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 12, 2019 Minutes (open & closed session) 7.1A
B. Center and Institute Requests 7.1B
   a. Request to Continue - North Carolina Institute for Climate Studies (NCICS)
   b. Request to Continue - Kenan Institute for Engineering, Technology and Science (KIETS)
C. Conferral of Tenure Requests 7.5

2. REQUESTED ACTION

✓ A. Consideration of Campus Initiated Tuition Increase and Student Fees 7.2A
   Presenters: Chancellor W. Randolph Woodson, Executive Vice Chancellor and Provost Warwick Arden and Interim Vice Chancellor Lisa Zapata
✓ B. Revisions to Policy 05.20.01 Appointment, Reappointment, Promotion and Permanent Tenure 7.2B
   Presenter: Warwick Arden, Executive Vice Chancellor and Provost
   Rationale: Edits to align with recent revisions to UNC Code and for clarification purposes.
✓ C. Revisions to Policy 05.25.01 Faculty Grievance and Non-Reappointment Review 7.2C
   Presenter: Warwick Arden, Executive Vice Chancellor and Provost
   Rationale: Edits to align with recent revisions to UNC Code.

✓ Denotes full Board approval required
3. REPORTS

A. Staff Senate Report
   Presenter: Janice Sitzes, Chair

B. Provost Update (no materials)
   Presenter: Warwick Arden, Executive Vice Chancellor and Provost
   a. Update on Current Initiatives
   b. Faculty Retention Report

4. TOPIC OF INTEREST/COMMITTEE DISCUSSION

A. The Experiential Library: A Platform for Teaching, Learning, and Research
   Presenter: Greg Raschke, Senior Vice Provost and Director of Libraries

5. CLOSED SESSION

6. RECONVENE OPEN SESSION

7. ADJOURN

✓ Denotes full Board approval required
CONSENT
AGENDA
ITEMS
The University Affairs Committee of the Board of Trustees of North Carolina State University met September 12, 2019 in the Winslow Hall Conference Room.

Members Present:        Stan Kelly, Committee Chair
                        Emma Carter
                        Jimmy Clark
                        Jim Harrell
                        Ven Poole
                        Ron Prestage

Chair Kelly called the meeting to order at 1:16 p.m. The roll was called and a quorum was present. He asked members and others in attendance to introduce themselves.

All members of the committee were reminded of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act. It was 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.

Committee Responsibilities and Plan of Work
Provost Arden provided a brief overview of the committee’s responsibilities. He noted the committee uses a consent agenda format to approve items that have been through comprehensive evaluation processes on campus, e.g., conferral of tenure requests, center and institute requests and new academic programs. He also noted a committee member may request an item be pulled from the consent agenda for discussion as needed.

In reference to the committee’s plan of work for the year, Provost Arden explained the plan is a working document and can be updated as the year progresses. He stated much of the committee’s work is prescribed by policy; however, utilization of the consent agenda will allow time for brief presentations on topics of interest. Chair Kelly encouraged committee members to share ideas with him or the Provost on any topics they would like discussed.

Consent Agenda
Chair Kelly asked Provost Arden to provide more detail for item B (a) on the Consent Agenda. Provost Arden explained that the FREEDM Center is a National Science Foundation (NSF) - funded Engineering Research Center that focuses on the electric power grid. The Center has undergone its second five-year review and is very successful. The most recent periodic review conducted by NSF noted the Center’s 10 year annual report provided limited information about assessment of the Center’s education programs. In its response to the NSF report, the Center provided details on assessment to augment the year 10 annual report. Provost Arden further explained that annual reporting on assessment of the Center’s educational programs is not a university-level requirement.

In response to a question about time-limited options for distinguished professorships, Provost Arden explained that the overwhelming majority of NC State’s distinguished professorships are offered to professors for the duration of their careers at NC State; however, sometimes a donor agreement indicates the professorship may be awarded for a specific term, such as five years, and this time-limited designation requires Board of Trustees approval. Allowing for this option in the agreement provides the university with maximum flexibility in awarding these professorships over time. The approval applies only to those endowed distinguished professorships seeking matching funds available through the state’s Distinguished Professors Endowment Trust Fund (DPETF).

A motion was made by Mr. Clark to approve the consent agenda items which included approval of the July open and closed session meeting minutes; continuation of the Future Renewable Electric Energy Delivery and Management Systems Center (FREEDM); and designation of a time limited option for two distinguished professorships. Dr. Prestage seconded the motion. The motion carried.
Reports
Dr. Louis Hunt, Senior Vice Provost for Enrollment Management and Services, gave the annual enrollment report. He explained the numbers in his presentation have been updated as of Census Day and are therefore more current than the numbers found in the materials. Overall enrollment for Fall 2019 was 36,302, which is the largest in NC State's history. The freshman cohort was among the largest and most accomplished in the university's history. For Fall 2019, the university enrolled 4,772 new freshmen and 1,306 new transfer students. The Fall 2019 freshman cohort is the first in NC State's history to have more female students than male. Programs that are in place to shape the class and enhance student success, such as the Community College Collaboration (C3), were discussed. Finally, by using interactive SAS software, Dr. Hunt was able to demonstrate to the committee the university's data analytics capabilities in the area of enrollment management.

Next, Student Body President Emma Carter provided an update. Student Government has collaborated with other campus units to improve parking and access for ROTC students who have early morning class requirements. Student Government is also working with the Office for Institutional Equity and Diversity to consider ways an online diversity competency training program would work at NC State. A program that is being used at the University of Illinois at Urbana-Champaign is of particular interest and further research is being conducted. The annual Respect the Pack diversity and inclusion event was held on August 20. Student Government has worked with Campus Enterprises to move the Interfaith Prayer Space solely to Talley Student Union. Campus Enterprises will monitor traffic to the space and access the need for a second space at the end of the academic year. Finally, President Carter highlighted the 2019-2020 Student Government Executive Officers and shared information regarding some of the internships held by Student Government members over the summer.

Dr. Hans Kellner, Chair of the Faculty, provided an overview of the Faculty Senate, including its history and current configuration. The Faculty Senate, now in its sixty-sixth session, consists of 37 members elected by the colleges. The Chair of the Faculty is elected by the General Faculty for a two-year term. This is Dr. Kellner's second term as chair; he also chaired the faculty from 2011-2013. The Faculty Senate has had two meetings this academic year. At the next meeting, the Office of Faculty Affairs will provide a refresher on policies, rules and regulations and the Senate will hear from new Athletics Director, Boo Corrigan. A general faculty meeting will be held in October. Chair Kellner shared that one of his principal goals is to strengthen and support the pipeline of faculty leadership, particularly for the Chair role.

Chancellor Woodson shared that Dr. William L. Roper, Interim UNC System President, will deliver the December commencement address.

Provost Arden provided an overview of initiatives for the academic year including an update on leadership searches and transitions; the strategic planning process, construction of the Academic Success Center in D.H. Hill Library which is planned to open in August 2020; and the five-year report to NC State’s accrediting body – SACS COC (Southern Association of Colleges and Schools Commission on Colleges) that is due in March 2020.

Closed Session
A motion was made by Mr. Clark, and seconded by Dr. Prestage, to go into closed session to prevent the premature disclosure of an honorary degree or award; to establish the amount of compensation and other materials 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. The motion carried.

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

Dr. Prestage moved to approve the personnel items discussed in Closed Session related to the approval of an addendum to a head coach employment agreement and the appointment and initial salary of a Dean. Mr. Clark seconded the motion. The motion carried.

With no further business, Chair Kelly announced the meeting adjourned at 2:54 p.m.

_____________________________
Stan Kelly, Chair
MEMORANDUM

TO: W. Randolph Woodson  
   Chancellor  
   NC State University

FROM: Mladen A. Vouk  
   Vice Chancellor for Research and Innovation  
   NC State University

SUBJECT: Recommendation to continue the NC Institute for Climate Studies (NCICS) under Regulation 10.10.04

DATE: September 24, 2019

The NC Institute for Climate Studies (NCICS) was established in January 2011 by the Board of Governors as a UNC System Multi-Campus Institute administered by the NC State Vice Chancellor for Research.

NCICS’ primary activity is the operation of a National Oceanic and Atmospheric Administration (NOAA) Cooperative Institute (CI). Initial NOAA CI support to NCICS for the operation of the Cooperative Institute for Climate and Satellites-North Carolina (CICS-NC) was provided through the competitively awarded Cooperative Agreement NA09NES4400006 in the amount of $27.6M for the period of July 2009 – June 2014. NCICS was reviewed in November 2012 by its principal federal funding agency, NOAA, and received an overall rating of “Outstanding”. NOAA certified that the Institute’s vision and operations are aligned closely with NOAA goals, and commended its research, management, outreach and education efforts during the first four years of the Institute’s existence. Following the successful science and administrative review, NOAA CI support for CICS was renewed/extended for a second 5-year term under NOAA cooperative agreement (NA14NES4320003) for the period July 2014 – June 2019 providing an additional $27.3M to NCICS. From July 2012 - June 2019, NCICS also received $4M in other extramural support from NASA, NSF, DoD, CDC, and DoE as well as several private-industry project awards.

While NOAA CIs are intended to provide a long-term institutional relationship between NOAA and external academic partner(s), NOAA CI Policy allows CI awards to be renewed only once based on the outcome of the 4th year review. After 10 years, academic institution(s) must again compete for a new (or replacement) CI award. In response to a 2019 Federal Funding Opportunity (RFP number NOAA-NESDIS-NESDISPO-2019-20061250), North Carolina State University and the University of Maryland (UMD; the lead institution and Prime recipient of the NOAA CI awards above) submitted a joint proposal for a new NOAA CI award. This proposal requested a total of $175M (including $45M for NCSU/NCICS) for the period July 2019 – June 2024 under the new NOAA CI, the Cooperative Institute for Satellite Earth System Studies (CISESS). CISESS will continue the activities initiated during the first decade under CICS as well as broaden the scope of efforts to include the fuller documentation of the natural atmosphere-ocean-land-biosphere components of the Earth system and how they interact with human activities as a coupled system. NCICS will continue and expand the scope of its activities supporting NOAA’s National Centers for Environmental Information as well as other NOAA programs and initiatives.
Following NOAA's full competitive solicitation review, UMD was notified of successful award on May 31, 2019, and received Cooperative Agreement NA19NES4320002 in June 2019. As of September 15, 2019, UMD is in the process of issuing a federal flow-down sub-award to NCICS/NC State for operation of the North Carolina CISESS location. NC State views the review of NCICS operations and receipt of this award as the most recent indication of the principal agency's commitment to the Institute and approval of Institute operations.

Given NOAA's most recent enthusiastic evaluation of NCICS and the receipt of a new five-year Cooperative Agreement, I request continuance of the Institute in compliance with Reg. 10.10.04.

MAV/mh

cc: Otis Brown, Director, NCICS
    Jonathan Horowitz, Associate Vice Chancellor for Research
    Larisa Slark, Centers and Institutes Specialist
MEMORANDUM

TO: Mladen Vouk
Vice Chancellor for Research and Innovation

FROM: W. Randolph Woodson
Chancellor

SUBJECT: Recommendation to continue the NC Institute for Climate Studies (NCICS) under Regulation 10.10.04

DATE: September 25, 2019

In response to your Memorandum dated September 24, 2019, authorization is hereby granted to forward the request to continue the NC Institute for Climate Studies (NCICS) to the Board of Trustees for approval.

WRW/mh

cc: Otis Brown, Director, NCICS
Jonathan Horowitz, Associate Vice Chancellor for Research
Larisa Slark, Centers and Institutes Specialist
MEMORANDUM

TO: W. Randolph Woodson
    Chancellor
    NC State University

FROM: Mladen A. Vouk
      Vice Chancellor for Research and Innovation
      NC State University

SUBJECT: Recommendation to continue the Kenan Institute for Engineering, Technology and Science (KIETS) under Regulation 10.10.04

DATE: October 24, 2019

The Kenan Institute for Engineering, Technology and Science (KIETS) was established by the UNC System Board of Governors in July 1992. The Institute’s mission is to develop partnerships in basic research, education, commercialization and public outreach dedicated to the advancement of science, engineering and technology as a force in improving the economic and social well-being of the nation and the world.

In accord with Regulation 10.10.04, a periodic (five-year) review of KIETS was conducted in July 2019. The consensus review provided by the Review Team indicates that (i) Institute operations are aligned with its mission and charter, (ii) the Institute successfully leverages its funds to drive activities that are impactful across the state of NC, and, (iii) the Institute’s strategies are used as a model for additional inter- and multi-disciplinary activities conducted by NC State.

The Review Team’s recommendations for the future focused on the need for succession planning by KIETS leadership, pursuit of additional extramural funding opportunities, as well as broader dissemination of the results of the Institute’s programs and activities. Each of these recommendations were accepted by the Institute and will be acted upon as part of the Institute’s updated strategic plan.

Given the effectiveness of ongoing operations within the Institute, the NC State Office of Research and Innovation and the Provost’s Office request continuance of KIETS as a University Institute as sanctioned by the Board of Trustees. I request your approval of this recommendation.

MAV/mh

cc: Ruben Carbonell, Director, KIETS
    Jonathan Horowitz, Associate Vice Chancellor for Research
    Larisa Slark, Centers and Institutes Specialist
MEMORANDUM

TO: Mladen Vouk
  Vice Chancellor for Research and Innovation

FROM: W. Randolph Woodson  
  Chancellor

SUBJECT: Recommendation to continue the Kenan Institute for Engineering, Technology and Science (KIETS) under Regulation 10.10.04

DATE: October 25, 2019

In response to your Memorandum dated October 24, 2019, authorization is hereby granted to forward the request to continue the Kenan Institute for Engineering, Technology and Science (KIETS) to the Board of Trustees for approval.

WRW/mh

cc: Ruben Carbonell, Director, KIETS
    Jonathan Horowitz, Associate Vice Chancellor for Research
    Larisa Slark, Centers and Institutes Specialist
Conferral of Academic Tenure:

The information regarding conferral of academic tenure is included in the Closed Session Materials – Tab 7.5A.
REQUESTED ACTION ITEMS
MEMORANDUM

TO: NC State University Board of Trustees

FROM: Chancellor W. Randolph Woodson

SUBJECT: Recommendations for 2020-2021 Campus Initiated Tuition Increases (CITI) and Student Fees

DATE: November 4, 2019

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 Executive Vice Chancellor and Provost Warwick Arden and Student Body President Emma Carter, and a Fee Review Committee (FRC), co-chaired by Interim Vice Chancellor for Academic and Student Affairs Lisa Zapata and Student Senate President Mitchel Moravec, 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:

2020-21
- Continue guaranteed 8/10 semester fixed tuition rate for undergraduate residents enrolled as of Fall 2016
  - ($163 CITI = 2.5%) Undergraduate Residents
  - ($800 CITI = 3%) Undergraduate Nonresidents
  - ($227 CITI = 2.5%) Graduate Residents
  - ($1057 CITI = 4%) Graduate Nonresidents

The TRAC Committee recommends that the additional tuition revenues be used to:

2020-21
- Contribution to need-based Financial Aid: recommended allocating $2,393,517 million [which equals 33.7%]
- provide funding to the Graduate Student Support Plan: recommended allocating 1,642,250 [23.1%]
- improve the quality and accessibility of the NC State educational experience: recommended allocating 2,069,350 [29.1%]
- provide funding for faculty promotional increases: recommended allocating $1,000,000 [which equals 14.1%]

The Fee Review Committee recommended the following fees for NC State students for the 2020-21 academic year:

The committee recommends an increase in fees of $17.85. This would represent an increase of .70% on all fees. Total fees for undergraduates would be $2,583.45 under this proposed fee schedule.

The Campus Security Student Fee was established for the fall of 2016 by the UNC Board of Governors. Universities have not been allowed to request increases in the fee since established. However, this year after the Student Government's review process was nearly complete, we
received notification that requests to increase this fee for the Fall of 2020 would be allowed. Because of the late notice, the Student Government voted to not consider the proposed increase. The Fee Review Committee voted to support the Student Government's recommendation not to consider the request.

I am requesting the trustees consider including the recommended $10.40 increase in the Campus Security Fee. Given the growth of our student body and additional pressures on the safety and security of our campus, I believe this increase in fees is reasonable. I am also recommending that we reduce the Student Center Programming Fee increase request by $3.00 as the request included a similar position to the one requested in the Campus Security Fee.

Therefore, the total recommendation for increase in fees is $25.25 representing an increase of 0.98%. Total fees for undergraduates would be $2,590.85 under the revised proposed fee schedule.

Thank you for your consideration of my 2020-2021 CICI and fee recommendations.

Attachments

cc: Warwick Arden, Executive Vice Chancellor and Provost
    Charlie Maimone, Vice Chancellor, Finance and Administration
    Lisa Zapata, Interim Vice Chancellor, Division of Academic and Student Affairs
MEMORANDUM

TO: W. Randolph Woodson
Chancellor

FROM: Warwick A. Arden
Executive Vice Chancellor and Provost
Emma Carter
President, Student Body

SUBJECT: Report of the 2019-20 Tuition Review Advisory Committee Regarding Campus Initiated Tuition Increase (CITI)

DATE: November 4, 2019

The Tuition Review Advisory Committee (the Committee) submits the following campus initiated tuition increase (CITI) for 2020-21.

The Committee recognizes that final authority for recommending tuition increases to the North Carolina Legislature rests with the UNC System Office and the UNC Board of Governors. Information received from the UNC System was shared with the committee as follows:

✓ For 2020-21, UNC-Board of Governors will allow up to 3% to be considered for on campus-initiated tuition increase for resident undergraduate students.
✓ For 2020-21, increases are allowed for nonresident undergraduate students following the traditional process and be market driven.
✓ For 2020-21, graduate tuition increases will be considered and should follow the Board’s tuition and fee policy.

Two committee meetings were scheduled [September 26 and October 4]. These meetings were well attended, and members engaged in thoughtful discussions during each meeting. The committee received directions from the UNC System office at the first meeting. The Committee proceeded with the CITI review and recommendation process for all students. Members reviewed and discussed relevant information relating to tuition, evaluated available data, and formulated CITI recommendations for the 2020-21 fiscal year.

