Callahan & Pierce (with RDG) – Winston-Salem, NC
            Moseley Architects (with Hastings + Chivetta) – Morrisville, NC
Approval of Designer Selections Less than $500,000

Note: The projects below are submitted to the Trustees’ Buildings and Property Committee for formal approval of designer selections for projects less than $500,000 that are not on the Open-Ended Service Agreement Designers (OESAD) list. This listing represents designers selected since September, 2016.

<table>
<thead>
<tr>
<th>Project:</th>
<th>Fee:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Underground Utility Location Services</td>
<td>$5,000</td>
</tr>
<tr>
<td>Designer: Bateman Civil Survey Company, Apex, NC</td>
<td></td>
</tr>
<tr>
<td>Funds Source: Departmental</td>
<td></td>
</tr>
<tr>
<td>FM Interact Software System Support</td>
<td>$10,000</td>
</tr>
<tr>
<td>Designer: Little Diversified Architectural Consulting, Durham, NC</td>
<td></td>
</tr>
<tr>
<td>Funds Source: Departmental</td>
<td></td>
</tr>
<tr>
<td>COS Dean’s Suite Improvements &amp; Prototyping Amendment</td>
<td>$15,000</td>
</tr>
<tr>
<td>Designer: Gensler, Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Funds Source: Departmental</td>
<td></td>
</tr>
<tr>
<td>Spring Hill Historic Boundary Review</td>
<td>$19,300</td>
</tr>
<tr>
<td>Designer: The John R. McAdams Company, Durham, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Centennial Trust Fund</td>
<td></td>
</tr>
<tr>
<td>Avent Ferry Hall Complex Façade and Site Improvement Study</td>
<td>$28,800</td>
</tr>
<tr>
<td>Designer: IBI Group of NC, PC, Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Housing Receipts</td>
<td></td>
</tr>
<tr>
<td>Imagination Lab (aka Pop-Up Lab) Phase 1 &amp; 2</td>
<td>$40,000</td>
</tr>
<tr>
<td>Designer: Perkins + Will, Durham, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td>MRC Cleanroom Renovation</td>
<td>$45,000</td>
</tr>
<tr>
<td>Designer: Seismic Surveys, Inc., Frederick, MD</td>
<td></td>
</tr>
<tr>
<td>Fund Source: F&amp;A</td>
<td></td>
</tr>
<tr>
<td>Renovation of the CVM Dining Facility</td>
<td>$37,500</td>
</tr>
<tr>
<td>Designer: New City Design Group, Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: CVM Trust Funds</td>
<td></td>
</tr>
</tbody>
</table>
## Acceptance of Completed Buildings and Projects

<table>
<thead>
<tr>
<th>Code/Item</th>
<th>Project#</th>
<th>Location</th>
<th>Title</th>
<th>Project Cost</th>
<th>University Acceptance</th>
</tr>
</thead>
<tbody>
<tr>
<td>41424 / 311</td>
<td>201411110</td>
<td>DH Hill Erdahl Cloyd</td>
<td>Second Floor Faculty Research Commons Renovations</td>
<td>$494,157</td>
<td>6/30/2016</td>
</tr>
<tr>
<td>41424 / 304</td>
<td>201411075</td>
<td>4-H Millstone History &amp; Learning Center</td>
<td>Wood and timber framed meeting facility</td>
<td>$1,399,840</td>
<td>7/22/2016</td>
</tr>
<tr>
<td>41424 / 317</td>
<td>201520007</td>
<td>Tucker Hall</td>
<td>Project Renovation</td>
<td>$952,216</td>
<td>8/8/2016</td>
</tr>
<tr>
<td>41424 / 314</td>
<td>201520004</td>
<td>Center for Technology &amp; Innovation (CTI) B</td>
<td>NCSU Chilled Water to CTI Permanent Connection</td>
<td>$380,000</td>
<td>8/30/2016</td>
</tr>
<tr>
<td>41224 / 311</td>
<td>201220018</td>
<td>Reynolds Coliseum</td>
<td>Renovations and Walk of Fame</td>
<td>$24,500,000</td>
<td>9/1/2016</td>
</tr>
<tr>
<td>41324 / 305</td>
<td>201611068</td>
<td>Biltmore Robertson Hall</td>
<td>Standby Emergency Generator</td>
<td>$104,061</td>
<td>9/30/2016</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>$28,055,664</strong></td>
<td></td>
</tr>
</tbody>
</table>
Note: The projects below are submitted to the Trustees’ Buildings and Property Committee for formal acceptance of plans and specifications. This listing represents projects received since September 15, 2016 meeting.

<table>
<thead>
<tr>
<th>Project</th>
<th>Construction Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morrill Drive</td>
<td>$360,000</td>
</tr>
<tr>
<td>Project #201411104</td>
<td></td>
</tr>
<tr>
<td>East Sidewalk</td>
<td></td>
</tr>
<tr>
<td>Designer: Surface 678, Durham, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Accessibility Improvement Funds</td>
<td></td>
</tr>
<tr>
<td>CMAST</td>
<td>$336,081</td>
</tr>
<tr>
<td>Project #201511116</td>
<td></td>
</tr>
<tr>
<td>Coastal Quarters Renovations</td>
<td></td>
</tr>
<tr>
<td>Designer: Burnette Architecture &amp; Planning, Morehead City, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Housing Trust Funds</td>
<td></td>
</tr>
<tr>
<td>Center for Technology and Innovation</td>
<td>$325,000</td>
</tr>
<tr>
<td>Project #201611045</td>
<td></td>
</tr>
<tr>
<td>CTI Up fit for Nonwovens Equipment</td>
<td></td>
</tr>
<tr>
<td>Designer: Edmondson Engineers, PA, Durham, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Nonwovens Institute Trust Funds</td>
<td></td>
</tr>
<tr>
<td>Peele Hall</td>
<td>$190,034</td>
</tr>
<tr>
<td>Project #201611072</td>
<td></td>
</tr>
<tr>
<td>Renovations</td>
<td></td>
</tr>
<tr>
<td>Designer: Innovative Design, Raleigh NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Provost F&amp;A Funds</td>
<td></td>
</tr>
</tbody>
</table>
## Capital Projects at a Glance
### as of September 30, 2016

<table>
<thead>
<tr>
<th>Code/Item</th>
<th>Project Name</th>
<th>Bid 2016</th>
<th>Bid 2017</th>
<th>Bid 2018</th>
<th>Bid 2019</th>
<th>In Construction</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>41324 353</td>
<td>MRC Cleanroom Renovations</td>
<td>Design</td>
<td>10/13/16</td>
<td>11/29/17</td>
<td>$8M</td>
<td>Solicitation of Bid Packages</td>
<td></td>
</tr>
<tr>
<td>41424 307</td>
<td>Patterson Business Center Renovation</td>
<td>Design</td>
<td>10/31/16</td>
<td>6/7/17</td>
<td>$1.637M</td>
<td>Bid Advertisement Underway</td>
<td></td>
</tr>
<tr>
<td>41524 302</td>
<td>Extension of Initiative Way</td>
<td>Design</td>
<td>11/28/16</td>
<td>9/28/17</td>
<td>$1.85M</td>
<td>CD Redesign in Progress</td>
<td></td>
</tr>
<tr>
<td>41524 307</td>
<td>Varsity Research Renovations - Phase 1</td>
<td>Design</td>
<td>2/1/17</td>
<td>10/11/17</td>
<td>$3.25M</td>
<td>CD Review Underway</td>
<td></td>
</tr>
<tr>
<td>41524 301</td>
<td>Case Commons Residence Hall</td>
<td>Design</td>
<td>3/3/17</td>
<td>8/3/18</td>
<td>$15M</td>
<td>SCO SD/DD Review Underway</td>
<td></td>
</tr>
<tr>
<td>41224 370</td>
<td>Energy Performance Contracting #4, CCUP Cogen</td>
<td>Design</td>
<td>3/20/17</td>
<td>6/5/18</td>
<td>$20.2M</td>
<td>SCO CD Review Underway</td>
<td></td>
</tr>
<tr>
<td>41524 341</td>
<td>Scott Hall HVAC Upgrades</td>
<td>Design</td>
<td>4/12/17</td>
<td>11/27/17</td>
<td>$750K</td>
<td>Designer Fee Negotiation Underway</td>
<td></td>
</tr>
<tr>
<td>41524 334</td>
<td>Owen Hall Renovation</td>
<td>Design</td>
<td>4/12/17</td>
<td>7/28/17</td>
<td>$1.45M</td>
<td>SD/DD Production Underway</td>
<td></td>
</tr>
<tr>
<td>41524 336</td>
<td>Reedy Creek Equine Farm</td>
<td>Design</td>
<td>7/10/17</td>
<td>5/4/18</td>
<td>$2.3M</td>
<td>SD/DD Production Underway</td>
<td></td>
</tr>
<tr>
<td>41524 340</td>
<td>Dearington Entomology and Avian HVAC Upgrades</td>
<td>Design</td>
<td>7/14/17</td>
<td>2/28/18</td>
<td>$1.5M</td>
<td>Designer Advertise in October</td>
<td></td>
</tr>
<tr>
<td>41524 339</td>
<td>Murphy Center Broadcast Studio</td>
<td>Design</td>
<td>7/28/17</td>
<td>9/3/18</td>
<td>$2.0M</td>
<td>SD/DD Underway</td>
<td></td>
</tr>
<tr>
<td>41524 338</td>
<td>Dabney Hall HVAC Evaluation and Upgrade</td>
<td>Design</td>
<td>10/20/17</td>
<td>4/13/18</td>
<td>$1.1M</td>
<td>Programming Underway</td>
<td></td>
</tr>
<tr>
<td>41524 313</td>
<td>Engineering Building Oval</td>
<td>Design</td>
<td>2/12/18</td>
<td>6/8/20</td>
<td>$137M</td>
<td>SD Production Underway</td>
<td></td>
</tr>
<tr>
<td>41624 302</td>
<td>Carmichael Expansion</td>
<td>Design</td>
<td>11/12/18</td>
<td>8/3/20</td>
<td>$45M</td>
<td>Designer Interviews 10/5/16</td>
<td></td>
</tr>
<tr>
<td>41524 314</td>
<td>Plant Sciences Building</td>
<td>Design</td>
<td>7/26/19</td>
<td>12/24/21</td>
<td>$160.2M</td>
<td>CMR Advertisement Underway</td>
<td></td>
</tr>
<tr>
<td>41424 306</td>
<td>Harrelson Hall Demolition</td>
<td>Construction</td>
<td>10/27/16</td>
<td>85% Construction Complete</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>41224 304</td>
<td>Research II HVAC</td>
<td>Construction</td>
<td>11/1/16</td>
<td>$2M</td>
<td>98% Construction Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40624 313</td>
<td>Gregg Museum</td>
<td>Construction</td>
<td>11/1/16</td>
<td>$9.6M</td>
<td>88% Construction Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41224 315</td>
<td>HB 1292 Utility Savings</td>
<td>Construction</td>
<td>12/31/16</td>
<td>$1.1M</td>
<td>93% Construction Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41524 360</td>
<td>Steam Phase VIIIB - Dabney Hall Leg</td>
<td>Construction</td>
<td>1/2/17</td>
<td>$861K</td>
<td>15% Construction Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41324 309</td>
<td>Greek Infrastructure Phase II</td>
<td>Construction</td>
<td>1/31/17</td>
<td>$4.5M</td>
<td>82% Construction Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41524 303</td>
<td>DH Hill Accessibility &amp; Elevator Improvements</td>
<td>Construction</td>
<td>3/24/17</td>
<td>$700K</td>
<td>NTP 9/26/16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41424 321</td>
<td>CVM 3B Lab</td>
<td>Construction</td>
<td>6/5/17</td>
<td>$3.075M</td>
<td>5% Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41524 325</td>
<td>ES King Village Roof Replacements</td>
<td>Construction</td>
<td>6/19/17</td>
<td>$1M</td>
<td>Award request in progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41224 352</td>
<td>Centennial Campus Substation Expansion-Phase 1 &amp; 2</td>
<td>Construction</td>
<td>6/30/17</td>
<td>$7.3M</td>
<td>37% Construction Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41424 314</td>
<td>CC Thermal Utilities &amp; Infrastructure (CTI, COT &amp; MRC)</td>
<td>Construction</td>
<td>4/30/18</td>
<td>$12.35M</td>
<td>Award request in progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41424 314</td>
<td>CC Thermal Utilities &amp; Infrastructure (MRC)</td>
<td>Construction</td>
<td>9/30/18</td>
<td>650K</td>
<td>100% Construction Complete</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
DH Hill Faculty Research Commons

Before

After
NC 4-H History and Learning Center at Millstone 4-H Camp
NC 4-H History and Learning Center at Millstone 4-H Camp
<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>SCOPE</th>
<th>DESIGNER</th>
<th>FIRM NAME</th>
<th>DATE SELECTED</th>
<th>REVIEW</th>
<th>APPROVAL</th>
<th>RECOMMENDATION</th>
<th>REVIEW</th>
<th>APPROVAL</th>
<th>ESTIMATED START</th>
<th>ESTIMATED COMPLETION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Upcoming Projects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lambda Chi House</td>
<td>$4,600,000</td>
<td>Carl Winstead, AIA</td>
<td>326x579</td>
<td>June, 2015</td>
<td>2/16/17</td>
<td>11/30/16</td>
<td>2/16/17</td>
<td></td>
<td></td>
<td>June, 2017</td>
<td>July, 2018</td>
</tr>
<tr>
<td>Delta Zeta House</td>
<td>$4,600,000</td>
<td>Carl Winstead, AIA</td>
<td>326x579</td>
<td>May, 2015</td>
<td>2/16/17</td>
<td>11/30/16</td>
<td>2/16/17</td>
<td></td>
<td></td>
<td>June, 2017</td>
<td>July, 2018</td>
</tr>
<tr>
<td>Engineering Building Oval</td>
<td>$154,000,000</td>
<td>Clark Nexsen</td>
<td>326x579</td>
<td>11/18/08</td>
<td>4/20/17</td>
<td>4/20/17</td>
<td></td>
<td></td>
<td></td>
<td>February, 2018</td>
<td>June, 2020</td>
</tr>
<tr>
<td>Carmichael Gym Addition &amp; Renovation</td>
<td>$45,000,000</td>
<td>CRA Associates, Inc.</td>
<td>326x579</td>
<td>11/05/16</td>
<td>6/26/17</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>November, 2018</td>
<td>August, 2020</td>
</tr>
<tr>
<td>Plant Sciences Building</td>
<td>$150,200,000</td>
<td>Flad Architects</td>
<td>326x579</td>
<td>9/27/17</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>July, 2019</td>
<td>December, 2021</td>
</tr>
<tr>
<td><strong>Approved Projects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Shores Residential Project - Phase I</td>
<td>$25,000,000</td>
<td>White Oak Properties</td>
<td>326x579</td>
<td>4/26/00</td>
<td>2/1/00</td>
<td>4/19/99</td>
<td>4/27/00</td>
<td></td>
<td></td>
<td>July, 2015</td>
<td>Fall, 2017</td>
</tr>
<tr>
<td>Centennial Biomedical Campus Flex Building</td>
<td>$10,000,000</td>
<td>Capital Associates</td>
<td>326x579</td>
<td>4/19/07</td>
<td>5/30/07</td>
<td>7/29/07</td>
<td>8/23/07</td>
<td></td>
<td></td>
<td>June, 2016</td>
<td>Spring, 2017</td>
</tr>
<tr>
<td>Schaub Dairy Retail Facility</td>
<td>$2,400,000</td>
<td>Cherry Huffman Architects</td>
<td>326x579</td>
<td>8/27/08</td>
<td>5/27/09</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>On Hold</td>
<td></td>
</tr>
<tr>
<td>Dan Allen Gateway</td>
<td>$171,000</td>
<td>OBS Landscape Architects and Planners</td>
<td>326x579</td>
<td>12/16/10</td>
<td>3/30/11</td>
<td>3/30/11</td>
<td></td>
<td></td>
<td></td>
<td>On Hold</td>
<td></td>
</tr>
<tr>
<td>Gregg Museum of Art and Design</td>
<td>$7,500,000</td>
<td>Freeman &amp; Associates</td>
<td>326x579</td>
<td>2/16/11</td>
<td>11/18/10</td>
<td>11/18/10</td>
<td></td>
<td></td>
<td></td>
<td>May, 2016</td>
<td>November, 2016</td>
</tr>
<tr>
<td>Delta Gamma House</td>
<td>$3,500,000</td>
<td>Cline Design Associates</td>
<td>326x579</td>
<td>4/24/14</td>
<td>4/24/14</td>
<td>4/24/14</td>
<td>4/24/14</td>
<td></td>
<td></td>
<td>Fall, 2015</td>
<td>Fall, 2016</td>
</tr>
<tr>
<td>Broughton Hall Addition &amp; Renovation</td>
<td>$90,000,000</td>
<td>O'Brien Atkins</td>
<td>326x579</td>
<td>9/20/12</td>
<td>9/20/12</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>On Hold</td>
<td></td>
</tr>
<tr>
<td>Conference Center/Hotel</td>
<td>$35,000,000</td>
<td>Conley Redfoot</td>
<td>326x579</td>
<td>3/29/13</td>
<td>9/19/13</td>
<td>9/19/13</td>
<td></td>
<td></td>
<td></td>
<td>April, 2015</td>
<td>August, 2016</td>
</tr>
<tr>
<td>Centennial Campus</td>
<td>$28,000,000</td>
<td>Cooper Cary Architects</td>
<td>326x579</td>
<td>11/20/14</td>
<td>11/20/14</td>
<td>11/20/14</td>
<td></td>
<td></td>
<td></td>
<td>April, 2015</td>
<td>Fall, 2017</td>
</tr>
<tr>
<td>Sigma Phi Epsilon House</td>
<td>$3,000,000</td>
<td>Hager Smith</td>
<td>326x579</td>
<td>9/15/15</td>
<td>9/15/15</td>
<td>9/15/15</td>
<td></td>
<td></td>
<td></td>
<td>Summer 2016</td>
<td>Summer 2017</td>
</tr>
<tr>
<td>Cogeneration and Building Addition</td>
<td>$18,226,054</td>
<td>AEI and Flad</td>
<td>326x579</td>
<td>4/19/2013</td>
<td>NA</td>
<td>4/24/16</td>
<td>2/24/16</td>
<td></td>
<td></td>
<td>March, 2017</td>
<td>May, 2018</td>
</tr>
<tr>
<td>E.S. King Roof Replacement</td>
<td>$1,000,000</td>
<td>Swanson + Stewart Architects, PA</td>
<td>326x579</td>
<td>12/17/15</td>
<td>3/30/16</td>
<td>3/30/16</td>
<td></td>
<td></td>
<td></td>
<td>July, 2016</td>
<td>April, 2018</td>
</tr>
<tr>
<td>Case Common Residential Hall</td>
<td>$15,000,000</td>
<td>Little Diversified Architectural Consulting</td>
<td>326x579</td>
<td>10/9/15</td>
<td>9/15/16</td>
<td>9/15/16</td>
<td></td>
<td></td>
<td></td>
<td>4/18/17</td>
<td>8/3/18</td>
</tr>
</tbody>
</table>
UNIVERSITY ADVANCEMENT AND EXTERNAL RELATIONS COMMITTEE
NORTH CAROLINA STATE UNIVERSITY BOARD OF TRUSTEES
NOVEMBER 17, 2016

BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
AGENDA

University Advancement and External Affairs Committee
1:00 p.m. – 2:30 p.m., November 17, 2016
Chancellor’s Conference Room – Holladay Hall
Jimmy Clark, Chair

Members: Ann Goodnight, Ben Jenkins, Wendell Murphy, Susan Ward, Dewayne Washington

CALL TO ORDER
Jimmy Clark, Chair of Committee

ROLL CALL
Jimmy Clark, Chair of Committee

READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT
Jimmy Clark, Chair of Committee

1. **CONSENT AGENDA**
   Approval of September 15, 2016 Minutes
   6.1A

2. **INFORMATIONAL REPORTS**
   6.2A
   A. University Advancement and Fundraising Update
   *Brian Sischo, Vice Chancellor for University Advancement*
   6.2B
   B. Alumni Association Update
   *Benny Suggs, Associate Vice Chancellor for Alumni Relations and Executive Director, Alumni Association*

3. **COMMITTEE DISCUSSION**
   6.3A
   A. Central Major Gifts Overview
   *Alan Taylor, Executive Director, Central Major Gifts*
   6.3B
   B. The CALS Consumer Test Kitchen Naming Proposal
   *Chris Cammaren-Wessel, Director, Academic Programs/Departmental Fundraising and NC FCS & ECA Foundation Fundraising*
4. CLOSED SESSION

   A. Approval of September 15, 2016 Closed Session Minutes *

   ✓ B. Request Approval for Naming Specific University Facilities and Programs

   ✓ C. Watauga Medal Recommendation

ADJOURN

* Committee Approval
✓ Full Board Approval
Consent Agenda

Approval of September 15, 2016 Open Session Minutes*
Agenda

University Advancement and External Relations Committee
Board of Trustees
North Carolina State University
September 15, 2016

The University Advancement Committee of the Board of Trustees of North Carolina State University met in Open Session at 1:00 p.m. in the Chancellor’s Conference Room in Holladay Hall.

Members Present: Jimmy Clark, Chair
Ann Goodnight
Wendell Murphy
Susan Ward
Dewayne Washington

Others Present: Brad Bohlander, Associate Vice Chancellor, University Communications
Mary Elizabeth Brake, Gift Planning Program Specialist
Kushal Dasgupta, Associate Vice Chancellor, Advancement Services
Lisa Dyer, Executive Assistant, University Advancement
Eric Hawkes, Director, University Recreation
David Masich, Executive Director, Gift Planning
Brent McConkey, Assistant General Counsel
Sonia Murphy, Executive Director, JC Raulston Arboretum
Nicolette Peterson, Executive Director for Development, DASA
Brian Sischo, Vice Chancellor, University Advancement
Benny Suggs, Associate Vice Chancellor, Alumni Relations
Shawn Troxler, General Counsel
Christina Walker, Director of Principal Gifts
Mark Weathington, Director, JC Raulston Arboretum
Randy Woodson, Chancellor

Chair Clark called the session to order and read the State of North Carolina’s Government Ethics Act.

Chair Clark welcomed new committee members Susan Ward and Dewayne Washington, after which he asked Vice Chancellor Sischo to present a University Advancement and Fundraising update. VC Sischo gave a review of fiscal year 2016 highlights, noting $162 million in gifts and new commitments and cash receipts of $127 million at year’s end. VC Sischo then reported that the Campaign total was $884 million at the end of June, but with the recent announcement of the Golden Leaf Foundation grant of $45 million, combined with several other leadership level gifts, the campaign total had reached $957 million as of September 9. Next, VC Sischo introduced the “Billion By Launch” initiative, an internally-focused effort with the aspiration to reach $1 billion in the campaign by the kickoff on October 28.

VC Sischo then noted several outreach strategies, including our Regional Councils, the Social Media Hub, enhanced alumni engagement, high quality events and improved data systems and processes, all of which will help us to more effectively connect with donors. In closing, VC Sischo addressed the challenges of retaining key development personnel due to the highly competitive nature of the field, but said that he is encouraged that recent changes in HR leadership and policies will help to combat that trend.

Next, AVC Dasgupta provided an Advancement Services update, where he announced the new Office of Donor Services, which combines duties of the former Donor Communications and Donor Relations offices. The role of this new office is to move gift conversations forward. AVC Dasgupta then reviewed the Namings process, which now falls under his purview. He shared that his office is developing best practices templates for naming of facilities. AVC Dasgupta then led a discussion on new endowment levels and stated the desire to create more unrestricted funds to aid in development work.
ED David Masich then shared a Gift Planning overview, explaining the appeal of planned gifts as an option for donors. ED Masich explained that most planned gifts are used to fund endowments and that $46 million is the average annual amount of planned gifts we’ve realized over the last three years. ED Masich then pointed out that planned gifts are 200-300 times larger than donors’ largest annual gifts, and that they are one of the highest compliments donors can give as they are trusting the university to best utilize their assets, knowing they’ll never see the outcome.

Director Eric Hawkes from University Recreation presented on naming opportunities for the wellness facilities in the Carmichael Gymnasium Complex, pointing out that physical activity and wellness are key to student retention and success. In addition, Director Hawkes stated that naming recreational spaces is a popular and easy sell, and that both current and upcoming spaces for naming are available. ED Nicole Peterson then presented on the art of valuation and strategies DASA is implementing in that regard.

Next, ED Sonia Murphy presented on the Edible Garden naming opportunities at JC Raulston Arboretum, a space which will engage students, the public and industry while reflecting the NC State “Think and Do” philosophy. ED Murphy shared that the naming opportunities total approximately $1 million. Upon the conclusion of the presentations, the fundraising naming opportunities discussed were approved.

The committee then moved to go into closed session.

Respectfully submitted,

Jimmy Clark
Chair
Informational Reports

University Advancement and Fundraising Update

Alumni Association Update
# University Advancement - Institutional Reports

## Monthly Gifts and New Commitments by Use

**Report Date:** September 30, 2016

<table>
<thead>
<tr>
<th>College of Agriculture and Life Sciences</th>
<th>Current Operations</th>
<th>Endowment</th>
<th>Facilities</th>
<th>Year-to-date FY '17 Totals</th>
<th>Year-to-date FY '16 Totals</th>
<th>YTD Period % Change FY16/17</th>
<th>3 year Average (FY14 - FY16)</th>
<th>YTD Period % Change 3 yr avg/FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Design</td>
<td>$6,552,569</td>
<td>$340,870</td>
<td>$45,027,448</td>
<td>$51,920,887**</td>
<td>$5,933,132</td>
<td>775%</td>
<td>$11,523,684</td>
<td>351%</td>
</tr>
<tr>
<td>College of Education</td>
<td>$284,593</td>
<td>$150</td>
<td>$8,864</td>
<td>$37,507</td>
<td>$60,852</td>
<td>-38%</td>
<td>$273,617</td>
<td>-86%</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>$1,624,443</td>
<td>$580</td>
<td>$300</td>
<td>$1,625,053</td>
<td>$402,262</td>
<td>304%</td>
<td>$200,352</td>
<td>711%</td>
</tr>
<tr>
<td>College of Humanities &amp; Social Sciences</td>
<td>$2,734,296</td>
<td>$1,452,760</td>
<td>$5,000</td>
<td>$4,192,056</td>
<td>$3,264,917</td>
<td>28%</td>
<td>$3,046,047</td>
<td>38%</td>
</tr>
<tr>
<td>Poole College of Management</td>
<td>$489,178</td>
<td>$57,218</td>
<td>$0</td>
<td>$2,377,751</td>
<td>$98,149</td>
<td>2323%</td>
<td>$2,937,238</td>
<td>-19%</td>
</tr>
<tr>
<td>College of Natural Resources</td>
<td>$237,036</td>
<td>$133,222</td>
<td>$0</td>
<td>$370,257</td>
<td>$372,079</td>
<td>-0%</td>
<td>$234,968</td>
<td>58%</td>
</tr>
<tr>
<td>College of Sciences</td>
<td>$76,221</td>
<td>$51,110</td>
<td>$0</td>
<td>$139,331</td>
<td>$1,539,083</td>
<td>-91%</td>
<td>$1,148,151</td>
<td>-88%</td>
</tr>
<tr>
<td>College of Textiles*</td>
<td>$162,327</td>
<td>$25,000</td>
<td>$15,000</td>
<td>$202,327</td>
<td>$77,374</td>
<td>161%</td>
<td>$99,290</td>
<td>104%</td>
</tr>
<tr>
<td>College of Veterinary Medicine</td>
<td>$844,868</td>
<td>$2,013,955</td>
<td>$11,300</td>
<td>$2,710,123</td>
<td>$1,243,730</td>
<td>118%</td>
<td>$2,909,267</td>
<td>-7%</td>
</tr>
<tr>
<td>Alumni Association</td>
<td>$13,981</td>
<td>$14,407</td>
<td>$75</td>
<td>$28,462</td>
<td>$200,980</td>
<td>-86%</td>
<td>$122,139</td>
<td>-77%</td>
</tr>
<tr>
<td>DASA</td>
<td>$3,522,295</td>
<td>$268,450</td>
<td>$48,137</td>
<td>$3,838,882</td>
<td>$176,214</td>
<td>2079%</td>
<td>$352,600</td>
<td>989%</td>
</tr>
<tr>
<td>Libraries</td>
<td>$30,599</td>
<td>$36,436</td>
<td>$630,784</td>
<td>$697,819</td>
<td>$1,452,513</td>
<td>-52%</td>
<td>$848,322</td>
<td>-18%</td>
</tr>
<tr>
<td>University-wide</td>
<td>$17,291,160</td>
<td>$1,302,964</td>
<td>$12,850</td>
<td>$18,606,974</td>
<td>$2,815,570</td>
<td>561%</td>
<td>$5,998,321</td>
<td>210%</td>
</tr>
<tr>
<td>Wolfpack Club/Athletics**</td>
<td>$1,306,559</td>
<td>$236,319</td>
<td>$2,694,217</td>
<td>$4,237,096</td>
<td>$2,558,438</td>
<td>66%</td>
<td>$5,941,383</td>
<td>-29%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$34,799,766</td>
<td>$8,277,552</td>
<td>$48,453,705</td>
<td>$91,351,021</td>
<td>$20,366,421</td>
<td>350%</td>
<td>$36,194,366</td>
<td>153%</td>
</tr>
</tbody>
</table>

* Includes gift information provided by the North Carolina Textiles Foundation  
** Includes gift information provided by the NCSU Student Aid Association  
++ Does not include $221K in conditional pledges to Plant Sciences initiative  

**Reporting Period:** July 1 - September 30, 2016  
**Data Refresh:** Tuesday, October 4, 2016
### University Advancement - Institutional Reports
#### Monthly Gifts and New Commitments by Source

**Report Date:** September 30, 2016

<table>
<thead>
<tr>
<th></th>
<th>Alumni</th>
<th>Parents</th>
<th>Faculty Staff</th>
<th>Other Individuals</th>
<th>Corporations</th>
<th>Foundations</th>
<th>Other Organizations</th>
<th>Year-to-date FY '17 Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Agriculture and Life Sciences</td>
<td>$176,590</td>
<td>$36,572</td>
<td>$10,798</td>
<td>$253,354</td>
<td>$3,290,695</td>
<td>$47,507,146</td>
<td>$645,733</td>
<td>$51,920,887**</td>
</tr>
<tr>
<td>College of Design</td>
<td>$8,392</td>
<td>$0</td>
<td>$1,028</td>
<td>$16,587</td>
<td>$9,600</td>
<td>$0</td>
<td>$2,000</td>
<td>$37,607</td>
</tr>
<tr>
<td>College of Education</td>
<td>$1,616,301</td>
<td>$40</td>
<td>$1,837</td>
<td>$1,375</td>
<td>$3,000</td>
<td>$0</td>
<td>$2,500</td>
<td>$1,625,053</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>$1,334,033</td>
<td>$264,736</td>
<td>$3,622</td>
<td>$911,261</td>
<td>$1,122,089</td>
<td>$76,380</td>
<td>$479,935</td>
<td>$4,192,056</td>
</tr>
<tr>
<td>College of Humanities &amp; Social Sciences</td>
<td>$2,030,088</td>
<td>$550</td>
<td>$251,937</td>
<td>$32,497</td>
<td>$1,180</td>
<td>$61,500</td>
<td>$0</td>
<td>$2,377,751</td>
</tr>
<tr>
<td>Poole College of Management</td>
<td>$146,635</td>
<td>$175</td>
<td>$1,966</td>
<td>$213,337</td>
<td>$137,399</td>
<td>$8,820</td>
<td>$37,603</td>
<td>$546,396</td>
</tr>
<tr>
<td>College of Natural Resources</td>
<td>$147,046</td>
<td>$1,300</td>
<td>$1,800</td>
<td>$122,142</td>
<td>$82,486</td>
<td>$0</td>
<td>$14,584</td>
<td>$370,257</td>
</tr>
<tr>
<td>College of Sciences</td>
<td>$30,330</td>
<td>$550</td>
<td>$8,357</td>
<td>$10,679</td>
<td>$21,755</td>
<td>$2,560</td>
<td>$5,000</td>
<td>$139,331</td>
</tr>
<tr>
<td>College of Textiles*</td>
<td>$44,735</td>
<td>$0</td>
<td>$1,342</td>
<td>$1,000</td>
<td>$15,250</td>
<td>$140,000</td>
<td>$0</td>
<td>$202,327</td>
</tr>
<tr>
<td>College of Veterinary Medicine</td>
<td>$1,017,069</td>
<td>$4,665</td>
<td>$2,168</td>
<td>$1,412,123</td>
<td>$154,927</td>
<td>$92,876</td>
<td>$25,396</td>
<td>$2,710,123</td>
</tr>
<tr>
<td>Alumni Association</td>
<td>$17,505</td>
<td>$499</td>
<td>$135</td>
<td>$2,100</td>
<td>$7,997</td>
<td>$100</td>
<td>$126</td>
<td>$28,462</td>
</tr>
<tr>
<td>DASA</td>
<td>$295,449</td>
<td>$17,025</td>
<td>$2,414</td>
<td>$3,497,454</td>
<td>$15,315</td>
<td>$5,066</td>
<td>$8,160</td>
<td>$3,838,882</td>
</tr>
<tr>
<td>Libraries</td>
<td>$54,923</td>
<td>$8,615</td>
<td>$3,408</td>
<td>$612,185</td>
<td>$16,177</td>
<td>$2,500</td>
<td>$0</td>
<td>$697,819</td>
</tr>
<tr>
<td>University-wide</td>
<td>$418,224</td>
<td>$68,379</td>
<td>$357,804</td>
<td>$161,309</td>
<td>$63,839</td>
<td>$17,535,335</td>
<td>$2,084</td>
<td>$18,606,974</td>
</tr>
<tr>
<td>Wolfpack Club/Athletics**</td>
<td>$4,199,068</td>
<td>$0</td>
<td>$33</td>
<td>$100</td>
<td>$37,895</td>
<td>$0</td>
<td>$0</td>
<td>$4,237,096</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$11,598,387</td>
<td>$403,206</td>
<td>$648,648</td>
<td>$7,247,513</td>
<td>$4,979,604</td>
<td>$65,432,282</td>
<td>$1,221,381</td>
<td>$91,531,021</td>
</tr>
</tbody>
</table>

* Includes gift information provided by the North Carolina Textiles Foundation  
** Includes gift information provided by the NCSU Student Aid Association  
++ Does not include $221K in conditional pledges to Plant Sciences Initiative  

**Reporting Period:** July 1 - September 30, 2016  
**Data Refresh:** Tuesday, October 4, 2016
# University Advancement - Institutional Reports

## Monthly Gifts and New Commitments by Type

**Report Date:** September 30, 2016

<table>
<thead>
<tr>
<th>Institution</th>
<th>Cash Gifts</th>
<th>Gifts-In-Kind</th>
<th>Matching Gifts</th>
<th>PG Life Income</th>
<th>Realized Bequests</th>
<th>Bequest Expectancies</th>
<th>Pledges</th>
<th>Non-Governmental Grants</th>
<th>Year-to-date FY '17 Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Agriculture and Life Sciences</td>
<td>$2,531,783</td>
<td>$27,448</td>
<td>$4,624</td>
<td>$12,000</td>
<td>$0</td>
<td>$250,000</td>
<td>$1,435,420</td>
<td>$47,649,279</td>
<td>$51,920,887**</td>
</tr>
<tr>
<td>College of Design</td>
<td>$22,569</td>
<td>$6,864</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$1,000</td>
<td>$4,988</td>
<td>$0</td>
<td>$37,607</td>
</tr>
<tr>
<td>College of Education</td>
<td>$1,512,226</td>
<td>$0</td>
<td>$1,000</td>
<td>$0</td>
<td>$0</td>
<td>$100</td>
<td>$111,798</td>
<td>$0</td>
<td>$1,628,053</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>$1,680,238</td>
<td>$5,000</td>
<td>$34,256</td>
<td>$0</td>
<td>$850,653</td>
<td>$140,000</td>
<td>$1,431,415</td>
<td>$47,205</td>
<td>$4,192,056</td>
</tr>
<tr>
<td>College of Humanities &amp; Social Sciences</td>
<td>$78,533</td>
<td>$0</td>
<td>$1,180</td>
<td>$0</td>
<td>$0</td>
<td>$2,250,000</td>
<td>$46,548</td>
<td>$0</td>
<td>$2,377,751</td>
</tr>
<tr>
<td>Poole College of Management</td>
<td>$194,406</td>
<td>$0</td>
<td>$9,535</td>
<td>$0</td>
<td>$0</td>
<td>$342,295</td>
<td>$0</td>
<td>$0</td>
<td>$546,396</td>
</tr>
<tr>
<td>College of Natural Resources</td>
<td>$341,062</td>
<td>$0</td>
<td>$12,656</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$1,870</td>
<td>$12,694</td>
<td>$370,257</td>
</tr>
<tr>
<td>College of Sciences</td>
<td>$121,860</td>
<td>$0</td>
<td>$6,425</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$8,390</td>
<td>$0</td>
<td>$139,331</td>
</tr>
<tr>
<td>College of Textiles*</td>
<td>$6,644</td>
<td>$15,000</td>
<td>$250</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$180,313</td>
<td>$0</td>
<td>$202,327</td>
</tr>
<tr>
<td>College of Veterinary Medicine</td>
<td>$491,659</td>
<td>$11,300</td>
<td>$630</td>
<td>$0</td>
<td>$0</td>
<td>$2,000,000</td>
<td>$121,835</td>
<td>$84,169</td>
<td>$2,710,123</td>
</tr>
<tr>
<td>Alumni Association</td>
<td>$18,794</td>
<td>$0</td>
<td>$1,903</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$6,500</td>
<td>$0</td>
<td>$28,462</td>
</tr>
<tr>
<td>DASA</td>
<td>$332,856</td>
<td>$42,944</td>
<td>$11,740</td>
<td>$3,442,399</td>
<td>$0</td>
<td>$288,522</td>
<td>$19,222</td>
<td>$0</td>
<td>$3,838,882</td>
</tr>
<tr>
<td>Libraries</td>
<td>$65,447</td>
<td>$630,784</td>
<td>$833</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$350</td>
<td>$0</td>
<td>$697,819</td>
</tr>
<tr>
<td>University-wide</td>
<td>$2,555,393</td>
<td>$0</td>
<td>$9,365</td>
<td>$10,300</td>
<td>$662,000</td>
<td>$15,360,856</td>
<td>$0</td>
<td>$18,606,974</td>
<td>$4,237,096</td>
</tr>
<tr>
<td>Wolfpack Club/Athletics**</td>
<td>$1,278,299</td>
<td>$0</td>
<td>$37,095</td>
<td>$0</td>
<td>$0</td>
<td>$2,921,541</td>
<td>$0</td>
<td>$91,531,021</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$10,931,798</strong></td>
<td><strong>$741,339</strong></td>
<td><strong>$131,462</strong></td>
<td><strong>$3,464,399</strong></td>
<td><strong>$5,691,522</strong></td>
<td><strong>$21,993,340</strong></td>
<td><strong>$47,793,346</strong></td>
<td><strong>$91,531,021</strong></td>
<td></td>
</tr>
</tbody>
</table>

* Includes gift information provided by the North Carolina Textiles Foundation
** Includes gift information provided by the NCSU Student Aid Association
++ Does not include $221K in conditional pledges to Plant Sciences Initiative

**Reporting Period:** July 1 - September 30, 2016

**Data Refresh:** Tuesday, October 4, 2016
# University Advancement - Institutional Reports

## Monthly Gift Receipts by Use

**Report Date:** September 30, 2016

<table>
<thead>
<tr>
<th>Current Operations</th>
<th>Endowment</th>
<th>Facilities</th>
<th>Year-to-date FY '17 Totals</th>
<th>Year-to-date FY '16 Totals</th>
<th>YTD Period % Change FY16/17</th>
<th>3 year Average (FY14 - FY16)</th>
<th>YTD Period % Change 3 yr avg/FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Agriculture and Life Sciences</td>
<td>$3,280,530</td>
<td>$2,228,683</td>
<td>$27,449</td>
<td>$5,536,661</td>
<td>-31%</td>
<td>$6,967,847</td>
<td>-21%</td>
</tr>
<tr>
<td>College of Design</td>
<td>$32,324</td>
<td>$6,400</td>
<td>$8,864</td>
<td>$47,589</td>
<td>30%</td>
<td>$317,522</td>
<td>-85%</td>
</tr>
<tr>
<td>College of Education</td>
<td>$1,542,048</td>
<td>$580</td>
<td>$30</td>
<td>$1,542,658</td>
<td>56%</td>
<td>$395,721</td>
<td>290%</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>$6,274,179</td>
<td>$1,101,236</td>
<td>$5,000</td>
<td>$7,380,415</td>
<td>319%</td>
<td>$2,196,968</td>
<td>236%</td>
</tr>
<tr>
<td>College of Humanities &amp; Social Sciences</td>
<td>$188,600</td>
<td>$70,367</td>
<td>$0</td>
<td>$258,967</td>
<td>-84%</td>
<td>$1,303,427</td>
<td>-80%</td>
</tr>
<tr>
<td>Poole College of Management</td>
<td>$284,700</td>
<td>$12,986</td>
<td>$0</td>
<td>$297,688</td>
<td>96%</td>
<td>$226,497</td>
<td>30%</td>
</tr>
<tr>
<td>College of Natural Resources</td>
<td>$239,332</td>
<td>$33,672</td>
<td>$0</td>
<td>$273,004</td>
<td>-19%</td>
<td>$226,015</td>
<td>21%</td>
</tr>
<tr>
<td>College of Sciences</td>
<td>$156,565</td>
<td>$63,525</td>
<td>$0</td>
<td>$220,090</td>
<td>-80%</td>
<td>$668,147</td>
<td>-67%</td>
</tr>
<tr>
<td>College of Textiles*</td>
<td>$64,392</td>
<td>$0</td>
<td>$15,000</td>
<td>$78,392</td>
<td>-56%</td>
<td>$202,910</td>
<td>-61%</td>
</tr>
<tr>
<td>College of Veterinary Medicine</td>
<td>$642,658</td>
<td>$16,405</td>
<td>$11,300</td>
<td>$670,363</td>
<td>13%</td>
<td>$528,457</td>
<td>27%</td>
</tr>
<tr>
<td>Alumni Association</td>
<td>$13,981</td>
<td>$109,789</td>
<td>$75</td>
<td>$123,844</td>
<td>25%</td>
<td>$228,330</td>
<td>-46%</td>
</tr>
<tr>
<td>DASA</td>
<td>$1,937,133</td>
<td>$10,139</td>
<td>$78,030</td>
<td>$2,025,298</td>
<td>1115%</td>
<td>$345,573</td>
<td>486%</td>
</tr>
<tr>
<td>Libraries</td>
<td>$41,530</td>
<td>$38,015</td>
<td>$75</td>
<td>$123,844</td>
<td>25%</td>
<td>$228,330</td>
<td>-46%</td>
</tr>
<tr>
<td>University-wide</td>
<td>$3,486,594</td>
<td>$597,599</td>
<td>$15,565</td>
<td>$4,099,778</td>
<td>-19%</td>
<td>$6,768,295</td>
<td>-35%</td>
</tr>
<tr>
<td>Wolfpack Club/Athletics**</td>
<td>$1,306,559</td>
<td>$93,390</td>
<td>$3,611,990</td>
<td>$5,011,939</td>
<td>26%</td>
<td>$3,900,243</td>
<td>29%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$18,481,126</strong></td>
<td><strong>$4,382,785</strong></td>
<td><strong>$4,404,105</strong></td>
<td><strong>$28,278,016</strong></td>
<td><strong>$25,621,574</strong></td>
<td><strong>$24,876,189</strong></td>
<td><strong>14%</strong></td>
</tr>
</tbody>
</table>

* Includes gift information provided by the North Carolina Textiles Foundation

** Includes gift information provided by the NCSU Student Aid Association

**Reporting Period:** July 1 - September 30, 2016

**Data Refresh:** Tuesday, October 4, 2016
<table>
<thead>
<tr>
<th>College of Agriculture and Life Sciences</th>
<th>Alumni</th>
<th>Parents</th>
<th>Faculty Staff</th>
<th>Other Individuals</th>
<th>Corporations</th>
<th>Foundations</th>
<th>Other Organizations</th>
<th>Year-to-date FY '17 Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$84,263</td>
<td>$17,172</td>
<td>$12,518</td>
<td>$105,448</td>
<td>$4,314,018</td>
<td>$157,522</td>
<td>$845,721</td>
<td>$6,636,661</td>
</tr>
<tr>
<td>College of Design</td>
<td>$18,374</td>
<td>$0</td>
<td>$1,028</td>
<td>$16,587</td>
<td>$9,600</td>
<td>$0</td>
<td>$2,000</td>
<td>$47,589</td>
</tr>
<tr>
<td>College of Education</td>
<td>$1,509,606</td>
<td>$40</td>
<td>$1,837</td>
<td>$625</td>
<td>$3,050</td>
<td>$25,000</td>
<td>$2,500</td>
<td>$1,542,658</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>$3,262,842</td>
<td>$14,681</td>
<td>$3,808</td>
<td>$912,111</td>
<td>$1,184,045</td>
<td>$1,522,993</td>
<td>$479,935</td>
<td>$7,380,415</td>
</tr>
<tr>
<td>College of Humanities &amp; Social Sciences</td>
<td>$31,141</td>
<td>$550</td>
<td>$1,799</td>
<td>$152,797</td>
<td>$3,680</td>
<td>$69,000</td>
<td>$0</td>
<td>$258,967</td>
</tr>
<tr>
<td>Poole College of Management</td>
<td>$33,538</td>
<td>$195</td>
<td>$1,366</td>
<td>$53,507</td>
<td>$162,399</td>
<td>$8,820</td>
<td>$37,863</td>
<td>$297,688</td>
</tr>
<tr>
<td>College of Natural Resources</td>
<td>$50,671</td>
<td>$1,275</td>
<td>$1,800</td>
<td>$122,142</td>
<td>$82,532</td>
<td>$0</td>
<td>$14,584</td>
<td>$273,004</td>
</tr>
<tr>
<td>College of Sciences</td>
<td>$90,438</td>
<td>$800</td>
<td>$8,357</td>
<td>$13,029</td>
<td>$99,906</td>
<td>$2,560</td>
<td>$5,000</td>
<td>$220,090</td>
</tr>
<tr>
<td>College of Textiles*</td>
<td>$10,751</td>
<td>$50</td>
<td>$2,342</td>
<td>$1,000</td>
<td>$15,250</td>
<td>$50,000</td>
<td>$0</td>
<td>$79,392</td>
</tr>
<tr>
<td>College of Veterinary Medicine</td>
<td>$14,634</td>
<td>$3,820</td>
<td>$2,610</td>
<td>$375,255</td>
<td>$155,772</td>
<td>$92,876</td>
<td>$25,396</td>
<td>$670,363</td>
</tr>
<tr>
<td>Alumni Association</td>
<td>$112,812</td>
<td>$499</td>
<td>$135</td>
<td>$2,175</td>
<td>$7,997</td>
<td>$100</td>
<td>$126</td>
<td>$123,844</td>
</tr>
<tr>
<td>DASA</td>
<td>$215,944</td>
<td>$11,087</td>
<td>$2,227</td>
<td>$1,748,778</td>
<td>$35,037</td>
<td>$6,065</td>
<td>$6,160</td>
<td>$2,025,298</td>
</tr>
<tr>
<td>Libraries</td>
<td>$56,204</td>
<td>$19,615</td>
<td>$3,487</td>
<td>$612,195</td>
<td>$16,327</td>
<td>$2,500</td>
<td>$0</td>
<td>$710,329</td>
</tr>
<tr>
<td>University-wide</td>
<td>$149,352</td>
<td>$42,512</td>
<td>$9,163</td>
<td>$57,117</td>
<td>$63,839</td>
<td>$3,775,711</td>
<td>$2,084</td>
<td>$4,099,778</td>
</tr>
<tr>
<td>Wolfpack Club/Athletics**</td>
<td>$4,974,012</td>
<td>$0</td>
<td>$33</td>
<td>$100</td>
<td>$37,795</td>
<td>$0</td>
<td>$0</td>
<td>$5,011,939</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$10,614,581</td>
<td>$112,295</td>
<td>$52,510</td>
<td>$4,172,867</td>
<td>$6,191,247</td>
<td>$5,713,147</td>
<td>$1,421,369</td>
<td>$28,278,016</td>
</tr>
</tbody>
</table>

* Includes gift information provided by the North Carolina Textiles Foundation
** Includes gift information provided by the NCSU Student Aid Association
<table>
<thead>
<tr>
<th>College of Agriculture and Life Sciences</th>
<th>Cash Gifts</th>
<th>Gifts-In-Kind</th>
<th>Matching Gifts</th>
<th>PG Life Income</th>
<th>Realized Bequests</th>
<th>Non-Governmental Grants</th>
<th>Year-to-date FY '17 Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Design</td>
<td>$5,199,622</td>
<td>$27,448</td>
<td>$4,924</td>
<td>$5,313</td>
<td>$0</td>
<td>$299,655</td>
<td>$5,536,661</td>
</tr>
<tr>
<td>College of Education</td>
<td>$38,724</td>
<td>$8,864</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$47,589</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>$1,541,658</td>
<td>$0</td>
<td>$1,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$1,542,658</td>
</tr>
<tr>
<td>College of Humanities &amp; Social Sciences</td>
<td>$6,367,745</td>
<td>$5,000</td>
<td>$34,256</td>
<td>$0</td>
<td>$906,209</td>
<td>$47,205</td>
<td>$7,380,416</td>
</tr>
<tr>
<td>Poole College of Management</td>
<td>$257,787</td>
<td>$0</td>
<td>$1,180</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$268,967</td>
</tr>
<tr>
<td>College of Natural Resources</td>
<td>$288,153</td>
<td>$0</td>
<td>$9,535</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$297,688</td>
</tr>
<tr>
<td>College of Sciences</td>
<td>$247,654</td>
<td>$0</td>
<td>$12,656</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$273,004</td>
</tr>
<tr>
<td>College of Textiles*</td>
<td>$213,665</td>
<td>$0</td>
<td>$6,425</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$220,090</td>
</tr>
<tr>
<td>College of Veterinary Medicine</td>
<td>$64,142</td>
<td>$15,000</td>
<td>$250</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$79,392</td>
</tr>
<tr>
<td>Alumni Association</td>
<td>$574,264</td>
<td>$11,300</td>
<td>$630</td>
<td>$0</td>
<td>$0</td>
<td>$84,169</td>
<td>$670,363</td>
</tr>
<tr>
<td>DASA</td>
<td>$121,941</td>
<td>$0</td>
<td>$1,903</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$123,844</td>
</tr>
<tr>
<td>Libraries</td>
<td>$273,959</td>
<td>$42,944</td>
<td>$11,740</td>
<td>$1,696,655</td>
<td>$0</td>
<td>$0</td>
<td>$2,025,288</td>
</tr>
<tr>
<td>University-wide</td>
<td>$78,712</td>
<td>$630,784</td>
<td>$833</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$710,329</td>
</tr>
<tr>
<td>Wolfpack Club/Athletics**</td>
<td>$4,080,113</td>
<td>$0</td>
<td>$9,365</td>
<td>$0</td>
<td>$10,300</td>
<td>$0</td>
<td>$4,099,778</td>
</tr>
<tr>
<td>Total</td>
<td>$4,974,945</td>
<td>$0</td>
<td>$36,995</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$5,011,939</td>
</tr>
</tbody>
</table>

* Includes gift information provided by the North Carolina Textiles Foundation
** Includes gift information provided by the NCSU Student Aid Association
Board of Trustees
Advancement Committee

Benny Suggs ‘69
RADM USN (ret)
Associate Vice Chancellor – Alumni Relations
Executive Director – NC State University Alumni Association

Thursday, November 17, 2016
Nationally, only 8% of alumni give back to their alma mater.

However, for those alumni that are members of their respective alumni association the percentage rises to over 25%.
At NC State that number is 43%
How are we engaging out alumni?
Engagement

NC State’s alumni population is rapidly changing

- Half of all living alumni have graduated since 1997
- Median age of all undergraduate alumni is 38 to 39
- Adding 8,000 to 9,000 new graduates each year
- Graduating classes are now over 45% female
- Expanding alumni base outside of NC (35% of population)
Engagement

Events June 1 through November 18, 2016

06.02.16  Austin, TX Alumni TopGolf event
06.05.16  Washington, DC Wolfpack Freshmen Welcome
06.26.16  Pacific Northwest Wolfpack Sunday Hike
06.28.16  Greensboro Networking Event
07.12.16  Greenville SC Networking Event
07.13.16  Columbia SC Networking Event
07.13.16  Myrtle Beach Networking Event
07.23.16  Portland Oregon 20th Annual Alumni Picnic
07.25.16  Orange County California Networking Event
07.28.16  Buncombe County Paint the Bell Tower Event
08.16.16  Wake County Carter Finley Event
08.25.16  Charlotte Network – Chancellor Event
09.06.16  Forever Club trip to Raffaldini Winery
09.10.16  Pittsburgh Network Annual Pig Pickin
09.12.16  Staney and Montgomery County Luncheon
09.15.16  Charlotte Network Happy Hour
09.26.16  Wake County Network: General Election Forum
10.05.16  Durham Network: Howl Back Celebration at Motorco
10.08.16  Seattle Alumni Network: Wolfpack Service Day
10.12.16  Entrepreneurs Network: Fall Happy Hour
11.09.16  Raleigh – Wolfpack Investor Network Fireside Chat
11.12.16  Austin, TX winery event with Chancellor
11.18.16  Morehead City, NC – CMAST Crystal Coast Oyster Roast
Engagement

Web

Facebook

Twitter

NC State Alumni Magazine
Engagement

STUDENT PROGRAMMING

Student Alumni Association (SAA)

JOIN SAA
GET A YEAR OF PROGRESS BENEFITS!

STUDENT AMBASSADORS (AASAP)

Mission Statement

The Student Ambassadors are enthusiastic, passionate students who help promote activities, events, and programs on campus. They are responsible for engaging with students, faculty, and staff to create a positive campus environment.

They work closely with the Student Development Office to plan and execute events and activities that enhance the student experience. The ambassadors are also responsible for representing the university at various external events and building relationships with alumni and other stakeholders.

The ambassadors are selected through a competitive application process and undergo training on communication, leadership, and event planning. They are expected to be role models for other students and to uphold the values and mission of the university.

Join the Student Alumni Association (SAA) for exclusive benefits and to stay connected with your alma mater.

Join the Student Alumni Association
For your chance to get these shirts plus three more!
Recognition and Awards

**CASE District III Awards**

**OUTSTANDING STUDENT ADVISOR 2016**
Josh Privette '13
Coordinator of Student and Young Alumni Programs

**OUTSTANDING STUDENT LEADER 2016**
Adam Armstrong '16
AASAP – Alumni Association Student Ambassador Program

**Earned 5 Excellence/Special Merit Awards**
Writing for the Web (2)
Illustration-Magazine Cover
Red & White for Life Blog
Homecoming Website

**Princeton Review**
Named a Top 25 Alumni Network
One of only 4 ACC universities and the only one in NC to be named
Brand Platform

- Outside agency contracted
- Audits conducted (brand, connections, competition, comparative)
- Stakeholder interviews
- Audience profiling
- Secondary Research
- Brand messaging platform
Brand Platform Messaging

We create powerful experiences to keep you connected to your NC State passions, prestige and memories. NC State University has played an important part in shaping who you are and will continue to be a part of your identity throughout your life. As a member of the alumni association, you gain exclusive benefits and rich opportunities to engage with your university and your peers. The NC State Alumni Association gives you inspiration to fuel your pride.
Alumni Association Campaign Support

- Expanded distribution of NC State Alumni Magazine
- Social media awareness
  - Facebook and Twitter
  - Information pushed out to Alumni Network pages
- Post-launch Campaign events
  - Chancellor and non-chancellor events
  - Prime locations in and out of North Carolina
  - First two planned for:
    Nov. 12th – Austin TX – Alumnus owned winery event
    Dec. 12th – Greensboro NC – Celebration at Revolution Mills
THANK YOU FOR YOUR SUPPORT!

HOWL BACK
NC State University

Committee Discussion

Central Major Gifts Overview

CALS Consumer Test Kitchen Naming Proposal
North Carolina State University

Naming Opportunities for the
College of Agriculture and Life Sciences Consumer Test Kitchen

Naming Opportunities Narrative

Consumers (including primary meal preparers and secondary food handlers) make food choices that impact the health and wellness of the family and community. NC State specialists traditionally have supported these choices through training field faculty to provide education. This initiative is designed to enhance and supplement the traditional extension channels. Through this initiative, it is proposed that existing space be renovated and outfitted with two model kitchens (wired for observation to conduct purchasing and handling). The space will also house a third teaching kitchen to instruct Extension Agents (4-H, FCS, Agriculture and Local Foods Coordinators) and EFNEP Program Assistants (in person), as well as consumers across the state (and nation) on how to use food to improve health and wellness via video and social media. Further, the Consumer Test Kitchen will allow for observation of consumer behaviors related to food, nutrition, and food safety. We will also construct a room for consumer focus groups, to gauge their self-reported attitudes and intentions as they relate to food handling, purchasing and preparation.

Facilities Description:
As an integral component of the NC Safe Plates at Home program, we aim to construct and maintain an on-site Consumer Test Kitchen. Model kitchens that mimic in-home environment will be constructed to allow for research and extension related to consumer food behaviors. The kitchens will be used for data collection through consumer observation as well as delivery of consumer and industry education. The entire Consumer Test Kitchen will be constructed to include Internet streaming/video recording capabilities to facilitate rapid responses to food safety and nutrition issues direct to consumers and industry. Use of the Consumer Test Kitchen will also include in-person training for field faculty, consumers, and industry professionals. The 512 Brickhaven Drive Building is the planned site for the kitchen, as the building houses our Department of Agricultural and Human Sciences (the primary faculty for this project are located here).

An official NC State University Facility Naming Agreement will be executed for each of these areas and submitted for Trustee approval as donors are identified.

---

Supervising Dean/Dr. Richard Linton

Vice Chancellor for University Advancement, Brian Sischo

Vice Chancellor for Finance and Business, Scott Douglass

Date
10.27.16

Date
10.28.16
CALS Consumer Test Kitchen Naming Proposal

COST ESTIMATES BASED ON NCSU SCOPING STUDY COMPLETED JUNE 2016:

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Area</td>
<td>2,000 square feet (all areas are estimated)</td>
</tr>
<tr>
<td>Construction and Moving Costs</td>
<td>$343,000 (includes electrical, mechanical and plumbing)</td>
</tr>
<tr>
<td>Appliances</td>
<td>$12,000 (upfitting kitchens)</td>
</tr>
<tr>
<td>Additional Costs</td>
<td>$45,000 (Includes digitizing confidential files)</td>
</tr>
<tr>
<td>Total Cost of Consumer Test Kitchen</td>
<td>$400,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Operating Costs</td>
<td>$40,000 (Maintenance, Food Supplies, Facility/Course Management and Technical Support for Kitchen and NC Safe Plates at Home Program)</td>
</tr>
</tbody>
</table>

PROPOSED NAMING AMOUNTS AND SPACES:

- **DONOR NAME** CALS Consumer Test Kitchen (2,000 square feet) $300,000
- **DONOR NAME** CALS Food Safety Teaching Kitchen (400 square feet) $50,000
- **DONOR NAME** CALS Kitchen Observation/Classroom (200 square feet incl. A/V) $35,000
- **DONOR NAME** CALS NC Safe Plates at Home Welcoming Lobby (200 square feet) $35,000
- **DONOR NAME** CALS Consumer Kitchens (2 available, 150 square feet each) $35,000 each
- **DONOR NAME** CALS NC Safe Plates at Home Food Storage (100 square feet) $25,000
- **DONOR NAME(S)** NC Safe Plates at Home Program Endowment and/or Annual Funds must generate $40,000 annually
CALL TO ORDER
Stan Kelly, Chair

ROLL CALL
Stan Kelly, Chair

READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT
Stan Kelly, Chair

1. CONSENT AGENDA

   A. Approval of September 15, 2016 Minutes (open & closed session)  
   B. Academic Degree Program Requests
      a. Request to Establish: B.S. in Agroecology and Sustainable Food Systems
      b. Request to Plan: Ph.D. in International Relations and Security
      c. Request to Discontinue: Master of Electrical Engineering
      d. Request to Discontinue: Master of Specialized Veterinary Medicine
   C. Conferral of Tenure Requests

2. REQUESTED ACTION

   A. Consideration of Campus Initiated Tuition Increase and Student Fees
      Presenters: Chancellor W. Randolph Woodson, Executive Vice Chancellor and Provost Warwick Arden and Vice Chancellor and Dean Michael Mullen

   B. Request for Authorization to Continue Centers/Institutes
      Presenter: Alan Rebar, Vice Chancellor for Research, Innovation & Economic Dev.
      a. Southeast Dairy Foods Research Center (SDFRC)
      b. Center for Research in Scientific Computation (CRSC)
      c. W.M. Keck Center for Behavioral Biology (CBB)

Denotes full Board approval required
3. REPORTS

A. December, 2016 Commencement Speaker (no materials)
   Presenter: Chancellor W. Randolph Woodson

B. Faculty Senate Report 7.3B
   Presenter: Jeannette Moore, Chair

C. Staff Senate Report 7.3C
   Presenter: Angkana Bode, Chair

D. Provost Update 7.3D
   Presenter: Warwick Arden, Executive Vice Chancellor and Provost
   a. Academic Programs Update
      • New Graduate Certificate in Special Education
      • 3+1 Textiles Master's Program (Memorandum of Understanding with Istanbul Technical Univ. & NC State College of Textiles)
      • Memorandum of Agreement for Dual Degree: Juris Doctor (from Campbell Univ.) and Master of Accounting (from NC State)
   b. Leadership and Program Review Update (no materials)
   c. Distinguished Professorship Update (no materials)
   d. Faculty Retention Report/Discussion (no materials)

4. CLOSED SESSION (Personnel Matters) TAB 7.4

5. RECONVENE OPEN SESSION

6. ADJOURN
CONSENT AGENDA ITEMS
The University Affairs Committee of the Board of Trustees of North Carolina State University met September 15, 2016 at 2:45 p.m. in the Winslow Hall Conference Room.

