



NC State Board of Trustees Meeting

November 4, 2022

Dorothy and Roy Park Alumni Center

2450 Alumni Drive, Raleigh, NC, 27606

Stan Kelly, Chair

Members: Chip Andrews, Erik Dixon, Ann Goodnight, Jim Harrell, David Herring, Tim Humphrey, Ven Poole, Perry Safran, Ed Stack, Dewayne Washington, Ed Weisiger, Jr., and McKenzy Heavlin

NC STATE UNIVERSITY

NC State Board of Trustees Meeting

Meeting Agenda

10:00 a.m.

1. Call to Order, Public Meeting Notice and Reading of Ethics Statement
Stan Kelly, Chair

A. Ethics Statement

2. Roll Call
Stan Kelly, Chair

3. Executive Summary

A. Nov 2022 Executive Summary Full Board - Open Session

4. Approval of Minutes
Stan Kelly, Chair

Action Item for Full Board

A. September 9, 2022 Full Board Open Minutes

B. September 9, 2022 Full Board Closed Session Minutes

5. Chair's Report
Stan Kelly, Chair

Action Item for Full Board

A. Amendments to the Board of Trustees Bylaws

a. Proposed Amendments to Bylaws Appendix 1 with Summary of Revisions Oct 20 2022

Action Item for Full Board

b. Memo from Randy Ramsey Board Operations Mar 31, 2022

B. Conversations in Higher Education

6. Chancellor's Report
Randy Woodson, Chancellor

7. Buildings and Property Committee
Acting Chair

Action Item for Full Board

A. Disposition by Lease
Acting Chair

Action Item for Full Board

a. Property Matter-USDA Lease at Central Crops

8. University Advancement and External Affairs
Ed Weisiger, Chair

Action Item for
Full Board

A. Naming Opportunity Proposals
Ed Weisiger, Chair

Action Item for
Full Board

a. Consent Agenda - Naming Opportunities

b. Signed Summary Memo from Chancellor
Woodson

c. Summary Memo - Naming Opportunities from
Brian Sischo

9. University Affairs
Tim Humphrey, Chair

Action Item for
Full Board

A. Consideration of Campus Initiated Tuition Increase
and Student Fees
Tim Humphrey, Chair

Action Item for
Full Board

a. FY 2023-24 Tuition and Fees BOT Packet (10-
20-22)

10. Audit, Risk Management and Finance Committee
Ed Stack, Chair

11. Board of Visitors Report
Jim Hansen, Chair

A. November 2022 BOV Chair Hansen Report to BOT

12. Student Government Report
McKenzy Heavlin, Student Body President

13. Items of Interest to the Board

15. Closed Session
Stan Kelly, Chair

Action Items for
Full Board

16. Reconvene in Open Session
Stan Kelly, Chair

17. Votes on Real Property Items
Stan Kelly, Chair

Action Item for
Full Board

18. Adjourn
Stan Kelly, Chair



NORTH CAROLINA STATE ETHICS COMMISSION

SAMPLE¹

ETHICS AWARENESS & CONFLICT OF INTEREST REMINDER

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

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

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

If so, please identify the conflict or appearance of conflict and refrain from any undue participation² in the particular matter involved.

Rev. 1-16-07

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

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



Executive Summary for
NC State Board of Trustees
November 4, 2022

Page

8

Agenda Item: NC State Board of Trustees Open & Closed Session Meeting Minutes

Presenter: *Stan Kelly, Chair*

Summary: The open and closed session full board meeting minutes from the September 9, 2022 meeting are presented.

Action: Full Board approval

Agenda Item: Amendments to the Bylaws

15

Presenter: *Stan Kelly, Chair*

Summary: The proposed amendments to the Bylaws will be presented.

Action: Full Board approval

Agenda Item: Disposition by Lease.

48

Presenter: *Ed Stack, Acting Chair, Buildings and Property Committee*

Summary: A new lease with United States Department of Agriculture, Agriculture Research Service (USDAARS) for construction of an equipment storage building at the Central Crops Research Station is presented.

Action: Full Board approval

Agenda Item: Naming Opportunity Proposals

54

Presenter: *Ed Weisiger, Jr., Chair of University Advancement and External Affairs Committee*

Summary: Proposals for the College of Agriculture and Life Sciences, the College of Engineering, and the NC State Athletics and the Wolfpack Club are presented.

Action: Full Board approval

Agenda Item: Consideration of Campus Initiated Tuition Increase and Student Fees

58

Presenter: *Tim Humphrey, Chair of University Affairs Committee*

Summary: Recommendations for campus initiated tuition increase and changes to student fees proposed by the Chancellor based on recommendations from the Tuition Review Advisory Committee and the Fee Review Committee are presented.

Action: Full Board approval

Agenda Item: Votes on Real Property Items

N/A

Presenter: *Acting Chair, Buildings and Property Committee*

Summary: Votes on real property items from Closed Session.

Action: Full Board approval

Informational Items:

Endowment Fund 2022 Annual Report

47

OPEN SESSION MINUTES
Board of Trustees
North Carolina State University
Raleigh, North Carolina
September 9, 2022

The North Carolina State University Board of Trustees met in regular session on Friday, September 9, 2022. Trustees attended the meeting in the Hood Board Room, located in the Park Alumni Center.

Members present:

Stanhope A. Kelly, Chair
 Robert F. Andrews, III
 Erik L. Dixon
 Ann B. Goodnight
 James A. Harrell, III
 David Dee Herring
 Timothy L. Humphrey
 Ven Poole
 Perry Safran
 Edwin J. Stack, III
 Dewayne N. Washington
 Edward I. Weisiger, Jr.
 McKenzie Heavlin, *ex officio*

Chair Stan Kelly called the meeting to order at 10:00 a.m. and a quorum was present.

Chair Kelly reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the board at this meeting. Chair Kelly reminded those in attendance that while the full Board meeting is a public meeting, it is not a meeting for public comment and only those on the agenda will be permitted to speak. He asked that all Trustees identify themselves before speaking.

Chair Kelly reminded the board that Alex Mitchell is NC State's new Board of Governors Liaison. Governor Mitchell was unable to attend this meeting but the Board is looking forward to meeting him in the future.

MINUTES

Chair Kelly asked for a motion to approve the open session minutes of the July 15, 2022 meeting.

Trustee Safran made the motion, seconded by Trustee Dixon, to approve the open session minutes of the July 15, 2022 meeting of the full Board. Chair Kelly called on the Assistant Secretary, Paula Gentius, to record the vote. All members were in favor.

Andrews	AYE	Poole	AYE
Dixon	AYE	Safran	AYE
Goodnight	AYE	Stack	AYE
Heavlin	AYE	Washington	AYE
Harrell	AYE	Weisiger	AYE
Herring	AYE	Kelly	AYE
Humphrey	AYE		

The motion passed.

CHAIR'S REPORT – CHAIR STAN KELLY

Chair Kelly expressed his appreciation to the teams from Information Technology and Facilities for the upgrades in the Hood Board Room and the Chancellor's Reception Room in Park Alumni Center.

Chair Kelly provided an update on the most recent meeting of the Endowment Fund Board of Trustees, which took place on Wednesday, September 7, 2022. The Endowment Fund Board accepted new gifts

and other additions of approximately \$4.4 million received between January 1 and June 30, 2022. The Endowment Fund Board also heard an update on the University's total endowment and the Endowment Fund's investment portfolio, in addition to the Investment Fund's strategic asset allocation, performance of various asset classes in the portfolio and long-term liquidity. The Endowment Fund Board accepted the Endowment Fund's 2022 Annual Report and heard from several members of the university's senior leadership team.

Chair Kelly also provided an update from the Executive Committee which approved the open and closed meeting minutes from July 15, 2022. The Chair reported that the Executive Committee went into closed session to address three personnel matters. The Executive Committee reviewed and approved the eligibility of Tier 1 SAAO employees who fall under the delegated authority of the Executive Committee, to participate in the Senior Administrative Officer Retirement Program. The Executive Committee also reviewed and approved a labor market adjustment for a Tier I employee. The Executive Committee will present the third personnel item to the Board later in closed session.

Chair Kelly stated that the ACC requires University Boards of Trustees to certify that the authority for the Administration of Intercollegiate Athletics has been delegated to the Chancellor. Chair Kelly asked for a motion to approve the signing of this form.

Trustee Poole made the motion, seconded by Trustee Humphrey, to approve signature of the ACC form. Chair Kelly called on the Assistant Secretary Paula Gentius to record the vote. All members were in favor.

Andrews	AYE	Poole	AYE
Dixon	AYE	Safran	AYE
Goodnight	AYE	Stack	AYE
Heavlin	AYE	Washington	AYE
Harrell	AYE	Weisiger	AYE
Herring	AYE	Kelly	AYE
Humphrey	AYE		

The motion passed.

That concluded the report from Chair Kelly.

CHANCELLOR'S REPORT – DR. RANDY WOODSON

Chancellor Woodson thanked the group for their dedication and engagement. Chancellor Woodson introduced Reshunda Mahone, who joined NC State in August as the new associate vice chancellor for alumni engagement and annual giving.

The Chancellor also shared that the Provost's Office will be leading several important dean searches in the near future. The search for a new dean of the College of Agriculture and Life Sciences will be relaunched. John Dole will continue to serve as interim dean. The Chancellor also announced that Dean Louis Martin-Vega will be stepping down from his position as dean of the College of Engineering at the end of the academic year after 18 years in the position. The search for a new dean of the College of Sciences will also begin this fall, as Dean Chris McGahan has announced her intention to retire in January 2023.

Chancellor Woodson shared an update on the Board of Visitors. Seven new members were appointed this year: Kamala Subramaniam, Site Lead for North Carolina's Google Cloud Engineering Hub; Bhavana Bartholf, Global Head of Digital & Sales Strategy for Microsoft; Amber Moshakos, President of LM Restaurants; Matthew Scott, District Attorney for Robeson County; Erik Troan, Co-founder and Chief Technology Officer of Pendo; Mike Youngblood, Founder and CEO of Job Squad; and Matt Hong, Former Chief Operating Officer of Turner Sports.

Chancellor Woodson stated that the fall semester is well underway and we welcomed our largest first-year class to date: 5,601 students. The university received more than 35,440 first-year applications and a

little over 4,000 transfer applications. The incoming class represents 98 North Carolina counties, 43 states and 41 countries. To welcome students back to campus, Packapalooza was held (for the first time since 2019) on August 27 with more than 60,000 in attendance. Chancellor Woodson thanked everyone who helped make this and other Wolfpack Welcome Week events possible, especially all of the DASA volunteers.

Chancellor Woodson shared exciting news from one of our faculty members. Dr. Rodolphe Barrangou, Todd R. Klaenhammer Distinguished Professor, in the Department of Food, Bioprocessing and Nutrition Sciences has been selected for induction into the National Inventors Hall of Fame for the 2023 cohort. This induction is an incredible testament to Dr. Barrangou's level of achievement and the impact his work has had on our world. He is NC State's fifth faculty member to be inducted. The previous inductees were Jay Baliga, Don Blitzer, Sylvia Blankenship, and Ed Sisler.

Chancellor Woodson thanked the group again for their continued leadership and service to NC State. That concluded the report from Chancellor Woodson.

COMMITTEE REPORTS

BUILDINGS AND PROPERTY COMMITTEE - CHAIR VEN POOLE

The Buildings and Property Committee met on September 8, 2022 and a quorum was present. The Committee reviewed and approved the April 21, 2022 open meeting minutes.

The Committee reviewed and approved two property matters for Full Board approval. The first matter was Disposition by Lease: 15-Year Ground Lease for NOAA/NWS NEXRAD (Communications Tower) at NCDORA Central Crops Research Station, Clayton, North Carolina.

Chair Poole made a motion for approval of this property matter, seconded by Trustee Washington. Chair Kelly called on the Assistant Secretary Paula Gentius to record the vote. All members were in favor.

Andrews	AYE	Poole	AYE
Dixon	AYE	Safran	AYE
Goodnight	AYE	Stack	AYE
Heavlin	AYE	Washington	AYE
Harrell	AYE	Weisiger	AYE
Herring	AYE	Kelly	AYE
Humphrey	AYE		

The motion passed.

The second matter was Disposition by Sale: Disposition of approximately 1.15 acres of land on Centennial Campus to the Board of Trustees of the Endowment Fund of North Carolina State University to facilitate completion of the North Shore residential development.

Chair Poole made a motion for approval of this property matter, seconded by Trustee Stack. Chair Kelly called on the Assistant Secretary Paula Gentius to record the vote. All members were in favor.

Andrews	AYE	Poole	AYE
Dixon	AYE	Safran	AYE
Goodnight	AYE	Stack	AYE
Heavlin	AYE	Washington	AYE
Harrell	AYE	Weisiger	AYE
Herring	AYE	Kelly	AYE
Humphrey	AYE		

The motion passed.

Chair Poole stated that the Buildings and Property Committee reviewed and approved the designer selections for multiple projects, reviewed and approved the construction manager-at-risk selection for the Dabney Hall Renovation, reviewed and approved 15 designer selections for projects costing \$1 million or less, and reviewed and approved three plans and specifications of formal projects costing less than \$2 million. The Buildings and Property Committee also reviewed and approved the plans for the Centennial Campus Plaza (Art), College of Veterinary Medicine Translational Research Facility, Page Hall Window Replacement and Envelope Repair and the USDA-ARS Building at Lake Wheeler Field Labs. Chair Poole stated that the committee also reviewed and approved 12 completed buildings and projects accepted at the combined value of \$136,587,539 and approved 17 non-appropriated capital improvement projects that are less than \$750,000.

The Buildings and Property Committee received informational reports regarding the Committee Responsibilities and Procedures, 2022 – 2023 Committee Plan of Work, Capital Projects, Status of Projects in Planning, Innovation District and the Physical Master Plan.

That concluded the report from the Buildings and Property Committee.

UNIVERSITY ADVANCEMENT AND EXTERNAL AFFAIRS COMMITTEE – CHAIR ED WEISIGER

The Advancement and External Affairs Committee met on September 8, 2022 with a quorum present.

The committee reviewed the established committee responsibilities and plan of work for the new year. The committee then approved minutes from the April 21, 2022 meeting, in addition to reviewing and approving three naming opportunity proposals for the College of Agriculture and Life Sciences.

Vice Chancellor Brian Sisco presented a University Advancement update, first sharing that Reshunda Mahone has officially joined NC State as the new Associate Vice Chancellor for Alumni Engagement and Annual Giving. He then shared key findings from the Think and Do the Extraordinary post-campaign survey that summarized responses from campaign donors. He concluded his presentation by reviewing data that models potential goals for the next campaign.

Vice Chancellor Kevin Howell and Assistant Vice Chancellor Julie Smith shared an External Affairs and Legislative Update where they highlighted several successes over the recent fiscal year. They also provided a recap from the 2022 Short Session that included an overview of the NC State specific items in the 2022 Appropriations Act.

Associate Vice Chancellor for University Communications Brad Bohlander shared several examples showcasing how the University Communications and Marketing team leads and supports strategic communications and marketing across campus that works to elevate NC State's brand recognition and awareness on a national level.

Following the presentations, the Committee reviewed and approved nine naming opportunity proposals for the College of Agriculture and Life Sciences, NC State Athletics and the Wolfpack Club, and the NC State Libraries which will be presented to the full board in closed session today.

That concluded the report from the University Advancement and External Affairs Committee.

UNIVERSITY AFFAIRS COMMITTEE – CHAIR TIM HUMPHREY

The University Affairs Committee met on September 8, 2022; a quorum was present. The Committee began by reviewing the Committee's responsibilities and plan of work for this academic year.

Under the Consent Agenda, the University Affairs Committee approved the following items: minutes of the July 15, 2022, meeting; continuation of the Center for Research in Scientific Computation (CRSC); disestablishment of the Industry Research Programs in Forestry Center (IRPF); and conferral of tenure to two new faculty members.

The Committee received several reports. The annual enrollment report highlighted new undergraduate enrollment trends, including growth in the College of Engineering, as well as enrollment challenges and opportunities. Racial diversity in new undergraduate student enrollment continues to increase. Enrollment from rural counties (tier 1 and tier 2) remains steady and stemming from the engineering expansion, new undergraduate enrollment for the College of Engineering increased over fall 2021 and exceeded the growth target for fall 2022.

In his report, Student Body President McKenzy Heavlin noted that student energy and excitement has returned full force to campus. He reported that the Student Government is well positioned to implement change and achieve its goals this year and will be focusing on increasing student engagement, awareness and involvement in many areas. The Student Body Officers will also focus on preparing the next generation of Student Government leaders so that Student Government will continue to be a strong advocate for students going forward.

In his update to the Committee, Provost Arden provided an overview of key initiatives for the academic year which will include aligning available resources with strategic priorities; leadership searches, including searches for three college deans; and talent retention. He also provided an overview of the 2022-2023 faculty salary ranges.

In Closed Session, the Committee discussed head coach employment agreements for Women's Golf and Men's Tennis; the eligibility of Tier I SAAO employees, who fall under the delegated authority of the University Affairs Committee, to participate in the Senior Administrative Officer Retirement Program; and a labor market adjustment for a Tier I employee. Upon returning to Open Session these items were approved by the Committee.

That concluded the report from the University Affairs Committee.

AUDIT, RISK MANAGEMENT AND FINANCE COMMITTEE – CHAIR ED STACK

The Audit, Risk Management and Finance Committee met on September 8, 2022 and a quorum was present.

The Committee reviewed and discussed its responsibilities, this year's draft agenda, and the draft plan of work for the year as per the bylaws. The committee approved minutes from the April 21, 2022 meeting.

The Committee reviewed and recommended that the full board approve the resolution for the issuance of Special Obligation Bonds, the proceeds of which will be used for the Integrative Sciences (S.T.E.M.) Building, previously approved by the North Carolina General Assembly in Chapter 15 of the 2022 North Carolina Session Laws.

Chair Stack made a motion for approval of matter, seconded by Trustee Herring, to approve the resolution for the issuance of Special Obligation Bonds.

Chair Kelly called on the Assistant Secretary Paula Gentius to record the vote. All members were in favor.

Andrews	AYE	Poole	AYE
Dixon	AYE	Safran	AYE
Goodnight	AYE	Stack	AYE
Heavlin	AYE	Washington	AYE
Harrell	AYE	Weisiger	AYE
Herring	AYE	Kelly	AYE
Humphrey	AYE		

The motion passed.

The Committee also approved the Internal Audit Charter as presented by Director of Audit, Cecile Hinson. Minor changes were made from the previous charter for clarification and to add the current year's approval date.

Ms. Hinson also provided a final report on Fiscal 2022 Internal Audit activities, and the Division's support of the University's strategic plan. In fiscal 2022, 54 engagements were directly related to four of the seven University's Strategic Goals. The remaining were related to risks identified through Internal Audit's continuous risk assessment process. The Committee also received the current year's Annual Audit Plan, which was approved in April, and heard about current activities.

Vice Chancellor Charles Maimone discussed the 2021-23 Biennial Operating Budget Summary, which is NC State's anticipated budget based on historic allocation trends. He also provided additional information regarding top level results for fiscal 2022, early indicators for fiscal 2023, General Fund Revenue Sources, and the UNC System All-Funds Budget.

Mary Peloquin-Dodd, University Treasurer, provided an update on the University's total endowment and recent university investment performance. She also touched on liquidity and operating cash.

The Committee heard a report on the compliance and integrity program from Vice Chancellor Allison Newhart and Deputy General Counsel Shawn Troxler. Vice Chancellor Newhart discussed regulation of higher education and the US Department of Justice regulatory expectations for compliance programs. Mr. Troxler reviewed the highlights of the 2021-22 annual report of the compliance and integrity program, including program accomplishments and performance. Vice Chancellor Newhart and Mr. Troxler also discussed planned focus areas for the program during the 2022-23 fiscal year. Finally, Vice Chancellor Newhart provided an overview of two ongoing compliance projects: the program governance structure review and PRR initiative.

That concluded the report from the Audit, Risk Management and Finance Committee.

FACULTY SENATE REPORT - DR. HERLE MCGOWAN, CHAIR

Chair McGowan thanked the Board for the opportunity to speak with them and shared updates on the meetings that have occurred since the Chair's last report to the Board of Trustees. In March of 2022, three presentations were made to the Faculty Senate related to employee engagement and campus culture. In April, the Faculty Senate meeting focused on supporting student-athletes and affordability for all students. Chair McGowan also shared with the board several of the key initiatives Faculty Senate has been working on, including their assistance with the Menstrual Equity Initiative's pilot program.

To ready the campus for shared governance, the Office of the Faculty Senate has transitioned to the 69th Session of the Faculty Senate for the 2022-2023 academic year. Chair McGowan assumed her role as chair of the faculty on August 1, 2022. Chair RaJade M. Berry-James left the university to join Virginia Commonwealth University's L. Douglas Wilder School of Government and Public Affairs as the Senior Associate Dean of Faculty and Academic Affairs. Chair McGowan stated that she is excited to lead the faculty through this transition and into the new academic year.

That concluded the report from the Faculty Senate.

STAFF SENATE REPORT - JILL PHIPPS, CHAIR

Chair Jill Phipps thanked the Board for the opportunity to share all of the activities and accomplishments of Staff Senate. This year is the 27th year of the Staff Senate, and it continues to be a very active body. The charge of Staff Senate is to be an advisory body to Chancellor Woodson and the group is very appreciative of the continued support that they receive from his office and campus leadership. The Staff Senate has a mission to be the "voice" of our constituents and to make recommendations regarding the interest or concerns that affect our staff members; promote and facilitate staff participation in the university community and include a sense of community among all university employees with the expectation of having a successful Diversity, Equity, Inclusion and Belonging University.

Chair Phipps shared with the Board some of the key initiatives and activities since the last report, which included a blood drive in partnership with The Blood Connection, volunteering at Packapalooza and a Lunch and Learn event.

That concluded the report from the Staff Senate.

CLOSED SESSION

With no further business in open session, Assistant Secretary Gentius called for a motion to go into closed session to: consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of employment of a public officer or employee; to consult with an attorney to preserve the attorney-client privilege; and to prevent the premature disclosure of an honorary degree, scholarship, prize or similar award. Chair Stack made a motion to move into Closed Session, seconded by Trustee Goodnight. Chair Kelly called on the Assistant Secretary Paula Gentius to record the vote. All members were in favor.

Andrews	AYE	Poole	AYE
Dixon	AYE	Safran	AYE
Goodnight	AYE	Stack	AYE
Heavlin	AYE	Washington	AYE
Harrell	AYE	Weisiger	AYE
Herring	AYE	Kelly	AYE
Humphrey	AYE		

The motion passed.

RECONVENE IN OPEN SESSION

At 11:45 a.m. the Board came out of closed session.

With no further business in open session, Chair Kelly adjourned the meeting at 11:48 a.m.

Respectfully submitted,

Assistant Secretary

Secretary

Approved:

Chair of the Board

SUMMARY OF REVISIONS TO THE BOARD OF TRUSTEES BYLAWS

November 4, 2022

Purpose of Amendments

To implement the UNC Board of Governor's request that all constituent institutions include provisions similar to the BOG's Quorum and Conduct of Business provisions, which focus on in-person attendance and vote count. The amendments also separate the **Board Bylaws** from Appendix 1 (Board of Trustees' Delegations of Authority, Assignments and Guidelines), and creates a separate document, **Board of Trustees Delegations of Authority and Committee Responsibilities**, which allows for periodic revisions for non-discretionary changes in board authority as required by the BOG or by changes in the law. Amendments to the Bylaws continue to require full board approval.

NORTH CAROLINA STATE UNIVERSITY BOARD OF TRUSTEES BYLAWS		
Section	Current Language with Proposed Revision(s)	Notes
1.33	<p><u>With the exception of the Executive Committee (whose membership is described in Section 1.3.2), a</u>At the first meeting after June 30 of each year, the newly elected Chair shall appoint the members of the standing committees and designate a chair for each committee. The Board Chair will assign each Trustee to serve on two standing committees each year. In making assignments, the Board Chair will balance Trustees' interests, expertise and experience on the committees. The goal will be for a balance of new and returning Trustees on each committee, with a rotation of committee leadership to provide all Trustees the opportunity to serve on multiple committees during a four year term. The Chair of the Board shall be an ex officio member of all standing committees and shall count for purposes of determining whether a quorum is present at a committee meeting.</p>	Makes clear that appointments of executive committee members are separate from Trustee appointments to other standing committees, designation of chairs for each committee.
1.3.4	The Board of Trustees may delegate to its committees such of its powers as it deems appropriate except for those powers which are expressly delegated to the Board of Trustees by the Board of Governors without the power to sub-delegate. Each committee shall	Establishes the (separate) Board of Trustees Delegations and Committee Responsibilities document.

**NORTH CAROLINA STATE UNIVERSITY BOARD OF TRUSTEES
BYLAWS**

Section	Current Language with Proposed Revision(s)	Notes
	<p>present to the Board for its approval a description of committee responsibilities and such descriptions shall be reviewed and updated as the Board deems appropriate. The <u>specific</u> delegated authority, responsibilities and assignments of each committee are set forth in the “Board of Trustees Delegations of Authority and Committee Responsibilities” document <u>that is reviewed and updated by the Board of Trustees from time to time and is maintained by the Secretary of the University. To the extent that document is inconsistent with these Bylaws, these Bylaws control.</u></p>	
1.3.5	<p>A Nominating Committee shall be appointed on or after July 1 of each year by the Chair and shall consist of not less than three nor more than five members of the Board. The Chair shall not serve as a member of the Nominating Committee. The Nominating committee shall be responsible for presenting a slate of nominees to the Board at its first regular meeting on or after July 1 of each year. The slate of nominees shall contain at least one nominee for each of the officers of Chair, Vice Chair, and Secretary. The guidelines for the Nominating Committee are set forth in the “BOT Delegations and Committee Responsibilities” document <u>that is reviewed and updated by the Board of Trustees from time to time and is maintained by the Secretary of the University. To the extent that document is inconsistent with these Bylaws, these Bylaws control.</u></p>	<p>Incorporates the (separate) Board of Trustees Delegations and Committee Responsibilities document—where the Nominating Committee guidelines are located.</p>
2.4.1	<p><u>Quorum. A quorum for the conduct of business of the Board of Trustees shall consist of a majority of the voting membership of the board then in office. Any voting member who is present at a meeting of the board or of a committee, or who attends a special or emergency meeting of the board or of any meeting of a committee by telephone, video conference, or other electronic means that allows for two-way voice interaction, will be counted as present for purposes of determining a quorum.</u></p>	<p>Board of Governors’ Quorum provision (section 202C (1) Conduct of Business - Quorum); outlines how member voting is counted (as being “present”) for regular meetings, as well as for special or emergency meetings.</p>

NORTH CAROLINA STATE UNIVERSITY BOARD OF TRUSTEES BYLAWS		
Section	Current Language with Proposed Revision(s)	Notes
	A quorum of the Board shall consist of a majority of the members of the Board.	
2.4.3	<p>All members of the Board of Trustees may vote on all matters coming before the Board for consideration. Any voting member of the Board or of a Board committee who attends a special or emergency meeting of the Board or of any meeting of a committee by telephone, video conference, or other electronic means that allows for two-way voice interaction may cast the member's vote by that electronic means. No vote concerning any matter under consideration by the Board or by a committee of the Board may be cast in absentia by mail, facsimile, or electronic mail.</p> <p>No member may vote by proxy.</p>	Board of Governors' Power to Vote provision (section 202C (3) Conduct of Business – Power to Vote); outlines how voting during a special, emergency or committee meeting by telephone, video or other electronic means is counted; voting <i>in absentia</i> by mail, facsimile or email is not allowed.
2.4.5	Between regular meetings of the Board, routine matters of business within the authority of any committee of the Board may be dealt with by written ballot and without a meeting if such is deemed appropriate by the Chair of the committee. Any action taken by this method must be reported to the Board at its next regular meeting and the written ballots made available for public inspection.	Voting by ballot without a meeting is not permitted as referenced in Board of Governors' Quorum provision (section 202C (3) Conduct of Business); see above.