During the committee’s meeting cycle, it was discussed that there is a desire among students to remain conservative as tuition is always considered when deciding on a school. There is also a desire to stay competitive with peer institutions. NC State will remain in the lowest quartile for resident undergraduate tuition. The Committee reviewed several scenarios and agreed to keep a modest approach. However, while the Committee understood the importance of remaining a good value, it also recognized and discussed the importance of understanding that with the inflation and cost of education we cannot continue to provide the same level of quality of our educational product with little or no increase in tuition.
Ultimately, the committee recommended the following: 2.5% for resident undergraduate students, 3% for nonresident undergraduate students, 2.5% for resident graduate students and 4% for nonresident graduate students.

The committee discussed and recommended percentages for allowable uses. It was determined that we would need approximately $1 million for faculty promotional increases and $1,642,250 to hold the GSSP harmless. The committee then discussed best scenarios for financial aid and came up with the following final recommendations: as previously stated, $1,000,000 for Faculty Promotional Increases (14.1%), $1,642,250 for GSSP (23.1%), $2,393,517 for Financial Aid (33.7%) and $2,069,350 for Quality & Accessibility (29.1%). The committee also recommended that any unused funds from the GSSP and faculty promotional increases be allocated to quality and accessibility.

At its October 4th meeting where the above was discussed, the Committee completed its work by voting and approving the recommended percent tuition increase for four student categories and the percent allocation for four expenditure categories. The vote was unanimous. The Committee includes 11 voting members and 6 non-voting members; 10 out of 11 voting members cast votes.

The Committee approved the following campus initiated tuition increase (CITI) recommendations:

2019-20
- Continue guaranteed 8/10 semester fixed tuition rate for undergraduate residents enrolled as of Fall 2016
  - ($163 CITI = 2.5%) Undergraduate Residents
  - ($800 CITI = 3%) Undergraduate Nonresidents
  - ($227 CITI = 2.5%) Graduate Residents
  - ($1057 CITI = 4%) Graduate Nonresidents

The Committee recommends that the additional tuition revenues be used to:

2019-20
- Contribution to need-based Financial Aid: recommended allocating $2,393,517 million [which equals 33.7%]
- provide funding to the Graduate Student Support Plan: recommended allocating 1,642,250 [23.1%]
- improve the quality and accessibility of the NC State educational experience: recommended allocating 2,069,350 [29.1%]
- provide funding for faculty promotional increases: recommended allocating $1,000,000 [which equals 14.1%]

If you have questions or would like further information, please let us know.

WAA/kmw
### Final Tuition Recommendation for 2020-21

<table>
<thead>
<tr>
<th>Student Categories:</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Projected FTEs</td>
</tr>
<tr>
<td>Undergraduate Residents (Guaranteed – All But New Cohort)</td>
<td>14,131</td>
</tr>
<tr>
<td>Undergraduate Residents</td>
<td>2.50%</td>
</tr>
<tr>
<td>Undergrad Nonresidents</td>
<td>3.00%</td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>2.50%</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>4.00%</td>
</tr>
<tr>
<td>Total</td>
<td>28,482</td>
</tr>
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</table>

#### Proposed Use:

<table>
<thead>
<tr>
<th>% Allocation</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need-based Financial Aid</td>
<td>33.7%</td>
</tr>
<tr>
<td>Graduate Student Support Plan (GSSP)</td>
<td>23.1%</td>
</tr>
<tr>
<td>Improve Quality &amp; Accessibility</td>
<td>29.1%</td>
</tr>
<tr>
<td>Faculty Promotional Increases</td>
<td>14.1%</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>1,750</td>
<td>$227</td>
</tr>
<tr>
<td>Non-State Supported Graduate Students</td>
<td>1,500</td>
<td>$1,057</td>
</tr>
<tr>
<td>Differential in Tuition Remission</td>
<td>1,500</td>
<td>$830</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
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#### Summary

<table>
<thead>
<tr>
<th>Increase</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition 2019-20</td>
<td>Amounts</td>
</tr>
<tr>
<td>$6,535</td>
<td>$163</td>
</tr>
<tr>
<td>$26,654</td>
<td>$800</td>
</tr>
<tr>
<td>$9,095</td>
<td>$227</td>
</tr>
<tr>
<td>$26,421</td>
<td>$1,057</td>
</tr>
</tbody>
</table>

- FTEs include On-Campus Regular term and CVM portion of Vet Med students. DE and DVM not included here.
- Undergraduate Residents have a guaranteed rate, except for the 5,500 FTE assumed to be in the new freshmen (and new transfers-in) undergraduate cohort.
- 14,131 of Undergraduate Resident FTEs are assumed to be in the existing cohorts with guaranteed rates.
## NCSU

### Tuition and Fee Proposals for 2020-21

#### 2020-21 Tuition

<table>
<thead>
<tr>
<th>Tuition Category</th>
<th>2019-20 Tuition</th>
<th>Proposed Increase</th>
<th>% Change</th>
<th>Revenue Generated</th>
<th>2020-21 Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Resident</td>
<td>$6,535.00</td>
<td>$163.00</td>
<td>2.5%</td>
<td>$937,808</td>
<td>$6,698.00</td>
</tr>
<tr>
<td>Undergraduate Nonresident</td>
<td>$26,654.00</td>
<td>$800.00</td>
<td>3.0%</td>
<td>$2,439,171</td>
<td>$27,454.00</td>
</tr>
<tr>
<td>Graduate Resident</td>
<td>$9,095.00</td>
<td>$227.00</td>
<td>2.5%</td>
<td>$960,906</td>
<td>$9,322.00</td>
</tr>
<tr>
<td>Graduate Nonresident</td>
<td>$26,421.00</td>
<td>$1,057.00</td>
<td>4.0%</td>
<td>$3,451,304</td>
<td>$27,478.00</td>
</tr>
</tbody>
</table>

Estimated Total Revenue Generated: $7,789,189

#### Proposed Expenditures:

- Inflationary Adjustments: 0, 0.0%
- Faculty and Staff Retention: $1,000,000, 12.8%
- Expanded Institutional Opportunities: $2,466,112, 31.7%
- Student Services: 0, 0.0%
- Academic Support: $287,310, 3.7%
- Course redesign and instructional redesign to support faculty: 0, 0.0%
- Technology Improvements: 0, 0.0%
- Other: $4,035,767, 51.8%

**Total - Proposed Expenditures**: $7,789,189 (100.0%)

#### 2020-21 Fees

<table>
<thead>
<tr>
<th>General Fees and Debt Service</th>
<th>2019-20 Fees</th>
<th>Proposed Increase</th>
<th>% Change</th>
<th>2020-21 Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics</td>
<td>$232.00</td>
<td>$0.00</td>
<td>0.0%</td>
<td>$232.00</td>
</tr>
<tr>
<td>Health Services</td>
<td>$407.00</td>
<td>0.00</td>
<td>0.0%</td>
<td>$407.00</td>
</tr>
<tr>
<td>Student Activities</td>
<td>$679.32</td>
<td>$9.35</td>
<td>1.4%</td>
<td>$688.67</td>
</tr>
<tr>
<td>Educational &amp; Technology</td>
<td>$439.28</td>
<td>0.00</td>
<td>0.0%</td>
<td>$439.28</td>
</tr>
<tr>
<td>Campus Security</td>
<td>$30.00</td>
<td>$10.40</td>
<td>34.7%</td>
<td>$40.40</td>
</tr>
<tr>
<td><strong>Subtotal - General Fees</strong></td>
<td><strong>1,787.60</strong></td>
<td><strong>19.75</strong></td>
<td>1.1%</td>
<td><strong>1,807.35</strong></td>
</tr>
<tr>
<td>Debt Service *</td>
<td>$572.00</td>
<td>0.00</td>
<td>0.0%</td>
<td>$572.00</td>
</tr>
<tr>
<td>ASG Fee</td>
<td>$1.00</td>
<td>0.00</td>
<td>0.0%</td>
<td>$1.00</td>
</tr>
<tr>
<td><strong>Total Proposed UG Fees</strong></td>
<td><strong>$2,380.35</strong></td>
<td><strong>$19.75</strong></td>
<td>0.8%</td>
<td><strong>$2,380.35</strong></td>
</tr>
<tr>
<td>Proposed UG Resident Tuition &amp; Fees</td>
<td>$8,895.60</td>
<td>$19.75</td>
<td>0.8%</td>
<td>$9,078.35</td>
</tr>
</tbody>
</table>

*The debt service line should capture the total debt service fee (all debt projects) and the total proposed increases.*
TUITION REQUEST FORM

NCSU

Regular Campus-Initiated Tuition Increases for 2020-21

<table>
<thead>
<tr>
<th>Requested Campus-Initiated Tuition Increase</th>
<th>2020-21 Tuition Increases</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Reg. Term Annual Increment</td>
</tr>
<tr>
<td>Undergraduate Residents</td>
<td>$163.00</td>
</tr>
<tr>
<td>Undergraduate Nonresidents</td>
<td>$800.00</td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>$227.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$1,057.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE SCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Residents (Fall 2020)</td>
</tr>
<tr>
<td>Undergraduate Residents (Fall 2017, 2018, &amp; 2019)</td>
</tr>
<tr>
<td>Undergraduate Nonresidents</td>
</tr>
</tbody>
</table>

UG Resident per G.S. 116-143.6

<table>
<thead>
<tr>
<th>Grad. Residents</th>
<th>2,878</th>
<th>27,637.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grad. Nonresidents</td>
<td>3,023</td>
<td>4,941.00</td>
</tr>
</tbody>
</table>

Projected Revenues

<table>
<thead>
<tr>
<th></th>
<th>Reg. Term</th>
<th>DE Rate</th>
<th>Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Residents</td>
<td>896,500</td>
<td>41,308</td>
<td>937,808</td>
</tr>
<tr>
<td>Undergraduate Nonresidents</td>
<td>2,360,000</td>
<td>79,171</td>
<td>2,439,171</td>
</tr>
<tr>
<td>UG Resident per G.S. 116-143.6</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>653,306</td>
<td>307,600</td>
<td>960,906</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>3,195,311</td>
<td>255,993</td>
<td>3,451,304</td>
</tr>
<tr>
<td>Total</td>
<td>7,105,117</td>
<td>684,072</td>
<td>7,789,189</td>
</tr>
</tbody>
</table>

Projected Expenditures

<table>
<thead>
<tr>
<th>Other Critical Needs</th>
<th>Reg. Term</th>
<th>DE Rate</th>
<th>Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inflationary Adjustments</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>1. Faculty &amp; Staff Retention</td>
<td>1,000,000</td>
<td>-</td>
<td>1,000,000</td>
</tr>
<tr>
<td>2. Expanded Instit. Opportunities</td>
<td>2,069,350</td>
<td>396,762</td>
<td>2,466,112</td>
</tr>
<tr>
<td>3. Student Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4. Academic Support</td>
<td>-</td>
<td>287,310</td>
<td>287,310</td>
</tr>
<tr>
<td>5. Libraries</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>6. Technology Improvements</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>7. Other (provide details below)</td>
<td>4,035,767</td>
<td>-</td>
<td>4,035,767</td>
</tr>
<tr>
<td>Total</td>
<td>7,105,117</td>
<td>684,072</td>
<td>7,789,189</td>
</tr>
</tbody>
</table>

"Other" Expenditure Explanation:

Need-based Financial Aid $2,393,517; GSSP $1,642,250
NC State University’s CITI Request Justification

FY 2020-21

NC State’s request for CITI will enable us to continue to provide expanded educational opportunities and innovative enhancements that promote the success of our students. Consistent with our on-going strategic planning, we will continue to invest in programs that promote a strong interdisciplinary and entrepreneurial culture to position students to be successful engaged leaders in society when they graduate.

Our regular term CITI request will generate approximately $7.1M, about 33.7% will be allocated to need-based students via financial aid, 23.1% will support the GSSP, a fund that provides stipend, tuition and health benefits to graduate students. About 14.1% will be allocated for faculty promotional increases that are awarded when faculty are promoted with tenure through NC State’s Reappointment, Promotion, and Tenure process and assists with our faculty retention efforts. The remaining 29.1% will be allocated to improve quality and accessibility by supporting additional seats and sections in our general education courses, adding professional advisers to meet increased demand, and supporting expanded institutional opportunities for our students. In addition, the distance education CITI will generate approximately $684K and it will be distributed to enhance student success through educational innovation; educational opportunities (58%) and increase academic support (42%). For example, these additional funds allow us to:

1) Continue to hire faculty in order to expand into new and emerging programs, to reduce class size and to increase the flexibility in the delivery of courses,
   - Through NC State’s targeted interdisciplinary faculty hiring plan, we are bringing together the brightest minds in a range of academic disciplines. We will continue to fund faculty lines in targeted interdisciplinary programs, such as:
     - Carbon Electronics
     - Digital Transformation
     - Data Science
     - Human Health & the Environment
   - We continue to assess class size and its impact on student learning. Class size will be reduced by expanding course offerings which will enable students to take more courses in the sequence needed which decreases time to degree and reduces the financial burden on students and parents.
   - NC State strives to provide innovative and technology-driven modes of course delivery to students, which provides students more opportunities and schedule flexibility. This flexibility allows students to participate in a variety of other academic opportunities that they may not be afforded otherwise.

2) invest in developing and implementing innovative learning technologies,
   - NC State promotes a technology-rich education by investing in learning technologies. The rate of innovation in learning technologies is rapid. Advances in research on learning and teaching, coupled with advances in information and communications technology, have paved the way for the next generation of
technology-rich education. We invest in high-end equipment to support instructional research and student learning experiences.

- We immerse ourselves in emerging technology research. We are continually exploring new learning technology tools and delivery mechanisms to lead educational innovation.
- Investments in DELTA’s course redesign have resulted in significant reductions in drop/withdrawal/failure rates not only in the redesigned courses, but also in subsequent “downstream” courses. As a result, these redesigned courses are having a marked impact on student success and throughput.
- Our instructional tools enhance learning, streamline course administration, increase engagement, and support student achievement. For example, Moodle is a virtual course environment that offers a suite of teaching and learning tools. With this tool, an engaging learning space can be created for a particular course – blending content, interaction and testing. There are other hardware/software platforms that allow video, audio and/or screen capture of any event to be streamed live and/or archived for future viewing. Lectures can be recorded and students can watch and review at their convenience. In addition, there is another learning technology tool that enables faculty to hold live sessions with their students for office hours and/or problem-solving sessions.
- Financial resources are being directed to enhance learning spaces for our students; such as the visualization and data spaces in the DH Hill Library. We’ll continue to make investments in student learning spaces where opportunities present themselves.

3) increase the opportunities for advising and mentoring at both the graduate and undergraduate levels

- NC State continues to assess the need for academic advisors and invests in positions to strengthen advising in high-demand areas. Professional advisors and faculty mentors play a pivotal role in the success of both our undergraduate and graduate students.

4) provide graduate and undergraduate internships and professional development experiences.

- Investments are being made to provide educational opportunities for students to inspire them to lead and prepare them for life after graduation. For example, the Professional Experience Program (PEP) aims to create meaningful campus student employment opportunities with particular emphasis toward expanding undergraduate research opportunities and career development. Students are paid a wage while working with NC State entities to participate in undergraduate research and expand their professional development. Creating meaningful on-campus employment gives students a greater ability to focus on their studies and excel in the classroom. PEP connects university colleges, departments, and students seeking on-campus employment. Students receive hands-on work experience in the disciplines in which they are planning a career.
- Student internship opportunities are numerous. Many of the colleges offer internships specific to the disciplines within their college. For example, the College
of Natural Resources requires all undergraduate students in the Department of Parks, Recreation, and Tourism Management to participate in a 10-week student internship. Participation in this internship provides students with relevant hands-on experiences in program development, administrative procedures, supervision, time-management, facility operation and maintenance.

- Internships are offered in a variety of businesses, non-profits, government agencies, or educational institutions in the Triangle and are matched to the students’ career path.
- We’re constantly evaluating professional development opportunities in graduate education. We work with our graduate students to help them think about how the knowledge and skills they develop while students at NC State are transferable out into the real world and excel in a career. For example, we are offering a Dissertation Institute to master’s students and PhD students. We’re also holding writing workshops to encourage our students to write more and in a timely manner. Workshops are offered on communication – both speaking and writing; leadership and management; project management; academic development – teaching and mentorship; and personal and professional development, including skills to help students in their job search.
- Networking events are held for our graduate students, discussion panels, presentations, company site visits, and team projects, to name a few of the opportunities provided to move our students from academics to industry.

NC State has a proven record of improving student success. The additional resources coming from CITI will continue to build on program quality, maintain affordability and help ensure a stable workforce.
MEMORANDUM

TO: W. Randolph Woodson, Chancellor

FROM: Lisa Zapata, Interim Vice Chancellor, Co-Chair
      Mitchell Moravec, Student Senate President, Co-Chair

SUBJECT: 2020-2021 Student Fee Review Committee Recommendations

DATE: October 15, 2019

In accordance with your charge to the Student Fee Review Committee, the committee met to review all student fees and make recommendations regarding continuation of existing fees and consideration of proposed increases for 2020-2021.

The members of the Student Fee Review Committee members include:

Dr. Lisa Zapata, Co-Chair, Vice Chancellor, Academic and Student Affairs
Mitchell Moravec, Co-Chair, Student Senate President
James Withrow, Graduate Student Representative
Emma Carter, Student Body President
Adam Phillips, Undergraduate Student Representative
Dr. Jerome Lavelle, Associate Dean, Academic Affairs, College of Engineering
Barbara Moses, Associate Vice Chancellor, Budget and Resource Management
Krista Ringler, Director, Scholarships and Financial Aid
Dr. Paul Williams, Professor, Poole College of Management
Chris Poteat, Ex. Officio Non-voting, Student Senate Tuition and Fees Committee Chair

The committee met on September 19, October 1, and October 8. At the initial meeting, the committee discussed the fee process for the upcoming weeks and reviewed budgets and narratives for each student fee. The committee decided to review each fee individually and requested that all units requesting an increase or decrease attend the next meeting to discuss their requests. Please see Table 1 for a list of all fee requests. Co-Chair Moravec informed the committee about the student Town Hall meeting scheduled for September 23 and the Student Senate meeting on October 2, where the students would vote on their fee recommendations.