Members Present: Stan Kelly, Committee Chair
Tom Cabaniss
Jimmy Clark
Paul Nolan
Dewayne Washington
Jim Owens, Board Chair

Others Present: Randy Woodson
Warwick Arden
Angkana Bode
Eileen Goldgeier
Katie Graham
Marc Hoit
Louis Hunt
Calvin Jackson
Amy Jinnette
Sarah Lannom
Michael Lipitz
Linda McCabe Smith
Michael Mullen
Al Rebar
Roby Sawyers
Katharine Stewart
PJ Teal
Brad Trahan
Marie Williams
Deborah Yow

Chair Stan Kelly called the meeting to order. A quorum was present. He asked members and others in attendance to introduce themselves.

Chair Kelly 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, he proceeded with the committee agenda.

Committee Responsibilities and Plan of Work
Provost Arden provided a brief overview of the committee’s responsibilities as outlined in the Board of Trustees Bylaws 01.05.01 – Appendix 1, Section V. He noted that in an effort to maximize efficiency, the committee recently adopted a consent agenda format for items that have been through comprehensive vetting processes on campus, e.g., conferral of tenure requests and new academic programs.

In reference to the committee’s plan of work for the year, Chair Kelly explained that much of the committee’s work is prescribed by policy; however, he noted that utilization of the consent agenda would allow more time for small presentations on topics of interest, and encouraged input regarding such topics from members. Provost Arden shared some examples of topics that may be considered in the future including: Title IX, FLSA changes and the impact to the university, COACHE faculty satisfaction survey results, diversity initiatives, and post-tenure review.

Minutes
Chair Kelly asked if there were corrections to the July 13, 2016 University Affairs Committee open and closed session minutes. Hearing none, he declared the minutes stand as drafted.
**Requested Action**
Dr. Alan Rebar, Vice Chancellor for Research, Innovation and Economic Development, discussed requests to continue the following Centers, all of which have completed the required periodic review of activities in accordance with university regulations: Industry Research Programs in Forestry (IRPF), Center for Geospatial Analytics (CGA), and the Bioinformatics Research Center (BRC). Mr. Washington moved to approve the Center continuation requests as presented by Vice Chancellor Rebar. Mr. Clark seconded the motion. The motion carried.

**Reports**
The committee received several reports. First, the annual report on intercollegiate athletics, required per UNC policy, was introduced by Mike Mullen, Vice Chancellor and Dean of the Division of Academic and Student Affairs and delivered by Katie Sheridan Graham, Assistant Dean and Director of the Academic Support Program for Student Athletes. The report highlighted the profiles for admitted student-athletes including SAT/ACT scores and high school grade point averages; the student-athlete exceptions to the minimum course requirements set by the Board of Governors; the student-athlete profiles for admitted graduate student-athletes; information about the majors chosen by student-athletes; and NC State University practices that reinforce the integral connection between academics and athletics.

Senior Vice Provost Louis Hunt followed with his annual enrollment presentation. Several enrollment issues were discussed, including changes in overall graduate and undergraduate enrollment; academic quality of the incoming freshman cohort; and undergraduate student success data. The data presented showed that NC State’s Class of 2020 is the most academically prepared class ever admitted to the university. Over 26,000 applications were received for Fall 2016, which represented all North Carolina counties, 50 states, and over 119 countries. The incoming freshman class included 210 students that graduated as valedictorian or salutatorian in their high school class, over 560 children of alumni, and over 625 students that are the first in their family to attend college. Several new efforts intended to enhance student success were highlighted.

An update on Student Government activities was given by Paul Nolan. Some of the many initiatives underway include voter registration and engagement, promoting the It’s On Us education-based campaign to end sexual assault on college campuses, developing and hosting a series of town halls for the academic year and requiring diversity and cultural competency training for all Student Organization leaders.

In the Provost’s update the committee received information about the 2016-2017 faculty salary ranges. The ranges were derived from salary data extracted from the 2015 CUPA-HR and Oklahoma State faculty salary surveys and are specific to academic discipline and rank. Provost Arden shared data highlights relative to the ranges and NC State faculty members. He also provided an update on the Chancellor’s Faculty Excellence Program. At present, 12 of the 20 clusters have completed their hiring, bringing 56 of the possible 80 cluster hires to campus. Hires have been made in all 10 colleges and in about 40% of our academic departments. He noted that more information about the program can be found at facultyclusters.ncsu.edu.

A motion was made by Mr. Kelly to go into closed session 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. Cabaniss seconded the motion. The motion carried.

**Reconvene in Open Session**
After coming out of closed session, Chair Kelly announced the meeting in open session.

Mr. Washington moved to approve the personnel items discussed in Closed Session related to a head coach employment agreement and a non-salary compensation request. The motion was seconded by Mr. Cabaniss. The motion carried.

With no further business, Chair Kelly announced the meeting adjourned at 4:20 p.m.

Stan Kelly, Chair
UNIVERSITY OF NORTH CAROLINA
REQUEST TO ESTABLISH
A NEW DEGREE PROGRAM – ANY DELIVERY METHOD

Date: August 15, 2016

Constituent Institution: North Carolina State University (NC State)

Is the proposed program a joint degree program? Yes____ No X

Joint Partner campus ________________________________

Title of Authorized Program: Agroecology and Sustainable Food Systems Degree Abbreviation: B.S.

CIP Code (6-digit): 01.0308 Level: B X M ___ L ___ D ___

CIP Code Title: Agroecology and Sustainable Agriculture ________________________________

Does the program require one or more UNC Teacher Licensure Specialty Area Code? Yes____ No X

If master’s, is it a terminal master’s (i.e. not solely awarded en route to Ph.D.)? Yes____ No X

Proposed term to enroll first students in degree program: Term Spring Year 2017

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

Provide a brief statement from the university SACSCOC liaison regarding whether the new program is or is not a substantive change.

No, this proposed program does not constitute a substantive change as defined by SACS.

Identify the objective of this request (select one or more of the following)

☐ Launch new program on campus
☐ Launch new program online; Maximum percent offered online ________
  ☐ Program will be listed in UNC Online
  ☐ One or more online courses in the program will be listed in UNC Online
☐ Launch new site-based program (list new sites below; add lines as needed)
  ☐ Instructor present (off-campus delivery)
  ☐ Instructor remote (site-based distance education)

Site #1
North Carolina State University 100%
Raleigh, Wake County, NC 27695 (address, city, county, state)
(max. percent offered at site)
Supplies basic program information for UNC Academic Program Inventory (API) and UNC Online
Minimum credit hours required 120
Expected number of full-time terms to completion 8

Do the following sections of your previously submitted and approved Request to Plan document require any change or updated information? If yes, note the items and explain.
We responded to questions raised from the GA summary on June 27, 2016 and those questions and answers are included in Appendix A (Response to GA Summary #1) attached with this document.

<table>
<thead>
<tr>
<th>Review Status (Campus)</th>
<th>Yes X</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description and Purpose</td>
<td>Yes X</td>
<td>No</td>
</tr>
<tr>
<td>Student Demand</td>
<td>Yes X</td>
<td>No</td>
</tr>
<tr>
<td>Societal Demand</td>
<td>Yes X</td>
<td>No</td>
</tr>
<tr>
<td>Unnecessary Duplication</td>
<td>Yes</td>
<td>No X</td>
</tr>
<tr>
<td>Enrollment</td>
<td>Yes</td>
<td>No X</td>
</tr>
</tbody>
</table>

I. Program Requirements and Curriculum
A. Program Planning

1. List the names of institutions with similar degree programs regarded as high quality programs by the developers of the proposed program.

   1. Pennsylvania State University - Bachelors of Science (BS) in Agroecology, initiated 1996
   2. University of California (UC) Davis - BS in Sustainable Agriculture and Food Systems, initiated 2011
   3. University of Maine - BS in Sustainable Agriculture, Initiated 1988
   4. University of Missouri - BS in Agriculture with Sustainable Agriculture Concentration, initiated 2008-2009
   5. University of Montana - BS in Sustainable Food and Bioenergy Systems, initiated 2009
   6. University of Kentucky - BS in Sustainable Agriculture, initiated 2011
   7. University of Wyoming - BS in Agroecology, initiated 2004
   9. University of California (UC), Santa Cruz - BS in Environmental Studies, Concentration in Agroecology and Sustainable Agriculture, initiated in 2015, Sustainable Agriculture Apprentice program Initiated 1967 (oldest and most well-known apprenticeship program in sustainable agriculture in USA).

Nationwide, the two foremost sustainable agriculture undergraduate programs at Land-Grant Universities and ones that this proposed curriculum are modeled after are:
- UC Davis- Sustainable Agriculture and Food Systems, B.S. at University of California (UC), Davis and
2. List institutions visited or consulted in developing this proposal. Also discuss or append any consultants' reports or committee findings generated in planning the proposed program.

We consulted with program leaders of the following programs:

- Pennsylvania State University - BS in Agroecology
- University of California Davis - Bachelors of Science (BS) in Sustainable Agriculture and Food Systems, approved in 2011
- University of California, Santa Cruz - BS in Environmental Studies with Agroecology and Sustainable Agriculture concentration, Sustainable Agriculture Apprentice program initiated 1967 (oldest and most well known in USA).
- University of Missouri - BS in Agriculture with Sustainable Agriculture Concentration, initiated 2008-2009
- University of Kentucky - BS in Sustainable Agriculture, initiated 2011
- Washington State University - BS in Agricultural and Food Systems, Concentration in Organic Agriculture, initiated in 2007

Because we found the Sustainable Agriculture major at the University of Kentucky and the Sustainable Agriculture and Food Systems (SAFS) major at UC Davis to be of the highest quality and most similar to what we wanted to develop at NC State, we asked these program leaders to share their student enrollment listed below.

- The University of Kentucky has over 70 students enrolled in the Sustainable Agriculture undergraduate major after 5 years.
- UC Davis SAFS program leaders shared their yearly student enrollment data on Feb 5, 2016 which illustrates the growth of the program from when they began in 2011 until this current semester below.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No of students</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>enrolled in UC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Davis SAFS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>major*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note this does not include the number of transfer students

The consistent growth in the number of students in the UC Davis program is 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.

B. Admission. List the following:

1. Admissions requirements for proposed program (Indicate minimum requirements and general requirements).

Admission to this degree program will utilize the "common application" and general criteria set by admissions for NC State and the UNC System including:

- High school diploma or equivalent
- High School coursework must meet minimum course work (MCR), which includes:
  - Six course units in language, including four units in English emphasizing grammar, composition, and literature, and two units of a language other than English.
  - Four course units of mathematics, in any of the following combinations (It is recommended that prospective students take a mathematics course in the twelfth grade):
    - Algebra I and II, Geometry, and one unit beyond Algebra II,
    - Algebra I and II, and two units beyond Algebra II, or
    - Integrated Math I, II, and III, and one unit beyond Integrated Math III.
  - Three course units in science, including at least one unit in a life or biological science (for example, Biology), at least one unit in Physical Science (for example, Physical Science, Chemistry, Physics), and at least one laboratory course.
  - Two course units in social studies, including one unit in U.S. History, but an applicant who does not have the unit in U.S. History may be admitted on the condition that at least three semester hours in that subject will be passed by the end of the sophomore year.

Admission to this new degree program for incoming freshman and transfer students will meet the competitive standards for all programs at NC State University and applications will be reviewed utilizing a ‘holistic approach’
Tab 7.1B.a.  
Page 5

Request to Establish  
Form last updated 1/12/16  
Adopted 08/05/2016

including leadership, service activities, interest in the major, individual determination and others.

2. Documents to be submitted for admission (listing).
   • SAT or ACT plus Writing
   • High School transcript
   • Official college transcript(s) if applying as a transfer student

C. Degree requirements. List the following:

1. Total hours required. State requirements for Major, Minor, General Education, etc.

   This major will require 120 credit hours for its completion. The major requirements component of the major will require 88 credits. There will be three concentrations with an additional 32 credits that are focused within each concentration.

2. Other requirements (e.g. residence, comprehensive exams, thesis, dissertation, clinical or field experience, "second major," etc.).

   A 3-credit internship or research experience is required.

For graduate programs only, please also answer the following:
   NA- not a graduate program
3. – 7. NA

3. Proportion of required program courses open only to graduate students

4. Grades required

5. Amount of transfer credit accepted

6. Language and/or research requirements

7. Any time limits for completion

D. For all programs, list existing courses by title and number and indicate (*) those that are required. Include an explanation of numbering system. List (under a heading marked "new") and describe new courses proposed.

   The Agroecology and Sustainable Food Systems proposed major will comprise 88 credits of core courses requirements (*) plus students will choose one of the three concentrations (Agroecology Research and Production, Community Food Systems, or Urban Horticulture) of 32 credits each. The new courses listed in the curriculum (CS/HS 410 and CS/HS 480) were approved by the NC State CALS and University Course and
Curriculum committees in fall 2015 and will commence being taught when this proposed major is initiated. See Format A and B as attachments

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALS 103</td>
<td>Freshman Transitions and Diversity in Agriculture &amp; Life Sciences</td>
<td>1</td>
</tr>
<tr>
<td>MA 107</td>
<td>Precalculus I</td>
<td>3</td>
</tr>
<tr>
<td>or MA 114</td>
<td>Introduction to Finite Mathematics with Applications</td>
<td></td>
</tr>
<tr>
<td>MA 121</td>
<td>Elements of Calculus</td>
<td>3</td>
</tr>
<tr>
<td>or MA 131</td>
<td>Calculus for Life and Management Sciences A</td>
<td></td>
</tr>
<tr>
<td>or MA 141</td>
<td>Calculus I</td>
<td></td>
</tr>
<tr>
<td>BIO 181</td>
<td>Introductory Biology: Ecology, Evolution, and Biodiversity</td>
<td>4</td>
</tr>
<tr>
<td>BIO 183</td>
<td>Introductory Biology: Cellular and Molecular Biology</td>
<td>4</td>
</tr>
<tr>
<td>or PB 200</td>
<td>Plant Life</td>
<td></td>
</tr>
<tr>
<td>CH 101</td>
<td>Chemistry - A Molecular Science</td>
<td>3</td>
</tr>
<tr>
<td>CH 102</td>
<td>General Chemistry Laboratory</td>
<td>1</td>
</tr>
<tr>
<td>AEC/PB 360</td>
<td>Ecology</td>
<td>4</td>
</tr>
<tr>
<td>COM 110</td>
<td>Public Speaking</td>
<td>3</td>
</tr>
<tr>
<td>or COM 112</td>
<td>Interpersonal Communication</td>
<td></td>
</tr>
<tr>
<td>ENG 331</td>
<td>Communication for Engineering and Technology, or Communication for Business and Management, or Communication for Science and Research, or AEE 311 Communication Methods and Media</td>
<td>3</td>
</tr>
<tr>
<td>HS 290</td>
<td>Horticulture Careers and Opportunities</td>
<td>1</td>
</tr>
<tr>
<td>or CS 290</td>
<td>Professional Development</td>
<td></td>
</tr>
<tr>
<td>CS 492/3</td>
<td>Internship or Research</td>
<td>3</td>
</tr>
<tr>
<td>or HS 492/3</td>
<td>Internship or Research</td>
<td></td>
</tr>
<tr>
<td>CS 230</td>
<td>Introduction to Agroecology</td>
<td>3</td>
</tr>
<tr>
<td>CS 415</td>
<td>Integrated Pest Management</td>
<td>3</td>
</tr>
<tr>
<td>CS 430</td>
<td>Advanced Agroecology</td>
<td>4</td>
</tr>
<tr>
<td>New courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CS/HS 410</td>
<td>Community Food Systems</td>
<td>3</td>
</tr>
<tr>
<td>CS/HS 480</td>
<td>Sustainable Food Production (capstone)</td>
<td>1</td>
</tr>
<tr>
<td>ARE 201</td>
<td>Introduction to Agricultural &amp; Resource Economics</td>
<td>3</td>
</tr>
<tr>
<td>SSC 200</td>
<td>Soil Science</td>
<td>3</td>
</tr>
<tr>
<td>SSC 201</td>
<td>Soil Science Laboratory</td>
<td>1</td>
</tr>
<tr>
<td>Course</td>
<td>Course Description</td>
<td>Credits</td>
</tr>
<tr>
<td>--------</td>
<td>--------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>STS 323</td>
<td>World Population and Foods Prospects</td>
<td>3</td>
</tr>
<tr>
<td>SSC/HS 427</td>
<td>Biological Approaches to Sustainable Soil Systems or</td>
<td>3</td>
</tr>
<tr>
<td>or SSC 332</td>
<td>Environmental Soil Microbiology</td>
<td></td>
</tr>
<tr>
<td>SOC 241</td>
<td>Sociology of Agriculture and Rural Societies</td>
<td></td>
</tr>
<tr>
<td>SSC/HS 428</td>
<td>Service-Learning in Urban Agricultural Systems</td>
<td>1</td>
</tr>
<tr>
<td>IDS 201</td>
<td>Environmental Ethics</td>
<td>3</td>
</tr>
<tr>
<td>or IDS 211</td>
<td>Eating through American History or</td>
<td></td>
</tr>
<tr>
<td>or IDS 303</td>
<td>Humans and the Environment</td>
<td></td>
</tr>
<tr>
<td>ENG 101</td>
<td>Academic Writing and Research</td>
<td>4</td>
</tr>
<tr>
<td>Humanities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GEP</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Additional Breadth</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Free electives</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Health and Exercise Studies</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Foundational electives specific to each concentration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restrictive electives specific to each concentration</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Agroecology Research and Production Concentration:**

**Group 1:**
- CH 220  Introductory Organic Chemistry                           4
- CH 221  Organic Chemistry I                                        3
- and CH 222  Organic Chemistry I Lab                               1

**Group 2:**
- CS 213  Crops Adaptation and Production                           4
- HS 431  Vegetable Production                                       4

**Group 3:**
- PY 131  Conceptual Physics                                         4
- PY 211  College Physics 1                                            4
- ST 311  Introduction to Statistics                                 3
- AEC 380  Water Resources: Global Issues in Ecology, Policy, Management, and Advocacy | 3
- AEC 400  Applied Ecology                                            3
- ANS 150  Introduction to Animal Science                             3
- ANS 408  Small Ruminant Management                                 3
- BAE 442  Systems Approach to Agricultural and Environmental Issues | 3
- BIO 165  Introduction to Environmental Research                    5
- CH 223  Organic Chemistry II                                       3
- CH 224  Organic Chemistry II lab                                   1
- CS 211  Plant Genetics                                              3


<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS 213</td>
<td>Crops Adaptation and Production</td>
<td>4</td>
</tr>
<tr>
<td>CS 224</td>
<td>Seeds, Biotechnology and Societies</td>
<td>3</td>
</tr>
<tr>
<td>CS 312</td>
<td>Grassland Management for Natural Resources</td>
<td>3</td>
</tr>
<tr>
<td>CS 411</td>
<td>Crop Ecology</td>
<td>3</td>
</tr>
<tr>
<td>CS/SSC 462</td>
<td>Soil-Crop Management Systems</td>
<td>3</td>
</tr>
<tr>
<td>ENT 203</td>
<td>An Introduction to the Honey Bee and Beekeeping</td>
<td>3</td>
</tr>
<tr>
<td>ENT 425</td>
<td>General Entomology</td>
<td>4</td>
</tr>
<tr>
<td>ENT 526</td>
<td>Organic Agriculture: Principles and Practices</td>
<td>3</td>
</tr>
<tr>
<td>ES 200</td>
<td>Climate Change and Sustainability</td>
<td>3</td>
</tr>
<tr>
<td>ES 300</td>
<td>Energy and Environment</td>
<td>3</td>
</tr>
<tr>
<td>ET 203</td>
<td>Pollution Prevention</td>
<td>1</td>
</tr>
<tr>
<td>FOR 220</td>
<td>Urban and Community Forestry</td>
<td>3</td>
</tr>
<tr>
<td>FW 221</td>
<td>Conservation of Natural Resources</td>
<td>3</td>
</tr>
<tr>
<td>FSA/FS 520</td>
<td>Pre-Harvest Food Safety</td>
<td>3</td>
</tr>
<tr>
<td>FSA/530</td>
<td>Post-Harvest Food Safety</td>
<td>3</td>
</tr>
<tr>
<td>HS 201</td>
<td>World of Horticulture: Principles and Practice</td>
<td>3</td>
</tr>
<tr>
<td>HS 431</td>
<td>Vegetable Production</td>
<td>4</td>
</tr>
<tr>
<td>HS 432</td>
<td>Permaculture</td>
<td>3</td>
</tr>
<tr>
<td>HS 451</td>
<td>Plant Nutrition</td>
<td>3</td>
</tr>
<tr>
<td>HS 462</td>
<td>Post Harvest Physiology</td>
<td>3</td>
</tr>
<tr>
<td>HS 472</td>
<td>Horticulture Business Administration and Management</td>
<td>3</td>
</tr>
<tr>
<td>MEA 150</td>
<td>Environmental Issues in Water Resources</td>
<td>4</td>
</tr>
<tr>
<td>PB 345</td>
<td>Economic Botany</td>
<td>3</td>
</tr>
<tr>
<td>PB 346</td>
<td>Economic Botany Lab</td>
<td>1</td>
</tr>
<tr>
<td>PP 315</td>
<td>Principles of Plant Pathology</td>
<td>4</td>
</tr>
<tr>
<td>PP 318</td>
<td>Forest Pathology</td>
<td>3</td>
</tr>
<tr>
<td>SSC 341</td>
<td>Soil Fertility and Fertilizers</td>
<td>3</td>
</tr>
<tr>
<td>SSC 342</td>
<td>Soil Fertility Laboratory</td>
<td>1</td>
</tr>
<tr>
<td>SSC 461</td>
<td>Soil Physical Properties and Plant Growth</td>
<td>3</td>
</tr>
</tbody>
</table>

**Community Food Systems Concentration:**

**Group 1:**
- NTR 220 Food and Culture 3
- NTR 420 Community Nutrition 4
- SOC 311 Community Relationships 3

**Group 2:**
- GPH 201 Fundamentals of Global Public Health 3
- NTR 301 Introduction to Human Nutrition 3
- STS 214 Introduction to Science, Technology, and Society 3

---

Request to Establish
Form last updated 1/12/16
Adopted 08/05/2016
<table>
<thead>
<tr>
<th>Group 3:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>AEE 230</td>
<td>Introduction to Cooperative Extension</td>
<td>3</td>
</tr>
<tr>
<td>AEE 311</td>
<td>Communications Methods and Media</td>
<td>3</td>
</tr>
<tr>
<td>NPS 340</td>
<td>Fundamentals of Grant Development for Nonprofits</td>
<td></td>
</tr>
<tr>
<td>AEE 311</td>
<td>Communication Methods and Media</td>
<td></td>
</tr>
<tr>
<td>AEE 323</td>
<td>Leadership Development in Agriculture and Life Sciences</td>
<td>3</td>
</tr>
<tr>
<td>AEE 325</td>
<td>Planning and Delivering Non-Formal Education</td>
<td>3</td>
</tr>
<tr>
<td>AEE 434</td>
<td>Collaborative Leadership: Building Partnerships across</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Community Programs</td>
<td></td>
</tr>
<tr>
<td>ARE/EC 301</td>
<td>Intermediate Microeconomics</td>
<td>3</td>
</tr>
<tr>
<td>ARE 433</td>
<td>U.S. Agricultural Policy</td>
<td>3</td>
</tr>
<tr>
<td>ES 200</td>
<td>Climate Change and Sustainability</td>
<td>3</td>
</tr>
<tr>
<td>HS 201</td>
<td>World of Horticulture: Principles and Practices</td>
<td>3</td>
</tr>
<tr>
<td>HS 203</td>
<td>Home Food Production</td>
<td>3</td>
</tr>
<tr>
<td>HS 431</td>
<td>Vegetable Production</td>
<td>4</td>
</tr>
<tr>
<td>HS 432</td>
<td>Permaculture</td>
<td>3</td>
</tr>
<tr>
<td>IDS 201</td>
<td>Environmental Ethics</td>
<td>3</td>
</tr>
<tr>
<td>IDS 211</td>
<td>Eating through American History</td>
<td>3</td>
</tr>
<tr>
<td>IDS/NR 303</td>
<td>Humans and the Environment</td>
<td>3</td>
</tr>
<tr>
<td>NTR 220</td>
<td>Food and Culture</td>
<td>3</td>
</tr>
<tr>
<td>PB 215</td>
<td>Medicinal Plants</td>
<td>3</td>
</tr>
<tr>
<td>PB 345</td>
<td>Economic Botany</td>
<td>3</td>
</tr>
<tr>
<td>PB 346</td>
<td>Economic Botany Lab</td>
<td>1</td>
</tr>
<tr>
<td>SOC 342</td>
<td>International Development</td>
<td>3</td>
</tr>
<tr>
<td>SOC 350</td>
<td>Food and Society</td>
<td>3</td>
</tr>
<tr>
<td>SOC 402</td>
<td>Urban Sociology</td>
<td>3</td>
</tr>
</tbody>
</table>

**Urban Horticulture Concentration:**

<table>
<thead>
<tr>
<th>Group 1:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 200</td>
<td>Introduction to Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ANS/HS 215</td>
<td>Basic Agricultural Genetics</td>
<td>3</td>
</tr>
<tr>
<td>or CS 211</td>
<td>Plant Genetics</td>
<td>3</td>
</tr>
<tr>
<td>CH 220</td>
<td>Introductory Organic Chemistry</td>
<td>3</td>
</tr>
<tr>
<td>or CH 221</td>
<td>Organic Chemistry I</td>
<td>3</td>
</tr>
<tr>
<td>and CH 222</td>
<td>Organic Chemistry I Lab</td>
<td>1</td>
</tr>
<tr>
<td><strong>Group 2:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ARE 304</td>
<td>Agribusiness Management</td>
<td>3</td>
</tr>
<tr>
<td>ARE 306</td>
<td>Agricultural Law</td>
<td>3</td>
</tr>
<tr>
<td>HS 201</td>
<td>World of Horticulture: Principles and Practice</td>
<td>3</td>
</tr>
</tbody>
</table>
Undergraduate Level Course Numbering Should Be Assigned as Follows:

- 100-199 courses under the College of Agriculture and Life Sciences are offered by the Agricultural Institute and are designed to meet specific requirements of the Associate of Applied Science degree.
- 100-299 courses are intended primarily for freshman and sophomores [290-299 introductory seminars and special topics courses intended primarily for freshman or sophomores]
- 300-399 courses are intended primarily for juniors
- 400-499 courses are intended primarily for seniors [490-498 advanced undergraduate seminars and special topics courses; 499 advanced undergraduate research]

II. Faculty
A. (For undergraduate and master’s programs) List the names, ranks and home department of faculty members who will be directly involved in the proposed program. The official roster forms approved by SACSCOC may be submitted. For master’s programs, state or attach the criteria that faculty must meet in order to be eligible to teach graduate level courses at your institution.
The following two faculty members will serve as the main advisors and oversee the program as a whole.
Michelle Schroeder-Moreno
Associate Professor and Agroecology Minor and Concentration Advisor
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

The faculty listed below are involved in teaching core, foundational or restrictive elective courses in the proposed program.

<table>
<thead>
<tr>
<th>Name</th>
<th>Rank</th>
<th>Home Department/College</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jacklyn Bruce</td>
<td>Associate Professor</td>
<td>Agricultural and Extension Education</td>
</tr>
<tr>
<td>David Jones</td>
<td>Associate Professor</td>
<td>Agricultural and Extension Education</td>
</tr>
<tr>
<td>Mark Kistler</td>
<td>Associate Professor</td>
<td>Agricultural and Extension Education</td>
</tr>
<tr>
<td>Theodore Feitshans</td>
<td>Extension Professor</td>
<td>Agricultural and Resource Economics</td>
</tr>
<tr>
<td>Melissa Hendrickson</td>
<td>Lecturer</td>
<td>Agricultural and Resource Economics</td>
</tr>
<tr>
<td>Edward Kick</td>
<td>Professor</td>
<td>Agricultural and Resource Economics</td>
</tr>
<tr>
<td>Frederick Parker</td>
<td>Assistant Professor</td>
<td>Agricultural and Resource Economics</td>
</tr>
<tr>
<td>Roderick Rejesus</td>
<td>Associate Professor</td>
<td>Agricultural and Resource Economics</td>
</tr>
<tr>
<td>Tomislav Vukina</td>
<td>Professor</td>
<td>Agricultural and Resource Economics</td>
</tr>
<tr>
<td>Barry Godwin</td>
<td>Professor</td>
<td>Agricultural and Resource Economics</td>
</tr>
<tr>
<td>William Flowers</td>
<td>Professor</td>
<td>Animal Science</td>
</tr>
<tr>
<td>Jeannette Moore</td>
<td>Professor</td>
<td>Animal Science</td>
</tr>
<tr>
<td>Melissa Merrill</td>
<td>Associate Professor</td>
<td>Animal Science</td>
</tr>
<tr>
<td>David Derek Aday</td>
<td>Professor</td>
<td>Applied Ecology</td>
</tr>
<tr>
<td>Michael Burchell</td>
<td>Associate Professor</td>
<td>Biological and Agricultural Engineering</td>
</tr>
<tr>
<td>Scott Hale</td>
<td>Professor</td>
<td>Biological and Agricultural Engineering</td>
</tr>
<tr>
<td>Keith Edmisten</td>
<td>Professor</td>
<td>Crop and Soil Sciences</td>
</tr>
<tr>
<td>David Jordan</td>
<td>Professor</td>
<td>Crop and Soil Sciences</td>
</tr>
<tr>
<td>Susana Milla-Lewis</td>
<td>Associate Professor</td>
<td>Crop and Soil Sciences</td>
</tr>
<tr>
<td>Robert Patterson</td>
<td>Professor</td>
<td>Crop and Soil Sciences</td>
</tr>
<tr>
<td>Michelle Schroeder-Moreno</td>
<td>Associate Professor</td>
<td>Crop and Soil Sciences</td>
</tr>
<tr>
<td>Lori Unruh Snyder</td>
<td>Associate Professor</td>
<td>Crop and Soil Sciences</td>
</tr>
<tr>
<td>Name</td>
<td>Rank</td>
<td>Department</td>
</tr>
<tr>
<td>----------------------</td>
<td>----------------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td>Randy Wells</td>
<td>Professor</td>
<td>Crop and Soil Sciences</td>
</tr>
<tr>
<td>David Orr</td>
<td>Associate Professor</td>
<td>Entomology</td>
</tr>
<tr>
<td>David Tarpy</td>
<td>Professor</td>
<td>Entomology</td>
</tr>
<tr>
<td>Sarah Ash</td>
<td>Professor</td>
<td>Food, Bioprocessing and Nutrition Sciences</td>
</tr>
<tr>
<td>Natalie Cooke</td>
<td>Teaching Assistant Professor</td>
<td>Food, Bioprocessing and Nutrition Sciences</td>
</tr>
<tr>
<td>April Fogleman</td>
<td>Assistant Professor</td>
<td>Food, Bioprocessing and Nutrition Sciences</td>
</tr>
<tr>
<td>Lora Suzie Goodell</td>
<td>Associate Professor</td>
<td>Food, Bioprocessing and Nutrition Sciences</td>
</tr>
<tr>
<td>Lee-Ann Jaykus</td>
<td>Professor</td>
<td>Food, Bioprocessing and Nutrition Sciences</td>
</tr>
<tr>
<td>Hamid Ashrafi</td>
<td>Assistant Professor</td>
<td>Horticultural Science</td>
</tr>
<tr>
<td>Burton James</td>
<td>Associate Professor</td>
<td>Horticultural Science</td>
</tr>
<tr>
<td>William Fonteno</td>
<td>Professor</td>
<td>Horticultural Science</td>
</tr>
<tr>
<td>Christopher Gunter</td>
<td>Associate Professor</td>
<td>Horticultural Science</td>
</tr>
<tr>
<td>Helen Kraus</td>
<td>Assistant Professor</td>
<td>Horticultural Science</td>
</tr>
<tr>
<td>Elisabeth Meyer</td>
<td>Lecturer</td>
<td>Horticultural Science</td>
</tr>
<tr>
<td>Michael Parker</td>
<td>Associate Professor</td>
<td>Horticultural Science</td>
</tr>
<tr>
<td>Anne Spafford</td>
<td>Associate Professor</td>
<td>Horticultural Science</td>
</tr>
<tr>
<td>Sara Spayd</td>
<td>Professor</td>
<td>Horticultural Science</td>
</tr>
<tr>
<td>Chad Jordan</td>
<td>Teaching Associate Professor</td>
<td>Plant and Microbial Biology</td>
</tr>
<tr>
<td>Thomas Wentworth</td>
<td>Professor</td>
<td>Plant and Microbial Biology</td>
</tr>
<tr>
<td>David Benson</td>
<td>Professor</td>
<td>Plant Pathology</td>
</tr>
<tr>
<td>Howard David Shew</td>
<td>Professor</td>
<td>Plant Pathology</td>
</tr>
<tr>
<td>David Crouse</td>
<td>Associate Professor</td>
<td>Crop and Soil Sciences</td>
</tr>
<tr>
<td>Alexandria Graves</td>
<td>Associate Professor</td>
<td>Crop and Soil Sciences</td>
</tr>
<tr>
<td>John Havlin</td>
<td>Professor</td>
<td>Crop and Soil Sciences</td>
</tr>
<tr>
<td>Sarah Bowman</td>
<td>Associate Professor</td>
<td>Sociology and Anthropology</td>
</tr>
<tr>
<td>Toby L Parcel</td>
<td>Professor</td>
<td>Sociology and Anthropology</td>
</tr>
<tr>
<td>Melissa McHale</td>
<td>Associate Professor</td>
<td>Forestry and Environmental Resources</td>
</tr>
<tr>
<td>Sarah Warren</td>
<td>Associate Professor</td>
<td>Forestry and Environmental Resources</td>
</tr>
<tr>
<td>William Winner</td>
<td>Professor</td>
<td>Forestry and Environmental Resources</td>
</tr>
<tr>
<td>Thomas Wiggins</td>
<td>Lecturer</td>
<td>Interdisciplinary Studies</td>
</tr>
</tbody>
</table>

B. (For doctoral programs) List the names, ranks, and home department of each faculty member who will be directly involved in the proposed program. The official roster forms approved by SACSCOC may be submitted. Provide complete information on each faculty.
member's education, teaching and research experience, research funding, publications, and experience directing student research including the number of theses and dissertations directed. NA

C. Estimate the need for new faculty for the proposed program over the first four years. If the teaching responsibilities for the proposed program will be absorbed in part or in whole by the present faculty, explain how this will be done without weakening existing programs.

The Agroecology and Sustainable Food Systems major will share advising, assessment, recruitment and advertising, and teaching resources of the departments of Crop and Soil Sciences and Horticultural Science. Dr. Schroeder-Moreno currently directs the Agroecology Concentration in the Plant and Soil Sciences bachelor's degree in the department of Crop and Soil Sciences. This concentration will be replaced by the Agroecology and Sustainable Food Systems major. Dr. Schroeder-Moreno, in CS, will advise the students in the Agroecology Research and Production Concentration and Community Food Systems Concentration. Dr. Helen Kraus, in the department of Horticultural Science, will advise the students in the Urban Horticulture Concentration. No additional faculty members are anticipated to be required. Existing NC State faculty already teach the courses proposed in this major. No negative impact on teaching commitments for these faculty members is anticipated.

The two new courses needed for this degree program were developed and already approved in Fall 2015 by NC State college and university curriculum committees. The needed increase in instruction and the anticipated enrollment increases in the two departments with the Agroecology and Sustainable Food Systems major will not overload the existing faculty or courses. In fact, this new major will likely return course enrollments, and numbers of majors within each department to optimal levels. Student numbers in the degree programs in each department have decreased somewhat potentially due to the current degree offerings not meeting the needs of students interested in sustainable food production and food security issues.

D. Explain how the program will affect faculty activity, including course load, public service activity, and scholarly research.

Since most courses already exist, influence on faculty activities is anticipated to be minimal. Additionally, the popularity of this major and the unique ability of this program to attract new and non-traditional students to agricultural sciences as the service-learning experiences of students in this major will enrich our current programs and students in agriculture and related programs, as well and enhance visibility of NC State University.

The uniqueness of this program supported across two departments will foster increased teaching scholarship and research collaborations among faculty and students, as well as
engage the many public and private stakeholders that support various programs in each of these departments.

This program will also include a required internship or undergraduate research experience that will further enhance student skill set, awareness, and competitiveness for the various career possibilities available with an agroecology and sustainable food system degree. Undergraduate students will have numerous opportunities to engage with the various NC State faculty research and extension programs in agroecology and sustainable food systems, as well as with faculty at surrounding institutions (e.g., Duke, UNC Chapel Hill and NC Agricultural and Technical State University) that conduct collaborative research in this area with NC State faculty. Moreover the undergraduate research projects will reflect the highly multidisciplinary nature of agroecology and sustainable food systems and can enhance the scientific understanding and best practices of this field.

Students in this program will be exposed to service learning working with community partners through the agroecology and related courses as well as various experiential learning opportunities available through the Agroecology Education Farm near campus. These experiences in addition to the multidisciplinary curriculum will help strengthen community relationships and collaboration with the university as well as provide unique professional development opportunities and communication skills, especially with diverse audiences for students in the Agroecology and Sustainable Food Systems program.

III. **Delivery Considerations.** Provide assurances of the following (not to exceed 250 words per lettered item):

A. **Access** (online, site-based distance education, and off-campus programs). Students have access to academic support services comparable to services provided to on-campus students and appropriate to support the program, including admissions, financial aid, academic advising, delivery of course materials, and placement and counseling. **NA**

B. **Curriculum delivery** (online and site-based distance education only). The distance education technology to be used is appropriate to the nature and objectives of the program. The content, methods and technology for each online course provide for adequate interaction between instructor and students and among students. **NA**

C. **Faculty development** (online and site-based distance education only). Faculty engaged in program delivery receive training appropriate to the distance education technologies and techniques used. **NA**

D. **Security** (online and site-based distance education only). The institution authenticates and verifies the identity of students and their work to assure academic honesty/integrity.
The institution assures the security of personal/private information of students enrolled in online courses. NA

IV. Library
A. Provide a statement as to the adequacy of present library holdings for the proposed program to support the instructional and research needs of this program.

The present library holdings occurring at three different libraries at NC State (D.H. Hill, Hunt, and the Veterinary campus) are comprehensive in the various STEM, agricultural sciences, food security, and nutrition and food science areas and has maintained a comprehensive collection of text and peer review journals for these for many years. These will be more than adequate for supporting the implementation of the proposed degree program.

B. If applicable, state how the library will be improved to meet new program requirements for the next four years. The explanation should discuss the need for books, periodicals, reference material, primary source material, etc. What additional library support must be added to areas supporting the proposed program?

No additional library support is needed for the proposed program but continual evaluation and review of books, journals and other reference materials will occur to maintain and increase library holdings and address any new program requirement.

C. Discuss the use of other institutional libraries.

The NC State library currently has access to many other institutional libraries, which are sufficient for the proposed program.

V. Facilities and Equipment
A. Describe facilities available for the proposed program.

The Crop and Soil Sciences (CSS) and Horticultural Science (HS) departments have already contributed significant resources to the establishment of the classroom, greenhouse and field production spaces required to support the classroom-based and hands-on student learning activities of this degree program. Additionally, the education and research facilities at the Center for Environmental Farming Systems (CEFS, https://cefs.ncsu.edu/), one of the nation’s largest (over 2,000 acres) and most important centers for research, extension, and education in sustainable agriculture and community-based food systems, will be utilized by students in this major.

Another important resource for students in this new major will be the Agroecology Education Farm (http://agroecologyfarm.ncsu.edu/), a new 6 acre student farm and community educational center located near campus (~10 min) at the Lake Wheeler Field Station. The Agroecology Education Farm, directed by Dr. Schroeder-Moreno with an advisory board representing various faculty from the Crop and Soil Sciences, Horticultural
Science, Entomology, and Agriculture Education and Extension departments and staff from University Dining provides a critical resource for a diversity of students at NC State to learn about agroecology and sustainable food systems through hands-on education. This facility is helps students develop deeper engagement in research and community engagement throughout their curriculum. CEFS, the College of Agriculture and Life Sciences (CALS), and the Department of Crop and Soil Sciences at NC State has provided continued support for the development of this important facility and most recently, University Dining has added funding to develop season extension so that the Agroecology Education Farm can produce local food for NC State students in the cafeteria and bring Agroecology education to a greater number of students in an innovative way through their campus food.

In addition to the many field and greenhouse spaces, students in this proposed major will also have access to various high-quality classroom and laboratory spaces at NC State main campus. One of the unique classroom spaces is a SCALE-UP (or flipped classroom) located in the Department of Crop and Soil Sciences designed by Dr. Schroeder-Moreno and currently utilized by the agroecology courses. This SCALE-Up classroom intentionally shifts instruction to a student-centered model in which class time explores topics in greater depth and creates meaningful learning opportunities, while educational technologies such as online videos are used to deliver content outside of the classroom. Significant college and departmental resources have been put into this classroom to enhance technology and student learning.

B. Describe the effect of this new program on existing facilities and indicate whether they will be adequate, both at the commencement of the program and during the next decade.

The proposed program will have minimal impact on existing facilities in the HS and CSS departments and these are sufficient for the next decade.

C. Describe information technology and services available for the proposed program.

The departments of CSS and HS have sufficient information technology resources and services available to support the degree program’s establishment, marketing, and student support including web and print material design.

D. Describe the effect of this new program on existing information technology and services and indicate whether they will be adequate, both at the commencement of the program and during the next decade.

The proposed program will have minimal impact on existing information technology and services in the HS and CSS Departments and these are sufficient for the next decade.

VI. Administration
A. Describe how the proposed program will be administered, giving the responsibilities of each department, division, school, or college. Explain any inter-departmental or inter-unit administrative plans. Include an organizational chart showing the "location" of the proposed new program.

As a degree program at North Carolina State University, the Agroecology and Sustainable Food Systems major will be located on campus and administered by the Provost and Executive Vice Chancellor. As departments in the College of Agricultural and Life Sciences (CALS), the Dean and of the jointly by the departments of Crop and Soil Sciences (CSS) and Horticultural Science (HS) Drs. Schroeder-Moreno (CSS) and Kraus (HS) will be ultimately responsible for working collaboratively to advertise and recruit for the program, advise students and evaluate the program. Dr. Schroeder-Moreno (CSS) will be responsible for advising students in the Agroecology Research and Production and Community Food Systems concentrations and Dr. Kraus (HS) will be responsible for advising students in the Urban Horticulture concentration as illustrated below.
Organizational Flowchart for Oversight of the Proposed Agroecology and Sustainable Food Systems Bachelors of Science Degree.

- Chancellor, North Carolina State University
- Executive and Provost Vice Chancellor
- Vice Chancellor & Dean, Division of Academic and Student Affairs
- Dean and Associate Dean and Director of Academic Programs, College of Agricultural and Life Sciences (CALS)
  - Department Head, Crop and Soil Science (CSS)
  - Department Head, Horticultural Science (HS)
    - Undergraduate Coordinator with Dr. Schroeder-Moreno in CSS
    - Undergraduate Coordinator in HS
  - Agroecology Research and Production Concentration
  - Community Food Systems Concentration
  - Urban Horticulture Concentration

Illustrates the departments will work together on this proposed degree

B. For joint programs only, include documentation that, at minimum, the fundamental elements of the following institutional processes have been agreed to by the partners:

NA – this is not a joint program.

1. Admission process
2. Registration and enrollment process for students
3. Committee process for graduate students
4. Plan for charging and distributing tuition and fees
5. Management of transcripts and permanent records
6. Participation in graduation
7. Design of diploma
VII. Accreditation and Licensure

A. Where appropriate, describe how all licensure or professional accreditation standards will be met, including required practica, internships, and supervised clinical experiences.

NA

B. Indicate the names of all accrediting agencies normally concerned with programs similar to the one proposed. Describe plans to request professional accreditation.

NA

C. If the new degree program meets the SACSCOC definition for a substantive change, what campus actions need to be completed by what date in order to ensure that the substantive change is reported to SACSCOC on time?

Within one year after the program is approved and students are enrolled, an assessment plan will be put into place that will evaluate, annually, one of each of the following student learning outcomes:

- Demonstrate the ability to describe and evaluate agriculture and food systems that holistically, integrate social, environmental and economic perspectives using of understanding the parts and their interactions.
- Apply scientific reasoning and critical thinking to address sustainability challenges in real world problems in local and global agricultural and food systems.
- Demonstrate effective communication, leadership, and teamwork with diverse audiences and viewpoints gained through various experiential learning and community engagement opportunities.

Evidence of student’s abilities in each learning outcome will be collected from student projects in the Advanced Agroecology (CS 430), Sustainable Food Systems (CS/HS 410), and Sustainable Food Production Capstone (CS/HS 480) courses which have been identified as critical pathway courses. Evaluation of the strengths and areas for improvement in student’s performance will be used to define actions that need to be taken to improve the program.

D. If recipients of the proposed degree will require licensure to practice, explain how program curricula and title are aligned with requirements to “sit” for the licensure exam.

Not applicable.

VIII. Supporting Fields. Discuss the number and quality of lower-level and cognate programs for supporting the proposed degree program. Are other subject-matter fields at the proposing institution necessary or valuable in support of the proposed program? Is there needed improvement or expansion of these fields? To what extent will such improvement or expansion be necessary for the proposed program?
Request to Establish  
Form last updated 1/12/16  
Adopted 08/05/2016

All lower-level courses (MA, BIO, and CH), cognate programs (humanities, interdisciplinary studies, social sciences, and additional breadth), and subject-matter fields (entomology, plant pathology, plant biology, soil science, crop science, and horticultural science) are in place and sufficient for this degree program. It is not anticipated that the number of majors in this the Agroecology and Sustainable Food Systems degree will increase enrollments in any of these areas in a burdensome way. Only two new courses are required for the support of this degree:

- CS/HS 410 – Community Food Systems (CP) – 3 credits
- CS/HS 480 – Sustainable Food Production (capstone) (CP) – 1 credit

These two courses will be developed and taught by existing CS and HS faculty.

IX. Additional Information. Include any additional information deemed pertinent to the review of this new degree program proposal.

Not applicable.

X. Budget  
A. Complete and insert the Excel budget template provided showing incremental continuing and one-time costs required each year of the first four years of the program. Supplement the template with a budget narrative for each year. 
The budget excel sheet is attached

B. Based on the campus’ estimate of available existing resources or expected non-state financial resources that will support the proposed program (e.g., federal support, private sources, tuition revenue, etc.), will the campus:

1. Seek enrollment increase funds or other additional state appropriations (both one-time and recurring) to implement and sustain the proposed program? If so, please elaborate. 
   No. While enrollment growth funding is desirable, the program can be established and sustained via reallocation of College and department funds.

2. Require differential tuition supplements or program-specific fees? No If so, please elaborate.
   a. State the amount of tuition differential or program-specific fees that will be requested. 
      NA

   b. Describe specifically how the campus will spend the revenues generated. 
      NA
c. Does the campus request the tuition differential or program-specific fees be approved by the Board of Governors prior to the next Tuition and Fee cycle?
NA

C. If enrollment increase funding, differential tuition, or other state appropriations noted in the budget templates are not forthcoming, can the program still be implemented and sustained and, if so, how will that be accomplished? Letters of commitment from the Chancellor and/or Chief Academic Officer should be provided.

The College of Agriculture and Life Sciences (CALS) Academic Programs, the newly merged Department of Crop and Soil Sciences and the Department of Horticultural Science at NC State 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 support recruitment and development of program materials specifically for the proposed Agroecology and Sustainable Food Systems major.

The new course (CS/HS 410) will be taught by an existing faculty member with expertise in the field. Funding for developing and teaching CS/HS 410 will come from the existing CSS and HS budgets. The new course (CS/HS 480) will be taught by existing faculty and will create an overload for them.

XI. Evaluations Plans.
A. Criteria to be used to evaluate the quality and effectiveness of the program, including academic program student learning outcomes.

In addition to the assessment evaluation and actions required for SACS, the enrollment, number of applications, degrees awarded, SAT scores (total of math and verbal) and selectivity (admitted/applications) will be evaluated annually, and the degree program will be evaluated by the productivity standards defined by the Task Force for Review of Academic Programs after the eighth year.

B. Measures (metrics) to be used to evaluate the program (include enrollments, number of graduates, and student success).

Analysis of the number of enrollments, number of applications, degrees awarded, SAT scores (total of math and verbal) and selectivity (admitted/applications) will be used as the metrics of success of the program.

Page 21 of 22
C. The plan and schedule to evaluate the proposed new degree program prior to the completion of its fourth year of operation.

Annually, the program objectives and student learning outcomes will be evaluated. The performance metrics (as described in B) will be analyzed after the fourth and the eighth year. Additionally, once every 10 years, an external review of the degree program will be conducted by a team of peers as a part of each department's review.

XII. **Attachments.** Attach the final approved Request to Plan as the first attachment following this document.

*See attached Request to Plan and associated responses to GA summary*

This proposal to establish a new degree program has been reviewed and approved by the appropriate campus committees and authorities.

Chancellor: ________________________________ Date: __________________

Chancellor (Joint Partner Campus): __________________ Date: ________________
### SUMMARY OF ESTIMATED ADDITIONAL COSTS FOR PROPOSED PROGRAM

<table>
<thead>
<tr>
<th>INSTITUTION</th>
<th>NCSU</th>
<th>DATE</th>
<th>5-Aug-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program (CIP, Name, Level)</td>
<td>1.0308</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Degree(s) to be Granted</td>
<td>B.S.</td>
<td>Program Year</td>
<td>Year 1 (2017-2018)</td>
</tr>
<tr>
<td>Differential tuition requested per student per academic yr</td>
<td>no</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projected annual FTE students</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projected annual differential tuition</td>
<td></td>
<td>$0</td>
<td></td>
</tr>
<tr>
<td>Percent differential tuition for financial aid</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Differential tuition remainder</td>
<td></td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

### ADDITIONAL FUNDS REQUIRED - BY SOURCE

<table>
<thead>
<tr>
<th></th>
<th>Reallocation of Present Institutional Resources</th>
<th>Projected Differential Tuition</th>
<th>Enrollment Increase Funds</th>
<th>Other New Allocations (Identify)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPA/SPA Regular Salaries</td>
<td>$40,000.00</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>(Identify positions)</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
<tr>
<td>Social Security</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
<tr>
<td>State Retirement</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
<tr>
<td>Medical Insurance</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
<tr>
<td>Graduate Stipends</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
<tr>
<td>(Identify number, amount)</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
<tr>
<td>Supplies and Materials</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
<tr>
<td>(Identify)</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
<tr>
<td>Current Services</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
<tr>
<td>(Identify)</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
<tr>
<td>Travel</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
<tr>
<td>Communications</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
<tr>
<td>Printing and Binding</td>
<td>$3,000.00</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>Advertising</td>
<td>$3,000.00</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>Fixed Charges</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Outlay (Equipment)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Libraries</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
<td>$</td>
</tr>
<tr>
<td>TOTAL ADDITIONAL COSTS</td>
<td>$46,000.00</td>
<td>$</td>
<td>-</td>
<td>$</td>
<td>-</td>
</tr>
</tbody>
</table>

**Narrative:**

The College of Agriculture and Life Science and Departments of Crop and Soil Sciences and Horticultural Science will pool existing resources to support the recruitment efforts for this program, including development and printing of brochures, web pages and videos, and advertising.
### (SEMESTER-BY-SEMESTER CURRICULUM DISPLAY)


**Degree/Plan Title:** Agroecology and Sustainable Food Systems  **Concentration/Subplan Title:** Agroecology

**Research and Production Concentration**

**Plan SIS Code:**  **Subplan SIS Code:**  **New Degree Audit required?** (Y or N) Y

### FRESHMAN YEAR

<table>
<thead>
<tr>
<th>FALL SEMESTER</th>
<th>CREDITS</th>
<th>SPRING SEMESTER</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS 103 or ALS 103</td>
<td>1</td>
<td>BIO 183 Intro Biology: Cellular &amp; Molecular Bio or</td>
<td>4</td>
</tr>
<tr>
<td>BIO 181 Intro Biology: Ecol, Evol, Biodiversity</td>
<td>4</td>
<td>PB 200 Plant Life</td>
<td></td>
</tr>
<tr>
<td>ENG 101</td>
<td>4</td>
<td>MA 121 Elements of Calculus or</td>
<td>3-4</td>
</tr>
<tr>
<td>MA 107</td>
<td>3</td>
<td>MA 131 Calculus for Life and Management Sci A or</td>
<td></td>
</tr>
<tr>
<td>Foundation Elective(^1)</td>
<td>3</td>
<td>MA 141 Calculus 1 (4 crd)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>GEP Humanities Requirement(^2)</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>COM 110 Public Speaking or</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>COM 112 Interpersonal Communication</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>HESA 100 or 200 Health and Exercise Studies</td>
<td>1</td>
</tr>
</tbody>
</table>

**Total: 15**

### SOPHOMORE YEAR

<table>
<thead>
<tr>
<th>FALL SEMESTER</th>
<th>CREDITS</th>
<th>SPRING SEMESTER</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS 290 Professional Dev. in Plant and Soil Sci.</td>
<td>1</td>
<td>ARE 201 Intro to Agricultural &amp; Res Economics</td>
<td>3</td>
</tr>
<tr>
<td>CH 101 Chemistry - A Molecular Science</td>
<td>3</td>
<td>AEC/PB 360 Ecology</td>
<td>4</td>
</tr>
<tr>
<td>CH 102 General Chemistry Laboratory</td>
<td>1</td>
<td>SSC 200 Soil Science</td>
<td>3</td>
</tr>
<tr>
<td>CS 230 Intro to Agroecology (CP)</td>
<td>3</td>
<td>SSC 201 Soil Science Lab</td>
<td>1</td>
</tr>
<tr>
<td>IDS 201 Environmental Ethics or</td>
<td>3</td>
<td>Foundation Elective</td>
<td>4</td>
</tr>
<tr>
<td>IDS 211 Eating through American History or</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IDS 303 Humans and the Environment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GEP Humanities Requirement</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HESA 100 or 200 Health and Exercise Studies</td>
<td>1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total: 15**

### JUNIOR YEAR

<table>
<thead>
<tr>
<th>FALL SEMESTER</th>
<th>CREDITS</th>
<th>SPRING SEMESTER</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOC 241 Sociology of Ag. and Rural Soc.</td>
<td>3</td>
<td>CS 430 Advanced Agroecology (CP)</td>
<td>4</td>
</tr>
<tr>
<td>SSC/HS 427 Bio Approaches to Sust. Soil Sys. or SSC 332 Env. Soil Microbiology</td>
<td>3</td>
<td>SSC/HS 428 Service-Learning in Urban Ag Systems</td>
<td>1</td>
</tr>
<tr>
<td>CS/HS 410 Community Food Systems (CP)</td>
<td>3</td>
<td>STS 323 World Pop. and Food Prospects</td>
<td>3</td>
</tr>
<tr>
<td>Foundation Elective</td>
<td>4</td>
<td>Restricted Elective(^3)</td>
<td>3</td>
</tr>
<tr>
<td>ENG 331 Comm. for Engin. and Tech, ENG 332- Comm. for Bus. and Management, ENG 333 – Comm. for Sci and Research, or AEE 311- Comm. Meth. and Media</td>
<td>3</td>
<td>Restricted Elective</td>
<td>3</td>
</tr>
</tbody>
</table>

**Total: 16**

### SENIOR YEAR

<table>
<thead>
<tr>
<th>FALL SEMESTER</th>
<th>CREDITS</th>
<th>SPRING SEMESTER</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS/HS 480 Sustainable Food Prod. (capstone)</td>
<td>1</td>
<td>CS 415 Integrated Pest Management</td>
<td>3</td>
</tr>
<tr>
<td>Restricted Elective</td>
<td>3</td>
<td>GEP Additional Breadth(^4)</td>
<td>3</td>
</tr>
<tr>
<td>Restricted Elective</td>
<td>3</td>
<td>Restricted Elective</td>
<td>3</td>
</tr>
<tr>
<td>Restricted Elective</td>
<td>3</td>
<td>Restricted Elective</td>
<td>3</td>
</tr>
<tr>
<td>CS 492/493 Internship</td>
<td>3</td>
<td>Free Elective</td>
<td>3</td>
</tr>
</tbody>
</table>

**Total: 16**

**Total: 15**
Minimum Credit Hours Required for Graduation: 120

Major/Program Footnotes:

1. Foundational Electives (Must choose at least one course from each group)
   Group 1:
   - CH 220 – Introductory Organic Chemistry
   - CH 221 and CH 222 – Organic Chemistry I and Organic Chemistry I Lab
   Group 2:
   - CS 213 – Crops Adaptation and Production
   - HS 431 – Vegetable Production
   Group 3:
   - PY 131 – Conceptual Physics
   - PY 211 – College Physics 1
   - ST 311 – Introduction to Statistics

2. GEP Humanities Choose from the University approved GEP Humanities course list

3. Restricted Electives (Must choose at least one course from each group)
   - AEC 400 – Applied Ecology
   - ANS 150 – Introduction to Animal Science
   - ANS 408 – Small Ruminant Management
   - BAE 442 – Systems Approach to Agricultural and Environmental Issues
   - BIO 165 – Introduction to Environmental Research
   - AEC 380 – Water Resources: Global Issues In Ecology, Policy, Management, and Advocacy
   - CH 223 – Organic Chemistry II
   - CH 224 – Organic Chemistry II lab
   - CS 211 – Plant Genetics
   - CS 213 – Crops Adaptation and Production
   - CS 224 – Seeds, Biotechnology and Societies
   - CS 312 – Grassland Management for Natural Resources Conservation
   - CS 411 – Crop Ecology
   - CS/SSC 462 – Soil-Crop Management Systems
   - ENT 203 – An Introduction to the Honey Bee and Beekeeping
   - ES 200 – Climate Change and Sustainability
   - ES 300 – Energy and Environment
   - ET 203 – Pollution Prevention
   - ENT 425 – General Entomology
   - ENT 526 – Organic Agriculture: Principles and Practices,
   - FOR 220 – Urban and Community Forestry
   - FOR/FW 221 – Conservation of Natural Resources
   - FSA/FS 520 – Pre-Harvest Food Safety
   - FSA/530 – Post-Harvest Food Safety
   - HS 201 – World of Horticulture: Principles and Practice
   - HS 431 – Vegetable Production
   - HS 432 – Permaculture
   - HS 451 – Plant Nutrition
   - HS 462 – Post Harvest Physiology
   - HS 472 – Horticulture Business Administration and Management (course action in progress)
   - MEA 140 – Natural Hazards and Global Change
   - MEA 150 – Environmental Issues In Water Resources
   - PB 321 – Introduction to Whole Plant Physiology
   - PB 345 – Economic Botany
   - PB 346 – Economic Botany Lab
   - PP 315 – Principles of Plant Pathology
   - or PP 318 – Forest Pathology
   - SSC 341 – Soil Fertility and Fertilizers
   - SSC 342 – Soil Fertility Laboratory
   - SSC 461 – Soil Physical Properties and Plant Growth
*Additional GEP Breadth - Selected from the following checked University approved GEP course lists
## CURRICULUM REQUIREMENTS

### Format B

<table>
<thead>
<tr>
<th>Degree/Plan Title: Agroecology and Sustainable Food Systems</th>
<th>Plan SIS Code:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concentration/Subplan Title: Agroecology Research and Production Concentration</td>
<td>Subplan SIS Code:</td>
</tr>
<tr>
<td>New Degree Audit required? (Y or N)</td>
<td>Y</td>
</tr>
</tbody>
</table>

### Critical Path Courses
- Identify using the code (CP) which courses are considered critical path courses which represent specific major requirements that are predictive of student success in a given program/plan. Place the (CP) next to the credit hours for the course.