<p style="text-align: center;">NORTH CAROLINA BOARD OF TRUSTEES [NEW] DELEGATIONS OF AUTHORITY AND COMMITTEE RESPONSIBILITIES <i>(formerly, Appendix 1 Board of Trustees Delegations of Authority, Assignments and Guidelines)</i></p>		
Section	Current Language and Proposed Revision	Notes
Title	NC State Board of Trustees' Delegations of Authority, Assignments and Guidelines Committee Responsibilities	Title changed to "Board of Trustees Delegations of Authority and Committee Responsibilities" for clarity
	<p>New Introduction: Through the adoption of this document, the Board of Trustees of North Carolina State University hereby delegates certain authority to its various committees, the Chancellor, and the Vice Chancellor for Finance and Administration. This document is a companion to the Bylaws of the Board of Trustees and may be amended from time to time by the Board of Trustees in its discretion. In the event of inconsistency between this document and the Bylaws, the Bylaws shall control.</p>	Establishes the purpose for this document (separated from the Bylaws) and makes clear that the Bylaws will control if there is inconsistency between the two.
I.b.i and ii	<p>Audit, Risk Management and Finance Committee Delegated Authority and Assignments Advise the Chancellor with respect to the development of budget estimates for the university, and with respect to the execution and administration of the university budget as approved, consistent with actions by the General Assembly and the Board of Governors.</p> <p>ii. Review and recommend to the Board of Trustees approval of the annual university budget a comprehensive "all-funds" budget of the university for the fiscal year, which shall reflect estimated General Fund, Institutional Trust Fund, and other revenues and expenditures as defined by and in a manner prescribed by the UNC President or the President's designee.</p>	ARMF Committee has delegated responsibility to review and approve the all-funds budget for the university.
II.e.ii	<p>Buildings and Property Committee Delegated Authority and Assignments Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval approve changes to campus parking and traffic policies.</p>	Committee has delegated responsibility to approve changes to parking and traffic policies.
III.e and g	<p>Executive Committee Delegated Authority and Assignments e. Approve the following personnel actions in accordance with the authority granted to the Board of</p>	Committee has delegated responsibility to approve SAO Tier I personnel actions related to the granted by the BOG.

NORTH CAROLINA BOARD OF TRUSTEES

[NEW] DELEGATIONS OF AUTHORITY AND COMMITTEE RESPONSIBILITIES

(formerly, Appendix 1 Board of Trustees Delegations of Authority, Assignments and Guidelines)

Section	Current Language and Proposed Revision	Notes
	<p><u>Trustees by the Board of Governors of the University of North Carolina:</u></p> <p><u>i. Permanent and temporary appointments and salary adjustments for Vice Chancellors within the salary ranges established by the UNC System Office</u></p> <p>e. Approve appointment, initial salary, and appointment changes for Provost and</p> <p><u>ii. Any non-salary or deferred compensation for Vice Chancellors, including bonuses in accordance with UNC Regulation 300.2.14.2[R].</u></p> <p><u>iii. Permanent non-promotional salary increases for Vice Chancellors, within the salary ranges established by the UNC System Office and pursuant to the authority granted by the Board of Governors, that do not exceed either 10% of the June 30 base salary as of the most recent fiscal year or that do not exceed the 75th percentile of the salary range regardless of the amount of increase.</u></p> <p><u>f. Recommend to the Board of Governors for approval the following personnel actions:</u></p> <p><u>i. permanent non-promotional salary increases for Vice Chancellors that both exceed 10% of the June 30 base salary as of the most recent fiscal year and exceed the 75th percentile of the applicable salary range.</u></p> <p><u>ii. All other salary actions for Vice Chancellors that require Board of Governors approval.</u></p> <p><u>g. Make updates to these Board of Trustees Delegations of Authority and Committee Responsibilities that are non-discretionary mandatory changes to comply with UNC policies and regulations or state or federal law.</u></p>	<p>Committee can make updates to the Delegations of Authority and Committee Responsibilities document if there are non-discretionary, mandatory changes required by UNC policy or law.</p>

<p style="text-align: center;">NORTH CAROLINA BOARD OF TRUSTEES [NEW] DELEGATIONS OF AUTHORITY AND COMMITTEE RESPONSIBILITIES <i>(formerly, Appendix 1 Board of Trustees Delegations of Authority, Assignments and Guidelines)</i></p>		
Section	Current Language and Proposed Revision	Notes
IV.b.i	<p>University Advancement and External Affairs Committee Delegated Authority and Assignments</p> <p>b. External Affairs</p> <p>i. Receive regular reports on the activities of the state legislature.</p>	Change in title to reflect addition of External Affairs to the Committee
V.a	<p>University Affairs Committee Delegated Authority and Assignments</p> <p>a. EHRA Personnel - on the recommendation of the chancellor Chancellor</p> <p>i. Approve permanent and temporary appointments and promotional and non-promotional salary increases for SAAO Tier I positions, other than the Chancellor, Executive Vice Chancellor and Provost, and Vice Chancellors, within the salary ranges established by the UNC System Office pursuant to the authority granted by the Board of Governors, that do not exceed either 10% of the June 30 base salary as of the most recent fiscal year or that do not exceed the 75th percentile of the salary range regardless of the amount of increase.</p> <p>a) Approve appointment, initial salary, and appointment changes for Deans and SAAO Tier 1 positions other than the Chancellor, Provost and Vice Chancellors.</p> <p>ii. Approve non-salary and deferred compensation and bonuses for EHRA employees, other than Vice Chancellors, in accordance with UNC Policy 300.2.14, and NCSU POL05.15.03 and UNC Regulation 300.2.14.2[R].</p> <p>iii. Establish salary ranges, based on available relevant market data for senior academic and administrative officers that are not established by UNC General Administration the UNC System Office.</p> <p>iv. Recommend to the Board of Governors any salary increase for an EHRA employee employees other than</p>	Committee has delegated responsibility to approve personnel actions related to SAAO Tier I employees other than Chancellor, Provost and Vice Chancellors and EHRA employees . Committee has delegated authority to approve petitions regarding candidacy for office.

NORTH CAROLINA BOARD OF TRUSTEES

[NEW] DELEGATIONS OF AUTHORITY AND COMMITTEE RESPONSIBILITIES

(formerly, Appendix 1 Board of Trustees Delegations of Authority, Assignments and Guidelines)

Section	Current Language and Proposed Revision	Notes
	<p>for Vice Chancellors, that requires <u>approval by the Board of Governors' approval.</u></p> <p>v. Review and approve any administrative separation or retreat rights subject to Board of Trustees approval under UNC Policy 300.1.6[R] and NC State POL 05.15.01. "Retreat rights" are those conditions of employment that would apply should the administrator leave his/her administrative position.</p> <p>vi. Confer permanent tenure consistent with <u>NCSU POL05.20.01 - Appointment, Reappointment, Promotion and Permanent Tenure</u></p> <p>vii. Designate Distinguished Professorships, including Distinguished Scholars, and Distinguished Fellows, which may be time limited pursuant to UNC Policy 600.2.3.</p> <p>viii. Confer emeritus status to an individual with an SAAO Tier I appointment at retirement.</p> <p>ix. Appoint or extend the contract of the athletic director and head coaches with employment contracts in accordance with UNC Policy 1100.3. Recommend contracts for Board of Governors' approval in circumstances where the proposed contract terms require such approval under UNC Policy <u>600.3.4 and/or UNC Policy 1100.3.</u></p> <p>x. <u>Review and recommend to the Board of Trustees for approval Approve</u> petitions relating to EHRA employees seeking political candidacy and/or public office holding as required by UNC Policy 300.5.2.</p>	
VII	<p>Chancellor Delegated Authority</p> <p>a. EHRA Personnel - which may be further delegated to <u>permanent-specific</u> designees:</p> <p>i. <u>Take final action on all EHRA personnel actions, except those contained in UNC Policy 600.3.4 and UNC Policy 1100.3-, for which are the authority is</u></p>	Delegated authority to the Chancellor to approve personnel actions related to EHRA, SAAO Tier II and SHRA employees.

NORTH CAROLINA BOARD OF TRUSTEES

[NEW] DELEGATIONS OF AUTHORITY AND COMMITTEE RESPONSIBILITIES

(formerly, Appendix 1 Board of Trustees Delegations of Authority, Assignments and Guidelines)

Section	Current Language and Proposed Revision	Notes
	<p>retained by the Board of Trustees <u>and may not be delegated further.</u></p> <p>ii. <u>Approve bonuses in accordance with UNC Regulation 300.2.14.2[R] for faculty and non-faculty EHRA employees other than Vice Chancellors or Deans</u></p> <p>iii. <u>Approve EHRA salary increases as authorized by UNC Policy 200.6, section I.A.(4) and as further sub-delegated as follows:</u></p> <p>a) A temporary salary stipend or supplement with a specified end date that does not exceed <u>25% and 36 months or \$25,000 of cumulative 50,000 of annual salary adjustments fiscal year to date based on the employee's above the June 30 base salary, up to 12 months in duration</u>; and</p> <p>b) A temporary salary stipend or supplement without a specified end date that does not exceed 20% and \$15,000 of cumulative salary adjustments fiscal year to-date based on the employee's June 30 salary.</p> <p>c) A permanent base salary adjustment that does not exceed 20% and \$15,000 of cumulative salary adjustments fiscal year to date based on the employee's June 30 salary.</p> <p>iv. <u>SAAO Tier II Positions</u></p> <p>a) <u>All promotional salary increases</u></p> <p>b) <u>Permanent non-promotional salary increases up to a new base of \$125,000 that do not exceed 10% of the employee's June 30 base salary or exceed the 75th percentile range.</u></p> <p>c) <u>Temporary adjustments to the interim or acting assignments with a duration of up to 36 months or up</u></p>	

NORTH CAROLINA BOARD OF TRUSTEES

[NEW] DELEGATIONS OF AUTHORITY AND COMMITTEE RESPONSIBILITIES

(formerly, Appendix 1 Board of Trustees Delegations of Authority, Assignments and Guidelines)

Section	Current Language and Proposed Revision	Notes
	<p><u>to \$50,000 annually above the employee's June 30 base salary.</u></p> <p><u>v. IRIT Positions</u></p> <p><u>a) All promotional salary increases</u></p> <p><u>b) Permanent non-promotional adjustments within established salary ranges</u></p> <p><u>c) Temporary adjustments to interim or acting assignments with a duration up to 36 months or up to \$50,000 annually above the employee's June 30 base salary.</u></p> <p><u>vi. IRIT Head Coaches/Associate/Assistant Coaches</u></p> <p><u>a) All promotional salary increases</u></p> <p><u>b) Permanent non-promotional salary adjustments that do not exceed 25% of the June 30 base salary and do not exceed \$25,000</u></p> <p><u>c) Temporary salary adjustments related to interim, acting, or other time-limited assignments or appointments with a duration up to 36 months or up to \$50,000 annually above the June 30 base salary.</u></p> <p><u>b. SHRA Personnel</u></p> <p><u>i. Approve internal and external hiring, reallocation, career progression, additional duties, reclassification, or other salary actions as follows:</u></p> <p><u>a) that do not exceed 15% of the market reference rate,</u></p> <p><u>b) that do not exceed the market reference rate of a higher competency level or maximum of the salary range, or</u></p>	

NORTH CAROLINA BOARD OF TRUSTEES

[NEW] DELEGATIONS OF AUTHORITY AND COMMITTEE RESPONSIBILITIES

(formerly, Appendix 1 Board of Trustees Delegations of Authority, Assignments and Guidelines)

Section	Current Language and Proposed Revision	Notes
	b)c) For positions with a base of \$135,000 or greater, up to 5% above the market reference rate.	
VIII.d	Business Signatures – or designee i. Establish Imprest ts Checking Accounts.	Correction: should be “imprest” checking accounts

BYLAWS OF THE BOARD OF TRUSTEES OF NORTH CAROLINA STATE UNIVERSITY

1. ORGANIZATION

1.1 Membership

1.1.1 North Carolina State University at Raleigh shall have a Board of Trustees composed of thirteen persons chosen as follows:

1.1.1.a Eight elected by the Board of Governors of The University of North Carolina (UNC),

1.1.1.b Four appointed by the General Assembly under N.C.G.S. 120-121, two of whom shall be appointed upon the recommendation of the President Pro Tempore of the Senate and two of whom shall be appointed upon the recommendation of the Speaker of the House of Representatives, and

1.1.1.c The President of the Student Body, ex officio.

1.1.2 In every odd-numbered year, the Board of Governors shall elect four persons to the Board of Trustees and the General Assembly shall appoint one person upon the recommendation of the President Pro Tempore of the Senate and one person upon the recommendation of the Speaker of the House of Representatives to the Board of Trustees; and the term of office of all such elected or appointed trustees (excluding the ex officio trustee) shall be four years or until successors are elected or appointed commencing on July 1 of such odd-numbered year.

1.1.3 Whenever any vacancy shall occur in the membership of the Board of Trustees among those appointed by the General Assembly, it shall be the duty of the Assistant Secretary of the Board of Trustees to inform the General Assembly of the existence of such vacancy, and the vacancy shall be filled as provided in N.C.G.S. 120-122, and whenever any vacancy shall occur among those elected by the Board of Governors, it shall be the duty of the Assistant Secretary of the Board of Trustees to inform the Board of Governors of the existence of the vacancy, and the Board of Governors shall elect a person to fill the expired term. Whenever a member shall fail, for any reason other than ill health or service in the interest of the State or nation, to be present for three successive regular meetings of the Board of Trustees, that member's place shall be deemed vacant.

1.1.4 Any person who has served two full four-year terms in succession as a member of the Board of Trustees shall, for a period of one year, be ineligible for election or appointment to the Board.

1.1.5 No member of the General Assembly or officer or employee of the State, UNC, or any constituent institution shall be eligible for election or appointment as a member of the Board of Trustees. No spouse of any member of the General Assembly, or of an officer or employee of

{N0039672.1}

North Carolina State University shall be eligible for election or appointment as a member of the Board of Trustees. Any trustee who is elected or appointed to the General Assembly or who becomes an officer or employee of the State, UNC, or of any constituent institution or whose spouse is elected or appointed to the General Assembly or becomes an officer or employee of North Carolina State University shall be deemed thereupon to resign from membership on the Board of Trustees.

1.1.6 No person may serve simultaneously as a member of the Board of Trustees and as a member of the Board of Governors. Any trustee who is elected or appointed to the Board of Governors shall be deemed to have resigned as a trustee effective as of the date that the person's term commences as a member of the Board of Governors.

1.2 Officers

1.2.1 At the first meeting after June 30 of each year, the Board of Trustees shall elect from its membership a Chair, a Vice Chair, and a Secretary, each of whom shall serve for a term of one year and until a successor is elected. A Chair who is serving a second consecutive year as Chair is ineligible for reappointment as Chair until one year has elapsed from the end of the second consecutive year of service. If a vacancy occurs for any of these officers, the Board of Trustees shall elect a person to serve for the remainder of the unexpired term. These officers shall perform the duties prescribed by these Bylaws and by the parliamentary authority adopted by the Board of Trustees.

1.2.2 The Board of Trustees may also elect an Assistant Secretary from among the members of the Chancellor's staff as recommended by the Chancellor. Copies of all minutes, papers and documents of the Board of Trustees may be certified by its Assistant Secretary with the same force and effect as though such certification were made by the Secretary of the Board.

1.3 Committees

1.3.1 The Board of Trustees shall have the following standing committees: Audit, Risk Management and Finance Committee; Buildings and Property Committee; University Advancement and External Affairs Committee; University Affairs Committee; and Executive Committee. The Board may create such other committees as it deems appropriate. The Chair of the University Advancement Committee shall serve ex officio as a member of the Board of Trustees of the Endowment Fund.

1.3.2 The officers of the Board, the immediate past Chair for the first year following their term as Chair (if applicable), and one Trustee to be nominated by the Chair for the Board's approval to serve at-large shall constitute the Executive Committee, which shall be chaired by the Board Chair. In the event there is no immediate past Chair, the Chair shall nominate for the Board's approval one additional Trustee to serve at-large on the Executive Committee. The Executive Committee shall be empowered to act for the Board between Trustee meetings with the responsibility to report on its actions at the next Board meeting.

1.3.3 With the exception of the Executive Committee (whose membership is described in Section 1.3.2), aAt the first meeting after June 30 of each year, the newly elected Chair shall appoint the members of the standing committees and designate a chair for each committee. The

Board Chair will assign each Trustee to serve on two standing committees each year. In making assignments, the Board Chair will balance Trustees' interests, expertise and experience on the committees. The goal will be for a balance of new and returning Trustees on each committee, with a rotation of committee leadership to provide all Trustees the opportunity to serve on multiple committees during a four year term. The Chair of the Board shall be an ex officio member of all standing committees and shall count for purposes of determining whether a quorum is present at a committee meeting.

1.3.4 The Board of Trustees may delegate to its committees such of its powers as it deems appropriate except for those powers which are expressly delegated to the Board of Trustees by the Board of Governors without the power to sub-delegate. Each committee shall present to the Board for its approval a description of committee responsibilities and such descriptions shall be reviewed and updated as the Board deems appropriate. The specific delegated authority, responsibilities and assignments of each committee are set forth in the "Board of Trustees Delegations and Committee Responsibilities" document that is reviewed and updated by the Board of Trustees from time to time and is maintained by the Secretary of the University. To the extent that document is inconsistent with these Bylaws, these Bylaws control.

1.3.5 A Nominating Committee shall be appointed on or after July 1 of each year by the Chair and shall consist of not less than three nor more than five members of the Board. The Chair shall not serve as a member of the Nominating Committee. The Nominating committee shall be responsible for presenting a slate of nominees to the Board at its first regular meeting on or after July 1 of each year. The slate of nominees shall contain at least one nominee for each of the officers of Chair, Vice Chair, and Secretary. The guidelines for the Nominating Committee are set forth in the "BOT Delegations and Committee Responsibilities" document that is reviewed and updated by the Board of Trustees from time to time and is maintained by the Secretary of the University. To the extent that document is inconsistent with these Bylaws, these Bylaws control.

2. MEETINGS

2.1 Regular Meetings

There shall be not fewer than three regular meetings of the Board of Trustees each year. Meetings are usually held the third Thursday and Friday in February, April, September and November. A summer meeting may be held on a mutually agreeable date. A notice specifying the time and place of each regular meeting of the Board shall be posted by the Assistant Secretary on the Board of Trustees' website. If the date of a regular meeting is changed, the Assistant Secretary shall change the posting and notify each member of the Board at least ten (10) calendar days in advance of the meeting date. Any matter of business may be considered at a regular meeting.

2.2 Special and Emergency Meetings

2.2.1 A special meeting of the Board of Trustees or of a standing committee with delegated authority may be called by the Board Chair or by the Chancellor. A special meeting of the Board

{N0039672.1}

of Trustees may also be requested upon the written request of not fewer than six (6) members of the Board, directed to the attention of the Assistant Secretary, who shall notice a special meeting upon receipt of the sixth written request. A notice specifying the time and place of a special meeting shall be communicated by the Assistant Secretary to each member of the Board so that it is received at least forty-eight (48) hours in advance of the meeting date. Any matter of business may be considered at a special meeting.

2.2.2 When deemed necessary by the Board Chair or by the Chancellor, the Board Chair may conduct an emergency meeting of the Board with immediate notice. Only business connected with the emergency may be considered at the meeting.

2.2.3 A special or emergency meeting may be conducted by electronic means provided that the arrangements for such meeting comply with the applicable State laws concerning the conduct of electronic meetings of public bodies.

2.3 Agenda

2.3.1 At least seven (7) days prior to each regular meeting of the Board of Trustees, a copy of the agenda, including (insofar as is practicable) copies of all reports and other written materials to be presented to the meeting, shall be provided to each member of the Board by the Assistant Secretary. Insofar as is practicable, a copy of the agenda of each special meeting of the Board shall be sent to each member of the Board at least seven (7) days in advance of the special meeting; however, if such advance mailing is not practicable, the agenda for a special or an emergency meeting may be presented to the members of the Board as the first order of business at the meeting. No items may be considered at a special meeting except as contained on the agenda.

2.3.2 The agenda for every meeting of the Board shall be prepared by the Chancellor in consultation with the Chair. Every request for inclusion of an item on the meeting agenda shall be put in writing and filed, together with any supporting documents, with the Chancellor sufficiently far in advance of the meeting to permit a determination to be made by the Chancellor with respect to the propriety and practicability of including that item on the meeting agenda.

2.3.3 Any member of the Board of Trustees may present to any regular meeting of the Board any item whether or not the item is on the meeting agenda, but no final action shall be taken on an item not on the agenda except by unanimous consent.

2.4 Conduct of Business

2.4.1 Quorum. A quorum for the conduct of business of the Board of Trustees shall consist of a majority of the voting membership of the board then in office. Any voting member who is present at a meeting of the board or of a committee, or who attends a special or emergency meeting of the board or of any meeting of a committee by telephone, video conference, or other electronic means that allows for two-way voice interaction, will be counted as present for purposes of determining a quorum.

A quorum of the Board shall consist of a majority of the members of the Board.

2.4.2 The Chair shall preside over all regular and special meetings of the Board of Trustees. In the absence of the Chair, the Vice Chair will preside. In the absence of the Chair and Vice Chair, a presiding officer shall be elected by and from the membership of the Board of Trustees.

2.4.3 All members of the Board of Trustees may vote on all matters coming before the Board for consideration. Any voting member of the Board or of a Board committee who attends a special or emergency meeting of the Board or of any meeting of a committee by telephone, video conference, or other electronic means that allows for two-way voice interaction may cast the member's vote by that electronic means. No vote concerning any matter under consideration by the Board or by a committee of the Board may be cast in absentia by mail, facsimile, or electronic mail. ~~No member may vote by proxy.~~

2.4.4 Except as modified by specific rules and regulations enacted by the Board of Trustees, Robert's Rules of Order Newly Revised (latest edition) shall constitute the rules of the parliamentary procedure applicable to all meetings of the Board of Trustees and its several committees.

~~2.4.5 Between regular meetings of the Board, routine matters of business within the authority of any committee of the Board may be dealt with by written ballot and without a meeting if such is deemed appropriate by the Chair of the committee. Any action taken by this method must be ratified by reported to the Board at its next regular meeting and the written ballots made available for public inspection.~~

2.5 Minutes

2.5.1 The Secretary or Assistant Secretary shall take minutes of all meetings of the Board of Trustees; shall file, index, and preserve all minutes, papers, and documents pertaining to the business and proceedings of the Board; shall be custodian of all records of the Board; when required the Secretary or Assistant Secretary, shall attest the execution of all legal documents and instruments of North Carolina State University at Raleigh.

2.5.2 Within a reasonable period after each meeting of the Board of Trustees, the Secretary or Assistant Secretary shall transcribe the minutes of the meeting and provide a copy to each member of the Board.

2.6 Closed Session

2.6.1 By vote of a majority of the members present at any meeting of the Board of Trustees, the meeting may be closed to the public, subject to applicable State laws concerning when and how closed sessions may be motioned and held.

2.7 Keeping Board of Governors Informed

2.7.1 The Assistant Secretary of the Board of Trustees shall keep the Board of Governors, through the Secretary of The University of North Carolina, fully and promptly informed concerning activities of the Board of Trustees, including notice of any changes in the membership of the Board or in its committee structure or bylaws and notices of meetings.

3. POWERS AND DUTIES

3.1 General Powers and Duties

3.1.1 The Board of Trustees shall promote the sound development of North Carolina State University at Raleigh within the functions prescribed for it, helping it to serve the people of the State in a way that will complement the activities of the other institutions and aiding it to perform at a high level of excellence in every area of endeavor. The Board of Trustees shall serve as advisor to the Board of Governors on matters pertaining to North Carolina State University at Raleigh and shall also serve as advisor to the Chancellor concerning the management and development of the institution. The Chancellor shall be the official medium of communication between the Board of Trustees and all individuals, officials, agencies and organizations, both within and without the institution.

3.2 Other Powers and Duties

3.2.1 The Board of Trustees shall have such other powers and duties, not inconsistent with provisions of The Code of The University of North Carolina or with applicable provisions of State law, as are specified in said Code or as shall be defined and delegated by the Board of Governors.

4. AMENDMENT OF BYLAWS

4.1 Amendment of Bylaws

4.1.1 These bylaws may be amended at any regular or special meeting of the Board of Trustees by an affirmative vote of a majority of the members of the Board if the substance of the amendment has been filed in writing with the Secretary or Assistant Secretary and a copy has been sent to each member of the Board at least seven days prior to the meeting at which the amendment is to be voted upon.

5. SUBORDINATION TO UNIVERSITY CODE

5.1 Subordination to University Code

To the extent that any of these bylaws may be inconsistent with The Code of The University of North Carolina, as the same may be amended from time to time, said Code shall control.

NC State Board of Trustees² Delegations of Authority, ~~Assignments~~ and Guidelines

Committee Responsibilities

Through the adoption of this document, the Board of Trustees of North Carolina State University hereby delegates certain authority to its various committees, the Chancellor, and the Vice Chancellor for Finance and Administration. This document is a companion to the Bylaws of the Board of Trustees and may be amended from time to time by the Board of Trustees in its discretion. In the event of inconsistency between this document and the Bylaws, the Bylaws shall control.