The following units were invited to the October 1 committee meeting to present and answer questions about their fee: OIED, Transit, Student Legal, Student Media and Student Center Operations-Campus Enterprises. After presentations, Barbara Moses shared with the Committee that NC State had recently received instructions from the UNC System Office regarding tuition and fees. The instructions contained new information with respect to the Campus Security Fee. For the first time since this fee was implemented five years ago,
campuses are allowed to request an increase, which would go into effect 2020-2021. Ms. Moses shared with the committee that the Budget Office would work with DASA, OIED, and EH&S to develop NC State's request. The Budget Office would then forward the information to the fee committee for their review and discussion at the October 8th meeting. Completion of the request would require a quick turnaround in order for the information to be available for consideration by Student Senate. The meeting ended with an announcement that Student Senate would be meeting and voting on the fees on October 2.

Student Senate met on October 2, discussed legislation on each fee request, and voted on final recommendations. Student Senate supported all fee increases with the following three exceptions: 1) approved a $5.50 increase for Transportation (versus the unit requested $11.00), 2) approved a $6.00 increase for Student Center Operations - Campus Enterprises (versus the unit requested $8.00), and 3) voted not to consider the Campus Security Fee due to the late submission.

On October 8, the Fee Review Committee had their final meeting to vote on fees. Dr. Jerome Lavelle was the only member not in attendance for the full meeting and did not vote on Student Media, Student Government, or Student Legal. DASA, OIED, and EH&S were invited to present and answer questions about their requests as part of the Campus Security Fee. The committee then went through and voted on each unit asking for an increase or decrease. In the end, the Fee Review Committee voted in line with the Student Senate recommendations. Detail of the votes for individual fees is located in Appendix A.

The final recommendations for fees for 2020-2021 would result in an increase in fees of $17.85 (Table 1). This would represent an increase of .70% on all fees. Total fees for undergraduates would be $2,583.45 under this proposed fee schedule. A more detailed report, showing fees from the past three years, the original requests, the recommendations from Student Senate, and the final approved amounts is reflected in Appendix B.

Lisa P. Zapata, Co-Chair
Interim Vice Chancellor, DASA

Mitchell Moravec, Co-Chair
Student Senate President

cc: Dr. Warwick Arden, Provost and Executive Vice Chancellor
Mr. Charlie Maimone, Vice Chancellor for Finance and Business
Student Fee Review Committee
Student Fee Area Contacts
Table 1. Fee Requests and Recommended Fees for 2020-21

<table>
<thead>
<tr>
<th>Student Fee</th>
<th>2020-21 Requested</th>
<th>2020-21 Recommended</th>
<th>2020-21 Total Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Media Fee</td>
<td>-1.00</td>
<td>-1.00</td>
<td>26.25</td>
</tr>
<tr>
<td>Student Government Fee (Transfer to Student Center Programs-DASA)</td>
<td>-1.30</td>
<td>-1.30</td>
<td>14.20</td>
</tr>
<tr>
<td>Student Legal Services</td>
<td>1.00</td>
<td>1.00</td>
<td>17.50</td>
</tr>
<tr>
<td>Student Center Operations - Campus Enterprises</td>
<td>8.00</td>
<td>6.00</td>
<td>106.39</td>
</tr>
<tr>
<td>Student Center Programs - DASA (Transferred from Student Government)</td>
<td>1.30</td>
<td>1.30</td>
<td>216.45</td>
</tr>
<tr>
<td>Student Center Programs - OIED</td>
<td>6.35</td>
<td>6.35</td>
<td>32.60</td>
</tr>
<tr>
<td>All Other Activities Fees (No Increases)</td>
<td>0.00</td>
<td>0.00</td>
<td>278.28</td>
</tr>
<tr>
<td><strong>Student Activities Fees Requested</strong></td>
<td><strong>14.35</strong></td>
<td><strong>12.35</strong></td>
<td><strong>691.67</strong></td>
</tr>
<tr>
<td>Campus Security Fee</td>
<td>10.40</td>
<td>0.00</td>
<td>30.00</td>
</tr>
<tr>
<td>Transit</td>
<td>11.00</td>
<td>5.50</td>
<td>210.50</td>
</tr>
<tr>
<td>All Other General Fees (No Increases)</td>
<td>0.00</td>
<td>0.00</td>
<td>1,079.28</td>
</tr>
<tr>
<td><strong>Total General Fees Requested</strong></td>
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<td><strong>5.50</strong></td>
<td><strong>1,319.78</strong></td>
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<tr>
<td><strong>Total Indebtedness Fees</strong></td>
<td>0.00</td>
<td>0.00</td>
<td>572.00</td>
</tr>
<tr>
<td><strong>Total Fees for 2020-21</strong></td>
<td><strong>2,601.35</strong></td>
<td><strong>2,583.45</strong></td>
<td><strong>2,583.45</strong></td>
</tr>
<tr>
<td><strong>Total $ Increase</strong></td>
<td><strong>35.75</strong></td>
<td><strong>17.85</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Total % Increase</strong></td>
<td><strong>1.39%</strong></td>
<td><strong>0.70%</strong></td>
<td></td>
</tr>
</tbody>
</table>
Appendix A - Summary of Voting at the Final October 8, 2019 Committee Meeting
Page 1 of 2

Student Media
Motion to review the -$1.00 fee request (decrease)
Student Senate approved the fee request at -$1.00
After discussion, the committee voted to approve the -$1.00 request: 8 Yes, 0 No, 0 Abstain

Student Government
Motion to review the transfer of $1.30 to Student Center Programs-DASA for Wolfpack Pick Up
Student Senate approved the fee transfer at $1.30
After discussion, the committee voted on the $1.30 fee transfer: 8 Yes, 0 No, 0 Abstain, passed

Student Center Operations - Campus Enterprise
Fee request was for $8.00
Student Senate approved the fee request at $6.00
Motion to discuss the $6.00 amendment to the fee request, discussion followed
The committee voted on the $6.00 amendment to the fee request: 5 Yes, 3 No, 0 Abstain
After discussion, the committee voted on $6.00 amended fee request: 4 Yes, 4 No, 0 Abstain
Given the tie vote, the floor was opened for recommendations
Motion to review the original $8.00 fee increase, discussion followed
Jerome Lavelle entered the meeting and voted on fees from this point forward (total of 9 votes)
The committee voted on the $8.00 fee request: 3 Yes, 6 No, 0 Abstain, motion failed
Motion to again consider a $6.00 fee request, discussion followed
The committee voted on the $6.00 fee request: 6 Yes, 3 No, 0 Abstain, passed

Student Center Programs – OIED
Motion to review the $6.35 fee request
Student Senate approved the fee request at $6.35
After discussion, the committee voted on the $6.35 request: 9 Yes, 0 No, 0 Abstain, passed

Transit
Fee request was for $11.00
Student Senate approved the fee request at $5.50
Motion to discuss the $5.50 amendment to the fee request, discussion followed
The committee voted on the $5.50 amended fee request: 6 Yes, 3 No, 0 Abstain, passed

Campus Security Fee
Motion to review the $10.40 fee increase
Student Senate provided no recommendation due to the late request, felt the request was made in an unreasonable time frame to expect them to review and vote.
University Budget Office, Barbara Moses, stated the information was received from the System Office very late in the cycle, yet emphasized the importance of safety initiatives on campus.
After discussion, the committee voted on $10.40 increase: 3 Yes, 6 No, 0 Abstain, failed
Motion to discuss an amendment to the fee request at $0.00, discussion followed
The committee voted on the amended $0.00 request: 5 Yes, 4 No, 0 Abstain, passed
Appendix A - Summary of Voting at the Final October 8, 2019 Committee Meeting
Page 2 of 2

Approval of Fees for which No Increase is Requested
University Activities Board
School (Student Association) Fee
Student Center Operations-DASA
Student Center Repair and Renovations-DASA
Student Center Repair and Renovations-Campus Enterprises
Student Center Programs-DASA
Sustainability Fee
Wellness and Recreation
Association of Student Governments
Athletics
Student Health
Education and Technology Fee

A motion was made to accept the fees listed above at a $0 increase, discussion followed. The committee voted to approve fees with a $0 increase: 9 Yes, 0 No, 0 Abstain, passed.

Meeting Adjourned
## Appendix B - Recommended 2020/21 Student Fees with Fee History

<table>
<thead>
<tr>
<th>NC State University Student Fees Summary</th>
<th>Approved 2017/18</th>
<th>Approved 2018/19</th>
<th>Approved 2019/20</th>
<th>Requested 2020/21 Total Fee</th>
<th>Amount</th>
<th>Recommended 2020/21 Total Fee</th>
<th>Amount</th>
<th>Recommended vs Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Activities Bd</td>
<td>19.65</td>
<td>19.65</td>
<td>19.65</td>
<td>19.65</td>
<td>-</td>
<td>19.65</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Student Media</td>
<td>27.00</td>
<td>27.23</td>
<td>27.23</td>
<td>26.25</td>
<td>(1.00)</td>
<td>26.25</td>
<td>(1.00)</td>
<td>-</td>
</tr>
<tr>
<td>Student Government</td>
<td>15.50</td>
<td>15.50</td>
<td>15.50</td>
<td>15.20</td>
<td>(1.30)</td>
<td>15.20</td>
<td>(1.30)</td>
<td>-</td>
</tr>
<tr>
<td>Student Legal Services</td>
<td>16.50</td>
<td>16.50</td>
<td>16.50</td>
<td>17.50</td>
<td>1.00</td>
<td>17.50</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>School (Student Assn) Fee</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>3.00</td>
<td>-</td>
<td>3.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Stu Ctr Operations-EASA</td>
<td>32.00</td>
<td>32.00</td>
<td>32.00</td>
<td>32.00</td>
<td>-</td>
<td>32.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Stu Ctr Operations-EC</td>
<td>97.39</td>
<td>102.38</td>
<td>102.38</td>
<td>108.39</td>
<td>6.00</td>
<td>106.39</td>
<td>6.00</td>
<td>(2.00)</td>
</tr>
<tr>
<td>Stu Ctr Repair/Renov-ECAS</td>
<td>31.00</td>
<td>25.00</td>
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<td>15.00</td>
<td>-</td>
<td>15.00</td>
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</tr>
<tr>
<td>Stu Ctr Repair/Renov-EC</td>
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<td>54.50</td>
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<td>-</td>
<td>54.80</td>
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<td>-</td>
</tr>
<tr>
<td>Stu Ctr Programs-EASA</td>
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<td>216.43</td>
<td>216.43</td>
<td>1.30</td>
<td>216.43</td>
<td>1.30</td>
<td>-</td>
</tr>
<tr>
<td>Stu Ctr Programs-DIED</td>
<td>122.15</td>
<td>122.40</td>
<td>122.40</td>
<td>122.15</td>
<td>6.35</td>
<td>122.15</td>
<td>6.35</td>
<td>-</td>
</tr>
<tr>
<td>Sustainability</td>
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<td>5.00</td>
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<td>3.00</td>
<td>-</td>
<td>3.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Wellness and Rec</td>
<td>168.83</td>
<td>168.83</td>
<td>168.83</td>
<td>168.83</td>
<td>-</td>
<td>168.83</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Student Activity Fees</td>
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<td>679.32</td>
<td>695.67</td>
<td>14.35</td>
<td>695.67</td>
<td>14.35</td>
<td>(2.00)</td>
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<tr>
<td>Assn of Stud Govs</td>
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<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Campus Security</td>
<td>30.00</td>
<td>30.00</td>
<td>30.00</td>
<td>40.40</td>
<td>10.40</td>
<td>30.00</td>
<td>(10.40)</td>
<td>-</td>
</tr>
<tr>
<td>Athletics</td>
<td>232.00</td>
<td>232.00</td>
<td>232.00</td>
<td>232.00</td>
<td>-</td>
<td>232.00</td>
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<td>-</td>
</tr>
<tr>
<td>Student Health</td>
<td>192.00</td>
<td>407.00</td>
<td>407.00</td>
<td>407.00</td>
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<td>407.00</td>
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</tr>
<tr>
<td>Educ and Tech Fee</td>
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<td>205.00</td>
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<td>210.30</td>
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<td>Total Other Fees</td>
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<td>1,314.28</td>
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<td>21.40</td>
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<tr>
<td>Thompson Hall-Exp FY2021</td>
<td>58.00</td>
<td>58.00</td>
<td>58.00</td>
<td>58.00</td>
<td>-</td>
<td>58.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Student Health-Exp FY2022</td>
<td>35.00</td>
<td>35.00</td>
<td>35.00</td>
<td>35.00</td>
<td>-</td>
<td>35.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Carrmichael Complex-Exp FY2023</td>
<td>23.00</td>
<td>23.00</td>
<td>23.00</td>
<td>23.00</td>
<td>-</td>
<td>23.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Intercol Athletics-Exp FY2027</td>
<td>96.00</td>
<td>96.00</td>
<td>96.00</td>
<td>96.00</td>
<td>-</td>
<td>96.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Carrmichael Expansion-Exp FY2027</td>
<td>27.50</td>
<td>27.50</td>
<td>27.50</td>
<td>27.50</td>
<td>-</td>
<td>27.50</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Student Center-Exp FY2026</td>
<td>260.00</td>
<td>260.00</td>
<td>260.00</td>
<td>260.00</td>
<td>-</td>
<td>260.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Carrmichael Addx/Exp-FY2046</td>
<td>92.50</td>
<td>92.50</td>
<td>92.50</td>
<td>92.50</td>
<td>-</td>
<td>92.50</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Indebtedness Fees</td>
<td>572.00</td>
<td>572.00</td>
<td>572.00</td>
<td>572.00</td>
<td>-</td>
<td>572.00</td>
<td>-</td>
<td>-</td>
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<td>Total Fees-Undersgraduate</td>
<td>2,522.60</td>
<td>2,565.60</td>
<td>2,565.60</td>
<td>2,601.35</td>
<td>36.75</td>
<td>2,683.45</td>
<td>17.85</td>
<td>(17.90)</td>
</tr>
<tr>
<td>% Change (Including Transf.)</td>
<td>1.50%</td>
<td>1.50%</td>
<td>1.50%</td>
<td>1.50%</td>
<td>1.50%</td>
<td>1.50%</td>
<td>1.50%</td>
<td>1.50%</td>
</tr>
<tr>
<td>% Change (Excluding Transf.)</td>
<td>0.52%</td>
<td>0.52%</td>
<td>0.52%</td>
<td>0.52%</td>
<td>0.52%</td>
<td>0.52%</td>
<td>0.52%</td>
<td>0.52%</td>
</tr>
<tr>
<td>Graduate Student Fee</td>
<td>12.00</td>
<td>12.00</td>
<td>12.00</td>
<td>12.00</td>
<td>-</td>
<td>12.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Fees-Graduate</td>
<td>2,534.60</td>
<td>2,577.60</td>
<td>2,577.60</td>
<td>2,813.35</td>
<td>2,595.45</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Student Involvement in Tuition and Fee Setting Process

Campus Name: North Carolina State University

Date: October 15, 2019

Campus Administrator Name: Dr. Lisa P. Zapata

Campus Administrator Title: Interim Vice Chancellor for Division of Academic and Student Affairs

Campus Administrator Signature: 

Student Body President Name: Emma Carter

Student Body President Signature: Emma Carter 10/15/19

Collaboration
- [x] Tuition and fee committee(s) established.
- [x] Students were represented on the committee(s).
- [x] Student representatives were appointed by the Chancellor in consultation with the Student Body President.
- [x] 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.

Inclusiveness
- [x] 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.).
- [x] Student involvement throughout the entire tuition and fee setting process.
- [x] Student forums were conducted (at least two, one mid-day and one in the evening).

Transparency
- [x] Utilization of social media to reach out to students.
- [x] Utilization of university listserv(s) and website.

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 institution's tuition and fee request packet submitted to the UNC System Office.