### MAJOR FIELD OF STUDY REQUIREMENTS:

<table>
<thead>
<tr>
<th>Required Courses/Groups/Electives</th>
<th>Credit Hours</th>
<th>GEP category, if applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicate if course or course groupings have a C-wall or MGPA requirement and which are considered Critical Path courses – Indicate with (CP) next to applicable course.</strong></td>
<td></td>
<td>List GEP category and hours satisfied by a Major requirement</td>
</tr>
<tr>
<td>MA 107 or MA 114</td>
<td>3</td>
<td>Mathematics (6 hours)</td>
</tr>
<tr>
<td>MA 121 or MA 131 or MA 141</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BIO 181</td>
<td>4</td>
<td>Natural Sciences (16 hours)</td>
</tr>
<tr>
<td>BIO 183 or PB 200</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>CH 101</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>CH 102</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>AEC/PB 360</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>COM 110 or COM 112</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ENG 331, 332, 333 or AEE 311</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>CS 290 – Professional Development</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>CS 492/3 or HS 492/3 – Internship or Research</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>CS 230 – Introduction to Agroecology (CP)</td>
<td>3</td>
<td>Interdisciplinary Perspectives and Global Knowledge (3 hours)</td>
</tr>
<tr>
<td>CS 415 – Integrated Pest Management</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>CS 430 – Advanced Agroecology (CP)</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>CS/HS 410 – Community Food Systems (CP)</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>CS/HS 480 – Sustainable Food Production (capstone) (CP)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>ARE 201</td>
<td>3</td>
<td>Social Science (3 credits)</td>
</tr>
<tr>
<td>SSC 200</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>SSC 201</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>STS 323 – World Population and Foods Prospects</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>SSC/HS 427 – Biological Approaches to Sustainable Soil Systems or SSC 332 Environmental Soil Microbiology</td>
<td>3</td>
<td>Social Science (3 credits)</td>
</tr>
<tr>
<td>SOC 241 – Sociology of Agriculture and Rural Societies</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>SSC/HS 428 – Service-Learning in Urban Agricultural Systems</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>IDS 201 – Environmental Ethics or IDS 211 – Eating through American History or IDS 303 – Humans and the Environment</td>
<td>3</td>
<td>Interdisciplinary Perspectives (3 hours) IDS 201 is also a GK</td>
</tr>
</tbody>
</table>

### Concentration Courses/Groups/Electives:
- Foundational electives: 11
- Restricted electives: 21

### Free Electives:
- 6

### Total credit hours under Major Field of Study:
- Minimum 27 hours required in program area: 104
## College Requirements:

**Orientation Course(s):**  
ALS 103 or  
CS 103  

**Other:**  

Total credit hours under College Requirements: 105

---

## NCSU General Education Program Requirements

Courses in the Major and/or Minor may also fulfill a General Education requirement; however, a GEP category may not be subsumed to require a specific course from the category list. Required courses must be listed in the Major/College requirements.

Specific courses should not be listed in any of the fields below other than ENG 101.

### General Education Program Requirements: Minimum 39-40 hrs

<table>
<thead>
<tr>
<th>Category</th>
<th>Credit Hours</th>
<th>How will the GEP requirement be met?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mathematical Sciences</strong></td>
<td>0</td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td>(At least 1 course with MA or ST prefix) Course(s) in the Major may double-count to satisfy this requirement and also satisfy either the Global Knowledge or U.S. Diversity co-requisites.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Natural Sciences</strong></td>
<td>0</td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td>(At least 1 lab course or course with a lab) Course(s) in the Major may double-count to satisfy this requirement and also satisfy either the Global Knowledge or U.S. Diversity co-requisites.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>English 101</strong></td>
<td>4</td>
<td>ENG 101</td>
</tr>
<tr>
<td>(C or better required)</td>
<td></td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td><strong>Humanities</strong></td>
<td>6</td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td>(Courses from two different disciplines) Course(s) in the Major may double-count to satisfy this requirement and also satisfy either the Global Knowledge or U.S. Diversity co-requisites.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Social Sciences</strong></td>
<td>0</td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td>(Courses from two different disciplines) Course(s) in the Major may double-count to satisfy this requirement and also satisfy either the Global Knowledge or U.S. Diversity co-requisites.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Additional Breadth</strong></td>
<td>3</td>
<td>(Choose statement 5 or 6)</td>
</tr>
<tr>
<td>(Choose approach that is different from the approach of the Major) Major/College requirements cannot be double-counted except in satisfying the Global Knowledge or U.S. Diversity co-requisites.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Interdisciplinary Perspectives</strong></td>
<td>0</td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td>(5 credits) Course(s) in the Major may double-count to satisfy this requirement and also satisfy either the Global Knowledge or U.S. Diversity co-requisites.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Health and Exercise Studies</strong></td>
<td>2</td>
<td>Choose course(s) from the University Approved GEP course list for this category.</td>
</tr>
<tr>
<td>(Including one Fitness and Wellness course)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total credit hours needed to complete GEP that are not satisfied as part of the Major/College requirements: 15

### GEP Co-Requisites:

**U.S. Diversity co-requisite**  
(USD)  
n/a

**Global Knowledge co-requisite**  
(GK)  
0

**Foreign Language Proficiency**  
n/a  
Proficiency at the FL_102 level required.
Foundational Electives (11 credits from the following, must choose one course from each group):

Group 1:
- CH 220 – Introductory Organic Chemistry
- CH 221 and CH 222 – Organic Chemistry I and Organic Chemistry I Lab

Group 2:
- CS 213 – Crops Adaptation and Production
- HS 431 – Vegetable Production

Group 3:
- PY 131 – Conceptual Physics
- PY 211 – College Physics I
- ST 311 – Introduction to Statistics

Restricted Electives (21 credits from the following, must choose at least 9 hours from 300 level courses or greater):

- AEC 400 – Applied Ecology
- ANS 150 – Introduction to Animal Science
- ANS 408 – Small Ruminant Management
- BAE 442 – Systems Approach to Agricultural and Environmental Issues
- BIO 165 – Introduction to Environmental Research
- CH 223 – Organic Chemistry II
- CH 224 – Organic Chemistry II lab
- CS 211 – Plant Genetics
- CS 213 – Crops Adaptation and Production
- CS 224 – Seeds, Biotechnology and Societies
- CS 312 – Grassland Management for Natural Resources Conservation
- CS 411 – Crop Ecology
- CS/SSC 462 – Soil-Crop Management Systems
- ENT 203 – An Introduction to the Honey Bee and Beekeeping
- ES 200 – Climate Change and Sustainability
- ES 300 – Energy and Environment
- ET 203 – Pollution Prevention
- ENT 425 – General Entomology
- ENT 526 – Organic Agriculture: Principles and Practices,
- FOR 220 – Urban and Community Forestry
- FOR/FW 221 – Conservation of Natural Resources
- FSA/FS 520 – Pre-Harvest Food Safety
- FSA/530 – Post-Harvest Food Safety
- HS 201 – World of Horticulture: Principles and Practice
- HS 431 – Vegetable Production
- HS 432 – Permaculture
HS 451 – Plant Nutrition
HS 462 – Post Harvest Physiology
HS 472 – Horticulture Business Administration and Management (course action in progress)
MEA 140 – Natural Hazards and Global Change
MEA 150 – Environmental Issues in Water Resources
PB 321- Introduction to Whole Plant Physiology
PB 345- Economic Botany
PB 346- Economic Botany Lab
PP 315 – Principles of Plant Pathology
  or PP 318 – Forest Pathology
SSC 341 – Soil Fertility and Fertilizers
SSC 342 – Soil Fertility Laboratory
SSC 461 – Soil Physical Properties and Plant Growth
(SEMESTER-BY-SEMESTER CURRICULUM DISPLAY)

**Indicate display status:** Current:  Proposed: X  Proposed Effective Semester: 1/2017

**Degree/Plan Title:** Agroecology and Sustainable Food Systems  **Concentration/Subplan Title:** Community Food Systems

| Plan SIS Code: | Subplan SIS Code: | New Degree Audit required? (Y or N) | Y |

**FRESHMAN YEAR**

<table>
<thead>
<tr>
<th>FALL SEMESTER</th>
<th>CREDITS</th>
<th>SPRING SEMESTER</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS 103 or ALS 103</td>
<td>1</td>
<td>BIO 183 Intro Biology: Cellular &amp; Molecular Bio or PB Plant Life</td>
<td>4</td>
</tr>
<tr>
<td>BIO 181 Intro Biology: Ecol, Evol, Biodiversity</td>
<td>4</td>
<td>MA 121 Elements of Calculus or MA 131 Calculus for Life and Management Sci A or MA 141 Calculus 1</td>
<td>1</td>
</tr>
</tbody>
</table>
| ENG 101 | 4 | GEP Humanities Requirement | 3-
| MA 107 | 3 | COM 110 Public Speaking or COM 112 Interpersonal Communication | 3 |
| Foundation Elective | 1 | HESA 100 or 200 Health and Exercise Studies | 1 |

**Total: 15**

**SOPHOMORE YEAR**

<table>
<thead>
<tr>
<th>FALL SEMESTER</th>
<th>CREDITS</th>
<th>SPRING SEMESTER</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS 290 Perspective in Horticultural Science</td>
<td>1</td>
<td>ARE 201 Intro to Agricultural &amp; Res Economics</td>
<td>3</td>
</tr>
<tr>
<td>CH 101 Chemistry - A Molecular Science</td>
<td>3</td>
<td>AEC/PB 360 Ecology</td>
<td>4</td>
</tr>
<tr>
<td>CH 102 General Chemistry Laboratory</td>
<td>1</td>
<td>SSC 200 Soil Science</td>
<td>3</td>
</tr>
<tr>
<td>CS 230 Intro to Agroecology (CP)</td>
<td>3</td>
<td>SSC 201 Soil Science Lab</td>
<td>1</td>
</tr>
<tr>
<td>IDS 201 Environmental Ethics or IDS 211 Eating through American History or IDS 303 Humans and the Environment</td>
<td>3</td>
<td>Foundation Elective</td>
<td>4</td>
</tr>
<tr>
<td>GEP Humanities Requirement</td>
<td>3</td>
<td>HESA 100 or 200 Health and Exercise Studies</td>
<td>1</td>
</tr>
</tbody>
</table>

**Total: 15**

**JUNIOR YEAR**

<table>
<thead>
<tr>
<th>FALL SEMESTER</th>
<th>CREDITS</th>
<th>SPRING SEMESTER</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOC 241 Sociology of Ag. and Rural Soc.</td>
<td>3</td>
<td>CS 430 Advanced Agroecology (CP)</td>
<td>4</td>
</tr>
<tr>
<td>SSC/HS 427 Bio Approaches to Sust. Soil Sys. or SSC 332 Env. Soil Microbiology</td>
<td>3</td>
<td>SSC/HS 428 Service-Learning in Urban Ag Systems</td>
<td>1</td>
</tr>
<tr>
<td>CS/HS 410 Community Food Systems (CP)</td>
<td>3</td>
<td>STS 323 World Pop. and Food Prospects</td>
<td>3</td>
</tr>
<tr>
<td>Foundation Elective</td>
<td>4</td>
<td>Restricted Elective</td>
<td>3</td>
</tr>
<tr>
<td>ENG 331 Comm. for Engineering and Technology, ENG 332- Comm. for Business and Management, ENG 333 – Comm. for Sci and Research, or AEE 311- Comm. Methods and Media</td>
<td>3</td>
<td>Restricted Elective</td>
<td>3</td>
</tr>
</tbody>
</table>

**Total: 16**

**SENIOR YEAR**

<table>
<thead>
<tr>
<th>FALL SEMESTER</th>
<th>CREDITS</th>
<th>SPRING SEMESTER</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS/HS 480 Sustainable Food Prod. (capstone)</td>
<td>1</td>
<td>CS 415 Integrated Pest Management</td>
<td>3</td>
</tr>
<tr>
<td>Restricted Elective</td>
<td>3</td>
<td>GEP Additional Breadth</td>
<td>3</td>
</tr>
<tr>
<td>Restricted Elective</td>
<td>3</td>
<td>Restricted Elective</td>
<td>3</td>
</tr>
<tr>
<td>Restricted Elective</td>
<td>3</td>
<td>Restricted Elective</td>
<td>3</td>
</tr>
<tr>
<td>CS 492/493 Internship</td>
<td>3</td>
<td>Free Elective</td>
<td>3</td>
</tr>
<tr>
<td>-----------------------</td>
<td>---</td>
<td>---------------</td>
<td>---</td>
</tr>
<tr>
<td>Free Elective</td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Minimum Credit Hours Required for Graduation: 120

Major/Program Footnotes:

1. Foundational Electives (Must choose at least one course from each group)

   **Group 1:**
   - NTR 220 – Food and Culture,
   - NRT 420 – Community Nutrition,
   - SOC 311 – Community Relationships

   **Group 2:**
   - GPH 201 – Fundamentals of Global Public Health,
   - NTR 301 – Introduction to Human Health,
   - STS 214 – Introduction to Science, Technology, and Society

   **Group 3:**
   - AEE 206 – Introduction to Teaching Agriculture,
   - AEE 230 – Introduction to Cooperative Extension,
   - AEE 311 – Communications Methods and Media,
   - NPS 340 – Fundamentals of Grant Development for Nonprofits

2. GEP Humanities Choose from the University approved GEP Humanities course list

3. Restricted Electives (21 credits from the following, must choose at least 9 hours from 300 level courses or greater):

   - AEE 311 – Communication Methods and Media,
   - AEE 323 – Leadership Development in Agriculture and Life Sciences,
   - AEE 325 – Planning and Delivering Non-Formal Education,
   - AEE 434 – Collaborative Leadership: Building Partnerships across Community Programs,
   - ARE/CC 301 – Intermediate Microeconomics,
   - ARE 433 – U.S. Agricultural Policy,
   - ES 200 – Climate Change and Sustainability,
   - HS 201 – World of Horticulture: Principles and Practices,
   - HS 203 – Home Food Production,
   - HS 431 – Vegetable Production,
   - HS 432 – Permaculture,
   - IDS 201 – Environmental Ethics,
   - IDS 211 – Eating through American History,
   - IDS/NR 303 – Humans and the Environment,
   - NTR 220 – Food and Culture,
   - PB 215 – Medicinal Plants,
   - PB 321 – Introduction to Whole Plant Physiology,
   - PB 345 – Economic Botany,
   - PB 346 – Economic Botany Lab,
   - SOC 342 – International Development,
   - SOC 350 – Food and Society,
   - SOC 402 – Urban Sociology

4. Additional Breadth – Selected from the University approved GEP course lists
## CURRICULUM REQUIREMENTS

**Format B**

<table>
<thead>
<tr>
<th>Degree/Plan Title: Agroecology and Sustainable Food Systems</th>
<th>Plan SIS Code:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concentration/Subplan Title: Community Food Systems</td>
<td>Subplan SIS Code:</td>
</tr>
</tbody>
</table>

**Indicate requirements status:**
- Current: 
- Proposed: X
- Proposed Effective Semester: 1/2017

**New Degree Audit required?** (Y or N) Y

**Critical Path Courses** - Identify using the code (CP) which courses are considered critical path courses which represent specific major requirements that are predictive of student success in a given program/plan. Place the (CP) next to the credit hours for the course.

### MAJOR FIELD OF STUDY REQUIREMENTS:

<table>
<thead>
<tr>
<th>Required Courses/Groups/Electives</th>
<th>Credit Hours</th>
<th>GEP category, if applicable</th>
<th>List GEP category and hours satisfied by a Major requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicate if course or course groupings have a C-wall or MGPA requirement and which are considered Critical Path courses – indicate with (CP) next to applicable course.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MA 107 or MA 114</td>
<td>3</td>
<td></td>
<td>Mathematics (6 hours)</td>
</tr>
<tr>
<td>MA 121 or MA 131 or MA 141</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BIO 181</td>
<td>4</td>
<td></td>
<td>Natural Sciences (16 hours)</td>
</tr>
<tr>
<td>BIO 183 or PB 200</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CH 101</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CH 102</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AEC/PB 360</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COM 110 or COM 112</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENG 331, 332, 333 or AEE 311</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HS 290 or CS 290 – Professional Development</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CS 492/3 or HS 492/3 – Internship or Research</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CS 230 – Introduction to Agroecology (CP)</td>
<td>3</td>
<td>Interdisciplinary Perspectives and Global Knowledge (3 hours)</td>
<td></td>
</tr>
<tr>
<td>CS 415 – Integrated Pest Management</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CS 430 – Advanced Agroecology (CP)</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HS/CS 410 – Community Food Systems (CP)</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CS/HS 480 – Sustainable Food Production (capstone) (CP)</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ARE 201</td>
<td>3</td>
<td>Social Science (3 credits)</td>
<td></td>
</tr>
<tr>
<td>SSC 200</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SSC 201</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>STS 323 – World Population and Foods Prospects</td>
<td>3</td>
<td>Social Science (3 credits)</td>
<td></td>
</tr>
<tr>
<td>SSC/HS 427 – Biological Approaches to Sustainable Soil Systems or</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SSC 332 Environmental Soil Microbiology</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SOC 241 – Sociology of Agriculture and Rural Societies</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SSC/HS 428 – Service-Learning in Urban Agricultural Systems</td>
<td>1</td>
<td>Interdisciplinary Perspectives (3 hours)</td>
<td></td>
</tr>
<tr>
<td>IDS 201 – Environmental Ethics or</td>
<td>3</td>
<td>IDS 201 is also a GK</td>
<td></td>
</tr>
<tr>
<td>IDS 211 – Eating through American History or</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IDS 303 – Humans and the Environment</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Concentration Courses/Groups/Electives:

- Foundational electives
- Restricted electives

### Free Electives:

- 6
| **Total credit hours under Major Field of Study:** | 104 |
| **Minimum 27 hours required in program area.** | |
| **COLLEGE REQUIREMENTS:** | |
| **Orientation Course(s):** | 1 |
| ALS 103 or CS 103 | |
| **Other:** | |
| **ALS 103 counts for Diversity** | |
| **Total credit hours under College Requirements:** | 105 |

**NCSU GENERAL EDUCATION PROGRAM REQUIREMENTS**

Courses in the Major and/or Minor may also fulfill a General Education requirement; however, a GEP category may not be subset to require a specific course from the category list. Required courses must be listed in the Major/College requirements.

Specific courses should not be listed in any of the fields below other than ENG 101.

<table>
<thead>
<tr>
<th>General Education Program Requirements:</th>
<th>Credit hours</th>
<th>How will the GEP requirement be met?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mathematical Sciences</strong> (6 credits) (At least 1 course with MA or ST prefix) Course(s) in the Major may double-count to satisfy this requirement and also satisfy either the Global Knowledge or U.S. Diversity co-requisites.</td>
<td>0</td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td><strong>Natural Sciences</strong> (At least 1 lab course or course with a lab) Course(s) in the Major may double-count to satisfy this requirement and also satisfy either the Global Knowledge or U.S. Diversity co-requisites.</td>
<td>0</td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td><strong>English 101 (C- or better required)</strong> (4 credits)</td>
<td>4</td>
<td>ENG 101</td>
</tr>
<tr>
<td><strong>Humanities</strong> (Courses from two different disciplines) Course(s) in the Major may double-count to satisfy this requirement and also satisfy either the Global Knowledge or U.S. Diversity co-requisites.</td>
<td>6</td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td><strong>Social Sciences</strong> (Courses from two different disciplines) Course(s) in the Major may double-count to satisfy this requirement and also satisfy either the Global Knowledge or U.S. Diversity co-requisites.</td>
<td>0</td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td><strong>Additional Breadth</strong> (Choose approach that is different from the approach of the Major) Major/College requirements cannot satisfy this requirement and an A8 course cannot be double-counted except in satisfying the Global Knowledge or U.S. Diversity co-requisites.</td>
<td>3</td>
<td>(Choose statement 5 or 6)</td>
</tr>
<tr>
<td><strong>Interdisciplinary Perspectives</strong> (Courses in the Major may double-count to satisfy this requirement and also satisfy either the Global Knowledge or U.S. Diversity co-requisites.</td>
<td>0</td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td><strong>Health and Exercise Studies</strong> (Including one Fitness and Wellness course)</td>
<td>2</td>
<td>Choose course(s) from the University Approved GEP course list for this category.</td>
</tr>
</tbody>
</table>

**Total credit hours needed to complete GEP that are not satisfied as part of the Major/College requirements.**

| 15 |

**GEP Co-Requisites:**

| **U.S. Diversity co-requisite** (USD) | n/a |
| **Global Knowledge co-requisite** (GK) | 0 |
| **Foreign Language Proficiency** | n/a |

Proficiency at the FL_102 level required.
The following requirements must be satisfied within the College/Program:

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Satisfied by</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication in the Major (Advanced Communication)</td>
<td>X</td>
<td>Satisfied by College/Program Requirements</td>
</tr>
<tr>
<td>Technology Fluency</td>
<td>X</td>
<td>Satisfied by College/Program Requirements</td>
</tr>
</tbody>
</table>

Total credit hours required to complete Degree: Total must be within 120-128 credit hours.

120 As applicable, indicate here the overall GPA requirement for degree completion including course completion.

Foundational Electives (11 credits from the following, must choose at least one course from each group):

Group 1:
- NTR 220 – Food and Culture
- NRT 420 – Community Nutrition
- SOC 311 – Community Relationships

Group 2:
- GPH 201 – Fundamentals of Global Public Health,
- NTR 301 – Introduction to Human Nutrition,
- STS 214 – Introduction to Science, Technology, and Society

Group 3:
- AEE 206 – Introduction to Teaching Agriculture,
- AEE 230 – Introduction to Cooperative Extension,
- AEE 311 – Communications Methods and Media,
- NPS 340 – Fundamentals of Grant Development for Nonprofits

Restricted Electives (21 credits from the following, must choose at least 9 hours from 300 level courses or greater):

- AEE 311 – Communication Methods and Media
- AEE 323 – Leadership Development in Agriculture and Life Sciences
- AEE 325 – Planning and Delivering Non-Formal Education
- AEE 434 – Collaborative Leadership: Building Partnerships across Community Programs
- ARE/EC 301 – Intermediate Microeconomics
- ARE 433 – U.S. Agricultural Policy,
- ES 200 – Climate Change and Sustainability
- HS 201 – World of Horticulture: Principles and Practices
- HS 203 – Home Food Production
- HS 431 – Vegetable Production
- HS 432 – Permaculture
- IDS 201 – Environmental Ethics
- IDS 211 – Eating through American History
- IDS/NR 303 – Humans and the Environment
- NTR 220 – Food and Culture
- PB 215 – Medicinal Plants
- PB 321- Introduction to Whole Plant Physiology
- PB 345- Economic Botany
- PB 346- Economic Botany Lab
- SOC 342 – International Development
- SOC 350 – Food and Society
- SOC 402 – Urban Sociology
## Semester-by-Semester Curriculum Display

**Indicate display status:** Current:  
Proposed: X  
Proposed Effective Semester: 1/2017

**Degree/Plan Title:** Agroecology and Sustainable Food Systems  
**Concentration/Subplan Title:** Urban Horticulture

### Freshman Year

<table>
<thead>
<tr>
<th>FALL SEMESTER</th>
<th>CREDITS</th>
<th>SPRING SEMESTER</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALS 103 Introductory Topics in ALS</td>
<td>1</td>
<td>BIO 183 Intro Biology: Cellular &amp; Molecular Bio or</td>
<td>4</td>
</tr>
<tr>
<td>BIO 181 Intro Biology: Ecol, EVol, Biodiversity</td>
<td>4</td>
<td>PB Plant Life</td>
<td></td>
</tr>
<tr>
<td>ENG 101</td>
<td>4</td>
<td>HS 290 Perspective in Horticultural Science</td>
<td>1</td>
</tr>
<tr>
<td>HS 201 World of Horticulture</td>
<td>3</td>
<td>MA 121 Elements of Calculus or</td>
<td>3-4</td>
</tr>
<tr>
<td>MA 107</td>
<td>3</td>
<td>MA 131 Calculus for Life and Management ScI or</td>
<td></td>
</tr>
<tr>
<td>HESA 100 or 200 Health and Exercise Studies</td>
<td>1</td>
<td>MA 141 Calculus 1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>GEP Humanities Requirement¹</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>COM 110 Public Speaking or</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>COM 112 Interpersonal Communication</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>HESA 100 or 200 Health and Exercise Studies</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>16</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Sophomore Year

<table>
<thead>
<tr>
<th>FALL SEMESTER</th>
<th>CREDITS</th>
<th>SPRING SEMESTER</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CH 101 Chemistry - A Molecular Science</td>
<td>3</td>
<td>ARE 201 Intro to Agricultural &amp; Res Economics</td>
<td>3</td>
</tr>
<tr>
<td>CH 102 General Chemistry Laboratory</td>
<td>1</td>
<td>AEC/PHY 260 Ecology</td>
<td>4</td>
</tr>
<tr>
<td>CS 230 Intro to Agroecology (CP)</td>
<td>3</td>
<td>SSC 200 Soil Science</td>
<td>3</td>
</tr>
<tr>
<td>IDS 201 Environmental Ethics or</td>
<td>3</td>
<td>SSC 201 Soil Science Lab</td>
<td>1</td>
</tr>
<tr>
<td>IDS 211 Eating through American History or</td>
<td></td>
<td>Foundation Elective</td>
<td>4</td>
</tr>
<tr>
<td>IDS 303 Humans and the Environment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foundation Elective²</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GEP Humanities Requirement</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>14</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Junior Year

<table>
<thead>
<tr>
<th>FALL SEMESTER</th>
<th>CREDITS</th>
<th>SPRING SEMESTER</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOC 241 Sociology of Ag. and Rural Soc.</td>
<td>3</td>
<td>CS 430 Advanced Agroecology (CP)</td>
<td>4</td>
</tr>
<tr>
<td>SSC/HS 427 Bio Approaches to Sust. Soil Sys.</td>
<td>3</td>
<td>SSC/HS 428 Service-Learning in Urban Ag Systems</td>
<td>1</td>
</tr>
<tr>
<td>CS/HS XXX Community Food Systems (CP)</td>
<td>3</td>
<td>STS 323 World Pop. and Food Prospects</td>
<td>3</td>
</tr>
<tr>
<td>Foundation Elective</td>
<td>3</td>
<td>Restricted Elective³</td>
<td>3</td>
</tr>
<tr>
<td>ENG 331 Comm. for Engineering and Technology, ENG 332- Comm. for Business and Management, ENG 333 – Comm. for Sci and Research, or AE 311: Comm. Methods and Media</td>
<td>3</td>
<td>Restricted Elective</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>15</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Senior Year

<table>
<thead>
<tr>
<th>FALL SEMESTER</th>
<th>CREDITS</th>
<th>SPRING SEMESTER</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS/HS XXX Sustainable Food Prod. (capstone)</td>
<td>1</td>
<td>CS 415 Integrated Pest Management</td>
<td>3</td>
</tr>
<tr>
<td>Restricted Elective</td>
<td>3</td>
<td>GEP Additional Breadth⁴</td>
<td>3</td>
</tr>
<tr>
<td>Restricted Elective</td>
<td>3</td>
<td>Restricted Elective</td>
<td>3</td>
</tr>
<tr>
<td>Restricted Elective</td>
<td>3</td>
<td>Restricted Elective</td>
<td>3</td>
</tr>
<tr>
<td>HS 492/493 Internship</td>
<td>3</td>
<td>Free Elective</td>
<td>3</td>
</tr>
<tr>
<td>Free Elective</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>16</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Minimum Credit Hours Required for Graduation: 120 (124)

Major/Program Footnotes:

1. GEP Humanities: Choose from the University approved GEP Humanities course list or the following course(s):
   - ACC 200 – Introduction to Managerial Accounting,
   - ANS/HS 215 – Basic Agricultural Genetics, or
   - CS 211 – Plant Genetics
   - CH 220 – Introductory Organic Chemistry, or
   - CH 221 – Organic Chemistry I and CH 222 – Organic Chemistry I Lab

2. Foundational Electives (from the follow must choose at least one course from each group):
   Group 1:
   - ARE 304 – Agribusiness Management,
   - ARE 306 – Agricultural Law,
   - HS 201 – World of Horticulture: Principles and Practice,
   - HS 432 – Permaculture,
   - PB 321 – Introduction to Whole Plant Physiology

3. Restricted Electives (21 credits from the following, least 9 hours at 300 or greater level):
   - ARE 303 – Farm Management,
   - ARE 309 – Environmental Law and Economic Policy,
   - ARE/EC 336 – Introduction to Resource and Environmental Ethics,
   - ENT 203 – An Introduction to the Honey Bee and Beekeeping,
   - ENT 401 – Honey Bee Biology and Management,
   - ENT 425 – General Entomology,
   - ENT 501 – Advanced Beekeeping,
   - FSA/FS 520 – Pre-Harvest Food Safety,
   - FSA/FS 530 – Post-Harvest Food Safety,
   - HS 421 – Temperate-Zone Tree Fruits: Physiology and Culture,
   - HS 422 – Small Fruit Production,
   - HS 423 – Viticulture,
   - HS 431 – Vegetable Production HS 451 – Plant Nutrition,
   - HS 462 – Postharvest Physiology,
   - HS 440 – Greenhouse Management,
   - HS 472 – Horticulture Business Administration and Management (course action in progress),
   - SSC 341 – Soil Fertility and Fertilizers,
   - SSC 342 – Soil Fertility Laboratory

4. Additional Breadth - (3 credit hours to be selected from the following checked University approved GEP course lists)
## CURRICULUM REQUIREMENTS

**Format B**

<table>
<thead>
<tr>
<th>Degree/Plan Title: Agroecology and Sustainable Food Systems</th>
<th>Plan SIS Code:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concentration/Subplan Title: Urban Horticulture</td>
<td>Subplan SIS Code:</td>
</tr>
</tbody>
</table>

**Indicate requirements status:**
- Current: Proposed: X
- Proposed Effective Semester: 1/2017

**New Degree Audit required?** (Y or N) Y

**Critical Path Courses** - Identify using the code (CP) which courses are considered critical path courses which represent specific major requirements that are predictive of student success in a given program/plan. Place the (CP) next to the credit hours for the course.

### MAJOR FIELD OF STUDY REQUIREMENTS:

<table>
<thead>
<tr>
<th>Required Courses/Groups/ Electives</th>
<th>Credit Hours</th>
<th>GEP category, if applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicate if course or course groupings have a C-wall or MGPA requirement and which are considered Critical Path courses – Indicate with (CP) next to applicable course.</strong></td>
<td></td>
<td><strong>List GEP category and hours satisfied by a Major requirement</strong></td>
</tr>
<tr>
<td>MA 107 or MA 114</td>
<td>3</td>
<td>Mathematics (6 hours)</td>
</tr>
<tr>
<td>MA 121 or MA 131 or MA 141</td>
<td>3</td>
<td>Natural Sciences (16 hours)</td>
</tr>
<tr>
<td>BIO 181</td>
<td>4</td>
<td>Interdisciplinary Perspectives and Global Knowledge (3 hours)</td>
</tr>
<tr>
<td>BIO 183 or PB 200</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>CH 101</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>CH 102</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>AEC/PB 360</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>COM 110 or COM 112</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ENG 331, 332, 333 or AEE 311</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>HS 290 – Professional Development</td>
<td>1</td>
<td>Social Science (3 credits)</td>
</tr>
<tr>
<td>HS 492/3 – Internship or Research</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>CS 230 – Introduction to Agroecology (CP)</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>CS 415 – Integrated Pest Management</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>CS 430 – Advanced Agroecology (CP)</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>CS/HS 410 – Community Food Systems (CP)</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>CS/HS 480 – Sustainable Food Production (capstone) (CP)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>ARE 201</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>SSC 200</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>SSC 201</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>STS 323 – World Population and Foods Prospects</td>
<td>3</td>
<td>Social Science (3 credits)</td>
</tr>
<tr>
<td>SSC/HS 427 – Biological Approaches to Sustainable Soil Systems or SSC 332 Environmental Soil Microbiology</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>SOC 241 – Sociology of Agriculture and Rural Societies</td>
<td>3</td>
<td>Interdisciplinary Perspectives (3 hours)</td>
</tr>
<tr>
<td>SSC/HS 428 – Service-Learning In Urban Agricultural Systems</td>
<td>1</td>
<td>IDS 201 is also a GK</td>
</tr>
<tr>
<td>IDS 201 – Environmental Ethics or IDS 211 – Eating through American History or IDS 303 – Humans and the Environment</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

### Concentration Courses/Groups/Electives:

- Foundational electives: 11
- Restricted electives: 21

**Free Electives:**

6
<table>
<thead>
<tr>
<th>Requirement</th>
<th>Credit Hours</th>
<th>How will the GEP requirement be met?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total credit hours under Major Field of Study:</strong></td>
<td>104</td>
<td></td>
</tr>
<tr>
<td><strong>COLLEGE REQUIREMENTS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Orientation Course(s):</td>
<td>1</td>
<td>At least one of the following must be listed:</td>
</tr>
<tr>
<td>ALS 103 or CS 103</td>
<td></td>
<td>1. Choose course(s) from the University Approved GEP course list for this category.</td>
</tr>
<tr>
<td><strong>Other:</strong></td>
<td></td>
<td>2. Minimum requirements are satisfied by Major/College course requirements.</td>
</tr>
<tr>
<td><strong>Total credit hours under College Requirements:</strong></td>
<td>105</td>
<td>3. Major/College course requirement satisfies 8 credit hrs of this requirement. Remaining hours required must be chosen from the University Approved GEP course list for this category.</td>
</tr>
<tr>
<td><strong>NCSU GENERAL EDUCATION PROGRAM REQUIREMENTS</strong></td>
<td></td>
<td>4. Co-requisite is satisfied by a Major/College course requirement.</td>
</tr>
<tr>
<td>Courses in the Major and/or Minor may also fulfill a General Education requirement; however, a GEP category may not be subset to require a specific course from the category list. Required courses must be listed in the Major/College requirements. Specific courses should not be listed in any of the fields below other than ENG 101.</td>
<td></td>
<td>5. Choose course(s) from the University Approved GEP course lists for the Humanities/Social Sciences/Visual &amp; Performing Arts.</td>
</tr>
<tr>
<td>General Education Program Requirements:</td>
<td></td>
<td>6. Choose course(s) from the University Approved GEP course lists for Natural Sciences/Mathematical Sciences.</td>
</tr>
<tr>
<td>Minimum 89-40 hrs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mathematical Sciences (6 credits) (At least 1 course with MA or ST prefix) Course(s) in the Major may double-count to satisfy this requirement and also satisfy either the Global Knowledge or U.S. Diversity co-requisites.</td>
<td>0</td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td>Natural Sciences (At least 1 lab course or course with a lab) Course(s) in the Major may double-count to satisfy this requirement and also satisfy either the Global Knowledge or U.S. Diversity co-requisites.</td>
<td>0</td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td>English 101 (C- or better required) (4 credits)</td>
<td>4</td>
<td>ENG 101</td>
</tr>
<tr>
<td>Humanities (Courses from two different disciplines) Course(s) in the Major may double-count to satisfy this requirement and also satisfy either the Global Knowledge or U.S. Diversity co-requisites.</td>
<td>6</td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td>Social Sciences (Courses from two different disciplines) Course(s) in the Major may double-count to satisfy this requirement and also satisfy either the Global Knowledge or U.S. Diversity co-requisites.</td>
<td>0</td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td>Additional Breadth (Choose approach that is different from the approach of the Major) Major/College requirements cannot satisfy this requirement and an AB course cannot be double-counted except in satisfying the Global Knowledge or U.S. Diversity co-requisites.</td>
<td>3</td>
<td>(Choose statement 3 or 6)</td>
</tr>
<tr>
<td>Interdisciplinary Perspectives (5 credits) Course(s) in the Major may double-count to satisfy this requirement and also satisfy either the Global Knowledge or U.S. Diversity co-requisites.</td>
<td>0</td>
<td>(Choose statement 1, 2 or 3)</td>
</tr>
<tr>
<td>Health and Exercise Studies (Including one Fitness and Wellness course)</td>
<td>2</td>
<td>Choose course(s) from the University Approved GEP course list for this category.</td>
</tr>
<tr>
<td>Total credit hours needed to complete GEP that are not satisfied as part of the Major/College requirements.</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>GEP Co-Requisites:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. Diversity co-requisite (USD)</td>
<td>n/a</td>
<td>(Choose statement 1 or 4)</td>
</tr>
<tr>
<td>Global Knowledge co-requisite (GK)</td>
<td>0</td>
<td>(Choose statement 1 or 4)</td>
</tr>
</tbody>
</table>
**Foundational Electives** (11 credits from the following, must choose at least one course from each group):

**Group 1:**
- ACC 200 – Introduction to Managerial Accounting
- ANS/HS 215 – Basic Agricultural Genetics or
  - CS 211 – Plant Genetics
- CH 220 – Introductory Organic Chemistry or
  - CH 221 – Organic Chemistry I and CH 222 – Organic Chemistry I Lab

**Group 2:**
- ARE 304 – Agribusiness Management,
- ARE 306 – Agricultural Law
- HS 201 – World of Horticulture: Principles and Practice
- HS 432 – Permaculture
- PB 321 – Introduction to Whole Plant Physiology

**Restricted Electives** (21 credits from the following, least 9 hours at 300 or greater level):

- ARE 303 – Farm Management,
- ARE 309 – Environmental Law and Economic Policy,
- ARE/EC 336 – Introduction to Resource and Environmental Ethics,
- ENT 203 – An introduction to the Honey Bee and Beekeeping,
- ENT 401 – Honey Bee Biology and Management,
- ENT 425 – General Entomology,
- ENT 501 – Advanced Beekeeping,
- FSA/FSS20 – Pre-Harvest Food Safety,
- FSA/FS 530 – Post-Harvest Food Safety,
- HS 421 – Temperate-Zone Tree Fruits: Physiology and Culture,
- HS 422 – Small Fruit Production,
- HS 423 – Viticulture,
- HS 431 – Vegetable Production HS 451 – Plant Nutrition,
- HS 462 – Postharvest Physiology,
- HS 440 – Greenhouse Management,
- HS 472 – Horticulture Business Administration and Management (course action in progress)
- SSC 341 – Soil Fertility and Fertilizers,
- SSC 342 – Soil Fertility Laboratory
UNIVERSITY OF NORTH CAROLINA

REQUEST TO PLAN

A NEW DEGREE PROGRAM – ANY DELIVERY METHOD

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 described below do not guarantee that authorization to establish will be granted.

Date: March 15, 2016 revised 4.24.16

Constituent Institution: North Carolina State University

Is the proposed program a joint degree program?  Yes  ____  No  X  

Joint Partner campus

Title of Authorized Program: International Relations & Security  Degree Abbreviation: Ph.D.

CIP Code (6-digit): 45.0999  Level: B  ____  M  ____  I  ____  D  X  

CIP Code Title: International Relations and National Security Studies, Other

Does the program require one or more UNC Teacher Licensure Specialty Area Code?  Yes  ____  No  X  

If yes, list suggested UNC Specialty Area Code(s) here

If master’s, is it a terminal master’s (i.e. not solely awarded en route to Ph.D.)?  Yes  ____  No  

Proposed term to enroll first students in degree program:  Term  ____  Fall  Year 2017

Provide a brief statement from the university SACSCOC liaison regarding whether the new program is or is not a substantive change.

This proposal was reviewed on 4/18/2016 by the Substantive Change Review Team and it was determined that this is not a substantive change.

Identify the objective of this request (select one or more of the following)

☑ Launch new program on campus
☐ Launch new program online; Maximum percent offered online __________
□ Program will be listed in UNC Online
□ One or more online courses in the program will be listed in UNC Online
☐ Launch new site-based program (list new sites below; add lines as needed)
□ Instructor present (off-campus delivery)
□ Instructor remote (site-based distance education)
Site #1

(address, city, county, state)  (max. percent offered at site)

Site #2

(address, city, county, state)  (max. percent offered at site)

Site #3

(address, city, county, state)  (max. percent offered at site)

Supply basic program information for UNC Academic Program Inventory (API) and UNC Online:

45.0999 404 000 A PhD International Relations & Security

Minimum credit hours required  72
Expected number of full-time terms to completion  6-8

1. Review Status.

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

The following campus bodies unanimously approved the proposal:
NC State Council of Deans
Humanities and Social Sciences Directors of Graduate Programs (DGP) Committee (17 members representing all departments and programs of the college)
Administrative Board of the Graduate School (13 members representing all colleges, the Graduate School and DELTA distance education)

Seven departments and centers in four NCSU colleges –CNR, CALS, Sciences, and Engineering – have strongly endorsed this proposal, most indicating their interest in partnering with the international security program

Consultations with various bodies on campus have been supportive and include letters of support from the following faculty leaders:
- Dr. Ross K. Meentemeyer, Director, Center for Geospatial Analytics
- Dr. Mohamed Bourham, Department of Nuclear Engineering, Director, College of Engineering Master of Engineering Graduate Program
- Dr. Alyson Wilson, Department of Statistics, Principal Investigator, Laboratory for Analytic Sciences (LAS)
- Dr. Jennifer Kuzma, Co-director, Genetic Engineering and Society Cluster
• Dr. Francis de los Reyes, Civil, Construction, and Environmental Engineering, Coordinator, Global Water, Sanction, and Hygiene Faculty Cluster
• Dr. Danesha Seth Carley, Director for the Southern Integrated Pest Management Center
• Dr. Walter A. Robinson, Head, Department of Marine, Earth and Atmospheric Sciences
• Dr. Kathleen M. Vogel, Director, Science, Technology, and Society Program, Humanities and Social Sciences
• Dr. Fredrick Semazzi, Director, Master’s Degree Program in Climate Change and Society, Department of Marine, Earth & Atmospheric Sciences

We have also received letters of support from the following affiliates:

• Kimrey W. Rhinehardt, Vice President for Federal Relations, The University of North Carolina General Administration
• Dr. Judith Johnson, Research Scholar, Laboratory for Analytic Sciences (NSA) at NC State University
• Dr. Rob Johnson, Former Deputy Chief, Globalization and Modernization, Central Intelligence Agency
• Jim Hodge, Major General (ret.), President, Institute for Defense and Business
• Pat Dowden, Defense Intelligence Agency, Program Manager, IC Centers for Academic Excellence

b. Summarize any issues, concerns or opposition raised throughout the campus process and comment periods. Describe revisions made to address areas of concern.

The two areas of debate have focused on potential students and likely placement. We have consulted with knowledgeable experts in this area and have been assured that there is sufficient demand and potential placement in both the private and public sectors. Statistics from peer institutions are included below under #3, Student demand. Information about placement is included under #4, Societal demand.

2. Description and Purpose

a. Provide a 250-word or less description of the proposed program, including target audience, delivery method, hours required, program core and concentrations (if applicable), post-graduate outcomes for which graduates will be prepared, and other special features. For programs with an online component, describe whether the delivery is synchronous with an on-campus course, partially synchronous, asynchronous, or other.

The Ph.D. in International Relations and Security will award a research-intensive advanced degree that is problem focused and policy relevant to address the diverse next generation security challenges. The concept of “security” - once largely the domain of defense, national security and law enforcement - now merges a wide range of fields and disciplines (food security, cyber-security, water security, climate security, WMD security, and human and rule of law security). This degree will build upon these fields for a comprehensive view.
The hallmarks of the International Relations and Security Ph.D. include:

- In-depth area studies with a focus on history, culture, language and politics
- Mastery of research-intensive analytics and required production and presentation of original research at academic conferences by doctoral candidates
- Quantitative and qualitative methodologies to include large scale data modeling, risk analysis, research design and framing, and geospatial and structured analytics
- Mastery of interdisciplinary tracks in cyber security, water and climate security, food and energy security, WMD security, and rule of law/governance security
- Bridging the gap between the academy and the U.S. national security complex as well as international organizations, NGOs, and multinational companies

The 72 hour degree program will draw applicants with completed Master’s degrees in a wide range of fields with 18 (from other institutions) to 36 credit hours (from NC State) given toward the Ph.D. Graduates will be prepared for both professional and academic positions in the international security arena. The Ph.D. will use an accelerated delivery and degree completion format and will explore off-site DELTA delivery in the future.

b. How does the proposed program align with system, institutional and unit missions and strategic plans?

This degree furthers the institutional mission of NC State by engaging in policy-oriented, problem-solving, and science and technology-based learning for the future.

The Ph.D. complements existing programs and advances the strategic goals of NC State by:

Fulfilling NC State’s strategic area of emphasis in “safety and security” and our strategic goals to “enhance interdisciplinary scholarship to address the grand challenges of society,” and to “enhance local and global engagement through focused strategic partnerships;”

Advancing the broader UNC system directives (Goal 3: “serving the people of NC”) and (Goal 4: maximizing efficiencies) while strengthening the system-wide NC Partnership for National Security

Building broad interdisciplinary graduate education and research capacity, using the Master of International Studies in the School of Public and International Affairs (SPIA) and current programs, faculty, curriculum across the NC State campus and the UNC system to allow flexible construction of security concentrations;

Addressing the need in the national security sector for deeper, applied mastery of complex security issues; and,

Providing an economically sustainable graduate program by building on major grants (e.g., Center for Nuclear Nonproliferation), increased graduate enrollments, and reallocation of resources from undergraduate to doctoral education.
c. What student-level educational objectives will be met by the proposed program?

Educational Objectives

- Establish a rigorous interdisciplinary graduate education for policy professionals in international security
- Provide instruction for students in the necessary methodological skills (quantitative, qualitative, GIS analysis) and regional expertise critical to navigating the complexities of global threats and security challenges in the 21st century;
- Instruct students in interdisciplinary research production combining disciplines from political science and international relations with those of STEM fields
- Develop skills-based professional education for security experts in policy, business, defense and government

3. **Student Demand.** 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.

Enrollment data from on-campus programs:

Select relevant Master’s degrees at NC State and enrollment data:

- International Studies – 54 students (current enrollment Fall 2015)
- Geospatial Information Systems – 20 students (degrees conferred 2014-15)
- Marine, Earth, Atmospheric Sciences – 13 students (degrees conferred 2014-15)
- Food Science – 24 students (degrees conferred 2014-15)

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

Relevant Master’s programs in UNC system:
- ECU Master of International Studies (58 students)
- UNC-Wilmington MA in Conflict Management and Resolution (n/a)
- UNC-Chapel Hill MA in Global Studies (25 students)

Relevant Undergraduate programs in UNC system:
- UNC-Chapel Hill Peace, War and Defense (350-400 students)

Relevant NC programs:
- Duke University-Chapel Hill Rotary Peace Center (22 students)
- Duke University MA in International Development Policy (75 students)

Relevant Programs in the U.S.:

Defense Intelligence Agency’s Intelligence Community Centers of Academic Excellence - ICCAE (of which NC State’s SIA is a partner) operates in 39 universities and colleges across the country. This large cohort of several thousand students in military and
intelligence studies represents a underserved community that will be a potential feeder for the Ph.D. degree.

Demonstrated demand from related degrees at comparable institutions/programs:

The University of Washington Ph.D. in International Studies

The Jackson School implemented a new professional Ph.D. in International Studies in 2013, that includes a peace, violence, and security focus. According to Saadia Pekannen, founding Director, (1/7/2016), their applicant pool has drawn from the military, mid-career professionals and international students. Demand as demonstrated by applications has doubled since the program started. Here is an overview of their applications, acceptance and enrollment to date.

<table>
<thead>
<tr>
<th>Year</th>
<th>Apps</th>
<th>Accepted</th>
<th>Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-2014</td>
<td>70</td>
<td>15/8</td>
<td></td>
</tr>
<tr>
<td>2014-2015</td>
<td>120</td>
<td>15/10</td>
<td></td>
</tr>
<tr>
<td>2015-2016</td>
<td>140</td>
<td>TBD</td>
<td></td>
</tr>
</tbody>
</table>

The University of Central Florida, Ph.D. in International Security

The University of Central Florida conducted surveys of both undergraduates in political science and master’s students prior to the launch of their Ph.D. in International Security in 2013 and found that 85 percent of students enrolled in topical undergraduate programs demonstrated interest in applying for the program. A focus group with graduate students in their Masters of Political Science also showed high interest. (Board of Governors, State University System of Florida, New Doctoral Degree proposal staff analysis)

Kansas State University, Ph.D. in Security Studies

Kansas State University’s program is 8 years old and has approximately 50 applications for 4 to 5 positions annually.

4. **Societal demand.** Provide evidence of societal demand and employability of graduates from each of the following source types.

The creation of the Ph.D. in International Relations and Security aligns with areas of current and projected job growth in North Carolina. The North Carolina Department of Labor projected job growth in the area of “professional, scientific and technical services” is 2.6% for 2012-2022. Statistics from the NC Department of Labor also show approximately 16% job growth for “social scientists and related workers.”

Graduates of this program will be competitive for businesses that provide research and technical services for governments and businesses throughout the world. Companies such as RTI-International that contract with businesses, the US government and governments in different countries are illustrative of these trends.
As international trade becomes an increasingly important dimension of the state of North Carolina's economic growth profile, businesses with operations outside of the US will need graduates with technical expertise to confront and navigate the diversity of security challenges specific to different countries (See 2014 NC Trade Report)

Placement Opportunities:

- Active duty military (intelligence, FAOs, leadership)
- Diplomatic Careers and Foreign Affairs analysis (Govt.)
- Defense, Homeland Security and Private Contractors
- Corporate Security analysis and management
- Think Tanks, Foundations and Lobbying Organizations
- International NGO Senior Management
- Academic Placement in International Relations/Security Studies

a. Labor market information (projections, job posting analyses, and wages)
   i. specific to North Carolina (such as ncworks.gov, nctower.com, outside vendors such as Burning Glass)

Given the newness of this program, there is no applicable data.

ii. available from national occupational and industry projections (such as BLS).

Employment opportunities for graduates of this degree program can be identified in the following areas as listed in Bureau of Labor Statistics:

International Relations professor
Political Research Scientist
Political Research

Estimates from the Bureau of Labor on these jobs titles are all positive for the 2012-2020 period with particular growth (4%) in academic employment in the academic private and professional sector, for which graduates will be well prepared. Similarly, political research skills developed in the program can lead to positions in both the governmental and private sector. One of the greatest areas of growth for the 2012-2022 period (3.5% of profession) is in “Management, scientific, and technical consulting services.” The technical expertise of NC State can be an important contribution to the training of the graduates in this area.

The wage scale for these positions, based on job postings, vary from $70,000 to $140,000.

Specific job listings and salary ranges:

Department of the Air Force:
Professor of Strategy and Security Studies, Dept. of the Air Force, $70,000-$140,000
Research Professor of National Security, Dept. of the Air Force, $90,000 - $140,000

Central Intelligence Agency:

Counterintelligence Threat Analyst, CIA, $50,864 – $99,296*
Counterterrorism Analyst, CIA*
Political Analyst, CIA*
Science, Technology, and Weapons Analyst, CIA, $69,117-$101,984*

*Higher starting salary possible depending on experience level. CIA consultations indicate a preference for individuals with doctorate degrees.

Department of Homeland Security:

Intelligence Research Specialist, $64,650.00 - $100,736.00. Under the National Protection and Programs Directorate, this position is located in the Office of Cybersecurity & Infrastructure Analysis (OCIA).

b. Projections from professional associations or industry reports

Several articles and discussion forums have addressed the need for more policy relevant Ph.D.'s in the international security area.

The War on Rocks website provides a “platform for analysis, commentary, debate and multimedia content on foreign policy and national security issues through a realist lens.” It features the Schoolhouse discussion space where the following articles have appeared by noted scholars on the need for more policy relevant Ph.D. approaches.


James Goldgeier and Bruce Jentleson, “How to Bridge the Gap between Policy and Scholarship,” http://waronrocks.com/author/goldgeier

Other articles on this issue include the following:


c. Other (alumni surveys, insights from existing programs, etc.)

Focus groups were conducted to assess potential recruitment and placement:

8/4/15: Academic directors of the North Carolina Institute for Defense and Business (IDB), Major General Jim Hodge, President: Formally endorsed the proposal as serving
a compelling national and international need in educating leaders in interdisciplinary mastery of complex security issues. IDB is an NC-based think-tank which offers an MBA in military logistics and executive certificates in a wide-range of security fields.

12/17/15: Ambassador Karl Eikenberry, General Dan Bolger, and Former Vice President of Government Relations for the University of North Carolina, Anita Watkins indicated overall support for the Ph.D. and identified instructors in the military service colleges as sources for recruitment and placement. They also identified a mid-level career civilian population who are responsible for addressing security issues within the military and throughout a number of governmental agencies (e.g., Departments of State, Commerce, Treasury, and Agriculture).

5. Unnecessary duplication.

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

There are none at this time.

Institution: 

Program Title: 

<table>
<thead>
<tr>
<th>(year)</th>
<th>(year)</th>
<th>(year)</th>
<th>(year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Degrees-awarded</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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.

Consultations with directors of the following programs have already occurred.

Master of Global Studies at UNC-Chapel Hill
Master of Conflict Management and Resolution at UNC-Wilmington
Master of Arts in International Studies at East Carolina University
BA in Peace, War and Defense at UNC-Chapel Hill

Regional expertise at other institutions in the system:
Area studies centers at UNC-Chapel Hill:

African Studies Center
Carolina Asia Center
Center for European Studies
Center for Slavic, Eurasian, and East European Studies
Center for the Study of the Middle East and Muslim Civilizations
Institute for the Study of the Americas

c. Present documentation that the establishment of this program would not create unnecessary program duplication. In cases where other UNC institutions provide similar online, site-based distance education, or off-campus programs, directly address how the proposed program meets unmet need.

This program would provide the first and only Ph.D. in International Relations and Security in North Carolina.

6. **Enrollment.** Estimate the total number of students that would be enrolled in the program during the first year of operation and in each delivery mode (campus, online, site – add lines as needed):

   *Delivery Mode* Full-Time **5** Part-Time **2**

Estimate the total number of students that would be enrolled in the program during the fourth year of operation and in each delivery mode (campus, online, site – add lines as needed):

   *Delivery Mode* Full-Time **20** Part-Time **2**

7. **Resources.** 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: Yes____ No __X__

SPIA currently has regional expertise in Latin America and the Caribbean, Europe, Russia, Middle East, South Asia, and has added a new faculty member in East Asia in Fall 2016.

b. Faculty Program Coordination: Yes ____ No __X__

c. Additional Library Resources: Yes ____ No __X__

d. Additional Facilities and Equipment: Yes ____ No __X__
e. Additional Other Program Support: Yes _____ No __X__
   (for example, additional administrative staff, new Master’s program graduate student assistantships, etc.)

8. **Curriculum leverage.** Will the proposed program require development of any new courses? If yes, briefly explain.

   *Curriculum development is currently occurring under existing grants.*

9. **Funding Sources.** 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.

   *The proposed program does not require enrollment growth funding. Funds will be reallocated from existing Provost, College and School sources.*

9a. For graduate programs only:

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

   *The proposed program will not require a tuition differential or specific fee.*

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

   ii. Can the campus implement and sustain the program if the tuition differential or program fee is not approved? Letters of commitment from the Chancellor and/or Chief Academic Officer should be provided.

      *Yes, see attached letter.*

10. For doctoral programs only:

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

    *The Political Science Department has 15 tenure/tenure-track faculty (adding an East Asia specialist in 2016) in international studies and global and domestic security covering a broad range of International Relations fields and area concentrations. The Master of International Studies provides a broad inter- and intra-college interdisciplinary foundation with faculty from ten different departments and four colleges upon which the Ph.D. program can draw for support. The Graduate Certificate in Policy and Technology of Nuclear Nonproliferation will become an important support for the Ph.D. Additionally, the program would build on existing grants and partnerships with the Triangle Institute for Security Studies (TiSS), the Defense Intelligence Agency (DIA), and the National Security Agency (NSA) as well as draw upon practical and professional expertise in businesses and non-profits such as RTI-International.*
This inter-disciplinary Ph.D. will provide students entering the program from different fields of study and different professional experiences with a common academic foundation in the scholarly and research realm of International Relations, which is consistent with Political Science programs that offer an International Security subfield. The core curriculum will be the foundation for both theory-grounded and policy-relevant analyses. Seminars for entering students will include: concepts and theories in International Relations; theoretical approaches and research design, data capture and execution in International Security; emerging models and methods of analysis of U.S. national security.

Further, the Ph.D. will capitalize on NC State strengths in the STEM disciplines as well as the social and behavioral sciences to develop specializations or curricular tracks that mirror the complexities and diversity of security challenges in the 21st century. Content experts in issues (e.g. food, climate) are available throughout the campus and are ready to cooperate in this inter-disciplinary program. Specializations will draw upon experts in other colleges such as cyber-security (College of Engineering), climate (College of Science), water (College of Natural Resources), human and transnational legal issues (Humanities & Social Sciences), geospatial analytics (Center for Geospatial Analytics) weapons of mass destruction (College of Engineering), and biowarfare and bioagent non-proliferation (Genetic Engineering and Society cluster). For example, dissertation topics suggested by interested faculty that can bridge these fields include regulatory complications and challenges in gene editing as a “weapon of mass destruction” or understanding intelligence failures in nuclear trafficking networks using both open source and declassified information.

The Ph.D. in International Relations and Security is a research-intensive program that requires doctoral students to produce original, policy-applicable, problem-solving research in the area of global security. During their first and/or second year, students will enroll in faculty-led research workshops in which a faculty researcher works closely and collaboratively with 2-3 doctoral students on research papers that will be presented at academic conferences and professional meetings. It is expected that every doctoral candidate will present at least one paper at a leading conference.

A Master’s degree in a relevant field is required for admission. For those who specialize in area studies, reading fluency in the applicable foreign language will be required. Alternatively, students may choose mastery of a quantitative or qualitative research modality such as Stata, panel data, geospatial or structured analytics, survey research, data fusion, and meta-data capture and analysis.

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.
As a degree oriented to professional students, a significant percentage of the students will likely be self-funded or funded from grants, industry, foundations and government sources.

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

In the program’s first year, we anticipate that 2 students of a total of 5 full-time students will require graduate student support plans.

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

   Dr. Richard Mahoney, rdmahone@ncsu.edu, 919-515-5069  
   Dr. Heidi Hobbs, hhobbs@ncsu.edu, 919-513-4389  
   Dr. Tracie Reid, tvreid@ncsu.edu, 919-515-5109

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

   Chancellor: ________________________________ Date: ____________________

   Chancellor (Joint Partner Campus): ______________________________ Date: ____________________
UNIVERSITY OF NORTH CAROLINA
REQUEST TO DISCONTINUE
A DEGREE PROGRAM, SITE OR DELIVERY MODE

Date: 6/29/2016

Constituent Institution: NC State University

Is the program a joint degree program? Yes  No x

Joint Partner campus

Title of Authorized Program: Master of Electrical Engineering Degree Abbreviation: MR

CIP Code (6-digit): 14.1001 Level: B M x I D

CIP Code Title: Electrical and Electronics Engineering

If the degree program has associated UNC Teacher Licensure Specialty Area Codes that, upon this discontinuation, should be attributed to a different degree program, then complete the following:

<table>
<thead>
<tr>
<th>UNC Teacher Licensure Specialty Area Code (one per line; add as needed)</th>
<th>Degree Program to Receive Specialty Area Code</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Title</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Term of Proposed Discontinuation (when new students will no longer be admitted):

term Fall year 2016

1. What type of program discontinuation is being requested? (if b/c/d, one or more can be selected)

   a) X Discontinue - Permanent. (While course offerings already shared across degree programs may continue, the program components will not become a significant or distinct component of another program. Degree program is discontinued in full in Academic Program Inventory (API), including any approved off-campus sites and alternate means of delivery; requires action of Board of Governors)

   b) Discontinue - Delivery. Eliminate one or more delivery types and keep the program active.
      o On-campus delivery of program
Request to Discontinue
Last Update 1/25/16

- Online delivery of program
- Site-based delivery of program
  - Instructor present (off-campus delivery)
  - Instructor not present (site-based distance education)

- Discontinue - Consolidate. Program components will become a significant or distinct component in another degree program (e.g. concentration/track).
  - Existing degree program (BOG approved)
    - Program title, degree, CIP
  - New degree program (Request to Establish and BOG approval generally required)
    - Proposed program title, degree, CIP

If (b) is selected and sites are to be discontinued, please list them (add lines as needed).

Site #1

<table>
<thead>
<tr>
<th>(address, city, county, state)</th>
<th>(date of site authorization by GA)</th>
</tr>
</thead>
</table>

Site #2

<table>
<thead>
<tr>
<th>(address, city, county, state)</th>
<th>(date of site authorization by GA)</th>
</tr>
</thead>
</table>

Site #3

<table>
<thead>
<tr>
<th>(address, city, county, state)</th>
<th>(date of site authorization by GA)</th>
</tr>
</thead>
</table>

2. Explain why the program, site, or delivery mode is being discontinued.
   a. If the program, site or delivery mode addresses high priority needs, how will those needs be addressed by other programs?
   b. Describe how affected parties (faculty, staff, students) will be informed of the impending closure and, where applicable, of any additional charges/expenses to students.
   c. Describe steps to be taken to allow students enrolled in the program, site or delivery mode to complete their courses of study.

The program has not been active for a long time. Our MS thesis/non-thesis option covers 100% of our needs.

3. Discuss the reassignment of any faculty, staff and EHRA non-faculty, including number of each type of personnel to be reassigned.
N/A

4. Discuss the discontinuation of the employment of any faculty, staff and EHRA non-faculty, including number of each type of personnel to be discontinued.
   N/A

5. Discuss reallocation or reduction of costs resulting from each discontinuation(s), including specific amounts related to each discontinuation.
   N/A

6. Name, title, telephone, and e-mail of contact person for this notification of discontinuation:
   
   Paul D. Franzon, paulf@ncsu.edu, 919-515-7351

This request to discontinue a degree program, delivery mode, or site has been reviewed and approved by the appropriate institutional committees and authorities.