I. Audit, Risk Management and Finance Committee Delegated Authority and Assignments

a. Audit

- i. Provide oversight of the internal audit function.
- ii. Review and approve the annual internal audit plan at the beginning of the audit cycle.
- iii. Receive quarterly activity reports from the internal auditor.
- iv. Receive direct verbal and/or written reports from the university's internal auditor regarding out of the ordinary reviews and findings that may involve senior level university employees, trustees or affiliates.
- v. Review a comparison of the annual internal audit plan to the actual internal audits performed.
- vi. Provide oversight of the annual financial statement audit.
- vii. Assure that the university is performing self-assessments of operating risks and evaluations of internal controls on a regular basis.
- viii. Meet with representatives of the State Auditor's Office to review the annual state auditor's report and the university's corrective action, if any.
- ix. Review audit reports of University-associated entities.

b. Finance

- i. Advise the Chancellor with respect to the development ~~of budget estimates for the university, and with respect to the~~ execution, and administration of the university budget ~~as approved,~~ consistent with actions by the General Assembly and ~~the~~ Board of Governors.

ii. Review and recommend to the Board of Trustees approval of the annual university budget a comprehensive “all-funds” budget of the university for the fiscal year, which shall reflect estimated General Fund, Institutional Trust Fund, and other revenues and expenditures as defined by and in a manner prescribed by the UNC President or the President’s designee.

c. Risk Management

- i. Provide oversight of the risk management and compliance functions.
- ii. Receive annual reports on risk management, compliance and legal issues.

d. Policy Development

- i. Recommend to the Board of Trustees for approval policies regarding the preservation, maintenance and management of institutional trust funds.
- ii. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the maintenance of campus security.
- iii. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to information technology and cybersecurity.

II. Buildings and Property Committee Delegated Authority and Assignments

a. Subject to policies of the Board of Governors and all legal requirements relative to the construction of state-owned buildings, for the following matters concerning campus capital construction projects which have been approved by the Board of Governors and authorized by the State of North Carolina:

- i. Select architects or engineers for buildings and improvements requiring such professional services;
- ii. Select construction managers at risk for buildings and improvements requiring such professional services;
- iii. Select design-build teams for building and improvements requiring such professional services.
- iv. Approve building sites;
- v. Approve plans and specifications; and

vi. Accept all completed buildings and projects.

b. Capital Improvement Projects in accordance with delegated authority granted by the Board of Governors:

i. Approve capital improvement projects funded entirely with non-General Fund money that are projected to cost less than \$750,000; and

ii. Approve advance planning of capital improvement projects where the advance planning effort is to be funded entirely with non-General fund money.

c. Prepare and maintain a master plan for the physical development of the institution.

d. Acquisitions and Dispositions of an Interest in Real Property in accordance with additional delegated authority granted by the Board of Governors

i. Approve any acquisition or disposition of any interest in real property valued at \$50,000 or more, other than by leases, provided that if the acquisition or disposition involves an interest in real property valued at \$1,000,000 or more, the matter shall be recommended by the committee to the Board of Trustees for its approval and forwarded for further approval to the UNC President or Board of Governors, as required by the policies of the Board of Governors.

ii. Approve any acquisition or disposition of any interest in real property by lease where the lease has an annual rent in excess of \$150,000 or a term in excess of 10 years, provided that where the term of the lease exceeds 10 years or has an annual rent in excess of \$750,000, the matter shall be recommended by the committee to the Board of Trustees for its approval and forwarded for further approval to the UNC President or Board of Governors, as required by the policies of the Board of Governors.

e. Policy Development

i. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies applicable to the control, operation and supervision of buildings and property pursuant to applicable provisions of State law and policies of the Board of Governors.

ii. Upon the recommendation of the chancellor, ~~recommend to the Board of Trustees for approval~~ approve changes to campus parking and traffic policies.

III. Executive Committee Delegated Authority and Assignments

a. Act for the full Board of Trustees between meetings with the responsibility to report on its actions at the next Board meeting.

b. Review and take final action on proposed contracts of \$10,000 or more that may constitute a potential conflict of interest under the Dual Memberships and Conflicts of Interest Policy of the Board of Governors, UNC Policy 200.1.

c. Review and make recommended findings to the Board of Trustees regarding allegations of violation of UNC Policy 200.1.

d. If a member of the Executive Committee has a substantial interest in an entity that is intending to contract with the university, as defined in UNC Policy 200.1, the Chair of the Board of Trustees may assign the matter to another standing committee of the Board of Trustees or appoint an ad hoc committee of no less than three members of the Board of Trustees to handle the matter. If the Chair of the Board of Trustees has a substantial interest or is alleged to have violated UNC Policy 200.1, the Vice Chair of the Board of Trustees will assign or appoint the committee.

e. Approve the following personnel actions in accordance with the authority granted to the Board of Trustees by the Board of Governors of the University of North Carolina:

i. Permanent and temporary appointments and salary adjustments for Vice Chancellors within the salary ranges established by the UNC System Office.

~~e. Approve appointment, initial salary, and appointment changes for Provost and~~ ii. Any non-salary or deferred compensation for Vice Chancellors, including bonuses in accordance with UNC Regulation 300.2.14.2[R].

iii. Permanent non-promotional salary increases for Vice Chancellors, within the salary ranges established by the UNC System Office and pursuant to the authority granted by the Board of Governors, that do not exceed either 10% of the June 30 base salary as of the most recent fiscal year or that do not exceed the 75th percentile of the salary range regardless of the amount of increase.

f. Recommend to the Board of Governors for approval the following personnel actions:

i. Permanent non-promotional salary increases for Vice Chancellors that both exceed 10% of the June 30 base salary as of the most recent fiscal year and exceed the 75th percentile of the applicable salary range.

ii. All other salary actions for Vice Chancellors that require Board of Governors approval

g. Make updates to these Board of Trustees Delegations of Authority and Committee Responsibilities that are non-discretionary mandatory changes to comply with UNC policies and regulations or state or federal law.

IV. University Advancement and External Affairs Committee Delegated Authority and Assignments

a. Development and Advancement Activities

- i. Approve all university fundraising campaigns.
- ii. Advise the chancellor and vice chancellor for university advancement on the formation of campaign steering committees.
- iii. Advise the chancellor and vice chancellor for university advancement on the priority, timing, direction, funding and management of capital and other fundraising campaigns.
- iv. Recommend to the Board of Trustees for approval the naming of all facilities and programs, owned, operated or controlled by the university.
- v. Advise the chancellor in all areas pertaining to development, advancement services, university communications and alumni relations.
- vi. Receive nominations for the Watauga Medals and recommend nominees for approval to the Board of Trustees.
- vii. Receive regular reports on University Communications and NC State Alumni Association activities and initiatives.

b. External Affairs

- i. Receive regular reports on the activities of the state legislature.

c. Policy Development

- i. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the relationship between the university and its affiliated foundations and the coordination of all fundraising activities intended to benefit the university.
- ii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies including but not limited to such matters as the conduct of fundraising campaigns, and the use and application of privately donated funds for any activity whose sponsorship may implicate or obligate the university.

{N0040206.2}

- iii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies regarding fundraising activities intended to benefit the Endowment Fund and various affiliated foundations.
- iv. Recommend naming guidelines for endowed funds, and facilities and programs funded in whole or in part by private monies.
- v. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies regarding the awarding of the Watauga Medal.

V. University Affairs Committee Delegated Authority and Assignments

a. EHRA Personnel - on the recommendation of the ~~chancellor~~Chancellor

i. Approve permanent and temporary appointments and promotional and non-promotional salary increases for SAAO Tier I positions, other than the Chancellor, Executive Vice Chancellor and Provost, and Vice Chancellors, within the salary ranges established by the UNC System Office pursuant to the authority granted by the Board of Governors, that do not exceed either 10% of the June 30 base salary as of the most recent fiscal year or that do not exceed the 75th percentile of the salary range regardless of the amount of increase.

~~i. Approve appointment, initial salary, and appointment changes for Deans and SAAO Tier I positions other than the Chancellor, Provost and Vice Chancellors.~~

ii. Approve non-salary and deferred compensation and bonuses for EHRA employees, other than Vice Chancellors, in accordance with UNC Policy 300.2.14 ~~, and~~ NCSU POL05.15.03 and UNC Regulation 300.2.14.2[R].

iii. Establish salary ranges, based on available relevant market data for senior academic and administrative officers that are not established by ~~UNC General Administration~~the UNC System Office.

iv. Recommend to the Board of Governors any salary increase for ~~an~~EHRA employee employees other than for Vice Chancellors ~~that requires approval by the Board of Governors'~~ approval.

v. Review and approve any administrative separation or retreat rights subject to Board of Trustees approval under UNC Policy 300.1.6[R] and NC State POL 05.15.01. "Retreat rights" are those conditions of employment that would apply should the administrator leave his/her administrative position.

vi. Confer permanent tenure consistent with **NCSU POL05.20.01 - Appointment, Reappointment, Promotion and Permanent Tenure**

vii. Designate Distinguished Professorships, including Distinguished Scholars, and Distinguished Fellows, which may be time limited pursuant to UNC Policy 600.2.3.

viii. Confer emeritus status to an individual with an SAAO Tier I appointment at retirement.

ix. Appoint or extend the contract of the athletic director and head coaches with employment contracts in accordance with UNC Policy 1100.3. Recommend contracts for Board of Governors' approval in circumstances where the proposed contract terms require such approval under UNC Policy [600.3.4](#) and/or [UNC Policy 1100.3](#).

x. ~~Review and recommend to the Board of Trustees for approval~~ [Approve](#) petitions relating to EHRA employees seeking political candidacy and/or public office holding as required by UNC Policy 300.5.2.

b. Employee Appeals

i. Discharge and Suspensions of Employees.

[ii.a.](#) In a manner consistent with the Board of Trustees' Policies and Procedures, with applicable policies of the Board of Governors, and with State law, hear appeals of discharged or suspended employees from actions taken by the chancellor when the applicable policies allow such appeals.

[iii.i.](#) Disposition of Employee Grievances.

[1.a.](#) Hear and render a decision on appeals in UNC Code Section 607 grievances, where neither the relevant administrative respondent nor the chancellor made an adjustment recommended by the grievance committee in favor of the grievant.

c. Academic Programs and Research

i. Review academic degree proposals requiring approval by the Board of Governors and, upon the recommendation of the chancellor, recommend such programs and proposals to the Board of Trustees.

ii. Receive notification on behalf of the Board of Trustees of other academic program proposals.

d. Student Affairs

i. Upon the recommendation of the chancellor, review and recommend to the Board of Trustees the approval of campus initiated tuition increases and the approval of student fees (proposed new fees as well as adjustments to existing fees).

e. Honorary Degrees, Awards and Distinctions

i. Receive and review nominations for Honorary Degrees and Holladay Medals and recommend nominees for approval to the Board of Trustees.

ii. Provide advice in the chancellor's selection of a Commencement speaker.

f. Planning

i. Review and recommend to the Board of Trustees for approval changes in the university's mission statement.

ii. Advise the chancellor on the development of plans to carry out the university's mission.

iii. Review and approve the establishment, continuation and discontinuation of Centers and Institutes as required by the BOG and UNC President and in accordance with UNC Policy 400.5[R].

g. Policy Development

i. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval personnel policies not otherwise prescribed by State law, the UNC Code or policies of the Board of Governors, for personnel in all categories of university employment.

ii. Recommend to the Board of Trustees for approval policies regarding the collection of tuition, fees and other monies to be collected from students, as approved by the Board of Governors.

iii. Recommend to the Board of Trustees for approval policies for administration of scholarships and other financial aid to students.

iv. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the provision of student services and activities, including but not limited to student government and intercollegiate athletics, subject to general provisions as may be prescribed by the Board of Governors.

v. Upon recommendation of the Chancellor, recommend to the Board of Trustees for approval policies related to research and centers and institutes.

h. Responsibilities

{N0040206.2}

- i. Receive and hear reports at committee meetings from the Chair of the Faculty Senate, the Chair of the Staff Senate, and the Student Body President.

VI. Nominating Committee Guidelines

- a. Select one or more nominees for Chair from Board of Trustee members.
- b. A trustee may serve as Chair for two consecutive one-year terms. Where possible, in order to promote a limited continuity of leadership, the Committee is encouraged to give deference to the current Chair for re-nomination for a second consecutive year. A Chair who is serving a second consecutive year as Chair is ineligible for reappointment as Chair until one year has elapsed from the end of the second consecutive year of service. Where appropriate, when nominating a Chair other than the re-nomination of the current Chair, the Committee is encouraged to give deference to the Vice Chair as a candidate.

VII. Chancellor Delegated Authority

- a. EHRA Personnel - which may be further delegated to permanent-specific designees:

- i. Take final action on all EHRA personnel actions, except those contained in UNC Policy 600.3.4 and UNC Policy 1100.3-, for which ~~are the authority is~~ retained by the Board of Trustees; and may not be delegated further.

- ii. Approve bonuses in accordance with UNC Regulation 300.2.14.2[R] for faculty and non-faculty EHRA employees other than Vice Chancellors or Deans

- iii. Approve EHRA salary increases as authorized by UNC Policy 200.6, section I.A.(4) and ~~as~~ further sub-delegated as follows:

- a) A temporary salary stipend or supplement with a specified end date that does not exceed ~~25%~~ and ~~36 months or \$25,000 of cumulative 50,000 of annual~~ salary adjustments fiscal year to date based on the employee's above the June 30 base salary, up to 12 months in duration; and

- b) A temporary salary stipend or supplement without a specified end date that does not exceed 20% and \$15,000 of cumulative salary adjustments fiscal year to-date based on the employee's June 30 salary. ~~and~~

- ~~c) A permanent base salary adjustment that does not exceed 20% and \$15,000 of cumulative salary adjustments fiscal year to date based on the employee's June 30 salary.~~

- iv. SAAO Tier II Positions

a) All promotional salary increases

b) Permanent non-promotional salary increases up to a new base of \$125,000 that do not exceed 10% of the employee's June 30 base salary or exceed the 75th percentile range.

c) Temporary adjustments to the interim or acting assignments with a duration of up to 36 months or up to \$50,000 annually above the employee's June 30 base salary.

iv. IRIT Positions

a) All promotional salary increases

b) Permanent non-promotional adjustments within established salary ranges

c) Temporary adjustments to interim or acting assignments with a duration up to 36 months or up to \$50,000 annually above the employee's June 30 base salary.

vi. IRIT Head Coaches/Associate/Assistant Coaches

a) All promotional salary increases

b) Permanent non-promotional salary adjustments that do not exceed 25% of the June 30 base salary and do not exceed \$25,000

c) Temporary salary adjustments related to interim, acting, or other time-limited assignments or appointments with a duration up to 36 months or up to \$50,000 annually above the June 30 base salary.

b. SHRA Personnel

i. Approve internal and external hiring, reallocation, career progression, additional duties, reclassification, or other salary actions as follows:

a) that do not exceed 15% of the market reference rate,

b) that do not exceed the market reference rate of a higher competency level or maximum of the salary range, or

c) for positions with a base of \$135,000 or greater, up to 5% above the market reference rate.

bc. Student Matters - which may be further delegated

- i. Determine, after consultation with the faculty, whether an individual student shall be entitled to receipt of a particular degree.
- ii. Establish admission policies and resolve individual admission questions for all schools and divisions within the university.
- iii. Collect from each student, at the beginning of the semester or term, such tuition, fees and other amounts necessary to pay other expenses for the term, as have been approved by the Board of Governors.
- iv. Require payment of such advance deposits, as such times and under such conditions, as may be required by State law or by the Board of Governors.
- v. Require payment of such nonrefundable application of fees, in connection with each application for admission, as may be required by State law or by the Board of Governors.
- vi. Administer scholarships and other forms of financial aid to students which are limited in their application to or are supported by North Carolina State University subject to the terms of any applicable laws and to policies of the Board of Governors.
- vii. Regulate student activities including student conduct, the approval of organized, institutionally-recognized student activities and the definition of roles and functions of any institutionally-recognized system of student self-government and student participation in the governance of any aspect of institutional programs and services.
- viii. Establish and supervise the institution's program of intercollegiate athletics, subject to such policies as may be prescribed by the Board of Governors and the Board of Trustees.
- ix. Maintain campus security, subject to applicable provisions of State law and such policies as may be adopted by the Board of Governors.
- x. Control and supervise campus utilities and other facilities subject to applicable provisions of State law and policies of the Board of Governors.

[ed](#). Signature Authority for Contracts, Leases and Other Agreements – which may be further delegated.

- i. Sign and execute agreements, contracts, leases, and other official documents (all herein referred to corporately as agreements) with institutions, agencies, corporations, partnerships, individuals and other legal entities, said agreements including all such agreements not required by law or administrative regulation to be otherwise executed.

ii. Agreements shall comply with (1) the law of North Carolina, especially North Carolina General Statutes, Chapters 143 and 146, when applicable, and (2) with The Code and with policies determined by the Board of Governors or the Board of Trustees.

de. Acquisition and Disposition of Real Property

i. Acquire or dispose of an interest in real property other than by lease valued at less than \$50,000

ii. Acquire or dispose of an interest in real property by lease with an annual value of \$150,000 or less and a term of not more than 10 years

ef. Authority to Award Emeritus Status

i. Award emeritus status to Faculty and SAAO Tier II employees in accordance with applicable Board of Trustees policies governing the award of emeritus status.

fg. The Use of Firearms on the University's Research Stations, Field Laboratories, Forest and Woodland Properties – which may be further delegated.

i. Establish operating procedures and to allow the use of weapons on the University's research stations, field laboratories, forest and woodland properties for the purposes of controlling animal depredation of crops and for wildlife management.

VIII. Vice Chancellor for Finance and Administration Delegated Authority

a. Purchase, Sell, Transfer or Sign Trust Fund Assets and Securities

i. Buy stocks, bonds, or other securities of corporations, firms, or individuals, of the United States Government, or of any state or political subdivision thereof.

ii. Sell, trade, assign, endorse, and deliver for transfer certificates representing stocks, bonds, or other securities of corporations, firms, or individuals, of the United States Government, or of any state or political subdivision thereof.

iii. Assign for reissue or redemption any registered obligation of any corporation, the United States Government and its instrumentalities, or of any state or political subdivision thereof, now or hereafter registered in the name of North Carolina State University at Raleigh.

b. Trademark registration and licensing program – or designee

i. Register such marks, symbols and other indicia of the University in the various states and with the U.S. Patent and Trademark Office as he deems appropriate.

{N0040206.2}

ii. Enter into an agreement with an agent for the licensing of North Carolina State University's marks, symbols, and indicia in a manner deemed consistent with the purposes and needs of the University.

c. Internal Revenue Service Reimbursement Resolutions – or designee

i. Declare the official intent of NC State within the meaning of Section 1.150-2 of the Treasury Regulations promulgated under Section 103 of the Internal Revenue Code of 1986, as amended, evidencing NC State's intent to reimburse NC State for expenditures incurred and paid by NC State in connection with projects from the proceeds of tax exempt obligations.

d. Business Signatures – or designee

i. Establish Imprests Checking Accounts.

ii. Approve Tax Related Documents necessary for the University.

iii. Approve Trust Fund Authorities and Related Changes.

iv. Approve University Receipt Centers.



THE UNIVERSITY OF NORTH CAROLINA SYSTEM

BOARD OF GOVERNORS

Randall C. Ramsey, Chair
UNC SYSTEM OFFICE
140 Friday Center Drive
Chapel Hill, NC 27517

Date: March 31, 2022

From: Randall C. Ramsey, Chair

To: Board of Trustees: Chairs, Secretaries

Re: Board of Trustees Expectations and Best Practices

Dear Board Chairs and Secretaries of the Boards:

This letter is a reminder of the attendance and participation expectations for boards of trustees. It also makes a request of each of you.

Regular attendance at board meetings is required. Under Section [200.7](#) of the UNC Policy Manual, if a member of a board of trustees of a constituent institution is, for any reason other than ill health or service in the interest of the state or nation, absent for three successive regular meetings of the board, he or she is deemed to vacate his or her board seat automatically.

In-person attendance for board meetings is essential for effective governance. There is no substitute for face-to-face discussion in providing the meaningful oversight the law requires and expects of us. As we emerge from the COVID-19 pandemic, and return to normalcy, it is time to refocus our efforts on excellence in service. Under [Chapter II of The Code](#) of the University of North Carolina, the Board of Governors presides in-person over university business in *full* Board meetings. Under *The Code*, our rules of procedure allow for virtual meetings only in certain circumstances. Committees may meet virtually. For full Board meetings, though, we maintain an in-person standard unless the Board is holding a special or emergency meeting.

Please act decisively to encourage more in-person deliberation by your board members. Under [Chapter IV of The Code](#), the Board of Governors delegates authority to the boards of trustees to establish their respective rules of procedure. Specifically, I request that boards of trustees use that delegated authority to adopt *at least* the standard followed by the Board of Governors. This standard would stipulate that board of trustees members attend in-person regular, full-board meetings. Many of your boards already adhere to this standard—indeed, some of your boards limit virtual attendance to only special or emergency meetings and do not allow virtual attendance at regular committee meetings.

Board of Trustees: Chairs, Secretaries
March 31, 2022
Page 2 of 2

Boards of trustees lead their respective universities by example. As you are aware, the UNC System relayed to institutions the expectation of a return to in-person, normal campus operations. Your board plays a critical role in shepherding this expectation to your campuses, and fulfilling our primary mission of student success. My request is that you mirror the meaningful and active in-person presence already asked of your campus leadership and broader campus community.

After considering my request here, please notify the UNC System Office of your board's current practices and intentions for future meeting procedures. I have asked Assistant General Counsel Mary Griffin Inscoe to collate and summarize responses. Ms. Inscoe's email is mginscoe@northcarolina.edu.

Thank you for your continued commitment to the active governance of our System. Your continued leadership from the front makes our System second to none.

Sincerely,

A handwritten signature in black ink, appearing to read "Ramsey", with a stylized flourish extending from the end.

Randall C. Ramsey, Chair

The Endowment Fund of North Carolina State University

2022 Annual Report

BACKGROUND

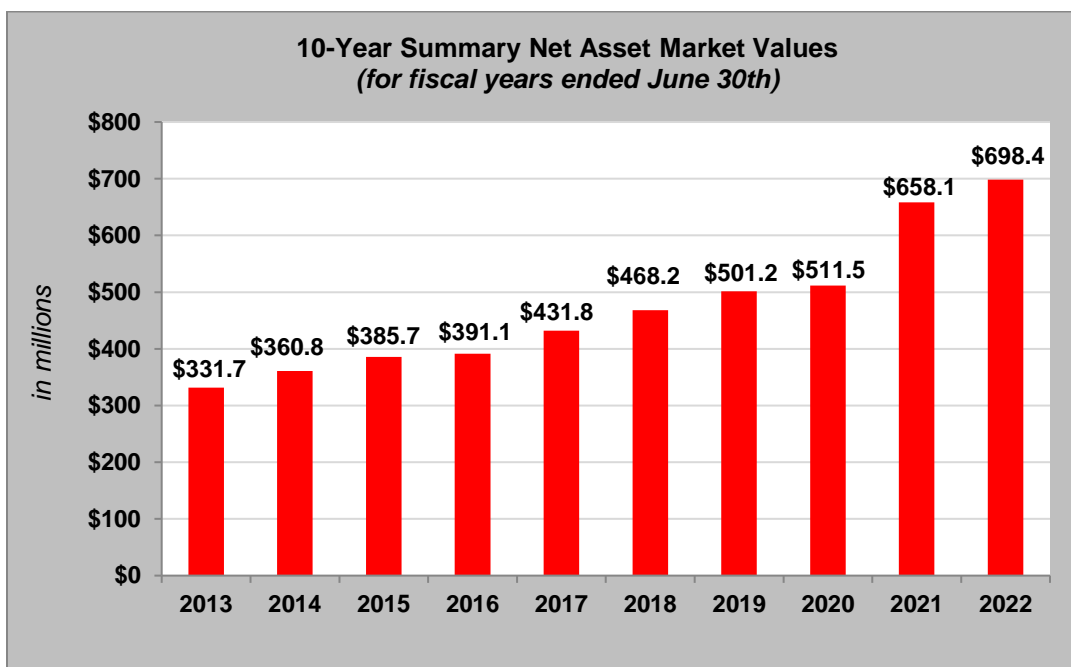
The Endowment Fund of North Carolina State University (Endowment Fund) was created by North Carolina General Statute §116-36, and is reported in the University's financial statements. The Endowment Fund is subject to review by State of North Carolina auditors as part of their annual University audit.

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

REPORT

The Endowment Fund's net assets were \$698.4 million at June 30, 2022 as compared to \$658.1 million at June 30, 2021, an increase of 6.1%. The increase is primarily attributable to net investment gains and appreciation in fiscal year 2022. The net \$40.3 million increase includes \$43.2 million in net investment gains and appreciation and \$10.7 million in gifts and matching, less endowment spending and transfers to other University funds of \$13.6 million.

Net assets are made up of cash (\$42.3 million), directly owned programmatic assets (\$121.7 million), pooled real estate (\$2.8 million), and pooled long-term investments (\$531.6 million). There are 286 endowments, consisting of 83 scholarships, 10 fellowships, 138 professorships and 55 endowments with a variety of other purposes. A ten-year historical chart of net asset values is provided below:



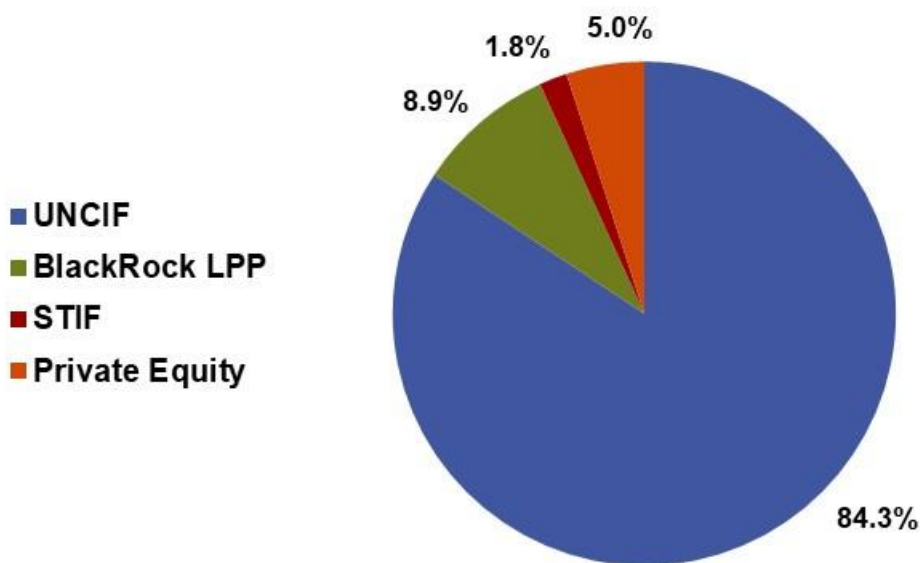
The Endowment Fund's investable assets of \$531.6 million are held with the NC State Investment Fund, Inc. (NCSIF).

During the fiscal year, the NCSIF continued its investment with UNC Management Company (UNCMC). UNCMC provides investment management services to the constituent institutions of the UNC System through a pooled investment vehicle called the UNC Investment Fund (System Fund). The NCSIF began investing its non-committed assets with the System Fund effective July 2008 with completion of the transition occurring December 2009, and has a 13.4% membership interest in the System Fund as of June 30, 2022.