Additional Information:
## Student Fees Summary

### Student Fees - Academic Year

<table>
<thead>
<tr>
<th>Description of Fee</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
<th>Inc./(Der.) FY20-21</th>
<th>Proposed 2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Activity Fees</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Publications/Media</td>
<td>27.00</td>
<td>27.25</td>
<td>27.25</td>
<td>(1.00)</td>
<td>26.25</td>
</tr>
<tr>
<td>Student Government</td>
<td>15.50</td>
<td>15.50</td>
<td>15.50</td>
<td>(1.30)</td>
<td>14.20</td>
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<tr>
<td>Student Legal Services</td>
<td>16.50</td>
<td>16.50</td>
<td>16.50</td>
<td>1.00</td>
<td>17.50</td>
</tr>
<tr>
<td>School (Student Association)*</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td></td>
<td>5.00</td>
</tr>
<tr>
<td>Student Center Operations</td>
<td>127.39</td>
<td>132.39</td>
<td>132.39</td>
<td>6.00</td>
<td>138.39</td>
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<tr>
<td>Student Center Repairs and Renovations</td>
<td>45.80</td>
<td>47.80</td>
<td>47.80</td>
<td>-</td>
<td>47.80</td>
</tr>
<tr>
<td>Student Center Programming</td>
<td>234.15</td>
<td>241.40</td>
<td>241.40</td>
<td>4.65</td>
<td>246.05</td>
</tr>
<tr>
<td>Sustainability</td>
<td>5.00</td>
<td>5.00</td>
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<td>5.00</td>
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<tr>
<td>University Wellness and Recreation</td>
<td>167.35</td>
<td>168.85</td>
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<td>168.85</td>
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<td><strong>Total Student Activity Fees</strong></td>
<td>$663.32</td>
<td>$679.32</td>
<td>$679.32</td>
<td>9.35</td>
<td>$688.67</td>
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<tr>
<td><strong>Indebtedness Fees</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thompson Hall - Indebtedness (expires FY2021)</td>
<td>38.00</td>
<td>38.00</td>
<td>38.00</td>
<td>-</td>
<td>38.00</td>
</tr>
<tr>
<td>Student Health Service - Expansion (expires FY2022)</td>
<td>35.00</td>
<td>35.00</td>
<td>35.00</td>
<td>-</td>
<td>35.00</td>
</tr>
<tr>
<td>Intercollegiate Athletics - Indebtedness (expires FY2027)</td>
<td>96.00</td>
<td>96.00</td>
<td>96.00</td>
<td>-</td>
<td>96.00</td>
</tr>
<tr>
<td>Carmichael Complex - Indebtedness (expires FY2023)</td>
<td>23.00</td>
<td>23.00</td>
<td>23.00</td>
<td>-</td>
<td>23.00</td>
</tr>
<tr>
<td>Student Center - Expansion (expires FY2036)</td>
<td>260.00</td>
<td>260.00</td>
<td>260.00</td>
<td>-</td>
<td>260.00</td>
</tr>
<tr>
<td>Carmichael Complex - Expansion (expires FY2027)</td>
<td>27.50</td>
<td>27.50</td>
<td>27.50</td>
<td>-</td>
<td>27.50</td>
</tr>
<tr>
<td>Carmichael Complex - Addition and Renovation (exp. FY2046)</td>
<td>92.50</td>
<td>92.50</td>
<td>92.50</td>
<td>-</td>
<td>92.50</td>
</tr>
<tr>
<td><strong>Total Indebtedness Fees</strong></td>
<td>$572.00</td>
<td>$572.00</td>
<td>$572.00</td>
<td>-</td>
<td>$572.00</td>
</tr>
</tbody>
</table>

| Fees subject to the 3% Cap | $2,329.60 | $2,360.60 | $2,360.60 | 19.75 | $2,380.35 |
| Increase Requests as % of prior year base | 0.84% | |
| 3% of base year fees | $70.82 | $70.82 | $71.41 |
| Requested amount under/(over) cap | $51.07 | |

### Total Student Fees - Undergraduate

<table>
<thead>
<tr>
<th>Description of Fee</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
<th>Inc./(Der.) FY20-21</th>
<th>Proposed 2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Student Fees</strong></td>
<td>$2,522.60</td>
<td>$2,565.60</td>
<td>$2,565.60</td>
<td>25.25</td>
<td>$2,590.85</td>
</tr>
<tr>
<td>Percent Increase</td>
<td>0.98%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Total Student Fees - Graduate

<table>
<thead>
<tr>
<th>Description of Fee</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
<th>Inc./(Der.) FY20-21</th>
<th>Proposed 2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Student Fees</strong></td>
<td>$2,534.60</td>
<td>$2,577.60</td>
<td>$2,577.60</td>
<td>25.25</td>
<td>$2,602.85</td>
</tr>
<tr>
<td>Percent Increase</td>
<td>0.98%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Student Fees Summary

<table>
<thead>
<tr>
<th>Description of Fee</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
<th>FY20-21</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engineering Major</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25  COE Program Graduate and Undergraduate Enhancement Fee</td>
<td>$1,500.00</td>
<td>$1,500.00</td>
<td>$1,500.00</td>
<td>-</td>
<td>$1,500.00</td>
</tr>
<tr>
<td><strong>Total Undergraduate Fees - Engineering Major</strong></td>
<td>$4,022.60</td>
<td>$4,065.60</td>
<td>$4,065.60</td>
<td>$25.25</td>
<td>$4,090.85</td>
</tr>
<tr>
<td><strong>Total Graduate Fees - Engineering Major</strong></td>
<td>$4,034.60</td>
<td>$4,077.60</td>
<td>$4,077.60</td>
<td>$25.25</td>
<td>$4,102.85</td>
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<tr>
<td><strong>Professional Golf Management Major</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>26  Professional Golf Management Fee</td>
<td>$700.00</td>
<td>$700.00</td>
<td>$700.00</td>
<td>-</td>
<td>$700.00</td>
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<tr>
<td><strong>Total Undergraduate Fees - PGM Major</strong></td>
<td>$3,222.60</td>
<td>$3,265.60</td>
<td>$3,265.60</td>
<td>$25.25</td>
<td>$3,290.85</td>
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<tr>
<td><strong>Application Fees for Admission to NC State</strong></td>
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<td></td>
</tr>
<tr>
<td>27  Undergraduate Student Application Fee - Domestic</td>
<td>$85.00</td>
<td>$85.00</td>
<td>$85.00</td>
<td>-</td>
<td>$85.00</td>
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<tr>
<td>28  Undergraduate Student Application Fee - International</td>
<td>$100.00</td>
<td>$100.00</td>
<td>$100.00</td>
<td>-</td>
<td>$100.00</td>
</tr>
<tr>
<td>29  Graduate Student Application Fee - Domestic</td>
<td>$85.00</td>
<td>$85.00</td>
<td>$85.00</td>
<td>-</td>
<td>$85.00</td>
</tr>
<tr>
<td>30  Graduate Student Application Fee - International</td>
<td>$95.00</td>
<td>$95.00</td>
<td>$95.00</td>
<td>-</td>
<td>$95.00</td>
</tr>
<tr>
<td>31  Non Degree Studies Application Fee</td>
<td>$35.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>-</td>
<td>$40.00</td>
</tr>
</tbody>
</table>

* The Graduate Student Fee represents both the Graduate Student Fee and the School Fee for a total of $17.00

** Debt Service fees are project-based, changes will be evaluated annually

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Chancellor

Chair, Board of Trustees
<table>
<thead>
<tr>
<th>Mandatory Fee</th>
<th>Description of Fee</th>
<th>FY20-21 Requested Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Activity Board</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>
<td>$ 19.63</td>
</tr>
<tr>
<td>Student Publications/Media</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>
<td>$ 26.25</td>
</tr>
<tr>
<td>Student Government</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>
<td>$ 14.20</td>
</tr>
<tr>
<td>Student Legal Services</td>
<td>This fee funds the student legal services program which offers legal services to all students.</td>
<td>$ 17.50</td>
</tr>
<tr>
<td>School (Student Association)*</td>
<td>This fee is used by the student body to support student activities of each of the various schools.</td>
<td>$ 5.00</td>
</tr>
<tr>
<td>Undergraduates</td>
<td>This fee is used by the graduate student association to support graduate student activities.</td>
<td>$ 17.00</td>
</tr>
<tr>
<td>Student Center Operations</td>
<td>This fee supports the maintenance and operations of the Student Center facilities,</td>
<td>$ 138.39</td>
</tr>
<tr>
<td>Student Center Programming</td>
<td>This fee supports programming for the Student Centers and the Office of Institutional Equity and Diversity.</td>
<td>$ 246.05</td>
</tr>
<tr>
<td>Student Center Repairs and Renovations</td>
<td>This fee is used to maintain and upgrade the Talley Student Center, Price Music Center, Witherspoon Student Center and Thompson Theater.</td>
<td>$ 47.80</td>
</tr>
<tr>
<td>Sustainability</td>
<td>This fee will be used to promote sustainability and green ambassador efforts.</td>
<td>$ 5.00</td>
</tr>
<tr>
<td>University Wellness and Recreation</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>
<td>$ 168.85</td>
</tr>
<tr>
<td>Association of Student Governments</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>
<td>$ 1.00</td>
</tr>
<tr>
<td>Campus Security Fee</td>
<td>Fee initiated by UNC Board of Governors for all campuses to help meet security initiatives.</td>
<td>$ 40.40</td>
</tr>
<tr>
<td>Intercollegiate Athletics</td>
<td>This fee is used in partial support of intercollegiate athletic programs.</td>
<td>$ 232.00</td>
</tr>
<tr>
<td>Student Health Service</td>
<td>This fee is used by the Univ. Health Center to offer medical and counseling services to students.</td>
<td>$ 407.00</td>
</tr>
<tr>
<td>Educational &amp; Technology Fee</td>
<td>This academic fee is used by colleges and schools to equip and operate computing and scientific laboratories which supplement classroom instruction.</td>
<td>$ 439.28</td>
</tr>
<tr>
<td>Transit Operations (Bus Service)</td>
<td>This fee partially funds the campus transit system.</td>
<td>$ 210.50</td>
</tr>
<tr>
<td>Indebtedness Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thompson Hall - Indebtedness (expires FY2021)</td>
<td>This fee is pledged to support renovation for the Thompson Theatre Building.</td>
<td>$ 38.00</td>
</tr>
<tr>
<td>Student Health Service - Expansion (expires FY2022)</td>
<td>This fee is pledged to support an addition for the Student Health Services Building.</td>
<td>$ 35.00</td>
</tr>
<tr>
<td>Intercollegiate Athletics - Indebtedness (expires FY2027)</td>
<td>This fee is pledged to the Department of Athletics in support of facility improvements, renovations, repairs and maintenance.</td>
<td>$ 96.00</td>
</tr>
<tr>
<td>Carmichael Complex - Indebtedness (expires FY2023)</td>
<td>This fee is pledged to support repairs and renovations of outdated equipment and facilities at Carmichael Complex</td>
<td>$ 23.00</td>
</tr>
<tr>
<td>Student Center - Expansion (expires FY2036)</td>
<td>This fee is pledged to support the renovation of the Student Center Buildings.</td>
<td>$ 260.00</td>
</tr>
<tr>
<td>Carmichael Complex - Expansion (expires FY2027)</td>
<td>This fee is pledged to support the Locker Room Renovation and Fitness Center Expansion.</td>
<td>$ 27.50</td>
</tr>
<tr>
<td>Carmichael Complex - Addition and Renovation (exp. FY2046)</td>
<td>This fee is pledged to support an addition of space with a renovation to the Carmichael Complex</td>
<td>$ 92.50</td>
</tr>
<tr>
<td>Total Required Student Fees</td>
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<td></td>
</tr>
<tr>
<td>Undergraduate</td>
<td>$ 2,590.85</td>
<td></td>
</tr>
<tr>
<td>Graduate</td>
<td>$ 2,602.85</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>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>
<td>$ 1,500.00</td>
</tr>
<tr>
<td>Professional Golf Management Fee</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>
<td>$ 700.00</td>
</tr>
<tr>
<td>Application Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate Student Application Fee - Domestic</td>
<td>This fee is used to support costs necessary in the application process.</td>
<td>$ 85.00</td>
</tr>
<tr>
<td>Undergraduate Student Application Fee - International</td>
<td>This fee is used to support costs necessary in the application process.</td>
<td>$ 100.00</td>
</tr>
<tr>
<td>Graduate Student Application Fee - Domestic</td>
<td>This fee is used to support costs necessary in the application process.</td>
<td>$ 85.00</td>
</tr>
<tr>
<td>Graduate Student Application Fee - International</td>
<td>This fee is used to support costs necessary in the application process.</td>
<td>$ 95.00</td>
</tr>
<tr>
<td>Non Degree Studies Application Fee</td>
<td>This fee is used to support costs necessary in the application process.</td>
<td>$ 40.00</td>
</tr>
</tbody>
</table>
### Estimated Student FTE

**Applicable to Fee - 2020-21**

<table>
<thead>
<tr>
<th></th>
<th>2018-19 Fee</th>
<th>2019-20 Fee</th>
<th>Requested Change</th>
<th>Proposed 2020-21 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated FTE</td>
<td>$27.25</td>
<td>$27.25</td>
<td>-$1.00</td>
<td>$26.25</td>
</tr>
</tbody>
</table>

### Beginning Fund Balance

<table>
<thead>
<tr>
<th></th>
<th>Actual 2018-19</th>
<th>Projected 2019-20</th>
<th>With Change</th>
<th>Without Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues:</td>
<td>295,164</td>
<td>428,163</td>
<td>402,398</td>
<td>402,398</td>
</tr>
<tr>
<td>Fee Revenues</td>
<td>804,286</td>
<td>800,000</td>
<td>772,000</td>
<td>801,409</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>192,220</td>
<td>210,500</td>
<td>205,500</td>
<td>205,500</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>996,506</td>
<td>1,010,500</td>
<td>977,500</td>
<td>1,006,909</td>
</tr>
</tbody>
</table>

### Expenditures:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>611,247</td>
<td>638,100</td>
<td>650,200</td>
<td>650,200</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>58,461</td>
<td>20,200</td>
<td>20,200</td>
<td>20,200</td>
</tr>
<tr>
<td>Current Services</td>
<td>167,084</td>
<td>266,820</td>
<td>255,720</td>
<td>255,720</td>
</tr>
<tr>
<td>Fixed Charges</td>
<td>19,443</td>
<td>27,145</td>
<td>27,645</td>
<td>27,645</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>7,272</td>
<td>84,000</td>
<td>31,000</td>
<td>31,000</td>
</tr>
<tr>
<td>Other*</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>863,507</td>
<td>1,036,265</td>
<td>984,765</td>
<td>984,765</td>
</tr>
</tbody>
</table>

### Transfer to fund student group activities, change in AP to convert balance to cash basis

<table>
<thead>
<tr>
<th></th>
<th>2018-19</th>
<th>2019-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ending Fund Balance</td>
<td>428,163</td>
<td>402,398</td>
</tr>
</tbody>
</table>

### FTE (associated with fee)

<table>
<thead>
<tr>
<th></th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE</td>
<td>5.03</td>
<td>5.03</td>
<td>5.03</td>
<td>5.03</td>
</tr>
</tbody>
</table>

If new positions are being created, please document the specific positions and related responsibilities.

### Justification for Proposed Fee Increase (include additional information on Form C tab if needed)

Based on favorable fee receipts and other revenue generation, in addition to careful expense management, Student Media projects a $1.00 (3.7%) decrease in its student fee effective FY 20/21 from $27.25 to $26.25.

### Please discuss the effect on the overall student experience if the fee increase request is denied

Not applicable.
### FEE REQUEST FORM

**NCSU**

**Student Government**

**2020-21**

#### Estimated Student FTE

<table>
<thead>
<tr>
<th>Applicable to Fee - 2020-21</th>
<th>2018-19 Fee</th>
<th>2019-20 Fee</th>
<th>Requested Change</th>
<th>Proposed 2020-21 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>29,577.49</td>
<td>$15.50</td>
<td>$15.50</td>
<td>-$1.30</td>
<td>$14.20</td>
</tr>
</tbody>
</table>

#### Beginning Fund Balance

|                      | Actual 2018-19 | Projected 2019-20 | With Change | Without Change |
|----------------------|----------------|--------------------|-------------|----------------|----------------|
| Revenues:            |                |                    |             |                |
| Fee Revenues         | 457,420        | 457,400            | 420,000     | 458,451        |
| Other Revenues       | 4,229          |                    |             |                |
| Total Revenues       | 461,649        | 457,400            | 420,000     | 458,451        |

#### Expenditures:

- Personnel: 147,188 - 139,600 - 107,500 - 142,500
- Supplies & Materials: 25,383 - 25,000 - 25,300 - 25,300
- Current Services: 220,181 - 281,500 - 283,100 - 285,100
- Fixed Charges: 3,613 - 8,000 - 8,100 - 8,100
- Capital Outlay: - - - -
- Other*: 25 - - -

<table>
<thead>
<tr>
<th>Total Expenditures</th>
<th>396,390</th>
<th>454,100</th>
<th>424,000</th>
<th>461,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ending Fund Balance</td>
<td>146,729</td>
<td>150,029</td>
<td>146,029</td>
<td>147,480</td>
</tr>
</tbody>
</table>

#### FTE (associated with fee)

- 1.25
- 1.00
- 1.00
- 1.00

**Transfer to fund student group activities, change in AP to convert balance to cash basis**

- Total Expenditures: 396,390 - 454,100 - 424,000 - 461,000
- Ending Fund Balance: 146,729 - 150,029 - 146,029 - 147,480

---

**Justification for Proposed Fee Increase (include additional information on Form C tab if needed)**

Based on healthy cash reserves and relatively stable spending with increases of 1-2% annually, Student Government projects no fee increases over the five year planning horizon. Note that the fee approved for Wolfpack Pick Up ($1.30 of the $15.50 Student Government Fee) will be moved from Student Government to the Student Center Programs Fee effective 2020-21. The Student Government fee increase to establish and fund the Wolfpack Pick Up Program was implemented over two years in 2015-16 ($0.65) and 2016-17 ($0.65).

**Please discuss the effect on the overall student experience if the fee increase request is denied**

No fee increase requested for 2020-21.
### Estimated Student FTE

**Applicable to Fee - 2020-21**

<table>
<thead>
<tr>
<th></th>
<th>2018-19</th>
<th>2019-20</th>
<th>Requested Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>29,457.12</td>
<td>$16.50</td>
<td>$16.50</td>
<td>$1.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2020-21 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$17.50</td>
</tr>
</tbody>
</table>

### Beginning Fund Balance

**Revenues:**

- **Fee Revenues:**
  - Actual: 155,909
  - Projected: 165,087
  - Change: 149,037
  - Without Change: 149,037

- **Other Revenues:**
  - 2018-19: 127
  - 2019-20: 100
  - Change: 100
  - Without Change: 100

**Total Revenues:**

- 487,307
- 487,100
- 515,600
- 486,142

### Expenditures:

- **Personnel:**
  - 982
  - 1,000
  - 1,000
  - 1,000

- **Supplies & Materials:**
  - 5,870
  - 5,200
  - 5,400
  - 5,400

- **Current Services:**
  - 463,438
  - 490,550
  - 505,600
  - 505,600

- **Fixed Charges:**
  - 7,839
  - 6,400
  - 6,600
  - 6,600

- **Capital Outlay:**
  - -
  - -
  - -
  - -

- **Other:**
  - -
  - -
  - -
  - -

**Total Expenditures:**

- 478,129
- 503,150
- 518,600
- 518,600

### Transfer to fund student group activities, change in AP to convert balance to cash basis

**Ending Fund Balance**:

- 165,087
- 149,037
- 146,037
- 116,579

### FTE (associated with fee)

- 0.00
- 0.00
- 0.00
- 0.00

**Justification for Proposed Fee Increase (include additional information on Form C tab if needed)**

Student Legal Services (SLS) began at NC State in 1986 and became an incorporated non-profit (501c3) in 1992. The office is staffed by four full-time attorneys, a full-time administrative assistant, and part-time student staff. To avoid conflicts of interest, the attorneys are not employed by the University. SLS maintains their own account, audited annually by an outside accounting firm, and is reimbursed monthly by the university from student fees. Annual cases total 3,000 with growth in caseload annually. The fee increase is needed to maintain the current staffing level and support annual increases in compensation, benefits, and other operating costs. Projected annual cost increases for the five-year planning period are 2-3% per year. The last approved fee increase was a $0.50, 3% increase in FY 2016/17.