Signature of Chief Academic Officer: 

Signature of Chief Academic Officer (Joint Campus partner): 

Page 3 of 3
UNIVERSITY OF NORTH CAROLINA
REQUEST TO DISCONTINUE
A DEGREE PROGRAM, SITE OR DELIVERY MODE

Date: May 27, 2016

Constituent Institution: NCSU College of Veterinary Medicine

Is the program a joint degree program? Yes ___ No X

Joint Partner campus

Title of Authorized Program: Specialized Veterinary Medicine Degree Abbreviation: SVM

CIP Code (6-digit): 512501 Level: B M X i D

CIP Code Title: Veterinary Clinical Sciences

If the degree program has associated UNC Teacher Licensure Specialty Area Codes that, upon this discontinuation, should be attributed to a different degree program, then complete the following:

<table>
<thead>
<tr>
<th>UNC Teacher Licensure Specialty Area Code (one per line; add as needed)</th>
<th>Degree Program to Receive Specialty Area Code</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Title</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Term of Proposed Discontinuation (when new students will no longer be admitted):

term Fall year 2016

1. What type of program discontinuation is being requested? (if b/c/d, one or more can be selected)

a) X ______ Discontinue - Permanent. (While course offerings already shared across degree programs may continue, the program components will not become a significant or distinct component of another program. Degree program is discontinued in full in Academic Program Inventory (API), including any approved off-campus sites and alternate means of delivery; requires action of Board of Governors)

b) ______ Discontinue - Delivery. Eliminate one or more delivery types and keep the program active.
   o ______ On-campus delivery of program
c) **Discontinue - Consolidate.** Program components will become a significant or distinct component in another degree program (e.g. concentration/track).

- ____ Existing degree program (BOG approved)
  - Program title, degree, CIP
- ____ New degree program (Request to Establish and BOG approval generally required)
  - Proposed program title, degree, CIP

If (b) is selected and sites are to be discontinued, please list them (add lines as needed).

Site #1

(address, city, county, state)  (date of site authorization by GA)

Site #2

(address, city, county, state)  (date of site authorization by GA)

Site #3

(address, city, county, state)  (date of site authorization by GA)

2. Explain why the program, site, or delivery mode is being discontinued.

a. If the program, site or delivery mode addresses high priority needs, how will those needs be addressed by other programs?

This program is not a high priority and is somewhat redundant to the stronger Comparative Biomedical Sciences Program

b. Describe how affected parties (faculty, staff, students) will be informed of the impending closure and, where applicable, of any additional charges/expenses to students.

Discontinuation of the program has been discussed with all participating faculty, staff and students. Participating faculty will move their efforts to the Comparative Biomedical Sciences (CBS) program. There will not be any additional charges/expenses to the students associated with this change.
c. Describe steps to be taken to allow students enrolled in the program, site or delivery mode to complete their courses of study.

As of May 1, 2016 the College will no longer enroll new students into the SVM program. There are currently two students in the SVM program both are expected to graduate in May 2017. The course opportunities for SVM will continue throughout the fall and spring of the next academic year to allow the two final students to complete their program. After that time the courses will transition to become CBS courses or will be discontinued.

3. Discuss the reassignment of any faculty, staff and EHRA non-faculty, including number of each type of personnel to be reassigned.
   Not Applicable
4. Discuss the discontinuation of the employment of any faculty, staff and EHRA non-faculty, including number of each type of personnel to be discontinued.
   Not Applicable
5. Discuss reallocation or reduction of costs resulting from each discontinuation(s), including specific amounts related to each discontinuation.
   None, costs are shifted to the CBS Program
6. Name, title, telephone, and e-mail of contact person for this notification of discontinuation:
   Kate Meurs, Associate Dean for Research & Graduate Studies
   919-513-6213
   Kate_meurs@ncsu.edu

This request to discontinue a degree program, delivery mode, or site has been reviewed and approved by the appropriate institutional committees and authorities.

Signature of Chief Academic Officer: ________________________________

Signature of Chief Academic Officer (Joint Campus partner): ________________________________
MEMO TO: Melissa Nosbisch, Coordinator, Administrative Board (Graduate School-Dean’s Office)

FROM: Fran Spivack for Kate Meurs  
Associate Dean for Research & Graduate Studies (CVM)

SUBJECT: Signatures for Request for Discontinuation of the College of Veterinary Medicine Master Degree in Specialized Veterinary Medicine

DATE: June 1, 2016

As we have corresponded through email, the attached forms are the request by the College of Veterinary Medicine to discontinue the Specialized Veterinary Medicine (SVM) graduate program.

If you have any questions or concerns, please do not hesitate to contact me.
MEMORANDUM

To: Dean Grasso

Date: April 27, 2016

Re: Request for Discontinuation of the College of Veterinary Medicine’s Master’s Degree in Specialized Veterinary Medicine

The College of Veterinary Medicine is requesting the discontinuation of the Specialized Veterinary Medicine (SVM) graduate program. The SVM program only offers a Master’s degree and is only open to veterinarians. It has been of greatest interest to veterinarians seeking a military career or a job in the production animal industry.

The College of Veterinary Medicine also offers a Master’s degree in the Comparative Biomedical Sciences (CBS) program. This program offers stronger and broader training opportunities with different concentration areas including Immunology, Pharmacology, Population Health, Cell Biology & Physiology, Pathology and Infectious Disease. The CBS program is open to both veterinarians and non-veterinarians seeking a Master’s degree with an emphasis in biomedical and life sciences. We believe that the CBS Master’s program provides a stronger training program and graduate degree than what is currently offered through the SVM program. We will now encourage students interested in a Master’s degree to enroll in the CBS program. This decision is not intended to grow the College of Veterinary Medicine’s Master’s degree program but to improve the quality of the program for the small number of students who have a reason to pursue this degree. The emphasis of the College’s graduate training will continue to be PhD students.

As of May 1, 2016 the College of Veterinary Medicine will no longer enroll new students into the SVM program. There are currently three students in the SVM program. One will graduate in May 2016 and the other two will graduate in May of 2017. The course opportunities for SVM will continue throughout the fall of 2016 and spring of 2017 to allow the two final students to complete their program. After that time, the courses will transition to CBS courses or will be discontinued.
Conferral of Academic Tenure:

The information regarding conferral of academic tenure is included in the Closed Session Materials – Tab 7.4A.
REQUESTED ACTION ITEMS
MEMORANDUM

TO: NC State University Board of Trustees

FROM: Chancellor W. Randolph Woodson

SUBJECT: Recommendations for 2017-2018 Campus Initiated Tuition Increases (CITI) and Student Fees

DATE: October 27, 2016

In accordance with the University of North Carolina Board of Governors’ policy and the NC State Tuition and Fee adjustment process, a Tuition Review Advisory Committee (TRAC), co-chaired by Provost and Executive Vice Chancellor Warwick Arden and Student Body President Paul Nolan, and a Fee Review Committee (FRC), co-chaired by Vice Chancellor and Dean for Academic and Student Affairs Mike Mullen and Student Senate President Jamie Plummer, were appointed. The Tuition Review Advisory Committee (Attachment A) and the Fee Review Committee (Attachment B) forwarded their recommendations to me.

The TRAC Committee approved the following Campus Initiated Tuition Increase (CITI) recommendations:

2017-18
- Continue guaranteed 8/10 semester fixed tuition rate for undergraduate residents enrolled as of Fall 2016
  - ($128 CITI = 2%) Undergraduate Residents (New Cohort)
  - ($957 CITI = 4%) Undergraduate Nonresidents
  - ($404 CITI = 5%) Graduate Residents
  - ($1357 CITI = 6%) Graduate Nonresidents

The TRAC Committee recommends that the additional tuition revenues be used to:

2017-18
- improve the quality and accessibility of the NC State educational experiences: 66.2%
- provide funding for faculty promotional increases: 8.8% or $750,000
- provide funding to the Graduate Student Support Plan: 25.0%

2017-18 premium tuition recommendations
- Increase tuition premium by $1000 per year effective Fall 2017 for the following degree programs:
  - Master of Business Administration
  - Master of Global Innovation Management

- Increase tuition premium by $4000 per year effective Fall 2017 for the following degree program:
  - Master of Science in Financial Mathematics

- A new tuition premium of $2400 per year effective Fall 2017 for the following degree program:
  - Master of Science in Chemical Engineering

- Increase tuition premium by $800 per year effective Fall 2017 for the following degree programs:
  - Master of Computer Science
  - Master of Science in Computer Science

- A new tuition premium of $4000 per year effective Fall 2017 for the following degree program:
  - Doctor of Design
I. The Fee Review Committee recommended the following fees for NC State students for the 2017-18 academic year:

II.  
1) Continuation of existing fees for which an increase was not requested  
2) Fee requests subject to the 3% cap for 2017-2018

<table>
<thead>
<tr>
<th>Fee</th>
<th>Approved Fee Increases</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2017-18</td>
</tr>
<tr>
<td>Student Media</td>
<td>$3.00</td>
</tr>
<tr>
<td>Student Government</td>
<td>$0.35</td>
</tr>
<tr>
<td>Student Center Operations - DASA</td>
<td>$2.23</td>
</tr>
<tr>
<td>Student Center Operations - CE</td>
<td>$0.00</td>
</tr>
<tr>
<td>Student Center R&amp;R - DASA</td>
<td>$2.10</td>
</tr>
<tr>
<td>Student Center Programming - DASA</td>
<td>$8.46</td>
</tr>
<tr>
<td>Student Center Programming - OIED</td>
<td>$0.50</td>
</tr>
<tr>
<td>Sustainability Fee</td>
<td>$0.50</td>
</tr>
<tr>
<td>Student Health Services</td>
<td>$20.00</td>
</tr>
<tr>
<td>Transit</td>
<td>$12.00</td>
</tr>
<tr>
<td>Total Fee request</td>
<td>$49.14</td>
</tr>
<tr>
<td>Fees subject to 3% cap*</td>
<td>$37.14</td>
</tr>
<tr>
<td>Percent Increase - total</td>
<td>1.99%</td>
</tr>
<tr>
<td>Percent increase for 3% cap fees*</td>
<td>1.62%</td>
</tr>
</tbody>
</table>

*EXCLUDES TRANSIT FEE

I want to thank both committees for their diligent and thoughtful work. I concur with the recommendations by both the TRAC and the FRC and recommend them to you for your consideration.

Special Fees are not required to go to the FRC for review nor are they subject to the 3% cap. In addition to the fees above, I am recommending expansion of the College of Engineering Program Enhancement Fee and continuation of the Professional Golf Management Fee as follows:

- The Professional Golf Management fee pays for golf play and practice privileges at several area golf courses in accordance with the standards for accreditation of the program by the Professional Golfers Association (PGA) of America. Without this fee, our students may have limited access to golf courses and practice facilities which will adversely affect their ability to graduate. The proposal is a continuation of the $700 fee through 2017-18. The proposed fee remains unchanged at $700 per year for FY 2017-18.
- The College of Engineering Program Enhancement Fee is designed to significantly expand the educational opportunities for our engineering students to help them remain among the best prepared and most competitive engineering graduates in the country. The fee would be charged for all students majoring in engineering-related programs. The proposed fee of $1500 would be for the 2017-18 academic year. A proposed increase of $500 is requested for FY 2017-18 which will bring the rate to $1500 per year
Student success is our number one goal. Part of that goal includes access and affordability which is always part of the decision making process as we identify potential improvements and program enhancements campus-wide. As always, we search out and implement long-term, sustainable solutions that benefit the entire NC State community.

Thank you for your consideration of my 2017-2018 CITI and fee recommendations.

Attachments

cc:  Provost Warwick Arden  
     Vice Chancellor Scott Douglass  
     Vice Chancellor Mike Mullen
MEMORANDUM

TO: W. Randolph Woodson  
    Chancellor

FROM: Warwick A. Arden  
    Provost and Executive Vice Chancellor
          Paul R. Nolan III  
    President, Student Body

SUBJECT: Report of the 2016-17 Tuition Review Advisory Committee

DATE: October 17, 2016

The Tuition Review Advisory Committee (the Committee) submits the following campus initiated tuition increase (CITI) and premium tuition proposal for the 2017-18.

The Committee recognizes that final authority for recommending tuition increases to the North Carolina Legislature rests with UNC General Administration and the UNC Board of Governors. During its cycle of meetings, the Committee referenced information contained in the following documents:

- The University of North Carolina Tuition and Fees: A four-Year Plan for Academic Years 2015-16 through 2018-19
- 2016 Appropriations Act [Access to Affordable College Education Section 11.4.(a); 116.143.9. Fixed tuition payment]

Consequently, throughout its deliberations, the Committee remained aware of the following:

- UNC-Board of Governors 5% cap on campus-initiated tuition increase for resident undergraduate students during the last two years of the tuition and fees four year plan--years 2017-18 and 2018-19
- The fixed, 8/10 consecutive semesters guaranteed tuition for freshmen or transfer undergraduate resident students who enroll effective Fall 2016

Three committee meetings were scheduled [Aug. 31, Sept. 14, and Sept. 28]. These meetings were well attended, and members engaged in thorough deliberations during each meeting. Absent specific directions from UNC General Administration during the Committee’s meeting cycle, but considering its letter of charge, the Committee proceeded with the CITI review and recommendation process focusing on tuition rates for resident and nonresident undergraduate students and for resident and nonresident graduate students. Furthermore, as charged, the Committee considered premium tuition requests. Members reviewed and discussed relevant information relating to tuition, evaluated available data, and formulated CITI recommendations for the 2017-18 and 2018-19 biennium. Members were continuously reminded that directions from UNC-General Administration had not yet been received and that once received, would supersede the parameters the Committee was currently working within.

Upon receipt of the 10/7/16 memorandum from Jonathan Pruitt (subject: Proposal for 2017-18 Campus-Initiated Tuition and Fee Adjustments) adjustments were made to the Committee’s recommendations in two areas. Consistent with directions in the memorandum, the number of undergraduate resident (guaranteed tuition) FTE’s was expanded which impacted “revenue-generated.” The FTE-expansion and corresponding
“revenue-generated” are reflected in this report. The Committee’s initial proposed uses did not change.
Also, only the Committee’s 2017-18 recommendations for campus initiated tuition increases and for premium
 tuition are included in this report. With the exception of these changes, no other modifications were made.

During the Committee’s meeting cycle, the comparative 2015-16 tuition/fees data for NC State’s 16 peer
 institutions sparked a discussion about NC State’s tuition which is the second lowest for resident and
 nonresident undergraduate students as well as second lowest for resident and nonresident graduate
 students. Having been reminded of a 2014 goal for campuses to set nonresident tuition rates at or above the
 third quartile of public peers, the Committee explored tuition-increases that would advance NC State towards
 that goal. The Committee recognized that public peers, simultaneous to NC State’s tuition recommendations,
 have also adjusted their tuition which delays NC State’s success with moving tuition rates to a level at or
 above the third quartile of public peers. Rather than entertaining discussion about massive tuition increases
 in order to reach the third quartile, the Committee remained committed to discussing modest tuition
 increases that help NC State remain a good value.

The Committee agreed that taking a reasonable and conservative approach to increasing tuition is rational
 given the state and national dialogue surrounding college costs. However, while the Committee understood
 the importance of remaining a good value, it also recognized and discussed the importance of continuing to
 move the university forward and the importance of tuition revenue in that regard. The Committee vigorously
discussed the gradual widening gap between the tuition rate for undergraduate nonresidents as compared to
 tuition rate for graduate nonresidents as members reviewed data showing that undergraduate nonresidents
 pay higher tuition than graduate nonresidents.

Ultimately, the percentages the Committee recommends are ones that comply with the guidelines contained
 in the 10/7/16 J. Pruitt memorandum which cap tuition at 2% for resident undergraduate students.
 Furthermore, the percentages are ones that conservatively begin the process of bringing into alignment
 tuition for undergraduate and graduate nonresidents.

Because NC State University currently exceeds the 15% cap on total tuition dollars that may be used for
 need-based financial aid, and therefore cannot allocate any CITI money to this category, the Committee
discussed and unanimously proposed that CITI allocations be used to support quality and accessibility,
 faculty promotional increases, and the graduate student support plan.

At its September 28th meeting members heard presentations from administrators representing the Colleges
 of 1) Design, 2) Engineering, 3) Management and 4) Sciences regarding premium tuition proposals for seven
 graduate programs. Also at this September 28th meeting, the Committee completed its work by voting and
 approving: the recommended percent tuition increase for all student categories, the percent allocation for
 three expenditure categories, and the premium tuition proposals that had been presented earlier during the
 meeting. The Committee includes 14 voting members and 5 non-voting members; 12 out of 14 voting
 members cast votes.

The Committee approved the following campus initiated tuition increase (CITI) recommendations:
2017-18
- Continue guaranteed 8/10 semester fixed tuition rate for undergraduate residents enrolled as of
  Fall 2016
- ($128 CITI = 2%) Undergraduate Residents (New Cohort)
- ($957 CITI = 4%) Undergraduate Nonresidents
- ($404 CITI = 5%) Graduate Residents
- ($1357 CITI = 6%) Graduate Nonresidents
The Committee recommends that the additional tuition revenues be used to:

2017-18
- improve the quality and accessibility of the NC State educational experience: suggest allocating 66.2%
- provide funding for faculty promotional increases: suggest allocating $750,000 [which equals 8.8%]
- provide funding to the Graduate Student Support Plan: suggest allocating 25.0%

2017-18 premium tuition recommendations
- Increase tuition premium by $1000 per year effective Fall 2017 for the following degree programs:
  - Master of Business Administration
  - Master of Global Innovation Management
- Increase tuition premium by $4000 per year effective Fall 2017 for the following degree program:
  - Master of Science in Financial Mathematics
- A new tuition premium of $2400 per year effective Fall 2017 for the following degree program:
  - Master of Science in Chemical Engineering
- Increase tuition premium by $800 per year effective Fall 2017 for the following degree programs:
  - Master of Computer Science
  - Master of Science in Computer Science
- A new tuition premium of $4000 per year effective Fall 2017 for the following degree program:
  - Doctor of Design

(See the spreadsheets included on pages 5 and 6)

The Committee recognizes that the additional tuition will make attending NC State more expensive for students than in the past, and yet affirms that an NC State education is still an exceptional value. The Committee wishes to maintain and improve the quality of that education for the benefit of our students and the state and region which we serve. Tuition Review Advisory Committee members voiced strong agreement that the recommended tuition increases are necessary and rationally conservative.

Furthermore, during the September 28th meeting after having made final recommendations, a member’s “motion” followed by another member’s “second” and the Committee’s unanimous voice vote of “aye” caused the following to be approved: “If UNC-General Administration establishes a set tuition-increase rate for undergraduate residents that is less than the Committee’s proposed 2% increase, the proposed percent-expenditures will remain the same and therefore, the Committee will not need to re-convene.”

If you have questions or would like further information, please let us know.

WAA/PRN/rch

Impact statements regarding the premium tuition proposals include the following:

Master of Business Administration (MBA) and Master of Global Innovation Management: The MBA programs are nationally recognized... ranking having moved up in the Bloomberg Businessweek from #54 to #29 and moved up from #70 to #52 in US News & World Report. Money from the existing tuition premiums helped the program achieve these results and the proposed increase will help support investments for the “do” portion of NC State’s philosophy “think and do.” MBA enrollment increased from 200 in fall 2002 (when the program started charging premium tuition) to 424 in fall 2013 and was up to 539 in spring 2016. Starting salaries of the graduates of the full-time program are in the $80,000-$90,000 range. The return on investment is high; the current cost of the program for evening and online students is roughly $40,000.
An increase in the premium tuition will assist the program to increase and support faculty/staff (proposing 5 teaching professor positions and 8-10 part time industry experts to assist teaching faculty) and help meet the demands of a growing program (proposing staffer for course design & development; and hardware/software expense account to keep up-to-date). Expanding the MacLaughian Leadership series from 24 students to about 200-250 per year is also a goal.

**Master of Science in Financial Mathematics (MFM):** The Professional Science Masters (PSM) in Financial Mathematics is a 3-semester program; there’re 70 students enrolled. The proposal indicates that students need additional professional skills training and workshops/projects offered by practitioners. The MFM Program has established connections with many companies that hire NC State graduates; most of these jobs are in North Carolina in the financial and financial services sector in companies like SAS, BB&T and Duke Energy for example. There is a 100% placement rate of graduates in career track positions and 100% placement rate in internships. Companies in other sectors utilize quantitative risk management. Expanding the external contact list will translate into improved opportunities for private-sector internships and jobs for the students which is a critical component of the MFM curriculum. Money from tuition premium will be used to create a new career services position; used to expand exposure of students to practitioners (workshops); and used for marketing and recruiting. Dedicating a full time position to career services will improve the offerings to students and provide timely and effective assistance as students progress through interviews. Additional funds from premium tuition increase will enable practitioners to join the program as adjunct professors and professors of the practice. Students will be able to receive academic training from cutting-edge researchers in financial math and related areas.

**Master of Science in Chemical Engineering:** Each year a large number of students apply for the masters program, and the premium tuition will allow the degree program to grow. Companies are now hiring employees who hold the MS in Chemical Engineering where previously companies preferred employees with the PhD. The program expects its enrollment to grow as it focuses more attention on recruiting and admitting master of science students. The larger percent of money from tuition premium will be used for hiring teaching assistants (58%) and for hiring adjunct faculty to free up department faculty so they can create more elective courses based on faculty members’ areas of expertise. Money will also be used for eventually creating tracks for the MS program, and for creating supplementary fellowship and financial aid slots based on need and merit giving particular attention to underrepresented groups. It is anticipated that students earning the MS in Chemical Engineering will realize an average of $14K in their income which will allow for a fast return on investment for the students.

**Master of and Master of Science in Computer Science:** This degree program is one of the largest graduate programs at NC State with over 700 students; the program has grown about 20 percent since premium tuition was first approved for Fall 2014. Applications for the degree program have increased by 59 percent. Funds generated from the tuition premium will help with improving the educational experience of students (hiring more teaching assistants, teaching faculty & staff) and acquisition of additional equipment, software, and technical support needed for lab-based courses; as well as help with providing need-based financial aid, merit-based fellowships, and recruiting incentives. Without this additional premium tuition increase, the department leadership is constrained in what they can do to alleviate big course section sizes by providing more teaching assistants. The college produces a highly-skilled workforce in science, engineering, and computing and supplies major employers who have established or are establishing substantial operations in North Carolina. Without additional funding the college will not be able to meet the growing demand for graduate studies in Computer Science. Graduates’ starting salaries are in the $85K to $130K range, and there’s close to 100% placement at graduation. This salary range allows for a fast “return on investment” for students.

**Doctor of Design:** This is a new degree program which has been 3.5 years in the making and is now approved to start in Fall 2017. Its delivery will be mixed mode consisting of online and periodic 10-day intensive on-campus workshops and presentations. The proposal is for a one-time tuition premium of $4000 effective 2017-18. The premium tuition will be used to support additional information technology activity, provide graduate assistants required for on-line courses, and to support logistical aspects and additional faculty resources related to the intensive on campus workshops.
### Final Tuition Recommendation for 2017-18

<table>
<thead>
<tr>
<th>Student Categories:</th>
<th>2017-18</th>
<th>Projected FTEs</th>
<th>Rate Increase</th>
<th>Revenue Generated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate Residents (Guaranteed - All But New Cohort)</td>
<td>2.00%</td>
<td>4,500</td>
<td>128</td>
<td>$576,000</td>
</tr>
<tr>
<td>Undergraduate Residents</td>
<td>4.00%</td>
<td>2,842</td>
<td>957</td>
<td>$2,719,794</td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>5.00%</td>
<td>2,840</td>
<td>404</td>
<td>$1,147,360</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>6.00%</td>
<td>2,972</td>
<td>1,357</td>
<td>$4,033,004</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>26,908</td>
<td></td>
<td>$8,476,158</td>
</tr>
</tbody>
</table>

#### Proposed Use:

<table>
<thead>
<tr>
<th>%</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need-based Financial Aid</td>
<td>0.0%</td>
</tr>
<tr>
<td>Graduate Student Support Plan (GSSP)</td>
<td>25.0%</td>
</tr>
<tr>
<td>Improve Quality &amp; Accessibility</td>
<td>66.2%</td>
</tr>
<tr>
<td>Faculty Promotional Increases</td>
<td>8.8%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

#### Graduate Student Support Plan (GSSP)

<table>
<thead>
<tr>
<th>Students</th>
<th>Rate</th>
<th>Increased Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Supported Graduate Students</td>
<td>1,700</td>
<td>404</td>
</tr>
<tr>
<td>Non-State Supported Graduate Students</td>
<td>1,500</td>
<td>1,357</td>
</tr>
<tr>
<td>Differential in Tuition Remission</td>
<td>1,500</td>
<td>953</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Summary

<table>
<thead>
<tr>
<th>Tuition 2016-17</th>
<th>Increase</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>$6,407</td>
<td>$128</td>
<td>2.0%</td>
</tr>
<tr>
<td>$23,926</td>
<td>$957</td>
<td>4.0%</td>
</tr>
<tr>
<td>$8,088</td>
<td>$404</td>
<td>5.0%</td>
</tr>
<tr>
<td>$22,610</td>
<td>$1,357</td>
<td>6.0%</td>
</tr>
</tbody>
</table>

| Differential in graduate resident and non-resident tuition: | $ 953 | $15,475 |

- Projected FTEs are the Spring 2015 and Fall 2015 FTEs averaged together. Spring 2016 not available yet.
- FTEs include On-Campus Regular term and CVM portion of Vet Med students. DE and DVM not included here.
- For Undergraduate Residents (Guaranteed- All But New Cohort) FTEs assume all of 13,754 undergraduate residents have a guaranteed rate, except for the 4,500 FTE in the new freshmen undergraduate resident cohort.
- GSSP headcounts are placeholders.

**SOURCE:** [https://oipr.ncsu.edu/students/enrollment/full-time-equivalent-fte](https://oipr.ncsu.edu/students/enrollment/full-time-equivalent-fte) (On-campus Regular Term FTE Budget Enrollment Report)
### Summary of Tuition Premium Requests for Graduate Degree Programs

<table>
<thead>
<tr>
<th>Title of Graduate Degree Program</th>
<th>Tuition Premium effective 2016-17 (Full-time students)</th>
<th>Resident/Non-resident 2016-17 Tuition Per Year (includes tuition premium)</th>
<th>Tuition Premium Requested for Year 2017-18</th>
<th>Resident / Non-resident 2017-18 Tuition Per Year (includes tuition premium)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Business Administration</td>
<td>$13,125 (residents) $13,610 (nonresidents)</td>
<td>$21,213 / $36,220</td>
<td>$1000</td>
<td>$22,617 / $38,577</td>
</tr>
<tr>
<td>Master of Global Innovation Management</td>
<td>$13,125 (residents) $13,610 (nonresidents)</td>
<td>$21,213 / $36,220</td>
<td>$1000</td>
<td>$22,617 / $38,577</td>
</tr>
<tr>
<td>Master of Financial Mathematics</td>
<td>$6,000</td>
<td>$14,088 / $28,610</td>
<td>$4,000</td>
<td>$18,492 / $33,967</td>
</tr>
<tr>
<td>Master &amp; Master of Science in Computer Science</td>
<td>$4,800</td>
<td>$12,888 / $27,410</td>
<td>$800</td>
<td>$14,094 / $29,567</td>
</tr>
<tr>
<td>Master of Science in Chemical Engineering</td>
<td>$0</td>
<td>$8,088 / $22,610</td>
<td>$2400</td>
<td>$10,892 / $26,367</td>
</tr>
<tr>
<td>Doctor of Design (this is a new degree program effective 2017-18)</td>
<td>$0</td>
<td>n/a</td>
<td>$4,000</td>
<td>$12,492 / $27,967</td>
</tr>
</tbody>
</table>

**NOTE:** 2016-17 Tuition for Graduate Residents and Nonresidents is $6,088 /$22,610 per year. 2016-17 Resident and Nonresident tuition in chart does not include College of Engineering Program Enhancement Fee.

**SOURCE:** [https://studentservices.ncsu.edu/your-money/tuition-and-fees/graduate-students/](https://studentservices.ncsu.edu/your-money/tuition-and-fees/graduate-students/)
TUITION REQUEST FORM

NCSU
Regular Campus-Initiated Tuition Increases for 2017-18

<table>
<thead>
<tr>
<th>Requested Campus-Initiated Tuition Increase</th>
<th>Reg. Term Annual Increment</th>
<th>DE Rate (SCH)</th>
<th>Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Residents</td>
<td>$128.00</td>
<td>$4.32</td>
<td></td>
</tr>
<tr>
<td>Undergraduate Nonresidents</td>
<td>957.00</td>
<td>32.33</td>
<td></td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>404.00</td>
<td>19.80</td>
<td></td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>1,357.00</td>
<td>66.52</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE</th>
<th>SCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Residents</td>
<td>4,500.00</td>
</tr>
<tr>
<td>Undergraduate Nonresidents</td>
<td>2,842.00</td>
</tr>
<tr>
<td>UG Resident per G.S. 116-143.6</td>
<td>2,840.00</td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>2,972.00</td>
</tr>
</tbody>
</table>

Projected Revenues

| Undergraduate Residents                     | $576,000                    | $110,346      | $686,346 |
| Undergraduate Nonresidents                   | 2,719,794                   | 31,037        | 2,750,831|
| UG Resident per G.S. 116-143.6               | 0                          | 0             | 0        |
| Graduate Residents                           | 1,147,360                   | 497,911       | 1,645,271|
| Graduate Nonresidents                        | 4,033,004                   | 74,436        | 4,107,440|
| Total                                       | 8,476,158                   | 713,730       | 9,189,888|

Projected Expenditures

| Inflationary Adjustments                      | $0                          |              |

| Other Critical Needs:                        |                             |              |
| 1. Faculty & Staff Retention                 | 750,000                     | 750,000      |
| 2. Expanded Instit. Opportunities            | 5,609,858                   | 412,344      | 6,022,202|
| 3. Student Services                          | 0                          |              |
| 4. Academic Support                          | 301,386                     | 301,386      |
| 5. Libraries                                 | 0                          |              |
| 6. Technology Improvements                   | 0                          |              |
| 7. Other *(provide details below)*           | 2,116,300                   | 2,116,300    |
| Total                                        | 8,476,158                   | 713,730       | 9,189,888|

*Other* Expenditure Explanation:

Graduate Support Plan
Campus Request for Authorization to Change Premium Tuition

Date: May 23, 2016
Institution: NC State University
Degree Program CIP: 52.0201

Introduction

The graduate management programs covered in this request include:

- Master of Business Administration (CIP 52.0201)
- Master of Global Innovation Management (CIP 52.0201)

Part of AACSB-accredited Poole College of Management and designed to meet the needs of full-time students, working professionals and military personnel, the Jenkins Graduate Management Programs impacted by premium tuition include two degrees -- delivered on main campus, on a satellite campus and online -- and four graduate certificate programs.

The programs are as follows:

**Full-time MBA:** Featuring award-winning faculty, innovative curriculum and real business experience, this format is completed in two academic years on NC State’s main campus. 56 credit hours.

**Professional Evening MBA:** With convenient evening courses and a flexible timeframe for completion (21 mos - 6 years), working professionals choose the path that meets their needs. Locations include Nelson Hall on NC State’s Main Campus, or our satellite location in Research Triangle Park, NC. 40 credit hours.

**Professional Online MBA:** For the ultimate in flexibility, classes may be completed entirely online -- with the exception of two required 3-day residencies in Raleigh, NC. Flexible timeframe for completion (21 mos - 6 years). 40 credit hours.

**Master of Global Innovation Management, concentration in Global Luxury Management (GLM)**

Global Luxury Management (GLM) is a unique academic program offered as an option in the Master of Global Innovation Management (MGIM) program. The GLM option was developed and is offered as a partnership between NC State's Poole College of Management and College of Textiles and SKEMA Business School's Paris campus in France. 33 credit hours over two semesters.
Premium Tuition Increase Requested

We propose increasing the CITI for the full-time MBA program and the GLM program from $13,000 in 2016-17 to $14,000 in 2017-18. The increase also will apply to the evening and online MBA programs, but prorated on a per-credit-hour basis to reflect their part-time nature.

To continue to be successful in a the highly competitive MBA market, the NC State Jenkins MBA needs the ability to enhance program quality and to increase faculty and staff support to meet the demands of a growing program. The online program especially needs increased support for faculty, instructional design and technology. The proposed increase in CITI would address these concerns.

Considerations (A-I)

Consideration A: The anticipated impact of the proposed tuition premium on program quality.

*Increased tuition will lead to substantial improvements in the quality of the program(s) for students.*

NC State’s MBA programs are nationally recognized, some of which are listed below:

- **Full-time MBA**
  - #29, Bloomberg Businessweek (up from #54)
  - #52, US News & World Report (up from #70)

- **Part-time MBA**
  - #34, US News & World Report (up from #103)
  - #45, Bloomberg Businessweek

- **Online MBA**
  - #15, US News & World Report
  - #20, Princeton Review
  - #13 for military veterans, US News & World Report

These results could not have been achieved without CITI support. CITI funds support all career services for MBA and MGIM. They also support admissions staff and marketing. There has been a clear payoff from these efforts. Before CITI, starting salaries for graduates lagged well behind peer schools, whereas they are now competitive. Before CITI, the MBA was not in the top 100 of any MBA ranking. CITI provides the support base needed for excellence.

The admissions and marketing initiative has been very successful. MBA enrollment increased from 200 in fall 2002 (when we started charging premium tuition) to 424 in fall
2013 and is up to 539 in spring 2016. We forecast at least one more year of enrollment growth.

Graduates are extremely successful. Starting salaries of the graduates of the full-time program are in the $80,000-$90,000 range. Salaries of students in the evening and online program increase by 20-25% between starting the program and graduating.

To continue to be successful -- defined as steady or increasing enrollments and same or higher student quality -- in a the highly competitive MBA market, we need the ability to increase and support faculty and staff meet the demands of a growing program (growth referenced above). We specifically need support in the following areas:

- Leadership development: In 2015 the MBA program received a gift from a private donor that allowed it to set up the MacLaughlan Leadership series. The initial offering in spring 2016 for 24 selected students was extremely successful; our goal over the next three years is to expand this opportunity to all 600 students, roughly 200-250 per year.
- Online program improvements: The NC State online MBA lags behind comparable programs in three areas: (1) educational technology experts and instructional designers to support faculty, (2) software and hardware to support the program, and (3) faculty lines for advanced electives and student projects.

Consideration B: The projected impact of increased tuition on access for North Carolina residents

An increase in tuition would not significantly reduce access to residents or would expand access.

The program will remain highly accessible for North Carolina residents. As of the Spring 2016 semester, about 85 percent of NC State’s MBA students are working professionals and more than half of these students have their tuition partially or fully paid by their employer. Most of NC State’s full-time MBA students receive tuition assistance and in many cases full tuition assistantships. About 17 percent of incoming students Fall 2015 and Spring 2016 semesters (full-time and part-time) receive some type of active-duty military or veterans benefits.

The MGIM is a one year program with tuition levels below what peer universities charge. For those financing their own education, accessibility hinges on both tuition and the value of the degree.

As will be shown in more detail below, salaries of MBA graduates remain extremely high compared to graduates of other masters’ degree programs.
Consideration C: The availability of student financial aid for students with economic need and of tuition remission

*Premium tuition would increase the availability of financial aid to students who need it.*

Students in all professional masters programs in the Poole College of Management are eligible to apply for need-based subsidized and unsubsidized federal loans (Perkins and Stafford), and the federal PLUS program. International students may apply for loans through the Graduate Management Admission Council’s international loan program.

In the past year, we have introduced two new scholarship programs for working professional students, and an increase in premium tuition would allow us to expand these scholarship offerings.

Consideration D: The extent to which current and prospective students can afford increase in tuition

*Current and prospective students would be able to afford the rise in tuition.*

**The availability of cost reimbursement by employers:**

Companies continue to support MBA education for high potential employees.

Among all part-time and online incoming students in spring 2016 semester (95), 67 percent in reported receiving some level of cost reimbursement from their employer. This figure is consistent with the support level over the last few years.

MGIM is a full-time program where students are not expected to be employed.

**Starting salaries of recent graduates:**

MBA graduates receive compensation well above that received by graduates of other masters programs. The average starting salary for full-time students who graduated in May 2015 was $82,389 with an average signing bonus of $10,718. Also, 92 percent of graduates seeking full-time employment accepted job offers within three months of graduation.

The average salary of (reporting) part-time students who graduated in the December 2014-December 2015 time period was $88,309. Among that population, part-time evening graduates experienced an average 24 percent salary increase while enrolled in the MBA program, and online students experience an average 19 percent salary increase.
The return on investment is extremely high. The current cost of the program for evening and online students is roughly $40,000. With earnings increasing by 24 percent between the start and the end of the program, a student can recover the tuition investment within two years and four months. They then get to enjoy the 24% return for the rest of their 30-year-plus careers.

Students graduating from MGIM earned $51,000 on average upon graduation in 2015. This amount is smaller because these students generally have no work experience and MGIM is a one year degree.

Consideration E: The relationship between projected tuition revenue to institutional and/or program costs.

The increase in tuition would not unduly increase institutional and/or program costs.

The state budget for the Poole College of Management was $27 million for 2014-15, which covers the cost of instruction for approximately 2600 undergraduates and 800 graduate students. Premium tuition for the MBA and MGIM programs generates about $5 million toward this budget. This proposal would generate $435,000 in 2017-18 based on projected fall 2017 enrollment levels. With funding tied to enrollment, the proposal also guarantees that the service level can keep up with future growth in the program.

The CITI budget for the MBA and MGIM programs always has been carefully managed. The investments needed in leadership development and improving the online program can all be funded with the expanded budget in 2017-18. Increased spending on financial aid will not generate undue administrative expenses.

Consideration F: Tuition and fees, net of remissions and waivers, charged by peer institutions or programs as compared to tuition and fees, net of remissions, for the program (the public subsidy received by students at public institutions or programs in the peer set, including the program in question, will also be identified as part of the comparison)

The current tuition and fees (net remissions and waivers) are low in comparison to similar programs at peer institutions and would not become inordinately high in the same comparison if the proposed tuition increase were implemented.

MBA tuition at NC State is quite low compared to benchmark schools. As a benchmark, we examined tuition for full-time MBAs at NC State’s 16 peer institutions, plus UNC Chapel-Hill and Duke University.
Median in-state tuition (per year) for full-time MBA programs at the 18 schools was $25,868, above NC State’s tuition of $23,697. NC State’s in-state tuition was below 11 of the 18 schools, even when comparing NC State’s latest proposed 2016-17 tuition to the 2015-16 tuition levels still posted at many of the schools. (See Appendix A for complete details.) The picture is similar for out-of-state MBA tuition. Median out-of-state tuition at these 22 schools is $41,930, which again is well above NC State’s out-of-state tuition of $38,704. NC State’s out-of-state tuition is below 11 of the 18 benchmark schools.

The Master of Global Innovation is unique, so there is no benchmark data available.

Consideration G: A plan for the intended use of additional tuition receipts

*The Jenkins Graduate Management Programs have a clear and detailed plan for the use of the tuition increase.*

To continue to be successful -- defined as steady or increasing enrollments and same or higher student quality -- in the highly competitive MBA market, we need the ability to increase and support faculty and staff meet the demands of a growing program.

In particular, the online MBA program needs increased support for staff, faculty, instructional design and technology. The proposed increase in CITI would address these concerns.

Investment priorities for the online MBA include:

**Teaching**

- 4 teaching professor positions, including finance, marketing, analytics, and strategy
- 1 teaching professor to manage research projects conducted for companies that partner with the Poole College of Management
- 8-10 part time industry experts to assist teaching faculty

**Technology support and instructional design**

- 1 full-time staff to assist in on-line course design and development
- Hardware and software expenses to keep up to date

We also will be making investments in leadership development programs, which will require additional part-time faculty and a full-time director of leadership development. Finally we plan on making investments in increased training in written and oral communications for all students, as well as investments in Financial aid – will be increased both to hold current students and to attract more students.
The MGIM program would make investments in faculty, career services and program enrichment. The program has benefited from bringing in part-time instructors to teach short courses in topics such as social media marketing and marketing analytics. Additional funding would be used to expand this practice and add courses in areas such as design thinking, product innovation and business model innovation.

Career services support will be expanded so that students will receive more support in their job search and more companies can be persuaded to recruit the program’s graduates.

To enrich the out-of-classroom experience, CITI support would be used to launch an executive lecture series and to expand the North Carolina study tour to include an overnight stay.

Consideration H: Assistantships or grant support for graduate students

*The Jenkins Graduate Management Programs provide sufficient assistantships and/or grant support for its graduate students.*

According to the NC State Office of Tuition and Financial Aid, 85 percent of full-time MBA students enrolled during the fall 2015 semester received some level of assistantship, grant and/or scholarship. More than half of full-time MBA students are on the Graduate Student Support Plan (GSSP), which provides health insurance and tuition support during the program.

No assistantships are provided in the MGIM program because students spend only one semester at NC State and the other semester overseas.

Consideration I: Analysis of student indebtedness levels within the university.

*The Jenkins Graduates Management Programs are aware of indebtedness of students within the programs.*

Of full-time MBA graduates during the July 1, 2014 - June 30, 2015 period, 51% borrowed through the university financial aid office. They borrowed an average of $36,759 which is slightly below the in-state tuition paid over the two years needed to complete the program.

Among part-time evening students, 46% borrowed while in the program. The part-time students (virtually all of whom were fully employed during this period) who took out loans borrowed an average of $35,654, again somewhat below their tuition bill for the program.
Among part-time online students, 27% borrowed while in the program. The online students (virtually all of whom were fully employed during this period) who took out loans borrowed an average of $38,324, again somewhat below their tuition bill for the program.

As for the MGIM program, 22% of the 23 spring 2015 graduates borrowed through the university financial aid office. The average level of indebtedness was $30,675.
Appendix A.

Tuition and fees per semester for full-time MBA programs at peer institutions, plus UNC Chapel Hill and Duke University.

<table>
<thead>
<tr>
<th>University/BusinessSchool</th>
<th>Tuition Year</th>
<th>Annual tuition resident</th>
<th>Annual tuition non-resident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Iowa State University, College of Business</td>
<td>2016-17</td>
<td>$11,281</td>
<td>$24,607</td>
</tr>
<tr>
<td>University of Florida, Hough Graduate School of Business</td>
<td>2015-16</td>
<td>$13,237</td>
<td>$30,630</td>
</tr>
<tr>
<td>University of Wisconsin-Madison, Wisconsin School of Business</td>
<td>2015-16</td>
<td>$16,018</td>
<td>$30,835</td>
</tr>
<tr>
<td>Colorado State University- College of Business</td>
<td>2015-16</td>
<td>$20,565</td>
<td>$35,468</td>
</tr>
<tr>
<td>Texas A&amp;M University, Mays Business School</td>
<td>2015-16</td>
<td>$21,418</td>
<td>$32,103</td>
</tr>
<tr>
<td>Purdue University, Krannert School of Management</td>
<td>2015-16</td>
<td>$22,418</td>
<td>$42,184</td>
</tr>
<tr>
<td>North Carolina State University, Jenkins Graduate School of Management</td>
<td>2016-17</td>
<td>$23,697</td>
<td>$38,704</td>
</tr>
<tr>
<td>University of Arizona, Eller College of Management</td>
<td>2016-17</td>
<td>$24,100</td>
<td>$43,300</td>
</tr>
<tr>
<td>Pennsylvania State University, Smeal College of Business</td>
<td>2015-16</td>
<td>$24,585</td>
<td>$38,945</td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign, College of Business</td>
<td>2015-16</td>
<td>$27,150</td>
<td>$38,700</td>
</tr>
<tr>
<td>Michigan State University, Broad College of Business</td>
<td>2015-16</td>
<td>$28,313</td>
<td>$44,895</td>
</tr>
<tr>
<td>Rutgers University, Rutgers Business School</td>
<td>2015-16</td>
<td>$28,022</td>
<td>$46,726</td>
</tr>
<tr>
<td>Georgia Institute of Technology, Scheller College of Business</td>
<td>2015-16</td>
<td>$28,088</td>
<td>$41,676</td>
</tr>
<tr>
<td>Ohio State University, Fisher College of Business</td>
<td>2015-16</td>
<td>$31,139</td>
<td>$50,611</td>
</tr>
<tr>
<td>University</td>
<td>Year(s)</td>
<td>Start</td>
<td>End</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>---------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>University of California-UC Davis Graduate School of Management</td>
<td>2016-17</td>
<td>$38,484</td>
<td>$50,729</td>
</tr>
<tr>
<td>University of North Carolina-Chapel Hill, Kenan-Flagler</td>
<td>2016-17</td>
<td>$43,142</td>
<td>$59,264</td>
</tr>
<tr>
<td>University of Maryland, Smith School of Business</td>
<td>2015-16</td>
<td>$45,499</td>
<td>$54,409</td>
</tr>
<tr>
<td>Duke University, Fuqua School of Business</td>
<td>2016-17</td>
<td>$63,600</td>
<td>$63,600</td>
</tr>
<tr>
<td>Median</td>
<td></td>
<td>$25,868</td>
<td>$41,930</td>
</tr>
</tbody>
</table>
# TUITION INCREASE REQUEST FORM
## FOR PROFESSIONAL SCHOOLS
### 2017-18

**NCSU**

**Poole College of Management, Master of Business Administration**

52.0201

<table>
<thead>
<tr>
<th>Requested School-Based Tuition Increase</th>
<th>Annual Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$1,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

**Projected Revenues**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$350,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$85,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$435,000.00</td>
</tr>
</tbody>
</table>

**Projected Expenditures**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Online faculty</td>
<td>$200,000.00</td>
</tr>
<tr>
<td>Online hardware and software</td>
<td>$25,000.00</td>
</tr>
<tr>
<td>Leadership development</td>
<td>$125,000.00</td>
</tr>
<tr>
<td>Financial aid</td>
<td>$85,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$435,000.00</td>
</tr>
</tbody>
</table>

---

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? *(respond yes or no in the box)*

**Yes**
# Tuition Increase Request Form

## FOR PROFESSIONAL SCHOOLS

### 2017-18

**NCSU**

*Poole College of Management, Master of Global Innovation Management*

### 52.0201

<table>
<thead>
<tr>
<th>Requested School-Based Tuition Increase</th>
<th>2017-18 Annual Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$1,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

### Projected Revenues

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$10,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$25,000.00</strong></td>
</tr>
</tbody>
</table>

### Projected Expenditures

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Part-time professor of practice</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Program enrichment (guest speakers, study tour)</td>
<td>$5,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$25,000.00</strong></td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? *(respond yes or no in the box)*

**Yes**
Dr. Duane K Larick  
Senior Vice Provost for Academic Strategy & Resource Management  
NCSU Campus Box 7101

Vice Provost Larick,

I am pleased to submit the attached proposal for a Campus Initiated Tuition Increase. The NC State Masters of Financial Mathematics is ranked in the top 25 of all financial math/financial engineering programs (Quantet and TFE Times). The program is highly visible and help us stand out when compared to our peer institutions. The increase will fund investments in critical areas chosen to directly benefit students.

I look forward to working with you and the appropriate bodies within the University and General Administration on this proposal. Let me know if any additional information is required.

Sincerely,

Dr. Jeffrey S. Scroggs  
Director, Masters of Financial Mathematics

Enclosures: Signatures Page, Proposal, Form A

Cc: Alina Chertok, Paul Cohen, Lee Craig, Montserrat Fuentes, Charles Safley
Campus Request for Authorization to Increase Tuition for the Masters of Financial Mathematics
North Carolina State University

This request has been reviewed and approved by the appropriate campus committees and authorities.

Proposed By:

Jeffrey Scroggs, Director, Masters of Financial Mathematics Graduate Program

Endorsed By: (Administrative Committee)

Peter Harries, Chair of Administrative Committee & Senior Associate Dean, Graduate School

Steven Allen, Associate Dean, Poole College of Management

Jö-Ann Cohen, Associate Dean, College of Sciences

John Dole, Associate Dean, College of Agriculture and Life Sciences

Douglas Reeves, Associate Dean, College of Engineering

(revised August 2015)
Proposal. Campus Request for Authorization to Increase Tuition for the Masters of Financial Mathematics

Date: March 2016
Institution: NC State University
Degree Program CIP: 27.0305
Level: Graduate
Type of Degree: Masters

Proposed Date of Implementation
Semester: Fall
Year: 2017

Introduction

Background. NC State’s Financial Mathematics Program is a Professional Science Masters known for rigorous training in the core areas of probability, statistics, modeling, investment theory, stochastic processes, and economics. The tuition premium pays for “plus” services that go beyond academic coursework taught by tenure-track faculty. Specifically, the students need professional skills training and workshops/projects offered by practitioners.

Need for premium. Under the original plan, paid for by the initial premium, a single employee was hired to handle career/professional training, external relations, business development, and alumni relations. Given the growing goals and expectations of the program, adequate coverage for these areas requires more than a single full time position. The current staff must be augmented and restructured by creating one position to focus on external and alumni relations as well as business development and a second position to focus on career services. The need for an additional staff to cover non-academic areas is the main driving force for this proposal.

Also driving the request is a need for the program to stand out. An increasing number of similar programs worldwide mean increasing competition for students. The program proposes to respond to this competition by developing two areas that make the program unique. Specifically, we will develop a course targeting professional certification (described in the next section) and we will serve students that wish to work in the actuarial sciences. This is a natural expansion of the program because actuarial science now includes the kind of quantitative risk management covered in the program. There are only two other programs known to have the kind of prep class proposed, only a few that prepare for actuarial careers, and none that have both.

Uses of premium. The proposed increase of the tuition premium is $2,000/sem (full time students will pay a total premium of $5,000 per semester). The primary driver for this proposal is to create a new career services position. This will permit the Director of External Relations to focus on business development and alumni relations. Funds will also be used to expand exposure of students to practitioners (workshops) and for marketing and recruiting.

The sections suggested in the Guide to Writing appear next. Appendix A provides quotes from employers supporting these changes, and Appendix B provides information collected from the students.
A. Anticipated impact on program quality.

The following improvements will be supported by the increase in tuition premiums

- Improved external relations, business development, and alumni relations
- Improved career development training for students
- Increased exposure to practitioners
- Improved program quality by recruiting students through feeder programs and by marketing

*External relations, business development, and alumni relations.* There is a great need to improve our external relations through an expansion of our private-sector contacts. The MFM Program has established connections with many companies that NCSU graduates, but there are still more companies that could be developed. Most of the jobs that our students obtain are in NC. Traditionally, these jobs are in the financial and financial services sector; however, many companies in other sectors utilize quantitative risk management. This area is a critical component of the MFM curriculum. At current staffing levels, we are unable to develop non-traditional business partners, and we cannot sustain the contacts we currently have.

A larger contact list will translate into improved opportunities for private-sector internships and jobs for the students. This will cascade into improved program rankings and improved program reputation within the private sector. Program quality will improve by strengthening existing connections and expanding our external contacts and alumni. This includes additional companies both in the financial services, and in some non-traditional sectors.

A single staff member, the Director of External Relations (DER), was given the responsibilities for both career services and external relations. It was an exciting time as many new services were established for the program; however, it has become clear that these responsibilities must be split into two positions. The person working as the DER has been covering both areas, rising to the challenge by working 70+ hours/week. She provides high quality services; however, this cannot be sustained. If the tuition premium is not approved, there is significant risk that she will leave. This would harm the program because continuity for the person in this position is important. Developing and maintaining an external contact takes 3-4 years. Alumni also respond much better to someone that was working for the program when they were going through the program. Lack of additional funding will require reduction or elimination of services for external relations, business development, and/or alumni relations with a corresponding reduction in employment opportunities for students as well as a significant disruption in the program’s continuity.

*Improved career services.* The proposed premium increase will fund a new position that will be dedicated to career development for MFM students (writing resumes and cover letters, interviewing, networking, etc.). As mentioned above, the level of effort of the person currently providing these services cannot be sustained. Dedicating a full time position to career services will improve the offerings to students, enabling the program to track students better as well as to identify the specific skills needing development required by individual students. A dedicated a full time trainer would also be able to provide timely and effective assistance as students progress through interviews. Moving career services responsibilities to this new position will permit Director of Career Services to focus on external relations.
**Exposure to practitioners.** Students receive excellent academic training from cutting-edge researchers in financial math and related areas; however, their exposure to practitioners is limited and needs to be improved by expanding the number of practitioners interacting with the students. For example, the additional funds will enable practitioners to join the program as adjunct professors and professors of the practice. A veteran of the financial services sector offering a 3-hour course on topics such as Capital Markets or Fixed Income Securities exposes students to businesses processes in the area of quantitative financial management. Practitioners will also augment existing classes taught by tenure-track faculty by providing projects and workshops motivated by current topics from industry. This enriches their educational experiences and improves their competitive advantage when interviewing.

**Our network of feeder schools needs be improved.** The primary feeder school is NC State. Candidate schools for being developed include those located in this state (e.g. UNC, ECU,UNCW, and App. State) and regional schools (VA, TN, and GA). There are several benefits to developing feeder schools. Graduates will tend to get jobs in NC, so the state’s economy and local alumni network are supported. Domestic students are much easier to place in jobs and internships.

**Marketing needs to be improved.** Prospective students must continually be informed of the high quality of our program. We also expect a rise in worldwide recognition and rankings by advertising the quality of our graduates and program.

**B. The projected impact of increased tuition on access for North Carolina Residents.**

**Time to recover cost.**

The average starting salary of graduates is $78,583. Also, of the students who did not continue their education, all of graduates 100% who cooperated in our survey process were employed within one year of completion.

Entering students’ salaries averaged $24,844. Most students start the program straight from undergraduate studies, but we did not use these students’ information when calculating the pre-program salaries. We only used pre-program salaries of the 18 students that reported salaries of career-track jobs before starting the program. The average **increase in annual salary** is $53,739 = $78,583 - $24,844. Using this increase, this cost/benefit analysis considers how long it takes to pay for the cost of the program. This appears in the tables that follow.

---

1 Salary data used in this section is from Spring 2013 - Fall 2015 graduates. Tuition and fees are from Fall 2015 – Spring 2016.

2 We attempted to track all graduates of the program; however, not all students cooperated. Specifically, of the 56 graduates from Spring 2013-Fall 2015, we lost track of 17 (30%), 11 (20%) continued their graduate education, and 28 (50%) participated in the employment and salary survey. All 28 had jobs within one year, and 16 (57%) provided salary information to us.
Masters of Financial Mathematics

Costs with the Current Premium

<table>
<thead>
<tr>
<th>Years to Earn Cost of Program</th>
<th>Tuition &amp; fees only</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>in-state</td>
<td>$24,336</td>
<td>0.45</td>
</tr>
<tr>
<td>out-of-state</td>
<td>$45,484</td>
<td>0.85</td>
</tr>
</tbody>
</table>

Including housing

<table>
<thead>
<tr>
<th>Years to Earn Cost of Program</th>
<th>Tuition &amp; fees only</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>in-state</td>
<td>$45,175</td>
<td>0.84</td>
</tr>
<tr>
<td>out-of-state</td>
<td>$66,324</td>
<td>1.23</td>
</tr>
</tbody>
</table>

Including the Proposed Increase

<table>
<thead>
<tr>
<th>Years to Earn Cost of Program</th>
<th>Tuition &amp; fees only</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>in-state</td>
<td>$30,336</td>
<td>0.56</td>
</tr>
<tr>
<td>out-of-state</td>
<td>$51,484</td>
<td>0.96</td>
</tr>
</tbody>
</table>

Including housing

<table>
<thead>
<tr>
<th>Years to Earn Cost of Program</th>
<th>Tuition &amp; fees only</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>in-state</td>
<td>$51,175</td>
<td>0.95</td>
</tr>
<tr>
<td>out-of-state</td>
<td>$72,324</td>
<td>1.35</td>
</tr>
</tbody>
</table>

Even with the increase in the premium tuition cost, the Masters of Financial Mathematics will continue to be an excellent investment, and with the added services and academic content it will proved, the ROI should only increase.

A comparison to peer (and other) institutions appears in section F below.

C. The availability of student financial aid for students with economic need and of tuition remission.

Current tuition remission model. The program will continue to provide fellowships to students with established need. Fellowships are $2,500/sem, and have been offered to 100% of the students that qualify. Some fellowships are provided by endowments from Duke Energy and Wells Fargo. The remaining fellowships are funded using receipts from the tuition premium. Enrollment is projected to remain steady, so no increase in funding for fellowships is needed. No changes to this model are anticipated.

Other sources of support for students. Some students attend NCSU on a fellowship. These include Fulbright (3 during 2015-2016) and fellowships from foreign governments. Additionally, private-sector support comes in the form of Graduate Industrial Traineeships and paid internships. These are described in §I. Some students are hired as Lecture Assistants in Mathematics Department ($14/hr, 10 hrs/wk).
D. The extend to which current and prospective students can afford increases in tuition.

As indicated in §B, the average starting pay for graduates of this program is $78,583. This compares favorably with the top salaries compiled by NACE (copied from their website as Figure 2).

Using the time to recover the cost of tuition after employment before and after tuition increase in §B, we also demonstrated that the program is quite affordable.

Average federal student loan indebtedness was calculated for students who finished in Fall 2014 and Spring 2015. For that class, only 3 students or 13% borrowed. For the whole class, the average federal student loan indebtedness was $5,377. If you calculate the loan indebtedness for only those that borrowed, the average is $39,434. The numbers are a little tricky for the group of MFM students given the small sample size (a total of 22 MFM students). 3

More than 70% in the MFM program are foreign nationals. They must demonstrate that existing financial resources will cover the cost of their education, so we calculate the time to pay off an average loan using the average loan of only those that borrowed. The tables use the interest rate charged on loans issued in 2016.

---

3 The Office of Scholarships and Financial Aid provided this information for graduates completing in Fall 2014 – Spring 2015.
### Amortization Table for Loan Balance

**Annual Payments are 10% of Starting Salary**

<table>
<thead>
<tr>
<th>Year</th>
<th>Balance</th>
<th>Interest Accrued</th>
<th>Payment</th>
<th>New Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$39,434</td>
<td>$2,303</td>
<td>$7,858</td>
<td>$33,879</td>
</tr>
<tr>
<td>2</td>
<td>$33,879</td>
<td>$1,979</td>
<td>$7,858</td>
<td>$27,999</td>
</tr>
<tr>
<td>3</td>
<td>$27,999</td>
<td>$1,635</td>
<td>$7,858</td>
<td>$21,776</td>
</tr>
<tr>
<td>4</td>
<td>$21,776</td>
<td>$1,272</td>
<td>$7,858</td>
<td>$15,189</td>
</tr>
<tr>
<td>5</td>
<td>$15,189</td>
<td>$887</td>
<td>$7,858</td>
<td>$8,218</td>
</tr>
<tr>
<td>6</td>
<td>$8,218</td>
<td>$480</td>
<td>$7,858</td>
<td>$839</td>
</tr>
<tr>
<td>7</td>
<td>$839</td>
<td>$49</td>
<td>$888</td>
<td>$0</td>
</tr>
</tbody>
</table>

### Amortization Table for Loan Balance

**Annual Payments are 15% of Starting Salary**

<table>
<thead>
<tr>
<th>Year</th>
<th>Balance</th>
<th>Interest Accrued</th>
<th>Payment</th>
<th>New Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$39,434</td>
<td>$2,303</td>
<td>$11,787</td>
<td>$29,949</td>
</tr>
<tr>
<td>2</td>
<td>$29,949</td>
<td>$1,749</td>
<td>$11,787</td>
<td>$19,911</td>
</tr>
<tr>
<td>3</td>
<td>$19,911</td>
<td>$1,163</td>
<td>$11,787</td>
<td>$9,286</td>
</tr>
<tr>
<td>4</td>
<td>$9,286</td>
<td>$542</td>
<td>$9,829</td>
<td>$0</td>
</tr>
</tbody>
</table>

### E. The relationship between projected tuition revenue to institutional and/or program costs.

The revenue generated by this proposal is expected to be $176,000 annually. Based on the same enrollment figures, the current tuition premium generates $264,000 annually. The actual revenue streams are $275,000 (expected) in FY 15/16, $257,980 in FY 14/15 and $242,626 in FY 13/14. Revenue generated by premiums has been used exclusively for non-academic plus services. These services include external relations and career services mentioned above along with a student seminar, workshops, speakers. Except for the $35,000 dedicated to practitioner-led classes, all of the additional revenue will support improvements in plus services.

Financial Math program funds are not mingled with the budget of any department. Departments cover costs of supplying the academic credit hours. One summer month of administrative support for the DGP is being provided in 2016. This is the first time any department funds have been used to support the program. The Math Department also provides access to staff for purchasing, travel, and human resources.

Students are not offered teaching assistantships through the departments. There are typically three students MFM students that qualify for the GSSP because they are supported on a Graduate Industrial Traineeship (GIT) or as a Fulbright.
The data presented in the two tables below show NC State’s program with a $5,000/semester tuition premium to be at or near the least expensive of all programs. Peer institutions that offer programs similar to the MFM are included in Table 1. A more complete comparison appears in Table 2, where data from all similar programs in North America is presented.