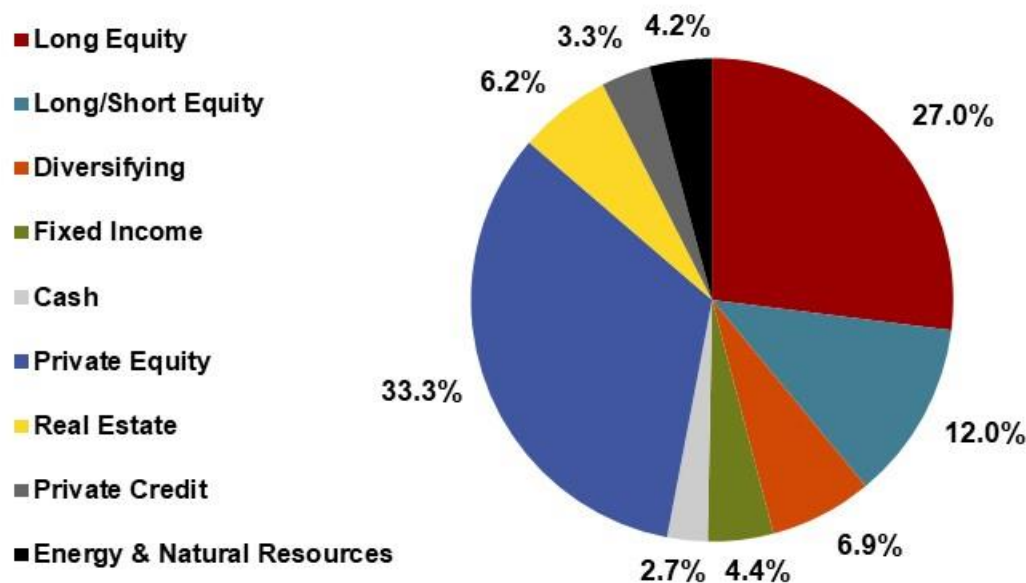
In addition to the allocation with the System Fund of \$1.4 billion as of June 30, 2022, the NCSIF had \$83 million with other managers in private equity funds, \$147 million in a BlackRock Liquid Policy Portfolio (LPP), and \$30 million in the State Treasurer's Short-Term Investment Fund (STIF).

For the long term, the primary investment objective for the NCSIF is to earn a total return (net of investment and custodial fees) within prudent levels of risk, sufficient to maintain in real terms the purchasing power of the NCSIF and to meet the spending needs of the participants. To help meet this investment objective, the NCSIF invests in various asset classes to offer diversification. The purpose of diversification is to provide reasonable assurance that no single security or class of securities will have a disproportionate impact on the performance of the total fund.

NCSIF's allocation to managers as of June 30, 2022 is as follows:



NCSIF's actual asset allocation as of June 30, 2022 is as follows:



For the fiscal year ended June 30, 2022, the NCSIF experienced a net investment return of 3.2% compared to the policy benchmark of -9.0%. The NCSIF's annualized 5-year return as of June 30, 2022 was 11.9% as compared to the policy benchmark of 6.7% and the System Fund of 12.9%.

Respectfully submitted,

Board of Trustees of the Endowment Fund of North Carolina State University

**STATE OF NORTH CAROLINA
DEPARTMENT OF ADMINISTRATION
DISPOSITION OF REAL PROPERTY**

Institution or Agency: North Carolina State University

Date: November 3, 2022

The Department of Administration is requested, as provided by GS 146-28 to dispose of the real property herein described by lease:

This disposition is recommended for the following reasons:

NC State University is requesting approval for a new lease with United States Department of Agriculture, Agriculture Research Service (USDA ARS) for construction of an equipment storage building at the Central Crops Research Station. The USDA ARS program is an important long-term government partner for the University.

Description of Property: 0.13 acres of land located at 13223 US Business Hwy 70 West, Clayton, NC

Estimated value: \$1,000 per lease year

Where deed is filed, if known: Johnston County, NC Register of Deeds

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

Rental income, if applicable, and suggested terms:

Lease will be for twenty years at nominal value.

Funds from the disposal of this property are recommended for the following use: N/A

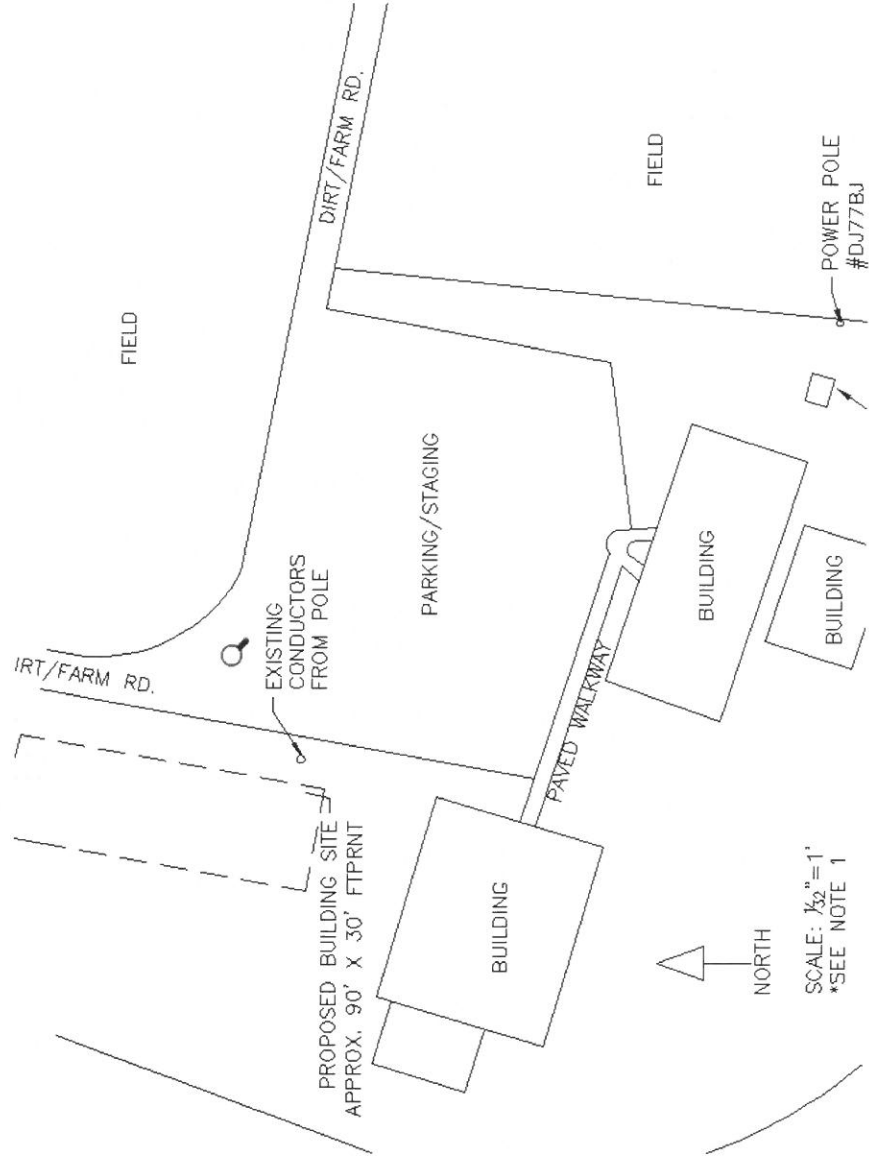
Action recommending this transaction was taken by the Board of Trustees at its meeting held on November 4, 2022.

Signature 
Chancellor

C2 for USDA Equipment Storage Building
icity Map



C2 for USDA Equipment Storage Building
te Drawing



C2 for USDA ARS Facility at Lake Wheeler Field Lab
(sample of proposed facility)



The proposed building is best described as a three-sided, uninsulated, steel framed, steel sided, building with gravel/gravel screenings floor, for equipment storage and maintenance purposes similar in style to the building pictured.

**DISPOSITION
OF REAL PROPERTY**

GROUND LEASE

GRANTOR State of North Carolina on behalf of North Carolina State University

GRANTEE USDA Agricultural Research Service

LOCATION Central Crops Research Station, Clayton, NC, Johnston County

SIZE Approximately 0.13 acres

RATE \$1.00/year

TERM 20 years

USE Construction and use of an equipment storage building

TRANSMITTAL OF REQUEST FOR ACQUISITION/DISPOSITION OF REAL
PROPERTY

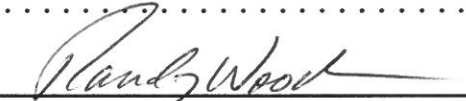
Form
Number: PO-2

Preparation
Date: November 3, 2022

Request: Approval for disposition by lease of real property
between North Carolina State University (NCSU) and USDA
Agricultural Research Service for 0.13 acre parcel at Central
Crops Research Station (CCRS), Clayton, NC

Institution NORTH CAROLINA STATE UNIVERSITY

RECOMMENDED BY CHANCELLOR, NCSU


(Chancellor's Signature)

RECOMMENDED BY COMMITTEE ON
BUILDINGS AND PROPERTY

(Chairman's Signature)

RECOMMENDED BY BOARD OF TRUSTEES,
NCSU

(Chairman's Signature)

RECOMMENDED BY BOARD OF GOVERNORS

(Secretary's Signature)

Board of Trustees Consent Agenda University Advancement Committee Naming Opportunities Proposals

November 3, 2022

Background

As per POL 03.00.02 – Criteria and Procedures for Naming Facilities, Programs and Funds, the act of naming a facility or program shall be that of the Board of Trustees, acting after receiving the recommendation of the Chancellor.

Recommended Action

Chancellor W. Randolph Woodson recommends to the Board of Trustees the following fundraising projects for approval.

Overview

- **Total Naming Opportunities Proposals:** 3
- **Total Facility Proposals:** 3
- **Total Program Proposals:** 0
- **Total Naming Opportunities:** 4
- **Total Gift Amount:** \$6,000,000
- **Colleges/Units Represented:**
 - College of Agriculture and Life Sciences
 - College of Engineering
 - NC State Athletics and the Wolfpack Club

College of Agriculture and Life Sciences

Pasture, Lake Wheeler Campus

The land is located off of Lake Wheeler Road, near the Joyner Beef Education Unit buildings and the adjacent lake.

- **Naming Type:** Existing space
- **Total Naming Opportunities:** 1
- **Total Gift Amount of Naming Opportunities:** \$300,000

Purpose of Funds: Gifts will primarily support College of Agriculture and Life Sciences scholarships and research.

Board of Trustees Consent Agenda University Advancement Committee Naming Opportunities Proposals

November 3, 2022

College of Engineering

Department Mechanical and Aerospace Engineering (MAE) Spaces in Engineering Building III and MAE West Research Annex

Two featured naming opportunities are available for the Department of Mechanical and Aerospace Engineering (MAE), including the administrative suite in Engineering Building III on Centennial Campus and a high-speed lab in the MAE West Research Annex.

- **Naming Type:** Existing spaces
- **Total Naming Opportunities:** 2
- **Total Gift Amount of Naming Opportunities:** \$700,000
- **Purpose of Funds:** Gifts will support aerospace projects in the Department of Mechanical and Aerospace Engineering.

NC State Athletics and the Wolfpack Club

Video Scoreboard, Carter-Finley Stadium

NC State Athletics and the Wolfpack Club plan to replace the current Carter-Finley scoreboard, installed in 2001.

- **Naming Type:** New structure
- **Total Naming Opportunities:** 1
- **Total Gift Amount of Naming Opportunities:** \$5 million (perpetual naming) or \$3 million (10-year term limit naming)
- **Purpose of Funds:** Gifts will support the purchase of the new video scoreboard.

Policy References

POL 03.00.02 – Criteria and Procedures for Naming Facilities, Programs and Funds

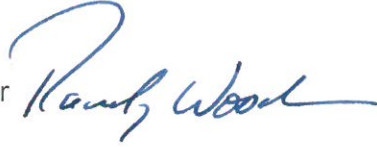
October 13, 2022

MEMORANDUM

TO: Board of Trustees

FROM: W. Randolph Woodson, Chancellor

SUBJECT: Naming Opportunities Proposals



The Naming Opportunities Committee has endorsed and favorably recommends to you the following naming opportunities proposals:

College of Agriculture and Life Sciences

Pasture

The College of Agriculture and Life Sciences proposes a naming opportunity for a pasture on Lake Wheeler campus.

College of Engineering

Department of Mechanical and Aerospace Engineering (MAE) Spaces

The College of Engineering proposes two naming opportunities in Engineering Building III and MAE West Research Annex.

NC State Athletics and the Wolfpack Club

Video Scoreboard, Carter-Finley Stadium

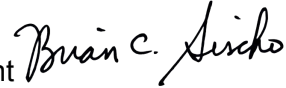
NC State Athletics and the Wolfpack Club propose a naming opportunity in Carter-Finley Stadium.

October 13, 2022

MEMORANDUM

TO: W. Randolph Woodson, Chancellor

FROM: Brian C. Sischo, Vice Chancellor, University Advancement



SUBJECT: Naming Opportunities Proposals

The Naming Opportunities Committee has endorsed and favorably recommends to you the following naming opportunities proposals:

College of Agriculture and Life Sciences

Pasture

The College of Agriculture and Life Sciences proposes a naming opportunity for a pasture on Lake Wheeler campus.

College of Engineering

Department of Mechanical and Aerospace Engineering (MAE) Spaces

The College of Engineering proposes two naming opportunities in Engineering Building III and MAE West Research Annex.

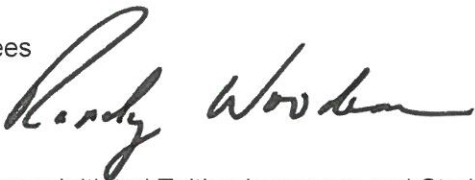
NC State Athletics and the Wolfpack Club

Video Scoreboard, Carter-Finley Stadium

NC State Athletics and the Wolfpack Club propose a naming opportunity in Carter-Finley Stadium.

MEMORANDUM

TO: NC State University Board of Trustees

FROM: W. Randolph Woodson, Chancellor 

SUBJECT: Recommendations for 2023-24 Campus Initiated Tuition Increases and Student Fees

DATE: October 21, 2022

In accordance with the University of North Carolina Board of Governors' (BOG) 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 McKenzy Heavlin, and a Fee Review Committee (FRC), co-chaired by Vice Chancellor and Dean for the Division of Academic and Student Affairs Doneka Scott and Student Senate President Miles Calzini, were appointed. The Tuition Review Advisory Committee (Attachment A) and the Fee Review Committee (Attachment B) forwarded their recommendations to me.

Tuition Review Advisory Committee

The TRAC approved the following Campus-Initiated Tuition Increase (CITI) recommendations:

2023-24

- (\$ 0 CITI = 0.0%) Undergraduate Residents
- (\$1,131 CITI = 4.0%) Undergraduate Nonresidents
- (\$ 364 CITI = 4.0%) Graduate Residents
- (\$1,132 CITI = 4.0%) Graduate Nonresidents

Per the UNC System Office (UNC-SO) 2023-24 Campus Initiated Tuition and Fee Adjustment instructions, no tuition increases are allowed for resident undergraduate students, and market-driven tuition increases are allowed for resident graduate students and all nonresident students.

The TRAC recommended that the additional tuition revenues be used for the following:

2023-24

- Increase the need-based Financial Aid: **recommended allocating \$2,613,295 [35.1%]**
- Provide funding to the Graduate Student Support Plan: **recommended allocating \$1,839,288 [24.7%]**
- Improve the quality and accessibility of the NC State educational experience: **recommended allocating \$1,986,295 [26.7%]**
- Provide funding for faculty promotional increases: **recommended allocating \$1,000,000 [13.4%]**

2023-24 premium tuition recommendations

- A tuition premium increase of \$3,700 per year effective fall 2023 for the following degree program:
 - Master of Biomedical Engineering concentration in MedTech Innovation + Entrepreneurship

- A tuition premium increase of \$1,570 for residents and \$1,632 for non-residents per year effective fall 2023 for the following degree program:
 - Master of Accounting
 - This differential increase will align the resident and non-resident premium tuition per academic year.
- A tuition premium increase of \$1,700 for residents and \$1,215 for non-residents per year effective fall 2023 for the following degree program:
 - Master of Management
 - This differential increase will align the resident and non-resident premium tuition per academic year.
- A tuition premium increase of \$1,700 for residents and \$1,215 for non-residents per year effective fall 2023 for the following degree program:
 - Master of Business Administration
 - This differential increase will align the resident and non-resident premium tuition per academic year.
- A new tuition premium of \$2,000 per year effective fall 2023 for the following degree program:
 - Master of Microbial Biotechnology*
- A tuition premium increase of \$5,000 per year effective fall 2023 for the following degree program:
 - Doctor of Veterinary Medicine*

*Note: the Master of Microbial Biotechnology (MMB) and the Doctor of Veterinary Medicine (DVM) tuition premium requests were approved last year by the TRAC committee, and by the Board of Trustees at the November 2021 meeting. However, these requests were not submitted to the Board of Governors, as the UNC-SO's FY 2022-23 tuition and fee instructions did not allow premium tuition increases for graduate resident students. The MMB and DVM premium tuition requests are now being included in the FY 2023-24 tuition premium proposals.

I support these recommendations.

Fee Review Committee

According to the UNC-SO 2023-24 Campus Initiated Tuition and Fee Adjustment instructions, the Board of Governors (BOG) will consider increases to mandatory fees subject to the 3% statutory cap that are intended to defray the impacts of inflationary costs. The BOG will not consider fee increases intended to support any expansion of services, unless a proposed increase is offset by a commensurate decrease to another fee, resulting in no net fee increase (excludes expiring debt service fees).

The Fee Review Committee recommended the following fee changes for NC State students, where each of the fee change requests meet the UNC-SO requirements:

2023-24

- Student Center Programming fee increase of \$2.54/year
- Carmichael Complex – expiring Debt Service Fee decrease of -\$23.00/year
- Total fee decrease of -\$20.46/year, from \$2,593.25/year to \$2,572.79/year

I do not support the Student Center Programming fee increase and would not recommend this change. The fee was proposed by the Office for Institutional Equity and Diversity (OIED) for inflationary costs related to personnel. Because no other unit proposed inflationary fee increases and the amount requested is within the

administration's ability to cover from a budgetary standpoint, I am recommending that the Board of Trustees not approve the Student Center Programming fee increase from OIED.

My final recommendation for fees would reflect zero increase, plus the retirement of the Carmichael Complex indebtedness fee of \$23.00. This results in a total decrease of - \$23.00, and an updated FY 2023-24 mandatory fees rate of \$2,570.25 for undergraduate students and \$2,582.25 for graduate students.

Copies of the FY 2023-2024 Dining Plan Fees and Housing Plan Fees are also included in the attachments for your consideration.

I want to thank both committees for their diligent and thoughtful work. I submit these recommendations by the TRAC and the FRC, as well as my recommendation to you for your consideration and action.

Student success is our primary goal, and consideration for access and affordability are part of the decision making process as we identify sustainable solutions that benefit the entire NC State community.

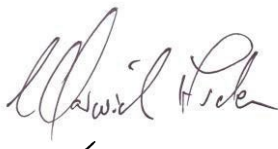
Thank you for your consideration of my 2023-24 CITI and fee recommendations.

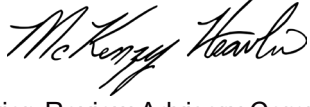
Attachments

cc: Warwick Arden, Executive Vice Chancellor and Provost
Charles Maimone, Vice Chancellor, Finance and Administration
Doneka Scott, Vice Chancellor and Dean, Division of Academic and Student Affairs

MEMORANDUM

TO: W. Randolph Woodson
Chancellor

FROM: Warwick A. Arden
Executive Vice Chancellor and Provost 

McKenzy Heavlin
President, Student Body 

SUBJECT: Report of the 2022-23 Tuition Review Advisory Committee Regarding Campus Initiated Tuition Increase (CITI)

DATE: October 12, 2022

The Tuition Review Advisory Committee (the Committee) submits the following campus initiated tuition increase (CITI) for 2023-24.

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:

- No tuition increases allowed for undergraduate resident students with the combined tuition and fee rates for undergraduate residents to remain in the bottom quartile of an institution's public peers.
- Increases will be considered for nonresident undergraduate students with a continued goal of combined tuition and fee to be market driven and rates set at or above the third quartile of an institution's public peers.
- Increases will be considered for all graduate students as well as premium tuition.

Three committee meetings were scheduled [September 23, September 30 and October 6]. These meetings were well attended with a committee of students, faculty, staff, department head, dean and administration and members engaged in thoughtful, respectful and open discussions during each meeting. The committee received directions ahead of the meeting and were well informed of this year's process. The Committee proceeded with the CITI *review and recommendation* process focusing on tuition rates for nonresident undergraduate students and all graduate students. The committee made the decision to review four premium tuition requests to submit to the Chancellor for consideration.

During the committee's meeting cycle, Student Body President Heavlin emphasized that tuition is on the mind of the students and they will be pleased with no raise for undergraduate resident students. He also expressed the interest in keeping graduate resident increases lower and balancing that with the non-resident increases for both undergraduate and graduate students.

However, while the Committee understood the importance of remaining a good value, it also recognized and discussed the importance of continuing to move the university forward and the important role that tuition revenue plays in achieving student success initiatives.

Ultimately, the committee recommended the following: 4% for nonresident undergraduate students and 4% for graduate students both resident and non-resident. As previously mentioned, 0% for resident undergraduate was mandated by the UNC System office.

There was a recommendation to hold need-based financial aid and GSSP harmless. The committee therefore recommended a little over 2.6 million dollars (35.1%) be allocated to need-based financial aid as well as a little over 1.8 million dollars for the Graduate Student Support Plan (GSSP) (24.7%). Faculty promotional increases were estimated at \$1,000,000 (13.4%) for this year and the rest was distributed to improve quality & accessibility (26.7%). The committee was reminded that any unused funds from the GSSP and faculty promotional increases will be allocated to quality and accessibility.

At its October 6 meeting the Committee completed its work by voting and unanimously approving the recommended percent tuition increase for three student categories and the percent allocation for four expenditure categories. The Committee includes 12 *voting members* and 6 *non-voting members*; 12 out of 12 *voting members* cast votes.

At its September 30 meeting members were reminded that two premium tuition requests were approved last year by this committee for the Master of Microbial Biotechnology Program and the Doctor of Veterinary Medicine Program. These tuition premium proposals were recommended by the Chancellor to the Board of Trustees who approved at their November meeting. These requests did not go to the Board of Governors for approval as the tuition and fee instructions received last year would not allow us to apply the premium tuition to graduate resident students. It was stated these would go next year if the guidelines changed and the committee was in agreement. The committee then heard presentations from administrators representing the Master of Biomedical Engineering, Accounting, Management and Business Administration programs regarding premium tuition proposals. At this September 30 meeting, the Committee completed its work by voting and the majority approving all premium tuition proposals. The Committee includes 12 *voting members* and 6 *non-voting members*; 12 out of 12 *voting members* cast votes with 11 for and 1 against.

The Committee approved the following campus initiated tuition increase (CITI) recommendations:
2023-24

- (\$0 CITI = 0%) Undergraduate Residents
- (\$1,131 CITI = 4%) Undergraduate Nonresidents
- (\$364 CITI = 4%) Graduate Residents
- (\$1,132 CITI = 4%) Graduate Nonresidents

The Committee recommends that the additional tuition revenues be used to:
2023-24

- Increase the need-based Financial Aid: **recommended allocating \$2,613,295 [which equals 35.1%]**
- provide funding to the Graduate Student Support Plan: **recommended allocating \$1,839,288 [which equals 24.7%]**
- improve the quality and accessibility of the NC State educational experience: **recommended allocating \$1,986,295 [which equals 26.7%]**
- provide funding for faculty promotional increases: **recommended allocating \$1,000,000 [which equals 13.4%]**

2023 - 24 premium tuition recommendations

- A new tuition premium of \$3,700 per year effective fall 2023 for the following degree program:
 - Master of Biomedical Engineering concentration in MedTech Innovation + Entrepreneurship

- A tuition increase of \$1,570 for residents and \$1,632 for non-residents per year effective fall 2023 for the following degree program:
 - Master of Accounting
 - This differential increase will align the resident and non-resident premium tuition per academic year.
- A tuition increase of \$1,700 for residents and \$1,215 for non-residents per year effective fall 2023 for the following degree program:
 - Master of Management
 - This differential increase will align the resident and non-resident premium tuition per academic year.
- A tuition increase of \$1,700 for residents and \$1,215 for non-residents per year effective fall 2023 for the following degree program:
 - Master of Business Administration
 - This differential increase will align the resident and non-resident premium tuition per academic year.

(See the impact statements and spreadsheets included on pages 4 - 6)

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

WAA/kmw

Impact statements regarding the premium tuition proposals include the following:

Master of Biomedical Engineering concentration in MedTech Innovation + Entrepreneurship:

Premium tuition would allow the program to establish an annual showcase premier event for student teams to present their prototypes and business plans to Triangle medical device industry professionals and venture capitalists providing great opportunities for students to network with industry leaders and explore startup ventures. In addition it will allow for more networking events with alumni and improve recruitment for larger, more diverse cohorts of students. Finally it will allow the program to secure dedicated administrative support to facilitate credentialing, internships and other unique tasks associated with the program and expand the number and quality of guest speakers improving the quality of instruction.

Master of Accounting: The MAC Program is a top choice for students and contributes significantly to the business environment of North Carolina. The ability to offer superior student outcomes, mentoring and student development, flexibility, signature experiential events, continuous improvement of courses and increased diversity are key contributors to the success of this program.

The success of the program is evidenced by the fact that 100% of the students are placed in top organizations that include EY, Deloitte, KPMG, PwC, BDO, Cherry Bekaert, Forvis (formerly, DHG), Grant Thornton, RSM, and CohnReznick. Even more noticeable is that the vast majority of our graduates stay on in North Carolina (close to 90%), thus significantly adding to the state's talent pool and economic growth.

Master of Management: The program has just introduced the marketing analytics concentration in the MM program in fall 2021 and the risk analytics program commences in the fall of 2022. While there is not have data from previous cohorts, benchmarking with other programs indicates that investing in the above activities will lead to superior learning and career outcomes.

Master of Business Administration: Over the years, the MBA program has provided a unique value add to our graduates. Students have had excellent outcomes with respect to graduation and with respect to employment and career growth. Several innovative features made these outcomes possible. Because of inflation and wage increases, our ability to offer the above services has been negatively impacted. The increased tuition will allow the program to keep providing services that have been a huge value-add to their programs.