**Please discuss the effect on the overall student experience if the fee increase request is denied**

Without the fee increase, Student Legal Services would have to consider cost reductions. As staffing is the primary component of the budget (at 97% of total costs), reductions in staffing would impact services to students and ability to meet demand/caseload.
### FEE REQUEST FORM

**NCSU**

**Student Center Operations**

**2020-21**

<table>
<thead>
<tr>
<th>Estimated Student FTE Applicable to Fee - 2020-21</th>
<th>2018-19 Fee</th>
<th>2019-20 Fee</th>
<th>Requested Change</th>
<th>Proposed 2020-21 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>29,000.00</td>
<td>$100.39</td>
<td>$100.39</td>
<td>$6.00</td>
<td>$106.39</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Beginning Fund Balance</th>
<th>Actual 2018-19</th>
<th>Projected 2019-20</th>
<th>With Change</th>
<th>Without Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee Revenues</td>
<td>1,404,313</td>
<td>1,306,076</td>
<td>1,118,666</td>
<td>1,118,666</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>2,962,904</td>
<td>2,990,000</td>
<td>3,085,310</td>
<td>2,911,310</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>3,713,571</td>
<td>3,646,609</td>
<td>3,741,919</td>
<td>3,567,919</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures:</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>2,028,942</td>
<td>2,258,319</td>
<td>2,311,894</td>
<td>2,311,566</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>374,715</td>
<td>209,000</td>
<td>210,000</td>
<td>210,000</td>
</tr>
<tr>
<td>Current Services</td>
<td>853,307</td>
<td>825,050</td>
<td>836,515</td>
<td>836,515</td>
</tr>
<tr>
<td>Fixed Charges</td>
<td>152,027</td>
<td>141,650</td>
<td>146,250</td>
<td>146,250</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other*</td>
<td>402,817</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>3,811,808</td>
<td>3,834,019</td>
<td>3,904,659</td>
<td>3,904,331</td>
</tr>
</tbody>
</table>

| Ending Fund Balance                            | 1,306,076      | 1,118,666          | 955,926     | 782,254        |

| FTE (associated with fee)                      | 34.00          | 34.00              | 34.00       | 34.00           |

---

**Justification for Proposed Fee Increase** (include additional information on Form C tab if needed)

The Talley Student Union is increasingly viewed by our colleagues on campus as the center of campus life at NC State. It is where the Visitor Center currently hosts their daily visitor information sessions and begins tours for prospective students (and where the Visitor Center wants to locate permanently), where current students feel comfortable in a clean, safe and welcoming environment, and where the Chancellor hosts critical University events. Talley Student Union continues to exceed expectations as a critical asset to the University.

In regards to the Campus Enterprise portion of the Student Center Operations fee, our fee requests have been underfunded during the last three fee request cycles. Our expenditures have increased dramatically during that same time frame. Below is a list of the primary increases.

- Annual increases in staff salaries and benefits is approximately $244,754 ($8.16).
- Increases for utilities, supplies, and materials is approximately $256,780 ($ 8.56)
- Implementation of outdoor reservations and special event review process for campus using temp staffing is approximately $20,000 ($ .69)
- Increases in current services is approximately $242,938 ($8.09)

These expenditures add up to approximately $28.08 in needed fee increases. In this same time period (FY1617 - FY1920) we have received a $3.00 increase. We have been able to manage the increase in expenditures thus far by spending down our cash balance and by increasing non student fee revenue. As our cash balance is reduced below the university recommended reserve, we will need to increase our fee requests in the future to maintain our current level of service to students, faculty, staff, and visitors.

We plan to continue modest increases to non-student fee revenues and to maintain an ending cash balance that matches our recommended cash reserve.

---

**Please discuss the effect on the overall student experience if the fee increase request is denied**

Since we have been approved for a $6.00 increase rather than the requested $8.00, we will have to reduce services to campus. We will finalize the actual implication to the campus community during this academic year. The likely scenarios include increasing room rental, and staffing fees to event clients (student organizations, University departments, and non-university groups). Additionally, we will need to consider reducing hours of operations within the Student Centers to reduce expenses (personnel, supplies & materials, and current services would all be reduced if we reduced hours of operations). A reduction in hours of operation will negatively impact our partners in OIED, DASA, University Dining, NC State Stores and others.
### Estimated Student FTE

<table>
<thead>
<tr>
<th></th>
<th>2018-19 Fee</th>
<th>2019-20 Fee</th>
<th>Requested Change</th>
<th>Proposed 2020-21 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicable to Fee</td>
<td>29,315.85</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Projected 2020-21

<table>
<thead>
<tr>
<th></th>
<th>Actual 2018-19</th>
<th>Projected 2019-20</th>
<th>With Change</th>
<th>Without Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Fund Balance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fee Revenues</td>
<td>7,124,601</td>
<td>7,086,395</td>
<td>7,213,166</td>
<td>7,080,554</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>923,756</td>
<td>900,000</td>
<td>900,000</td>
<td>900,000</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>8,048,357</td>
<td>7,986,395</td>
<td>8,113,166</td>
<td>7,980,554</td>
</tr>
</tbody>
</table>

### Expenditures:

<table>
<thead>
<tr>
<th>Category</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>4,946,089</td>
<td>5,283,310</td>
<td>5,569,656</td>
<td>5,534,656</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>418,402</td>
<td>418,000</td>
<td>433,000</td>
<td>433,000</td>
</tr>
<tr>
<td>Current Services</td>
<td>1,590,138</td>
<td>1,772,000</td>
<td>1,966,000</td>
<td>1,966,000</td>
</tr>
<tr>
<td>Fixed Charges</td>
<td>70,319</td>
<td>80,800</td>
<td>85,500</td>
<td>85,500</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>42,292</td>
<td>850,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other*</td>
<td>44,740</td>
<td>7,500</td>
<td>7,700</td>
<td>7,700</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>7,111,980</td>
<td>8,411,610</td>
<td>8,061,856</td>
<td>8,026,856</td>
</tr>
</tbody>
</table>

### Ending Fund Balance

|                      | 3,168,965     | 2,743,750     | 2,795,060     | 2,697,448     |

### FTE (associated with fee)

|                      | 59.66         | 60.66         | 62.66         | 62.66         |

---

**Justification for Proposed Fee Increase (include additional information on Form C tab if needed)**

**A) Division of Academic and Student Affairs (DASA) $1.30**

Based on favorable fee receipts and expense reduction due to reorganization of shared services in the Division of Academic and Student Affairs, the student programs supported by the Student Center Programs fee will be able to again forego a fee request for the 2020/21 academic year. The fee has been increased by $1.30 to account for movement of the Wolfpack Pick Up Program from the Student Government Fee to the Student Center Programs Fee. The Student Government fee increase to establish and fund the Wolfpack Pick Up Program was implemented over two years in 2015-16 ($0.65) and 2016-17 ($0.65).

**B) Office for Institutional Equity and Diversity (OIED) $3.35**

This portion of the Student Centers Programming fee supports offices within the Campus Community Centers which includes Multicultural Student Affairs, the GLBT Center, and the Women’s Center. The increase requested would support the addition of a new Assistant Director in Multicultural Student Affairs and a Graduate Assistant in the GLBT Center. Since the founding of Multicultural Student Affairs, NC State has never provided dedicated staffing to formally advise and support an ever-growing Asian/Pacific Islander/Desi American population (APIDA). Although NC State experienced almost 6% in overall enrollment growth between 2016 and 2018, we saw an almost 28% growth in the enrollment of Asian students alone (from 1,404 in Fall 2016 to 1,795 in Fall 2018).

Please discuss the effect on the overall student experience if the fee increase request is denied

**A) Division of Academic and Student Affairs (DASA) $1.30**

No fee increase requested. The +$1.30 increase is offset by a -$1.30 decrease in the Student Gov’t fee.

**B) Office for Institutional Equity and Diversity (OIED) $3.35**

If this increase is not approved, it will mean a marginalized community will remain under-served on campus. It will mean that the APIDA students will continue to grow on campus without any dedicated support or services provided to them. For the GLBT Center, the fee not being approved will continue to put strain and demand on the current staff in the center. They are working with a small staff, but have had a large percentage of increase in the last several years. In order to make sure that there are enough staff to provide support to the growing number of LGBTQ students, this fee increase is needed. It also provides a great opportunity for graduate students who are interested in pursuing this work full time.
Additional Justification for Proposed Fee Increase

NCSU

Student Center Programming
2020-21

Explanation of Fee/Justification for Proposed Fee Increase

B) Office for Institutional Equity and Diversity (OIED) $3.35 - (justification continued)

That number does not include international students and those who chose not to disclose their ethnic identity (146% increase from 686 in Fall 2016 to 1,685 in Fall 2018). Between 2016 and 2018, APIDA students also became the largest underrepresented (non-white) ethnic population at NC State. Institutionally, we have traditionally defined URM’s as having less representation across most academic disciplines. We also include "underachieving" as part of that definition. In many colleges at NC State, APIDA students are neither underrepresented nor underachieving. But unfortunately, many assume they are a "model minority" group who only needs limited support.

We propose the creation of a new student-fee funded Assistant Director position to focus on programs and student success initiatives that help to support APIDA students at NC State. This will be a new EHRA position added to the Multicultural Student Affairs (MSA) staff. MSA designs and implements institutional initiatives that promote the pursuit of academic success, retention and graduation of students, with an emphasis on culturally underrepresented and historically marginalized students. Their programs and services expand students’ cultural horizons while honoring their respective cultural experiences. They work to bring academic enhancement opportunities, cultural awareness activities and student leadership development to all students on campus. This position would enable MSA to expand on its current services and have a greater impact on its growing, diverse student population.

A Graduate Assistant at the GLBT Center will bring this center in alignment with the other 3 Campus Community Centers who all have paid graduate assistant positions. Since 2015, the GLBT Center has had a 36% increase in students who have participated in programs offered by the Center. This position will help to support issues related to the GLBT community and work to ensure student success and retention, with a focus on providing support for student identity development as well as academic preparation and enhancement. The need for additional services in the center has increased, so program support that this position provides helps the center have a broader reach in the student community. This Graduate Assistant position will assist with providing guidance and support to Student Group Executive Boards and attend executive board meeting. The Graduate Assistant will assist in the coordination of heritage programs and events, and engage with students in GLBT Center and provide support and assistance with partners such as Student Health, TRIO, Ombuds, and Tutoring Center.
FEE REQUEST FORM
NCSU
Campus Security Fee
2020-21

<table>
<thead>
<tr>
<th>Estimated Student FTE</th>
<th>Prior Years</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicable to Fee - 2020-21</td>
<td>31,100.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2018-19 Fee</th>
<th>2019-20 Fee</th>
<th>Requested Change</th>
<th>Proposed 2020-21 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$30.00</td>
<td>$30.00</td>
<td>$10.40</td>
<td>$40.40</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Actual 2018-19</th>
<th>Projected 2019-20</th>
<th>With Change</th>
<th>Without Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Fund Balance</td>
<td>212,221</td>
<td>296,533</td>
<td>206,203</td>
<td>206,203</td>
</tr>
</tbody>
</table>

|                      | Fee Revenues 934,745 | 933,000 | 1,256,440 | 933,000      |
|                      | Other Revenues        | -       | -         | -            |
|                      | Total Revenues        | 934,745 | 933,000   | 1,256,440    | 933,000      |

|                      | Personnel 577,344 | 656,299 | 998,004 | 674,489     |
|                      | Supplies & Materials 26,869 | 9,577 | 7,676 | 7,676       |
|                      | Current Services 147,027 | 123,012 | 123,014 | 123,014     |
|                      | Fixed Charges 125,980 | 134,442 | 126,000 | 126,000     |
|                      | Capital Outlay (26,174) | 100,000 | - | -           |
|                      | Other* (613) | - | - | -           |

|                      | Total Expenditures 850,433 | 1,023,330 | 1,254,694 | 931,179     |

|                      | Ending Fund Balance 296,533 | 206,203 | 207,949 | 208,024     |

|                      | FTE (associated with fee) 8.05 | 8.05 | 12.05 | 8.05 |

Justification for Proposed Fee Increase (include additional information on Form C tab if needed)

A) Division of Academic and Student Affairs $2.80 for 1 new Case Manager position

Nationally, Counseling Centers and Prevention Services are experiencing record demand. This is also true for NC State. In the past six years alone, there has been a 56% increase in students seeking services at the counseling center (from 3,833 students to 5,979 students seen). This increase is staggering since enrollment has remained flat as graduation rates have increased. A similar experience has occurred within the CARES reporting. This is a mechanism for faculty and staff to notify a case manager when they are concerned about a student. In the past four years, there has been a 114% increase in CARES reports submitted (from 592 reports to 1,270 reports). So far this academic year, compared to this time last year, there has been an additional 83% increase in reporting. Students are reported to CARES for a variety of reasons.

There has also been a significant change in the risk level for reason of referral. Some areas reporting significant increases in the past four years are as follows:

- Students reporting suicidal thoughts: up 60%
- Students reporting a suicide attempt: up 93%
- Students reporting depression and extreme sadness: up 129%

There were 63 students just last year who were hospitalized for mental health reasons.

The demand for services throughout campus is making it extremely challenging to assure follow up and appropriate referral for mental health assistance. Having another case manager to check in with students, connect them with a variety of appropriate services and monitor treatment will help to assure their academic success at NC State.

Please discuss the effect on the overall student experience if the fee increase request is denied

Without additional staffing, we will continue be challenged in appropriately following up and providing referrals for students needing mental health assistance. Demand for services has continued to exceed available resources which directly impacts the health, safety, and overall success of our students.
Explanation of Fee/Justification for Proposed Fee Increase

C) Office of Institutional Equity and Diversity $3.00 for 1 new Interpersonal Violence Prevention Coordinator.

NC State has seen significant increases in the demand for student services required to support both complainants and respondents of Title IX/Sexual Assault/Interpersonal and Domestic Violence cases. Survivor support alone has grown by 200% in just the last two years, and in addition we are seeing increased demand for respondent support services. We have only two staff members for these rapidly growing needs, who not only respond to the parties but are also tasked with attempting to execute prevention and education programs. However, due to continuously responding to actual scenarios, they are less effective at delivering programs. We seek to fund an additional Interpersonal Violence Prevention (IPV) position that could help meet these needs. This position may potentially address growing IPV respondent support services, as well as deliver education on prevention, and would be in addition to the IPV position we have already requested. There is definitely a demonstrated need for both positions to meet the demand and address the growing need for respondents.

Please discuss the effect on the overall student experience if the fee increase request is denied

If this position is not approved, our prevention and support programs will continue to not meet the already over-extended need in these areas, and prevention efforts will decline.
## FEE REQUEST FORM

### NCSU

#### Transit

##### 2020-21

<table>
<thead>
<tr>
<th>Estimated Student FTE</th>
<th>2018-19 Fee</th>
<th>2019-20 Fee</th>
<th>Requested Change</th>
<th>Proposed 2020-21 Fee</th>
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<tbody>
<tr>
<td>Applicable to Fee - 2020-21</td>
<td>$205.00</td>
<td>$205.00</td>
<td>$5.50</td>
<td>$210.50</td>
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### Revenues:

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<thead>
<tr>
<th>Item</th>
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<th>2019-20</th>
<th>Projected 2020-21</th>
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</thead>
<tbody>
<tr>
<td>Actual</td>
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<td>$6,040,255</td>
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<tr>
<td>Projected</td>
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<td>$6,040,255</td>
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### Expenditures:

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<thead>
<tr>
<th>Category</th>
<th>2018-19</th>
<th>2019-20</th>
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<tbody>
<tr>
<td>Current Services</td>
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<tr>
<td>Fixed Charges</td>
<td>$2,508,775</td>
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<tr>
<td>Supplies &amp; Materials</td>
<td>$418,977</td>
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</table>

### Beginning Fund Balance:

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<tr>
<th>Fund</th>
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<th>Projected</th>
<th>Change</th>
<th>Without Change</th>
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<tr>
<td>Beginning Fund Balance</td>
<td>$(467,108)</td>
<td>$420,782</td>
<td>$748,133</td>
<td>$748,133</td>
</tr>
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### Transfer to fund student group activities, change in AP to convert balance to cash basis:

<table>
<thead>
<tr>
<th>Total Expenditures</th>
<th>2020-21</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>Total Expenditures</td>
<td>$7,671,025</td>
<td>$8,666,780</td>
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<tr>
<td>Ending Fund Balance</td>
<td>$420,782</td>
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</table>

### FTE (associated with fee)

<table>
<thead>
<tr>
<th>FTE</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**Justification for Proposed Fee Increase (include additional information on Form C tab if needed)**

Historically the student transit fee has covered anywhere from 73% - 85% of Wolfline operations. Transportation has set the baseline that the student fee should cover at least 75% of the total transit costs. The City of Raleigh provides some grant funding, which covers around 5%. This leaves the subsidy from parking revenues at 20% of the total transit costs.

A new vendor for Wolfline service began in FY17/18. This substantially raised transit costs from $6 million per year to $7.6 million per year. Starting in FY19/20, 5 new buses are coming to the Wolfline fleet, which increase annual costs to $8.6 million. At the same time as transit costs increased, Transportation was not allowed to submit a student fee increase for FY19/20. This results in the student fee only covering 68% of the total transit costs in FY19/20. Transportation would like to get the percentage of Wolfline expenses covered back to the 75% range.