### Table 1. Peer institutions with similar programs

<table>
<thead>
<tr>
<th>School</th>
<th>Program</th>
<th>in state tuition &amp; fees</th>
<th>out-of-state tuition &amp; fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Georgia Institute of Technology*</td>
<td>MS Quantitative and Computational Finance</td>
<td>$28,749</td>
<td>$59,355</td>
</tr>
<tr>
<td>Purdue University*</td>
<td>MBA with CF specialization</td>
<td>$23,144</td>
<td>$60,748</td>
</tr>
<tr>
<td>Rutgers University</td>
<td>Management</td>
<td>$37,239</td>
<td>$61,181</td>
</tr>
<tr>
<td>Rutgers University*</td>
<td>Master of Quantitative Finance</td>
<td>$42,032</td>
<td>$61,991</td>
</tr>
<tr>
<td>Rutgers University*</td>
<td>MS in Mathematical Finance</td>
<td>$37,239</td>
<td>$61,181</td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign*</td>
<td>MS Financial Engineering</td>
<td></td>
<td>$65,106</td>
</tr>
<tr>
<td>University of Illinois at Urbana-Champaign*</td>
<td>College of Business, MS, Finance</td>
<td></td>
<td>$114,000</td>
</tr>
</tbody>
</table>

- average (mean)          $33,681                  $69,080
- median                  $37,239                  $61,181

- current                  $24,336                  $45,484
- proposed                $30,336                  $51,484

### Table 2. All similar programs

<table>
<thead>
<tr>
<th>School</th>
<th>Program</th>
<th>in state tuition &amp; fees</th>
<th>out-of-state tuition &amp; fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boston University</td>
<td>MS of Mathematical Finance</td>
<td></td>
<td>$72,273</td>
</tr>
<tr>
<td>Carnegie Mellon University</td>
<td>MS Computational Finance</td>
<td></td>
<td>$81,900</td>
</tr>
<tr>
<td>Claremont Graduate University</td>
<td>MS Financial Engineering</td>
<td></td>
<td>$86,064</td>
</tr>
<tr>
<td>Columbia University</td>
<td>MS Financial Engineering</td>
<td></td>
<td>$97,428</td>
</tr>
</tbody>
</table>

---

4 Data collected in 2015
5 UIUC does not offer in-state tuition for their programs
### Masters of Financial Mathematics

<table>
<thead>
<tr>
<th>Institution</th>
<th>Degree(s)</th>
<th>Tuition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Columbia University</td>
<td>MA, Mathematics of Finance, M. Eng. in Operations Research</td>
<td>$90,498</td>
</tr>
<tr>
<td>Cornell University</td>
<td>M. Eng. in Operations Research &amp; Industrial Eng.</td>
<td>$73,350</td>
</tr>
<tr>
<td>Fordham University</td>
<td>MS in Quantitative Finance</td>
<td>$44,520</td>
</tr>
<tr>
<td>Georgia Institute of Technology*</td>
<td>MS Quantitative and Computational Finance</td>
<td>$28,749</td>
</tr>
<tr>
<td>Illinois Institute of Technology</td>
<td>MS Mathematical Finance</td>
<td>$59,355</td>
</tr>
<tr>
<td>Johns Hopkins University</td>
<td>MS Financial Mathematics</td>
<td>$73,565</td>
</tr>
<tr>
<td>MIT</td>
<td>MS of Finance</td>
<td>$100,350</td>
</tr>
<tr>
<td>New York University (Courant)</td>
<td>MS Mathematics in Finance</td>
<td>$61,476</td>
</tr>
<tr>
<td>NYU Polytechnic School of</td>
<td>MS Financial Engineering</td>
<td>$56,058</td>
</tr>
<tr>
<td>Engineering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Princeton</td>
<td>MS in Finance</td>
<td>$68,025</td>
</tr>
<tr>
<td>Purdue University*</td>
<td>MBA with CF specialization</td>
<td>$23,144</td>
</tr>
<tr>
<td>Rensselaer Polytechnic Institute</td>
<td>MS Quantitative Finance and Risk Analytics, Financial Statistics and Risk</td>
<td>$48,000</td>
</tr>
<tr>
<td>Rutgers University</td>
<td>Management</td>
<td>$37,239</td>
</tr>
<tr>
<td>Rutgers University*</td>
<td>Master of Quantitative Finance</td>
<td>$42,032</td>
</tr>
<tr>
<td>Rutgers University*</td>
<td>MS in Mathematical Finance</td>
<td>$37,239</td>
</tr>
<tr>
<td>Stevens Institute of Technology</td>
<td>MS Financial Engineering</td>
<td>$48,300</td>
</tr>
<tr>
<td>The University of California at</td>
<td>MS Financial Engineering</td>
<td>$66,082</td>
</tr>
<tr>
<td>Berkeley</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UCLA</td>
<td>MS Financial Engineering</td>
<td>$58,986</td>
</tr>
<tr>
<td>University of Arizona-Eller</td>
<td>MS Management with Concentration in Finance</td>
<td>$35,343</td>
</tr>
<tr>
<td>University of Chicago</td>
<td>MS Financial Mathematics</td>
<td>$54,144</td>
</tr>
<tr>
<td>University of Illinois at</td>
<td>MS Financial Engineering</td>
<td>$65,106</td>
</tr>
<tr>
<td>Urbana-Champaign*</td>
<td>College of Business, MS, Finance</td>
<td>$114,000</td>
</tr>
<tr>
<td>University of Michigan</td>
<td>MS in Quantitative Finance and Risk Management</td>
<td>$30,957</td>
</tr>
<tr>
<td>University of Minnesota</td>
<td>MS Financial Mathematics</td>
<td>$31,140</td>
</tr>
<tr>
<td>University of North Carolina,</td>
<td>M.S. Mathematical Finance</td>
<td>$19,548</td>
</tr>
<tr>
<td>Charlotte</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University of Southern California</td>
<td>MS Financial Engineering</td>
<td>$54,705</td>
</tr>
<tr>
<td>University of Toronto</td>
<td>Master of Mathematical Finance</td>
<td>$33,604</td>
</tr>
<tr>
<td>University of Washington</td>
<td>MS Computational Finance &amp; Risk Management</td>
<td>$39,000</td>
</tr>
<tr>
<td>*peer institution</td>
<td>average (mean)</td>
<td>$31,710</td>
</tr>
<tr>
<td></td>
<td>median</td>
<td>$31,140</td>
</tr>
</tbody>
</table>

5/12/16
G. A plan for the intended use of additional tuition receipts (e.g. needed improvements to the educational program, funding for competitive salary increases, financial aid, etc.).

- $76,000 New career services position (salary + fringe)
- $24,054 Graduate Services Coordinator increases from half time to full time (salary + fringe)
- $35,000 Practitioner-led classes (including assistants)
- $8,000 Practitioner-led workshops
- $10,000 Competitive Salary Increases
- $9,000 Advertising
- $9,000 Student interns
- $4,946 Operating expenses
- **$176,000** Total

$76,000 Career Services Assistant. This tuition premium will fund a higher level of career development training for MFM students (writing resumes and cover letters, interviewing, networking, etc.).

$24,054 Half-time Graduate Services Coordinator. This is currently a half-time position. The fulltime Graduate Services Coordinator would take on new duties. Examples include coordinating events such as the Executive Board meeting and alumni meetups, providing project management support for workshops, and assisting with recruiting prospective students. This amount covers the current salary. Funds requested for competitive salary increases would cover raises.

$35,000 Practitioner-led classes. Supplements above the Math Department rate of $5,000 are required to interest practitioners teaching application-driven classes. Lecture Assistants (graders) will be provided to adjunct faculty and lecturers teaching the courses.

$8,000 Practitioner-led workshops. Fees paid to non-faculty practitioners. These are multi-day workshops that involve significant preparation and some evaluations of students' performance.

$10,000 Competitive Salary Increases. This is funding for raises for the Director of the Graduate Program, Director of External Relations, and Graduate Services Coordinator.

$9,000 Advertising. This covers the cost of modern advertising (e.g. boosting our presence in social media and targeted online advertising). We will use web-based ads at websites such as Quantnet.com and TFEtimes.com, ads targeted to potential students using companies such as MaxPoint, and purchasing information on people that take the GRE from ETS.

$9,000 Student interns. Interns help run events, such as Executive Board meetings, career panels and presentations by practitioners in our seminar and classes. They also help with office work and social events internal to the program.
Masters of Financial Mathematics

$4,946. Operating Expenses. This covers travel, professional training, books, telephone, web hosting fees, memberships for the program in professional organizations, data for training students (Bloomberg Terminal), etc.

H. Assistantships or grant support for graduate students.

This is a professional master’s program. Even though some students continue to earn a PhD (at NCSU and other institutions), they are not required to participate in research while in the program, and have not been funded on research grants. Participating departments do not allocate Teaching Assistantships to students in this program. (They generally award TAs to students in a PhD-track in department programs.) The main source of support for students is paid internships.

Internships. The Director of External Relations works to establish relationships with employers, so they create paid opportunities (full-time jobs and internships) for our students or select our students to fill their positions. Here is a summary for summer 2016 (90% placement of students seeking internships)

- 32 students
- 21 with internships (or jobs)
- 3 still seeking internships (2 in China, 1 in NYC)
- 7 interested in projects 7 doing projects
- 1 taking the summer off (by choice)

The companies hosting internships in summer 2016 are
- Financial Risk Group
- SAS
- Redhat
- Ernst & Young
- Bank of America
- Genworth
- First Citizens
- Dataphiles
- Yimian
- QMS Capital
- ZM Financial Systems
- Guangta Securities
- Yuyao Rural Commercial Bank

Nearly all of these positions were facilitated by the Director of External Relations; however, her level of effort is not sustainable. The DER needs an assistant to continue with these successes.

The availability of cost reimbursement by employers. The primary means of support by employers are Graduate Industrial Traineeships (GIT). Students supported on a GIT receive pay-for-work as a student-employee. Their tuition and fees are covered from GIT grants plus the GSSP. They typically work half-time during Spring and Fall, and full-time during Summer. These positions could be compared to a research assistantship for science/engineering graduate students in a more traditional PhD program. Once a student is supported by a GIT, the entire cost of their education (including living expenses) is covered, so there is no reason for them to incur any additional debt. In Spring 2011, the program had only two GITs; however, the number of companies
supporting students is expected to grow because of the efforts relating to career services. Several NC companies have expressed interest in offering GITs to MFM students. With the efforts of the Director of Career Resources (DCR), we expect several more GITs to be awarded to the program.

I. Analysis of student indebtedness levels within the university

The information in §D, including indebtedness from the Office of Scholarships and Financial Aid, shows that the increase would not present difficulties for students in this program.
Appendix A: Quotes from Business Partners

“NC State’s Masters of Financial Math is a strong program. The rigorous academic training is a base requirement for the field; however, candidates differentiate themselves and are hired on business acumen and soft skills. Access to practitioners is the best source of needed business acumen while career services can polish students’ soft skills for them to interview better.”

“Students need access to practitioners to stay abreast of the rapidly evolving banking industry and marketplace.”

Albert Hopping, Senior Risk Consulting Manager, SAS Institute

“Career services is a bridge between the classroom experience and corporate world where most of the students aspire to be in upon graduation. Having a dedicated career services team provides a structure & visibility for both students and companies”

Atul Kapoor, Director, Risk Modeling, Genworth

“When we search for talent, we find ourselves seeking skills that are as functional as possible from a new hire perspective. As this relates to recent graduates, it is imperative that they have exposure to practical applications in addition to rigorous studies. This includes workshops, practitioner discussions and job shadowing in addition to internships or related projects.”

Sander Casino, Senior Vice President, Finance, Local Government Federal Credit Union

“The difference between one (accredited) program and another - particularly in a professional degree - is the level of positive visibility and connection to industry. That is found by creating more solid relationships with industry, placement of graduates, and an enthusiastic alumni base. That is the difference between a good program and a great one that can attract top students.”

Jeff Rockwell High, Senior Manager of Financial Instruments, AICPA

“Quantitative Finance and other Analytical Fields are extremely competitive. To successfully launch a career in one of these fields you need a strong support team guiding your decisions and providing advice. Representing yourself well in an interview and on your resume is mandatory for finding a quality position in this industry. The career services team acts as your support system to make sure that you shine to recruiters and hiring managers, and help you land an ideal job for your career goals.”

Jack Vance, Data Scientist, MaxPoint

"Given the quantitative nature of this degree it is critical that students are exposed to real world projects and experiences prior to graduation. This is necessary so they can seamlessly integrate into the workforce once the degree is complete."

Jonathan Leonardelli, Director, Business Analytics Group, Financial Risk Group
### Appendix B.1: Questionnaire used to survey graduating students

Student:  
Date:  
Method (live, phone):  

With the additional $2k/sem, a 3-semester program will cost

<table>
<thead>
<tr>
<th></th>
<th>Tuition &amp; fees only</th>
<th>Including housing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>proposed</td>
<td>current</td>
</tr>
<tr>
<td>in-state</td>
<td>$30,336</td>
<td>$51,175</td>
</tr>
<tr>
<td>out-of-state</td>
<td>$51,484</td>
<td>$72,324</td>
</tr>
</tbody>
</table>

This is a proposal to increase the premium by $2,000/sem (fulltime students will pay a total premium of $5,000 per semester). The primary driver for this proposal is to

- a) create a new career services position.
- b) Permit the Director of External Relations to focus on business development and alumni relations.
- c) practitioners (workshops) and
- d) for marketing and recruiting.

If approved, this would be phased in starting Fall 2017.

1. How would it impact your decision to choose to attend NCSU?  
2. Would you still be able to afford the program?  
3. Are the new services/benefits worth the extra cost?
Appendix B.2. Summary of Responses to Survey

Consultation with Students.

Cohort: All May 2016 graduates were surveyed (15 total).

Summary
- No graduate reported that the proposed increase would have impacted their decision to attend NCSU
- No graduate reported any financial hardship would be created by the internship
- All graduates reported the additional benefits would be worth the cost. Even students planning to earn a PhD agreed that improved career services, increased access to practitioners, and possible increase in standings would be valuable.

Responses (other than simple “yes” or “no”)
- The most important aspect is help getting a job.
- NC State already has one of the lowest tuition rates. This increase would not impact the decision to come to NC State.
- An additional fee would impact the decision, but I would still be able to afford the program. If a student really wants to attend this program, they will pay this extra fee.
- If opportunities increase, cost is not a factor
- Item c (practitioners) is very useful.
- Even though the graduate is planning to get a PhD, career services are still worthwhile.
- Workshops (with practitioners) has been very helpful, especially learning how to speak in public.
- External relations and career services are certainly worthwhile.
- It might have prevented participating in the program. I currently have a good job, so I could afford it now. If placement is 100%, the extra premium would be worth it.
- Ranking is very important to international students. Students are willing to pay more if the school is highly ranked.
- It would probably impact some students; however, I have a Fulbright scholarship that covers 100% of the costs.
- Yes, it would be worth the cost. More recruiters would be good. More workshops would also be good. I remember the workshops from Altrius & Credit Suisse.
- Cost was important when choosing a school. With the increase, NC State is getting a little bit too much. It’s getting to be a bit too much for Chinese students
- I can still afford the program, but more than 2 years is too much
- We need more contacts with companies that offer internships and jobs. Raleigh has fewer opportunities compared to New York (NYU) or Washington D.C.
- When considering a program, the college name is most important, followed by the prestige of the program, followed by cost.
- The changes make a lot of sense.
- External relations need to be stronger. Need to get employers to think about hiring “financial math” students. The changes are definitely needed and worth the cost.
- Definitely worth it, especially if it increases the ranking. Ranking is most important for international students.

Original (scanned) notes are available on request.
# TUITION INCREASE REQUEST FORM
## FOR PROFESSIONAL SCHOOLS
### 2017-18

**NCSU**

*College of Sciences, Masters of Financial Mathematics*  
**27.3035**

<table>
<thead>
<tr>
<th>Requested School-Based Tuition Increase</th>
<th>Annual Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$4,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$4,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

**Projected Revenues**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$36,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$140,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$176,000.00</td>
</tr>
</tbody>
</table>

**Projected Expenditures**

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Career Services Position (sal+fringe)</td>
<td>$76,000.00</td>
</tr>
<tr>
<td>Graduate Services Coordinator 0.5FTE</td>
<td>$24,054.00</td>
</tr>
<tr>
<td>Practitioner-led classes (incl. assistants)</td>
<td>$35,000.00</td>
</tr>
<tr>
<td>Practitioner-led workshops</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Competitive Salary Increases</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Advertising</td>
<td>$9,000.00</td>
</tr>
<tr>
<td>Student Interns</td>
<td>$9,000.00</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$4,946.00</td>
</tr>
<tr>
<td>Total</td>
<td><strong>$176,000.00</strong></td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? *(respond yes or no in the box)*  

**Yes**
Premium Tuition MS Program Proposal

Submitted by the
Department of Chemical & Biomolecular Engineering
NC State University
August, 2016

Degree Program CIPS
14.0701 123 000 A MS Chemical Engineering

Level:
Master’s

Degree Types:
See above, includes MS Option B, MS Distance Education, MS Thesis

Proposed Date of Implementation:
Fall 2017

Introduction

The Chemical and Biomolecular Engineering Department is one of the top graduate and research-intensive programs on campus, with a strong focus on on-campus doctoral and Distance Education MS students. Despite such a reputation, a change in chemical engineering industrial demand for MS degrees, together with constraints on resources to expand our on-campus MS program and sustain our Distance Education MS, necessitates a direly needed tuition increase. A proposed tuition increase of $2400/year (or $400/course) will have a strong effect on student training and program quality, will result in a higher return on student investment, and will keep our program competitive with peer and other institutions who are already establishing such programs, without any detrimental effect on graduate recruiting (based on tuition analysis).

There are several factors driving the need for premium tuition in the MS program, related to the constraints in budgetary resources and improving the quality of the program. First, there is a change in market demography, and we are observing a significant increase in applications from well-qualified students who want to complete an MS degree. Last year alone we received 126 applications for our on-campus MS program. However, we are unable currently to admit them because of limited resources (e.g., TAs). Second, as our Distance Education Master’s program grows and reaches steady state in terms of student enrollment, we are not able to offer the quality program that we would like. The inability to sustain a quality program occurs in two fronts—creating new courses and providing adequate TA support. Third, many peer and non-peer institutions (e.g., Delaware, Carnegie Mellon, and Cornell) that we compete with have realized the need to create self-funded MS programs because of the changing industrial demography. We need to be competitive with them. Finally, this program would be a conduit to identify outstanding candidates for our doctoral program, as we will have the opportunity to evaluate them during their MS studies. We know other schools are using this avenue to recruit outstanding doctoral students, which leaves us at a competitive disadvantage.
The premium tuition generated (~$86k/year, as explained later in Section G) will make substantial improvements to our program and offer multiple benefits. First, it will help us create needed new TA positions. One of the reasons we are unable to admit a reasonable number of on-campus MS students is because we do not have TA support or faculty resources to create multiple class sections of graduate courses. Our graduate program structure requires doctoral students to be Teaching Assistants for two semesters; most often, because of limited resources and a large enrollment of students in the chemical engineering BS program, they end up as a TA in our undergrad curriculum. Providing TA supplements (to on-campus doctoral students to serve as Teaching Assistants) would enable us to get more TAs for the Distance Ed MS courses that are needed. In addition, with an anticipated 20 new on-campus MS students coming in every year under the present proposal, we will definitely need TA resources and/or we will have to create an additional section. Second, we need to create more electives for both the MS and general grad programs. A portion of the additional resources from the Premium Tuition program will be used to hire well-qualified adjuncts to teach select undergraduate courses. This would free up our faculty to create new graduate elective courses based on their areas of expertise. Third, we would eventually like to create tracks for our MS program, for example, Soft Matter (polymers, colloids) and Biotechnology. The additional resources would enable us to provide support to faculty to create and teach such curricula. Finally, we would like to create some supplementary fellowship/financial assistance slots. A few entering students whose expenses are not reimbursed by companies (in the case of Distance Ed students) or who have a financial burden will need support; we would like to help them with partial or full tuition remission. Special emphasis will be given to underrepresented groups. In this regard, we may utilize some of the resources to recruit them from schools such as NCA&T, NCCU and Howard by offering supplementary fellowships.

We anticipate that students in the program will garner return on investment on several fronts, from quality of education to better job opportunities. First, we would offer a quality of education that rivals our PhD program. Unlike many schools in which a student in an MS program does not take the core doctoral courses, we require our MS students to take them all. With the added resources we would be able to provide additional TAs and/or class sections, as needed, to ensure they get a quality program. Second, a student would see an average increase in their salary of ~$14K/year (more details presented in Section D). Thus, they would be able to recoup the additional cost in tuition in about a year. Third, there would be more job opportunities for MS graduates. About a third of our Distance Ed students are non-Chemical Engineers. For them the additional job prospects and salary increase would be substantial. As an example, a student just recently told us that because of his MS degree from NC State, he was promoted to Research Manager. Obtaining a Research Manager position, which opens up many doors, would have never happened with only a BS degree.

Perhaps what is significant is we can offer this enriched program with the premium tuition (a) without putting unnecessary financial burden on our students, and, (b) maintaining or increasing the number of Masters students. A survey of tuition of various schools (Tables 1 and 2, discussed later), including our peers, shows that our tuition is one of the lowest. For example, of the tuition of the 17 official NC State peer institutions (including NC State), our current in- and out-of-state graduate tuitions are both in the bottom quartile. What is most important is that even with premium tuition, NC State’s tuition will be right around the mid-point of the 17 schools. In
addition, several private institutions have embarked on the Master’s program; their tuition is substantially higher than ours.

In terms of student enrollment, we anticipate an increase with the introduction of the premium tuition MS program because of the following reasons. First, our current focus has been on PhD recruiting only; as such our on-campus MS enrollment typically hover around one. With our new effort to admit MS students, this number will rise significantly. Second, most of our Distance Education Master’s students get tuition reimbursement from the respective companies they work for. With the improved quality of the MS program using premium tuition (as described in the next section), we anticipate the enrollment will grow. Finally, we are creating a two-semester sequence ‘bridging courses’ for non-chemical engineering background students. There is a strong interest from this cohort to pursue a Chemical Engineering MS, and these unique 500-level courses developed by Profs. Richard Felder, Lisa Bullard and Matthew Cooper for first offering in Spring 2018, will pave the way for these students to enter the MS program.

Through this proposal we are requesting premium tuition of $2,400 per year for each full-time Master’s student. The tuition will be prorated for part-time students such as Distance Education Master’s students. Approval of this proposal will provide the critical resources needed to expand our on-campus MS program, maintain our Distance Education MS, and develop an enriching experience for students that would rival our highly selective doctoral program. Details of such an endeavor are presented below as we answer the relevant issues posed by the UNCGA policy.

A. Anticipated impact of the proposed tuition premium on program quality

The proposed tuition premium will have a huge positive impact on our Master’s program. Our on-campus Master’s is essentially non-existent (we have 1 student in Fall 2016) because of a lack of resources to support the influx of new students. We have been receiving over 100 qualified Master’s applicants each year for the past few years which we turn down. We just do not have the resources to provide TA and/or class-section support for additional students. Concurrently our Distance Education program is growing (we have 50 students enrolled now), but it is becoming increasingly difficult financially to sustain the quality of the program from several fronts: TA support, creation of new sections, and developing new graduate electives. The resources generated from the premium tuition will not only alleviate these issues but will also serve to enhance our program and keep it competitive. We envision though that we may need to phase in a second increase at a later time in order to fully provide all the enhancements we are planning for the program. The following outlines some of the impact of the premium tuition:

1. It will help us establish much needed new TA positions by providing TA supplements. With the anticipated 20 new on-campus MS students (this is a relatively large number for a doctoral-intensive Chemical Engineering program) and the strong enrollment in Distance Education, it is imperative to have more TAs. Depending on the number of students, we may need to create additional sections to teach. This will need faculty resources and TA support, which the premium tuition will provide.

2. There is a strong need to create electives for both the MS and general grad programs. The additional resources from the Premium Tuition program will be used to hire well-qualified
adjuncts to teach undergraduate courses, which would free up our faculty to create new 
graduate elective courses.

3. We would eventually like to create tracks for our MS program, such as Soft Matter 
(polymers, colloids) and Biotechnology. The dynamics of our field necessitates the creation of 
such tracks to keep our program relevant and vibrant. Industries often ask us about these 
areas. We have core faculty competency in these areas, and we want to leverage the 
resources of the premium tuition to uniquely position our program.

4. Our program needs to remain competitive with other schools. There has been a change in 
demography with a high demand for MS chemical engineering students in the industrial 
sector. Several leading chemical engineering programs have already jumped into this arena 
by expanding their Master’s program. These include schools like Delaware, Florida, Purdue, 
Cornell, and Carnegie Mellon, to name a few. We are behind; with the resources and plans 
outlined in #2, and #3, we can strategically jump ahead of our peers.

5. While our Distance Education MS program is unique in that it offers a regular Master’s of 
Science, other universities have started to emulate it. Without additional resources, we will 
stagnate whereas others will thrive. The topics discussed in #1-3 will help to keep our 
Distance Education MS program one of the best in the nation.

6. We would like to create supplementary fellowship/financial assistance slots, based on both 
need and merit. For students whose expenses are not reimbursed by companies (in the case of 
Distance Ed students) or have a documented financial need, we would like to help them with 
financially. Special emphasis will be given to underrepresented groups. In this regard, we 
may utilize some of the resources to recruit them from schools such as NCA&T and Howard 
by offering supplementary merit-based fellowships.

7. Last but not least, the expanded MS student pool will serve as a conduit to our doctoral 
program. Meritorious students who have already finished their MS can transition to the 
doctoral program, paving the way to improving our doctoral program as well.

**B. The projected impact of increased tuition on access for North Carolina residents**

We envision that the increased tuition will have minimal effect on the access of North Carolina 
residents to our program. In fact, the long term benefits will significantly outweigh any 
immediate costs incurred. The increase in salary with a Master’s degree is ~$14K/year. The 
proposed tuition premium will increase the cost of the Master’s degree by about $4,800. Given 
the increase in salary with having a Master’s degree, it would take a student less than a year 
(after taxes) to recover the cost of the tuition. This does not take into account other positive 
aspects that this degree would bring to the table: more job opportunities, quality of career choices 
and ability to rise in the corporate ladder. The percentage of students in our Distance Education 
Master’s program who are North Carolina residents is approximately 25%. About 85% of these 
students have their tuition paid by their employer. So, for them getting the quality education will 
come at no additional cost.

Part of the tuition increase will be set aside for financial assistance, particularly for 
derunderrepresented groups and other US students with financial hardship. The ~15% of the
Distance Education students who are self-funded and on-campus students with financial needs can benefit from the assistance program. At present, we offer no financial assistance to any Master’s student.

Finally, even with the premium tuition, our in-state tuition will be competitive with our peer institutions. This factor together with the fact that the quality of our program is commensurate with our highly selective PhD program (e.g., students take same courses as our PhD unlike other places) will offer NC residents a unique opportunity to expand their career choices.

C. The availability of student financial aid for students with economic need and of tuition remission

Financial aid for students would actually go up with the introduction of premium tuition. At present, we offer no financial assistance to any student in our Master’s program. As we already mention, a component of the funds we receive from the premium tuition will be directed towards recruitment of and financial aid for underrepresented minorities as well as for US citizens with financial burden. Students from both the on-campus and Distance Education MS program will be eligible for this aid. We will set aside tentatively 30% of the annual premium-tuition revenue for financial assistance and fellowships, with flexibility built in to adjust the amount in each category, as desired. This aid can be in the form of partial tuition remission and/or supplementary fellowships. In addition to our assistance, students in this degree program are also eligible for need-based subsidized and un-subsidized federal programs (e.g., Perkins and Stafford loans), as well as the federal PLUS program.

D. The extent to which current and prospective students can afford increases in tuition

The rise in tuition should not be detrimental to current and prospective students. Resources generated from the increased tuition will, in fact, offer several benefits to the students that far surpass the immediate expense that may incur. The latter itself will be recouped in less than a year. We highlight these facets in the following.

1. The current average salary of a BS Chemical Engineer is $64,000. With a MS degree, this increases by ~$14K annually initially. The cost of the premium tuition is $4,800 over the degree program. So, a student can easily recoup the cost in a year or less. From then onwards, the new degree will provide only financial benefits.

2. The new degree will also open up new job opportunities and career path forward, which would not have been likely without the Master’s degree. To give an example, one of our MS Distance Education graduate just got promoted to a research manager. This would have never happened otherwise. So the return on investment is high.

3. About a third of our Distance Ed MS students come from a background that is not Chemical Engineering; this population is growing. For them, getting the benefit of a Chemical Engineering MS is enormous. They will have a substantially higher salary increase (as base salary for chemist, for example, is lower than that of a chemical engineer); more importantly, the quality and availability of career choices increases significantly.
4. Many of our students are Distance Education students; their employers often pay for their tuition. So, there is no additional cost incurred by them because of the premium tuition.

5. The addition of TAs, creation of new elective courses, and development of sub-area (bio, polymer, etc) tracks will greatly enhance the quality of the program. These features together with the fact that our MS students are required to take same courses as our PhD student; will make our program unique and our students exceptionally poised for career choices.

E. The relationship between projected tuition revenue to institutional and/or program costs

Our goal is to ensure that the programmatic changes we develop are covered by the revenue generated from the increased tuition. With the anticipated increase in on-campus MS enrollment (20/year) and a conservative estimate of 45 Distance Education students enrolling each year, the expected revenue generated through approval of this proposal would be ~$84,000. A substantial portion of this revenue will be used to create TA supplements. We believe that the amount allocated (58%) for this and hiring adjunct faculty members to free up our faculty to develop new courses can be met from the new revenue. While our Departmental staff is involved in administering graduate student issues, allocation of new financial aid and fellowship for the new program will increase work load. We have thus allocated a modest amount (12%) for administrative support (~0.25 FTE). The addition of premium tuition will not affect the GSSP cost to the university because our financial packages will be in terms of tuition support or supplemental fellowship that would be less than the amount to trigger GSSP to come into effect. In summary, our plan for program enhancement will be self sufficient financially from the revenue generated by the tuition increase.

F. Tuition and fees, net of remissions and waivers, charged by peer institutions or programs as compared to tuition and fees, net of remissions, for the program (the public subsidy received by students at public institutions or programs in the peer set, including the program in question, will also be identified as part of the comparison).

We show below in tabular form the tuition and fees of NC State in comparison to our peer institutions. Table 1 reflects the in-state tuition whereas Table 2 exhibits the out-of-state tuition.

**Table 1: In-state tuition and fees charged by peer institutions for one academic year**

<table>
<thead>
<tr>
<th>University</th>
<th>Resident Tuition &amp; Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pennsylvania State University</td>
<td>$19,328</td>
</tr>
<tr>
<td>University of Illinois-Urbana Champaign</td>
<td>$15,630</td>
</tr>
<tr>
<td>University of Maryland</td>
<td>$14,558</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>$14,532</td>
</tr>
<tr>
<td>Rutgers University-New Brunswick</td>
<td>$14,131</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>$13,980</td>
</tr>
<tr>
<td>University</td>
<td>Non-Resident Tuition &amp;Fees</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>University of California-Davis</td>
<td>$38,569</td>
</tr>
<tr>
<td>Pennsylvania State University</td>
<td>$33,142</td>
</tr>
<tr>
<td>The Ohio State University</td>
<td>$32,872</td>
</tr>
<tr>
<td>Georgia Tech</td>
<td>$32,426</td>
</tr>
<tr>
<td>University of Arizona</td>
<td>$32,148</td>
</tr>
<tr>
<td>University of Illinois-Urbana Champaign</td>
<td>$31,252</td>
</tr>
<tr>
<td>University of Florida</td>
<td>$30,134</td>
</tr>
<tr>
<td>University of Maryland</td>
<td>$29,618</td>
</tr>
<tr>
<td>Rutgers University-New Brunswick</td>
<td>$29,521</td>
</tr>
<tr>
<td>Purdue University</td>
<td>$28,804</td>
</tr>
<tr>
<td><strong>NC State-proposed</strong></td>
<td><strong>$28,464</strong></td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>$27,764</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>$26,238</td>
</tr>
<tr>
<td><strong>NC State-present</strong></td>
<td><strong>$26,064</strong></td>
</tr>
<tr>
<td>Colorado State University</td>
<td>$25,698</td>
</tr>
<tr>
<td>University of Wisconsin-Madison</td>
<td>$25,196</td>
</tr>
<tr>
<td>Iowa State University</td>
<td>$23,261</td>
</tr>
<tr>
<td>Texas A&amp;M University</td>
<td>$13,976</td>
</tr>
</tbody>
</table>

*Data reflects 2016-2017 academic year or most recent (June 2016) information published on school’s website.

**Table 2: Out-of-state tuition and fees charged by peer institutions for one academic year**
Data reflects 2016-2017 academic year or most recent (June 2016) information published on school’s website

We observe that our current in-state tuition/fees are in the bottom quartile with 13 of the 16 peer institution having tuition higher than us. A similar observation is made in terms of out-of-state tuition where 12 schools have higher numbers than us. This comparison demonstrates unequivocally NC State University is remarkably inexpensive, consistent with the fact that it is one of the best-buy institutions in the nation.

What is remarkable is that even with the tuition increase, we remain competitive. For in-state students, our proposed tuition will be in the middle of the others, with 7 schools having tuition higher than us. For out-of-state students, we would be in the bottom half with 10 schools having higher tuition. We do not have access to public subsidy data for peer institutions but the tuition metrics used presents a compelling story for NC State’s tuition increase.

Within NC State, our proposed tuition increase would be commensurate with other Departments in the College of Engineering but much lower than other premium tuition programs such as the Master’s of Business Administration ($23,697 in-state, $38,704 out-of-state), Analytics ($20,572 in-state, $35,094 out-of-state), and Financial Mathematics ($16,572 in-state, $31,094 out-of-state).

G. A plan for the intended use of additional tuition receipts (e.g., needed improvements to the educational program, funding for competitive salary increases, financial aid, etc)

We intend to allocate the revenue generated from the proposed tuition increase as follows:

- Financial aid-15%
- TA support and faculty assistance-58%
- Graduate program staff-12%
- Fellowship-15%

Annual budget for each of the category is detailed in Form A and totals to $84,000 in revenue after reaching steady state. In arriving at this revenue, we have assumed 20 on-campus students entering each year, and enrollment of 45 Distance Education students each year. Typically the Distance Ed students take 1 course per semester, so they have been counted as 1/3 FTE. We have also assumed that about a quarter of our students would be in-state based on current enrollment data.

All of the financial aid allocation will be for need-based support. We will pay particular attention to underrepresented groups as well as US students with financial need. The financial aid will be granted as partial or total tuition support. The fellowship allocation will be used for recruiting purposes of underrepresented groups, and will be given as supplementary fellowship towards the student’s degree cost. We intend to recruit students from NCA&T, Howard University and NCCU. We will, however, retain flexibility in moving resources between fellowship and financial as deemed necessary. As an example, it is possible that if a student who is doing a Distance Education MS loses his/her employment, we will use resources from either source to assist the student.
The biggest allocation in the budget is for TA support and hire of adjunct (teaching) faculty. We envision the number of TAs to grow substantially. In addition, current supplements for TAs are essentially non-existent with recurring budget cuts in the Department for the last several years. We intend to offer a graduate student a supplement of $2000 to TA a course (commensurate with the procedure which worked well before the 2009 and subsequent years’ budget cuts). With approximately 15 TA supplements during the course of a year, we anticipate the TA supplements to be a major component of this allocation. This will include TA supplements for the two bridging course that we are developing for non Chemical Engineering students to prepare them for embarking on a graduate program in Chemical Engineering at any place. In addition, we will hire adjunct professors (~ 1-1.5 per year at a salary of $13000/semester including fringe) to teach select undergraduate courses (e.g., senior design and/or controls courses). This will free up time for faculty members to design and offer new elective courses, something that is in high demand from various industrial sectors, and will also serve to differentiate our program from that of our peers.

We have set aside a small allocation for administrative purposes. Assigning new TA supplements, offering financial aid, etc., will require extra effort and responsibility on the part of our staff. This allocation (~0.25 FTE staff) will be used to help the staff by hiring temporary/part-time employees and work study students.

**H. Assistantships or grant support for graduate students**

A portion (30%) of the revenue generated has been allocated for student financial aid and fellowship. The total amount exceeds $25,000 annually. This is in contrast to our current system in which we offer no financial assistance to MS students. The resources obtained from the tuition increase will help in two areas. It will provide support to students with demonstrable needs. The resources will also help in recruiting top quality students, with special focus on underrepresented minorities.

The added benefit that the financial support will provide can be described by presenting a few scenarios. First, we will be able to reach out to top quality students from schools such NCA&T and NCCU. While NCCU does not have a Chemical Engineering program, they have a strong program in Chemistry, and we routinely admit students from chemistry. The advantage in having assistantship/fellowship at the Master’s level is that there is always a cohort of high caliber students who, at least initially, want to do a Master’s. With our financial package, we will be well positioned to attract them here, which we are not currently able to do. Almost all other of our peer programs do not offer a financial incentive for Master’s students, so we would have an advantage in this regard. Second, there will also be students outside the underrepresented group, who are well qualified but do not have the resources to pursue a Master’s degree. We should be able to attract this group of students as well. Finally, it is likely that some of the Master’s students would later opt to pursue a PhD, thereby strengthening our doctoral program as well.

**I. Analysis of student indebtedness levels within the university**
According to information provided by the Office of Scholarships and Financial Aid, only 2 students, or about 5% of the graduating MS cohort for 2015-2016 received need-based loans. The average loan indebtedness, taking into account only those 2 students, was $19,047. However, the average loan indebtedness taking into account the entire class was $886.
### NCSU

**College of Engineering, Master of Science in Chemical Engineering**

**14.0701**

<table>
<thead>
<tr>
<th>Requested School-Based Tuition Increase</th>
<th>2017-18 Annual Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$2,400.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$2,400.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projected Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projected Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Aid (15%)</td>
</tr>
<tr>
<td>TA support and faculty assistance (58%)</td>
</tr>
<tr>
<td>Graduate program staff (12%)</td>
</tr>
<tr>
<td>Fellowship (15%)</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? *(respond yes or no in the box)*

**Yes**
June 17, 2016

Dr. Duane K. Larick
Senior Vice Provost for Academic Strategy & Resource Management
NCSU Campus Box 7101
Holladay Hall, Room 101B
Raleigh, NC 27695

Dear Duane:

After being reviewed by the Executive Associate Dean, John Gilligan, the Associate Dean for Graduate Programs, Doug Reeves, and in concurrence with Dean Louis Martin-Vega, the College of Engineering strongly endorse the premium tuition proposal increase request by the department of Chemical and Biomolecular Engineering [CBE].

There is potentially a strong international market for this degree, as demonstrated at other top universities. The College of Engineering believes this endorsement will strengthen the departments' academic programs and provide an improved educational experience for their students, at the Masters level. Despite the proposed increase in tuition, costs for this degrees still remains affordable, particularly in the light of career opportunities these graduates will enjoy.

The department of Chemical and Biomolecular Engineering programs has a long record of being amongst the most efficient and productive programs in the university. Their graduate programs have a strong reputations and are in high demand. The program size is projected to remain stable or even grow. Although the proposed numbers of students are small, there is a reasonable expectation that the program will grow.

Thank you in advance for your time and consideration.

Regards,

[Signature]

Dr. John Gilligan, Executive Associate Dean
College of Engineering, Dean's Office
North Carolina State University

C: Dean Louis Martin Vega, College of Engineering
   Doug Reeves, Associate Dean of Graduate Programs
   Saad Khan, Director of Graduate Programs, CBE Department
Campus Request for Authorization to Increase Premium Tuition

Date: August 25, 2016

Institution: N.C. State University

Degree Program CIPs*
11.0701 101 000 A  M Computer Science
11.0701 123 000 A  MS Computer Science

*At this time, we are not requesting an increase for the Master of Science in Computer Networking program

Level: Masters

Degree Types: 
  see above

Proposed Date of Implementation: 
  Semester: Fall
  Year: 2017

Introduction

The Computer Science (CSC) department is one of the largest departments at N.C. State University by student enrollment and by the number of graduated students. It is also one of the largest computer science departments in the nation1. We have over 900 undergraduate and over 700 graduate students of which about 200 are PhD students. We graduate well over 400 students per year (about half are graduate students). We are a key department in workforce production relevant to high-technology areas of North Carolina, and we are a top supplier of new university-graduated hires to industry leaders such as IBM, Cisco, SAS, and NetApp. Our students are in great demand and are paid high starting salaries. Many have multiple offers and go to information technology (IT) giants already mentioned, as well as to such household names as Google, Amazon, Twitter, and Facebook, and financial industry leaders such as Credit-Suisse, Fidelity investments, and Deutsche Bank. In fact, for a number of high-technology companies (re)locating to North Carolina adequate access to new computer science workforce is critical and essential. The department has significant economic impact. For every state dollar invested into the department we inject annually into the economy between 4 and 8 times that.

1 http://edms.asee.org/
Our graduate program is also highly ranked, and we are one of the top departments at N.C. State by research funding\(^2\) and among other computer science departments nationwide\(^1\). Our department is larger in student numbers, and brings in more research funding, than several of the Colleges at N.C. State. In fact, because most of the Masters degree students in our department are non-North Carolina-residents, our program is a considerable source of tuition funds to the State of North Carolina, in the $7M to $9M range annually.

In the Fall of 2014, premium tuition of $2,400 per semester was authorized for each full-time Masters student in our department, and was phased in over the following three academic years in increments of $800 per semester. The department has used the additional funds to enhance the educational experience of our students and improve our operations. Specifically, we have: increased the number of Teaching Assistants by 67.4% from 43 (Fall 2013) to 72 (Fall 2016) as a means to provide consistent student support to instructors and grow our PhD program; raised the stipend for Teaching Assistants by 12.8% (from $1950 per month in Fall 2013 to $2200 per month in Fall 2016 – this was absolutely necessary in order to keep department offers to new PhD students competitive nationwide; offered more sections of popular courses and more special topics courses in emerging areas of Computer Science; provided need-based assistance and recruiting incentives to under-represented groups; supported new marketing and recruiting initiatives; and hired a Director of Graduate Career Services.

However, for our graduate students to remain competitive, they need to stay ahead of the curve as measured by their acquired skills and knowledge. This means that they need to continue to be educated by leading-edge scientists, researchers and educators (our faculty) in leading-edge facilities (which we currently have). In order to continue attracting new students, retain existing cohorts, maintain our current advantage in graduate education, and continue producing outstanding graduates, we need to evolve our facilities, teaching faculty, staff, fellowships, and the services that we offer to our graduate students.

As the department continues to sustain budget cuts, we are facing serious shortfalls as well as opportunity costs in not being able to accommodate strong demand for Computer Science graduate education. We are confronted with potential damage to our capacity and prestige, which in turn may result in a lessened desire of the IT industry to locate to the State of North Carolina.

We request an increase in premium tuition of $400 per semester for each full-time Masters student in the MS CSC and M CSC degrees starting in the next academic year, 2017-18. The tuition increase will be prorated for part-time students (including Distance Track degree students). If the request is approved, we plan to submit another request in the Fall of 2017 for a further increase of $400 per

semester in 2018-19. We anticipate that this would allow us to remain nationally competitive in both quality and capacity.

A. The anticipated impact of the proposed tuition premium on program quality and capacity

The proposed tuition increase will provide an extra advantage in both quality and competitiveness through enhanced education and state-of-the-art facilities. A very important and immediate effect of the requested tuition increase will be to offset and counter-balance ongoing budget cuts which threaten to force a reduction in the size and quality of our graduate program. Without additional funding we will not be able to meet the growing demand for graduate studies in Computer Science. Our program cannot remain on a path towards higher quality and rankings without additional sources of funding.

Our highest priority is to improve the educational experience for our and thus make them nationally competitive. The accessibility, and the quality of instruction and scholarship will be improved by:

1. increasing the Teaching Assistant budget to accommodate the growing program size and improve the TA-to-student ratio;
2. raising the stipends for Teaching Assistants to national averages and to offset the increase in student fees, so as to make our offers competitive;
3. providing need-based financial assistance
4. introducing recruiting incentives, especially for under-represented groups;
5. providing merit-based graduate fellowships, in order to attract and retain the best graduate students;
6. hiring additional teaching faculty so as to offer more sections of more courses to be taught (in Fall 2016 there are several graduate sections in our department with more than 100 students enrolled);
7. hiring additional graduate program staff members to improve advising and support services for our very large number of student; and
8. acquisition of additional equipment, software, and technical support needed for lab-based courses.

Our department has excellent national rankings and close ties with industry, which has resulted in an increased demand for our program. The number of our applicants and students is growing. The downside is that unless we invest in our programs, this growth will lead to larger classes, larger (non-competitive) student to faculty ratios, and reduced services for students. Table 1 compares the enrollment and applications to the two Masters programs targeted by this proposal in Fall 2013, before premium tuition was authorized for our program, and Fall 2016, when premium tuition was fully phased in. Although enrollment increased by 20.2%, demand for our program, as reflected by the number of applications, jumped by 59.3% over the same three-year period. Consequently, both selectivity and the
quality of incoming students have increased. These numbers also indicate that our department has the opportunity to slowly grow (e.g., by 2-3% per year) to meet the demand without sacrificing student quality, as long as additional resources become available.

<table>
<thead>
<tr>
<th></th>
<th>Masters Enrollment</th>
<th>Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2013</td>
<td>391</td>
<td>1287</td>
</tr>
<tr>
<td>Fall 2016</td>
<td>470 (estimate)</td>
<td>2050</td>
</tr>
</tbody>
</table>

Table 1. Applications and Enrollment

Our graduates capitalize on enviable employment prospects and currently enjoy post-graduation starting salaries in the $85K to $130K range, and close to 100% placement at graduation. Current employment opportunities in our field in the State of North Carolina and the nation are growing rapidly, as illustrated by the succession of companies establishing large operations in North Carolina, companies that are highly dependent on our contributions to the workforce. As Table 2 illustrates, over the last three years, our students and graduates have seen substantial increases in internship pay (12.9%) and starting salary (12%), respectively, as well as in internship and employment opportunities.

<table>
<thead>
<tr>
<th></th>
<th>Average starting salary</th>
<th>Average internship pay</th>
<th>Number of summer internships</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/2013</td>
<td>$91,400</td>
<td>$31/hour</td>
<td>163</td>
</tr>
<tr>
<td>2015/2016</td>
<td>$102,300</td>
<td>$35/hour</td>
<td>195</td>
</tr>
</tbody>
</table>

Table 2. Internships and Starting Salaries

B. The projected impact of increased tuition on access for North Carolina residents

The percentage of students in our Masters degree program who are residents of North Carolina is 12.9%. Once fully phased in starting with the 2018-19 academic year, the proposed tuition premium will increase the cost of a Masters degree education for full-time students by $2,600 on average\(^3\). In May 2016, the average starting salary of our Masters degree graduates was $102,300, compared to an average starting salary of our Bachelors degree graduates of $72,400. Assuming that this difference in starting salaries for students with Bachelors degrees and those with Masters degrees in our field does not change substantially, the expected time to

---

\(^3\) About half of full-time students complete the Masters degree in three semesters, and will incur an additional cost of $1,200. The other half complete the degree in four semesters, but only have to take one course (3 credits) in the last semester, for a total additional cost of $1,400. Thus, the average additional cost is $1,300.
break even (recover the cost of tuition and fees, listed in Table 3 below) is only 0.82 years without the increase in tuition premium, and 0.86 years with the increase in tuition premium for residents of North Carolina; for non-residents, these figures are 1.55 and 1.59 years without and with the increase in tuition premium, respectively. In other words, the proposed increase in premium tuition will extend the expected break even time by .04 years, or about one-half month. This represents a fast “return on investment” for students. This analysis does not include the additional positive impacts, such as higher placement rates and quality of career paths.

We will continue to set aside part of the proposed premium tuition increase for financial aid for underrepresented groups, and for U.S. students with documented financial hardships. Our department currently enrolls 470 Masters degree students in the two programs. We do not expect the premium tuition increase to significantly impact that volume.

C. The availability of student financial aid for students with economic need and of tuition remission

Students in all degree programs are eligible to apply for need-based subsidized and unsubsidized federal loans (Perkins and Stafford), and the federal PLUS program. As already mentioned, part of the proposed tuition increase will be set aside for the recruitment of, and financial aid for, underrepresented groups, and for U.S. students with documented financial hardships; therefore, affordability will actually improve for those populations.

D. The extent to which current and prospective students can afford increases in tuition

Approximately 80% of our on-campus Masters degree students engaged in paid internships during the summer at the end of their first year of study. These internships paid an average of $35/hour in the summer of 2016. The placement rate of our Masters graduates at time of graduation is better than 90%.

The U.S. Bureau of Labor Statistics projections for the period 2014-2024 shows that Computer Science and IT-related occupations will experience a growth of 531,000 jobs (13%). These occupations had median annual wages of $79,420 in 2014.

Major employers who have established or are establishing substantial operations in North Carolina do so because of the readily-available supply of a highly-skilled workforce in science, engineering, and computing. Recent examples include Fidelity Investments, Credit Suisse, Deutsche Bank, MetLife, LexisNexis, and others. The N.C. State Engineering Career Fair each year attracts several hundred employers. The Department of Computer Science ePartners program has 54 corporate members who pay between $5,000 and $25,000 (and more) as a way to improve their
recruiting of our students. N.C. State graduates, including many from our department, constitute the largest cohort of recruits world-wide for IBM, with other companies such as SAS and Cisco also hiring large percentages of their workforce from us.

Approximately 80% of the students enrolled in the Engineering Online degree programs have their tuition reimbursed by their employers. This represents roughly 10% of the total Masters degree populations.

E. The relationship between projected tuition revenue to institutional and/or program costs

Given current-level enrollments in the Masters program, the expected revenue that would be generated by this proposal is $300K annually. Since FY2014, our department has lost about $300k in budget reductions while the costs of operation have grown by about 12%, so the proposed tuition increase represents a return to previous budget levels. We also note that the department is chronically underfunded and relies on funds from faculty sabbaticals, leaves, release time, F&A, and now premium tuition, to cover a wide range of operating expenses, some staff positions, etc.

F. Tuition and fees, net of remissions and waivers, charged by peer institutions or programs as compared to tuition and fees, net of remissions, for the program

One semester of tuition and fees for the CSC Masters degrees, with and without the proposed tuition premium, is shown in Table 3 for the 2016-2017 academic year.

<table>
<thead>
<tr>
<th>Tuition and fees</th>
<th>Resident</th>
<th>Nonresident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present (2016-17)</td>
<td>$8,186</td>
<td>$15,447</td>
</tr>
<tr>
<td>Proposed (2017-18)</td>
<td>$8,586</td>
<td>$15,847</td>
</tr>
</tbody>
</table>

Table 3: Present and proposed tuition and fees

Tuition and fees charged by peer institutions for Computer Science degrees are shown in the appendix. The proposed tuition increase will have no impact on our department’s position relative to other schools.

Tuition and fees for other premium tuition programs at N.C. State in 2016-2017 are shown in Table 4:
<table>
<thead>
<tr>
<th>Program</th>
<th>Resident</th>
<th>Nonresident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Business Administration</td>
<td>$11,848</td>
<td>$19,352</td>
</tr>
<tr>
<td>Masters in Global Innovation Management</td>
<td>$11,848</td>
<td>$19,352</td>
</tr>
<tr>
<td>Masters in Supply Chain Engineering &amp; Management</td>
<td>$11,848</td>
<td>$19,352</td>
</tr>
<tr>
<td>Master of Accounting</td>
<td>$11,317</td>
<td>$18,547</td>
</tr>
<tr>
<td>Master of Science in Analytics</td>
<td>$10,286</td>
<td>$17,547</td>
</tr>
<tr>
<td><strong>CSC - Proposed</strong></td>
<td><strong>$8,586</strong></td>
<td><strong>$15,847</strong></td>
</tr>
<tr>
<td>Master of Financial Mathematics</td>
<td>$8,286</td>
<td>$15,547</td>
</tr>
<tr>
<td>ECE and CSC (current)</td>
<td>$8,186</td>
<td>$15,447</td>
</tr>
</tbody>
</table>

Table 4. Tuition and fees for premium tuition programs at N.C. State in 2016-17

The proposed tuition increase will still leave the cost of Computer Science tuition below the tuitions charged to students for the MSA, MAC, MSCEM, MBA, and MGIM – this comparison does not account for tuition increases being proposed by these programs. Note that:

- our program is larger and in higher demand (based on the number of applications) than these other programs; and
- our graduates' average salaries are higher than the salaries reported for these other programs.

G. A plan for the intended use of additional tuition receipts

The proposed tuition increase will be allocated approximately as follows:

- 15% - Fellowships
- 85% - Program support (including, but not limited to: faculty and teaching assistants; graduate program staff; software, equipment, and technical support needed, above and beyond ETF funding; online education initiatives; professional development; employer relations; and career services)

These expenditures will improve the quality, scholarship, and experience of our students as described in Section A above.
H. Assistantships or grant support for graduate students

Approximately 18 Masters degree students are supported each year on teaching or research assistantships that include the GSSP; by comparison, the number of PhD students on teaching or research assistantships is 152.

For graduate students (Masters or PhD) appointed on the premium tuition account, the 25% GSSP tuition remission match (for non-residents), in-state tuition award (ISTA), and health insurance (GSHI) required for students supported from non-state sources will be paid from the premium tuition receipts. Therefore, the increase in premium tuition will allow the department to grow the number of supported graduate students without affecting the GSSP costs to the university.

I. Analysis of student indebtedness levels within the university

According to the Office of Financial Aid and Scholarships at N.C. State, for students who completed the two degree programs targeted by this proposal between July 1, 2015 and June 30, 2016, 4.6% borrowed through the federal student loan programs for an average of $31,863. The average is based on the students that borrowed rather than the whole class.
Appendix A  
Tuition and fees charged by peer institutions for Masters degrees, 1 semester, full-time (9 credits)  
(sorted by decreasing order of resident tuition) 

<table>
<thead>
<tr>
<th>University</th>
<th>Resident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rutgers U.</td>
<td>$13,543</td>
</tr>
<tr>
<td>Penn State</td>
<td>$11,121</td>
</tr>
<tr>
<td>UIUC</td>
<td>$10,837</td>
</tr>
<tr>
<td>Univ. of Minnesota</td>
<td>$8,667</td>
</tr>
<tr>
<td>N.C. State-proposed</td>
<td>$8,586</td>
</tr>
<tr>
<td>N.C. State-present</td>
<td>$8,186</td>
</tr>
<tr>
<td>Georgia Tech</td>
<td>$7,826</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>$7,791</td>
</tr>
<tr>
<td>Michigan State Univ.</td>
<td>$6,995</td>
</tr>
<tr>
<td>Univ. of Maryland</td>
<td>$6,628</td>
</tr>
<tr>
<td>Ohio State</td>
<td>$6,467</td>
</tr>
<tr>
<td>Univ. of Washington</td>
<td>$5,992</td>
</tr>
<tr>
<td>Univ. of Wisconsin</td>
<td>$5,971</td>
</tr>
<tr>
<td>Purdue</td>
<td>$5,563</td>
</tr>
<tr>
<td>UT-Austin</td>
<td>$5,062</td>
</tr>
<tr>
<td>Univ. of Florida</td>
<td>$4,776</td>
</tr>
<tr>
<td>Texas A&amp;M</td>
<td>$3,512</td>
</tr>
</tbody>
</table>
## Appendix B

Tuition and fees charged by peer institutions for Masters degrees, 1 semester, full-time (9 credits)

(sorted by decreasing order of non-resident tuition)

<table>
<thead>
<tr>
<th>University</th>
<th>Non-resident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penn State</td>
<td>$18,799</td>
</tr>
<tr>
<td>Rutgers U.</td>
<td>$18,559</td>
</tr>
<tr>
<td>UIUC</td>
<td>$18,234</td>
</tr>
<tr>
<td>Ohio State</td>
<td>$16,691</td>
</tr>
<tr>
<td><strong>N.C. State-proposed</strong></td>
<td><strong>$15,847</strong></td>
</tr>
<tr>
<td><strong>N.C. State-present</strong></td>
<td><strong>$15,447</strong></td>
</tr>
<tr>
<td>Georgia Tech</td>
<td>$15,036</td>
</tr>
<tr>
<td>Purdue</td>
<td>$14,964</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>$14,407</td>
</tr>
<tr>
<td>Univ. of Maryland</td>
<td>$13,405</td>
</tr>
<tr>
<td>Michigan State Univ.</td>
<td>$13,189</td>
</tr>
<tr>
<td>Univ. of Minnesota</td>
<td>$13,107</td>
</tr>
<tr>
<td>Univ. of Wisconsin</td>
<td>$12,635</td>
</tr>
<tr>
<td>Univ. of Florida</td>
<td>$11,299</td>
</tr>
<tr>
<td>Univ. of Washington</td>
<td>$10,604</td>
</tr>
<tr>
<td>UT-Austin</td>
<td>$9,232</td>
</tr>
<tr>
<td>Texas A&amp;M</td>
<td>$7,326</td>
</tr>
</tbody>
</table>
### NCSU

**College of Engineering, Master of Computer Science**

11.0701 101 000

<table>
<thead>
<tr>
<th>Requested School-Based Tuition Increase</th>
<th>2017-18 Annual Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$800.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$800.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projected Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projected Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fellowships</td>
</tr>
<tr>
<td>Program Support</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? *(respond yes or no in the box)*

Yes
# TUITION INCREASE REQUEST FORM
## FOR PROFESSIONAL SCHOOLS
### 2017-18

**NCSU**

*College of Engineering, Master of Science in Computer Science*

11.0701 123 000

<table>
<thead>
<tr>
<th>Requested School-Based Tuition Increase</th>
<th>2017-18 Annual Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$800.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$800.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projected Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projected Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fellowships</td>
</tr>
<tr>
<td>Program Support</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? *(respond yes or no in the box)*

**Yes**
North Carolina State University

Proposed Professional Doctor of Design Program

Request for Premium Tuition: $2000 per semester.

Introduction

The Doctor of Design program will complement the existing PhD in Design and professional masters programs in the College of Design. In addition, the NC State College of Design is the only comprehensive design college in the state and has a long tradition of graduate education in the design disciplines, including a PhD program that has been in place for more than ten years. The Doctor of Design targets practicing designers (in Architecture, Art and Design, Graphic Design, Industrial Design, and Landscape Architecture) who wish to develop a high level of expertise to support their existing and future design, exhibition, and/or curation activities. The degree also focuses on applied case study research directly related to the practice of professional design disciplines in contrast to the more theory based interdisciplinary focus of the research conducted through the existing PhD in Design program. The intent is to offer a program that design professionals can participate in remotely and through periodic short-term campus visits for intensive workshops and presentations. The Doctor of Design professional program is consistent with the interrelated missions of the UNC System, North Carolina State University, and the College of Design. It is intended to create new knowledge and promote its application in the professional design community and society at large. This new professional doctorate program will significantly increase the university’s engagement with the professional design community and promote the creation and application of research to support the efforts of professional designers in creating the environments and artifacts of the future that will support the health and well being of the people of the state, region, and country. The program will build off the strengths of the professional graduate programs in the college and provide a new forum for connecting design research to the needs of society. The existing physical and intellectual resources of the college and the university will provide a majority of the necessary program support and the proposed premium tuition will be used to support and enhance program quality and operation.

The program will dramatically increase distance education courses in the College and also require the College to host all program participants twice a year for intensive week long on campus workshops. The premium tuition will be used to support additional IT activity and graduate assistants required for on-line courses. In addition, the tuition will support logistical aspects and additional faculty resources related to the intensive on campus workshops.
It has been demonstrated that the market for this degree is strong and will only grow given the projected growth of the Southeast and the need expressed by the professional design community for increased access to, and involvement in, research related to the design of places and artifacts that support human health and well-being. The program will be offered on a year-around basis to allow individuals to complete the program in a timely fashion. The program has been structured to include six required online / mixed mode courses (including intensive on-campus seminars) focusing on critical and emerging issues and research methods related to design disciplines. These courses are the following.

A. The anticipated impact of the proposed tuition premium on program quality

The tuition premium is critical to the success of the program and its ability to provide a rich educational experience that can be accessed remotely by practicing professionals and also bring all program participants together twice a year for productive and intensive on campus workshops. The premium will insure that additional IT support will be in place to facilitate online courses and intensive and frequent teleconference related to classes and intra committee communication. In addition, graduate teaching assistants will be hired to assist in course management and on campus workshops. Finally, these resource will be used to promote productive on and off campus interaction including bring in special faculty resources related to workshop topics.

B. The projected impact of increased tuition on access for North Carolina residents

In the fall of 2011 the College of Design organized a meeting of leading design professionals in Architecture, Art and Design, Graphic Design, Industrial Design, and Landscape Architecture to discuss the benefits/obstacles to, and demand for, the creation of a professional Doctor of Design Program. This distinguished group of national and international design practitioners and academics expressed a growing need for the integration of research into the practice of design and for new avenues to connect design professionals with the ever increasing body of research related to the issues they face in practice. In addition, the idea for such a program was introduced at a number of professional society meetings. In April of this year, the proposed program was presented to the North Carolina Board of the American Institute of Architects and the North Carolina Board of Architects, the body that oversees professional licensure, and in both cases the proposed program was well received and its potential positive impact on the practice of design in the state of North Carolina was recognized. Specifically noted was the importance of linking research to the practice of design in a way that results in a higher quality product for the people of the state.
To further explore the demand of this new degree and mode of delivery a survey was sent to leading designers in the southeast. One hundred and fifty nine designers responded. When asked, “If a professional doctorate was offered in your field, would you be interested in pursuing it?” sixty-four percent indicated that they would be interested. When asked as to their level of interest over thirty-five percent indicated “extremely interested” (15.19%) or “very interested” (20.25%); and when asked as to their level of interest if the program “allowed you to complete your course work online” those expressing “extreme interest” increased to 24.68%.

In that this program is intended for advanced design professionals employed by firms that are very likely to pay for all of part of the tuition the premium will not place a significant burden on participants. In many ways, the unique on-line nature of the program that allows individuals to continue to pursue their carrier and remain in place in their communities while attending significantly reduces the economic impact of such a program. Similar programs around the country require at least a year residency and have significantly high tuition.

C. The availability of student financial aid for students with economic need and of tuition remission

No financial aid will be supported by premium tuition. A survey of designers in the southeast revealed that forty eight percentage of the individuals who would be attracted to the program feel that professional firms would pay part, if not all of the program tuition.

D. The extent to which current and prospective students can afford increases in tuition

As mentioned in section B the program is targeting practicing design professionals. In addition, it is anticipated that the majority of these professionals will hold significant positions in design firms. The survey sent out to design professionals in the southeast included questions related to the availability of funding to support participation in the proposed program. Responses indicated that there was a high likelihood that firms would support such advanced research oriented educational opportunities. When design professionals were asked if their professional firm would “support” an individual’s advanced study approximately 48% indicated that they felt an office would pay for all or part of the tuition. Design offices around the state have indicated that they see the potential for graduates from the program to increase the competiveness of their firms.