Final Tuition Recommendation for 2023-24				
	2023-24			
Student Categories:	%	Projected FTEs	Rate Increase	Revenue Generated
Undergraduate Residents (Guaranteed – All But New Cohort)		15,354	\$0	\$0
Undergraduate Residents (New Cohort)	0.00%	5,757	\$0	\$0
Undergrad Nonresidents	4.00%	2,714	\$1,131	\$3,069,534
Graduate Residents	4.00%	3,013	\$364	\$1,096,732
Graduate Nonresidents	4.00%	2,891	\$1,132	\$3,272,612
Total		29,729		\$7,438,878
Proposed Use:			%	Allocation
Need-based Financial Aid			35.1%	\$2,613,295
Graduate Student Support Plan (GSSP)			24.7%	\$1,839,288
Improve Quality & Accessibility			26.7%	\$1,986,295
Faculty Promotional Increases			13.4%	\$1,000,000
Total			100.0%	\$7,438,878
Graduate Student Support Plan (GSSP)		Students	Rate	Increased Cost
State Supported Graduate Students		1,770	\$364	\$644,280
Non-State Supported Graduate Students		1,556	\$1,132	
Differential in Tuition Remission		1,556	\$768	\$1,195,008
Total				\$1,839,288
Summary		Increase	2023-24	
Tuition 2022-2023		Amounts	Percent	New Tuition
\$6,535		\$0	0.0%	\$6,535
\$28,276		\$1,131	4.0%	\$29,407
\$9,095		\$364	4.0%	\$9,459
\$28,301		\$1,132	4.0%	\$29,433
Differential in graduate resident and non-resident tuition:				
\$19,206		\$768		\$19,974

Title of Graduate Degree Program	Tuition Premium effective 2022-23 (Full-time students)	Tuition Premium Increase Requested for Year 2023-24	Tuition Premium effective 2023 - 24 (Full-time students)
Master of Biomedical Engineering concentration in MedTech Innovation + Entrepreneurship	\$4,300 per year	\$3,700 per year	\$8,000 per year
Master of Accounting	\$13,062 per year residents \$13,000 per year non-residents	\$1,570 per year residents \$1,632 per year non-residents	\$14,632 per year both residents and non-residents
Master of Management	\$14,125 per year residents \$14,610 per year non-residents	\$1,700 per year residents \$1,215 per year non-residents	\$15,825 per year both residents and non-residents
Master of Business Administration	\$14,125 per year residents \$14,610 per year non-residents	\$1,700 per year residents \$1,215 per year non-residents	\$15,825 per year both residents and non-residents

** Two premium tuition requests were approved last year by this committee for the Master of Microbial Biotechnology Program and the Doctor of Veterinary Medicine Program. Those are reflected in the table below for reference. These were approved by the Board of Trustees at the November 2021 meeting but not submitted to the Board of Governors. We recommend that these be submitted with the new ones presented this year.**

Title of Graduate Degree Program	Tuition Premium effective 2022-23 (Full-time students)	Tuition Premium Increase Requested for Year 2023-24	Tuition Premium effective 2023 - 24 (Full-time students)
Master of Microbial Biotechnology	\$0 per year	\$2,000 per year	\$2,000 per year
Doctor of Veterinary Medicine	\$6,000 per year	\$5,000 per year	\$11,000 per year

NC State University's CITI Request Justification
FY 2022-23

NC State is in the second year of its new strategic plan, Wolfpack 2030: Powering the Extraordinary. NC State's request for CITI will enable us to make strategic investments in faculty, programs and support services. We will invest in teaching opportunities to lead the way in digital transformation in higher education and empower students to be entrepreneurial, independent and inclusive thinkers, strong in their disciplines and experienced in interdisciplinary collaboration, prepared to contribute impactfully in a diverse, global society and develop lifelong learning opportunities.

Our regular term CITI request will generate approximately \$7.4M, with 35.1% allocated to need-based financial aid, a 4% increase from the prior year. Our request also includes 24.7% to support the Graduate Student Support Plan (a fund that provides stipend, tuition and health benefits to graduate students), 13.4% for faculty promotional increases awarded through NC State's Reappointment, Promotion, and Tenure process as well as assists with our faculty retention efforts and the remaining 26.7% will be allocated to improve quality and accessibility by supporting additional seats and sections in our general education courses, adding professional advisers and mental health support to meet increased demand, and supporting high-impact practices for our students. In addition, the distance education CITI will generate approximately \$1M and it will be distributed to enhance student success through expanded institutional opportunities (58%) and increased academic support (42%).

CITI requests have a substantial impact for NC State. For example, these additional funds allow us to:

1. Continue to recruit and retain world-class faculty in order to lead in academic content delivery and expand the number of high-impact practices offered to students as well as to reduce class size and to increase the flexibility in the delivery of courses.
 - a. 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:
 - i. Carbon Electronics
 - ii. Digital Transformation
 - iii. Data Science
 - iv. Human Health & the Environment
 - v. Global One Health Academy (launched 9/22)
 - b. The pandemic forced us to quickly respond to and reshape how we supported students and delivered instruction via effectively using technology. We continue to build upon that experience to meet the sustained changes in instruction delivery. NC State continues to monitor student demand for flexibility and distance education. These investments not only modernize our instruction, but also provide further business continuity for our operations. The Covid Pandemic has fundamentally altered student and parent expectations for the use of technology

and flexibility in higher education, and we continue to invest and monitor these changes.

2. Invest in developing and implementing innovative learning technologies,
 - a. As mentioned, NC State is striving to be a leader in the digital transformation in higher education. 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.
 - b. Investments in DELTA's Teaching with Technology Workshops enhancing the classroom experience.
 - c. 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.
 - d. Financial resources are being directed to enhance and refresh 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
 - a. 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.
 - b. The demand for mental health counselors continues to increase year over year as more students are entering college with diagnosed mental health concerns. Resources are needed to ensure we have highly trained clinical therapists, and that we have an adequate amount of personnel to meet the demand of our students.
4. Provide graduate and undergraduate internships and professional development experiences.
 - a. 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.

- b. 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.
- c. 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.
- d. 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.
- e. 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.

The additional resources coming from CITI will continue to build on program quality, maintain affordability and help ensure a stable workforce. NC State has a proven record of improving student success with the completion of the Pathways to the Future 2011 - 2020 University Strategic Plan. The new strategic plan, Wolfpack 2030: Powering the Extraordinary is intended to build on the successes of the last plan and to move forward to create a better future for all.

NCSU

Tuition and Fee Proposals for 2023-24

Tuition Category	2023-24 Tuition				
	2022-23 Tuition	Proposed Increase	% Change	Revenue Generated	2023-24 Rate
Undergraduate Resident	\$6,535.00	\$0.00	0.0%	\$0	\$6,535.00
Undergraduate Nonresident	28,276.00	\$1,131.00	4.0%	\$3,203,242	29,407.00
Graduate Resident	9,095.00	\$364.00	4.0%	\$1,727,697	9,459.00
Graduate Nonresident	28,301.00	\$1,132.00	4.0%	\$3,577,440	29,433.00
Estimated Total Revenue Generated				\$8,508,379	

Proposed Expenditures:				
Inflationary Adjustments			0	0.0%
<i>n/a</i>				
Faculty and Staff Retention			1,000,000	11.8%
<i>Faculty promotional increases</i>				
Expanded Institutional Opportunities			2,606,606	30.6%
<i>Improve Quality and Accessibility</i>				
Student Services			0	0.0%
<i>n/a</i>				
Academic Support			449,190	5.3%
<i>Course redesign and instructional redesign</i>				
Libraries			0	0.0%
<i>n/a</i>				
Technology Improvements			0	0.0%
<i>n/a</i>				
Other			4,452,583	52.3%
<i>Need-based Financial Aid and Graduate Student Support Plan (GSSP)</i>				
Total - Proposed Expenditures			8,508,379	100.0%

General Fees and Debt Service	2023-24 Fees			
	2022-23 Fees	Proposed Increase	% Change	2023-24 Fees
Athletics	\$232.00	\$0.00	0.0%	\$232.00
Health Services	445.00	0.00	0.0%	445.00
Student Activities	707.97	0.00	0.0%	707.97
Educational & Technology	439.28	0.00	0.0%	439.28
Campus Security	60.00	0.00	0.0%	60.00
Subtotal - General Fees	1,884.25	0.00	0.0%	1,884.25
Debt Service *	499.00	-23.00	(4.6%)	476.00
ASG Fee	1.00	0.00	0.0%	1.00
Total Proposed UG Fees	\$2,384.25	-\$23.00	(1.0%)	\$2,361.25
Proposed UG Resident Tuition & Fees	\$8,919.25			\$8,896.25

* 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 2023-24

Requested Campus-Initiated Tuition Increase

Undergraduate Residents
Undergraduate Nonresidents
Graduate Residents
Graduate Nonresidents

2023-24 Tuition Increases		
Reg. Term Annual Increment	Credit Hour Rate	Revenues
	\$0.00	
\$1,131.00	\$47.13	
\$364.00	\$20.22	
\$1,132.00	\$62.89	

Undergraduate Residents (Fall 2023)
Undergraduate Residents (Fall 2020, 2021, & 2022)
Undergraduate Nonresidents
UG Resident per G.S. 116-143.6
Graduate Residents
Graduate Nonresidents

FTE	SCH
2,714.00	2,837.00
3,013.00	31,205.00
2,891.00	4,847.00

Projected Revenues

Undergraduate Residents
Undergraduate Nonresidents
UG Resident per G.S. 116-143.6
Graduate Residents
Graduate Nonresidents

-	-	-
3,069,534	133,708	3,203,242
-	-	-
1,096,732	630,965	1,727,697
3,272,612	304,828	3,577,440
7,438,878	1,069,501	8,508,379

Total**Projected Expenditures**

Inflationary Adjustments
Other Critical Needs:
1. Faculty & Staff Retention
2. Expanded Instit. Opportunities
3. Student Services
4. Academic Support
5. Libraries
6. Technology Improvements
7. Other (provide details below)

-	-	-
1,000,000	-	1,000,000
1,986,295	620,311	2,606,606
-	-	-
-	449,190	449,190
-	-	-
-	-	-
4,452,583	-	4,452,583
7,438,878	1,069,501	8,508,379

Total*"Other" Expenditure Explanation:*

Need Based Financial Aid \$2,613,295 + Graduate Student Support Plan (GSSP) \$1,839,288 = \$4,452,583
Other.

**TUITION INCREASE REQUEST FORM
FOR PROFESSIONAL SCHOOLS
2023-24**

NCSU

***College of Engineering, MS Biomedical Engineering concentration in
MedTech Innovation + Entrepreneurship***

CIP Code - 14.0501

Requested School-Based Tuition Increase

Graduate Residents

Graduate Nonresidents

2023-24

**Annual
Increment**

\$3,700

\$3,700

FTE

Graduate Residents

Graduate Nonresidents

Total

9.78

9.78

19.56

Projected Revenues

Graduate Residents

Graduate Nonresidents

Total

\$36,178

\$36,178

\$72,356

Projected Expenditures

Instructional Support, including guest speaker honoraria

Administrative Support

Recruitment Expenditures

Showcase and Networking Events

Total

\$43,731

\$15,625

\$8,500

\$4,500

\$72,356

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? (respond yes or no in the box)

Yes

Introduction

In 2017-2018, the Joint Department of Biomedical Engineering (JBME) requested and received approval for premium tuition (\$2150 per semester) to help establish a new M.S. Biomedical Engineering concentration focused on medical device design and innovation. This professionally-focused program, now called **MedTech Innovation + Entrepreneurship**, teaches medical device development from concept to commercialization. The mission of the MedTech I+E program is to train the next generation of medical technology innovators and entrepreneurs for the state of North Carolina. It should be noted that the original concentration name, Translational Innovation and Entrepreneurship, was changed in 2022 to emphasize the program's focus on medical technology. It should also be noted that the existing premium tuition and the proposed increase request apply only to the MedTech I+E concentration and not other subplans or concentrations within the M.S. Biomedical Engineering degree.

Since launching in Fall 2019, the MedTech I+E concentration has graduated 29 innovators who have formed 5 companies, filed 4 patent applications and raised \$122,000 in funding. Ninety-two percent of MedTech I+E graduates have secured a job within 6 months of graduation. That number increases to 100% at 1 year post-graduation. In accordance with our mission, 70% percent of our graduates have accepted positions in North Carolina.

These successes have come at a significant cost to the JBME which has subsidized the MedTech I+E program approximately \$80,000 to \$90,000 per year – an unsustainable investment. The subsidy is necessary as the costs to administer the MedTech I+E program have been considerably greater than initially anticipated. In particular, the program relies on (and benefits from) significant instructional support from highly-trained medtech industry professionals and guest speakers in order to teach current industry best practices in medical device development. In addition, our unique clinical immersion series requires that all students complete a costly and time-consuming credentialing process prior to participation in area hospitals. Furthermore, limited revenue available for recruitment activities has constrained program expansion and visibility.

Because MedTech I+E is a one-year program, our current students were not consulted directly as they will not be affected by the proposed premium tuition increase. However, in conversations with prospective students, including some who have matriculated in the current cohort, it is clear that most are aware that the total tuition and fees for our program, even with the premium increment, is significantly lower than competitor programs (as discussed in section B). It should also be noted that recent alumni surveys indicate an overall high satisfaction with the program. No concerns about the cost of tuition were raised when feedback was sought.

In summary, the current premium tuition rate has fueled the early success of the MedTech I+E program, however, additional tuition revenue is needed to gain stability and to further improve the quality of the program. JBME is now requesting a \$1,850 /semester increase in premium tuition for the MedTech I+E program. The total premium tuition cost for the one-year program, including the increase, will be \$4,000 (Fall) + \$4,000 (Spring) + \$1,777.78 (Summer) = \$9,777.78. The additional revenue generated will be used to achieve our goal of establishing a nationally-recognized program in medtech innovation and entrepreneurship. Specific details on the use of the increased premium tuition dollars are delineated in subsequent sections of this proposal.

A. The anticipated impact of the proposed tuition premium on program quality

The MedTech I+E program is off to a strong start with 29 graduates forming 5 companies and raising \$122,000 since 2019. However, the cost of administering the program far exceeds the revenue generated by current premium tuition levels. Although expensive, the use of industry professionals as instructors is a key differentiator for our program. Student exit interviews uniformly praise our instructors and guest speakers for bringing their experiences and network connections into the classroom. It would be counterproductive to save money by re-assigning existing tenured/tenure track JBME faculty who have limited medical device industry experience. Thus, an increase in premium tuition is needed just to maintain our industry-focused pedagogy.

In addition, we have identified five investment opportunities to significantly raise the quality of the MedTech I+E concentration. First, we will establish an annual **showcase event** for student teams to present their prototypes and business plans to Triangle medical device industry professionals and venture capitalists. In May 2022, we held a modest event at the North Carolina Biotechnology Center. Feedback from the 55 alumni, physicians, entrepreneurs and industry representatives in attendance was overwhelmingly positive. The increased premium tuition will help us establish a premier event with 200-300 attendees to provide students with greater opportunities to network with industry leaders and explore startup ventures with local investors.

Second, increased premium tuition will be used to hold quarterly **networking events** with alumni, current students and stakeholders in effort to strengthen relationships between these groups. Feedback from exit interviews revealed that more than half of our students received career opportunities through network connections made through the MedTech I+E program. As our alumni population grows, more frequent interactions will benefit both current and former students. For both showcase and networking events, premium tuition funds will be used to cover the costs associated with venue rentals, program printing, signage, name tags and other related meeting accessories. Departmental discretionary funds and/or industry sponsorships will be used to pay for food and drink at these events.

Third, the quality of the program can be enhanced through **improved recruitment** of larger, more diverse cohorts of students. To date, our recruitment activities have been limited by financial constraints. We have relied primarily on low/no cost activities, including websites, email campaigns using limited student directories and word-of-mouth. The reach of our recruiting efforts appears to have reached a plateau as the volume of student applications has not significantly increased in the past two years. In order to expand the applicant pool, premium tuition will be used to invest in recruitment activities, including travel to conferences/ universities, on-campus recruitment visits, nominal gifts (water bottles, shirts, notebooks, etc.), and application waivers. Regarding the diversity of our students, we are proud that our 2022-23 cohort is comprised of 64% female and 36% black female students. As we strive to increase our cohort size, it is important to redouble our efforts to recruit underrepresented minorities (URMs). We have been fortunate to recently win a small grant from the VentureWell foundation that will fund a one-day hackathon/recruiting event for NC A&T students this September. Premium tuition will be used to support future recruiting events for URMs at NC A&T as well as other UNC system schools.

Fourth, the MedTech I+E program does not have **dedicated staff** to support application management, student onboarding, ordering of project supplies, event planning, guest speaker

logistics, etc. Existing BME staff have absorbed these tasks along with their regular duties. One task that is unique to the MedTech I+E program and in urgent need of additional support is hospital credentialing for clinical immersion activities. Hospital credentialing is a process by which students are cleared to be observers in local hospitals by completing immunization requirements, criminal background checks, drug screening and compliance training. The verification of completing these tasks and corresponding with hospital compliance officers is cumbersome and has been spread among faculty, leading to inefficiencies and delays in our students gaining hospital access. Another initiative that we have not implemented due to lack of administrative support is the development of a part-time internship program for our students. Several of our local medtech industry partners have indicated a willingness to host our students as paid interns. Internships would help students apply knowledge gained in the classroom to real-world scenarios. Students would also receive a stipend from host companies that would help offset tuition and other costs of attendance. The premium tuition increase will be used to secure dedicated administrative support to facilitate credentialing, internships and other unique tasks associated with the MedTech I + E program.

The fifth and final aspect that will be improved with the proposed premium tuition increase is course **instruction**. As alluded to above, our instructors have more than four decades of industry experience in medical device development. We further supplement instruction with guest speakers who are subject matter experts in medtech, intellectual property, FDA regulatory affairs, device manufacturing, entrepreneurship, etc. The increase in premium tuition will improve the quality of instruction by providing stability to our current lecturers and allowing us to expand the number and quality of our guest speakers.

B. The projected impact of increased tuition on access for North Carolina residents

The proposed increase in premium tuition adds \$4,522 to the total Tuition & Fees for the one-year MedTech I+E program. For NC residents, Tuition & Fees will increase from \$21,389 to \$25,911. A recent survey of alumni indicated that starting salaries ranges from \$60k to more than \$120k (**Fig. 1**). The nature of these survey data makes it difficult to compute a median salary, however, we can infer based on the data that the median is within the \$75k - \$90k range. Assuming a median salary of \$82.5k, the premium tuition increase represents only about **3 weeks of salary** after graduation.

Furthermore, as we establish the internship program discussed in section A, students are likely to benefit financially from the premium tuition increase by collecting a stipend or salary at their internship. Local medtech and design firms have already expressed a willingness to pay our MS students for their work during an internship. Altogether, the proposed increase in premium tuition is expected to be either recovered quickly with competitive starting salaries or pay for itself via paid internships.



Figure 1 – Salaries of MedTech I + E Alumni

Relative to peer programs, particularly Duke’s Master of Engineering in MedTech Design and Georgia Tech’s Master of Biomedical Innovation and Development (MBID) which are regional competitors, even with the increase in premium tuition, the MedTech I+E program is significantly more affordable (**Table 1**). Looking beyond the southeast U.S., our tuition is by far the lowest of similar programs. For North Carolina residents in particular, the MedTech I+E program, with the proposed tuition increase, is a remarkable value.

	Tuition & Fees	
	In-State	Out-of-state
Duke – MEng MedTech Design	\$92,823	\$92,823
Georgia Tech – MBID	\$35,307	\$54,149
Johns Hopkins – MS in Bioengineering Innovation and Design	\$60,480	\$60,480
University of Minnesota – MS in Medical Device Innovation	\$45,900	\$59,728
University of Southern California – MS in Medical Device and Diagnostic Engineering	\$60,480	\$60,480
Keck Graduate Institute – MS in Medical Device Engineering	\$64,698	\$64,698
NC State – MS Biomedical Engineering – MedTech I+E concentration (<i>current</i>)	\$21,389	\$44,863
NC State – MS Biomedical Engineering – MedTech I+E concentration (<i>w/ increase</i>)	\$25,911	\$49,385

Table 1 – Tuition and Fees for MedTech I+E relative to peer programs

C. The availability of student financial aid for students with economic need and of tuition remission

Students with economic need are encouraged to apply for financial aid through the Office of Scholarships and Financial Aid. MedTech I+E does not provide financial aid; however, our students have been very resourceful in obtaining assistantships, work-study jobs and other part-time work. Although we are sensitive to the economic needs of students, particularly those from disadvantaged backgrounds, we do not anticipate using premium tuition to provide financial aid. Even with an increase in premium tuition, the revenue generated will be absorbed by existing and planned program costs (see the Form A spreadsheet).

A more effective use of premium tuition is the establishment of a paid internship program as discussed in [section A](#). Not only does a paid internship provide a salary to offset the cost of the degree, but it also increases the probability of successful career placement upon graduation.

D. The extent to which current and prospective students can afford increases in tuition

According to the Office of Scholarships and Financial Aid, only about a third of our students demonstrate financial need. Most students appear to have the financial backing to afford the current degree. Therefore, an increase in \$4,522 is not likely to make the degree unaffordable for most students.

For the MedTech I+E students who obtain loans, the increased tuition is recovered quickly. As discussed in [section B](#), starting salaries of MedTech I+E graduates are very competitive. The tuition increase of \$4,522 represents a few weeks of salary. Given the investments outlined in [section A](#) that will be used to improve program quality, networks connections, and employment prospects, we expect the additional premium tuition increase to be returned many-fold over the course of an MedTech I+E graduate's career.

It should be noted that financial data only tell part of the story when it comes to return on investment. Students are drawn to our program because they are interested in **medtech entrepreneurship**. There are only a handful of other programs in the country that offer a similar education and these programs are substantially more expensive (**Table 1**). Some of our graduates, including a handful of recent alums, will continue to pursue their MS projects while working full-time. Other graduates will start or join new entrepreneurial ventures based on different ideas. Our program teaches the unique skills that allow these trailblazers to pursue their passions.

E. The relationship between projected tuition revenue to institutional and/or program costs

After successfully graduating our first three classes, we are now in a better position to understand the costs of running MedTech I+E than we were three years ago when the initial premium tuition request was approved. With the increase in premium tuition, we will be able to absorb all anticipated increases in costs including new initiatives outlined in [section A](#). The increase in premium tuition enhances the sustainability and quality of the MedTech I+E program and does not unduly increase institutional and/or program costs.

F. Tuition and fees, net of remissions and waivers, charged by peer institutions or programs as compared to tuition and fees, net of remissions, for the program (the public subsidy received by students at public institutions or programs in the peer set, including the program in question, will also be identified as part of the comparison)

As demonstrated in **Table 1**, the current and proposed tuition and fees for the MedTech I+E program are significantly less than tuition plus fees or similar programs at peer institutions. Because we are not proposing to use premium tuition for tuition remission, scholarships or waivers, the data in **Table 1** for the MedTech I+E program are net totals. Even without tuition assistance, our program offers tremendous value.

Data regarding tuition remissions/waivers at peer institutions are not publicly available, however, previous applicants to our program have mentioned that they received scholarship offers from our immediate competitors, Duke and GaTech. The value of these scholarships is not known. In some instances, the scholarship influenced the applicant to matriculate elsewhere, while in other instances, the applicant joined our program despite an outside scholarship offer. Overall, scholarships are important for recruitment of high-achieving students. However, like financial aid, we believe revenue from premium tuition is better focused on initiatives that raise the overall program quality rather than helping a few students. In particular, implementation of an internship program that helps all students both professionally and financially is expected to reap greater benefits than a limited scholarship program.

G. A plan for the intended use of additional tuition receipts (e.g., needed improvements to the educational program, funding for competitive salary increases, financial aid, etc.)

As described in sections A & E, we have a clear understanding of the costs of our program and what it will take to significantly raise the quality and visibility of MedTech I+E. As illustrated in Form A, 6.2% of the revenue from the increased premium tuition will be used to support an annual MedTech showcase and new networking events. New recruiting efforts to increase both the size and diversity of our applicant pool will account for 11.7% of the premium tuition revenue. Our instructional support, which accounts for most of the premium tuition expenditures (60.4%) will be stabilized with modest salary increases and additional guest speakers. The remaining 21.6% will be used for dedicated administrative support to streamline credentialing processes and organize internship initiatives. With these investments, MedTech I+E will become a nationally-recognized program and an engine for the medtech/biotech economy of North Carolina.

H. Assistantships or grant support for graduate students

The MedTech I+E program does not currently offer assistantships or grant support. However, our students have applied for and have obtained assistantships both within and outside of the JBME department. We do not anticipate using premium tuition to support assistantships or grants. Given the limited revenue generated by premium tuition, a more effective use of funds is to establish an internship program that will not only provide a salary that can be used toward tuition, but also improve career placement opportunities following graduation.

**TUITION INCREASE REQUEST FORM
FOR PROFESSIONAL SCHOOLS
2023-24**

NCSU

<i>Poole College of Management, Master of Accounting</i>
<i>CIP Code(s): 52.1301</i>

Requested School-Based Tuition Increase

**2023-24
Annual
Increment**

Graduate Residents	\$1,570
Graduate Nonresidents	\$1,632

Graduate Residents
Graduate Nonresidents
Total

FTE

143.00
10.00
153.00

Projected Revenues

Graduate Residents	\$224,510
Graduate Nonresidents	\$16,320
Total	\$240,830

Projected Expenditures

<i>Salary</i>	\$150,000
<i>Benefits (estimated at 30%)</i>	\$45,000
<i>Operational Increases due to inflation across all</i>	\$11,747
<i>CPA exam prep cost increase</i>	\$10,000
<i>Student Scholarship increases</i>	\$24,083
Total	\$240,830

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? (respond yes or no in the box)

Yes

Masters in Accounting (MAC) Premium Tuition Request for FY24 increase

Introduction

Background for the program necessary for placing the premium tuition proposal

The Jenkins MAC is a premiere online and face-to-face professional graduate degree program that contributes to the development of a highly skilled workforce in North Carolina. Its quality and success has been globally recognized by numerous ranking organizations who frequently list the Jenkins MAC with programs at other prestigious universities. Jenkins MAC has been ranked No. 4 among top online master's of accounting degrees (*University HQ*, 2022) and among top 20 master's accounting programs overall (*Public Accounting Report*, 2019).

Various factors contribute to the delivery of an exceptionally high-quality program. These include specialized programs that help to complement the technical skills (and classroom instruction) of students with “soft” skills such as communication, professionalism, and leadership. These skills are often provided by complementing regular faculty teaching with activities that include mentoring and networking events, influential corporate speakers, and engagement with external agencies for specialized skill development. Several of the MAC students (especially those in the online program) are different from traditional students in that they are working professionals who do classwork on evenings/weekends with very limited time. This requires that we invest in supporting these students with specialized staff for advising and professional career counseling and the like. Further, the MAC program is geared toward helping students obtain professional licensure (CPA), and that again requires specialized support and training.

Programming such as this is provided by all top-ranked schools. At NC State, we have paid for these activities using funds generated by premium tuition. The programming described above is currently supported by a premium tuition rate that was set in the 2017-2018 academic year. Over the last few years, we have seen the costs of each of the above activities increase significantly, consistent with the current inflation rate of 9.1%. Similarly, wages have risen significantly as a result of state increases and labor market pressures (almost 5% in the last ten months, according to the Bureau of Labor Statistics). These wage increases impact the MAC program directly because the salaries of staff serving MAC students, as well as the salaries of some specialized faculty, are paid directly from premium tuition and not from state appropriations. We have had to absorb these wage increases with our premium tuition revenue, and this has created a significant challenge for us to maintain the high level of support that is necessary for a top-ranked MAC program.