Transportation requested an $11 student transit fee increase for FY20/21. This would create an additional $305k of student fee revenue and get the percentage up to 72% covered. However, at the Student Senate Fee Review Meeting, Transportation's request was amended by the Senate to only be for $5.50. This would create an additional $152k of revenue as opposed to $305k. It would get the percentage of Transit costs covered by Wolfline to 70%. Transportation will still plan to get the amount funded by Student Transit Fees back to 75%, but would likely take longer than FY23/24 if Student Senate determines the increase amounts going forward.

Wolfline costs should not be heavily subsidized by parking revenues. With the student fee increase of $5.50, the subsidy to Transit is forecasted to be $2.65 million; compared to a subsidy of $2.5 million with the full $11 increase. Without a student fee increase at all, the subsidy to transit is forecasted to be $2.8 million. An increased subsidy from parking to transit uses funds that could be used for additional parking expansion to accommodate students.

Please discuss the effect on the overall student experience if the fee increase request is denied

If the fee request is denied, a greater portion of parking revenues will have to be used to subsidize Wolfline service. This means that students, staff and departments will be impacted by parking permit increases as a greater rate. Transportation only has 2 main sources of funding: student transit fee and parking permits. Students should be the primary source of funding for the Wolfline; it is estimated that 99% of Wolfline ridership is from students.

Another potential effect if the student fee request is denied is a cut back on Wolfline service. A reduction in the number of service hours would decrease the Wolfline contract’s variable cost. This would save money, but at an operational cost of less Wolfline service hours. With the Coliseum Deck demolition on the horizon, parking will become a premium. Students could have less parking spaces with less Wolfline service if student fee is not approved. A combination of less parking availability and less Wolfline service hours would not be favored by students.
PROPOSED REVISION TO:
POL 05.20.01 Appointment, Reappointment, Promotion and Permanent Tenure (BOT is authority)

Rationale: Edits to align the regulation with recent revisions to The Code (Chapter IV Section 603, 604) and related UNC regulations that 1) names the Board of Trustees as the final level of appeal for non-reappointment and imposition of discharge or serious sanctions and 2) clarifies faculty pay shall cease upon issuance of a discharge decision.

Additional edits remove definitions of realms of faculty responsibility, which are found in the Statements of Faculty Responsibilities regulation, and clarifies voting procedures and DVF makeup for initial faculty appointments.

Consultation Process:

10/15/19 Faculty Senate Executive Committee and VP Faculty Affairs Review
10/22/19 General Counsel review
11/05/19 Cabinet review and approval
01/13/20 University Council (notification), if applicable (PRR Administrator will complete)
11/22/19 Board of Trustees (approval/notification), if applicable (PRR Administrator will complete)
1. INTRODUCTION
This policy is adopted pursuant to UNC Code Chapter VI - Academic Freedom and Tenure (The Code). It addresses the following:

2. DEFINITIONS OF ACADEMIC TENURE AND PERMANENT TENURE
3. CHANCELLOR'S AUTHORITY
4. TENURE TRACK FACULTY QUALIFICATIONS FOR RANK AND INITIAL APPOINTMENTS
5. STANDARDS FOR APPOINTMENT, REAPPOINTMENT, PROMOTION AND CONFERRAL OF TENURE
6. PROCEDURES FOR INITIAL APPOINTMENT
7. PROCEDURES FOR REAPPOINTMENT, PROMOTION AND CONFERRAL OF TENURE
8. IMPOSITION OF SERIOUS SANCTIONS
9. SEPARATION OF FACULTY EMPLOYMENT

This policy and provisions of UNC Code Chapter VI - Academic Freedom and Tenure, as amended from time to time, constitute the tenure policies and regulations of North Carolina State University (hereinafter referred to as the university or NC State). This policy shall be cited in appointment and reappointment letters sent to individual faculty members.

1.1 The university incorporates as part of this policy the principles of freedom and responsibility in the university community as set forth in Section 600 of The Code.

1.2 The university incorporates as part of this policy the rights and responsibilities of the faculty under the principles of academic freedom as set forth in Section 601 of The Code.

1.3 The university may designate non-tenure track faculty as set forth in Section 610 of The Code. Non-tenure track ranks, contracts and subsequent contracts are addressed in NCSU REG05.20.34 – Non-Tenure Track Faculty Ranks and Appointments.

2. DEFINITIONS OF ACADEMIC TENURE AND PERMANENT TENURE

2.1 Academic Tenure

The purpose of academic tenure is to promote and protect the academic freedom of the faculty. It also assists the university in attracting and retaining faculty members of high quality. Academic tenure refers to the conditions and guarantees that apply to a faculty member's employment, in particular the protection from discharge from, or termination of, employment, and from imposition of serious sanctions on a faculty member, except upon grounds and in accordance with sections 8 and 9 of this policy. Academic tenure applies exclusively to faculty with permanent tenure, faculty on probationary (tenure-track) appointments and faculty with fixed term appointments as further described in NCSU REG05.20.34 – Non-Tenure Track Faculty Ranks and Appointments.

2.2 Permanent Tenure

Permanent tenure (“appointment with tenure” or “tenured appointment”) is academic tenure conferred upon faculty with appointments that are continuous until retirement, resignation or death. Permanent tenure may be conferred only pursuant to this policy and by action of the President and the Board of Governors of the University of North Carolina, or by such other agencies or officers as may be delegated such authority by the Board of Governors. Hereinafter, all references to tenure shall mean permanent tenure.
2.3 In all instances, the tenure conferred on a faculty member is held with reference to employment by NC State, rather than to employment by the University of North Carolina (UNC Code Section 602).

3. CHANCELLOR’S AUTHORITY

3.1 The Chancellor or Chancellor’s designee shall have approval authority for faculty appointments, reappointments, promotions, and conferrals of tenure, consistent with NCSU REG01.20.01 - Delegations of Authority for Appointments, Compensation and Other Personnel Actions for Employees Exempt from the State Personnel Act (EPA) and subject to further approvals as required by Section 602(5) of The Code and UNC Policy Manual Section 600.3.4.

3.2 Upon receiving recommendations for the conferral of tenure from the Provost, the Chancellor will forward his recommendations to the University Affairs Committee of the Board of Trustees for final approval.

3.3 Upon receiving recommendations for promotions from the Provost, the Chancellor has responsibility for final approval of promotions.

4. TENURE TRACK FACULTY QUALIFICATIONS FOR RANK AND INITIAL APPOINTMENTS

Qualifications for academic rank shall be determined by the Chancellor upon recommendations from the Faculty Senate and the University Council and are set forth here.

Tenure-track faculty appointments are those to which consideration for permanent tenure applies and for which there is an established time frame during which a decision to reappoint or confer tenure must be made, as provided in the following sub-sections.

In addition to qualifications required for academic rank, NC State has published guidelines for the credentials required for faculty teaching at all course levels. For faculty who teach, departments must have documentation that each faculty member is qualified to teach the course, either based on degrees attained or alternative credentials. For these guidelines and instructions on how to document credentials, see “Documenting Compliance with SACS and University Qualifications for Teaching Assignments” on the Office of the Provost’s website.

4.1 Instructors

Appointment to the rank of Instructor is appropriate for an individual who has been selected for a tenure-track appointment at NC State but has not yet completed the required terminal degree. An Instructor shall be appointed for an initial probationary term of one (1) year and may be reappointed to one (1) additional probationary one (1) year term.

4.1.1 Upon award of the required degree or prior to the end of the second probationary one (1) year term, whichever comes first, the Department Head, after consultation according to the procedures set forth in section 6.2 of this policy, shall review the Instructor’s performance and recommend to the Dean either 1) that the Instructor be appointed to an appropriate term as Assistant Professor in accordance with section 4.2 or 2) that the instructor’s appointment end on the current contract end date.
4.1.2 Minimum Required Qualifications

4.1.2.1 Ability or potential in the mutually agreed upon realms of responsibility.

4.1.2.2 A master's degree, an equivalent degree, or equivalent professional experience.

4.2 Assistant Professors

Appointment to the rank of Assistant Professor is the entry-level professorial appointment. An Assistant Professor shall be appointed for an initial probationary term of four (4) years. In cases where the appointment occurs prior to or subsequent to the start of the regular academic or fiscal year, the initial probationary term may be adjusted to coincide with the appropriate reappointment, promotion and tenure cycle, but shall not result in an initial term of fewer than three (3) years or greater than four (4) years and six (6) months, with an end date of May 15 for academic year contracts or June 30 for fiscal year contracts.

4.2.1 Before the end of the third year of the initial term (in order to allow at least 12 months notice should the decision be not to reappoint), the Department Head (or equivalent designee), after consultation with the Departmental Voting Faculty (DVF) as set forth in section 7.2.1 of this policy, shall review the Assistant Professor's performance and recommend to the Dean either 1) that the Assistant Professor be reappointed for a second term of three (3) years which is appended to the initial four (4) year term, or 2) that the Assistant Professor not be reappointed.

4.2.2 If the Assistant Professor is appointed to a second term under section 7 then before the end of the second year of that appointment (in order to allow for 12 months notice in case of termination), the Department Head and Dean (or equivalent designees), after consultation according to the procedures set forth in section 7 of this policy, shall each review the Assistant Professor’s performance and recommend to the Provost either 1) that the Assistant Professor be promoted with tenure or 2) that upon the expiration of the term of appointment the Assistant Professor not be reappointed. In the case of a decision not to promote and confer tenure, the Dean may recommend, and the Provost may approve, a recommendation and decision during the remaining term of the appointment, to promote and confer tenure based upon new information documenting required performance representing a significant change in the status of information included in the dossier that was the basis for the denial of promotion and non-conferral of tenure.

4.2.3 The decision and notification regarding conferral of tenure shall not be postponed beyond the eighth year of service (including any approved extensions) from the first appointment as Assistant Professor. In extraordinary circumstances, the Chancellor or Chancellor’s designee (the Provost) may approve postponing the decision and notification regarding conferral of tenure beyond the eighth year of service.

4.2.4 Minimum Required Qualifications

4.2.4.1 Ability or definite promise in the mutually agreed upon realms of responsibility.

4.2.4.2 Potential for directing activities in the mutually agreed upon realms of responsibility.

4.2.4.3 Ability and willingness to participate in department, college and university affairs.

4.2.4.4 A doctor's degree, an equivalent degree, or equivalent professional experience.

4.3 Associate Professors
An Associate Professor promoted to that rank by the university shall have tenure.

4.3.1 An Associate Professor coming to that rank from outside the university may either be appointed with tenure or for one (1) probationary appointment not to exceed five (5) years. In cases where the appointment occurs prior to or subsequent to the start of the normal academic or fiscal year, the initial probationary term must be adjusted to coincide with the appropriate reappointment, promotion and tenure cycle, but shall not result in an initial term of fewer than three (3) years and six (6) months or greater than five (5) years, with an end date of May 15 or June 30.

In the case of a probationary appointment, before the end of the next-to-last year of the appointment, the Department Head and Dean (or equivalent designees), after consultation according to the procedures set forth in section 7, shall each review the associate professor's performance and recommend to the Provost either 1) that the Associate Professor be reappointed with tenure at the same or higher rank or 2) that upon the expiration of the term of appointment the Associate Professor not be reappointed. If the review and decision for conferral of tenure is carried out prior to the next-to-last year of the appointment, it will not be considered an early action (i.e. before the mandatory review date).

4.3.2 In the case of a decision not to promote and confer tenure, the Dean may recommend and the Provost may approve a recommendation and decision during the remaining term of the appointment to confer tenure based upon new information documenting required performance representing a significant change in the status of information included in the dossier that was the basis for the denial of promotion and non-conferral of tenure.

4.3.3 Minimum Required Qualifications

4.3.3.1 Recognized ability and potential for distinction in the mutually agreed upon realms of responsibility.

4.3.3.2 Demonstrated ability to direct activities in the mutually agreed upon realms of responsibility.

4.3.3.3 Demonstrated ability and willingness to participate in department, college and university affairs.

4.3.3.4 A doctoral degree, an equivalent degree, or equivalent professional experience.

4.4 Professors

A professor shall have tenure, whether promoted to that rank by the university or hired from outside the university.

4.4.1 Minimum Required Qualifications

4.4.1.1 Distinguished achievement in the mutually agreed upon realms of responsibility.

4.4.1.2 Demonstrated ability to direct activities in the mutually agreed upon realms of responsibility.

4.4.1.3 Established reputation in the individual's profession or field of scholarly or germane creative activity.
4.4.1.4 Demonstrated ability and willingness to participate in department, college and university affairs.

4.4.1.5 A doctoral degree, an equivalent degree, or equivalent professional experience.

4.5 Exceptions to Terms

4.5.1 If exceptional circumstances warrant, this policy shall not preclude promotion or the conferral of tenure according to a time frame different from that set forth in sections 4.2 and 4.3.

4.5.2 The Chancellor or Chancellor’s designee (the Provost) may grant an untenured faculty member an extension of the time period during which the institutional decision must be made regarding reappointment or conferral of tenure in cases of compelling circumstances. The normal extension is one (1) year; however, other extensions may be approved in exceptional cases. Approval of an extension must be in writing and will extend the term of the current appointment.

4.5.3 A faculty member will be awarded an automatic extension in cases of a new child in the family by birth, adoption or placement of a foster child or of approved family medical leave of sixty (60) calendar days or longer.

4.5.4 If not an automatic extension, a faculty member must request an extension in accordance with procedures established by the Chancellor or Chancellor's designee (the Provost) in NCSU REG05.20.31 - Tenure Clock.

4.5.5 For a faculty member who does not hold permanent U.S. residency status, tenure shall be contingent upon the individual having filed for permanent U.S. residency, and either being granted permanent U.S. residency or remaining in a valid immigration status continuously until permanent U.S. residency is granted.

5. STANDARDS FOR APPOINTMENT, REAPPOINTMENT, PROMOTION, AND CONFERRAL OF TENURE

NC State values, above all, excellence and distinction in creative scholarship that facilitates the increase and diffusion of knowledge, wisdom, and the moral dimensions of intelligence.

5.1 General Standards

The general standards upon which appointment, reappointment, promotion, and conferral of tenure are to be recommended include an assessment of at least the following: demonstrated professional competence in the appropriate mix of the realms of responsibility (see 5.2) as defined by each academic unit's Reappointment, Promotion and Tenure Standards and Procedures rule and agreed upon in each faculty member's Statement of Mutual ExpectationsFaculty Responsibilities; potential for future contributions; and service to the university, the academic community, and society. The individual's contributions shall be considered in a manner that is appropriate to each individual appointment, and recommendations shall be consistent with the needs and resources of the university.

5.2 Faculty Goals and Realms of Responsibility

Creative scholarship in all of the following six (6) realms of faculty responsibility, as defined in REG05.20.27 Statements of Faculty Responsibility, is valued and rewarded by NC State. Scholarly contributions in an appropriate mix of these six (6) realms must be -- both in fact and in faculty perceptions -- the principal criteria for decisions about faculty reappointment, promotion, and tenure. The nature of the “appropriate” mix is defined by each academic unit’s
Reappointment, Promotion and Tenure rule and agreed upon in each faculty member’s Statement of Mutual Expectations Faculty Responsibilities.

5.2.1 Teaching and Mentoring of Undergraduate and Graduate Students
Transmission of knowledge to students and the development of wisdom are two primary reasons universities exist. The goal is to develop students who can play effective and socially constructive roles in a wide variety of institutions and endeavors and who can understand their service in a global and societal context. Knowledge, insights, and understanding are transmitted through disciplinary, interdisciplinary, and multidisciplinary learning.

5.2.2 Discovery of Knowledge through Discipline-Guided Inquiry
Such inquiry involves inductive and deductive reasoning; qualitative and quantitative methodologies; hypotheses and propositions; measurements; accumulation of evidence; analysis and argument; interpretation and evaluation; and communication/publication of findings; concepts, and conclusions. Basic research is inquiry aimed at understanding the world around us. Applied research is inquiry aimed at enhancing the arts of teaching and learning, management of nature and human institutions, and developing practices and technologies useful to society. Discovery of knowledge can be achieved by working either as an individual or as part of a collaborative team.

5.2.3 Creative Artistry and Literature
Creative artistry involves the creation, production, interpretation, and evaluation of cultural artifacts that generate new insights and interpretations with the potential to inspire and advance the quality of life in society. Creative artistry can be expressed through literary, performing, fine, and applied arts.

5.2.4 Technological and Managerial Innovation
Technological innovation provides the means by which knowledge and imagination in the sciences, humanities, and creative arts can be harnessed to drive the economic and social systems of the state, nation, and world, and ultimately, provide new products, processes, and services.

5.2.5 Extension and Engagement with Constituencies outside the University
Engagement with people and organizational constituencies outside the university are the principal means by which NC State and other land-grant universities fulfill their unique mission. Accomplishments in extension and engagement represent an ongoing two-way interchange of knowledge, information, understanding, and services between the university and the state, nation, and world.

5.2.6 Service in Professional Societies and Service and Engagement within the University itself.
Complex research-extensive universities and discipline-focused scientific and professional societies simply do not work effectively, efficiently, or for long, without the dedicated and continuing investment of university faculty time and creative energy in the programs and governance of these organizations. Thus, service to and engagement within all parts of the university and its affiliated organizations, including professional scientific and literary associations is valued, appreciated, and rewarded by NC State.

6. PROCEDURES FOR INITIAL APPOINTMENT

6.1 Documentation
For initial appointments, the Department Head shall assemble documentation as appropriate.

6.2 Consultation

Decisions for appointment are dependent on substantive consultation with tenured faculty by Department Heads and Deans who are responsible for these decisions.

6.2.1 Departmental Consultation - It is the responsibility of the DVF to participate in this consultation at the departmental level. The DVF (defined in sections 6.2.2 and 6.2.3) shall have full access to the documentation prepared for each candidate and the opportunity and responsibility to meet as a group with the Department Head to consider the matter confidentially. In each case of initial appointment, a vote shall be taken either by secret ballot or open ballot, with the method of voting to be decided by a majority vote of the departmental voting faculty. Faculty members who cannot attend the meeting shall be permitted to vote in accordance with departmental rules.