E. The relationship between projected tuition revenue to institutional and/or program costs
The College of Design already has five professional masters programs that charge premium tuition. It has in place the accounting and management structure to handle the collection and distribution of increased revenue. In addition, the college has been very successful in managing premium tuition revenue in a manner that is consistent with regulations and is of maximum benefit to program participants.

F. Tuition and fees, net of remissions and waivers, charged by peer institutions or programs as compared to tuition and fees, net of remissions, for the program (the public subsidy received by students at public institutions or programs in the peer set, including the program in question, will also be identified as part of the comparison)

The two programs is the U.S. most similar to the program being proposed are the Doctor of Design Program offered by the Harvard Graduate School of Design and the Doctor of Design Program offer by the College of Fine Arts at Carnegie Mellon. Tuition and fees for the Harvard program are approximately $48,000 per year. The Harvard program also requires one year of on campus residency. Tuition and fees for the Carnegie Mellon program are approximately $23,000 per year. The Carnegie Mellon program is an on-line program similar to the proposed NC State Doctor of Design Program.

The total cost to in-state students enrolled in the proposed Professional Doctor of Design program at NC State, including tuition, fees and premium tuition, would be approximately be $14,500 per year. For out-of-state students the cost, including tuition, fees and premium tuition, would be approximately $29,000 per year. This comparison shows that even with the premium tuition charge the cost of the NC State program is a significant savings for in state students and very reasonable even for out of state students.

G. A plan for the intended use of additional tuition receipts (e.g., needed improvements to the educational program, funding for competitive salary increases, financial aid, etc.)

Premium tuition funds will be used to provide four graduate teaching assistantships, pay for a part of the Program Director's salary, support travel for visiting faculty related to program activities, provide video conferencing facilities and technical support, and logistical support to participants when attending intensive on campus workshops. The required budget spread sheet is attached.
H. Assistantships or grant support for graduate students

There will be no assistantships or grant support for graduate students in the Professional Doctor of Design Program.

I. Analysis of student indebtedness levels within the university

Since this is a new program and there is no similar program in the University data does not exist with regard to the indebtedness of an existing student population.
### NCSU

**College of Design, Doctorate of Design**

**04.0401**

<table>
<thead>
<tr>
<th><strong>Requested School-Based Tuition Increase</strong></th>
<th><strong>2017-18 Annual Increment</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$4,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$4,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>FTE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Projected Revenues</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Projected Expenditures</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
</tr>
<tr>
<td>Course Support</td>
</tr>
<tr>
<td>Expenditure Caption</td>
</tr>
<tr>
<td>Expenditure Caption</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? *(respond yes or no in the box)*

**Yes**
October 13, 2016

MEMORANDUM

TO: W. Randolph Woodson, Chancellor
FROM: Mike Mullen, Vice Chancellor and Dean, Co-Chair
       Jamie Plummer, Student Senate President, Co-Chair
RE: 2017-18 Student Fee Review Committee Recommendations

In accordance with your charge to the 2017-18 Student Fee Review Committee, the Committee met to review all student fees and make recommendations concerning continuation of existing fees and proposed increases for 2017-18. In accordance with North Carolina General Assembly legislation, recommendations for fee requests subject to capped fees are not to exceed 3.0%.

The members of the Student Fee Review Committee members were:

   Jamie Plummer, Co-Chair, Student Senate President
   Dr. Mike Mullen, Co-Chair, Vice Chancellor and Dean, Academic and Student Affairs
   Doug Czajka, Graduate Student Association Representative
   Dr. Jerome Lavelle, Associate Dean, Academic Affairs, College of Engineering
   Barbara Moses, Associate Vice Chancellor, Finance and Resource Management
   Paul Nolan, Student Body President
   Krista Ringler, Director, Scholarships and Financial Aid
   Dr. Paul Williams, Professor, Accounting, Poole College of Management
   Matt Yanik, At-large Student Representative

The Committee met on August 26, September 9, and September 30. On April 26, 2016 Barbara Moses held a training session for the new student government leaders who were appointed to the Student Fee Review Committee. At the initial meeting on August 26 Mike Mullen and Rhonda Barefoot provided an overview of the process and a review of each Student Fee Request for the committee. This review included the 3.0% cap on Student Activity Fees. This information was also made available on the Student Fee Review Committee website. Ms. Barefoot did an overview of each fee, including rate history, revenue sources, expenditure types, cash balances, and any concerns. Areas requesting increases and the amounts requested are given in Table 1A on the next page.

The Committee met September 9 to discuss the fee area requests and to determine which groups should be asked to future meetings for a question/answer period. It was noted that there were no fee increase requests for the Union Activity board, Student Association, Student Center R&R CE, Association of Student Governments, and Intercollegiate Athletics.

Dr. Lavelle made a motion that those fees continue at their current level with no increase for 2017-18. Ms. Ringler seconded the motion. The motion passed unanimously with nine (9) yes votes.
<table>
<thead>
<tr>
<th>Fee</th>
<th>Request 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Media</td>
<td>$3.00</td>
</tr>
<tr>
<td>Student Government</td>
<td>$0.35</td>
</tr>
<tr>
<td>Student Center Operations - DASA</td>
<td>$2.23</td>
</tr>
<tr>
<td>Student Center Operations - CE</td>
<td>$5.00</td>
</tr>
<tr>
<td>Student Center R&amp;R - DASA</td>
<td>$2.10</td>
</tr>
<tr>
<td>Student Center Programming - DASA</td>
<td>$8.46</td>
</tr>
<tr>
<td>Student Center Programming - OIED</td>
<td>$0.50</td>
</tr>
<tr>
<td>Sustainability Fee</td>
<td>$0.50</td>
</tr>
<tr>
<td>Student Health Services</td>
<td>$20.00</td>
</tr>
<tr>
<td>Transit</td>
<td>$12.00</td>
</tr>
<tr>
<td><strong>Total Fee request</strong></td>
<td><strong>$54.14</strong></td>
</tr>
<tr>
<td>Fees subject to 3% cap*</td>
<td><strong>$42.14</strong></td>
</tr>
<tr>
<td>Percent Increase - total</td>
<td><strong>2.19%</strong></td>
</tr>
</tbody>
</table>
The Committee asked that all groups to be invited to the September 9 meeting for a question and answer period.

The Committee met September 9 for a question and answer period with the invited groups. Transit was asked several questions pertaining to the Centennial Campus routes.

- Transit explained that while they had identified routes with low rider turnout and moved them, it was necessary to add routes to Centennial Campus due to the increase in student activity and wait times. Additionally, since the bus service is contracted out that Transit had to be prepared for an increase in their charge for additional buses and higher fuel and service cost.
- Sustainability indicated it was capable of funding small projects, but that there was not enough money to fund large projects. The students urged Sustainability to look for grant funding to assist with larger projects.
- The Student Center Programs DASA fee request included several sub-requests. When the Gregg Museum is back online, there will be a cost for start-up and extra personnel to support it. The Office of Military and Veterans Affairs will be opening in Witherspoon and part of this fee will aid in the startup.
- The Student Center Operations for Campus Enterprises was questioned about prior fees and what had those monies were spent on.
- The largest fee request is from Student Health/Counseling. From August 2014 to August 2015 Counseling has had a 22% increase in appointments. There is a need to have additional counselors so that the waiting period for appointments is shorter. Currently the wait time is ten days for an intake appointment. There are also plans for expansion of Counseling and Student Health on the Centennial Campus.
- Student Media is struggling due to a decrease in advertisements. Additionally, on-campus ads are down due to budget cuts that have forced some areas not to advertise. Due to the decrease in income from advertising, The Technician has dropped production and is now down to two days a week.

Several representatives of the Student Fee Committee attended the Student Senate meeting on September 28. The students had requested that the fee groups send a representative to be available to answer possible questions the students felt that would be helpful at this meeting.

Two fees involved significant discussion and debate:

- Student Government – The fee for $0.35 2017-18 passed despite concerns about spending within Student Government and the desire to direct more funds to student organization appropriations (2/3 appropriations are required to go to student organizations).
- Student Center Operations - Campus Enterprises – This fee did not pass the Student Senate. The Student Senate voted to change the amount from $5.00 in 2017-18 to $0. There were considerable discussions about unspent cash balance and why the cash reserve was so high.

Several fees had a healthy amount of discussion and ultimately passed:

- Transportation – Cathy Reeve was there to address questions. Ms. Reeve spoke to the fact that there needed to be more Wolfline services and additional parking spaces and the cost of those additional services. This fee passed the Student Senate.
- Student Media – Patrick Neil was there to address questions. Mr. Neil stated that WKNC needed a new second studio and that staff wages were a problem and that 50% of the fee will help fund this. This fee passed the Student Senate.
- Student Center Programs - DASA - Most of the student questions were addressed to Arts NC State and Rich Holly was there to address questions. Part of this fee will cover Gregg Museum operations once the Museum opens. The fee also includes a $5.00 allocation to partially fund the new Military and Veterans Resource Center which will open this fall. This fee passed the Student Senate.
- Student Health Services - There was general support for increasing Counseling staff, and Monica Osburn was there to address questions. No questions were directed to Student Health and the Centennial Campus expansion. This fee passed the Student Senate.

The following fees passed with minimal to no discussion as evidenced by the excellent pre-work done by the Student Tuition and Fee Committee of the Senate:

Student Center Programs - OIED
Student Center Operations - DASA
Student Center Repair and Renovations - DASA
Sustainability Fee

Below is the spreadsheet that represents the recommendations of the Student Senate vote on September 28, 2016:

**Table 1B. Summary of the outcome of fee deliberations by Student Senate on Sept 28, 2016**

<table>
<thead>
<tr>
<th>Fee</th>
<th>Request</th>
<th>Recommend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Media</td>
<td>$3.00</td>
<td>$3.00</td>
</tr>
<tr>
<td>Student Government</td>
<td>$0.35</td>
<td>$0.35</td>
</tr>
<tr>
<td>Student Center Operations - DASA</td>
<td>$2.23</td>
<td>$2.23</td>
</tr>
<tr>
<td>Student Center Operations - CE</td>
<td>$5.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Student Center R&amp;R - DASA</td>
<td>$2.10</td>
<td>$2.10</td>
</tr>
<tr>
<td>Student Center Programming - DASA</td>
<td>$8.46</td>
<td>$8.46</td>
</tr>
<tr>
<td>Student Center Programming - OIED</td>
<td>$0.50</td>
<td>$0.50</td>
</tr>
<tr>
<td>Sustainability Fee</td>
<td>$0.50</td>
<td>$0.50</td>
</tr>
<tr>
<td>Student Health Services</td>
<td>$20.00</td>
<td>$20.00</td>
</tr>
<tr>
<td>Transit</td>
<td>$12.00</td>
<td>$12.00</td>
</tr>
<tr>
<td>Total Fee request</td>
<td>$54.14</td>
<td>$49.14</td>
</tr>
<tr>
<td>Fees subject to 3% cap*</td>
<td>$42.14</td>
<td>$37.14</td>
</tr>
<tr>
<td>Percent Increase - total</td>
<td>2.19%</td>
<td>1.99%</td>
</tr>
<tr>
<td>Percent increase for 3% cap fees*</td>
<td>1.86%</td>
<td>1.64%</td>
</tr>
</tbody>
</table>

*EXCLUDES TRANSIT FEE
At the final meeting on September 30, 2016, Dr. Mullen welcomed and thanked the committee for their work. Ms. Plummer thanked everyone for attending the Student Senate fee review discussion and debate on September 28, 2016. It was noted that all voting members, except for Paul Williams, were present. Guests attending were Dr. Linda Smith and Lisa Pierson from OJED, Holly Durham, DASA Assistant Vice Provost for Finance, and TJ Willis representing Campus Enterprises. A quorum was declared.

Ms. Plummer did a brief re-cap of the Student Senate discussion and vote on the proposed fees. The Student Center Operations – Campus Enterprises fee was denied by the Student Senate and reset to $0 for 2017-18. Ms. Plummer said that the decision was based on several factors. That fee had a large cash balance and a larger than required reserve. The students stated that the Talley Student Union didn’t feel like a student union at times in that there are a lot of external groups and it is difficult to schedule space. There were questions about how previous fees had been used, such as the money that had been allocated for the Gregg and yet the Gregg was offline for 2 years. The students felt that Talley had become inaccessible for students and the costs were so high that all student groups could not afford to use it.

The committee entered a period of general discussion as outlined below:

Mr. Czajka, representing the Graduate Students, spoke to their recommendations. The GSA was in favor of reducing the Student Health Services Fee to $10 for next year, a 50% reduction. It was stated that the GSA through that the funding could hire 10 new clinicians, when in actuality it was only 3 clinicians were being hired, and the fee increase cannot possibly support the hiring of more than 3 clinicians. Ms. Durham spoke about the increasing need for both counseling and student health services. Counseling has had an increase of 22% and has a ten day waiting period in order to be seen the first time, unless it was on an emergency basis. Student Health has a fifteen day waiting period for routine visits. These fees would enable Student Health Services to expand their Centennial Campus offices to a larger space which would be $30,000 to $40,000 more, making a space available for counselors and a student health office in addition to the dental office that was already over there. The fee covers 68% of staffing plus benefits, and that the $10 proposal would just cover the cost increases, not the new hiring. Ms. Durham also pointed out that there is going to be a national recruiting effort for a Nursing Director and a Medical Director and that according to a national survey, NC State was underpaying those positions and in order to be competitive, those salaries would need an adjustment upwards. Ms. Plummer stated that the Student Senate saw the clear need for health care expansion onto Centennial Campus.

Dr. Lavelle stated that he felt the students are in a stressful environment and they were encouraging students to get assistance. Dr. Lavelle felt that of all of the fees increases that had been asked for, the Student Health Services fee was the most critical. He said he felt that this would assist in trying to keep up with the demand and keep up with the needs.

Mr. Czajka stated that from the GSA point of view, it was difficult to justify so much money verses how little the graduate students received as teaching assistants. He pointed out that each month $250 of his TA stipend was spent on fees.

Dr. Mullen said that he felt that the Student Health Services fees were critical, especially in light of the six suicides in the past year. He stated that months of work had gone into making these proposals and he hoped that the committee would not act in haste to say you can take $10 less. He felt that that the committee didn’t have the level of analysis to know what it takes to cover Student Health Services and that with six to seven suicides in recent years, more freshmen
entering college with suicidal inclinations, and other students who have been observed with issues of anxiety, depression and other signs of mental health issues that his fee was justified.

Ms. Durham stated that there had been three or four iterations before the final proposal for Student Health Services and that they understood the large fee and they were trying to keep it as low as they could. Ms. Durham pointed out that the cost of business goes up with drug costs and required salary costs. It was pointed out that this was a national phenomenon in increased student health needs across campuses.

Mr. Czajka continued that the Student Center Programming – DASA fee was discussed. It was felt by GSA that there was too much money in capital outlays and not in other areas and they were not comfortable giving such a large fee. The GSA felt that the Military and Veterans Resource Center should look for grants to support this office. There was discussion that obtaining grants in the future may be possible, but that these fees were needed for the start-up. This fee did not pass GSA and there was no discussion of a reduction instead of $0.

Mr. Czajka said the GSA also felt that Sustainability should be getting grant money and not continue to request a hike in the fees. The Student Center Operations – Campus Enterprises fee was voted down. That committee could not agree with such a large reserve and a large cash balance. TJ Willis responded on behalf of Campus Enterprises that the excess in reserve had played into this, but that the budget was tight for future years they may have to tap into the reserve to cover costs. He stated that all costs concerning the new Tally Student Center were unknown and that they needed time to assess that was going to be needed in its upkeep. He stated that the wear and tear on the facility had already begun and items like some of the furniture already needed reupholstering would have a significant cost. Mr. Willis stated that if the future costs would run in the red, then that will cause the reserve money situation to dwindle down quickly.

Following general discussion, the committee took up voting on each fee.

Dr. Lavelle made a motion to accept the Student Senate fee proposal. Mr. Nolan seconded the motion. Mr. Yanik objected to voting on the lump sum fee and requested to do it line-item and Ms. Plummer seconded the objection. A vote was taken and there were six (6) yes and two (2) abstain to carry the objection and go through the fees as line-items. These discussions follow.

**Student Media Fee**

Dr. Lavelle made a motion to accept the Student Senate vote on the Student Media fee. Ms. Plummer seconded his motion. There was no discussion. A vote was taken and it was unanimous eight (8) yes votes.

**Student Government Fee**

Dr. Lavelle made a motion to accept the Student Government Fee as voted on by the Student Senate. Mr. Czajka seconded the motion. Mr. Yanik objected questioning what they needed the funding for and felt that they could operate effectively and provide the same services without a fee increase. He pointed out that fees never go down and that the largest portion wasn’t going back to students. Ms. Plummer stated that the money was needed to organizations running, that only a portion went to salary and benefits. She did state that she thought that there could be a cut in going to conventions and that there should be fewer award ceremonies.

Mr. Yanik suggested $0 for the 2017-18 year. Ms. Plummer said that the number of student organizations continues to increase and that this money was needed. She stated that 50% of
this appropriation went to student groups, whereas at UNC Chapel Hill only 20-30% of the appropriation went to their student groups. Mr. Yanik stated that he felt a large amount of money was not spent on enriching student organizations and lives and that conferences, retreats, award ceremonies should be cut back. He doesn’t feel that those activities benefit have benefits that come back to the student body as a whole.

Dr. Mullen said that the motion was to accept the $.35 for the 2017-18 year. Mr. Yanik amended that motion to $0 for the year. Dr. Lavelle seconded the motion. In discussion Mr. Yanik stated that the Student Senate barely got the 2/3 passing rule by 28 in favor, 6 opposed and 6 absentia. There was a vote by the committee to move the fee to $0. The amendment failed, two (2) yes and six (6) no.

Dr. Lavelle made a motion to accept the original Student Senate fee for Student Government. Ms. Ringler seconded. A vote was called and it passed seven (7) yes and one (1) no.

Student Center Operations - DASA
Dr. Lavelle made a motion to accept the Student Center Operations DASA and Ms. Plummer seconded the motion. There was a brief discussion and then a vote was called. The vote all in favor was unanimous, eight (8) yes.

Student Center Operations – Campus Enterprises
Dr. Lavelle made a motion to accept the Student Senate recommendation on the Student Center Operations Campus Enterprises. Ms. Ringler seconded the motion. The chair recognized Ms. Durham stated that the students felt that Talley needed to be more accessible to students and also that there needed to be money making events in Talley to cover costs. She said that $0 fee increase will put Talley in a difficult position of offering services to students. Dr. Mullen stated he wasn’t as concerned with 2017-18 as he was future years and working with a deficit. Dr. Mullen made a motion for an amendment that for 2017-18 the committee recommended $0 and then consider a future increase. Dr. Lavelle made a motion for a vote and Mr. Yanik seconded his motion.

Mr. Willis discussed with a building the size of Talley and with it just a year old, that they did not fully know what it cost were going to be. He stated that Witherspoon was old and would need significant repairs and renovations and he feared that if they allowed the existing resources to dwindle, then they would have to struggle to keep up with the older buildings and it would be impossible to make up the deficits. Mr. Willis pointed out that the State Legislature did not provide funds for the upkeep of older buildings.

Mr. Nolan said he could not understand why the large request for money when they didn’t know what the building was going to cost. Mr. Nolan also pointed out that the Student Center Board of Directors were never included in discussions and that they didn’t see the full balance sheet as to how the money was spent. Ms. Plummer seconded those points in that the Board actually has no say in how the Talley Student Center is operated and that students did not feel that this was their student center.

Mr. Yanik asked if there would be value to splitting the difference of the fee request. Mr. Willis said that Talley was running out of space and that they were already having to combine spaces to provide the Director of Campus Community Centers and the Military and Veterans Services Center and that student needs keep rising and hasn’t quit growing and leveled off and that the outlay years were worrisome.
Dr. Mullen stated that the way the cycles are built spreading planning over two to five years made budget planning difficult. Cash reserves will dwindle over time, and once they get so far down, that the services may have to be cut.

Mr. Czajka suggested that the committee consider the Student Senate vote first and made a motion to amend the amendment and go back to the Student Senate vote for $0 increase. Mr. Yanik seconded the motion. A vote was taken on the Student Senate recommendation for Student Center Operations Campus Enterprises.

The vote was called and it passed with six (6) for yes, one (1) for no, and one (1) absentia.

**Student Center R&R – DASA**
Dr. Lavelle made a motion to accept the Student Senate vote. Ms. Ringler seconded the motion. There was a brief discussion about DASA now handling the upkeep on Price, Thompson and the Gregg. There was a vote called and it passed unanimously, eight (8) yes.

**Student Center Programming – DASA**
Dr. Lavelle made a motion to accept the Student Senate vote on the Student Center Programming DASA fee. Ms. Ringler seconded the motion. Mr. Yanik reported the Student Senate vote was 30 in favor, 14 against, and 2 absentia. Mr. Czajka made an amendment to reduce these fees to $4.00 in 2017-18. There was a discussion that of the proposed fee, $5 would go to the startup of the Military and Veterans Office and that there would be a need for more personnel to run the operations. Counseling was prepared to partner with this center. Ms. Durham said that other areas included in this fee were CSLEPS, the ARTS, Student Involvement, NC State Live, the Craft Center, the Music Department, Theatre, and Dance. A large portion are salaries, cost of maintaining for the growth rate per years and if the fees were cut, there would have to be program reductions. This fee request did not get fully approved in the last cycle and they have had to use overhead.

There was further discussion on the amendment in regards to the Military and Veterans Office and it doesn’t have funding for the future and that NC State is one of the few land grant universities and one with a large population of veterans and veteran dependents that do not have this office. Dr. Mullen pointed out that their needs are quite different from the typical students. Mr. Yanik inquired about grants, and Dr. Mullen acknowledged that while that is a possibility in the future, it will not provide the support needed in the next few years. Dr. Mullen also pointed out that CSLEPS, ASB trips and student Involvement are not revenue generating. There is very limited outside funding and these were very important programs for student enrichment. Ms. Durham responded to a question about positions and she stated that every position that becomes vacant is assessed to see if they can be deleted are deemed necessary.

There was a vote call on the amendment for funding $4 in 2017-18. The amendment failed with one (1) yes, five (5) no, and two (2) absentia.

Ms. Plummer recommended that funding needed to be sought from federal funds or grant funding. Dr. Mullen assured her that future funding opportunities would include federal and other grants.

The original motion was passed with a vote of seven (7) yes and one (1) no.
Student Center Programming – OIED
Dr. Lavelle made a motion to accept the Student Center Programming OIED fee as the Student Senate voted. Ms. Ringler seconded the motion. Dr. Mullen discussed that these OIED programs were extremely important and serve the minority students, LGBTQ, and women and that in the past that there has not been enough money asked for and they have been crunched as the service needs have grown. A vote was called for and it passed unanimously with eight (8) yes votes.

Sustainability
Dr. Lavelle made a motion to accept the Student Senate recommendation on Sustainability as voted on. Ms. Ringler seconded the motion. The student had a brief discussion on the need to find grants for larger projects. A vote was called and it passed unanimously with eight (8) votes.

Student Health Fee
Dr. Lavelle made a motion to accept the Student Senate recommendation on Student Health Services and Ms. Ringler seconded the motion. There was no discussion. A vote was called and it passed with a vote of seven (7) yes and one (1) no. Dr. Lavelle thanked Mr. Yanik for his contribution.

Dr. Mullen thanked everyone for their time and their thoughtful insight to the fee process. Dr. Lavelle made a motion to adjourn and it was seconded by Ms. Ringler. There was a call to vote on the motion and it was passed unanimously with nine (8) Yes votes. The meeting adjourned without further discussion.

The approved fees are listed in Table 2. A spreadsheet with total fees is attached.
### Table 2. Approved Fee Increases

<table>
<thead>
<tr>
<th>Fee</th>
<th>Approved Fee Increases 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Media</td>
<td>$3.00</td>
</tr>
<tr>
<td>Student Government</td>
<td>$0.35</td>
</tr>
<tr>
<td>Student Center Operations - DASA</td>
<td>$2.23</td>
</tr>
<tr>
<td>Student Center Operations - CE</td>
<td>$0.00</td>
</tr>
<tr>
<td>Student Center R&amp;R - DASA</td>
<td>$2.10</td>
</tr>
<tr>
<td>Student Center Programming - DASA</td>
<td>$8.46</td>
</tr>
<tr>
<td>Student Center Programming - OIED</td>
<td>$0.50</td>
</tr>
<tr>
<td>Sustainability Fee</td>
<td>$0.50</td>
</tr>
<tr>
<td>Student Health Services</td>
<td>$20.00</td>
</tr>
<tr>
<td>Transit</td>
<td>$12.00</td>
</tr>
<tr>
<td><strong>Total Fee request</strong></td>
<td><strong>$49.14</strong></td>
</tr>
<tr>
<td>Fees subject to 3% cap*</td>
<td><strong>$37.14</strong></td>
</tr>
<tr>
<td>Percent Increase - total</td>
<td><strong>1.99%</strong></td>
</tr>
<tr>
<td>Percent increase for 3% cap fees*</td>
<td><strong>1.62%</strong></td>
</tr>
</tbody>
</table>

*EXCLUDES TRANSIT FEE

Submitted October 12, 2016

Michael D. Mullen, Co-Chair  
Vice Chancellor and Dean, DASA

Jamie Plummer, Co-Chair  
Student Senate President

cc: Dr. Warwick Arden, Provost and Executive Vice Chancellor  
Mr. Scott Douglass, Vice Chancellor for Finance and Business  
Student Fee Review Committee  
Student Fee Area Contacts
## North Carolina State University

### FY2018 Proposed Student Fees

#### Student Fees Summary

<table>
<thead>
<tr>
<th>Description of Fee</th>
<th>2015-16</th>
<th>2016-17</th>
<th>FY17-18 Inc./(Dcr.)</th>
<th>Proposed 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Activity Fees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Union Activity Board</td>
<td>19.63</td>
<td>19.63</td>
<td>-$</td>
<td>$19.63</td>
</tr>
<tr>
<td>2 Student Publications/Media</td>
<td>23.40</td>
<td>24.00</td>
<td>3.00</td>
<td>27.00</td>
</tr>
<tr>
<td>3 Student Government</td>
<td>14.50</td>
<td>15.15</td>
<td>0.35</td>
<td>15.50</td>
</tr>
<tr>
<td>4 Student Legal Services</td>
<td>16.00</td>
<td>16.50</td>
<td>-</td>
<td>16.50</td>
</tr>
<tr>
<td>5 School (Student Association)*</td>
<td>5.00</td>
<td>5.00</td>
<td>-</td>
<td>5.00</td>
</tr>
<tr>
<td>6 Student Center Operations Total</td>
<td>117.16</td>
<td>125.16</td>
<td>2.23</td>
<td>127.39</td>
</tr>
<tr>
<td>Academic and Student Affairs</td>
<td>23.67</td>
<td>27.77</td>
<td>2.23</td>
<td>30.00</td>
</tr>
<tr>
<td>Campus Enterprises</td>
<td>93.49</td>
<td>97.39</td>
<td>-</td>
<td>97.39</td>
</tr>
<tr>
<td>7 Student Center Repairs and Renovations Total</td>
<td>43.70</td>
<td>43.70</td>
<td>2.10</td>
<td>45.80</td>
</tr>
<tr>
<td>Academic and Student Affairs</td>
<td>8.90</td>
<td>8.90</td>
<td>2.10</td>
<td>11.00</td>
</tr>
<tr>
<td>Campus Enterprises</td>
<td>34.80</td>
<td>34.80</td>
<td>-</td>
<td>34.80</td>
</tr>
<tr>
<td>8 Student Center Programming Total</td>
<td>215.86</td>
<td>225.19</td>
<td>8.96</td>
<td>234.15</td>
</tr>
<tr>
<td>Student Programming and Arts</td>
<td>195.56</td>
<td>203.54</td>
<td>8.46</td>
<td>212.00</td>
</tr>
<tr>
<td>Office of Institutional Equity and Diversity</td>
<td>20.30</td>
<td>21.65</td>
<td>0.50</td>
<td>22.15</td>
</tr>
<tr>
<td>9 Sustainability</td>
<td>4.00</td>
<td>4.50</td>
<td>0.50</td>
<td>5.00</td>
</tr>
<tr>
<td>10 Recreational Sports</td>
<td>167.35</td>
<td>167.35</td>
<td>-</td>
<td>167.35</td>
</tr>
<tr>
<td>11 Association of Student Governments</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>1.00</td>
</tr>
<tr>
<td>12 Campus Security Fee</td>
<td>30.00</td>
<td>30.00</td>
<td>-</td>
<td>30.00</td>
</tr>
<tr>
<td>13 Intercollegiate Athletics</td>
<td>232.00</td>
<td>232.00</td>
<td>-</td>
<td>232.00</td>
</tr>
<tr>
<td>14 Student Health Service</td>
<td>339.50</td>
<td>372.00</td>
<td>20.00</td>
<td>392.00</td>
</tr>
<tr>
<td>15 Educational &amp; Technology Fee</td>
<td>434.28</td>
<td>439.28</td>
<td>-</td>
<td>439.28</td>
</tr>
<tr>
<td>16 Transit Operations (Bus Service)</td>
<td>173.00</td>
<td>181.00</td>
<td>12.00</td>
<td>193.00</td>
</tr>
<tr>
<td>Thompson Hall - Indebtedness (expires FY23-24)</td>
<td>38.00</td>
<td>38.00</td>
<td>-</td>
<td>38.00</td>
</tr>
<tr>
<td>Student Health Service - Expansion (expires FY23-24)</td>
<td>35.00</td>
<td>35.00</td>
<td>-</td>
<td>35.00</td>
</tr>
<tr>
<td>Intercollegiate Athletics - Indebtedness (expires FY29-30)</td>
<td>96.00</td>
<td>96.00</td>
<td>-</td>
<td>96.00</td>
</tr>
<tr>
<td>Carmichael Recreational Center - Indebtedness (expires FY15-16)</td>
<td>45.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Carmichael Complex - Indebtedness (expires FY27-28)</td>
<td>23.00</td>
<td>23.00</td>
<td>-</td>
<td>23.00</td>
</tr>
<tr>
<td>Student Center - Expansion (expires FY36-37)</td>
<td>260.00</td>
<td>260.00</td>
<td>-</td>
<td>260.00</td>
</tr>
<tr>
<td>Carmichael Complex - Expansion (expires FY28-29)</td>
<td>27.50</td>
<td>27.50</td>
<td>-</td>
<td>27.50</td>
</tr>
<tr>
<td>Carmichael Complex - Addition and Renovation (expires FY40-41)</td>
<td>92.50</td>
<td>-</td>
<td>92.50</td>
<td></td>
</tr>
<tr>
<td>Total Indebtedness Fees</td>
<td>524.50</td>
<td>572.00</td>
<td>-</td>
<td>572.00</td>
</tr>
</tbody>
</table>

| Fees subject to the 3% Cap                      | $2,187.88 | $2,292.46 | $37.14 | $2,329.60 |
| Increase Requests as % of prior year base       | 1.62%     |           |        |           |
| 3% of base year fees                            | $68.77    | $69.89    |        |           |
| Requested amount under/(over) cap               | $31.63    |           |        |           |

| Total Student Fees - Undergraduate              | $2,360.88 | $2,473.46 | $49.14 | $2,522.60 |
| Percent Increase                                | 1.99%     |           |        |           |

| Graduate Student Fee*                          | 11.00     | 11.00     | 1.00   | 12.00     |

| Total Student Fees - Graduate                   | $2,371.88 | $2,484.46 | $50.14 | $2,534.60 |
| Percent Increase                                | 2.02%     |           |        |           |
## Student Fees Summary

<table>
<thead>
<tr>
<th>Description of Fee</th>
<th>2015-16</th>
<th>2016-17</th>
<th>Inc./(Der.)</th>
<th>Proposed 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engineering Major</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26 COE Program Graduate and Undergraduate Enhancement Fee</td>
<td>$500.00</td>
<td>$1,000.00</td>
<td>$500.00</td>
<td>$1,500.00</td>
</tr>
<tr>
<td><strong>Total Undergraduate Fees - Engineering Major</strong></td>
<td>$2,860.88</td>
<td>$3,473.46</td>
<td>$549.14</td>
<td>$4,022.60</td>
</tr>
<tr>
<td><strong>Total Graduate Fees - Engineering Major</strong></td>
<td>$2,871.88</td>
<td>$3,484.46</td>
<td>$550.14</td>
<td>$4,034.60</td>
</tr>
<tr>
<td><strong>Professional Golf Management Major</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28 Professional Golf Management Fee</td>
<td>$650.00</td>
<td>$700.00</td>
<td>-</td>
<td>$700.00</td>
</tr>
<tr>
<td><strong>Total Undergraduate Fees - PGM Major</strong></td>
<td>$3,010.88</td>
<td>$3,173.46</td>
<td>$49.14</td>
<td>$3,222.60</td>
</tr>
<tr>
<td><strong>Application Fees for Admission to NC State</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29 Undergraduate Student Application Fee - Domestic</td>
<td>$80.00</td>
<td>$85.00</td>
<td>-</td>
<td>$85.00</td>
</tr>
<tr>
<td>30 Undergraduate Student Application Fee - International</td>
<td>$100.00</td>
<td>$100.00</td>
<td>-</td>
<td>$100.00</td>
</tr>
<tr>
<td>31 Graduate Student Application Fee - Domestic</td>
<td>$75.00</td>
<td>$85.00</td>
<td>-</td>
<td>$85.00</td>
</tr>
<tr>
<td>32 Graduate Student Application Fee - International</td>
<td>$85.00</td>
<td>$95.00</td>
<td>-</td>
<td>$95.00</td>
</tr>
<tr>
<td>33 Non Degree Studies Application Fee</td>
<td>$30.00</td>
<td>$35.00</td>
<td>-</td>
<td>$35.00</td>
</tr>
</tbody>
</table>

* The Graduate Student Fee represents both the Graduate Student Fee and the School Fee for a total of $16.00 in FY17

** Debt Service fees are project-based, changes will be evaluated annually

---

Chancellor | Chair, Board of Trustees
<table>
<thead>
<tr>
<th>Mandatory Fee</th>
<th>FY17-18 Requested Amount</th>
<th>Description of Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Union Activity Board</td>
<td>$19.63</td>
<td>The Union Activities Board is the main programming body for the campus which is responsible for acquiring, scheduling, publicizing, and presenting films, speakers, and special events.</td>
</tr>
<tr>
<td>Student Publications/Media</td>
<td>$27.00</td>
<td>This fee is used to defray the cost of the various campus-wide student publications. At present these include two student newspapers, a yearbook, a radio station, and &quot;The Windover&quot; (a literary magazine).</td>
</tr>
<tr>
<td>Student Government</td>
<td>$15.50</td>
<td>This fee is allocated to the Student Government for distribution to Campus organizations for activities, they deem, are in the best interest of the student body.</td>
</tr>
<tr>
<td>Student Legal Services</td>
<td>$16.50</td>
<td>This fee funds the student legal services program which offers legal services to all students.</td>
</tr>
<tr>
<td>School (Student Association)*</td>
<td>$5.00</td>
<td>This fee is used by the student body to support student activities of each of the various schools.</td>
</tr>
<tr>
<td>Undergraduates</td>
<td>$17.00</td>
<td>This fee is used by the graduate student association to support graduate student activities.</td>
</tr>
<tr>
<td>Student Center Operations Total</td>
<td>$127.39</td>
<td>This fee supports the maintenance and operations of the Student Center facilities.</td>
</tr>
<tr>
<td>Student Center Programming Total</td>
<td>$234.15</td>
<td>This fee supports programming for the Student Centers and the Office of Institutional Equity and Diversity.</td>
</tr>
<tr>
<td>Student Center Repairs and Renovations Total</td>
<td>$45.80</td>
<td>This fee is used to maintain and upgrade the Talley Student Center, Price Music Center, Witherspoon Student Center and Thompson Theater.</td>
</tr>
<tr>
<td>Sustainability</td>
<td>$5.00</td>
<td>This fee will be used to promote sustainability and green ambassador efforts.</td>
</tr>
<tr>
<td>Recreational Sports</td>
<td>$167.35</td>
<td>This fee is used to defray the cost of operating and maintaining the intramural recreational sports program and other physical education programs.</td>
</tr>
<tr>
<td>Association of Student Governments</td>
<td>$1.00</td>
<td>This UNC Board of Governors approved fee for all UNC institutions to help finance the Association of Student Governments, a coalition of student leaders from across the state. To be used for administrative staff, travel and small stipends for student leaders.</td>
</tr>
<tr>
<td>Campus Security Fee</td>
<td>$30.00</td>
<td>Fee initiated by UNC Board of Governors for all campuses to help meet security initiatives.</td>
</tr>
<tr>
<td>Intercollegiate Athletics</td>
<td>$232.00</td>
<td>This fee is used in partial support of intercollegiate athletic programs.</td>
</tr>
<tr>
<td>Student Health Service</td>
<td>$392.00</td>
<td>This fee is used by the University Health Center to offer medical and counseling services to students.</td>
</tr>
<tr>
<td>Educational &amp; Technology Fee</td>
<td>$439.28</td>
<td>This academic fee is used by colleges and schools to equip and operate computing and scientific laboratories which supplement classroom instruction.</td>
</tr>
<tr>
<td>Transit Operations (Bus Service)</td>
<td>$193.00</td>
<td>This fee partially funds the campus transit system.</td>
</tr>
<tr>
<td>Indebtedness Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thompson Hall - Indebtedness (expires FY23-24)</td>
<td>$38.00</td>
<td>This fee is pledged to support renovation for the Thompson Theatre Building.</td>
</tr>
<tr>
<td>Student Health Service - Expansion (expires FY23-24)</td>
<td>$35.00</td>
<td>This fee is pledged to support an addition for the Student Health Services Building.</td>
</tr>
<tr>
<td>Intercollegiate Athletics - Indebtedness (expires FY29-30)</td>
<td>$96.00</td>
<td>This fee is pledged to the Department of Athletics in support of facility improvements, renovations, repairs and maintenance.</td>
</tr>
<tr>
<td>Carmichael Complex Addition and Renovation (expires FY40-41)</td>
<td>$92.50</td>
<td>This fee is pledged to retire debt issued for the Carmichael Gymnasium Addition &amp; Renovation.</td>
</tr>
<tr>
<td>Carmichael Complex - Indebtedness (expires FY27-28)</td>
<td>$23.00</td>
<td>This fee is pledged to support repairs and renovations of outdated equipment and facilities at Carmichael Complex</td>
</tr>
<tr>
<td>Student Center - Expansion (expires FY36-37)</td>
<td>$260.00</td>
<td>This fee is pledged to support the renovation of the Student Center Buildings.</td>
</tr>
<tr>
<td>Carmichael Complex - Expansion (expires FY28-29)</td>
<td>$27.50</td>
<td>This fee is pledged to support the Locker Room Renovation and Fitness Center Expansion</td>
</tr>
<tr>
<td>Total Required Student Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate</td>
<td>$2,522.60</td>
<td></td>
</tr>
<tr>
<td>Graduate</td>
<td>$2,534.60</td>
<td></td>
</tr>
<tr>
<td>Major Specific Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COE Program Graduate and Undergraduate Enhancement Fee</td>
<td>$1,500.00</td>
<td>This fee is used for program and infrastructure improvements in the College of Engineering to ensure our engineering students are provided career-ready skills that continue to advantage them in the marketplace.</td>
</tr>
<tr>
<td>Professional Golf Management Fee</td>
<td>$700.00</td>
<td>This fee ensures access for students in the PGM program to partnering golf facilities for the use of their golf course and golf practice facilities.</td>
</tr>
<tr>
<td>Application Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate Student Application Fee - Domestic</td>
<td>$85.00</td>
<td>This fee is used to support costs necessary in the application process.</td>
</tr>
<tr>
<td>Undergraduate Student Application Fee - International</td>
<td>$100.00</td>
<td>This fee is used to support costs necessary in the application process.</td>
</tr>
<tr>
<td>Graduate Student Application Fee - Domestic</td>
<td>$85.00</td>
<td>This fee is used to support costs necessary in the application process.</td>
</tr>
<tr>
<td>Graduate Student Application Fee - International</td>
<td>$95.00</td>
<td>This fee is used to support costs necessary in the application process.</td>
</tr>
<tr>
<td>Non Degree Studies Application Fee</td>
<td>$35.00</td>
<td>This fee is used to support costs necessary in the application process.</td>
</tr>
</tbody>
</table>
Tab 7.2A
Page 83

Attachment 3

Student Involvement in Tuition and Fee Setting Process

Campus Name: North Carolina State University

Date: October 17, 2016

Campus Administrator Name: Michael D. Mullen

Campus Administrator Title: Vice Chancellor and Dean

Campus Administrator Signature: [Signature]

Student Body President Name: Paul Nolan

Student Body President Signature: [Signature]

Collaboration

☑ Tuition and Fee committee(s) established

☑ Students were represented on the committee(s)

☑ Student representatives were appointed by the Chancellor in consultation with the Student Body President

[The chancellor’s designees (via Provost Warwick Arden and Vice Chancellor and Dean Michael Mullen) consulted with the Student Body President and the Student Senate President to confirm student representatives on the Tuition Review Advisory Committee and on the Fee Review Committee.]

☑ Committees were co-chaired by the Chief Academic Officer and/or Chief Student Affairs Officer or their designee along with the Student Body President and/or Student Senate President.

[The Tuition Review Advisory Committee (TRAC) was co-chaired by Provost Warwick Arden and Student Body President Paul Nolan. The Fee Review Committee (FRC) was co-chaired by Vice Chancellor Michael Mullen and Student Senate President Jamie Plummer.]

Inclusiveness

☑ Students on the Tuition and Fee committees were representative of student constituencies: (for example, In-State, Out-of-State, Undergraduate, Graduate, Professional School, Distance Education, etc.)

[The following student constituencies were represented on the 2016-17 Tuition Review Advisory Committee and the 2016-17 Fee Review Committee by five individual students: the Student Body, the Student Senate; University Graduate Student Association; and the African American Student Advisory Council, and Undergraduate Students. The Student Body President, Student Senate President and University Graduate Student Association President served on both committees. Each committee included two undergraduate students and two graduate student.]
\[X\] Student involvement throughout the entire tuition and fee setting process

Three Tuition Review Advisory Committee meetings and five Fee Review Committee meetings were scheduled during the months of August and September 2016 in which student representatives attended. There was a Fee Training session held on April 26, 2016 for all new student members of the committee. The Student Body President and President of the University Graduate School Association attended 100% of the Tuition Review Advisory Committee (TRAC) meetings representing their constituencies. The Student Senate President and Vice Chancellor Mullen attended 100% of the Fee Review Committee (FRC) meetings representing their constituencies. Other student-committee members attended each meeting as their schedules allowed.

Meetings for the Tuition Review Advisory Committee were posted on the university calendar as public, open meetings well in advance of scheduled dates. Meeting agendas and minutes were posted online at the Tuition Review Advisory Committee website where students, faculty, staff and the public could access and read the meeting discussions. The websites do not require NC State unity i.d. to access them. Minutes were also emailed to committee members following each meeting.

\[X\] Dr. Mike Mullen presented an overview of the Tuition and Fee review process at the Student Senate meeting on September 4, 2016. This was followed by the Student Senate meeting on September 28, where the Senate deliberated and voted on each fee request. The Student Senate votes served as the basis for the final fees approved for 2017-18.

Tuition increases were not discussed in the Student Senate meetings, however several students, including the Student Body President, Student Senate President, GSA President, and the President of AASAC were involved in those meetings.

The Graduate Student Association debated the fee requests as well, and their recommendations were discussed at the final Fee Review committee meeting on September 30th.

**Transparency**

Utilization of social media to reach out to students

While a video made by Co-chair Dr. Michael Mullen of the process is available to students online, there was no organized campaign by Student Government to advertise the process to the student body this year.

Utilization of university listserv(s) and website

There were no messages sent via the Student Listserv by Student Government to announce when meetings were taking place this year.
Timeliness
   x  Process initiated and completed consistent with the UNC Policy
      (September 1st through December 1st)

Accountability
   x  Inclusion of Student Involvement form in the campus Tuition & Fee request packet submitted to
      UNC-General Administration

Additional Information:
## Estimated Student FTE

**Applicable to Fee - 2017-18**

<table>
<thead>
<tr>
<th>Years</th>
<th>2015-16 Fee</th>
<th>2016-17 Fee</th>
<th>Increase Requested</th>
<th>2017-18 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>29,343.37</td>
<td>$339.50</td>
<td>$20.00</td>
<td>$392.00</td>
</tr>
</tbody>
</table>

### Revenues:

- **Fee Revenues**: $9,837,551
- **Other Revenues**: $5,381,266

**Total Revenues**: $15,218,817

### Expenditures:

- **Personnel**: $10,038,373
- **Supplies & Materials**: $2,605,584
- **Current Services**: $2,297,846
- **Fixed Charges**: $160,594
- **Capital Outlay**: $81,800
- **Other**: $26,412

**Total Expenditures**: $15,210,609

### Fund Balance:

- **Beginning Fund Balance**: $4,909,027
- **Ending Fund Balance**: $4,917,235

### Change in Account Receivable and Change in Account Payable:

- **Change in Account Receivable**: $20,000
- **Change in Account Payable**: $20,000

### Justification for Proposed Fee Increase

The Counseling Center believes that a healthy emotional life is the foundation for personal, academic and professional success. Our multidisciplinary mental health team uses compassionate, professional interactions to support emotional balance while encouraging students to reach their potential. Student Health Services provides affordable, accessible and high quality primary health care with the goal of assisting students in reaching and maintaining optimal health to support them in achieving academic success. The fee increase supports maintenance of facilities and services, including annual salary/benefit and other cost increases, while adding three (3.0) counseling professionals, supplementing clinical salaries for the purpose of recruitment and retention of key staff, and expanding services to provide convenience and accessibility for NCSU students.

### Effect on Overall Student Experience

Please discuss the effect on the overall student experience if the fee increase request is denied.

The key impact to students will be increasing wait times and decreased accessibility for counseling services. We may also continue to face turnover in key clinical staff which also impacts students’ access to health services.
### FEE REQUEST FORM

**NCSU**  
**Student Publications/Media**  
**2017-18**

<table>
<thead>
<tr>
<th>Prior Years</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Estimated Student FTE</strong> (Applicable to Fee - 2017-18) Fee</td>
<td><strong>Increase</strong></td>
</tr>
<tr>
<td>2015-16</td>
<td>2016-17</td>
</tr>
<tr>
<td>$28,903.70</td>
<td>$23.40</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actual</th>
<th>Projected</th>
<th>With</th>
<th>Without</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>2016-17</td>
<td>Increase</td>
<td>Increase</td>
</tr>
</tbody>
</table>

| Beginning Fund Balance | 344,834 | 161,083 | 161,083 | 161,083 |

<table>
<thead>
<tr>
<th>Revenues:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee Revenues</td>
<td>665,788</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>212,718</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>878,506</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>572,804</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>61,236</td>
</tr>
<tr>
<td>Current Services</td>
<td>277,580</td>
</tr>
<tr>
<td>Fixed Charges</td>
<td>23,331</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>127,844</td>
</tr>
<tr>
<td>Other*</td>
<td>-538</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>1,062,257</td>
</tr>
</tbody>
</table>

| Endimg Fund Balance | 161,083 | 161,083 | 180,483 | 113,672 |

| **FTE (associated with fee)** | 5.75 | 5.75 | 5.75 | 5.75 |

**Justification for Proposed Fee Increase (include additional information on Form D tab if needed)**

Student Media at NC State encompasses the following organizations: Student Business and Marketing Office, Technician, WKNC, Agromeck, Nubian Message, and Windhover. The fee increase supports maintenance of these organizations, including annual salary/benefit and other costs increases, with a large portion of the fee request devoted to student wages. It has been well over 10 years since the Student Media student staff have received a pay increase of any kind and positions have long ceased to be competitive with jobs in both the private sector and on campus. This means students of limited means are unable to make a commitment to Student Media for financial reasons. This creates a barrier to entry that runs contrary to our longstanding commitment to being organizations where all students, regardless of background, have an equitable chance to participate.

**Please discuss the effect on the overall student experience if the fee increase request is denied**

Due to declining advertising sales, Student Media has continued to evaluate its business model enacting significant changes over the past 2-3 years. These efforts have included reducing print schedules, finding a less expensive printing vendor, working collaboratively with other institutions, and investing in new products and strategies including a glossy magazine, a mobile app, and increased social media presence. Should the fee increase be denied, Student Media will continue to evaluate changes in its...
# FEE REQUEST FORM

**NCSU**  
**Student Government**  
**2017-18**

<table>
<thead>
<tr>
<th>Estimated Student FTE</th>
<th>2015-16 Fee</th>
<th>2016-17 Fee</th>
<th>2017-18 Increase Requested</th>
<th>Proposed 2017-18 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>28,935.50</td>
<td>$14.50</td>
<td>$15.15</td>
<td><strong>$0.35</strong></td>
<td>$15.50</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actual</th>
<th>Projected 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Fund Balance</td>
<td>105,874</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenues:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee Revenues</td>
</tr>
<tr>
<td>Other Revenues</td>
</tr>
<tr>
<td>Total Revenues</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
</tr>
<tr>
<td>Current Services</td>
</tr>
<tr>
<td>Fixed Charges</td>
</tr>
<tr>
<td>Capital Outlay</td>
</tr>
<tr>
<td>Other*</td>
</tr>
<tr>
<td>Student Financial Aid</td>
</tr>
<tr>
<td>Total Expenditures</td>
</tr>
</tbody>
</table>

| Ending Fund Balance  | 80,825 | 57,175 |

| FTE (associated with fee)  | 1.05 |

**Justification for Proposed Fee Increase** (include additional information on Form D tab if needed)

The NC State University Student Government encourages students to express their concerns and ideas, promotes an environment of open discourse and academic excellence, and proactively represents the student voice to the University administration and Board of Trustees through ethical and accountable public service. Three branches make up Student Government: the Executive Branch, Student Senate, and the Judicial Branch. The fee increase supports salary/benefit and other cost increases, as well as appropriations to student organizations budgeted in line with Student Government statutes (projected spending of $170,000 for 2017/18). No additional programmatic increases are projected at this time.

**Please discuss the effect on the overall student experience if the fee increase request is denied**

Program offerings, personnel expenditures, and/or student appropriations may be reduced, creating the potential for decreased student representation, involvement, impact and outreach.
FEE REQUEST FORM
NCSU
Student Center Operations - Academic and Student Affairs
2017-18

<table>
<thead>
<tr>
<th>Estimated Student FTE</th>
<th>Prior Years</th>
<th>2017-18</th>
<th>Proposed 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicable to Fee - 2017-18</td>
<td>2015-16 Fee</td>
<td>2016-17 Fee</td>
<td>Increase Requested</td>
</tr>
<tr>
<td>28,756.65</td>
<td>$23.67</td>
<td>$27.77</td>
<td>$2.23</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actual</th>
<th>Projected</th>
<th>With Increase</th>
<th>Without Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>490,017</td>
<td>515,017</td>
<td>515,017</td>
</tr>
<tr>
<td>2016-17</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Revenues:
- Fee Revenues: 372,333 795,000 862,700 798,572
- Other Revenues: 300,000 0 0 0

Total Revenues: 672,333 795,000 862,700 798,572

Expenditures
- Personnel: 0 0 0 0
- Supplies & Materials: 672 12,000 15,000 15,000
- Current Services: 181,644 697,000 820,000 820,000
- Fixed Charges: 0 61,000 65,000 65,000
- Capital Outlay: 0 0 0 0
- Other*: 0 0 0 0

Total Expenditures: 182,316 770,000 900,000 900,000

Ending Fund Balance: 490,017 515,017 477,717 413,589

FTE (associated with fee)
- No New Positions: 0.00 0.00 0.00 0.00

Justification for Proposed Fee Increase (include additional information on Form D tab if needed)
This fee supports maintenance and operation of the following facilities on the NC State campus: Price Music Center, Thompson Hall, and the Gregg Museum of Art and Design. Programs of Arts NC State primarily supported by these facilities include: the Crafts Center, the Gregg Museum, the Music Department, and University Theatre. Facilities costs include: utilities, supplies and equipment, insurance, preventive maintenance and repair, housekeeping, grounds maintenance, and other services including pest control and security. Given the high cost of utilities, particularly in Thompson Hall, we are making every effort to increase energy efficiency and reduce costs.

Please discuss the effect on the overall student experience if the fee increase request is denied
Should the fee increase be denied, we will be limited in our ability to operate these facilities to meet the needs of students. We may have to consider placing limits on facility use and decreasing hours of operation.
<table>
<thead>
<tr>
<th>Estimated Student FTE Applicable to Fee - 2017-18</th>
<th>Prior Years</th>
<th>2017-18</th>
<th>Proposed 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee (2015-16)</td>
<td>$8.90</td>
<td>$8.90</td>
<td>$2.10</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actual 2015-16</th>
<th>Projected 2016-17</th>
<th>With Increase</th>
<th>Without Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Fund Balance</td>
<td>0</td>
<td>1,234,011</td>
<td>1,190,511</td>
</tr>
</tbody>
</table>

**Revenues:**
- Fee Revenues: 126,688 256,500 316,900 256,401
- Other Revenues: 1,107,323 0 0 0

**Total Revenues:**
- 1,234,011 256,500 316,900 256,401

**Expenditures:**
- Personnel: 0 0 0 0
- Supplies & Materials: 0 0 0 0
- Current Services: 0 300,000 400,000 400,000
- Fixed Charges: 0 0 0 0
- Capital Outlay: 0 0 0 0
- Other*: 0 0 0 0

**Total Expenditures:**
- 0 300,000 400,000 400,000

**Ending Fund Balance:**
- 1,234,011 1,190,511 1,107,411 1,046,912

**FTE (associated with fee):**
- 0.00 0.00 0.00 0.00

Justification for Proposed Fee Increase (include additional information on Form D tab if needed)

This fee supports repairs and renovation of the following facilities on the NC State campus: Price Music Center, Thompson Hall, and the Gregg Museum of Art and Design. Programs of Arts NC State primarily supported by these facilities include: the Crafts Center, the Gregg Museum, the Music Department, and University Theatre. This plan reflects increasing annual spending on repairs and renovations to reach targeted annual spending of 2% of building insured values (equal to approximately $750,000 annually) over a five-year period. The target cash reserve for this fee, taking into consideration the age of these facilities, is 5% of building insured values (equal to approximately $1,850,000). Major projects planned for 2016/17 through 2017/18 include: replacing combustible wooden lockers which currently present a life safety concern (Price); addressing roofing, tree removal, water intrusion, flooring, lighting, and safety concerns (Thompson); address aging (end of life cycle) issues with regard to HVAC, lighting, ceilings, stairwells (Price); continue routine work with regard to painting, flooring, carpeting (all facilities as needed).

Please discuss the effect on the overall student experience if the fee increase request is denied

Should the fee increase be denied, we will be limited in our ability to operate these facilities to meet the needs of students. We may have to consider placing limits on facility use and decreasing hours of operation. Further, failure to address critical life safety concerns for aging facilities may place building occupancy at risk.
FEE REQUEST FORM
NCSU
Student Center Programming - Academic and Student Affairs
2017-18

Estimated Student FTE
Applicable to Fee - 2017-18

<table>
<thead>
<tr>
<th></th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18 Increase</th>
<th>Proposed 2017-18 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee</td>
<td>28,942.45</td>
<td>$195.56</td>
<td>$203.54</td>
<td>$212.00</td>
</tr>
</tbody>
</table>

Beginning Fund Balance

<table>
<thead>
<tr>
<th></th>
<th>Actual 2015-16</th>
<th>Projected 2016-17</th>
<th>With Increase</th>
<th>Without Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,070,694</td>
<td>2,402,107</td>
<td>1,657,107</td>
<td>1,657,107</td>
</tr>
</tbody>
</table>

Revenues:

<table>
<thead>
<tr>
<th></th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18 Increase</th>
<th>2017-18 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee Revenues</td>
<td>5,564,959</td>
<td>5,815,000</td>
<td>6,135,799</td>
<td>5,890,946</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>771,696</td>
<td>710,000</td>
<td>745,500</td>
<td>745,500</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>6,336,655</td>
<td>6,525,000</td>
<td>6,881,299</td>
<td>6,636,446</td>
</tr>
</tbody>
</table>

Expenditures

<table>
<thead>
<tr>
<th></th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18 Increase</th>
<th>2017-18 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>4,526,412</td>
<td>5,090,000</td>
<td>5,221,500</td>
<td>5,221,500</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>281,238</td>
<td>290,000</td>
<td>295,000</td>
<td>295,000</td>
</tr>
<tr>
<td>Current Services</td>
<td>1,121,821</td>
<td>1,170,000</td>
<td>1,252,000</td>
<td>1,252,000</td>
</tr>
<tr>
<td>Fixed Charges</td>
<td>64,781</td>
<td>70,000</td>
<td>72,000</td>
<td>72,000</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>9,616</td>
<td>650,000</td>
<td>55,000</td>
<td>0</td>
</tr>
<tr>
<td>Other*</td>
<td>1,374</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>6,005,242</td>
<td>7,270,000</td>
<td>6,895,500</td>
<td>6,840,500</td>
</tr>
</tbody>
</table>

Ending Fund Balance

<table>
<thead>
<tr>
<th></th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18 Increase</th>
<th>2017-18 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,402,107</td>
<td>1,657,107</td>
<td>1,642,906</td>
<td>1,453,053</td>
</tr>
</tbody>
</table>

FTE (associated with fee)

<table>
<thead>
<tr>
<th></th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>40.36</td>
<td>54.00</td>
<td>55.00</td>
<td>55.00</td>
</tr>
</tbody>
</table>

Justification for Proposed Fee Increase (include additional information on Form D tab if needed)

The student center programs fee supports multiple programs engaged in supporting the academic success of NC State Students: the Center for Student Leadership, Ethics and Public Service; Student Involvement and the Student Involvement Center; the Student Ombuds; Arts NC State; and the Military and Veteran Resource Center. The fee increase supports maintenance of programs, including annual salary/benefit and other cost increases, while enhancing programmatic offerings and services in several key areas. Programs targeted for enhancement in this fee request cycle include military and veteran services and arts programs. Arts NC State will have an opportunity to enhance program offerings and student outreach with the opening of the new Gregg Museum of Art and Design in the spring of 2017. The Military and Veteran Resource Center will open spring 2017 in the Witherspoon Student Center.

Please discuss the effect on the overall student experience if the fee increase request is denied

Program offerings may be reduced or eliminated creating the potential for decreased student impact and outreach.
The requested increase allows OIED to better meet the needs of its students and planned campus-wide program activities. Spending conservatively considers meeting the required reserve in this year’s budget, but also taking into consideration any changes to appropriated spending.

While most spending will remain consistent with previous years, a proposed student fee increase will help to expand resources while impacting the student community. Expenditure budgets for 2017-18 consider increases to EHRA and SHRA salaries, assuming a 2% salary increase, with a modest inflationary increase in non-personnel categories (contracted services, current services, office supplies and materials, etc.), to help meet the cost of doing business and increased costs in programmatic needs.

**Justification for Proposed Fee Increase (include additional information on Form D tab if needed)**

The requested increase allows OIED to better meet the needs of its students and planned campus-wide program activities. Spending conservatively considers meeting the required reserve in this year’s budget, but also taking into consideration any changes to appropriated spending.

While most spending will remain consistent with previous years, a proposed student fee increase will help to expand resources while impacting the student community. Expenditure budgets for 2017-18 consider increases to EHRA and SHRA salaries, assuming a 2% salary increase, with a modest inflationary increase in non-personnel categories (contracted services, current services, office supplies and materials, etc.), to help meet the cost of doing business and increased costs in programmatic needs.

We are requesting a Program Coordinator for the GLBT Center, so this position can continue to serve as an additional resource in order to meet the growing needs of the student community.