Given the above challenges, we are requesting an increase in the premium tuition charged in the Masters of Accounting program. We request an increase of \$1,570 per academic year for graduate residents and an increase of \$1,632 for non-resident graduate students. This differential increase will align the resident and non-resident premium tuition charges to \$14,632 per academic year.

A brief description of what has created the need for premium tuition

In recent years, the costs of delivering our internationally ranked MAC degree have increased significantly as we have made necessary market-driven investments in course delivery, integration of technology, and career and student services. At the same time, inflation and salary adjustments have increased our baseline costs. Specifically, since the latest premium fee was established in 2017, the total increase in prices has been 22.2%, according to the Bureau of Labor Statistics. In addition, the wages and associate benefits of our MAC program staff have increased by 8.6%. All of these expenses have been covered by a flat tuition rate, but now our ability to continue delivering our highly ranked MAC program is being significantly impacted. If we do not get the tuition increase, we will need to dramatically reduce our services which will impact student success, student salaries, and potentially time to degree.

A brief description of what the program will use the premium tuition for

The premium tuition increase will be used to continue providing services to students in the following ways:

1. **Career Support**– Given the specialized and unique path in the accounting profession, the MAC Program has dedicated resources to help prepare students for the recruiting process. In order to provide career opportunities for students, the dedicated career services function maintains relationships with approximately 35 firms throughout the year and facilitates opportunities for the firms to interact with students. 100% of the students who graduated in the 2021-22 class were able to find employment within three months of graduation. In addition, staff members focus on providing dedicated internship support through the Accounting Internship Recruitment (AIR) program.

2. **Transitional Support Program** – As we have moved to increasingly diversify the students admitted into the MAC Program, there are several students with high potential whose overall preparation to succeed in the MAC program is weak. This may occur because of prior preparation in the colleges they attended or based on when they took the program (Accounting systems and norms change rapidly) or for example their choice of majors/minors during their undergraduate degree. A transitional support program is run for such students to address the “gap” in their previous education experience. The program has demonstrated the ability to help at-risk students successfully complete the program.

3. **Personal academic advising, professional training, and mentoring** – Given the diversity in the MAC program, each student receives one-on-one advising to ensure they take classes that are consistent with their career aspirations. In addition, every student is assigned a faculty

mentor so that the student stays connected to the program. In addition (and especially as the diversity of students in the program has increased) students are provided professionalism training by staff and alumni that helps them onboard better into their careers.

4. Support of faculty in class development – The MAC Program is delivered through a combination of in-person and online classes. To ensure classes are maximizing the capabilities of current pedagogy and technologies, each faculty in the MAC Program is provided staff support to review the learning objectives and to explore the best way to present and assess the material. This helps to ensure consistency across the MAC curriculum.

5. MAC Organization - All students are members of the MAC Organization (a student club). The MAC Organization is responsible for providing service/community activities and social activities and provides a sense of community for MAC students. It also helps monitor and improve the mental health of the students. Community service activities underscore the importance of giving back. The social activities help the students develop deep relationships with students and faculty that will extend beyond their time in the MAC Program. Success of the MAC Organization depends on MAC faculty and staff providing direction (salary supported by premium), oversight and support to the student leaders.

6. CPA Exam Preparation – One of the main reasons students enroll in the MAC Program is to meet the requirements to obtain their CPA license. To obtain a CPA license, applicants need to complete the four-part CPA exam successfully. While preparing for the CPA exam is a key objective of the MAC Program, it is not the only objective of the MAC Program. To properly balance the need to prepare for the CPA exam with other needs of the accounting profession, the MAC Program provides students with a CPA Preparation Course produced by Becker for no charge to the students. Most MAC programs include CPA preparation elements. Poole College's program creates significant differentiation by offering this strong support through a third party. We will be renewing the contract next year and are aware that these costs will increase.

The anticipated impact of the proposed tuition premium on program quality

The MAC Program is a top choice for students and contributes significantly to the business environment of North Carolina. Our ability to offer the differentiators listed above is a key contributor to the success of this program. In the absence of the increase in premium services, we will need to eliminate or cut back on the above differentiators leading to a significant decline in program quality and student success.

The success of the program is evidenced by the fact that 100% of the students are placed in top organizations that include EY, Deloitte, KPMG, PwC, BDO, Cherry Bekaert, Forvis (formerly, DHG), Grant Thornton, RSM, and CohnReznick. Even more noticeable is that the vast majority of our graduates stay on in North Carolina (close to 90%), thus significantly adding to the state's talent pool and economic growth.

Rankings:

- No. 4 in [top 50 online master's accounting colleges](#), *University HQ*, 2022
- No. 7 among [best online master's in accounting](#), *Academic Influence*
- No. 14 among [best master's in accounting degrees](#), *College Choice*, 2021
- Top 20 among master of accounting programs, *Public Accounting Report*, 2019 (among business schools with 24+ accounting faculty)
- No. 9 master of accounting program in the South, *Public Accounting Report*, 2019
- No. 11 among [25 best master's in accounting degrees](#), *Great Business Schools*, 2020
- No. 4 among [best schools for a master's in accounting](#), *Grad Reports*, 2018
- No. 8 among [top affordable master's in accounting](#), *Master's in Accounting Degrees*, 2014
- No. 34 [top accounting program](#), *TFE Times*, 2020

The projected impact of increased tuition on access for North Carolina residents

The table below shows the comparative in-state tuition of MAC programs that are similar or aspirational to the Jenkins MAC program. Even with the increase in premium tuition, the Jenkins MAC Program will be comparable to or lower than other schools. The short-term benefit of the MAC Program is it satisfies the educational requirements to sit for the CPA exam. More importantly, the longer-term impact of the MAC Program is that it opens up more career opportunities in the accounting profession that would not be available without a graduate degree.

University/School	Format	In-State Tuition of Total Program
Syracuse University/Whitman School of Management	Full-time	\$70,278
University of Miami/Miami Herbert Business School	Full-time	\$69,300
University of Southern California/USC Marshall School of Business	Full-time	\$63,468
University of North Carolina at Chapel Hill/Kenan-Flagler Business School	Online	\$60,747
Boston College/Carroll School of Management	Full-time	\$60,360
Wake Forest University/WFU School of Business	Full-time	\$52,954
University of California, Irvine/Paul Merage School of Business	Full-time	\$51,480
University of California, Irvine/Paul Merage School of Business	Part-time	\$51,480
University of Notre Dame/Mendoza College of Business	Full-time	\$46,900
University of North Carolina at Chapel Hill/Kenan-Flagler Business School	On-Campus	\$45,490
Michigan State University/Eli Broad College of Business	On-Campus	\$40,000

University/School	Format	In-State Tuition of Total Program
Poole College of Management (with proposed increase)	Online	\$39,545
Penn State University/Smeal College of Business	On-Campus	\$37,639
Elon University/Martha & Spencer Love School of Business	Full-time	\$37,620
University of Texas-Dallas/Jindal School of Management	Full-time	\$36,000
Temple University/Fox School of Business	On-Campus	\$34,260
Syracuse University/Whitman School of Management	Online	\$32,436
Auburn University/Harbert College of Business	Online	\$32,400
University of Pittsburgh/Joseph M. Katz Graduate School of Business and College of Business Administration	Full-time	\$30,880
Arizona State University/W.P. Carey School of Business	Full-time	\$29,608
University of Louisville/UofL College of Business	Evening	\$25,000
Poole College of Management (with proposed increase)	Full-time	\$23,727
University of Washington, Seattle/Foster School of Business	Full-time	\$22,899
Auburn University/Harbert College of Business	On-Campus	\$22,733
Indiana University/Kelley School of Business	On-Campus	\$20,130
Clemson University/Wilbur O. and Ann Powers College of Business	On-Campus	\$16,000
University of North Carolina-Greensboro/Bryan School of Business and Economics	All Programs	\$16,000
University of Florida/Warrington College of Business	Full-time	\$15,921
University of North Carolina at Charlotte/Belk College of Business	All Programs	\$13,782
Colorado State University/CSU College of Business	Full-time	\$10,834
Eastern Carolina University/ECU College of Business	Full-time	\$9,864
Appalachian State University/Walker College of Business	On-Campus	\$8,065

The availability of student financial aid for students with economic need and of tuition remission

Most of the increase in the premium tuition will be used to cover our ongoing services. A small amount (about 10%) will be used to ensure that our MAC classes continue to remain representative of the demographics of North Carolina.

The extent to which current and prospective students can afford increases in tuition

The MAC Program job placement at graduation has averaged 98% for the past three years, followed by 100% within three months after graduation. In 2022, the average starting salary was \$60,000. We expect to continue improving this with the tuition increase and plan to invest in coaching and mentoring for our online MAC students.

We held focus group discussions with a subset of our MAC students. During these meetings the students understood the rationale behind the fee increase. They emphasized that the services provided by the program were a key reason they chose to pursue the MAC program at NC State. However, the students also expressed concerns about the costs that would be incurred by the students in the context of rising inflation and rising interest rates on student loans. They asked us to strongly consider using part of the revenues to provide additional scholarships to the students.

The relationship between projected tuition revenue to institutional and/or program costs

All increased costs associated with the premium tuition generating programs will be covered by the increased tuition.

Tuition and fees, net of remissions and waivers, charged by peer institutions or programs as compared to tuition and fees, net of remissions, for the program (the public subsidy received by students at public institutions or programs in the peer set, including the program in question, will also be identified as part of the comparison)

As shown in the table above, even with the increase in premium tuition, the Jenkins MAC Program will be comparable to or lower than other schools.

A plan for the intended use of additional tuition receipts (e.g., needed improvements to the educational program, funding for competitive salary increases, financial aid, etc.)

Our increase request is driven by state-mandated salary increases, competitive salary increases, as well as inflation across all of our operational areas, as already mentioned. In addition, a portion of the increased revenue will be used for student scholarships. The below table outlines the projected expenditures. Revenue calculations can be found on [form a](#).

Projected Expenditures	
<i>Salary</i>	\$150,000.00
<i>Benefits (estimated at 30%)</i>	\$45,000.00
<i>Operational Increases due to inflation across all functional areas of the program</i>	\$11,747.00
<i>CPA exam prep cost increase</i>	\$10,000.00
<i>Student Scholarship increases</i>	\$24,083.00
Total	\$240,830.00

Assistantships or grant support for graduate students

Not applicable.

**TUITION INCREASE REQUEST FORM
FOR PROFESSIONAL SCHOOLS
2023-24**

NCSU

Poole College of Management, Master of Business Administration

CIP Code(s): 52.1301

Requested School-Based Tuition Increase

Graduate Residents

Graduate Nonresidents

2023-24

**Annual
Increment**

\$1,700

\$1,215

FTE

Graduate Residents

Graduate Nonresidents

Total

385.00

28.00

413.00

Projected Revenues

Graduate Residents

Graduate Nonresidents

Total

\$654,500

\$34,020

\$688,520

Projected Expenditures

Salary

Benefits (estimated at 30%)

Operational Increases due to inflation across all

Course enhancement/improvement

Development of new courses

Increasing recruitment efforts of minority students

Student Scholarship increases

Total

\$350,000

\$105,000

\$4,168

\$58,500

\$52,000

\$50,000

\$68,852

\$688,520

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? (respond yes or no in the box)

Yes

MBA Premium Tuition Increase Request for FY24

Introduction

Background and context for the premium tuition proposal

The NC State Poole College of Management Jenkins MBA is a premiere online and face-to-face professional graduate degree program that contributes to the development of a highly skilled workforce in North Carolina and beyond. Its quality and success has been globally recognized by numerous ranking organizations who frequently list the Jenkins MBA with programs at other prestigious universities. Jenkins MBA has been ranked No. 1 in diversity (*Bloomberg Businessweek*, 2022), No. 6 in employability (*QS Online MBA Rankings*, 2021) and No. 8 in MBA programs with the best return on investment (*Poets & Quants*, 2018).

Various factors contribute to the delivery of an exceptionally high-quality MBA program. These include specialized activities that help to complement the technical skills (and classroom instruction) of students with “soft” skills such as communication, professionalism, ethics, leadership and negotiation. These skills are often provided by activities that include mentoring and networking events, influential corporate speakers and engagement with external agencies for specialized skill development. The typical MBA student is very different from a traditional student in that many MBA students are working professionals who complete classwork and assignments on evenings/weekends with very limited time. This requires investment in supporting these students with professional staff for advising and career counseling.

Programming such as this is provided by all top-ranked schools. At NC State, we have paid for these activities using funds generated by premium tuition; however, our current premium tuition rate was set five years ago in the 2017-2018 academic year. Over the last few years, we have seen the costs of each of the above activities increase significantly, consistent with the current inflation rate of 9.1%. Similarly, wages have risen significantly as a result of state increases and labor market pressures (almost 5% in the last ten months, according to the Bureau of Labor Statistics). These wage increases impact the MBA program directly because the salaries of our MBA program staff, and the salaries of some specialized faculty, are paid directly from premium tuition and not from state appropriations. We have had to absorb these wage increases with our premium tuition revenue, and this has created a significant challenge for us to maintain the high level of support that is necessary for a top-ranked MBA program.

Given the above challenges, we are requesting an increase in the premium tuition charged in the MBA program. We request an increase of \$1,700 per academic year for graduate residents and an increase of \$1,215 for non-resident graduate students. This differential increase will align the resident and non-resident premium tuition charges to \$15,825 per academic year.

A brief description of the need for a premium tuition increase

In recent years, the costs of delivering our internationally ranked MBA degree have increased significantly as we have made market-driven investments in course delivery, integration of technology, and career and student services. These changes are necessary in order to meet the needs of employers and ensure strong placement outcomes. Further, students have a choice of a variety of MBA programs both from within the state and outside. Our ability to provide these services and to ensure strong employment outcomes is critical in keeping our program competitive, especially with respect to out-of-state schools that are increasingly courting North Carolina Students.

Our ability to offer many of the above services has been negatively impacted by inflation and salary adjustments that have increased our baseline costs. Specifically, since the latest premium fee was established in 2017, the total increase in prices has been 22.2%, according to the Bureau of Labor Statistics. In addition, the wages and associate benefits of our MBA program staff have increased by 8.6% (and continue to increase as we try to retain our workforce in these turbulent times). We have had to add more faculty to teach the growing demand of the program and to meet the more specialized needs of our students. These increased expenses have negatively impacted our ability to deliver our highly ranked MBA program.

A brief description of what the program will use the premium tuition increase for

The premium tuition charged has historically paid for all student development activities and services and for the salaries of staff supporting the program. The increase in premium tuition will be used to ensure that we can continue to provide these services at a level necessary for the quality of our program. Without an increase in premium tuition, we will have to significantly reduce the services we provide, which will reduce student learning and development and, ultimately, student outcomes. These reductions in program quality will result in a decline in our rankings and national reputation, which, in turn, will lead to a decline in enrollments. In our competitive market, it is incredibly hard to rebuild reputation once it is lost.

1. Superior student outcomes. The Full-Time MBA program's success is measured by the quality of its placements. The starting salary of our graduates is amongst the highest of our peer schools. Ensuring such outcomes requires that we constantly engage in corporate outreach to ensure a match between employer needs and the skills of our students. It requires significant efforts to ensure that we are developing our students for success in both placement and post-placement careers. The efforts to mentor the students and help them with interviewing skills, job selection, onboarding training and so on are intensive. We also make significant efforts to showcase the talent of our students. With respect to our Part-Time MBA students, since they already have jobs, our focus is on mentoring them for success and growth within their organization or for an alternative organization. This requires us to engage in coaching and development. Such efforts, consistent with the best practices for top-ranked MBA programs, are done in a high-touch and labor-intensive way.

2. Mentoring, advising, and student development. An important aspect of our program is the active partnership between program leadership and student representatives to develop and deliver programming and initiatives that support and enhance the overall student experience. In-house events developed from this partnership include the Innovative Women's Conference, Rise Against Hunger and the Krispy Kreme Challenge. External opportunities include helping our students participate in high-profile global MBA events such as case competitions and MBA Games. We provide students with high-touch advising to ensure they choose paths appropriate to their skills and aspirations and that they complete their program on time.
3. Create flexibility for students. Given the diverse nature of our student population, we have worked to create significant flexibility for our students. This flexibility is manifested in multiple ways, including format, program length, location and course delivery. For instance, there is stackability in the program as students can obtain certificates in addition to their degree, or a certificate may count toward credit hours for an MBA degree. Similarly, we offer dual degree programs like the JD/MBA program. We also allow our part-time students to switch between online and in-person classes depending on their personal and work needs. These factors create customized learning for our students but also require considerable staff effort in advising and relationship management with students and with external partners.
4. Signature experiential events. To ensure hands-on learning that allows students to apply their knowledge and acquire global skills, we offer several experiential signature events in the MBA program. These include residencies where online students come to campus to work and collaborate as a cohort (this is a significant competitive advantage for our program). At least one residency every year is held overseas (for instance, at the Prague Center this year) to couple the experiential content with global learning. All students in the MBA program have to participate in a practicum and our faculty and staff work to design innovative and relevant practicum experiences. Finally, we offer a leadership series and certificate where students planning to take on leadership roles in organizations can acquire appropriate soft skills. These factors, which are very resource intensive, allow us to invest significantly in our students and further their job success.
5. Emphasis on the continuous improvement of courses. Because many of our courses are online, we invest significantly in the creation and delivery of these courses to ensure that they foster outstanding learning in our students. These investments include course refreshes (needed for online course delivery) and course enhancements (e.g., guest speakers, the use of simulations and technology tools etc.). The tuition increase will facilitate the development of relevant new courses and the continued enhancement of our existing courses.

6. Increase diversity in our classes. We plan to use a portion of the premium tuition increase to enhance our recruitment of minority students by adding scholarships and/or targeted recruitment. Increasingly top organizations are looking for graduates that can lead and excel in a multicultural environment. Having a high-quality, diverse student body in our program helps us to prepare our graduates to lead and excel in such an environment. Our program was ranked No.1 for diversity, we will need to invest more in this area to maintain our competitive edge.

The anticipated impact of the proposed tuition premium on program quality

Over the years, the MBA program has provided a unique value add to our graduates. Students have had excellent outcomes with respect to graduation and with respect to employment and career growth. Several innovative features made these outcomes possible (as described in the preceding section). Because of inflation and wage increases, our ability to offer the above services has been negatively impacted. The increased tuition will allow us to keep providing services that have been a huge value-add to our programs. If we do not get the tuition increase, we will need to dramatically reduce our services which will impact student success, student salaries, and potentially time to degree.

Indeed, the increase in premium tuition will allow us to continue to provide the student learning and development that contributes to the above outcomes. The quality of the program is evidenced in the summary of rankings of the program provided below.

- [No. 1 in Diversity](#), *Bloomberg Businessweek*, 2022
- [No. 6 in employability and No. 27 overall](#) among professional evening MBA programs, *QS Online MBA Rankings*, 2022
- [No. 7 among online MBA programs](#), *The Princeton Review*, 2020
- [No. 10 Among Supply Chain Graduate Programs](#), *Gartner*, 2020
- [No. 11 best online MBA programs for veterans](#), *US News & World Report*, 2020
- [No. 12 among online MBA programs](#), *The Princeton Review*, 2021
- [No. 13 in best Online MBA Programs](#), *Poets & Quants*, 2022
- [No. 15 among online MBA programs](#), *US News & World Report*, 2020
- [No. 16 among online MBA programs](#), *US News & World Report*, 2021
- [No. 24 among online MBA programs globally](#), *QS Online MBA Rankings*, 2021
- [No. 36 – top 25 among U.S. public universities](#) – among full-time MBA programs worldwide, *The Economist*, 2021
- [No. 44 among full-time MBA programs](#), *Bloomberg Businessweek*, 2022

Specific Economic Impacts of the Tuition Increase.

The projected impact of increased tuition on access for North Carolina residents

The table below shows the comparative in-state tuition of MBA programs that are similar or aspirational to the Jenkins MBA program. Even with the proposed increase in premium tuition, the Jenkins MBA will be comparable to or lower cost than similar schools. Rough estimates indicate that, without taking in account work experience, students who complete their MBA receive approximately 85% higher salary. Taking work experience into account, students receive approximately 71% salary once earning their MBA.

University/School	Format	In-State Tuition of Total Program
University of Southern California/USC Marshall School of Business	In-person	\$131,796
University of North Carolina at Chapel Hill/Kenan-Flagler Business School	Online	\$125,589
Boston College/Carroll School of Management	Online/Part Time MBA	\$114,684
University of California, Irvine/Paul Merage School of Business	In-person, Hybrid	\$106,515
Syracuse University/Whitman School of Management	Online	\$97,308
Boston University/Questrom School of Business	All Programs	\$94,566
Duke University/Fuqua School of Business	Accelerated full-time	\$91,600
University of Maryland/Robert H. Smith School of Business	All MBA programs	\$90,828
Emory University/Goizueta Business School	Full Time	\$88,093
Wake Forest University/WFU School of Business	Online/Part Time MBA	\$79,975
University of Virginia/Darden School of Business	Full Time	\$72,200
University of Virginia/Darden School of Business	Online/Part Time MBA	\$72,200
Duke University/Fuqua School of Business	Full Time	\$71,750
University of Pittsburgh/Joseph M. Katz Graduate School of Business and College of Business Administration	Online/Part Time MBA	\$69,697
University of Pittsburgh/Joseph M. Katz Graduate School of Business and College of Business Administration	Full Time	\$69,697
Georgia Institute of Technology/Scheller College of Business	Online/Part Time MBA	\$61,128

University/School	Format	In-State Tuition of Total Program
Virginia Polytechnic Institute and State University/Pamplin College of Business	Online/Part Time MBA	\$59,500
Penn State University/Smeal College of Business	Online	\$59,328
Arizona State University/W.P. Carey School of Business	Online/Part Time MBA	\$57,716
NC State (Poole) Tuition with proposed increase)	Online/Part Time MBA	\$55,378
University of North Carolina at Chapel Hill/Kenan-Flagler Business School	Full Time	\$51,500
NC State (Poole) Tuition with proposed increase)	Full time	\$49,830
University of Florida/Warrington College of Business	Full Time	\$49,205
Colorado State University/CSU College of Business	Online/Part Time MBA	\$48,840
Indiana University/Kelley School of Business	Online/Part Time MBA	\$48,006
University of Texas-Dallas/Jindal School of Management	Flex	\$47,565
University of Texas-Dallas/Jindal School of Management	Online	\$47,565
University of Texas-Dallas/Jindal School of Management	Evening	\$44,360
Colorado State University/CSU College of Business	Live Online (Full Time Online)	\$42,615
Temple University/Fox School of Business	Online/Part Time MBA	\$42,288
Elon University/Martha & Spencer Love School of Business	In-person	\$42,237
Michigan State University/Eli Broad College of Business	Online	\$32,700
University of Louisville/UofL College of Business	In-person	\$32,000
Clemson University/Wilbur O. and Ann Powers College of Business	Part Time	\$27,200

The availability of student financial aid for students with economic need and of tuition remission

While most of the additional revenue will be used to fund ongoing operations, a portion of the increased revenue will be used to increase financial aid to ensure that the class remains diverse and representative of the diversity inherent in North Carolina. It should be noted, however, that we already do offer significant tuition assistance to students. For instance, in the previous years, \$208,230 was used to support students through scholarships.

The extent to which current and prospective students can afford increases in tuition

Over the last three years, the full-time MBA programs have had an average placement rate of about 95% three months after graduation. The average starting salaries have ranged between \$85,000 and \$103,000, as seen in Table 1 below. In the part-time programs, the outcomes are not measured as easily, but exit surveys indicate that the coaching provided to students leads to faster career promotions for our students in their organizations. We hope to improve these metrics using funds from the increased premium tuition. Clearly, students are achieving strong outcomes that allow them to recover the tuition they pay, and given the comparatively low cost of the Jenkins MBA program (even after tuition increases), we believe that students will find it of great value and be able to repay in a relatively short time frame.

Apart from the overall affordability of our program, it should be noted that over 89% of the students in our MBA programs are in the part-time program. These students are employed, usually at well-paid positions in key organizations (Table 2 below shows a sample list of companies where our students are employed). Apart from the fact that many of the students can afford the tuition, as of Summer 2022, over 60% of our students received reimbursement from their employers (partial or full) for their MBA tuition.

Table 1: Starting Salaries in the Full-Time MBA Program

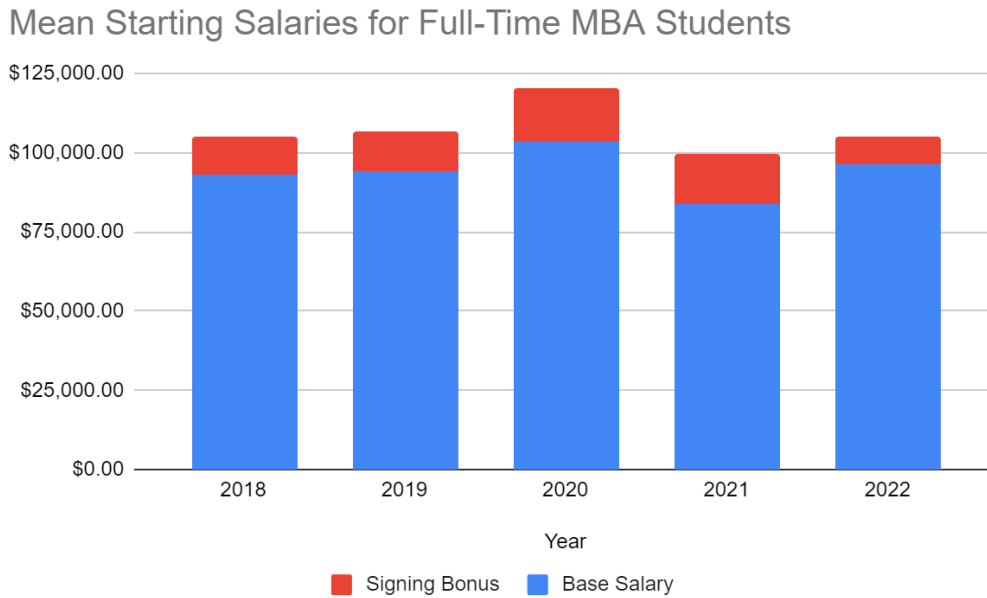


Table 2: Sample Employers of the Part-Time MBA students.



The relationship between projected tuition revenue to institutional and/or program costs

All cost increases associated with the premium tuition generating programs will be covered by the increased tuition.

Tuition and fees, net of remissions and waivers, charged by peer institutions or programs as compared to tuition and fees, net of remissions, for the program (the public subsidy received by students at public institutions or programs in the peer set, including the program in question, will also be identified as part of the comparison)

[This table](#) as outlined above shows the comparative in-state tuition of MBA programs that are similar or aspirational to Poole MBA program. Even with the increase in premium tuition, the Poole MBA will be comparable to or lower than that of other similar schools.

A plan for the intended use of additional tuition receipts (e.g., needed improvements to the educational program, funding for competitive salary increases, financial aid, etc.)

Our increase request is driven by state-mandated salary increases, competitive salary increases, as well as inflation across all of our operational areas. In addition, a portion of the increased revenue will be used for student scholarships. The below table outlines the projected expenditures. Revenue calculations can be found on [form a](#).