6.2.2

a. For initial appointments, two votes are taken and recorded. The first vote is for the DVF to indicate support for the appointment of a particular candidate. The second vote is for the DVF to award rank, which may also include tenure, to a particular candidate. Each college shall define if and how university and college administrators with tenure in one of its departments can participate on DVFs for initial appointments.

b. The DVF for the first vote, to support appointment of a particular candidate, shall consist of tenured faculty of any rank. The DVF may consult with other departmental faculty prior to voting.

cb. The membership of the DVF in departments that appoint faculty only on non-tenure track contracts may vary from the definition in section ba. For these exceptions, see section 8.1.3 of REG05.20.34 Non-Tenure Track Ranks and Appointments.

6.2.3d. The second vote must be specific to a rank and, in the case of Associate Professors, must also define tenure status. The rank of Professor always includes tenure. The rank of Assistant Professor never includes tenure. If tenure is to be awarded with an initial appointment, a second vote is taken and recorded. The DVF for awarding ranks of Assistant Professor, Associate Professor without tenure, or Associate Professor with tenure includes all tenured Associate Professors and Professors. The DVF for Associate Professors being hired with tenure includes all tenured Associate Professors and Professors. The DVF for the DVF for awarding rank of Professors that must be hired with tenure includes all tenured Professors. If tenure is to be awarded with an initial joint or interdisciplinary appointment, approval will be based on input from appropriate faculty members outside the department as described in Sections 7.2.1.3 and 7.2.1.4.

6.3 Joint and Interdisciplinary Appointments

6.3.1 Joint Appointments

a. In the case of joint appointments, in which portions of the faculty member’s salary come from more than one department, one department will be designated by the college dean(s) as the home department, usually the department with the higher percentage than the other appointing department(s), and will be responsible for appointment procedures. Based on agreement among
the department heads and dean(s), the appointment will be approved by the home department with input from the DVF of the other appointing department(s).

b. At the time of the appointment and in consultation with the faculty member, the Department Heads shall develop a written plan for how annual reviews and reappointment, promotion, and tenure reviews will be conducted to ensure input from the appointing department(s). The plan will be shared with the DVF of each department and will be approved by the Dean(s) of the appointing departments.

c. The faculty member will be a DVF member in the home department when required rank and tenure are achieved. The DVF of other department(s) in the joint appointment will stipulate at appointment whether the faculty member will be a DVF member when required rank and tenure are achieved and whether he or she will have voting rights in other department affairs.

6.3.2. Interdisciplinary Appointments

a. In the case of an appointment in which the work of the appointee is expected to be substantively interdisciplinary, the head of the faculty member’s home department shall receive recommendations from tenured faculty of appropriate rank outside the department who are familiar with the interdisciplinary focus and activities of the faculty member, including the coordinator(s) of interdisciplinary program(s) to which the faculty member will be assigned. This may be achieved in either or two ways: (1) with input by appropriate interdisciplinary faculty members in the deliberations of the DVF or (2) by the Dean’s creation of an interdisciplinary search committee made up of faculty from the home department and appropriate interdisciplinary faculty members to recommend the appointment.

b. At the time of the appointment and in consultation with the faculty member and the coordinator(s) of interdisciplinary program(s) to which the faculty member will be assigned, the Department Head shall develop a written plan for conducting annual reviews and reappointment, promotion, and tenure reviews that include input from faculty outside the department who are familiar with the interdisciplinary focus and activities of the faculty member. This plan will be shared with the DVF and approved by the Dean and, if the appointment is in more than one college, by the Provost.

6.4 Recommendations and Decisions

6.4.1 Recommendation of Department Head

In the case of an initial appointment at any rank and tenure status, the Department Head shall make a recommendation to the Dean and report the vote of the DVF as described in section 6.2.1. Joint appointees can only vote on initial appointments in their home department.

6.4.2 Dean’s Decision and Recommendation

In the case of an initial appointment of a tenure-track faculty member, the Dean’s decision is final.

If tenure is to be conferred with initial appointment, the Dean shall provide to the Provost the vote of the DVF for appointment, the vote of the DVF for tenure (including input from outside the home department for joint and interdisciplinary appointments), the Department Head’s recommendation and Dean’s recommendation.

6.5 Provost’s Recommendation
If tenure is to be conferred with initial appointment, the Provost shall make a recommendation to
the Chancellor for all positive decisions.

6.6 Communication

6.6.1 The terms and conditions of each faculty appointment shall be stated in a letter from the
Chancellor or Chancellor’s designee (the Provost) to the faculty member. The letter shall
provide specification of the beginning and ending dates of the appointment or reappointment
consistent with Sections 4.2 and 4.3 and any limitation of tenure due to source of funds
consistent with 6.4.2.

6.6.2 The appointment of a faculty member to a position funded in whole or in substantial part
from sources other than continuing state budget funds or permanent trust funds, whether for a
specified term or with tenure, shall be contingent upon the continuing availability of such funds.
This contingency shall not apply to the federal funds provided to the North Carolina Agricultural
Research Service through the Hatch Act and the McIntire-Stennis Act and to the North Carolina
Cooperative Extension Service through the Smith-Lever Act. These funds shall be considered as
permanent trust funds, and faculty who are funded in whole or in substantial part from these
sources shall not be subject to the contingency provisions of this section.

6.6.3 Joint Appointments: The terms and conditions of each joint faculty appointment shall be
stated, including the home department, the proportion of the faculty member’s responsibilities
and effort in each department, and the salary distribution across the departments.

6.6.4 Interdisciplinary Appointments: The terms and conditions of each interdisciplinary
appointment shall be stated, including the proportion of the faculty member’s responsibilities and
effort assigned to departmental and extra-departmental activities.

6.7 Periodic Performance Reviews

There shall be regular reviews of individual faculty performance conducted by academic
administration with peer involvement where appropriate. These reviews shall be conducted
pursuant to regulations issued by the Chancellor or Chancellor’s designee and shall include
annual reviews of all faculty and periodic post-tenure reviews of tenured faculty.

7. PROCEDURES FOR REAPPOINTMENT, PROMOTION, AND CONFERRAL OF TENURE

7.1 Documentation

The candidate shall assemble documentation in consultation with the Department Head in
accordance with NCSU REG05.20.20 – Reappointment, Promotion and Tenure Dossier
Format Requirements.

7.2 Consultation

Decisions are dependent on substantive consultation with tenured faculty by Department Heads,
Deans and the Provost who are responsible for the reviews that inform these decisions.

7.2.1 Departmental Consultation

It is the responsibility of the DVF to participate in this consultation at the departmental level.
The DVF (see section 7.2.1.1) shall have full access to the documentation prepared for each
candidate and the opportunity and responsibility to meet as a group with the Department Head to
consider the matter confidentially. In each case, the DVF shall provide a written assessment.
In each case, a vote shall be taken either by secret ballot or open ballot, with the method of voting to be decided by a majority vote of the DVF. Faculty members who cannot attend the meeting shall be expected to vote in accordance with the department’s Reappointment, Promotion and Tenure Rule.

7.2.1.1

a. The DVF shall consist of tenured faculty with equal or greater rank than the position for which the individual is being considered. Each college shall define if and how university and college administrators with tenure in one of its departments can participate on DVFs for reappointment, promotion, and conferral of tenure.

b. The membership of the DVF in departments that appoint faculty only on non-tenure track contracts may vary from the definition in section a. For these exceptions, see section 9.2.2 of REG05.20.34 Non-Tenure Track Ranks and Appointments.

7.2.1.2 If the number of departmental voting faculty members is fewer than three (3), the Department Head, in consultation with the existing DVF, the individual being reviewed, and appropriate other Department Heads, shall request that the Dean appoint faculty members from allied departments in such number as to provide a group of three (3) members to serve as the DVF for the case.

7.2.1.3 In the case of joint appointments, the DVF of the home department shall make the recommendation for promotion and tenure based on written input from the DVF(s) of the other appointing department(s) or may conduct a single review by a DVF made up of representatives from each department.

7.2.1.4 In the case of an appointment in which the area of work of the candidates is substantively interdisciplinary, the head of the faculty member’s home department shall receive recommendations from tenured faculty of appropriate rank outside the department who are familiar with the interdisciplinary focus and activities of the faculty member. This may be achieved in either of two ways: (1) through written input by appropriate interdisciplinary faculty members in the deliberations of the DVF or (2) through the Dean’s creation of an interdisciplinary review committee made up of faculty from the home department and appropriate interdisciplinary faculty members; interdisciplinary review committees shall be appointed in consultation with the candidate, the Head of the home department and other faculty familiar with the faculty member’s interdisciplinary area and approved by the Provost.

7.2.2 Dean Consultation

a. The Dean, prior to making the reappointment decision or a recommendation to the Provost for promotion and/or conferral of tenure, shall consult with a duly constituted College Reappointment, Promotion, and Tenure Committee, appointed and charged by the Dean in accordance with college rules approved by the Provost. The committee shall have full access to the documentation and an opportunity to confidentially discuss the case among themselves and shall provide a written assessment. A vote shall be taken either by secret ballot or open ballot, with the method of voting to be decided by a majority vote of the group. For joint or interdisciplinary appointments which involve programs or departments in more than one college, the CRPTC where the home department is located will discuss the case and provide a written assessment and vote.
b. In the Division of Academic and Student Affairs (DASA), which appoints only non-tenure track faculty, the Vice Chancellor and Dean shall consult with a duly constituted DASA Promotion Committee. See section 9.3.2 of REG05.20.34 Non-Tenure Track Ranks and Appointments.

7.2.3 Provost Consultation

A University Reappointment, Promotion, and Tenure Committee, appointed by the Provost in consultation with the Chair of the Faculty, shall advise the Provost in matters relating to the policy and processes involved in reappointment, promotion, and conferral of tenure. The committee may confidentially examine cases in the context of its process review. The Provost may consult the committee on individual cases, and in such cases the Committee shall provide a written assessment. Unless requested by the Provost, however, the Committee does not advise on specific cases.

7.3 Recommendations and Decisions

7.3.1 Recommendation of Department Head

In the case of a reappointment, promotion, or conferral of tenure for an appointed faculty member, the Department Head shall provide to the Dean or equivalent academic officer the written assessment and vote of the DVF, a written recommendation by the Department Head, and any written response provided by the faculty member in accordance with section 7.4.

In the case of joint or interdisciplinary appointments, the head of the home department will provide the assessment including the results of consultation with the head(s) of other departments in the appointment. The head of the home department will provide the Dean with the written assessment and vote of the department faculty or joint DVF and any written response provided by the faculty member.

7.3.2 Dean's Decision and Recommendation

7.3.2.1 In the case of reappointment of a tenure-track faculty member, the Dean's decision is final except when recommending non-reappointment. In the case of joint appointments, the Dean of the college where the home department is located will make a recommendation on reappointment including the results of consultation with the Dean of the other participating college(s).

7.3.2.2 In the case of non-reappointment, promotion and conferral of tenure, the Dean shall provide to the Provost the written assessments, votes, and written recommendations provided from the DVF, Department Head, and College Reappointment, Promotion, and Tenure Committee, the Dean’s a written recommendation, and any responses provided by the faculty member in accordance with section 7.4.

7.3.3 Provost's Decision and Recommendation

In the case of promotion and conferral of tenure, the Provost shall make a recommendation to the Chancellor for all positive decisions after consideration of the faculty member's dossier, vote and assessment of the DVF, recommendation of the Department Head, vote and assessment of the College RPT Committee and recommendation of the Dean. The Provost may consult appropriate university-level academic officers in making these decisions. In the case of negative decisions, the Provost's decision is final.

7.4 Opportunity for Faculty Response to Written Assessments and Recommendations
The faculty member shall be provided the written assessment and recommendation at both the department and college levels and shall be given an opportunity to provide a timely written response at both levels. These responses shall become part of the documentation of the review for succeeding levels.

7.5 Sharing of Written Assessments, Recommendations, and Responses in the Reappointment, Promotion and Tenure Review

Upon completion of the department review, the Department Head shall provide to the DVF his or her written assessment and recommendation, and any responses provided by the faculty member to the Department.

Upon completion of the college review, the Dean shall provide to the DVF, the Department Head, and the College RPT Committee an opportunity to review the following documents: the written assessment and vote of the College RPT Committee, the written assessment and recommendation of the Dean, and any responses provided by the faculty member to the College assessments and recommendations.

7.6 Communication

7.6.1 Timely Notification

For tenure-track faculty, notice of reappointment or non-reappointment shall be in accordance with the notice requirements of Section 604 A of The Code for full-time faculty at the rank of instructor, assistant professor, or associate professor, which are as follows.

a. during the first year of continuous service at the institution, the faculty member shall be given not less than 90 days’ notice before the employment contract expires;

b. during the second year of continuous service at the institution, the faculty member shall be given not less than 180 days’ notice before the employment contract expires;

c. after two or more years of continuous service at the institution, the faculty member shall be given not less than 12 months’ notice before the employment contract expires.

Failure to give timely notice of non-reappointment will oblige the Provost thereafter to offer a terminal appointment of one academic year. Notice of non-reappointment shall be given in a letter from the Provost containing the decision not to reappoint.

7.7 Review of Non-reappointment Decisions

A probationary faculty member who is notified of a terminal appointment or a non-reappointment, pursuant to section 4.2 or 4.3, shall be granted upon request an interview with the Department Head to discuss the decision. The faculty member shall also upon request be granted a subsequent interview with the Dean to discuss the decision. After these interviews, if the faculty member believes the decision not to reappoint was based upon his or her exercise of rights guaranteed by either the First Amendment to the United States Constitution or Article I of the North Carolina Constitution; discrimination as defined and prohibited by NCSU POL 04.25.05 Equal Opportunity and Non-Discrimination Policy, personal malice; or due to a material procedural irregularity that casts substantial doubt on the integrity of the decision not to reappoint, he or she may request a review pursuant to NCSU POL05.25.01 – Faculty Grievance and Non-Reappointment Review Policy. This review shall be limited solely to determining whether the decision not to reappoint was based upon any of the above-listed grounds.
8. **DISCHARGE OR IMPOSITION OF SERIOUS SANCTIONS**

During any probationary or tenured appointment, a faculty member may be discharged or subject to the imposition of a serious sanction (defined as demotion in rank or suspension without pay), in accordance with the procedures prescribed in **Section 603 of The Code**.

8.1 Regulations issued by the Chancellor or Chancellor’s designee shall address the composition and appointment of a hearing committee.

8.2 As specified in **Section 603 of The Code**, discharge or imposition of a serious sanctions may be based only upon one or more of the following permissible reasons:

8.2.1 Incompetence, including significant, sustained unsatisfactory performance after the faculty member has been given an opportunity to remedy such performance and fails to do so within a reasonable time;

8.2.2 Neglect of duty, including sustained failure to meet assigned classes or to perform other significant faculty professional obligations; or

8.2.3 Misconduct of such a nature as to indicate that the individual is unfit to serve as a member of the faculty, including violations of professional ethics, mistreatment of students or other employees, research misconduct, financial fraud, criminal, or other illegal, unethical, or inappropriate conduct. To justify imposition of serious sanction for misconduct, the misconduct should be either (a) sufficiently related to a faculty member’s academic responsibilities as to disqualify the individual from effective performance of university duties, or (b) sufficiently serious as to adversely reflect on the individual’s honesty, trustworthiness or fitness to be a faculty member. A serious sanction less severe than discharge may be imposed depending on the nature and circumstances of the misconduct.

8.3 The reasons for discharge or imposition of serious sanction (incompetence, neglect of duty, misconduct) are not mutually exclusive. Certain facts presented to support a discharge or serious sanction may fall under one or more of the reasons listed above. So long as there is sufficient evidence of the underlying facts to support a discharge or serious sanction, an action shall not be invalid because the reason provided mislabeled or miscategorized the underlying facts.

8.4 The Chancellor has the discretion to place the faculty member on administrative leave with pay at any time if the Chancellor determines in his or her discretion that exceptional circumstances warrant it, and may choose to do so regardless of whether notice of intent to discharge or impose a serious sanction has been issued.

9. **SEPARATION OF FACULTY EMPLOYMENT**

9.1 Resignation

A faculty member who intends to resign from employment has the obligation to give timely written notice of that intention to the head of the department in which the faculty member is appointed. Tenure ceases on the date of the resignation.

9.2 Termination Due to Financial Exigency or Program Elimination

9.2.1 During a probationary or tenured appointment, termination of faculty employment shall occur in accordance with the provisions of **Section 605 of The Code** only because of 1) a
demonstrable, bona fide institutional financial exigency, or 2) the major curtailment or elimination of a teaching, research, or public service program.

9.2.2 Financial exigency is defined as a significant decline in the financial resources of the institution that is brought about by decline in institutional enrollment or by other action or events that compel a reduction in the institution's current operations budget. The determination of whether a condition of financial exigency exists or whether there shall be a major curtailment or elimination of a teaching, research, or public service program shall be made by the Chancellor, after consulting with the faculties of the departments or other units that might be affected, the academic administrative officers, the Faculty Senate, and the Board of Trustees.

In this or any subsequent consultation process, a faculty appointment may be terminated only after it is determined by the Chancellor, following careful review of alternatives, that the condition of financial exigency cannot be alleviated by less drastic means. The determination of financial exigency or a major curtailment or elimination of a teaching, research, or public service program is subject to concurrence by the President and approval by the Board of Governors.

9.2.3 If there must be termination of faculty appointments, the Chancellor shall give consideration to tenure status, years of service at the university, and other factors deemed relevant in determining whose employment is to be terminated. The primary consideration, however, shall be the maintenance of a sound and balanced educational program that is consistent with the functions and responsibilities of the university.

9.2.4 A faculty member whose employment is to be terminated shall be notified of this fact in writing. This notice shall include a statement of the conditions requiring termination of employment, a disclosure of pertinent financial or other data upon which the termination decision was based, and a general description of the procedures followed in making that decision.

9.2.5 If a faculty member whose employment is to be terminated alleges that the decision to terminate was arbitrary or capricious, a hearing committee of the Faculty Hearings Panel shall afford the faculty member a fair hearing, according to the procedures of Section 605 of The Code. This hearing shall be limited to the question of whether the decision to terminate was arbitrary or capricious. The Chancellor's final decision may be appealed in the manner provided for by Section 605C (6) of The Code.