**Please discuss the effect on the overall student experience if the fee increase request is denied**

Student programming and resources would be negatively impacted, as funding for the majority of programming within some of the centers (particularly the GLBT Center) rely solely on student fee funding. The GLBT program coordinator position has served an important role in ensuring the academic success and retention of the students that are served by the center.
## FEE REQUEST FORM

### NCSU

#### Sustainability

**2017-18**

### Estimated Student FTE

**Applicable to Fee - 2017-18**

<table>
<thead>
<tr>
<th>Prior Years</th>
<th>2017-18</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2015-16</strong></td>
<td><strong>2016-17</strong></td>
<td><strong>2017-18 Fee</strong></td>
</tr>
<tr>
<td><strong>27,900.00</strong></td>
<td><strong>$4.00</strong></td>
<td><strong>$4.50</strong></td>
</tr>
</tbody>
</table>

### Revenues:

- **Fee Revenues:**
  - **Actual:** 113,861
  - **Projected:** 124,200
  - **Increase:** 139,500
  - **Increase Without:** 125,550

- **Other Revenues:**
  - **Actual:** 0
  - **Projected:** 0
  - **Increase:** 0
  - **Increase Without:** 0

### Total Revenues:

- **113,861**
- **124,200**
- **139,500**
- **125,550**

### Expenditures:

- **Personnel:**
  - **Actual:** 17,889
  - **Projected:** 30,000
  - **Increase:** 30,000
  - **Increase Without:** 30,000

- **Supplies & Materials:**
  - **Actual:** 19,578
  - **Projected:** 50,000
  - **Increase:** 39,260
  - **Increase Without:** 39,260

- **Current Services:**
  - **Actual:** 53,781
  - **Projected:** 8,200
  - **Increase:** 5,740
  - **Increase Without:** 5,740

- **Fixed Charges:**
  - **Actual:** 0
  - **Projected:** 42,700
  - **Increase:** 25,000
  - **Increase Without:** 25,000

- **Capital Outlay:**
  - **Actual:** 39,461
  - **Projected:** 69,100
  - **Increase:** 40,000
  - **Increase Without:** 40,000

- **Other***
  - **Actual:** 0
  - **Projected:** 0
  - **Increase:** 0
  - **Increase Without:** 0

### Total Expenditures:

- **130,709**
- **200,000**
- **140,000**
- **140,000**

### Ending Fund Balance:

- **137,019**
- **61,219**
- **60,719**
- **46,769**

### FTE (associated with fee):

- **0.00**
- **0.00**
- **0.00**
- **0.00**

---

### Justification for Proposed Fee Increase (include additional information on Form D tab if needed)

A student-led board manages the sustainability fund, which offers competitive grants for sustainability-related projects benefiting the NC State campus. The fee increase will allow the board to be able to fund larger and more impactful programs on campus. Funding decisions for the 2017-2018 year will be made in early spring 2017 with funds made available in July 2017. Grants awarded for 2016-17 include: "floating islands" in water basins; composting of cotton and fabric waste; sustainability graduate student position; installation of a solar bus stop; pilot project to reduce paper usage; pollinator-friendly landscaping; NC State Make-a-Thon design and innovation challenge; system to monitor campus waste and recycling; a new Alternative Service Break trip focused on sustainability; collection and redistribution of unwanted furniture; water bottle refilling stations; support of the Food Recovery Network; programmatic collaborations including The Nile Project and celebration of the National Parks Service.

---

### Please discuss the effect on the overall student experience if the fee increase request is denied

Should the fee increase be denied, we will be unable to fund larger and more impactful sustainability initiatives and programs on campus.
### Estimated Student FTE

<table>
<thead>
<tr>
<th>Estimated Student FTE</th>
<th>2015-16</th>
<th>2016-17</th>
<th>Increase</th>
<th>Requested 2017-18</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicable to Fee - 2017-18</td>
<td>28,999.94</td>
<td>$626.60</td>
<td>$646.18</td>
<td>$17.14</td>
<td>$663.32</td>
</tr>
</tbody>
</table>

### Revenues:

<table>
<thead>
<tr>
<th></th>
<th>Actual 2015-16</th>
<th>Projected 2016-17</th>
<th>With Increase</th>
<th>Without Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Fund Balance</td>
<td>10,054,134</td>
<td>10,939,655</td>
<td>9,986,983</td>
<td>9,986,983</td>
</tr>
<tr>
<td>Fee Revenues</td>
<td>17,878,016</td>
<td>18,592,184</td>
<td>19,236,240</td>
<td>18,739,181</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>3,071,008</td>
<td>2,926,260</td>
<td>3,568,950</td>
<td>3,568,950</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>20,949,024</td>
<td>21,518,444</td>
<td>22,805,190</td>
<td>22,308,131</td>
</tr>
</tbody>
</table>

### Expenditures:

<table>
<thead>
<tr>
<th></th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>11,551,490</td>
<td>12,730,445</td>
<td>13,224,472</td>
<td>13,194,575</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>1,301,860</td>
<td>1,568,975</td>
<td>1,591,765</td>
<td>1,590,420</td>
</tr>
<tr>
<td>Current Services</td>
<td>5,828,903</td>
<td>6,331,066</td>
<td>6,727,005</td>
<td>10,612,521</td>
</tr>
<tr>
<td>Fixed Charges</td>
<td>391,669</td>
<td>471,512</td>
<td>465,612</td>
<td>465,326</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>327,641</td>
<td>746,106</td>
<td>154,000</td>
<td>99,500</td>
</tr>
<tr>
<td>Other*</td>
<td>661,940</td>
<td>623,012</td>
<td>624,525</td>
<td>624,525</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>20,063,503</td>
<td>22,471,116</td>
<td>22,787,379</td>
<td>26,586,867</td>
</tr>
</tbody>
</table>

### Ending Fund Balance

<table>
<thead>
<tr>
<th></th>
<th>Actual 2015-16</th>
<th>Projected 2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Expenditures</td>
<td>20,063,503</td>
<td>22,471,116</td>
<td>22,787,379</td>
<td>26,586,867</td>
</tr>
<tr>
<td>Ending Fund Balance</td>
<td>10,939,655</td>
<td>9,986,983</td>
<td>10,004,794</td>
<td>5,708,247</td>
</tr>
</tbody>
</table>

### FTE (associated with fee)

<table>
<thead>
<tr>
<th></th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE</td>
<td>109.24</td>
<td>125.52</td>
<td>126.52</td>
<td>125.52</td>
</tr>
</tbody>
</table>

*A portion of the fee increase will be used to fund a new (1.0 FTE) Director of Military and Veterans Services. This position is being funded by cash reserves until the full fee request is in place to fund the position on a permanent basis (full fee request projected in 2018-19). Provide continuing funding for a 1.0 FTE Program Coordinator which work to support members of the GLBT community in order to ensure their success and retentions with a focus on providing support for student identity, development as well as academic preparation and empowerment.

### Justification for Proposed Fee Increase

Please discuss the effect on the overall student experience if the fee increase request is denied.
### FEE REQUEST FORM

**NCSU**

**Transit**

2017-18

<table>
<thead>
<tr>
<th>Estimated Student FTE</th>
<th>2015-16 Fee</th>
<th>2016-17 Fee</th>
<th>Increase Requested</th>
<th>2017-18 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>29,040.52</td>
<td>$173.00</td>
<td>$181.00</td>
<td>$12.00</td>
<td>$193.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Prior Years</th>
<th>2017-18</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actual</th>
<th>Projected</th>
<th>With Increase</th>
<th>Without Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>408,238</td>
<td>521,110</td>
<td>521,110</td>
</tr>
<tr>
<td>2016-17</td>
<td>408,238</td>
<td>521,110</td>
<td>521,110</td>
</tr>
</tbody>
</table>

**Revenues:**

- Fee Revenues: 4,922,118 - 5,205,237 - 5,604,820 - 5,256,334
- Other Revenues: 1,100,523 - 1,115,000 - 2,110,000 - 2,445,000

**Total Revenues:** 6,022,641 - 6,320,237 - 7,714,820 - 7,701,334

**Expenditures:**

- Personnel: 0 - 0 - 0 - 0
- Supplies & Materials: 324,828 - 446,187 - 553,437 - 553,437
- Current Services: 5,468,553 - 5,761,178 - 7,045,959 - 7,045,959
- Fixed Charges: 0 - 0 - 0 - 0
- Capital Outlay: 0 - 0 - 0 - 0
- Other*: 0 - 0 - 0 - 0

**Total Expenditures:** 5,793,381 - 6,207,365 - 7,599,396 - 7,599,396

**Ending Fund Balance:** 408,238 - 521,110 - 636,534 - 623,048

**FTE (associated with fee):** 0.00 - 0.00 - 0.00 - 0.00

---

**Justification for Proposed Fee Increase (include additional information on Form D tab if needed):**

Transportation is requesting a fee increase of $12 or 6.6% for FY 2017-2018, with an increase of $12 or 6.2% for FY 2018-2019. The student fee increase has been split into two phases with each year requiring a $12 increase to meet the growing service requirements. The increases are critical to ensure that Transportation can deliver the transit services needed to support the University. Transportation is nearing the end of a 10 year contract with the current bus vendor, First Transit. A large majority of the bus fleet was purchased when the contract originated in 2007, and buses have reached the limits of their useful life. Transportation has recently awarded a new ten-year contract to TransDev Services, Inc. to continue the superb service of the Wolfline bus system. TransDev will provide an entire fleet of 40 brand new buses. All vehicles will be New Flyer 40 foot, low-floor buses that will have a greater seating and standing capacity than the current fleet. The current fleet consists of 40’, 35’, and 30’ foot buses, a full fleet of 40 foot buses will greatly increase capacity, thus helping to alleviate overcrowding at peak times. The majority of Wolfline’s current fleet can seat 34 with 31 standing for a total of 65 passengers. The new buses will have a seating capacity of 40 with available room for 43 standing, a total of 83 passengers, a 28% increase in passenger capacity. The new buses will be more fuel efficient (structure optimization lowered the vehicle weight by 8%), reliable, and will be better equipped to serve the growing campus community.

Please discuss the effect on the overall student experience if the fee increase request is denied.

Two scenarios exist if the student fee request is denied. The first and most likely scenario is that Transportation will have to significantly increase parking permit fees for students (normal is 2%-3%) to account for the student fee revenue. This will not have a major impact to the students from a Transit standpoint, but will cost the students more for parking their cars on campus. The other option for Transportation is to cut bus service. This will have a huge impact on the overall student experience as less frequent bus service will lead to additional bus overcrowding. Overcrowding on buses has been an issue that Transportation has been working to alleviate with added service, additional buses, and larger buses moving forward. Denial of the fee increase would negate these efforts and make it harder for students to get between campuses.
Additional Justification for Proposed Fee Increase

NCSU

Transit
2017-18

Explanation of Fee/Justification for Proposed Fee Increase
The increase in student transit fees is also needed to meet the growth and logistical challenges of serving the NC State community which consists of three separate campuses. Ridership to Centennial Campus has grown by almost 25% in the last two years as the campus has continued to expand. Further development of Centennial Campus will place additional stress on the bus routes serving the campus. The increased student fee helps deliver the new larger buses that will add capacity and frequency to meet the demands of the growing campus population.
FEE REQUEST FORM  
NCSU  
College of Engineering Program Enhancement Fee  
2017-18

<table>
<thead>
<tr>
<th>Estimated Student FTE</th>
<th>Prior Years</th>
<th>2017-18</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee</td>
<td>2015-16</td>
<td>2016-17</td>
<td>Requested</td>
</tr>
<tr>
<td>8,650.00</td>
<td>$500.00</td>
<td>$1,000.00</td>
<td>$500.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Increase</th>
<th>2017-18</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>$500.00</td>
<td>$1,500.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actual</th>
<th>Projected</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Fund Balance</td>
<td>51,925</td>
<td>608,018</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenues:</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee Revenues</td>
<td>4,283,217</td>
<td>8,600,000</td>
<td>12,975,000</td>
<td>8,650,000</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>30,091</td>
<td>150</td>
<td>150</td>
<td></td>
</tr>
</tbody>
</table>

| Total Revenues          | 4,313,308 | 8,600,150 | 12,975,150 | 8,650,000 |

<table>
<thead>
<tr>
<th>Expenditures</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>1,242,264</td>
<td>1,301,319</td>
<td>1,505,140</td>
<td>1,486,240</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>308,041</td>
<td>2,727,850</td>
<td>5,523,845</td>
<td>2,857,854</td>
</tr>
<tr>
<td>Current Services</td>
<td>245,832</td>
<td>401,386</td>
<td>588,373</td>
<td>535,735</td>
</tr>
<tr>
<td>Fixed Charges</td>
<td>63,134</td>
<td>87,094</td>
<td>95,203</td>
<td>95,203</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>1,310,568</td>
<td>3,232,800</td>
<td>4,145,550</td>
<td>2,441,500</td>
</tr>
<tr>
<td>Other*</td>
<td>587,376</td>
<td>747,184</td>
<td>1,369,428</td>
<td>1,283,340</td>
</tr>
</tbody>
</table>

| Total Expenditures      | 3,757,215 | 8,497,633 | 13,227,539 | 8,699,872 |

| Ending Fund Balance     | 608,018   | 710,535   | 458,146   | 660,663   |

| FTE (associated with fee) | 10.67    | 22.87   | 25.00    | 24.00    |

*Positions will be additional Graduate Students Slots which will be responsible for working with Faculty on research projects in labs.*

**Justification for Proposed Fee Increase (include additional information on Form D tab if needed)**

As a follow-up to our 2015-16 request for expansion of the College of Engineering Program Enhancement fee, this represents the third installment in the original proposal that would bring the fee to the full originally requested amount of $1,500. We have included the justification submitted with the original proposal for your review. For NC State to be a preeminent technological research university, it must have a preeminent College of Engineering able to provide its students with the highest quality engineering education possible. The completion of our original request will generate financial resources necessary to ensure our engineering students are provided career-ready skills that continue to advantage them in the marketplace. Engineering is rapidly evolving and these investments are essential if we wish to continue to produce some of the most highly qualified and highly sought-after engineering graduates in the country. The College of Engineering Program Enhancement Fee continues to cover our sophisticated software environment along with providing revenues for expanding capacity in existing educational enhancement programs, the development of new student-oriented engineering programs and critical and currently unaddressed infrastructure needs. This fee request also includes specialized support personnel such as technical support staff, professional development facilitators, co-op and internship coordinators. Continued on Form D.

Please discuss the effect on the overall student experience if the fee increase request is denied

Without the proposed COE program Enhancement Fee, NC State will be unable to grow and enhance the quality and excellence of the College of Engineering and NC State University for the benefit of the students and the people of North Carolina. At present, NC State’s College of Engineering has one of the highest returns on investment for its students. Our students have significant earning potential and are among the top recruits for business and industry, helping to drive economic development. Engineering innovation drives change and best practices of educational innovation in engineering are not static. The engineering disciplines are rapidly evolving and failing to invest in the College’s infrastructure and programs will increasingly disadvantage our students, diminishing their potential success in the workplace and lessening their overall impact on North Carolina and its economy.
Explanation of Fee/Justification for Proposed Fee Increase

Revenue generated by the COE Program Enhancement Fee would allow us to offer innovative education experiences to a significantly greater number of our students, both undergraduate and graduate. Programs to be expanded would include Research Experiences for Undergraduates, our Engineering Entrepreneurs Program, our Grand Challenges Scholars Program, International Internships, Study Abroad and Women In Engineering (WIE) and Minority Engineering Programs (MEP). We also would be able to add new offerings such as professional development programs for graduate and undergraduate students designed to improve their competitive edge as they move into the workforce. Additionally, these funds would provide increased, reliable and continued support for graduate research assistantships at competitive levels.

We would invest in new and existing infrastructure and critical upgrades to laboratories and equipment to ensure we have state-of-the-art research facilities, which are critical to the undergraduate and graduate research experience and to the world-class faculty who mentor these students. Engineering innovation driven by top faculty researchers provides an enormous benefit to our students, as new knowledge generated through the research programs in the College filters into the classroom, assuring that our students have the most technologically-advanced engineering education possible.

The fee would be raised to $1,500 over the next three years, beginning in fall 2015. The current pro-rated credit hour fee structure used for the Engineering Computer Fee would remain the same for the proposed College of Engineering Program Enhancement Fee. The fee would be charged for all students, undergraduate and graduate, who are majoring in engineering-related programs, including Biological and Agricultural Engineering, Textile Engineering and Paper Science and Engineering. The increase would be realized over three years with the first year set at $500 per year for fall 2015, then $1,000 per year in 2016, and the full $1,500 in fall 2017. We understand that we are making a biennium request and we will submit a request in the following biennium to cover the final $500 increase in fall 2017.
MEMORANDUM

TO: Alan H. Rebar
    Vice Chancellor for Research, Innovation and Economic Development

FROM: W. Randolph Woodson
      Chancellor

SUBJECT: Recommendation to continue the Southeast Dairy Foods Research Center (SDFRC) under Regulation 10.10.04

DATE: August 25, 2016

In response to your Memorandum dated August 24, 2016, authorization is hereby granted to forward the request to continue the Southeast Dairy Foods Research Center (SDFRC) to the Board of Trustees for approval.

WRW/mh

cc: Richard Linton, Dean, College of Agriculture and Life Sciences
    Mary Ann Drake, Director, Southeast Dairy Foods Research Center
    Carl Hollifield, Associate Director, Southeast Dairy Foods Research Center
    Steve Lommel, Associate Dean for Research
    Mladen Vouk, Associate Vice Chancellor for Research Development
    Jonathan Horowitz, Assistant Vice Chancellor for Research Development
    Larisa Slark, Senior Administrative Coordinator – Centers and Institutes
MEMORANDUM

TO: W. Randolph Woodson  
Chancellor  
NC State University  

FROM: Alan H. Rebar  
Vice Chancellor for Research, Innovation and Economic Development  
NC State University  

SUBJECT: Recommendation to continue the Southeast Dairy Foods Research Center (SDFRC) under Regulation 10.10.04  

DATE: August 24, 2016  

The Southeast Dairy Foods Research Center (SDFRC) was authorized in September 1988 by the UNC Board of Governors to conduct research, educate scientists, and develop and apply new technologies for the processing of milk and its components into dairy products and ingredients with improved health, safety, quality and expanded functionalities. In accordance with NC State Regulation 10.10.04, a Periodic review of the SDFRC was conducted by a team of experts and a site visit was completed in January 2016 for activities in fiscal years 2010 - 2015. Following the receipt of the Review Team’s report, as well as a response from the Center and the College of Agriculture and Life Sciences (CALS), this memo requests your approval of continuance.

The Report delivered by the Review Team supports enthusiastically the mission and direction of the Center and shows that its activities are important and valuable, and consistent with the mission and strategic plan of NC State. Indeed, the Report states that the SDFRC is “an incredibly successful university research center...and serves as an important cornerstone of the U.S. and global dairy industry”. The Review Team added the SDFRC features “a remarkably accomplished team of world-class researchers, distinguished scientists and professors, all supported by elite corporate and government sponsors, making the SDFRC the epitome of excellence amongst research centers”.

The Review Team provided a number of recommendations, including the need for increased administrative support for Center operations, increased support for graduate students, replacement of key retiring faculty and expansion of faculty affiliated with the Center. These recommendations were accepted by the College, and efforts will be undertaken by the Center and College to strengthen faculty and student involvement as well as provide administrative support. The College added that the SDFRC is one of its most productive Centers as well as the most effective regional dairy center in the U.S., and recommends strongly continuance of the Center.

The Office of Research, Innovation and Economic Development concurs with the College and recommends that the SDFRC should continue as a University Center as sanctioned by the NC State Board of Trustees, and requests your approval of this recommendation.

AHR/mh

cc: Richard Linton, Dean, College of Agriculture and Life Sciences  
Mary Ann Drake, Director, Southeast Dairy Foods Research Center  
Carl Hollifield, Associate Director, Southeast Dairy Foods Research Center  
Steve Lommel, Associate Dean for Research  
Mladen Vouk, Associate Vice Chancellor for Research Development  
Jonathan Horowitz, Assistant Vice Chancellor for Research Development  
Larisa Slark, Senior Administrative Coordinator – Centers and Institutes
MEMORANDUM

TO: Alan H. Rebar
Vice Chancellor for Research, Innovation and Economic Development

FROM: W. Randolph Woodson
Chancellor

SUBJECT: Recommendation to continue the Center for Research in Scientific Computation (CRSC) under Regulation 10.10.04

DATE: October 18, 2016

In response to your Memorandum dated October 17, 2016, authorization is hereby granted to forward the request to continue the Center for Research in Scientific Computation (CRSC) to the Board of Trustees for approval.

WRW/mh

cc: William Ditto, Dean, College of Sciences
John Blondin, Associate Dean for Research
H. T. Banks, Director of CRSC
Miaden Vouk, Associate Vice Chancellor for Research Development
Jonathan Horowitz, Assistant Vice Chancellor, Research Administration
Larisa Slark, Senior Administrative Coordinator – Centers and Institutes
MEMORANDUM

TO: W. Randolph Woodson
    Chancellor
    NC State University

FROM: Alan H. Rebar
    Vice Chancellor for Research, Innovation and Economic Development
    NC State University

SUBJECT: Recommendation to continue the Center for Research in Scientific Computation (CRSC) under Regulation 10.10.04

DATE: October 17, 2016

The Center for Research in Scientific Computation (CRSC) was authorized in July 1986 by the UNC Board of Governors to foster research in scientific computing and provide a focal point for research in computational science, engineering and applied mathematics. In accordance with NC State Regulation 10.10.04, a Periodic review of the Center was conducted by a team of experts and a site visit was completed in May 2016 for activities in fiscal years 2011 - 2016. Following the receipt of the Review Team’s report, as well as a response from the College of Sciences (COS), this memo requests your approval of continuance.

The Report delivered by the Review Team supports strongly the mission and direction of the Center and shows that its activities are important and valuable, and consistent with the mission and strategic plan of NC State. Indeed, the Report states that "by every measure CRSC is a world class research and educational enterprise...[and]...the quantity and quality of its publications are second to none". The Review Team added that "the CRSC is well known and highly respected by researchers all over the world".

The Review Team provided a number of recommendations, including the need for a definitive leadership succession plan as well as the stabilization of the Center’s budget. These recommendations were accepted by the College, and efforts will be undertaken by the Center and College to address these deficiencies. The College concluded that the activities of the CRSC cannot be provided by any other unit within the College or the UNC system, and recommends continuance of the Center.

The Office of Research, Innovation and Economic Development recommends that the CRSC should continue as a University Center as sanctioned by the NC State Board of Trustees, and requests your approval of this recommendation.

AHR/mh

cc: William Ditto, Dean, College of Sciences
    John Blondin, Associate Dean for Research
    H. T. Banks, Director of CRSC
    Mladen Voicu, Associate Vice Chancellor for Research Development
    Jonathan Horowitz, Assistant Vice Chancellor, Research Administration
    Larisa Slaux, Senior Administrative Coordinator – Centers and Institutes
MEMORANDUM

TO: Alan H. Rebar  
Vice Chancellor for Research, Innovation and Economic Development

FROM: W. Randolph Woodson  
Chancellor

SUBJECT: Recommendation to continue the W. M. Keck Center for Behavioral Biology (CBB) under Regulation 10.10.04

DATE: October 18, 2016

In response to your Memorandum dated October 17, 2016, authorization is hereby granted to forward the request to continue the W. M. Keck Center for Behavioral Biology (CBB) to the Board of Trustees for approval.

WRW/mh

cc: William Ditto, Dean, College of Sciences  
John Blondin, Associate Dean for Research  
Robert Anholt, Director of CBB  
Mladen Vouk, Associate Vice Chancellor for Research Development  
Jonathan Horowitz, Assistant Vice Chancellor, Research Administration  
Larisa Slark, Senior Administrative Coordinator – Centers and Institutes
MEMORANDUM

TO: W. Randolph Woodson  
Chancellor  
NC State University

FROM: Alan H. Rebar  
Vice Chancellor for Research, Innovation and Economic Development  
NC State University

SUBJECT: Recommendation to continue the W. M. Keck Center for Behavioral Biology (CBB) under Regulation 10.10.04

DATE: October 17, 2016

The W. M. Keck Center for Behavioral Biology (CBB) was authorized in August 2000 by the UNC Board of Governors to establish a multidisciplinary environment for interdepartmental training and collaborative research in the fundamental principles that govern animal behavior. In accordance with NC State Regulation 10.10.04, a periodic review of the Center was conducted by a team of experts and a site visit was completed in September 2014 for activities in fiscal years 2009 - 2014. Following the receipt of the Review Team's report, as well as a response from the College of Sciences (COS), this memo requests your approval of continuance.

The Report delivered by the Review Team supports strongly the mission and direction of the Center and shows that its activities are important and valuable, and consistent with the mission and strategic plan of NC State. Indeed, the Report states that the CBB is "enormously successful in enhancing the research, teaching, and training of graduate students, postdoctoral researchers, and faculty at NCSU despite very limited financial support". The Review Team added that CBB faculty participation is "high and productive", and the Center is an "engine for interdisciplinary collaborations within NCSU".

The Review Team provided a number of recommendations, including the need for increased visibility of the Center across the University, the need for succession planning, and the stabilization of the Center's budget. The College of Sciences concludes that the activities of the Center cannot be provided by any other unit within the College or the UNC system, and recommends continuance of the Center.

The Office of Research, Innovation and Economic Development recommends that the CBB should continue as a University Center as sanctioned by the NC State Board of Trustees, and requests your approval of this recommendation.

AHR/mh

cc: William Ditto, Dean, College of Sciences  
John Blondin, Associate Dean for Research  
Robert Anholt, Director of CBB  
Mladen Vouk, Associate Vice Chancellor for Research Development  
Jonathan Horowitz, Assistant Vice Chancellor, Research Administration  
Larissa Slark, Senior Administrative Coordinator – Centers and Institutes
REPORTS
The last report to the Board of Trustees was submitted August 22, 2016. Since that time, the following topics have been discussed at the Faculty Senate:

1. **Faculty and Staff Giving Campaign: Launch** - David Zonderman, Professor and Department Head in History and Past Chair of the Faculty
2. **Graduate Faculty Appointments and Review** - Maureen Grasso, Dean of the Graduate School (with Associate Deans of the Graduate School Mike Carter and Peter Harries)
3. The senators voted to endorse the Faculty Assembly resolution titled: "On the Governance Implications of North Carolina Session Law 2016-94"
4. The Faculty Senate Executive Committee met on October 4th (in the time slot the Fall General Faculty Meeting had been originally scheduled for) to discuss the UNC System Strategic Planning process. The result was a letter to the Board of Governors expressing concerns over the short timeline, the inherent bias in the survey, the combination of "Affordability and Efficiency," the lack of recognition for cultural and social benefits from a university education, and the use of "Economic Impact" rather than "Community Impact and Recognition." The letter also commented that campus Strategic Plans that are in place and each campus is unique.
5. **Arts NC State: Arts Outreach** was presented by Amy Sawyers, Arts NC State Coordinator
6. Katharine Stewart, Vice Provost for Faculty Affairs, requested input from the senators relative to Office of Faculty Development topics that would be most useful for faculty from across the institution and throughout their career span.
7. Senators were reminded that all state employees must log in during October to update health plans even if no changes are planned. All employees on the 80/20 plan will be reverted to the 70/30 plan if they don't specify the preference every October, and the tobacco attestation needs to be completed every year to save $480 in premiums.

Topics scheduled for discussion in upcoming Faculty Senate meetings include:

1. Human Resources - Update on the Fair Labor Standards Act (FLSA)
2. Deborah Yow, Athletics Director (annual presentation to the senate in Spring)

The Fall General Faculty Meeting will be held on November 1, 2016. It was originally scheduled for October 4th, but was re-scheduled when Michelle Obama’s presentation was announced to be at the same time. The main discussion topic will be Parking and Transportation with David Rainer, Associate Vice Chancellor for Environmental Health and Public Safety, and Cathy Reeve, Director of Transportation.

The three Faculty Senate Committees (Academic Policy; Governance and Personnel Policy; Resources and Environment) discuss many issues and some of them are resolved without coming to the full Senate. Committee reports are posted on the website: [https://facultysenate.ncsu.edu/](https://facultysenate.ncsu.edu/)

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
Board of Trustee Report

November 2, 2016

Honorable Trustees,

The following outlines a summary of the main activities and initiatives conducted by Staff Senate since the September 16th meeting:

Staff Senate Business & Discussions:

- At the Oct 5th General Meeting, Staff Senate hosted our Student Body President Paul Nolan, Vice-President Brayndon Stafford, and Vice-Provost Dr. Linda Smith to have a caring, honest and open discussion regarding diversity and inclusion concerns, and initiatives to promote a diverse and inclusive campus environment at NC State. In addition, SGA leadership updated Staff Senate on the many projects they are involved with on campus.

- We take seriously our duty to promote and facilitate staff participation in the university community. Even before the October 28th formal launch day for NC State’s Capital Campaign, Staff Senate committed our full support for the “Employees’ Giving Campaign.” Staff Senate executive board members will step up our support in order to ignite the grassroots movement among our senators and staffers. Co-chairing with the Faculty Senate Past Chair-Dr. David Zonderman, Susan Colby leads this unprecedented joint effort between Staff and Faculty Senates.

- Communicating with employees via the Staff Senate weekly newsletter continues to be a great success. Staffers are excited to be part of the upcoming UNC System’s Strategic Planning. "Recommendations Arising from the 2014 Staff Well-Being Survey Results" will contribute to our mission.

- Great News! Update on Staff Senate’s April 2016 resolution on "The Establishment of the Staff Ombuds Office": under the AVC Williams’ guidance, University leadership has agreed to launch a year long pilot Staff Ombudsman Program which will commence on January 1, 2017. This pilot program is being funded by HR budgetary resources, and Staff Senate leadership will work with AVC Williams and Roy Baroff, who currently serves as the Faculty Ombudsman, to develop the pilot program implementation plan for this part-time Staff Ombudsman position. We are very grateful to the University for their consideration and support of this important Staff Senate request.

Awards:

- On September 21st, Lindsay Recchie won the Safety & Heroism: 2016 Governor’s Awards for Excellence - the highest honor a State employee may receive. As our appointed Senator for the Chancellor’s District, Lindsay continues to inspire us with her unfaltering courage, bravery and perseverance.

- On October 17th, NC State’s Susan Colby became the first recipient of the Thomas W. Ross Visionary Leader Award. UNC Staff Assembly recognizes its Immediate Past Chair Susan’s excellent work on the front lines as an advocate for the well-deserving employees of the state of North Carolina. She continues the dedication our former UNC System President showed to employees during his tenure. The award also recognizes Susan for participating in numerous events and collaborated with different entities of the governing board on behalf of the UNC Staff Assembly.
Community Service Initiatives:

- Staff Senate will continue to work closely with the UNC Staff Assembly and the UNC Faculty Assembly. Starting on Oct 5th, Staff Senate’s “Bountiful Harvest Food Drive” has collected donations for our Food Pantry and NC Food Bank. Extending to Dec 5th, we will continue to deliver Hurricane Relief for our sister-campuses in Pembroke and Fayetteville. We are joining hands with the NC State School of Science and Mathematics to urgently distribute the much needed canned food and hygiene products to the people who have suffered from Hurricane Matthew.

- As mentioned in my last report to you, one of the new service initiatives is “Warm The Pack Winter Coat Drive.” In partnership with “NC State Feed The Pack Food Pantry”, we promise to keep our international students and wolfpackers warmer this winter.

- Staff Senate is tasked to encourage a sense of community among University employees and to serve our students. October 14th is the first of the five volunteer days (before 2016 year end) sponsored by Staff Senate which benefits NC State Habitat Build-A-Block on Lake Wheeler Road. Working side-by-side with student and employee volunteers is the best reward for us. Our commitment and effort for this important project will continue into the year 2017.

Staff Senate is proud to be part of this premier university that shines brightly under the motto, "Think and Do."

Respectfully Submitted,

Angkana Bode, Architect, LEED AP
Chair, NC State Staff Senate, 2016-2017
NC State University  
Certificate Proposal Form  

Certificate Title: Graduate Certificate in Special Education: Multi-Tiered Systems of Support  
New: YES  
Revision:  

Classification of Instructional Programs (CIP) Discipline # (6 digits): 13.1001  
*Please ensure that you select the appropriate CIP code for your certificate program. Please consult this website for more information about CIP codes:  

Certificate Type:  
On-Campus : Distance: X  On-Campus & Distance:  

Proposed Effective Date: August 15, 2017  
Director of the Certificate Program: Edward J. Sabornie Program Coordinator  
(if different from Director):  
Graduate Services Coordinator: Irene Armstrong  
College: Education  
Departmental Program : Teacher Education and Learning Sciences  

Catalog Description:  
The intent of the program is to provide post-baccalaureate students with knowledge related to 21st century special education service delivery in the schools. The certificate program courses include foci on the contemporary, evidenced based intervention concepts of Multi-Tiered Systems of Support (MTSS), as well as Positive Behavior Intervention and Support (PBIS) and, to a lesser degree, Response to Intervention (RTI).  

Projected Enrollment:  
On-Campus  
Yr. 1-  Yr. 2-  Yr. 3-  Yr. 4-  
Distance  
Yr. 1-  Yr. 2-  Yr. 3-  Yr. 4-  

Attachments :  
X  Proposal Document  
0  Statement of other departments likely to be affected and summary of consultation with those departments  
X  Program-level assessment  
X  Campus Routing Form  
X  Signature Page
FOR REVIEW BY GRADUATE STUDY COMMITTEE
Proposal for a Graduate Certificate in Special Education

Introduction and Justification
The proposed Graduate Certificate in Special Education: Implementing Multi-Tier System of Supports (GCSE-MTSS) is the first fully online program in Special Education to be offered by the Department of Teacher Education and Learning Sciences in the College of Education at NC State. The creation of this program addresses a critical and current need in public education. New policies and regulations now require all educators to attend to the needs of all students, including those with disabilities and special needs. Educators (e.g., teachers, school leaders, counselors, administrators, etc.) now find themselves in situations where basic knowledge of special education is necessary. Such situations, together with the plan from the NC Department of Public Instruction (NCDPI) to implement a Multi-Tier System of Support (MTSS) across the state of North Carolina, create a unique demand for advanced training such as proposed by the Graduate Program in Special Education through the Graduate Certificate Program described below.

What is the Multi-tiered System of Supports Model?
In 1975, Congress passed landmark legislation (through Public Law 94-142) that mandated that every child in the United States is entitled to a free and appropriate public education (FAPE). This law (now known as the Individual with Disabilities Education Act - IDEA) is typically considered equal to the Brown v. the Board of Education decision of the United States Supreme Court. In the ensuing years and reauthorizations of IDEA, various models have been developed related to how best to achieve the goal of FAPE for all students in public education settings. One of these approaches, focused on curriculum and instruction in K-12 education, is known as "Response to Intervention" (RtI). A second approach, focused on developing positive behaviors in students as a means of accomplishing an effective classroom management system, is "Positive Behavioral Interventions and Supports" (PBIS). Each of these models is designed for implementation in the general education system as a gatekeeping function to prevent students with academic and behavioral difficulties from being referred directly into special education (which often happened in the years prior to the safeguards put in place by the law). RtI and PBIS have been the dominant approaches to dealing with students with emerging issues that place them at risk for school failure, referral to special education, and unfavorable lifelong outcomes. While highly successful in many aspects, RtI and PBIS have often operated as two separate systems within individual schools and local education agencies. The most effective principles and practices of both approaches have been combined into a comprehensive model, known as the Multi-tiered System of Supports Model (MTSS). To prevent school failure and promote the wellbeing of all students, MTSS is embedded in the following principles: (1) school-wide academic and behavior instruction for all students; (2) universal screening of all students for early detection of needs; (3) frequent monitoring of progress for all students; (4) data-based decision making for all students related to instruction, movement within the multi-level system, and disability identification (in accordance with state law and rules and regulations). The goal of MTSS is to implement high quality, evidence-based practices
on school-wide and system-wide basis for each student in the general education system as soon as problems begin to appear. By emphasizing the responsibilities of general education through MTSS, a measurable reduction in the number of students who are inappropriately referred to special education is expected.

In 2013, North Carolina adopted a comprehensive MTSS umbrella model that includes three tiers of intervention services based on measured intensity of need. The levels of service are: Tier 1 - High-Quality Classroom Instruction, Screening, and Group Instruction; Tier 2 - Targeted Interventions; and Tier 3 - Intensive Interventions and Comprehensive Evaluation.

How the proposed Certificate Program addresses the Shortage of Well-Trained Educators in North Carolina

The proposed GCSE at NC State will form the foundation for widespread dissemination and application of knowledge of MTSS, thereby promoting advanced skills for all educators who elect to be program participants.

In the past, educational initiatives across the United States (as well as in North Carolina) have fallen short for two primary reasons: (a) lack of understanding and buy-in from those who are responsible for implementing the initiatives, and (b) lack of participation of educators in the decision making process that required them to consider how classroom instructional and behavioral pedagogies and practices are linked to the social service elements of school systems. The MTSS framework requires that all key stakeholders in the district (e.g., superintendents, curriculum directors, principals, teachers, instructional support personnel, student services personnel) change the way in which they have traditionally worked by arriving at consensus regarding the importance of MTSS implementation and commit to its adoption and sustainability. To do so, school districts will need to create an infrastructure to support the mandated MTSS system that requires training to enhance the skills of all educators. The MTSS model in North Carolina is only in the second year of implementation (with full implementation set for 2020). This provides an ideal climate in which to offer formal training in the model via the availability of an online Graduate Certificate Program focused on MTSS.

Teachers with licensure in special education are in high demand across North Carolina (and in every other state). The U.S. Department of Education has consistently reported shortages of special education teachers in North Carolina for the past 25 years. (See [http://www2.ed.gov/about/offices/list/ope/pol/tsa.pdf](http://www2.ed.gov/about/offices/list/ope/pol/tsa.pdf), p. 117, for NC data as of 2015, the most recent year reported.)

The proposed GCSE will directly address the statewide initiative in general education for all public schools in North Carolina to create positive environments that nurture and enable all students to be successful, reduce the number of inappropriate referrals to special education, decrease the number of school dropouts, and close the well documented academic and behavioral discrepancy gaps between and across racial, ethnic, and cultural subgroups.

We anticipate that the Certificate program will become a portal through which a substantial number
of participants may ultimately pursue a Master of Education and add-on licensure in special education.

**Special Education Certificate Programs at other IHEs within the University of North Carolina**

Several Graduate Certificate programs (and one Professional Development Credential) in special education exist within various institutions of the University of North Carolina system. However, no program has the same goals and online access as the proposed NC State GCSE-MTSS program.

Institutions that offer graduate certificates or a professional credential in special education for individuals beyond the bachelor’s degree level include: Appalachian State University (ASU), East Carolina University (ECU), UNC-Charlotte (UNC-C), UNC-Greensboro (UNC-G), and Western Carolina University (WCU). These peer programs vary in number of required courses, method of delivery and length of time to completion. Importantly, the foci of the Certificate programs (not the WCU Professional Credential Program) are on specific areas, such as General Curriculum licensure or Autism, and are not intended or designed to do what the proposed NC State program seeks to accomplish.

**Administration**

The Certificate program will reside in the Department of Teacher Education and Learning Sciences (TELS), under the management of the Graduate Program in Special Education.

**Coordinator**

Edward J. Sabornie, Ph.D., Professor and present Coordinator of the Graduate Program in Special Education in TELS, will initially be appointed to coordinate the GCSE program.

**Responsibilities of Coordinator**

While the acting Coordinator of the Graduate Program in Special Education will also serve as the Coordinator of the GCSE, all the special education faculty in TELS will also consult, participate, and share the workload related to the following activities:

- Approving all student admissions to the GCSE, based on admission requirements
- Maintaining correspondence with Certificate applicants and participants
- Verifying that program participants meet program completion requirements
- Serving as the Liaison with academic department and the Graduate School
- Developing and maintaining web and brochure descriptions of the GCSE
- Meeting to consider policy changes
- Contributing to the preparation of the Annual Report for TELS per request from Head

**Goal of the Proposed Graduate Certificate Program in Special Education**

The primary goal of the GCSE is to prepare highly informed and skilled program participants (teachers, administrators and allied school service providers) to effectively implement a MTSS for K-12 public schools. Specific attention will be focused on the MTSS approach adopted by the
NCDPI. The faculty in the Graduate Program in Special Education has established a close working relationship with NCDPI. Members of the faculty have been involved in the task forces related to the adoption of MTSS.

**Academic Admission Requirements**

**Full Admission**

Applicants must:

- Hold an undergraduate degree from a regionally accredited college or university;

- Have a GPA of at least a 3.0 on a 4.0 scale in either the major field of study or have a GPA of 3.0 derived from the last 60 credits of undergraduate study, OR hold a Master's degree from a regionally accredited college or university; and

- Hold a current NC license in teaching, counseling, school administration or a related professional field.

Students who are admitted into the GCSE are entitled to the full protection of rights extended to any student at NC State. Reasonable accommodations will be made for students with verifiable disabilities who are registered with Disability Services for Students.

**Application Process**

**Graduate School Admission Requirements**

- Completed online application for admission to the Graduate School of NC State (including three letters of reference);
- Official Transcripts of all undergraduate, post baccalaureate, and graduate work (if any).

**Department/Program Admission Requirements**

- Completed online Certificate Application submitted directly to the Coordinator of the Certificate Program in the Department of Teacher Education and Learning Sciences (will be available online at the TELS website, linked to Graduate Program in Special Education). The Certificate Application will require: (a) resume that identifies educational preparation and professional employment and experiences, (b) professional goals statement indicating how the GCSE will enhance job performance or career development, and (c) projected timeline for completing Certificate requirements. Faculty may request interviews with applicants (conducted in person, via telephone conferencing, online via teleconferencing, etc.) prior to making an admission decision.

**Curriculum**
The GCSE is composed of 12 credit hours of graduate-level course work. No transfer credits from other institutions are allowed as substitutes for any NC State course.

**Required core courses:**

- ECI 585 Education of Exceptional Children (3 credits)
- ECI 571 (proposed title revision: "Instructional Strategies for Exceptional Learners" (3 credits). See attached Course Revision.
- ECI 573 Applied Behavior Analysis for Teachers (3 credits)

**Elective courses:** Student (and adviser) may select one of the following courses:

- ECI 584 Intervention for Behavior Problems of Students with Disabilities (3 credits)
- ECI 576 Teaching Functional and Life Skills to Students with Disabilities (3 credits)

*Attached Course Revisions reflect the integration of MTSS in each core and elective course.*

**Applying GCSE-MTSS Courses to a Graduate Degree at NC State**

Academic success in the GCSE-MTSS may have a strong bearing on admission to a graduate degree program, but completion of the Certificate program in no way guarantees entry into a graduate degree program, which is done through a separate application process, and with a different set of criteria.

Courses within the GCSE-MTSS may be applicable to other NC State graduate degree programs. However, the decision related to applicability/transferability is at the discretion of the faculty in each degree program. Courses satisfactorily completed (with an earned grade of "B" or better) will be accepted in the Master of Education degree program in special education, if all other criteria are met.

**Program Completion Requirements**

Completion of the GCSE-MTSS requires a minimum overall GPA of 3.0 in the program. None of the courses may be taken "for credit only." All GCSE requirements must be completed within the first four calendar years after the student begins the coursework. All Certificate students are expected to maintain continuous enrollment every semester (excluding summer sessions) until all coursework is completed. Under unusual circumstances, a one-semester leave of absence will be granted if the student is unable to continue as a result of extenuating or hardship circumstances. In such cases, written approval from the Certificate Coordinator and the TELS Director of Graduate Programs must be obtained before the beginning of the semester. Ultimately, approval for a one-semester leave rests solely with the Graduate School.

When all required Certificate coursework is completed, the program coordinator submits the
Graduate Student Certificate Plan Data Entry Form to the Graduate School for processing of the certificate.

Note: Students who are enrolled in the graduate certificate can later pursue a degree in Special Education at NC State (Master of Education in Special Education or Master of Arts in Teaching: Special Education).

Projected Enrollments*

| Year One   | 3-5   |
| Year Two   | 6-8   |
| Year Three | 8-10  |
| Year Four  | 10-15 |

*The projected enrollments are based on the data maintained by program faculty related to the number of inquiries we have received during the recent two years.

Program Evaluation

The GCSE:MTSS program will be evaluated through the following methods: (1) time from enrollment to program completion data provided annually by Graduate School; (2) student course evaluation data available each semester to instructors and department administration; (3) student exit interviews conducted by program faculty; (4) annual data from NCDPI; (5) annual report of the Coordinator.

(Also see Appendix A below)

Graduate Catalog Description

The Graduate Certificate in Special Education: Implementing Multi-Tier System of Supports (GCSE-MTSS) provides advanced training for persons in the field of Education (and other related fields) to create positive environments that enable all students to be successful, reduce the number of inappropriate referrals to special education, decrease the number of school dropouts, and close the academic and behavioral discrepancy gaps between and across racial, ethnic, and cultural subgroups.

Resources

Tuition and Fees

No fees will be charged over and above the normal costs of registering for NC State University graduate courses (as available through NC State websites for Registration and Records and Distance Learning).

Faculty
GCSE required courses will be taught by graduate-level faculty (to include tenure track, non-tenure track, clinical and adjunct members with specialized expertise) in the TELS Department. Each faculty member will meet the eligibility requirements of the Graduate School related to teaching.

**Program or Policy Changes for the Certificate Program**

The Coordinator will engage faculty in a process of ongoing review of the Certificate Program. The Program faculty will determine changes in the GCSE-MTSS curriculum and related procedures. Substantive changes from the approved program will be reviewed, as appropriate, by the TELS faculty and the Graduate Studies Committee in the College of Education that will forward the revisions to the Graduate School.
MEMORANDUM OF AGREEMENT FOR "3+1+MASTER’S" PROGRAM

BETWEEN

NORTH CAROLINA STATE UNIVERSITY
RALEIGH, NC, U. S. A.

AND

ISTANBUL TECHNICAL UNIVERSITY
ISTANBUL, TURKEY

This Agreement is to formalize the academic exchange between North Carolina State University (hereafter referred to as NC State) and Istanbul Technical University (hereafter referred to as ITU) for a 3+1+Master’s program. The amount of time for completion of the Master’s degree at NC State is dependent upon various circumstances such as degree selection, courses offerings, potential enrollment in summer sessions and thesis development. The two institutions subscribe to the statement of principles and procedures given below and to the terms of agreement regarding the responsibilities that each institution undertakes as its part of the reciprocal exchange. This agreement is based on a spirit of cooperation, reciprocity, and of mutual benefit to both parties.

Both Universities wish to enter into an arrangement as set forth below:

1. Undergraduate students who complete three (3) full years of course studies (equivalent of six semesters) in the ITU Textile Engineering program and two additional semesters of studies at NC State, in the Global Training Initiative Certificate Program, that result in a Bachelor of Science degree in Textile Engineering from ITU may enroll in a Master’s degree program in the College of Textiles at NC State (hereinafter collectively referred to as the “Program”).

2. The Program may be completed over an additional 12 to 24 months after formal matriculation into the NC State graduate degree program. This matriculation is separate from the two semesters completed in the Global Training Initiative Certificate Program.

3. Admission into the graduate degree program at NC State is contingent upon the student meeting the relevant entry requirements as established by NC State and the degree program to which they are applying.

4. Participants in this Program would receive two separate and distinct degrees - one Bachelor of Science degree from ITU only and one Master’s degree from NC State only. This arrangement neither constitutes a joint degree program nor a dual degree program.

5. Each institution is solely responsible for the administration of their own degree program, including requirements for entry and completion, curriculum, structure and content, accreditation and evaluation.

Both Universities have agreed to the terms and conditions stated below.
ENTRY AGREEMENT FOR 3+ M.S./M.Sc. PROGRAM

(1) ITU will nominate qualified rising third year students at the end of first semester of their third year of textile engineering education to attend NC State during the seventh and eighth semesters of their undergraduate studies (their fourth year of study). Before coming to NC State, ITU students must have:
   a) completed six semesters of the ITU Bachelors program and achieved an overall GPA (Grade Point Average) of at least 3.0 on a 4.0 scale;
   b) obtained minimum required TOEFL scores needed for admission into the Global Training Initiative Certificate Program at NC State;
   c) obtained an official written recommendation from ITU confirming the student has successfully passed the ITU evaluation.

(2) ITU students who have completed all four (4) years of education with a Bachelor of Science degree in Textile Engineering may apply for Master’s degrees in the College of Textiles at NC State through the regular admissions process.

(3) This 3+1+Master’s Program will focus on the existing degree programs offered by NC State’s College of Textiles (see the list below for current Master’s programs). The specific Master’s programs offered in a year may depend on the interests of ITU students and specific course availability at NC State. Participating Master’s Programs in the College of Textiles at NC State:

- Master of Textiles
- Master of Science in Textiles
- Master of Science in Textile Chemistry
- Master of Science in Textile Engineering

Refer to Appendix A concerning thesis and non-thesis degree options.

(4) As NC State’s policy will not allow admitting students into graduate programs prior to completion of their BS degree, these admitted students will first apply to and matriculate via the Global Training Initiative Certificate Program for the first (fall) and second (spring) semesters at NC State. As Global Training Initiative Certificate students (“GTC students”) they will be expected to register full-time (minimum 12 credit hours per semester that can include half-time course load in combination with concurrent half-time internship or research experience) and to take the required courses that are designed for the specific Program as well as the required GTI 401 Colloquium. Credit and non-credit English courses are also available during this first semester and students will have the opportunity to take the TOEFL or other standardized tests after arrival. Refer to Appendix B concerning English proficiency requirements for GTI and the Graduate School, which are for reference only and subject to change. The GTI has a separate on-line application process, which must be completed before a student visa certificate can be issued. See http://www.ncsu.edu/gti for more information.
(5) Application Process: Students nominated from ITU must apply during their 6th semester (by or before February 28th) into this Program through the Global Training Initiative as 3+1+Master’s GTC students (for the period of study during the first two semesters at NC State). During the fourth year of their undergraduate studies at ITU while being a GTC student at NC State, applications will be submitted to the Graduate School (by or before February 1st) for admission into the specific Master’s degree in the College of Textiles through the standard process.
   a) Global Training Initiative: https://www.ncsu.edu/hti/study/3plus1.php
   b) Graduate School: http://www.ncsu.edu/grad/applygrad.htm

(6) The College of Textiles departments at NC State will evaluate the qualifications of ITU applicants using NC State’s admission standards. On-site or Skype interviews may be conducted by NC State faculty to ensure student quality. Selected ITU students who meet NC State’s and the Program’s entry qualifications will be admitted into the Global Training Initiative Certificate Program at NC State. The number of admitted students may be negotiated annually.

(7) After they have successfully completed the coursework needed to complete their BS degree as GTC students during the first and second semesters at NC State, ITU will grant each of these students a statement that the student has completed BS degree requirements in their respective discipline by ITU. ITU students who complete the academic year (upon completion of semesters 7 and 8 at NC State) and successfully pass their courses while a GTC student are eligible for a Certificate from the Global Training Initiative. Refer to Appendices C and D respectively for the course structure and course options. Students will be required to provide an official letter from ITU indicating the Bachelor of Science degree requirements were satisfied prior to being admitted to the Master’s degree program in NC State’s College of Textiles. They must also provide a final transcript once the BS degree has been conferred from ITU.

(8) NC State will officially admit eligible ITU students (change status) to the designated Master’s degree program upon completion of all requirements and admissions procedures. The typical Master’s program requires 30 credit hours of letter-graded coursework. It is required that the last 18 credit hours be taken after the student is admitted into the degree program at NC State.

(9) Students will pay out-of-state tuition, fees and living expenses during their studies at NC State. The Graduate School and the NC State Cashiers Office provide current rates online (http://www.fis.ncsu.edu/cashier/). Tuition for Master’s programs in the College of Textiles is the same whether the thesis or non-thesis option is pursued. To complete the Program in one (1) year, it is anticipated that students may also need to register for a minimum of six (6) credits during the Summer Session(s). NC State will provide guidance and logistical help with student housing and other relevant arrangements. The amount of living expenses may vary depending on the type of housing and living preferences.
(10) While enrolled in the College of Textiles degree program at NC State, students may choose to transfer from a non-thesis Master’s degree into a corresponding thesis Master’s degree through the established process in accordance with any requirements and depending upon acceptance into a research group of a NC State faculty member. Their faculty adviser may or may not provide financial support to these students. It is up to the faculty adviser to make the decision depending on his/her funding situation.

(11) Upon successful completion of all course requirements in the respective degree program, students will be granted the Master’s degree by NC State.

(12) Graduates from NC State through this Program who return to ITU with their Master’s degrees may enter appropriate Ph.D. programs should they meet the relevant requirements set by ITU.

(13) Graduates from NC State through this program who want to enter a Ph.D. program at NC State will be required to apply following the normal application procedures and admission requirements set by NC State.

(14) Some of the required courses for the Program may be taken as Distance Education courses offered by NC State (maximum of three credits per semester), which will be counted towards credit hours required for completion of Master’s degree programs.

(15) Additional information and online resources are outlined in Appendix E.

**GENERAL AGREEMENT**

1) This Agreement represents the entire understanding between the parties and supersedes all other arrangements. This Agreement may only be changed with the written consent of both parties.

2) If either party shall temporarily fail to enforce any provision of this Agreement such temporary forbearance shall not constitute a waiver.

3) The two parties shall be in regular communication to resolve any problems or issues relating to this agreement.

4) Neither party may assign, transfer or sub-contract its commitments under this Agreement.

5) The relationship of NC State and ITU under this Agreement shall be that of independent contractors, and a party shall not be deemed, nor hold itself out as being a partner or agent of the other party. In addition, neither NC State nor ITU shall be liable for the acts of the other, and they shall not be liable for the acts of participating students in the Program.
6) Either party may terminate this Agreement if the other shall be in material breach and following written notice of such breach shall not have remedied the breach within a period of 30 days. Either party may terminate this Agreement for any reason upon nine (9) months' prior written notice to the other.

7) The Universities shall comply with the applicable laws and regulations in the performance of this Agreement.

8) This agreement is for a period of five (5) 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 plan will be required for those students remaining in the program.

SIGNATURES

Executive Vice Chancellor and Provost
North Carolina State University

Rector
Istanbul Technical University

Signature: ____________________________ Signature: ____________________________
Dr. Warwick Arden Prof. Dr. Mehmet Karaca

Date: ____________________________ Date: ____________________________

Dean, College of Textiles
North Carolina State University

Dean, Faculty of Textile Technologies & Design
Istanbul Technical University

Signature: ____________________________ Signature: ____________________________
Dr. David Hinks Prof. Dr. Nevin C. Gursoy

Date: ____________________________ Date: ____________________________

Dean, Graduate School
North Carolina State University

Signature: ____________________________
Dr. Maureen Grasso

Date: ____________________________
Master of Textiles:
The objective of the non-thesis based Master of Textiles (MT) is to provide preparation and career advancement for students with interests in the design, management, and technical perspective of the textile industry. The program is flexible to accommodate a breadth of student needs. The program can be completed in only two semesters (1 year) of full-time on campus study or up to a maximum of six (6) years through distance education. The program is also available entirely via distance education and may be completed on a part time basis. The degree requires a minimum of 30 credit hours.
Source: https://textiles.ncsu.edu/tatm/master-of-textiles/

Master of Science in Textiles:
The objective of the thesis based Master of Science in Textiles (MS) is to prepare students for careers that require independent research skills, including creating, planning, and carrying out research projects. Students interested in continuing with a Ph.D. in Textile Technology and Management (TTM) or Fiber and Polymer Science (FPS) are also encouraged to pursue the MS degree. The MS degree requires a minimum of 36 hours including a thesis and typically takes 2 years to complete.
Source: https://textiles.ncsu.edu/tatm/master-of-science-in-textiles/

Master of Science in Textile Chemistry:
The Master of Science in Textile Chemistry (MS TC) degree program emphasizes the fundamental principles of polymer science, dyeing and finishing technology, color science, dye chemistry, and fiber formation. Our program is highly relevant to many of the chemical, retail and textile industries, as well as environmental, medical and forensic science. Graduates of Textile Chemistry are recruited by a broad range of companies, such as DuPont, Proctor & Gamble, Nike, General Motors, fiber and textile companies all over the globe, and state and federal agencies involved with forensic science. The MS TC degree requires a minimum of 30 hours for Thesis Option or 33 hours for Non-Thesis Option.
- MS TC (Thesis Option) Handbook: https://textiles.ncsu.edu/tecs/graduate/graduate-resources/tecs-graduate-handbook/#mstc-option-a
- MS TC (Non-Thesis Option) Handbook: https://textiles.ncsu.edu/tecs/graduate/graduate-resources/tecs-graduate-handbook/#mstc-option-b
Source: https://textiles.ncsu.edu/tecs/graduate/graduate-resources/tecs-graduate-handbook/

Master of Science in Textile Engineering:
The Master of Science in Textile Engineering (MS TE) degree program offers unique educational and research opportunities within the domain of textile materials, structures, machines, and processes. The program is interdisciplinary in nature, drawing upon mathematical sciences, other engineering disciplines, and the physical sciences. Current research activities in textile engineering include electro-mechanical design, inventory and supply chain control, studies in thermal and fluid sciences, polymer and fiber science, biomedical applications of textiles, textile composites, and pollution prevention. Since our program encompasses such diverse fields of study, many of our students opt to co-major in other programs at NC State.
Appendix A
Thesis and Non-thesis Options for Master’s Degrees in the College of Textiles

Examples of these co-majors are statistics, bio-medical engineering, and industrial engineering. The MS TE degree requires a minimum of 32 hours for both Thesis and Non-Thesis Options.

- MS TE (Thesis Option) Handbook: https://textiles.ncsu.edu/tecs/graduate/graduate-resources/tecs-graduate-handbook/#mste-option-a
- MS TE (Non-Thesis Option) Handbook: https://textiles.ncsu.edu/tecs/graduate/graduate-resources/tecs-graduate-handbook/#mste-option-b

Source: https://textiles.ncsu.edu/tecs/graduate/graduate-resources/tecs-graduate-handbook/
Appendix B

English Proficiency Requirements (Global Training Initiative & Graduate School)

In order to be eligible for admission to the graduate study at NCSU all international applicants, regardless of citizenship, must demonstrate proficiency in English at a level necessary to be successful in a graduate program at NC State. This requirement can be met for most applicants in one of the following ways; however, some programs may require additional evidence of English proficiency:

1. Provide Test of English as a Foreign Language (TOEFL) with a total score of at least 80 on the Internet-based Test (iBT). Minimum test scores for each section:

<table>
<thead>
<tr>
<th>Section</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Listening</td>
<td>18 points</td>
</tr>
<tr>
<td>Reading</td>
<td>18 points</td>
</tr>
<tr>
<td>Writing</td>
<td>18 points</td>
</tr>
</tbody>
</table>
| Speaking  | 18 points for admission  
23 points for TA appointment where TA has direct verbal interactions with students  
26 points for TA appointment where TA presents lectures in the class or laboratory |

The maximum total score for the iBT is 120 with each section worth 30 points.

2. Provide International English Language Testing System (IELTS) scores with an overall band score of at least 6.5. Minimum test scores for each section are listed below:

<table>
<thead>
<tr>
<th>Section</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Listening</td>
<td>6.5</td>
</tr>
<tr>
<td>Reading</td>
<td>6.5</td>
</tr>
<tr>
<td>Writing</td>
<td>6.5</td>
</tr>
</tbody>
</table>
| Speaking  | 6.5 for admission  
7.0 for TA appointment |

3. be a citizen of a country where English is an official language and the language of instruction in higher education; or
4. have successfully completed at least one year of full-time study in a degree program at a four-year US College or university.
5. TOEFL or IELTS test date must be no older than two years (24 months) prior to the beginning of the requested entry term.

NOTE: The current computer- and paper-based versions of the TOEFL test will be given until the iBT version is implemented in a particular location. Computer-based TOEFL scores must be 213 or higher (with at least 17 on three sections and no section score below 13). The paper-based test requires a score of 550 or higher (with scores of 50 on at least two of the three sections and no section score below 45).
Appendix B

English Proficiency Requirements (Global Training Initiative & Graduate School)

**Global Training Initiative (GTI) – English Proficiency**

Below are a list of the minimum required test scores*. You only need to submit ONE test.

TOEFL - iBT: 75 total points | Previous Computer Version (CBT): 200 | Previous Paper Version (PBT): 525


*Note: Some NC State graduate departments require a TOEFL or IELTS score be submitted at the time of application. Others departments will allow you to use one of the other tests GTI accepts as a temporary test until you submit an official TOEFL or IELTS during your first semester at NC State.