<i>Salary</i>	\$350,000.00
<i>Benefits (estimated at 30%)</i>	\$105,000.00
<i>Operational Increases due to inflation across all functional areas of the program</i>	\$4,168.00
<i>Course enhancement/improvement</i>	\$58,500.00
<i>Development of new courses</i>	\$52,000.00
<i>Increasing recruitment efforts of minority students</i>	\$50,000.00
<i>Student Scholarship increases</i>	\$68,852.00
Total	\$688,520.00

Assistantships or grant support for graduate students

Not applicable.

Input from students

We shared the amount of the tuition increase with select students in person and surveyed the rest of the students. In the survey, we explained the increase and asked students for their thoughts and reactions. Based on the responses received (and based on the focus group interactions, about 70% of the students indicated that they understood the reasons for the increase and were supportive. However, they suggested that we use part of the increased tuition to provide scholarships based on financial need.

**TUITION INCREASE REQUEST FORM
FOR PROFESSIONAL SCHOOLS
2023-24**

NCSU

<i>Poole College of Management, Master of Management</i>
<i>CIP Code(s): 52.1301</i>

	2023-24 Annual Increment
Requested School-Based Tuition Increase	
Graduate Residents	\$1,700
Graduate Nonresidents	\$1,215

	FTE
Graduate Residents	13.00
Graduate Nonresidents	2.00
Total	15.00

Projected Revenues	
Graduate Residents	\$22,100
Graduate Nonresidents	\$2,430
Total	\$24,530

Projected Expenditures

<i>Salary</i>	\$12,000
<i>Benefits (estimated at 30%)</i>	\$3,600
<i>Operational Increases due to inflation across all</i>	\$1,571
<i>Student Scholarship increases</i>	\$7,359
Total	\$24,530

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? (respond yes or no in the box)

Yes

Masters of Management (MM) Premium Tuition Increase Request

Introduction

Background and context for the premium tuition proposal

The Master of Management (MM) program is a premiere online and face-to-face professional graduate degree that recently introduced two new concentrations (marketing analytics and risk analytics) that will contribute to the development of a highly skilled workforce in North Carolina. The two new concentrations of this degree will build on the strengths that NC State and Poole College already demonstrate in the area of analytics. The marketing analytics concentration had its first class in fall of 2021 and the risk analytics concentration will have its first class in fall 2022. We expect these to be top programs in the country over the next few years. The MM program used to offer a concentration in Global Luxury Management that has since been discontinued. The premium tuition assessed for the two new concentrations is the same that was set for the Global Luxury Management concentration in 2017.

Our market research as well as student feedback indicates that we will need to provide significant support to this degree both in terms of effectively developing our students and to match what other comparable schools are providing. These include career support efforts, initiation of new and continuous updates of courses, personal advising, development of tailored practicums and running summits with key employers.

Programming such as this is provided by all top ranked schools. At NC State, we have paid for these activities using funds generated by premium tuition. The programming described above is currently supported by a premium tuition rate that was set in the 2017-2018 academic year, and when these specialized concentrations did not exist. Over the last few years we have seen the costs increase significantly, consistent with the current inflation rate of 9.1%. Similarly, wages have risen significantly as a result of state increases and labor market pressures (almost 5% in the last 10 months according to the Bureau of Labor Statistics). These wage increases impact the MM program directly because the salaries of staff serving the students as well as the salaries of some faculty are paid directly from premium tuition and not from state appropriations. Our ability to provide these services is constrained without an increase in our premium tuition.

Given the above challenges, we are requesting an increase in the premium tuition charged in the Masters of Management program. We request an increase of \$1,700 per academic year for graduate residents and an increase of \$1,215 for non-resident graduate students. This differential increase will align the resident and nonresident premium tuition charges to \$15,825 per academic year.

A brief description of the need for a premium tuition increase

We had anticipated providing services and program enhancements that are typical for graduate programs in business. Historically, we funded these through the premium tuition receipts. This premium fee was established in 2017 and we have discovered that our ability to provide those enhancements and services has been impacted as costs and staff salaries have risen significantly since then. Specifically, since the latest premium fee was set in 2017, the total increase in prices has been 22.2% according to the Bureau of Labor Statistics. In addition, the wages and associate benefits of our program staff have increased by 8.6%. All of these expenses have been covered by a flat tuition rate, but now our ability to continue delivering services that are required for the success of this program is being significantly impacted. If we do not get the tuition increase, we will need to dramatically reduce our services which will impact student success, student salaries, and potentially time to degree.

A brief description of what the program will use the premium tuition for

The premium tuition increase will be used to enhance the MM program in the following ways:

1. Greater emphasis on continuous improvement of courses, in addition to the development of new courses. The two MM concentrations are relatively new and are embedded in emerging professional fields (Marketing Analytics and Risk Analytics). Knowledge and tools in these domains are continuously evolving. This creates a need for continued course refreshes/enhancements for on-campus and online classes. These include the incorporation of leading teaching methods and the use of emerging teaching technologies. It will also be used to develop new courses that are relevant to today's environment (e.g., data analytics and emerging technologies (such as blockchain)). In addition, as these are new programs, we have to increase the number of courses as the programs become stabilized.
2. Superior focus on student outcomes. The MM students have been seeking greater coaching and mentoring opportunities. In addition, we will need to publicize these programs to potential employers better as they are new programs. For the risk analytics concentration, we need to provide access to the students to attend key roundtables given the specialized nature of the program. Since the concentrations are brand new we will need to publicize the student skills to potential employers.
3. Given the nature of the two concentrations, we will need to incorporate practicums and other experiential learning activities in the curriculum. We will need to support the staff and faculty who manage these initiatives.
4. Increasing the diversity of students in the MM Program. The increased premium revenue will be used to increase diversity in the program which will better meet the needs of employers who recruit MM students. We intend to use the increased premium tuition to better recruit minority students by increasing the availability of scholarships.

The anticipated impact of the proposed tuition premium on program quality

We have just introduced the marketing analytics concentration in the MM program in fall 2021. and the risk analytics program commences in the Fall of 2022. While we do not have data from previous cohorts, benchmarking with other programs indicates that investing in the above activities will lead to superior learning and career outcomes. Additionally, with our top ranked MBA and MAC programs, we know what it will take to make these two concentrations thrive.

The projected impact of increased tuition on access for North Carolina residents

The table below shows the comparative in-state tuition of MM programs that are similar or aspirational to the Jenkins MM program. Even with the increase in premium tuition, the Jenkins MM Program will be comparable to or lower than other schools. Given that we have not graduated a cohort yet and our students are mostly already employed, we are unable to calculate the time to recover the cost of tuition.

University/School	Format	In-State Tuition of Total Program
Syracuse University/Whitman School of Management	Full-time	\$70,278
University of Miami/Miami Herbert Business School	Full-time	\$69,300
University of Southern California/USC Marshall School of Business	Full-time	\$63,468
University of North Carolina at Chapel Hill/Kenan-Flagler Business School	Online	\$60,747
Boston College/Carroll School of Management	Full-time	\$60,360
Duke University/Fuqua School of Business	Full-time	\$59,300
Wake Forest University/WFU School of Business	Full-time	\$52,954
University of California, Irvine/Paul Merage School of Business	Full-time	\$51,480
University of California, Irvine/Paul Merage School of Business	Part-time	\$51,480
University of Notre Dame/Mendoza College of Business	Full-time	\$46,900
University of North Carolina at Chapel Hill/Kenan-Flagler Business School	On-Campus	\$45,490
Michigan State University/Eli Broad College of Business	On-Campus	\$40,000
Penn State University/Smeal College of Business	On-Campus	\$37,639
Elon University/Martha & Spencer Love School of Business	Full-time	\$37,620

University/School	Format	In-State Tuition of Total Program
University of Texas-Dallas/Jindal School of Management	Full-time	\$36,000
Temple University/Fox School of Business	On-Campus	\$34,260
Syracuse University/Whitman School of Management	Online	\$32,436
Auburn University/Harbert College of Business	Online	\$32,400
University of Pittsburgh/Joseph M. Katz Graduate School of Business and College of Business Administration	Full-time	\$30,880
Arizona State University/W.P. Carey School of Business	Full-time	\$29,608
University of Louisville/UofL College of Business	Evening	\$25,000
Poole College of Management (with proposed increase)	Part-time	\$24,920
University of Washington, Seattle/Foster School of Business	Full-time	\$22,899
Auburn University/Harbert College of Business	On-Campus	\$22,733
Indiana University/Kelley School of Business	On-Campus	\$20,130
Clemson University/Wilbur O. and Ann Powers College of Business	On-Campus	\$16,000
University of North Carolina-Greensboro/Bryan School of Business and Economics	All Programs	\$16,000
University of Florida/Warrington College of Business	Full-time	\$15,921
University of North Carolina at Charlotte/Belk College of Business	All Programs	\$13,782
Colorado State University/CSU College of Business	Full-time	\$10,834
Eastern Carolina University/ECU College of Business	Full-time	\$9,864
Appalachian State University/Walker College of Business	On-Campus	\$8,065

The availability of student financial aid for students with economic need and of tuition remission

A portion of the increased revenues (30%) will be used to provide tuition assistance to students with financial need. The previous program provided limited student support.

The extent to which current and prospective students can afford increases in tuition

The MM programs are new and the first set of students have not yet graduated. Based on discussions with students (most of whom have jobs), there is a need to provide more mentoring and coaching from the career center to ensure that the students can leverage the MM degree for professional success.

The initial applications and the first cohort for the two concentrations indicate that virtually all admitted students hold well paid full-time jobs. In addition, a substantial percentage of students receive reimbursement from their employers for tuition.

The average starting salaries for students of peer schools that have similar programs range from \$51,000 to \$110,000 which indicates that their higher earnings potential provides them with the ability to pay back their costs relatively quickly.

The relationship between projected tuition revenue to institutional and/or program costs

This program is currently supported by the Zelnak funds as well as the Poole Endowment to help it launch. No new expenses will be added to the support required and this increase will help offset the expenses currently being covered by our gift projects.

Tuition and fees, net of remissions and waivers, charged by peer institutions or programs as compared to tuition and fees, net of remissions, for the program (the public subsidy received by students at public institutions or programs in the peer set, including the program in question, will also be identified as part of the comparison)

The table provided above shows the comparative in-state tuition of MM programs that are similar or aspirational to the Jenkins MM program. Even with the increase in premium tuition, the Jenkins MM Program will be comparable to or lower than other schools.

A plan for the intended use of additional tuition receipts (e.g., needed improvements to the educational program, funding for competitive salary increases, financial aid, etc.)

As mentioned, the premium tuition for this program was established prior to the development of the two new concentrations. This means the fee was not set with the current needs of

developing these programs. In addition, a portion of the increased revenue will be used for student scholarships. The below table outlines the projected expenditures. Revenue calculations can be found on [form a](#). An important note is without formal enrollment data for the risk and analytics program, revenue projections may be lower than actual. However, all revenues will be used towards making the programs self-sustainable and reducing costs on our gift funds.

Projected Expenditures	
<i>Salary</i>	\$12,000.00
<i>Benefits (estimated at 30%)</i>	\$3,600.00
<i>Operational Increases due to inflation</i>	\$1,571.00
<i>Student Scholarship increases</i>	\$7,359.00
Total	\$24,530.00

Assistantships or grant support for graduate students

Not applicable.

**TUITION INCREASE REQUEST FORM
FOR PROFESSIONAL SCHOOLS
2023-24**

NCSU

<i>College of Agriculture and Life Sciences, Master of Microbial Biotechnology</i>
CIP Code(s): 261201

Requested School-Based Tuition Increase

**2023-24
Annual
Increment**

Graduate Residents	\$2,000
Graduate Nonresidents	\$2,000

Graduate Residents
Graduate Nonresidents
Total

FTE

24.00
4.00
28.00

Projected Revenues

Graduate Residents	\$48,000
Graduate Nonresidents	\$8,000
Total	\$56,000

Projected Expenditures

<i>Marketing</i>	\$13,000
<i>Scholarships (5 x \$3,000)</i>	\$15,000
<i>Office and printer supplies</i>	\$2,500
<i>Travel for professional development and recruiting</i>	\$5,000
<i>Career fairs and recruiting events</i>	\$2,000
<i>Part-time student worker(s)</i>	\$8,500
<i>Professional and career development</i>	\$10,000
Total	\$56,000

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? (respond yes or no in the box)

Yes

Master of Microbial Biotechnology – Request for Premium Tuition Abstract

The Master of Microbial Biotechnology, launched in 2003, was one of the first Professional Science Master's (PSM) degrees established in the United States. It is a unique, two-year, non-thesis degree that combines graduate training in science and business through experiential learning with practicum projects and internships.

The biotechnology industry is growing dramatically in North Carolina with new companies moving to the area and existing companies expanding their operations. Graduates of the MMB program fulfill a need in the biotechnology industry workforce: technical competency paired with an understanding of business. The graduates command a good salary and find jobs readily. The training they receive in the MMB program is a practical, "real-world" experience. However, even with the success of the MMB program and its graduates, the program is not well known particularly among prospective students. The MMB needs to invest in prospective students and elements of the program to continue to produce skilled graduates.

The MMB program has a Director (9-month position) and a Coordinator (12-month position), who are funded by CALS through the Plant & Microbial Biology Department. Beyond those two positions, the program has no operating budget or additional staff. To date, the MMB has operated on occasional recruiting grants from CALS or the NCSU Graduate School, occasional item-specific support from the PMB department, and modest donations from alumni. Even with the financial constraints, the MMB program has established itself as a program that provides graduate students with applicable training that results in high job satisfaction amongst graduates. The majority of the graduates accept positions in the biotechnology industry with average starting salaries for MMB graduates of \$69,000 and for MMB/MBA graduates of \$79,000, based on a 2020 salary survey.

What is the need that is driving the request for premium tuition?

In April 2019, the MMB program underwent an external review. The reviewers' central recommendation was to "Explore a modest tuition premium for this program (maybe \$1-2K). Possible uses include program marketing and student scholarships." The MMB program needs to increase the diversity and size of its applicant pool in order to increase the diversity and size of the program. In addition, the program needs to provide more career development support (as requested by students and alumni when asked for ways to improve the MMB program).

How would the premium tuition be used to make substantial improvements to the program?

With the tuition premium, the MMB plans to:

- Offer Scholarships – PSM degrees typically do not offer assistantships due to the nature of the programs which creates a barrier to entry for some applicants. With the premium tuition, the MMB program would offer modest need-based scholarships, but not assistantships
- Increase marketing focused towards underrepresented populations including: Campus visits to NC HBCUs and MSIs; hosting a recruiting day at NCSU; national ad campaigns
- Increase the number of enrolled students per academic year

- Hire a part-time resource person to provide career development/job and internship placement support

What is the present return on investment attained by students in the program and/or the projected return on investment supplied by the premium tuition?

Starting salaries for a person with a B.S. in a life science is around \$44,000. MMB students that graduated between 2017 and 2019 had an average starting salary of \$69,000 and those who also received their MBA had an average starting salary of \$79,000. The total (two years) tuition and fees for an MMB student is \$23,345 (resident) and \$57,997 (non-resident). With a salary difference of \$2083/month between a BS and the MMB graduate, an MMB graduate (NC resident) has a payback period of 12 months and a non-resident has a payback period of 28 months. With the addition of premium tuition, the total tuition and fees will be \$27,344 (resident) and \$61,996 (non-resident) resulting in payback periods of 13 months and 30 months for each group. An MMB graduate who paid in-state tuition + premium and fees could pay off those costs in a little over a year.

How does current tuition compare to similar programs in peer universities, and how would tuition compare with those universities with premium tuition in place?

The resident and non-resident tuition and annual cost are shown in the table below for a variety of Professional Science Master's degree programs in Biotechnology or related disciplines are listed below.

University	Degree Professional Science Master's degree (PSM)	Tuition – resident (per semester)	Annual Cost (tuition + fees) - resident	Tuition – nonresident (per semester)	Annual Cost (tuition + fees) - nonresident
NCSU	Master of Microbial Biotechnology (2020)	\$4,547	\$11,672	\$13,210	\$28,998
UNC-CH	MS in Biomedical & Health Informatics	\$8,121	\$18,212	\$16,727	\$35,422
UNC-Charlotte	MS in Health Informatics and Analytics	\$3,518	\$10,320	\$10,235	\$23,754
University of Georgia	Master of Biomanufacturing & Bioprocessing	\$7,499	\$17,288	\$17,593	\$37,476
University of South Carolina	MS in Biological Sciences: Biotechnology	\$6,867	14,134	\$14,880	\$30,160

Middle Tennessee State University	Biotechnology M.S. in Professional Science	\$4,473	10,350	\$12,384	\$26,172
Indiana University	Biotechnology M.S.	\$5,938	\$13,248	\$19,957	\$41,286
Texas A & M University	Master of Biotechnology	\$7,624	\$15,248	\$16,641	\$33,282
Colorado State University	Master of Biomanufacturing and Biotechnology	\$6,206	\$18,632	\$13,619	\$31,848
Rutgers University	Master of Business and Science	\$10,150	\$43,645	\$12,560	\$54,008
Penn State	Master of Biotechnology	\$11,712	\$24,458	\$19,608	\$40,250
	Median values	\$7,183	\$16,268	\$15,761	\$34,352
NCSU	MMB with Tuition Premium	\$5,547	\$13,672	\$14,210	\$30,998

Even with the proposed tuition premium, the MMB program would still be below the median costs for both residents and non-residents compared to ten other PSM programs (NC, regional & national).

Summary

Premium tuition would allow the MMB program to have an operating budget to support investments in marketing to grow, strengthen, and diversify the applicant pool and create student scholarships – with the ultimate goal of increasing student diversity and doubling the number of students enrolled each year. The program would offer more student support (career counseling, seminar series, etc.) to enhance their experience so that the program remains relevant and competitive as a PSM.

**TUITION INCREASE REQUEST FORM
FOR PROFESSIONAL SCHOOLS
2023-24**

NCSU

<i>College of Veterinary Medicine, DVM Program</i>
<i>CIP Code(s): 512401</i>

	2023-24 Annual Increment
Requested School-Based Tuition Increase	
Graduate Residents	\$5,000
Graduate Nonresidents	\$5,000

	FTE
Graduate Residents	320.00
Graduate Nonresidents	80.00
Total	400.00

Projected Revenues	
Graduate Residents	\$1,600,000
Graduate Nonresidents	\$400,000
Total	\$2,000,000

Projected Expenditures	
<i>Instructional design staff (2)</i>	\$180,000
<i>Laboratory technical staff (5)</i>	\$350,000
<i>Community Outreach/Mobile Unit faculty (1)</i>	\$200,000
<i>Mobile Unit staff (1)</i>	\$65,000
<i>Faculty positions to support curricular development and coordination, including distributive education (5)</i>	\$800,000
<i>Disability resources and academic success staff (1)</i>	\$90,000
<i>Diversity resources, programming, and recruitment staff (1)</i>	\$90,000
<i>Programmatic support</i>	\$225,000
Total	\$2,000,000

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? (respond yes or no in the box)

Yes

Request for Authorization to Change Tuition

Background and Context:

The College of Veterinary Medicine at NC State is widely recognized as world-leading institution, delivering outstanding performance in education, translational research, and clinical science. Our signature program is the Doctor of Veterinary Medicine (DVM) degree, which has been at the forefront of educational innovation and excellence since our first class graduated in 1985. This outstanding professional education program is currently supported by a tuition premium that generates \$2.4 million each year. The last increase in tuition premium was introduced from 2012-15 and helped to meet the increased costs of curricular evolution at that time.

Medical and veterinary educational theory and practice have made major advances in recent years. These innovations offer the opportunity to significantly strengthen our veterinary educational program so that we can better meet the needs of our graduates and society. To achieve this, the CVM is engaged in a comprehensive renovation of the DVM curriculum to create an innovative, contemporary educational framework that will be competency-based and backward-designed. This change shifts curricular focus from more traditional didactic delivery of content to a focus on observed demonstration of competence in realistic and real-world settings, more integrated instruction and assessment frameworks focusing on application of knowledge and skills, and inclusive support for an increasingly diverse student body.

There is a need for an increased premium tuition to support curricular improvement. We need to invest new funds in staff to support clinical and laboratory education that is targeted to Day One competencies, to support and recruit faculty for curricular design and delivery, and to enhance student support. These measures will allow us to take important opportunities to expand experiential and community-based education in laboratory, clinical, and outreach settings, providing graduates with experiences that better reflect socially accountable veterinary practice.

Premium tuition would be used to bolster the following areas of the educational mission:

- Targeted increases in faculty, particularly in areas that (1) support experiential and skills-based learning in clinical environments, (2) that provide or enhance access to community-based experiences through increased mobile unit outreach and development of distributive models of clinical education in rural and underserved areas, and (3) that improve curricular integration and organization.
- Increased staff support for the development of instruction and assessment through expansion of instructional design.
- Increased technical staff support for organization, instruction, and assessment in laboratory-based courses and clinical environments, improving the organization and consistency of integrated, team-taught courses while more effectively leveraging faculty time.
- Bolstered student support in the areas of disability resources, diversity, and inclusion. As we seek to admit and train a student population that reflects North Carolina's demography and animal-owning populations, this will require that we maintain the capacity to recruit, mentor, admit, and support students who reflect our population and can serve it after graduation.
- Programmatic support, including investments in academic technologies, equipment, and renovations and support for community-based and distributive learning.

A. Anticipated Impact of Proposed Tuition Premium on Program Quality

The success of the DVM training program is determined by the Day One competence of our graduates, their career success, and their impact on the communities and industries that they serve. The proposed tuition premium increase will improve graduate outcomes through a combination of (1) enhanced support for more contemporary curricular delivery and integration, (2) increased student support for academic advising and student success, and (3) expansion of experiential community and workplace-based learning opportunities for students.

Enhanced support for curricular delivery and integration:

The CVM is proud to have an educational community that is engaged in improving the design and quality of our educational practices and curriculum. We are changing from a more didactic, discipline-based curricular foundation to an outcomes-based, integrated curriculum in alignment with best practices in medical and veterinary education. Our updated curriculum will feature more hands-on and active learning, particularly in the early years of the curriculum. In addition, learning goals will be organized in such a way that the interconnectedness and application of relevant concepts and actions is emphasized. We seek to help students learn and remember by making the significance of knowledge and skills clearer. We seek to help students apply their learning through repeated, supported practice in realistic and real-life settings.

The proposed tuition premium will provide additional programmatic support in the following ways:

- Expand instructional design and education support capability
- Create additional technical staff positions to assist in the coordination and delivery of laboratory-based and active learning activities
- Support reallocation of faculty effort on a targeted basis to allow for the development, coordination, and delivery of a more integrated curriculum

The anticipated impact of these investments are as follows:

- Improved curricular structure and organization within each semester and throughout the curriculum, reducing student stress and improving educational outcomes
- Improved retention and engagement of skilled educational faculty

Increased student support for academic support and student success:

The CVM is proud to recruit and retain a talented and varied student body that defies common assumptions of the 'typical student.' Our student body increasingly represents a variety of backgrounds and identities, including but not limited to military veterans, second-career professionals, first generation students, historically marginalized groups, caregivers and parents, and students who live with visible and invisible disability and neurodiversity. As graduates, these students are essential to the future of the veterinary profession as it seeks to better serve a range of communities, clients, and industries. We seek to provide resources, mentorship, and a supportive learning environment to all of our students, allowing them to realize their goals and potential within and beyond our program.

The proposed tuition premium will provide additional student support in the following ways:

- Addition of staff to coordinate academic support, resources, and accommodations for students
- Expansion of instructional design capacity (as listed above) to assist in implementation of universal design principles, reducing barriers to success within the curriculum

- Expanded staff support for recruitment, mentorship, and advising for students from rural, nontraditional, historically marginalized, and other underrepresented groups

The anticipated impact of these investments include:

- Early intervention for students who will benefit from tutoring, advising, and other support, leading to improved learning and better graduate outcomes
- Evidence-based adaptation of curricular and student policy to better support student success
- An expanded pool of applicants interested in careers in veterinary medicine

Expansion of experiential community and workplace-based learning:

The CVM is fortunate to have one of the most comprehensive veterinary medical clinical and research complexes in the world. Many of our students will, based on time spent in these environments, choose to pursue important careers in specialty medicine or biomedical research. Most of our graduates, though, will pursue equally essential work in non-specialty, companion animal-predominant, equine, and production-animal practice or within industry and regulatory settings. As graduates are most likely to pursue employment in fields that reflect their backgrounds and experiences, we seek to expand opportunities for our students to engage in community-based learning and to spend time in industry and work environments that we cannot replicate on our Raleigh campus.

The CVM has recently replaced its Mobile Hospital, a trailer that is fully equipped to provide surgical, medical, and disaster-response services to communities in North Carolina and the region. This unit is currently run and staffed by a single part-time faculty member. Expansion of our community outreach through adequate staffing of the Mobile Hospital will significantly increase the impact of the CVM on our communities, provide students with opportunities for supervised clinical practice, and provide opportunities for students to better understand community-centered models of veterinary care.

Additionally, the CVM seeks to expand targeted distributive models of education to ensure that graduates have the needed skills and experience to work in specific fields. These models create formal arrangements with employers to provide workplace-based training. The CVM already has a very successful Equine Primary Care program that cooperates with regional equine practices. We seek to increase staff infrastructure and faculty involvement to support distributive models for additional areas of need.

The proposed tuition premium will support these goals in the following ways:

- Addition of new full-time faculty and staff positions to assist in coordinating and running the Mobile Hospital as a regular CVM service
- Addition of a staff position and reallocation of faculty time to expand the CVM's formal distributive education models
- Expansion of operating funds for distributive education and community outreach efforts

The anticipated impact of these investments include:

- Improved graduate competence and confidence in Day One activities
- Increased community engagement and impact of the CVM, in alignment with NC State's land grant mission
- Expanded support and opportunity for students to learn within economically important production animal medicine and industry settings

B. Projected Impact of Increased Tuition on Access for North Carolina Residents

The proposed tuition increase will increase the cost of the DVM degree by \$20,000 through increasing annual tuition and fees by \$5,000 on a rolling basis over four years. Based on current cost of attendance, this will increase annual resident tuition from \$19,646 to \$24,646 per year and nonresident tuition from \$48,348 to \$53,348. NC State CVM currently has the lowest resident tuition of any college of veterinary medicine in the United States (Figure 1). Mean US annual resident tuition is \$33,836.

If no other college of veterinary medicine raises resident tuition, the proposed tuition increase will still make NC State the sixth least expensive DVM degree program for residents in the country (Figure 2).