9.2.6 The university, when requested by a faculty member whose employment has been terminated, shall give reasonable assistance in finding other employment. For a period of two (2) years after the effective date of termination the university shall not replace the faculty member without first offering the position to the person whose employment was terminated.

9.3 Retirement

Faculty members may apply for retirement when eligible in accordance with the provisions of the North Carolina Statutes (Chapter 135). Tenure ceases on the effective date of retirement. Upon entering the UNC Phased Retirement Program, a faculty member relinquishes his or her permanent tenure in exchange for a three (3) year fixed-term contract.
**PROPOSED REVISION TO:**
POL 05.25.01 Faculty Grievance and Non-Reappointment Review Policy (BOT is authority)

**Rationale:** Edits to align the regulation with recent revisions to *The Code* (Chapter IV Section 603, 604) and related UNC regulations that 1) names the Board of Trustees as the final level of appeal for non-reappointment and imposition of discharge or serious sanctions and 2) clarifies faculty pay shall cease upon issuance of a discharge decision.

**Consultation Process:**

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<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>10/15/19</td>
<td>Faculty Senate Executive Committee and VP Faculty Affairs Review</td>
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<tr>
<td>10/22/19</td>
<td>General Counsel review</td>
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<tr>
<td>11/05/19</td>
<td>Cabinet review and approval</td>
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<tr>
<td>01/13/20</td>
<td>University Council (notification), if applicable (PRR Administrator will complete)</td>
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<tr>
<td>11/22/19</td>
<td>Board of Trustees (approval/notification), if applicable (PRR Administrator will complete)</td>
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Related Policies:
UNC Code Section 604 - Appointment, Non-reappointment and Requirements of Notice and Review
UNC Code Section 607 - Faculty Grievance Committee for Constituent Institutions
UNC Code Section 610 – Rights of Special Faculty Members
UNC Policy Manual 101.3.1 – Review of Non-reappointment Decisions under Section 604 of The Code
UNC Policy Manual 101.3.2 - Grievances Filed Pursuant to Section 607 of the Code

NCSU POL01.05.08 - Faculty and EHRA Non-Faculty Appeals to Board of Trustees
NCSU POL04.25.05 - Equal Opportunity and Non-Discrimination Policy
NCSU REG 04.25.02 - Discrimination, Harassment and Retaliation Complaint Procedure
NCSU POL05.35.01 - Mediation Policy and Procedure

NCSU REG 05.25.04 – Faculty Grievance and Non-reappointment Review Procedures

Additional References:
Report of the 604 Non-Reappointment Review Panel
Report of the 607 Grievance Panel

1. INTRODUCTION

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

2. FACULTY GRIEVANCE/REVIEW COMMITTEE

2.1 Faculty Grievance/Review Committee Membership

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

2.2 Faculty Grievance/Review Committee Chair

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

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

Within the University, important faculty personnel decisions are based on evaluations of performance rendered by a candidate’s colleagues and supervisors, who are in the best position to make such judgments. These assessments are not the product of mechanically applied checklists, criteria, or formulas; there is no simple litmus test for outstanding job performance. Rather, these decisions must reflect careful exercises of discretion, in which the faculty colleagues draw on their own academic knowledge, experience, and perceptions to evaluate the candidate’s qualifications and performance. The academic review process seeks to obtain the collective good faith professional academic judgment of the candidate’s colleagues and administrators as the basis for personnel decisions. These decisions
are entitled to great deference and weight, and, as such, must be based on considerations that are relevant to the candidate’s performance and potential to contribute to the good of the institution.

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

3.1 Grounds for Non-reappointment Review

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

- The procedures followed to reach the decision materially deviated from prescribed procedures such that doubt is cast on the integrity of the decision not to reappoint;
- The exercise by the faculty member of rights guaranteed by the First Amendment to the United States Constitution, or by Article I of the North Carolina Constitution;
- Discrimination as defined and prohibited by NCSU POL 04.25.05 (Equal Opportunity and Non-Discrimination Policy); or
- Personal malice, which is dislike, animosity, ill-will, or hatred based on personal characteristics, traits or circumstances of an individual that are not relevant to valid university decision making. Additional information regarding personal malice and non-reappointment decisions is provided in UNC 101.3.1.2[R] Regulation on Review of Nonreappointment Decisions Under Section 604 of The Code, Section II.A.

3.2 Filing a Petition for a Non-Reappointment Review

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

3.3 Purpose of the Non-Reappointment Review

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

4. EMPLOYMENT RELATED GRIEVANCES (SECTION 607)

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

4.1 General Grievances

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

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

- The adverse action is due to an administrator’s decision that is alleged to violate the law, or a university policy, regulation, or rule (PRR).

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

4.2 Post-Tenure Review Grievances

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

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

4.3 Filing a Grievance

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

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

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

4.4 Purpose of the Grievance

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

4.5 Non-Grievable Matters.

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

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

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

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

5. PROCEDURES FOR GRIEVANCES AND NON-REAPPOINTMENT REVIEWS

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

6. CHANCELLOR’S DECISION

The Chancellor shall issue the final decision for any Non-Reappointment Review or Grievance if the matter proceeds to a Non-Reappointment Review or Grievance Panel Hearing. The Chancellor must
base his or her decision on a thorough review of (1) the record evidence from the hearing, and (2) the recommendation of the Panel. If the Chancellor is considering taking an action that is inconsistent with the recommendation of the Panel, the Chancellor should consult with the Panel—either in person or in writing—before making a decision. While the Chancellor should give appropriate deference to the Panel’s findings and recommendations, the final campus-based decision is the Chancellor’s. The Chancellor shall notify the faculty member and relevant administrators of the Chancellor’s decision in writing; the notice of the decision to the faculty member must be by a method which produces adequate evidence of delivery.

7. REPORT OF THE FACULTY GRIEVANCE/REVIEW COMMITTEE CHAIR

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

8. DELEGATION TO CHANCELLOR

8.1 The Chancellor is authorized to establish regulations to implement this policy, provided the regulations are consistent with the UNC Code or this policy. The Faculty Senate shall be consulted in the review of regulations associated with this policy.

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

Board of Trustees Report

October 25, 2019

Honorable Trustees,

NC State Staff Senate has gotten off to a running start—both literally and figuratively—in the 2019-2020 academic year.

Staff Senate supported the student body with representation in the Moonlight Howl and Run during Wolfpack Welcome Week, showing students that there is still fun to be had after graduation. We continued our interaction with the students during Packapalooza. The Staff Senate booth with our NC State trivia wheel—and the opportunity to represent your college on the leader board—had a long line for the duration of the event (even in the rain!)

We offered a number of activities to support staff, including:

- employee appreciation events at the women’s volleyball match against Austin Peay, the men’s soccer match against Elon, and the women’s soccer match against Syracuse—all coordinated with Athletics;
- two offerings of a Learn at Lunch that addressed lawn care and equipment maintenance, presented by NC State Facilities Division Grounds Services; and
- a non-traditional parent chat for NC State employees who identify as non-traditional parents (foster, adoptive, single, grandparents raising grandchildren, LGBT, parents of children with special needs, etc.)

In our support of the greater NC State community and our commitment to give back, Staff Senate members volunteered with the following activities sponsored by university entities:

- Packapalooza on August 25, with volunteers reporting as early as 5:30 a.m. and staying as late as 11 p.m.;
- student move-in on August 16, organized by NC State University Housing, helping families unload cars and carry students’ belongings to their dorm rooms;
- International Housekeeping Week, organized by Facilities Housekeeping, serving meals to housekeeping staff at appreciation events on September 9 and 13;
- debris clean-up at the Betsy-Jeff Penn 4-H Educational Center, organized by CALS/4-H, on September 16;
- Good Neighbor Initiative neighborhood canvassing on October 7, organized by DASA, walking the neighborhoods north of Hillsborough Street, knocking on doors, and making residents aware of the goal for everyone to be a good neighbor and promoting a positive living experience where students and non-students live in close proximity; and

In addition, we currently have two collection drives going on—one for Toys for Tots and another for Bountiful Harvest, collecting food items for Feed the Pack Food Pantry and the Food Bank of Central and Eastern North Carolina.

In order to ensure that staff senators stay informed and engaged with the university, we had presentations from the following individuals at our monthly general body meetings:

• In August, Erin Amari, Wolftime program manager, provided a Wolftime discussion, including reasons for implementation, system enhancements, answers to frequently asked questions, future enhancements, and focus group findings.
• In September, Lani St. Hill, outreach coordinator for Waste Reduction and Recycling, provided eye-opening insights into NC State’s efforts at zero waste.
• In October, Dr. Richard Bonanno, associate dean, CALS and director, North Carolina Cooperative Extension Service, provided an informative overview of extension in North Carolina, including its history, organization, issues, and impact.

Dr. Bonanno’s presentation was one effort in this year’s objective for Staff Senate to be more inclusive of extension—to make other staff members aware of the scope of extension’s efforts, but also to make extension staff feel more included. To accomplish that goal further, we launched a new initiative—incorporation of a section, NC Cooperative Extension Happenings, in the Staff Senate newsletter, Staff Senate Connections. Stories have promoted the 4-H Pumpkin-Palooza, annual Art in the Arboretum, and the 3rd Annual Pickin’ in the Pines, benefiting scholarships for campers at the 4-H camp in Ellerbe.

We are also working towards our goal of establishing protocols for the Staff Senate committee structure. While the Staff Senate bylaws specify the duties of the committees, they do not outline the processes needed to fulfill their charges. This gap is being filled with the determination and documentation of policies and procedures, and the creation of templates, tools, and resources for the seven committees to follow and use in the execution of their duties. These protocols involve activities such as committee leadership orientation, budget creation, event coordination and communication, and training (i.e., university branding, accessibility, etc.) Creation and adoption of these protocols will enable the committees, and Staff Senate overall, to operate more efficiently and effectively.

Staff Senate looks forward to continuing our efforts and finding innovative ways to inform and engage NC State staff, so that their professional and personal lives are more enriching and rewarding.

Respectfully Submitted,

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Associate Director, Marketing Services, Continuing and Professional Education
Chair, NC State Staff Senate, 2019-2020
TOPIC OF INTEREST
YEAR IN REVIEW

This year, the Libraries advanced many strategic initiatives in support of all five of the university’s overarching goals. We launched a new Dataspace in the Hunt Library, providing new services in support of data-informed research and scholarship; embarked on numerous and multifaceted student success initiatives; and expanded the content of and participation in our diverse programs, events, and instructional offerings. The transformation of the D. H. Hill Jr. Library continued with a number of reconfigured study spaces, a large book move, and extensive preparations for the construction of the Academic Success Center (ASC) and other new library spaces that began in May.

Greg Raschke was appointed as Senior Vice Provost and Director of Libraries effective December 1, 2018, following a national search for that position. Raschke’s leadership approach emphasizes excellence and innovation in all of our traditional areas of strength—collections; services; learning spaces; and student, faculty, and researcher success, along with many active partnerships and an organizational culture of openness, creativity, and well-being that is welcoming to all. Raschke replaced Susan K. Nutter, who retired in October 2017 after serving NC State for 30 years. Nutter passed away in March 2019, and a memorial service celebrating her life and accomplishments was held in May in the Hunt Library—a building that symbolizes her visionary leadership.

The Libraries: by the numbers in FY2018–19

- 2,466,234 visits to the Libraries or 9,559 per in-semester day
- 1,048,568 visitors to the Libraries’ website
- 11 active grants totaling $1,687,691
- 11,400 participated in 150 public programs and events
- 141,405 total reservations for group study rooms, 33% increase since 2015
- 16,428,852 uses of the collection, a 15% increase since 2015
- 309,058 technology items lent, 3% increase since 2015
- 10,248 people took tours of the Hunt Library
- 26,253 participated in library classes and workshops
Supporting the University’s Strategic Plan

GOAL 1: ENHANCE THE SUCCESS OF OUR STUDENTS THROUGH EDUCATIONAL INNOVATION

In partnership with DELTA and the Bookstores, the Libraries was accepted into the prestigious OpenStax Institutional Partnership Program, which will support campus Open Educational Resources (OER) engagement in 2019-20. This program complements the Libraries’ successful Alt-Textbook initiative, which supports faculty members in enhancing access to affordable, high-quality educational materials for NC State students.

The Libraries hired 27 Provost’s Professional Experience Program (PEP) Students who gained experience in the areas of technology support, digital media, making, data analysis, public speaking, and giving tours.

To reach a wider audience and integrate with more courses across a variety of disciplines, the Libraries advanced its Virtual Reality (VR) tools, services, and support and hosted 28 cross-disciplinary VR in-house events and four pop-up events using our Mobile VR Cafe.

GOAL 2: ENHANCE SCHOLARSHIP AND RESEARCH BY INVESTING IN FACULTY AND INFRASTRUCTURE

In partnership with the Office of Information Technology (OIT), the Libraries hired a Research Data and Infrastructure Librarian to work closely with librarians and other colleagues across the university to evaluate and enhance research data services for faculty and researchers and to contribute to NC State’s success in securing grant funding, recruiting and retaining top researchers, and leading in interdisciplinary, data-intensive research.

The Libraries provided valuable professional development experience to 11 graduate students hired to serve as Data Science Consultants in the Hunt Library Dataspace and at the Hill Library Data Point. Students in these positions were mentored by experienced librarians to consult and teach workshops on programming, machine learning, statistics, data analysis, visualization, and other data-related topics.

The Libraries’ collections are core research infrastructure that serves the entire university community across all disciplines. Significant and increasing use of the collections underscores that they are integral to NC State’s success. In 2019, there were 16,428,852 measurable uses of the collection, a 15% increase since 2015.
GOAL 3. ENHANCE INTERDISCIPLINARY SCHOLARSHIP TO ADDRESS THE GRAND CHALLENGES OF SOCIETY

The Libraries hosted numerous events focused on university research and scholarship, bringing together students, faculty, and others from all disciplines for collaboration, knowledge sharing, and making new connections. We continued the popular Coffee & Viz series, a forum for NC State and nationally recognized guests to present their work in a large-scale, immersive environment and to discuss topics of interest with colleagues, students, and the public.

GOAL 4: ENHANCE ORGANIZATIONAL EXCELLENCE BY CREATING A CULTURE OF CONSTANT IMPROVEMENT

The Libraries initiated an organizational reexamination and engagement process that included a “Strategic Advance” retreat involving 50 staff members and the development of a Strategic Priorities document for 2019-20 that aligns with and complements the Libraries’ formal Strategic Plan. This inclusive process aims to “nurture a diverse, equitable, and inclusive organization that enables welcoming services and spaces, experimentation, aspiration, creativity, and success.”

In partnership with OIT and others, the Libraries implemented and promoted the Lynda.com/LinkedIn Learning online training resource, to provide self-paced learning and professional development and certification opportunities for all NC State faculty, staff, and students. Offering more than 7,400 high-quality, online courses, this resource vastly supplements what faculty can cover in the classroom and what the Libraries can offer through workshops, consultations, and drop-in help.

DIVERSITY INITIATIVES AND PROGRAMS

The Libraries is deeply committed to creating and enhancing a diverse and inclusive organizational culture and service environment. In recognition of the university’s emphasis on communicating the importance of these values, our public communications this year were designed with care to emphasize the inclusive and welcoming philosophy that permeates all of our spaces, programs, and services. We reexamined our signage, publications, and all forms of messaging and implemented changes to language and imagery based on insights gained from university partners such as the GLBT Center, from what was learned through ongoing staff training and development in cultural competency and inclusivity, from supporting students with disabilities, and from national conversations on these issues.

IN ADDITION:

• All Libraries supervisors have attended or are scheduled to attend the Racial Equity Institute (Phase 1), a two-day workshop that provides historical factors, talking points, and a deeper understanding of racism.
• The Libraries created two accessible, gender-inclusive restrooms adjacent to the first-floor Ask Us lobby at the D. H. Hill Jr. Library, one of the highest-traffic areas on campus.
Both individual community members and faculty and student organizations shared their global experiences and expertise with a wide campus and community audience.

Honors, Grants, and Fundraising

HONORS:

• The Libraries won the LITA/Library Hi Tech Award for Outstanding Communication for Continuing Education in Library and Information Science for the Data Science and Visualization Institute for Librarians.

• Research Librarian for Design Pete Schreiner became the Libraries’ eleventh Library Journal “Mover and Shaker.”

• Director of Talent Management Jennifer Garrett was chosen to participate in the Association of Research Libraries’ Leadership and Career Development Program.

• Associate Head of Information Technology Mike Kastellec was chosen to attend the Center for Creative Leadership’s Leadership Development Program.

• Department Head of Information Technology Emily Lynema was selected to attend the Council on Library and Information Resources’ Leading Change Institute.

GRANTS:

• NC LIVE completed the first year of a two-year $149,451 Library Services and Technology Act (LSTA) grant to address the high costs of textbooks by coordinating the expertise and resources of all higher education communities in North Carolina to curate and encourage the adoption of a collection of electronic textbooks.

• Continued execution of a $115,318 USDA Forest Service grant for InsideWood, an Internet-accessible wood anatomy information resource used extensively worldwide.

• The Libraries completed work on an Institute of Museum and Library Services (IMLS) grant of $49,958 to explore the need for, and determine the ideal components of, a subject-specific, flexible, and scalable “toolkit” for the creation and adoption of open textbooks. Also completed an IMLS grant of $49,808 to explore the need for and the ideal components of an open educational resource (OER) for teaching library science students and professionals about scholarly communication.

FUNDRAISING:

Following two years of record fundraising totals in 2016-17 and 2017-18 ($3.27 million and $3.58 million, respectively), we identified a need to rebuild our major gifts pipeline and focus on building stronger annual giving and leadership annual giving strategies, also priority areas for University Advancement. To expand our audience, we partnered with the Alumni Association on various events across the state to highlight the Libraries’ student success initiatives and to introduce Greg Raschke as our new Senior Vice Provost and Director of Libraries. With these initiatives, and with two large gifts expected to close, we are in a strong position for 2019-20. We anticipate meeting our initial $22 million campaign goal in fall 2019 and are working with Central Advancement to determine a new goal for the remainder of the campaign.