Source: [http://ncsu.edu/gti/study/3plusx_application.php](http://ncsu.edu/gti/study/3plusx_application.php)

**Intensive English Program**

ITU students with admission into the GTI Certificate program will be eligible to participate in the Summer Session of the Intensive English Program prior to their first semester of study at NC State. Application, enrollment and payment will be the responsibility of the student according to the standard procedures in place.
Appendix C
Program Structure of 3+1+Master Program between NC State and ITU

Two-semester course plan for GTC certificate students at NC State:

<table>
<thead>
<tr>
<th>Fall Semester (corresponding to semester 7 at ITU)</th>
<th>Spring Semester (corresponding to semester 8 at ITU)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GTI 401 US Culture and Education Colloquium (3 credits)</td>
<td>TE 402 - Textile Engineering Design II (4 credit hours)</td>
</tr>
<tr>
<td>TE 401 Textile Engineering Design I (4 credits)</td>
<td>TE/TT/TC/TTM 5XX (3 credit hours)</td>
</tr>
<tr>
<td>TE/TT/TC/TTM 5XX (3 credit hours)</td>
<td>TE/TT/TC/TTM 5XX (3 credit hours)</td>
</tr>
<tr>
<td>TE/TT/TC/TTM 5XX (3 credit hours)</td>
<td>COP 201 (Cooperative Education Parallel Part Time)</td>
</tr>
<tr>
<td>COP 101 (Cooperative Education Parallel Part Time)</td>
<td></td>
</tr>
</tbody>
</table>

Notes:
1. TE 401 and TE 402 are required undergraduate senior design courses and they do not count towards the graduate program.
2. TE/TT/TC/TTM 5XX courses (maximum of 12-hours of credit) can count towards the graduate program only if the student receives a B or better.
3. If a student feels overloaded in the first semester, he/she will need to drop a TE/TT/TC/TTM 5XX course. However, the student cannot drop GTI 401, TE 401, COP 101, TE 402, or COP 201.
Appendix D
Course Listing for 3+1+ Masters Students

<table>
<thead>
<tr>
<th>7th semester courses (ITU)</th>
<th>Credits</th>
<th>7th semester courses (NC State COT)</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEK 492E - Senior Design Project (Compulsory)</td>
<td>5</td>
<td>GTI 401 - Colloquium on US Culture and Higher Education</td>
<td>3</td>
</tr>
<tr>
<td>TEK 411E - Fabric Design (Compulsory)</td>
<td>2.5</td>
<td>TE 401 - Textile Engineering Design I</td>
<td>4</td>
</tr>
<tr>
<td>TEK 455E - Nonwoven Fabrics (Compulsory)</td>
<td>3</td>
<td>TT 551 - Advance Woven Fabric Design &amp; Structures</td>
<td>3</td>
</tr>
<tr>
<td>Elective Type I &amp; II courses</td>
<td></td>
<td>Course Options</td>
<td></td>
</tr>
<tr>
<td>TEK 453E - Synthetic &amp;Textured Yam Prod.</td>
<td>3</td>
<td>TT 521 - Filament Yarn Production Processing and Properties</td>
<td>3</td>
</tr>
<tr>
<td>TEK 441E - Yarn Production Calculations</td>
<td>3</td>
<td>TT 520 - Yarn Processing Dynamics</td>
<td>3</td>
</tr>
<tr>
<td>TEK 5XXE - Functional Wearable Product Design</td>
<td>3</td>
<td>TE 550 - Clothing Comfort and Personal Protection Science</td>
<td>3</td>
</tr>
<tr>
<td>TEK 451E - Textile Prod. Management &amp; Control</td>
<td>3</td>
<td>TTM 510 - Apparel Technology Management</td>
<td>3</td>
</tr>
<tr>
<td>TEK 456E - Textile Finishing Auxiliaries</td>
<td>3</td>
<td>TC 530 - The Chemistry of Textile Auxiliaries</td>
<td>3</td>
</tr>
<tr>
<td>TEK 459E - Garment Pattern Making in Apparel</td>
<td>3</td>
<td>TTM 515 - Apparel Production</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>8th semester courses (ITU)</th>
<th>8th semester courses (NC State COT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEK 492E - Senior Design Project (Compulsory)</td>
<td>TE 402 - Textile Engineering Design II</td>
</tr>
<tr>
<td>Elective Type I &amp; II courses</td>
<td>Course Options</td>
</tr>
<tr>
<td>TEK 414E - Structure &amp;Properties of Fibers</td>
<td>TT 503 - Materials, Polymers, and Fibers used in Nonwovens</td>
</tr>
<tr>
<td>TEK 426E - Quality Control in Tex. &amp; Clot. Prod.</td>
<td>TE 533 - Lean Six Sigma Quality</td>
</tr>
<tr>
<td>TEK 412E - Textile Finishing Processes</td>
<td>TC 502 - Textile Wet Processing</td>
</tr>
<tr>
<td>TEK 416E - Garment Design Management</td>
<td>TT 570 - Textile Digital Design and Technology</td>
</tr>
<tr>
<td>TEK 424E - Design of Knitted Fabrics</td>
<td>TT 591 - Special Studies in Textile Technology - Knit Design</td>
</tr>
</tbody>
</table>

* Certificate students will be expected to register full-time.
Appendix D  
Course Listing for 3+1+ Masters Students  

COURSE DESCRIPTIONS  

7th Semester Compulsory Courses (ITU)  

TEK 492E-Senior Design Project  
This course includes an appropriate design project with all the design phases starting from project selection to completion and presentation, and which leads the students use the knowledge they gained during their tenure in the department and gain complete design experience. In this course, design of a textile product, system or process is conducted in the framework of an open-ended engineering problem and a team of students develops the solution.  

TEK 411E- Fabric Design  
Descriptions of basic, derived and non-systematical patterns used in weaving technology, analysis of fabrics made of those patterns and designing fabric with desired properties.  

TEK 455E- Nonwoven Fabrics  
Types, properties, production methods, end-uses of nonwovens; raw materials used in the production of nonwovens (polymers, fibres, binders). Web formation methods; dry-laying (mechanical, aerodynamic, mechanical-aerodynamic combination), wet-laying, spunlaying (spunbonding, meltblown, elektrospinning). Web consolidation methods; mechanical (needlepunching, stitchbonding, spunlacing), thermal (calender, hot through-air, infrared, ultrasonic), chemical (empragnation, printing, foam, spraying). Web finishing methods; chemical (dyeing, printing, coating, lamination, bleaching, etc.) and mechanical (calendering, brushing, embossing, creping, crushing). Tufting production method. Current situation of nonwoven industry in Turkey and the world.  

7th Semester Elective Type I & II courses  

TEK 453E- Synthetic &Textured Yarn Prod.  
Inter and intramolecular bonds, General behavior of polymers, Polymerization processes of polymers to be used in fiber spinning, Spinning processes: Melt Spinning, Solution spinning (wet and dry spinning), Gel spinning, bicomponent fiber spinning, electro spinning; Polyester fiber spinning processes (Preparation of the fiber spin melt, spinning, post-processes, crimping, cutting, baling), Polyamid, Polyacrylonitrile, viscose and polypropylene fiber spinning processes; Texturizing process, aims and methods, Thermomechanical Methods (False-twist texturing, Knife-edge texturizing, Stuffer-box texturizing, knitdeknit texturizing methods), Mechanical method (Air-jet texturing), Textured yarn types and applications. High-performance fiber production processes (carbon fiber, glass fiber, ceramic fiber and metallic fiber production), end-uses.  

TEK 441E- Yarn Production Calculations  
Economics of yarn production, parameters effecting on yarns production cost, mechanical and productivity calculations related to the machines (blowroom, carding, drawing, combing, roving, rubbing, ring spinning and rotor spinning machines) used in long and short staple spinning lines, organization of short and longstaple spinning mills.
Appendix D
Course Listing for 3+1+ Masters Students

TEK 5XXE - Functional Wearable Product Design
Hands-on and theoretical application of human-centered design processes and methods to textile based functional wearable products. Understanding of processes and methods for designing textile and apparel products for protection, comfort, performance and bodily function enhancement, health and medical care of end-users. Knowledge of physical and psychological human factors such as Ergonomics, Anthropometry, Biomechanics applied in facilitating textile based design for a variety of body types, environments, and activities.

TEK 451E- Textile Prod. Management & Control

TEK 456E- Textile Finishing Auxiliaries
Surfactants and their activity theory, surface tension. The properties of textile auxiliaries such as, softeners, defoamers, wetting agents, anti-crease agents, stabilizers, electrolytes, fixators, etc. and explain their interaction mechanism.

TEK 459E- Garment Pattern Making in Apparel
This course is an introduction to the flat pattern method of apparel design. Fundamentals of flat patternmaking, covering a variety of slopers, front and back bodices, sleeves, collars, and skirts styling are studied. Students will draft slopers and it will be used to create original designs. Construction techniques will be introduced for the completion of these original designs. The aim of the lesson, followed by illustrated step-by-step drawn instructions for the practical exercises. The grading and marker layout techniques will be teach. In additional computerized pattern making, grading and marker making systems (CAD systems) will be show.

8th Semester Compulsory Courses (ITU)

TEK 492E-Senior Design Project
This course includes an appropriate design project with all the design phases starting from project selection to completion and presentation, and which leads the students use the knowledge they gained during their tenure in the department and gain complete design experience. In this course, design of a textile product, system or process is conducted in the framework of an open-ended engineering problem and a team of students develops the solution.
Appendix D
Course Listing for 3+1+ Masters Students

8th Semester Elective Type I & II courses (ITU)

TEK 418E- Introduction to Technical Textiles
Description of technical textiles. Classification of technical textiles. Finishing of technical textiles (coating, lamination, calendaring, different finish processes like anti-microbial, flame retardancy, etc.) Agrotech, buildtech, clothtech, Geotech, hometech, indutech, medtech, mobiltech, oekotech, packtech, protech, sporttech. Nanotechnology. Smart textiles (fibers, yarns, fabrics, garments). Situation of technical textiles industry textiles market in Turkey and the world.

TEK 414E- Structure & Properties of Fibers
Basic Concepts and Properties of Fibers, The Effect of Physical, Chemical, Mechanical and Fine Structural Properties of Fibers on their End-Uses, Production of Fibers to be Used in Functional and Technical Textiles (Bicomponent Fiber Production, Microfiber Production, Nanofiber Production), Fiber Modification Methods to Improve Fiber Properties (During Polymerization, During Spinning, After Spinning), Basic Concepts and Properties of Technical Textile Fibers, Properties of High-Performance Fibers (Glass, Ceramic, Carbon, Polyimid, Polybenzimidazol, Metal Fibers, etc.) Fibers in Smart Textiles (conductive fibers, etc.) Methods used in Characterization of Fibers (Thermal, Spectroscopic, Microscopic, Chemical, etc.)

TEK 426E- Quality Control in Tex. & Clot. Prod.

TEK 412E- Textile Finishing Processes
Wet or dry finishing processes like drying, press, decature, shearing, raising, felting, washing, shrinking, sanforization. Functional finishing like enzymatic finishing, softening finishes, flame-retardent finishes, UV protection finishes, antimicrobial finishes, anti-odor and fragrance finishes etc.

TEK 416E- Garment Design Management
The knowledge gained throughout this course will enable you to strategically plan, manage and promote the use of design and fashion. The design process will explore the route of a design from imagination to the production.
Appendix D
Course Listing for 3+1+ Masters Students

7th Semester Courses (NC State COT)

GTV 401 - Colloquium on US Culture and Higher Education
This course serves as an introduction to US culture and higher education in the US for international students. Emphasis is on various topics that beginning students who are new to the US need to know inorder to be successful in academic, research, or business programs in the US. Lectures, presentations, writing/reading assignments, discussion groups, field trips, research, role play, and a capstone paper all contribute to the new international student’s understanding of US culture and adaptation skills necessary for a successful integration into a university, research, or business setting.

TE 401- Textile Engineering Design I
The design process including initial specification, design constraints, sources of information and design strategy. Development of fact-finding ability in areas unfamiliar to the student. Analysis of existing designs and the development of improved or new designs.

TT 551- Advance Woven Fabric Design & Structures
Theory and practice of structural design and technology requirements for highly specialized woven fabrics. Emphasis upon resultant physical behavior of different fabrics and their components.

TT 504- Introduction to Nonwovens Processes and Products
Fiber web/nonwoven fabrics produced directly from fibers or their precursors. Physical and chemical nature of local bonding and fiber entanglement. Viable process for producing these fabrics. Economic justification for process and production. Product/process interaction. Plant visits whenever possible.

Course Options for 7th semester courses (NC State COT)

TT 521- Filament Yarn Production Processing and Properties
Structure, properties and processes for manufacturing and treating continuous filament yarns. Response of fibers to elevated temperatures, twist, false twist and various bulking processes. Yarn structures and properties required for stretch and molded fabrics. Independent laboratory and critical literature review in general area of filament yarn processing, properties and test methods.

TT 520- Yarn Processing Dynamics
Principles and practice involved in modern yarn and manufacture; including machine-fiber interactions occurring during different processing stages.

TE 550 - Clothing Comfort and Personal Protection Science
The course presents scientific principles for characterization and development of comfortable and/or protective textiles and clothing. Properties associated with human tactile response, thermal comfort and heat stress are emphasized. Inherent issues of balancing comfort versus protection are illustrated by research studies on performance garments or protective clothing systems. Methods and standards for evaluating comfort and protective performance range from bench level instruments to system level tests for ensembles using instrumented manikins, human clothing wear trials, and physiological tests.
Appendix D
Course Listing for 3+1+ Masters Students

TTM 510- Apparel Technology Management
Role of the apparel complex in manufacturing and supplying products on demand to meet the quality and performance of the global customer. The critical juxtaposition of the textile supply together with retail demand studied to understand constraints on manufacturing capacities and elasticities.

TC 530- The Chemistry of Textile Auxiliaries
Industrially important textile chemicals used for enhancing fiber and fabric properties such as durable press, water repellency, anti-soiling, flame retardancy, softness, stiffness, lubricity and other uses. Correlation of effect with structure, end-use influences, interaction with fabric and fibers, sources and synthetic routes, economic and environmental considerations.

TTM 515- Apparel Production
Concepts and practices for the production of apparel items, beginning with development of basic fit blocks and extending through the creation of designed garments using pattern engineering techniques, supported by computerized pattern development.

8th Semester Courses (NC State COT)

TE 402- Textile Engineering Design II
Application of textile engineering principles using team approach to design, construct and analyze novel engineering solutions to textile industry problems. Evaluation of design to assess the impact on worker, industry and society.

Course Options for 8th Semester Courses (NC State COT)

New or special course on developments in textile engineering and science. Specific topics and prerequisites identified vary.

TT 503 - Materials, Polymers, and Fibers used in Nonwovens
Fundamentals of raw material used in nonwoven processes. Raw material production, chemical and physical properties of nonwoven raw materials and assessment of material properties. Introduction of structure/property relationships for these materials and how these relationships influence end use applications.

TC 565 - Polymer Applications and Technology
Poly[olefins], poly[vinyl chloride], poly[vinyl acetate], poly[urethanes], epoxies, silicones, styrene copolymers used as textile finishes, nonwoven binders, fabric coatings, composites, adhesives, foams, carpet backing adhesives. Emphasis upon synthesis, industrial processes, properties and products.
Appendix D
Course Listing for 3+1+ Masters Students

**TE533- Lean Six Sigma Quality**
Systematic approach (Lean Six Sigma philosophy) for improving products and processes. Defining the improvement opportunity, measurement system analysis, data collection, statistical analysis, design of experiment (DOE) methods, and statistical process control (SPC) methods. Application of Lean Six sigma methods to improve product or process.

**TC-502- Textile Wet Processing**
Introduction to the technology of textile wet processing. Topics include preparation, coloration, and finishing of textile substrates, color science and color measurement. Emphasis on basic science and equipment of textile wet processing.

**TT 570- Textile Digital Design and Technology**
This course focuses on design of textile products balancing industry and creative foci. Students will study a range of industry focused technologies and techniques essential to creation of textile products in a technology intensive environment. Basics of textile product design and relevant technologies will be covered along with methods and techniques to improve commercial textile product design process. Students will research in-depth a topic related to textile product design, and present their research in an oral format.

**TT 591 - Special Studies in Textile Technology**
Special Studies in Textile Technology to fulfill needs not covered by current offering. Student and faculty required to submit topics to be covered to director of graduate programs within first week of semester.
Appendix E
Online Resources for “3+1+Master’s” students

TECS (Textile Engineering, Chemistry and Science) Graduate Handbook
https://textiles.ncsu.edu/tecs/graduate/graduate-resources/tecs-graduate-handbook/

Degree Requirements for TATM (Textile and Apparel, Technology and Management) Master’s Degrees
https://textiles.ncsu.edu/tatm/graduate-degree-requirements/

Graduate School Admissions (2.3)
http://www.ncsu.edu/grad/handbook/sections/2.3-grad-admissions.html

Graduate School Admissions for International Students (2.4)
http://www.ncsu.edu/grad/handbook/sections/2.4-international-admissions.html

Graduate School – Language Proficiency Requirements
http://www.ncsu.edu/grad/handbook/sections/2.3-grad-admissions.html#O

Graduate School – Online Application Portal
http://www.ncsu.edu/grad/applygrad.htm

Global Training Initiative – 3+X Program
http://ncsu.edu/gti/study/3plusx.php

Global Training Initiative – 3+X Program Application Process
http://ncsu.edu/gti/study/3plusx_application.php

Intensive English Program
https://iep.oia.ncsu.edu/
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: M  College Participating: PCOM  Other Participating College(s): None

Full Title of Degree Conferred (Include concentration title if applicable.): Master of Accounting

Name and contact information for the primary developer of Agreement: Frank Buckless

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

Name of Partner Institution: Campbell University’s Norman Adrian Wiggins School of Law
Location of Institution: Raleigh, NC

Name and contact information for the primary developer of this Agreement (include address, phone, email, etc.)

J. Rich Leonard

Level of Degree: Choose or JD

Full Title of Degree Conferred (Include concentration title if applicable):

Juris Doctor

Partner Institution Accreditation Status: Category 1 - Accredited by SACSCOC

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

Law school accredited by the American Bar Association

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

5 years

III. Timeline:

Proposed Start Date of Agreement: 7/1/2017
Expected Date for recruitment and advertising: 7/1/2017
Expected Date of student matriculation/enrollment in dual degree program: 7/1/2017

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])

Memorandum of Agreement for Dual Degree: Juris Doctor and Master of Accounting; MAC AACSB Assessment Plan
V. Collaborative Objectives:

1. **What is the purpose and benefits of the dual degree partnership?** The proposed inter-institutional arrangement promotes integration of the fields of law and accounting in furtherance of careers in either or both disciplines. The dual degree program enables students to earn both degrees in four years of full-time study and should provide excellent career opportunities.

2. **What evidence of institutional/program comparability exists (rankings, joint faculty research, publications, etc.)?**

   Campbell University, Norman Adrian Wiggins School of Law, is ranked 121 by US News Week and Campbell University is ranked 24 for regional universities by US News and World Report. NC State University is ranked 89 for national universities and the graduate business program is ranked 70 by US News and World Report.

3. **What are the areas of mutual interest? Past partnerships?** Campbell University’s law school has previously executed dual degree partnership agreements with NC State’s MBA Program and its MPA Program.

4. **Provide a brief description of how this agreement advances the partner institution’s priorities?** Campbell University’s law school prepares its graduates to successfully serve their communities with legalskill, ethical conviction, and intellectual leadership. The law school develops lawyers who possess moral conviction, social compassion, and professional competence, and who view the law as a calling to serve others and create a more just society. Law school graduates who also have a MAC will have advanced competence with many financial-related legal areas.

5. **How does this agreement advance the mission of NC State University?** NC State promotes an integrated approach to problem solving that transforms lives and provides leadership for social, economic, and technological development across North Carolina and around the world. NC State MAC students with this dual degree will be better able to integrate the legal environment into their business and accounting problem solving.

6. **How does this agreement advance the mission of the partnering College at NC State University?** PCOM strives to be a leader in management education through strong business partnerships. The MAC is a professional degree that prepares students to meet the challenges and expectations of professional accounting and business careers in today’s marketplace. Combining with a law degree provides students an expanded education and preparation for their careers.

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.**

   The Dean, Associate Dean, Accounting Department Head and MAC Director for the Poole College of Management met with Campbell’s Dean and Associate Dean on several occasions. Campbell was interested in joining programs to provide law students with more extensive accounting and tax specializations, while the Poole College recognized that some MAC graduates in the past have gone on to law school to supplement their knowledge and practices. Both groups determined that continuing the current in-class mode of delivery was best, and that classes from the other degree would be used to fill elective requirements only.

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.**

   Prospective students will be required to submit all necessary application materials for admission separately to each university. Admission into the MAC program will be handled by North Carolina State University and admission into the JD program will be handled by Campbell University. Students must meet the admission standards of both programs and will be admitted separately into each program. Students will be granted two separate degrees: the MAC from North Carolina State University and the JD from Campbell University. North Carolina State University will administer and award the MAC degree and Campbell University will administer and award the JD degree. The program directors at both universities will coordinate to ensure students are properly classified (e.g., full time/part time; good standing) for purposes of financial aid, demonstrating continuous enrollment, and the like. Dual degree students shall comply with all rules, regulations, and requirements of both schools, and they shall have access to all
the services that are available to students in the host school (including but not limited to library, health, and career placement services).

3. **How will tuition and fees be coordinated?** The student will pay full tuition and fees at the school in which he or she is registered each semester. It is contemplated that the student will pay tuition and fees to Campbell in years one, two, and four, and to NCSU in year three. After a student has successfully completed all first-year JD requirements, the student may register for coursework in both schools in any particular semester. The student must take a sufficient number of credits at one of the schools to be deemed a "full time" student at that school for that semester (Campbell requires ten credits for such status; NCSU requires nine credits for such status). The student will pay full tuition and fees at the school at which he or she is deemed a "full time" student for that semester. The student's tuition and fees at the other school (where he or she is registered for too few credits to be a "full time" student) will be prorated for that semester. In no semester may a student register for coursework at both schools in excess of 17 aggregate credits. The registrars of both institutions will coordinate to ensure students are properly classified (e.g., full time/part time; good standing) for purposes of financial aid, demonstrating continuous enrollment, and the like. In accordance with the Graduate School's continuous enrollment requirement ([https://www.ncsu.edu/grad/handbook/sections/3.15-registration-and-residence.html](https://www.ncsu.edu/grad/handbook/sections/3.15-registration-and-residence.html)), when students are taking all courses at Campbell for a given semester, they will enroll in an appropriate placeholder course at NC State to meet the continuous enrollment requirement.

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

____________________

**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.”

____________________

**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>
</thead>
<tbody>
<tr>
<td>Students</td>
<td>0</td>
<td>0</td>
<td>1-2</td>
<td>1-2</td>
<td>1-2</td>
</tr>
<tr>
<td>Faculty Exchange</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Partner Institution</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students</td>
<td>1-2</td>
<td>2-4</td>
<td>3-6</td>
<td>3-6</td>
<td>3-6#</td>
</tr>
<tr>
<td>Faculty Exchange</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</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. The 6 credits of MAC coursework to be applied toward the completion of the JD degree, and the 12 credits of JD coursework to be applied toward the completion of the MAC degree, shall be approved by the appropriate deans and/or committees at the respective schools. Initial approval has been granted to the following courses: Law courses eligible for MAC credit (12 credits maximum): Bankruptcy (3), Business Planning (2), Corporations: From Formation to Major Transactions I (2), Estate and Gift Taxation (3), Intellectual Property (3), International Business Transactions (2), Securities Regulation (2). MAC courses eligible for JD credit (6 credits maximum): Any six credits from the required MAC curriculum (excluding Advanced Commercial Law).

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 attached Memorandum of Agreement for Dual Degree

3. Provide list of Partner Institution’s course requirements, analysis of course content, and equivalency to related courses at NC State. See attached Memorandum of Agreement for Dual Degree

4. Describe how and when transfer courses will be evaluated. For MAC credits to be counted towards the JD degree, the law school requires a 3.0 grade point average (or "B" equivalent) or better. For JD credits to be counted towards the MAC degree, NCSU requires an 84 or better. Transfer credits will be assigned a descriptive (e.g., "pass" or "fail"), rather than a numerical, grade by the transferee school. Transfer credits will not be included in the calculation of a student's periodic or cumulative grade point average by the transferee school. Grade point averages for both programs are calculated independently by the two schools. Transfer credits will be posted to transcripts by the respective schools for the semester during which the coursework is completed (rather than deferred until when the degree is conferred).

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

6. What is the total percentage of courses taken at Partner Institution? 38.7%

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) 61.3%

8. List the total number of degree hours required for completion of the N.C. State degree 31 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). 12

9. List the total number of degree hours required for completion of the Partner Institution’s degree 90 and the total number of hours that will be accepted in transfer credit by the Partner Institution. 6

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. N/A

12. Describe other requirements. (residence, comprehensive exams, internships, language, etc) N/A

13. Provide list of courses that will be offered totally online and in hybrid format. Indicate the applicable format next to each course. N/A

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? N/A
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

See attached MAC AACSB Assessment Plan

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.

MAC Faculty:  Law Faculty:
Dr. Bruce Branson  Richard Bowser
Professor Ernest Carraway  Benji Jones
Professor Bonnie Hancock  Kevin Lee
Dr. Kathy Krawczyk  Robert Loftis
Dr. Robin Pennington  Pamela McAfee
Dr. Roby Sawyers  Lucas Osborn
Professor Scott Showalter  Donald Reynolds

XII. INSTITUTIONAL COMMITMENT AND RESOURCES:

NC State University:

1. Provide description of NC State’s commitment to this academic arrangement. The MAC Program is committed to accepting transfer credits from Campbell University Law School as stipulated in the memorandum of understanding which are applied toward MAC degree at NC State University.

2. Provide detail regarding the funding for this arrangement (amount, source, duration). This agreement does not create a new degree or a joint degree; rather, it articulates the terms for both universities accepting transfer credits which are applied toward JD and MAC degrees at the two universities. It is not anticipated that any additional resources will be required over what would be necessary for any student enrolled in the respective programs.

2. Provide detail regarding facilities and space (amount, source, duration). N/A
3. Provide detail regarding library resources (amount, source, duration). N/A
4. Provide detail regarding equipment required for this arrangement. N/A
5. Other: N/A

Partner Institution:

1. Provide description of Partner’s commitment to this academic arrangement. The Campbell University School of Law is committed to accepting transfer credits from NC State University as stipulated in the memorandum of understanding which are applied toward MAC degree at NC State University.

2. Provide detail regarding the funding for this arrangement (amount, source, duration). It is not anticipated that any additional resources will be required over what would be necessary for any student enrolled in the respective programs.

3. Provide detail regarding facilities and space (amount, source, duration). N/A
4. Provide detail regarding library resources (amount, source, duration). N/A
5. Provide detail regarding equipment required for this arrangement. N/A
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 primary criteria used to determine NC State University’s continuation of the program will be enrollment and successful completion of students completing both degrees.

In what year will this agreement be evaluated? An evaluation will be completed at the end of the 2020/21 academic year.

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 masters degrees. Campbell University is not accredited by the Commission on Colleges and the accreditation of North Carolina State University does not extend to or include Campbell University or its students. Further, although North Carolina State University agrees to accept certain course-work from Campbell University 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. Enter text
☐ 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,
Campbell University’s Norman Adrian Wiggins School of Law
Raleigh, 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.

<table>
<thead>
<tr>
<th>NC State Signatures:</th>
<th>Partner Institution Signatures</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(insert name/title of each signatory)</td>
</tr>
<tr>
<td><strong>Frank Bradley</strong></td>
<td>Dr. J. Bradley Creed</td>
</tr>
<tr>
<td>Department Head</td>
<td>Dr. Mark Hammond</td>
</tr>
<tr>
<td>College Course &amp; Curriculum Committee</td>
<td>4/12/16</td>
</tr>
<tr>
<td>College Dean</td>
<td>Dean J. Rich Leonard</td>
</tr>
<tr>
<td>Administrative Board of the Graduate School or University Course &amp; Curricula Committee</td>
<td>4/12/16</td>
</tr>
<tr>
<td>Dean of Graduate School or Dean of DASA</td>
<td></td>
</tr>
<tr>
<td>SACS Liaison/SCRT</td>
<td></td>
</tr>
<tr>
<td>Provost, N.C. State University</td>
<td></td>
</tr>
</tbody>
</table>
Campbell University
&
North Carolina State University

Memorandum of Agreement for Dual Degree:
Juris Doctor (Campbell JD) / Master of Accounting (NCSU MAC)

Ira Weiss
Dean, Poole College of Management
Phone: 919-515-5560
Email: ira_weiss@ncsu.edu

Steve Allen
Associate Dean, Poole College of Management
Phone: 919-515-5584
Email: steve_allen@ncsu.edu

Frank Buckless
Head, Department of Accounting Poole College of Management
Phone: 919-515-4442
Email: frank_buckless@ncsu.edu

Kathy Krawczyk
Director, Master of Accounting Program Poole College of Management
Phone: 919-515-4439
Email: Katherine_krawczyk@ncsu.edu

J. Rich Leonard
Dean, Campbell University Law School
Phone: 919-865-4491
Email: leonardjr@campbell.edu

Timothy R. Zinnecker
Associate Dean for Academic Affairs, Campbell University Law School
Phone: 919-865-4494
Email: zinneckert@campbell.edu
Memorandum of Agreement for Dual Degree
Juris Doctor (JD), Campbell University
Master of Accounting (MAC), North Carolina State University

Purpose

This agreement is to define the terms for students to obtain dual Juris Doctor (JD) and Master of Accounting (MAC) degrees from Campbell University and North Carolina State University (NCSU), respectively, on the conditions that the students fulfill the degree requirements of both universities. This agreement does not create a new degree or a joint degree; rather, it articulates the terms for both universities accepting transfer credits which are applied toward JD and MAC degrees at Campbell University's Norman Adrian Wiggins School of Law and NCSU's Poole College of Management, respectively.

Overview and Justification

Campbell University's law school prepares its graduates to successfully serve their communities with legal skill, ethical conviction, and intellectual leadership. The law school develops lawyers who possess moral conviction, social compassion, and professional competence, and who view the law as a calling to serve others and create a more just society. The law school awards the Juris Doctor (JD) degree and is accredited by the American Bar Association.

NCSU's Master of Accounting (MAC) program is part of its Poole College of Management. The MAC is a professional degree that prepares students to meet the challenges and expectations of professional accounting and business careers in today’s marketplace. The MAC program is designed to meet the provisions of the American Institute of Certified Public Accountants’ policy statement regarding certification.

The JD/MAC dual degree arrangement promotes integration of the fields of law and accounting in furtherance of careers in either or both disciplines. The dual degree program enables students to earn both degrees in four years of full-time study.

Application and Admission Requirements

Prospective students must first be granted separate admission into both programs. This entails submitting all required application materials and meeting the admission standards of both programs.

Candidates wishing to pursue this dual degree must be admitted to both programs within a 24-month period.
To be admitted to NCSU's program, a prospective student must complete the following accounting prerequisites (or their equivalent):

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 200</td>
<td>Introduction to Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACC 210</td>
<td>Introduction to Financial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACC 310</td>
<td>Intermediate Accounting I -- Financial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACC 311</td>
<td>Intermediate Accounting II -- Financial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACC 330</td>
<td>Introduction to Income Taxation</td>
<td>3</td>
</tr>
<tr>
<td>MIE 305</td>
<td>Business Law</td>
<td>3</td>
</tr>
<tr>
<td>ACC 450</td>
<td>Risk &amp; Assurance Auditing</td>
<td>3</td>
</tr>
</tbody>
</table>

NCSU agrees that a student's prior completion of the following law school courses are deemed equivalents:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAW 714</td>
<td>Income Taxation</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>(equivalent to ACC 330)</td>
<td></td>
</tr>
<tr>
<td>LAW 858</td>
<td>Financial Accounting for Lawyers</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>(equivalent to ACC 210)</td>
<td></td>
</tr>
<tr>
<td>LAW 641</td>
<td>Business Organizations</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>(equivalent to MIE 305)</td>
<td></td>
</tr>
</tbody>
</table>

Candidates admitted into the dual degree program will normally take their first two years at Campbell, their third year at NCSU, and their fourth year at Campbell.

**Degree Requirements**

The JD program requires completion of 90 credits. At least 84 credits must be earned at Campbell, and no more than 6 credits may be earned at NCSU.

The MAC program requires completion of 31 credits. At least 19 credits must be earned at NCSU, and no more than 12 credits may be earned at Campbell.
Approval of Course Credits for Transfer

The 6 credits of MAC coursework to be applied toward the completion of the JD degree, and the 12 credits of JD coursework to be applied toward the completion of the MAC degree, shall be approved by the appropriate deans and/or committees at the respective schools. Initial approval has been granted to the following courses:

Law courses eligible for MAC credit: 
(12 credits maximum)
Bankruptcy (3) 
Business Planning (2) 
Corporations: From Formation to Major Transactions I (3)
Estate and Gift Taxation (3)
Intellectual Property (3)
International Business Transactions (2)
Securities Regulation (2)

MAC courses eligible for JD credit: 
(6 credits maximum):
Any six credits from the required MAC curriculum (excluding Advanced Commercial Law)

Grades and Class Ranks

Dual degree students must satisfy each school's minimum academic standards for completion of that school's degree.

For MAC credits to be counted towards the JD degree, the law school requires a 3.0 grade point average (or "B" equivalent) or better. For JD credits to be counted towards the MAC degree, NCSU requires an 84 or better.

Transfer credits will be assigned a descriptive (e.g., "pass" or "fail"), rather than a numerical, grade by the transferee school.

Transfer credits will not be included in the calculation of a student's periodic or cumulative grade point average by the transferee school. Grade point averages for both programs are calculated independently by the two schools.

Transfer credits will be posted to transcripts by the respective schools for the semester during which the coursework is completed (rather than deferred until when the degree is conferred).
Graduation Requirements

Granting of JD/MAC Degrees. In order to obtain dual degrees from both schools, a student must satisfy all the degree requirements for the MAC degree and the JD degree. The parties contemplate that NCSU will award the MAC degree following the third year of the four years of study, and Campbell will award the JD degree following the fourth year of the four years of study. Students will be granted two separate degrees: the MAC from NSCU, and the JD from Campbell. The student is eligible to attend graduation ceremonies at both schools.

Failure to Complete JD/MAC Requirements. The JD/MAC dual degrees are granted only upon successful completion of all coursework and examinations. A student who finds it impossible to complete the law component can complete a MAC degree according to the requirements established by NCSU and receive only the MAC degree. A student who finds it impossible to complete the accounting component can complete a JD degree according to the requirements established by Campbell and receive only the JD degree.

Registration and Tuition

The student will pay full tuition and fees at the school in which he or she is registered each semester. It is contemplated that the student will pay tuition and fees to Campbell in years one, two, and four, and to NCSU in year three.

After a student has successfully completed all first-year JD requirements, the student may register for coursework in both schools in any particular semester. The student must take a sufficient number of credits at one of the schools to be deemed a "full time" student at that school for that semester (Campbell requires ten credits for such status; NCSU requires nine credits for such status). The student will pay full tuition and fees at the school at which he or she is deemed a "full time" student for that semester. The student's tuition and fees at the other school (where he or she is registered for too few credits to be a "full time" student) will be prorated for that semester. In no semester may a student register for coursework at both schools in excess of 17 aggregate credits. The registrars of both institutions will coordinate to ensure students are properly classified (e.g., full time/part time; good standing) for purposes of financial aid, demonstrating continuous enrollment, and the like.

Rules and Regulations; Student Services

Dual degree students shall comply with all rules, regulations, and requirements of both schools, and they shall have access to all the services that are available to students in the host school (including but not limited to library, health, and career placement services).
### Curriculum Comparison: NCSU MAC v. NCSU MAC / Campbell JD Dual Degree

<table>
<thead>
<tr>
<th>Required MAC Curriculum</th>
<th>Required MAC Curriculum (Dual Degree)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Required core courses</strong> (22 hours)</td>
<td><strong>Required core courses</strong> 19 hours</td>
</tr>
<tr>
<td>Applied Financial Management 3 hours</td>
<td>Same as on the left, excluding</td>
</tr>
<tr>
<td>Advanced Income Tax 3 hours</td>
<td>Advanced Commercial Law</td>
</tr>
<tr>
<td>Accounting and Tax Research 3 hours</td>
<td>(JD degree requires six commercial</td>
</tr>
<tr>
<td>IT Risks &amp; Controls 3 hours</td>
<td>law credits: Sales and Leases (3),</td>
</tr>
<tr>
<td>Managerial and Career Effectiveness 1 hour</td>
<td>and Secured Transactions (3))</td>
</tr>
<tr>
<td>Advanced Commercial Law 3 hours</td>
<td></td>
</tr>
<tr>
<td>Advanced Financial Accounting 3 hours</td>
<td></td>
</tr>
<tr>
<td>Advanced Auditing 3 hours</td>
<td></td>
</tr>
<tr>
<td><strong>Electives</strong></td>
<td><strong>Transfer credits from Campbell</strong> 12 hours*</td>
</tr>
<tr>
<td><strong>Total</strong> 31 hours</td>
<td><strong>Total</strong> 31 hours</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>* See course list on page 4.</td>
</tr>
</tbody>
</table>

### MAC Course Requirements by Semester

**FALL SEMESTER – 16 hours**
- ACC 519. [Applied Financial Management](#) 3 hours
- ACC 530. [Advanced Income Tax](#) 3 hours
- ACC 533. [Accounting and Tax Research](#) 3 hours
- ACC 540. [IT Risks & Controls](#) 3 hours
- ACC 600. [Managerial and Career Effectiveness](#) 1 hour
- MBA Elective. 3 hours

**SPRING SEMESTER – 15 hours**
- ACC 508. [Advanced Commercial Law](#) 3 hours
- ACC 510. [Advanced Financial Accounting](#) 3 hours
- ACC 551. [Advanced Auditing](#) 3 hours
- MBA Elective. 3 hours
- MBA Elective. 3 hours

---

*See course list on page 4.*
<table>
<thead>
<tr>
<th>Required JD Curriculum</th>
<th>Required JD Curriculum (Dual Degree)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Year</strong> (30 hours total)</td>
<td>Total Required Law School Credits</td>
</tr>
<tr>
<td>Civil Procedure I, II</td>
<td>Transfer credits from NCSU</td>
</tr>
<tr>
<td>Contracts I, II</td>
<td>Law school electives</td>
</tr>
<tr>
<td>Constitutional Law I</td>
<td><strong>Total</strong></td>
</tr>
<tr>
<td>Criminal Law</td>
<td><em>See course list on page 6, excluding Advanced Commercial Law.</em></td>
</tr>
<tr>
<td>Legal Research and Writing I, II</td>
<td></td>
</tr>
<tr>
<td>Property I, II</td>
<td></td>
</tr>
<tr>
<td>Torts I, II</td>
<td></td>
</tr>
<tr>
<td><strong>Second and Third Year</strong> (60 hours total)</td>
<td></td>
</tr>
<tr>
<td>Required Courses</td>
<td></td>
</tr>
<tr>
<td>Business Organizations</td>
<td></td>
</tr>
<tr>
<td>Constitutional Law II</td>
<td></td>
</tr>
<tr>
<td>Criminal Procedure</td>
<td></td>
</tr>
<tr>
<td>Evidence</td>
<td></td>
</tr>
<tr>
<td>Professional Responsibility</td>
<td></td>
</tr>
<tr>
<td>Sales and Leases</td>
<td></td>
</tr>
<tr>
<td>Secured Transactions</td>
<td></td>
</tr>
<tr>
<td>Trial Advocacy</td>
<td></td>
</tr>
<tr>
<td>Wills and Trusts</td>
<td></td>
</tr>
<tr>
<td><strong>Additional Requirements</strong></td>
<td></td>
</tr>
<tr>
<td>Jurisprudence Requirement</td>
<td></td>
</tr>
<tr>
<td>Perspective Requirement</td>
<td></td>
</tr>
<tr>
<td>Planning Requirement</td>
<td></td>
</tr>
<tr>
<td>Rigorous Writing Experience</td>
<td></td>
</tr>
<tr>
<td><strong>Total Required Credits (2L/3L)</strong></td>
<td>34 hours</td>
</tr>
<tr>
<td><strong>Total Required Credits (1L/2L/3L)</strong></td>
<td>64 hours</td>
</tr>
<tr>
<td>Law School Electives</td>
<td>26 hours</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>90 hours</td>
</tr>
</tbody>
</table>

**assumes credit not captured through jurisprudence or perspective requirements**
# Curriculum Comparison Summary: JD/MAC Dual Degree

<table>
<thead>
<tr>
<th>Curriculum: Separate Degrees</th>
<th>Curriculum: Dual Degrees</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAC coursework</td>
<td>MAC 19 hours</td>
</tr>
<tr>
<td>JD coursework</td>
<td>Required MAC coursework 19 hours</td>
</tr>
<tr>
<td><strong>Total hours, if degrees</strong></td>
<td>JD 84 hours</td>
</tr>
<tr>
<td><strong>pursued separately</strong></td>
<td>Required JD coursework 64 hours</td>
</tr>
<tr>
<td></td>
<td>JD electives 20 hours</td>
</tr>
<tr>
<td></td>
<td><strong>Dual Credit Courses</strong>* 18 hours</td>
</tr>
<tr>
<td></td>
<td>Law school courses 12 hours**</td>
</tr>
<tr>
<td></td>
<td>Accounting courses 6 hours***</td>
</tr>
<tr>
<td></td>
<td>**Total hours, dual degree 103 hours</td>
</tr>
</tbody>
</table>

*Dual credit courses count toward both the MAC and JD degrees. The 12 hours of JD courses are added to the 19 hours of MAC courses; thus the total hours required for the MAC (31) is the same as for non-dual degree MAC students. In the same way, the 6 hours of MAC courses are added to the 84 hours of JD courses; thus the total hours required for the JD (90) is the same as for non-dual degree JD students.

**See course list on page 4.**

***See course list on page 6, excluding Advanced Commercial Law.
I. MAC Program Mission

The Master of Accounting (MAC) program prepares graduates with the knowledge and skills required for entry level positions in public accounting and ultimately for successful careers in public, corporate and government practice. The Program emphasizes technical competency, written and oral communication, leadership and teamwork, critical thinking, and ethical management in a technology-rich, global marketplace.

II. Student Learning Outcomes

Graduates of the Master of Accounting program are expected to:

- **Outcome 1**: understand and be able to apply the concepts, procedures, and regulations applicable to financial accounting, auditing, internal controls, cost accounting and tax.

- **Outcome 2**: conduct research and apply the auditing, tax, and financial reporting standards to solve problems in accounting and business related areas of inquiry.

- **Outcome 3**: understand, use, and manage the technological tools employed by accounting professionals.

- **Outcome 4**: communicate effectively in accounting and business contexts.

- **Outcome 5**: work effectively as a team member or team leader.

- **Outcome 6**: apply critical analysis and thinking techniques to solve problems in accounting and business related areas of inquiry.
III. Measurements for Student Learning Outcomes

**Outcome 1: Technical Knowledge**
Graduates of the MAC program are expected to understand and be able to apply the concepts, procedures, and regulations applicable to financial accounting, auditing, internal controls, cost accounting, and tax.

**Measure 1:** Specific multiple-choice questions will be embedded in the ACC 510, Accounting for Mergers & Acquisitions, final examination to test student knowledge of course content (examples include accounting for investments and business combinations, preparation of consolidated financial statements). These questions will be repeated in subsequent administrations of the final exam to ensure that graduates have a satisfactory level of knowledge of ACC 510 concepts and procedures.

**Measure 2:** Specific multiple-choice test questions will be embedded in the ACC 530, Advanced Tax, final examination to test student knowledge of course content (examples include calculation of basis for flow-throughs and Section 351 transaction gains and losses). These questions will be repeated in subsequent administrations of the final exam to ensure that graduates have a satisfactory level of knowledge of ACC 530 concepts and procedures.

Benchmark results for Outcome 1 will be set at 75% of multiple-choice questions answered correctly on average.

**Outcome 2: Research**
Graduates of the MAC program are expected to conduct research and apply the auditing, tax, and financial reporting standards to solve problems in accounting and business related areas of inquiry.

**Measure 1:** One research case examining an auditing issue will be assigned for students to complete in ACC 533, Accounting and Tax Research. The case solutions will be analyzed to determine how well students assess and use appropriate professional research sources in solving this complex financial accounting problem.

**Measure 2:** One research case examining a tax issue will be assigned for students to complete in ACC 530, Advanced Tax. The case solutions will be analyzed to determine how well students assess and use appropriate professional research sources in solving this complex tax problem.

**Measure 3:** One research case examining an auditing issue will be assigned for students to complete in ACC 550, Advanced Auditing. The case solutions will be analyzed to determine how well students assess and use appropriate professional research sources in solving this complex auditing problem.
Benchmark results for Outcome 2 will be set at 75% of students satisfactorily identifying the research issue and source to solve the issue.

**Outcome 3: Use of Technology**  
Graduates of the MAC program are expected to understand, use, and manage the technological tools employed by accounting professionals.

**Measure 1:** ACC 510 (Accounting for Derivatives and Hedging) requires the development of an Excel spreadsheet that performs the required purchase price allocation in a business combination. Additional requirements include the computation of required amortizations associated with the allocations and the preparation of a consolidated worksheet for a particular year. The spreadsheet must be programmed to allow for variation in two key variables—purchase price and percentage of outstanding shares acquired by the parent company. This aspect of the assignment requires fairly sophisticated “if-then” statements in order to accommodate the range of possible outcomes. In addition, the consolidated worksheet is to be prepared on a separate worksheet with cell references across worksheets to retrieve data from the purchase price allocation. The spreadsheet will be used to measure a student’s ability to use and manage appropriate technology to solve complex accounting problems.

**Measure 2:** ACC 540 requires students to utilize Microsoft Visio flowcharting software to graphically render a business process. Specifically, students must demonstrate proficiency in the use of the flowcharting tool to visually represent the process flow of an IT sales application for a hypothetical entity given a written description of the various steps and procedures. This is designed to provide assurance that all sales are properly recorded and that only actual sales are entered into the accounting information system.

Benchmark results for Outcome 3 will be set at 75% of students satisfactorily using the technological tool and achieving correct results.

**Outcome 4: Communication**  
Graduates of the MAC program are expected to communicate effectively in accounting and business contexts.

**Measure 1:** One research case examining an auditing issue will be assigned for students to complete in ACC 533, Accounting and Tax Research. The case solutions will be analyzed to determine a student’s ability to communicate, in writing, research results that solve complex accounting problems to other professionals in a clear and concise manner.

**Measure 2:** One research case examining a tax issue will be assigned for students to complete in ACC 530, Advanced Tax. The case solutions will be analyzed to determine a student’s ability to communicate, in writing, research results that solve complex tax
problems to other professionals in a clear and concise manner.

**Measure 3:** One research case examining an auditing issue will be assigned for students to complete in ACC 550, Advanced Auditing. The case solutions will be analyzed to determine a student’s ability to communicate, in writing, research results that solve complex auditing problems to other professionals in a clear and concise manner.

Benchmark results for Outcome 4 will be set at students achieving an average score of “4” on the writing rubric grading scale of 1-6, and no student scoring below a 2.5. A score of “4” indicates that the writing shows GOOD use of language, while a score of “2.5” is mid-way between the writing showing ADEQUATE and BARELY ADEQUATE use of language.

**Outcome 5: Teamwork**
Graduates of the MAC program are expected to work effectively as a team member or team leader.

**Measure 1:** Group case analysis in ACC 540, IT Risks and Controls
- Measures ability to coordinate actions and solve problems jointly with other members of a professional team.

**Measure 2:** Group case analysis in ACC 519
**Measure 3:** Group case analysis in ACC 551

Benchmark results for Outcome 5 will be set at the point where on the standardized group evaluation form, each student receives ratings of “Usually” or “Always” on three of the five group dimensions, and does not receive any “Never” ratings.

**Outcome 6: Critical Analysis**
Graduates of the MAC program are expected to apply critical analysis and thinking techniques to solve problems in accounting and business related areas of inquiry.

**Measure 1:** One essay question that requires students to relate auditing requirements to the broader accounting and business environment will be assigned for students to complete on the final exam in ACC 550, Advanced Auditing. The question solutions will be analyzed to determine how well students apply critical analysis techniques to solve this complex auditing problem.

**Measure 2:** One essay question that requires students to relate financial accounting requirements to the broader accounting and business environment will be assigned for students to complete on the final exam in ACC 519, Applied Financial Management. The question solutions will be analyzed to determine how well students apply critical analysis techniques to solve this complex accounting problem.
Measure 3: One essay question that requires students to relate legal requirements to the broader accounting and business environment will be assigned for students to complete on the final exam in ACC 508, Advanced Business law. The question solutions will be analyzed to determine how well students apply critical analysis techniques to solve this complex legal problem.

Benchmark results for Outcome 2 will be set at 75% of students satisfactorily analyzing the exam question to solve the issue.
NC State University Board of Visitors
Summary of October 7, 2016 Meeting (cancelled)
Prepared by Charles A. Flink, Chair

Report prepared for NC State University Board of Trustees
November 18, 2016 Meeting

The Board of Visitors Meeting scheduled for October 7, 2016, was cancelled due to Hurricane Matthew. Chancellor Woodson, BOV Chair Chuck Flink, Secretary of the University PJ Teal, and Interim Assistant to the Chancellor for External Affairs Sarah Stone discussed the logistics of holding the BOV meeting, and agreed that it was more appropriate that members of the Board focus on their safety and the safety of their families. The meeting was not rescheduled.

New Members of the Board of Visitors
Chancellor Woodson and Chair Flink welcomed five new members to the Board of Visitors. The new members are: Brenda Brickhouse, W. Dwight Armstrong, Danny Peebles, Erik Dixon and General Ray Odierno.

University Capital Campaign Update
Four members of the Board of Visitors serve on the University Capital Campaign Committee: Chuck Flink, Judi Grainger, Henry Campen and Jon Rufty. Mr. Flink serves as the official representative of the BOV on the Committee. Chair Flink has been working with Vice Chancellor Sischo on an engagement strategy for the Board of Visitors. The goal is to have 100% participation of the BOV in various aspects of the Campaign.

Spring 2017 Meeting of the BOV
The next meeting of the Board of Visitors will take place on March 31, 2017.
OVERVIEW

It's On Us Week of Action (pg. 2)
Learn how we’re changing the narrative on sexual assault.

Voting Initiative & “Pack the Polls” (pg. 3)
Debate Watch Events, Transportation to the polls, NBC and BBC interviews

SG Appropriations (pg. 3)
$80,000 of fees were distributed to student organizations.

Student Government Town Halls (pg. 3-4)
Issues, in person.

Respect the Pack (pg. 4)
Nominated for the Association of College Unions International (ACUI) Collaborative Program of the Year Award.

International Flags (pg. 4)
Physical representation and celebration of home countries.

Resolution 35: Wolfpack Students Termination Act (pg. 5)
15,000 students and alumni, polarizing times, and what we’re doing about it.

President’s Roundtable & Chancellor’s Liaison (pg. 5)
Safety concerns around the College of Textiles; American Asian and Pacific Islander (AAPI) representation and support; Review and next steps in the racial climate movement.

Student fee process (pg. 6)
Concerns over the Gregg Museum Fee; Campus Enterprises: Rationale Behind Rejecting the Fee Increase.

Diversity Education Week (pg. 4)
Over 50 events, selection criteria aligning with the goals outlined of the Common Read: Just Mercy.

Racial Climate: An Escalation of Tension (pg. 7)
Acknowledging the movement and progressing forward.
STUDENT GOVERNMENT INITIATIVES

It's On Us Week of Action
The "It's On Us" Campaign is a cultural movement aimed at fundamentally shifting the way we think and talk about sexual assault. The campaign seeks to reframe the conversation surrounding sexual assault in a way that empowers, educates, and engages college students to do something, big or small, to prevent it.

- Safe At State: streamlined one stop shop for reporting acts of violence
  https://oied.ncsu.edu/titleix/submit-a-report/

- Sexual Assault Helpline 515-4444
  24/7 helpline for survivors of sexual and relationship violence and stalking

- Bystander Intervention Workshops done by members of The Movement

Student Government's goal is to teach students how to intervene in situations where they see consent has not been given, which ultimately means being better bystanders. Thus far, we have gotten hundreds of students to sign the It's on us pledge:

To RECOGNIZE that non-consensual sex is sexual assault.
To IDENTIFY situations in which sexual assault may occur.
To INTERVENE in situations where consent has not or cannot be given.
To REPORT any incident of sexual assault.
To EDUCATE ourselves and each other.
To CREATE a campus in which sexual assault is unacceptable and survivors are supported.
Student Government also hosted the first ever "It's On Us: Call to Action" program. The program featured guest speakers, including the Student Government Director of University Affairs Soraya Russell, Student Body President Paul Nolan, and Vice Chancellor and Dean of the Division of Academic and Student Affairs Dr. Mike Mullen. The Student Government Department of University Affairs is working on more strategic ways to reach a larger campus audience in the coming months.

Voting Initiative & "Pack the Polls"

Debate Watch Events
Student Government gathered students to watch the first and third Presidential debate. This is part of a larger Student Government initiative to educate students on the candidates and encourage students to participate in the political process.

Transportation to the Polls
The Division of Academic and Student Affairs is funding shuttles to the voting site on November 8, 2016. Student Government organized with NCSU Transportation to get the #5 Wolfline bus to transport to students to the early voting site.

NBC Interview
NBC News interviewed the Student Government Director of Diversity Outreach, Timira Conley in reference to early voting and the Pack the Polls initiative. She was also interviewed by the BBC in the week prior.

SG Appropriations
According to Student Government statutes, one-third of all money received by Student Government must be appropriated to student organizations. During the Fall appropriations cycle, $80,000 of fees were distributed to student organizations.

Student Government Town Halls
Student Government has developed a series of Town Halls for the academic year, covering a variety of issues.
August 26, 2016 // Town Hall on Student Government
September 29, 2016 // Town Hall on Diversity and Racial Climate
October 27, 2016 // Town Hall on the Division of Academic and Student Affairs

Respect the Pack
The Student Government’s 2016 “Respect the Pack” event is being nominated for the Association of College Unions International (ACUI) Collaborative Program of the Year Award.

Recap of the event from the September 15, 2016 Report
Respect the Pack: Led by Director of Diversity Outreach, Timira Conley, and inspired by racial slurs being spray-painted in the Free Expression Tunnel, Respect the Pack encapsulates the often harsh reality faced by many students on campus, and what we as a Wolfpack community can do to create a more welcoming, safe, and inclusive environment. This year’s event was one of the most successful in its history with hundreds of students in attendance interacting with information tables, song, dance, spoken word, media and a number of key speakers.

Diversity Education Week
Diversity Education Week, organized by Student Government Director of Diversity Outreach Timira Conley, UAB Diversity Activities Chair Nyla Ruiz, and OIED, had over 50 events during the week of Oct. 17th-21th, the most ever in its history. Unique to this year’s week were the inclusion of selection criteria aligning with the goals outlined of the Common Read “Just Mercy” selected by New Student Programs.

International Flags
Student Government is spearheading an initiative to return the international flags to Talley Student Union. Before the Talley renovation project, the building had a Hall of Flags which represented the international diversity at the university. The Hall was removed in the renovation, therefore Student Government is working to identify a new location to showcase the flags of every country in which a student is studying at NC State. Student Government is working in coordination with the Office of International Services to address flag etiquette and international concerns with flag representation.
Resolution 35: Wolfpack Students Termination Act

“Wolfpack Students” is a Facebook group, created in 2010 as a Student Government public outreach initiative. The official description is as follows: “Wolfpack Students was created by Student Government as a method to exchange student opinions, provide policy updates, and gather feedback on SG initiatives. The group operates under the moderation of Student Government to ensure all voices of the Pack are heard.” Wolfpack Students has over 15,000 students and alumni as part of the group. There has been significant harassment by individuals on Wolfpack Students; the current political rhetoric of the national Presidential election has incited much discourse among many other issues. Resolution 35 failed by a significant majority (2 yes, 46 no, 2 abstain; 5 absent) in the Student Senate with many agreeing that termination of the group was not the best approach. A task force, led by the Student Body Chief of Staff Colin Beamer, is actively working to set and enforce community standards for Wolfpack Students.

President’s Roundtable & Chancellor’s Liaison

Student Government hosts the President’s Roundtable, a gathering of student leaders that represent almost every corner of student involvement. The meetings serve as a time for student leaders to convey concerns about the communities they represent. During Roundtable, Student Government actively addresses and resolve concerns. If student solutions cannot be generated in the President’s Roundtable or warrant significant administrative attention, the concern is then sent to Chancellor’s Liaison. Temporary, voluntary student committees are formed in the intermediate weeks between President’s Roundtable and Chancellor’s Liaison to conduct research and propose solutions.

Issues brought to Chancellor’s Liaison
- Safety concerns around the College of Textiles
- American Asian and Pacific Islander (AAPI) representation and support
- Review and next steps in the racial climate movement
STUDENT FEE PROCESS

Concerns over the Gregg Museum Fee
During the Senate meeting, students asked about the fee that had been collected for the Gregg Museum since its closure for the construction of the new building. Ideally, these funds would have been maintained in a separate line item to support the opening of the new building. Instead, representatives were unable to answer what those funds were supporting during this interim period. Furthermore, the fee requesters had the audacity to propose a fee increase to adequately support the increased operational funds needs for the new Gregg Museum. Students, seeing the Gregg Museum as a priority, approved the fee increase under the Student Center Repair & Renovations (DASA) request.

Campus Enterprises: Rationale Behind Rejecting the Fee Increase
Talley Student Union is not accessible for students to use as far as using space in the building. The excessive cost has resulted in student organizations having to get outside funding sources like Student Government appropriations. Alternatively, students are resorting to hosting their events outside of the union which contrast the intended purpose of the union.

Campus Enterprises has initiated a “fund” for new student organizations to seek funding to host events within the union. Rather than reducing the initial cost to students organizations and making it more accessible to all students, they are effectively limiting the use of the building to outside organizations and companies that have the financial resources to dedicate to large events. It is imperative that the Student Union is serving the students who already pay a fee to support its use.

Through high service costs associated with the use of the building in addition to price gouging in regard to catering services, it is becoming increasingly difficult for students to rationalize hosting their events in the union. The management of this building, if continued, will effectively drive out the students out of their own union.
RACIAL CLIMATE: AN ESCALATION OF TENSION
ACKNOWLEDGING THE MOVEMENT AND PROGRESSING FORWARD

The shooting of Terence Crutcher in Tulsa, Oklahoma brings national attention back to the Black Lives Matter movement and further opens dialogue on race relations. The shooting of Keith Scott in Charlotte brings the focus of race relations to North Carolina. Many NC State students call Charlotte home. The shootings surfaced emotions for those who recognize that racial tension and struggles are real on NC State’s campus and nationally. The lived experience for students of color has been a constant topic of discussion for years on this campus. Tensions increased, especially with one of the shootings happening so close to home.

As a result, a group of students organize a Blackout and Die-in protest to express solidarity with Charlotte and national issues regarding race. The protest further highlights legitimate concerns with NC State University regarding racial diversity and inclusion.

A group of students leaders then released “This is not ‘our’ State” video which showcases the lived experiences, thoughts, and emotions of several students of color at NC State. Per the students’ opinions, the video further reveals inadequacy within the institution with regard to racial diversity and the issue of tokenizing minority students.

**Student Government Town Hall**
The purpose of this initiative is to create open dialogue between students, faculty, and staff regarding an array of topics. The Town Halls are an ongoing series of discussions that will take place once a month, each one focusing on a different issue. Some of the discussions will include: racial climate, sexual assault, mental health, university departments and more. Each discussion will have a faculty speaker who is familiar with the issue, and aware of action being taken to combat student concerns. An array of faculty, staff, and students will be present to create productive dialogue and ultimately generate solutions. This initiative serves to inform students about ongoing strategies to enhance their experience at NC State, as well as creating new ones.
Faculty/Staff Speaker Talking points
1. Support for Asian and Pacific Islander students through MSA (Dr. Tracey Ray)
2. Group of Diversity Educators (Dr. Tracey Ray)
3. Prayer Space (Dr. Tracey Ray)
4. Mandatory Diversity Course (Dr. Barbara Kirby)
5. Diversity Training for Student Organization Leaders (Deborah Felder)
6. Bias Incident Response Team (Reginald Barnes)
7. Diversity Training happening for faculty and staff (Dr. Linda Smith)

Following the presentation, students were given the opportunity to articulate their lived experiences. Student Government planned the Racial Climate Town Hall months in advance but it occurred at a critical time at NC State. Two days prior, a student group text was released which contained racial remarks. This left students, faculty, and staff with much hurt, frustration, and emotion. Students and administration used this time and space to express some of those thoughts and frustrations. Student Government plans to host a follow-up Racial Climate Town Hall in the coming months to discuss progress.

Below are a list of student leaders that have played a vital role in working with the university to begin discussions on how we move forward.

Paul Nolan, Student Body President
Brayndon Stafford, Student Body Vice President
Kamrie Risku, Executive Vice President of the Union Activities Board
Dejah Barnes, Black Students Board Chair for the Union Activities Board
Nyla Ruiz, Diversity Activities Board Chair for the Union Activities Board
Malik Zeigler, Co-President of the Society of Afrikan American Culture
Cidni Ford, Co-President of the Society of Afrikan American Culture
Ryan Barnes, President of the National Pan-Hellenic Council
Johnia Murray, Chair of the African American Student Advisory Council
Soraya Russell, Student Government Director of University Affairs
Timira Conley, Student Government Director of Diversity Outreach
Belton Moore, Student Government Senator
Yerson Padilla, Multicultural Greek Council representative
Alaisha Glenn, first-year student
Nina Ondona, Asian Students in Alliance representative
Going Forward
Moving from here, Student Government will serve to advocate for underrepresented groups and address flaws in the institution. In response to recent events, the university has announced a series of task forces and committees to improve diversity and "inclusion." Details are listed below.

- **Task Force on the General Education Program;** Led by Dr. Mike Mullen in the Division of Academic and Student Affairs, reference the UDAC recommendations below
- **Task Force on Admissions;** Co-Chaired by Dr. Mike Mullen (Vice Chancellor and Dean of the Division of Academic and Student Affairs) and Brayndon Stafford (Student Body Vice President); the goal is to “recruit, retain, and graduate students from underrepresented groups”
- **“Diversity” landing page on the ncsu.edu homepage;** This will serve as a gateway to all that NC State is doing regarding diversity
- **University Diversity Advisory Council (UDAC) Recommendations:**
  1. **Cultural Competency (led by Dr. Linda Smith, OIED)**
     1.1.1. Adopt professional competency levels.
     1.1.2. Establish outcomes and expectations for those within the campus community, assessing progress individually and on a unit/division level.
     1.1.3. Develop and make available training and/or educational opportunities for the campus community.
  2. **GEP**
     2.1. Encourage discussion and review of the U.S. diversity course GEP requirement
     2.2. Diversity Course Requirement (led by Dr. Mike Mullen, DASA) including:
         2.2.1. What does it mean to qualify as a U.S. diversity course?
         2.2.2. What courses currently are on the list?
         2.2.3. What do we want to satisfy with a course requirement?
         2.2.4. Determine the need for a stand alone cultural competency course for all undergraduate students.
3. **Communication (led by Mr. Brad Bohlander, University Communications)**
   3.1. Educate the campus community regarding the Bias Incident Response Team.
   3.2. Incorporate cultural messaging broadly to reflect the diversity within our campus
   3.3. Facilitate marketing efforts regarding awareness campaigns and promotion of events like Diversity Education Week.

4. **Student Government Action Items (led by Ms. Justine Hollingshead, DASA)**
   4.1. Continue discussion of, and assist with implementation of key action items, where appropriate, as identified by the Student Government town hall that occurred in January 2016.

---

**Paul R. Nolan III**  
Student Body President  

4251H Talley Student Union  
Raleigh, NC 27695  
nсу.edu/sg | sbp@ncsu.edu