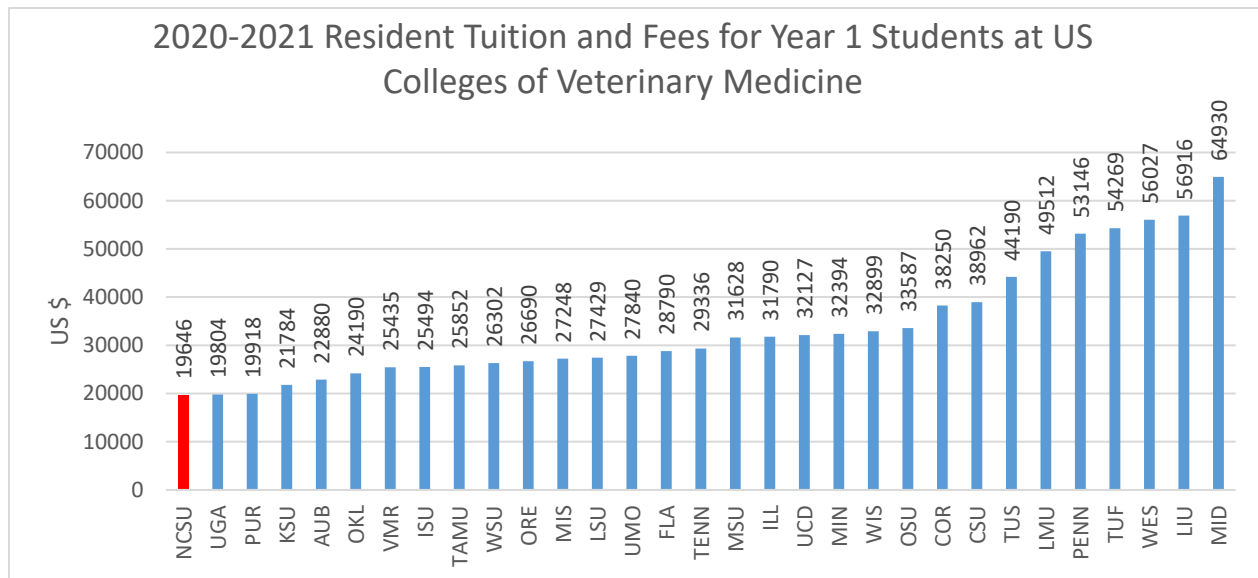


Figure 1: Data on year 1 resident tuition and fees for students at US veterinary training programs. Source: 2020-2021 AAVMC Comparative Data Report.

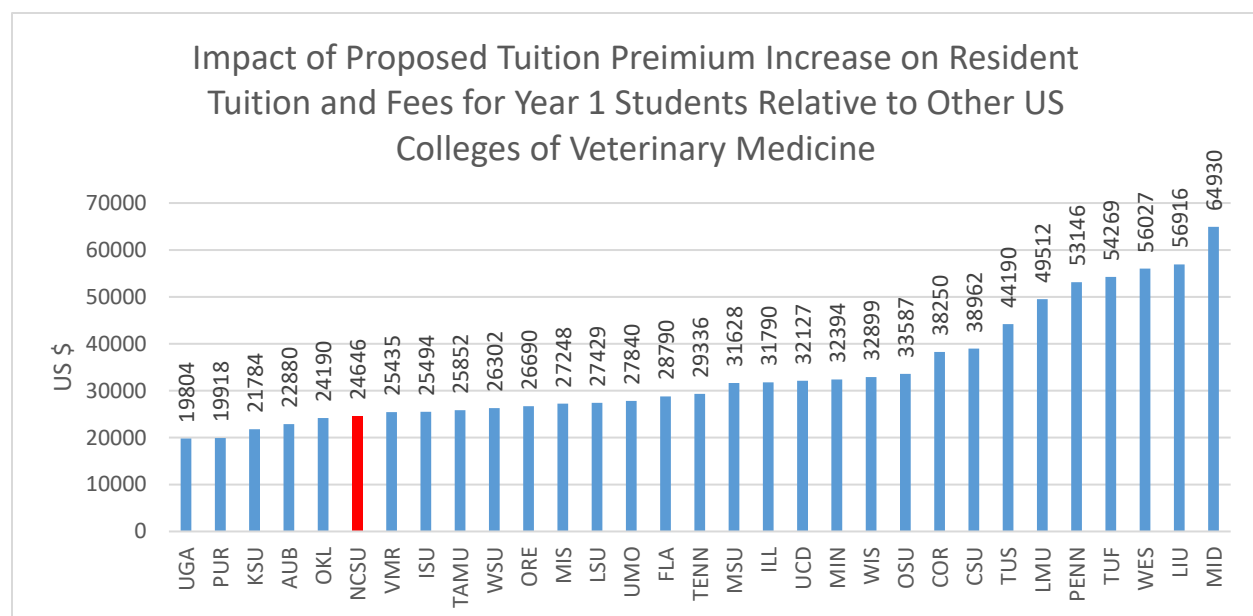


Figure 2: Impact of proposed tuition premium on the relative affordability of year 1 resident tuition, assuming static tuition and fees at peer institutions. Source: 2020-2021 AAVMC Comparative Data Report.

C. Availability of Student Financial Aid for Students with Economic Need and of Tuition Remission

In 2020, 87% of first year students at NC State CVM received scholarships, with an average scholarship award of \$2,240. Across all years, 89.9% of students receive scholarships. Overall, 84.5% of NC State CVM students received financial aid during the 2020-2021 academic year (Figure 3), averaging \$3,282 per student (Figure 4). NC State CVM is in the top fifth of US colleges of veterinary medicine in terms of the total number of students receiving financial aid and in the top half of total scholarship aid per student, despite the lowest overall tuition and fees.

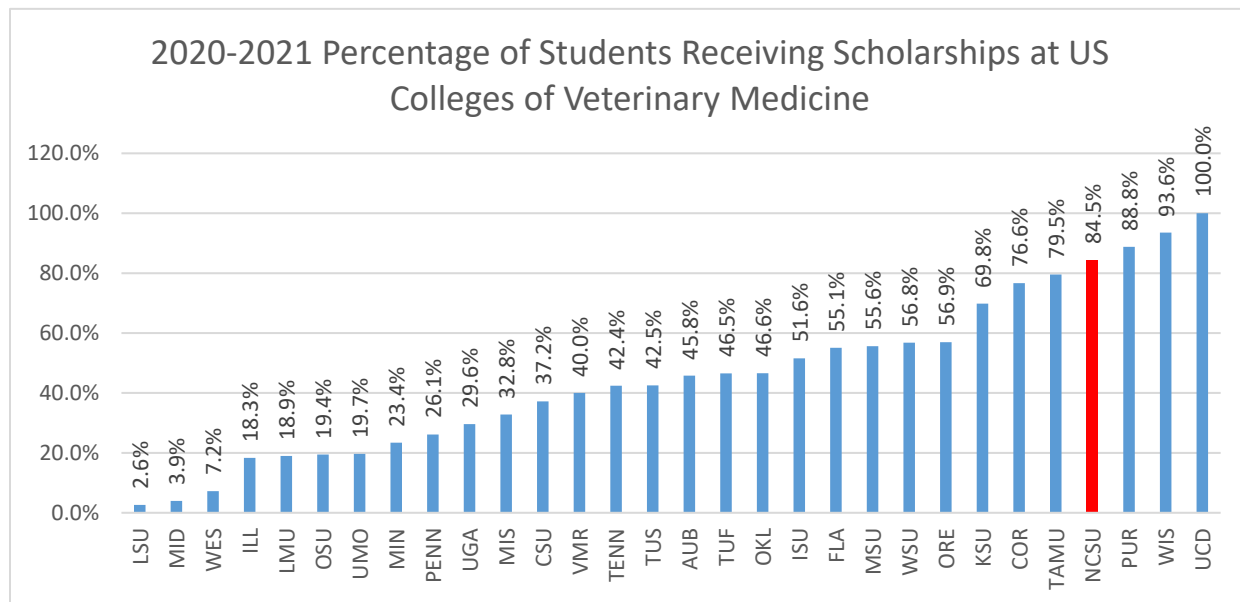


Figure 3: The percentage of all students receiving scholarships at US veterinary training programs. Source: 2020-2021 AAVMC Comparative Data Report.

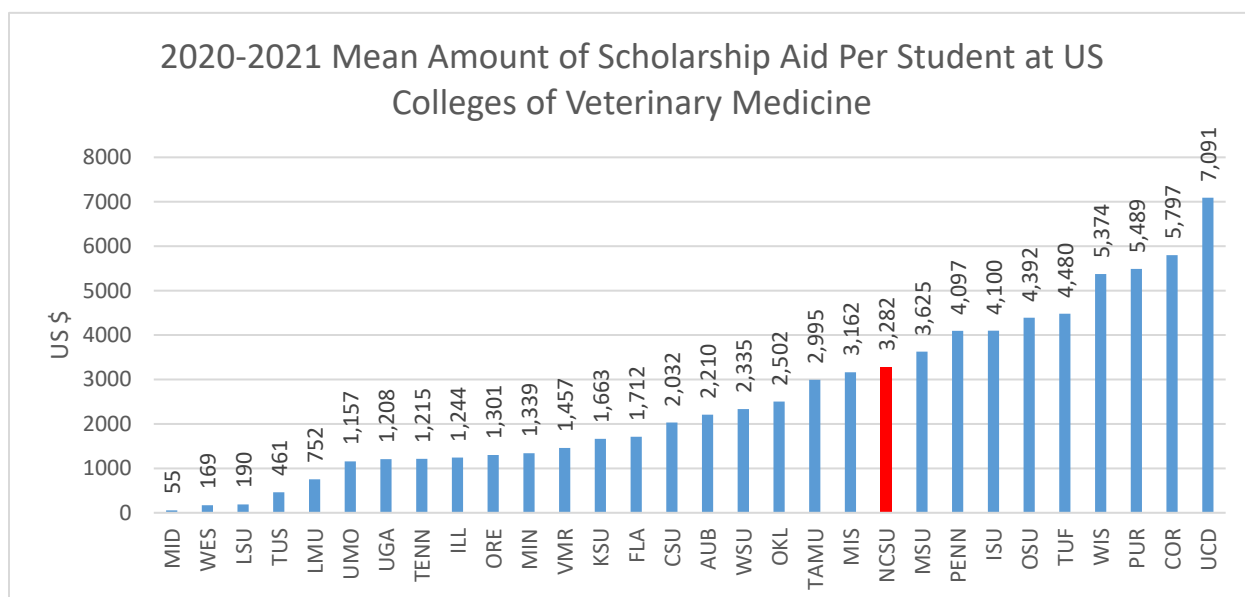


Figure 4: The mean amount of scholarship aid per student during the 2020-2021 academic year at US veterinary training programs. Source: 2020-2021 AAVMC Comparative Data Report.

D. The Extent to Which Current and Prospective Students Can Afford Increases in Tuition

NC State CVM students in the Class of 2020 who had educational debt had a mean educational debt of \$126,144, compared to a national average of \$178,585 (Figure 5). The mean educational debt of all NC State CVM graduates (resident and non-resident) in the class of 2020, including those with no debt, was \$100,915, relative to a national average of \$146,502. With a 2020 mean weighted starting salary of \$90,740 for NC state graduates in the class of 2020, excluding those graduates seeking advanced education, this would allow for a mean overall debt:income ratio of 1.3:1 if the mean debt was increased by \$20,000. The American Veterinary Medical Association has identified a debt:income ratio of 1.4:1 as a target for educational affordability. As such, we feel comfortable that the proposed tuition increase will remain affordable to students, particularly in the face of increasing scholarship expenditures and expected salary increases for graduates.

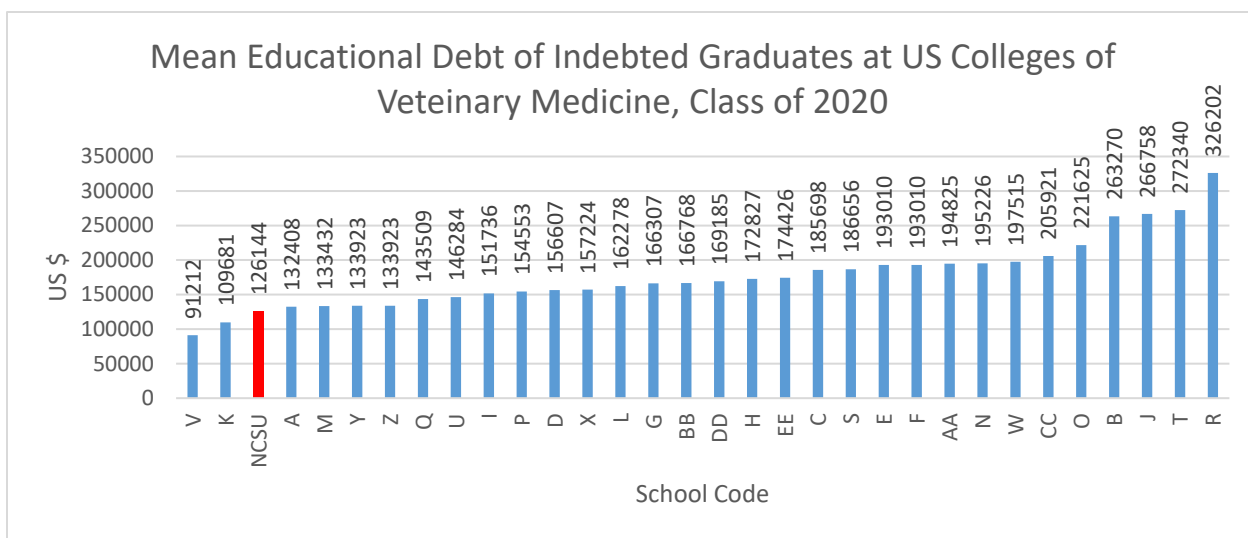


Figure 5: Mean educational debt of graduates with educational debt in the Class of 2020 at US veterinary training programs. Source: 2020-2021 AAVMC Comparative Data Report.

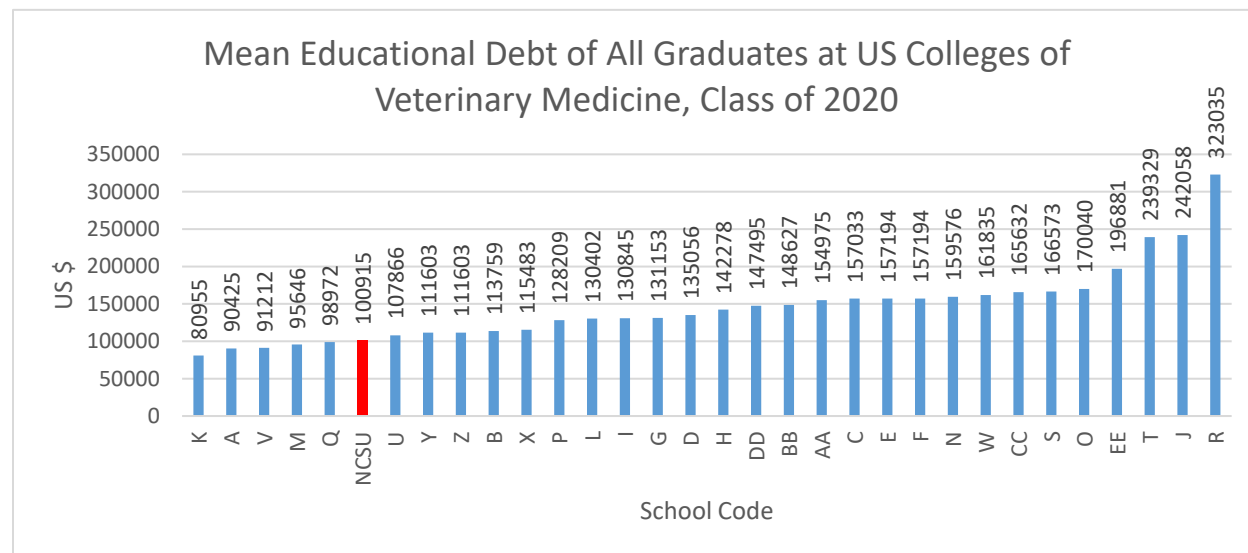


Figure 6: Mean educational debt of all graduates, including those without debt, in the Class of 2020 at US veterinary training programs. Source: 2020-2021 AAVMC Comparative Data Report.

E. The Relationship Between Projected Tuition Revenue to Institutional and/or Program Costs

NC State CVM currently spends \$45,017,241 annually on instruction, academic support, and student services of a total of \$101,859,099 in annual expenditures. The proposed increase would add, over a four-year period, an additional \$2,000,000 in revenue to support instruction, academic support, and student services. The increased tuition will be used to enhance and expand existing functions within the college, limiting the likelihood that the proposed expenditures will lead to additional costs. There will not be increased costs associated with the management of financial aid and tuition associated with this increase.

- F. Tuition and fees, net of remissions and waivers, charged by peer institutions or programs as compared to tuition and fees, net of remissions, for the program (the public subsidy received by students at public institutions or programs in the peer set, including the program in question, will also be identified as part of the comparison)**

Figure 7 illustrates total resident tuition and fees for students in the Class of 2021 at US colleges of veterinary medicine. Peer and regional public land-grant institutions including Purdue (PUR), University of Georgia (UGA), Virginia-Maryland CVM (VMR), University of Florida (FLA), The Ohio State University (OSU), University of Wisconsin-Madison (WIS), University of California-Davis (UCD), and Colorado State University (CSU) are indicated in green.

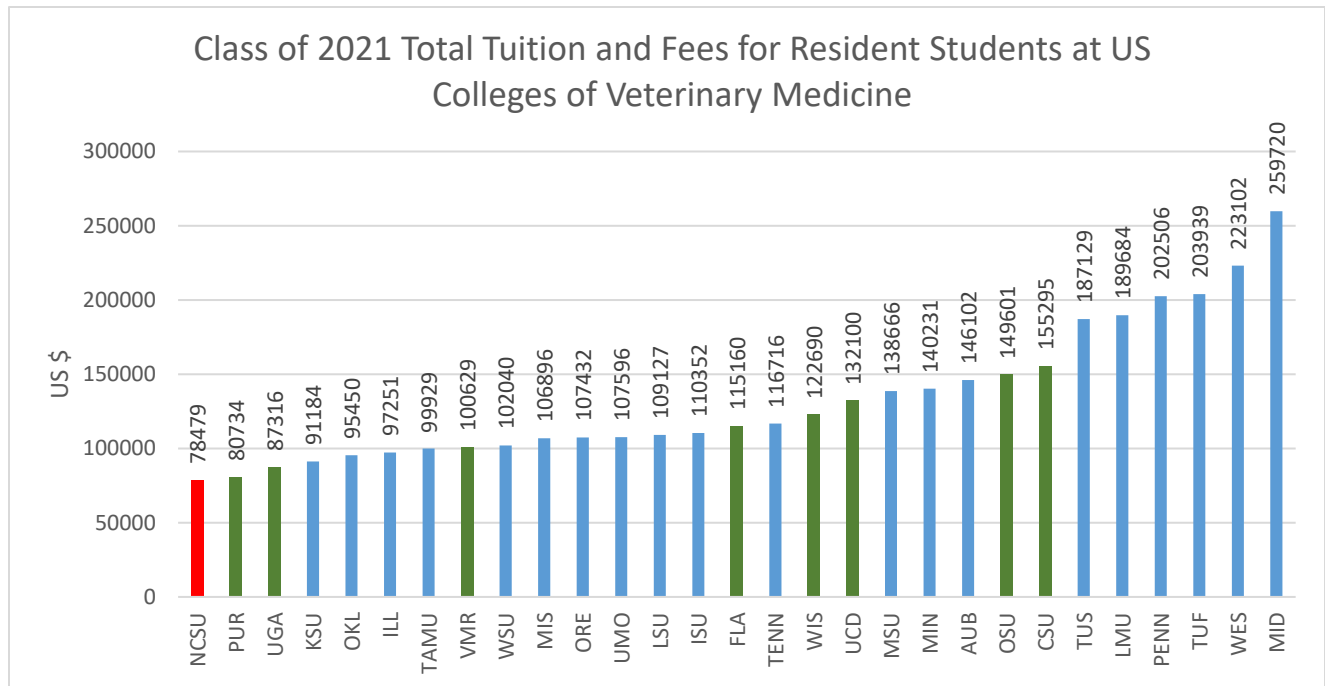


Figure 7: Mean educational debt of all graduates, including those without debt, in the Class of 2020 at US veterinary training programs. Peer and regional land-grant institutions are indicated in green. Source: 2020-2021 AAVMC Comparative Data Report.

G. A plan for the intended use of additional tuition receipts

As described above, the additional tuition receipts will be used to:

- Recruit instructional design staff to support instruction and assessment development
- Recruit technical staff positions to assist in the coordination and delivery of laboratory-based and active learning activities
- Support reallocation of faculty effort and recruit new faculty on a targeted basis to allow for the development, coordination, and delivery of a more integrated curriculum
- Recruit staff to coordinate academic support, resources, and accommodations for students
- Recruit staff for recruitment, mentorship, and advising for students from rural, nontraditional, historically marginalized, and other underrepresented groups
- Recruit full-time faculty and staff positions to assist in coordinating and running the Mobile Hospital as a regular CVM service.
- Add a staff position and support reallocation of faculty time to expand the CVM's formal distributive education models.
- Expand operating funds for academic technology, equipment, renovations, distributive education, and community outreach efforts.

Please see Form A for a detailed budget.



H. Assistanceships or Grant support for Graduate Students

Not applicable



MEMORANDUM

TO: W. Randolph Woodson, Chancellor

FROM: Doneka R. Scott, Vice Chancellor and Dean, DASA, Co-Chair 
Miles Calzini, Student Senate President, Co-Chair 

SUBJECT: Student Fee Review Committee Recommendations for 2023-2024

DATE: October 11, 2022

In accordance with your charge to the Student Fee Review Committee, the committee met to review all student fees and make recommendations regarding the continuation of existing fees and consideration of proposed changes for 2023-2024.

Student Fee Review Committee

Voting Members

Doneka R. Scott, Co-Chair, Vice Chancellor and Dean, Division of Academic and Student Affairs
Miles Calzini, Co-Chair, Student Senate President
Harrison Andrews, Undergraduate Student Representative
Kofi Boone, Professor of Landscape Architecture, College of Design
Deveshwar Hariharan, Graduate Student Representative
McKenzy Heavlin, Student Body President
Jerome Lavelle, Associate Dean for Academic Affairs, College of Engineering
Barbara Moses, Associate Vice Chancellor, Office of Budget and Resource Management
Krista Ringler, Associate Vice Provost and Director, Office of Scholarships & Financial Aid
Paul Williams, Professor of Accounting, Poole College of Management

Non-Voting Members

Adrian Day, *ex-officio* committee member, Vice Provost for Business Operations and Strategic Resource Management
Holly Durham, *ex-officio* committee member, Assistant Vice Chancellor, Finance, DASA
Peter Harries, *ex-officio* committee member, Dean, The Graduate School
Donna McGalliard, *ex-officio* committee member, Interim Associate Vice Chancellor, Division of Academic and Student Affairs; Assistant Vice Chancellor, DASA, and Executive Director, University Housing
Crystal Svetitz, *ex-officio* committee member, Interim Assistant Vice Chancellor, Finance, DASA
Luke Ward, *ex-officio*, Student Senate, Chair of Permanent Committee on Tuition and Fees
Lisa Zapata, *ex-officio* committee member, Senior Associate Vice Chancellor, DASA

The committee met on September 22, September 28, and October 7.

At its September 22 meeting, following introductions, Barbara Moses provided an overview of the role of the committee, the policy and legislative requirements for setting tuition and fees, and the 2023-24 tuition and fees instructions from the UNC System. She also reviewed the Policy on Student Fees from the UNC Policy Manual, as well as the history of the Campus Security Fee.

Luke McHale then reviewed with the committee the FY2023-24 mandatory fee summary table and the FY 2023-24 mandatory fee 5-year financials table. He said two possible fee requests were anticipated: one for Student Center Programs from the Office of Inclusion, Equity, and Diversity (OIED), and the other related to the Educational Technology Fee (ETF). He also noted that the indebtedness fee of \$23 for the Carmichael Complex was expiring at the end of FY23.

Miles Calzini then reviewed the timeline of the committee's work, noting the dates of committee meetings, Student Senate meetings, and student town halls as well as the legislative process requiring First and Second readings of proposed increases in order to be considered by the Senate for endorsement.

At its meeting on September 28, Barbara Moses reviewed the subject memo "Proposals for 2023-24 Campus-Initiated Tuition and Fee Adjustments" distributed by the UNC System Office. Luke McHale then provided an overview of a Form B Fee Request Form and reviewed the FY2023-24 mandatory fees summary and FY2023-24 mandatory fees 5-year financials table, both of which had been revised to reflect a fee increase request of \$2.54 submitted by the Office of Inclusion, Equity, and Diversity.

Mr. McHale proceeded with an overview of OIED's fee increase form, noting that Lisa LaBarbera-Mascote, a director from OIED Administration, was present to answer committee questions. He reported a fee increase request of \$2.54 by OIED to defray the impacts of inflationary costs incurred from FY20 to date as well as informed the committee that no fee increase for the Educational Technology Fee would be forthcoming.

Miles Calzini reminded the committee that there would be town halls for students on Monday, October 3, 2022, and Wednesday, October 5, 2022, after which the Student Senate would consider OIED's proposal on Second Reading.

At its meeting on October 7, Miles Calzini reported on the Fee Review Town Halls at which one request for a fee increase of \$2.54 from OIED was presented. He said there were five to six students present at the October 3, 2022, town hall. A second town hall was held on October 5, 2022, immediately preceding the meeting of the Student Senate. There were 50 student senators present along with 30 to 40 members of the student body, including graduate students and graduate student union representatives. At its meeting following the town hall, the Student Senate considered the fee increase requested by OIED on Second Reading; he reported a vote of 25-21 in favor of recommending the fee increase as requested by OIED.

The committee then 1) voted to approve all units with non-fee increase/decrease requests; 2) voted to approve the Student Center Programs fee increase request of \$2.54 by the Office of Inclusion, Diversity, and Equity (OIED); and 3) voted to approve expiration of the \$23 fee for the Carmichael Complex. All votes passed unanimously.

The final recommendations for fees for 2023-2024 would result in an overall decrease in fees of \$20.46 (Table 1) due to the expiration of the Carmichael Complex indebtedness fee (\$23) and approval of a fee increase (\$2.54) for Student Center Programs for OIED. Total mandatory student fees for undergraduates would be \$2572.79 under this proposed fee schedule.

Student Involvement in Tuition and Fee Setting Process

Campus Name: North Carolina State University

Date: October 17, 2022

Campus Administrator Name: Doneka R. Scott

Campus Administrator Title: Vice Chancellor and Dean

Campus Administrator Signature: 

Student Body President Name: McKenzy Heavlin

Student Body President Signature: 

Collaboration

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

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

Transparency

- ☒ Utilization of social media to reach out to students.
- ☒ Utilization of university listserv(s) and website.

Timeliness

- ☒ Process initiated and completed consistent with the UNC Policy. (September 1st through December 1st)

Accountability

- ☒ Inclusion of student involvement form in the institution's tuition and fee request packet submitted to the UNC System Office.

Additional Information:

North Carolina State University

10/14/22

Academic Year 2023-24 Proposed Student Fees

Student Fees Summary

Description of Fee		2019-20	2020-21	2021-22	2022-23	incr/decr	2023-24
Student Fees - Academic Year							
Student Activity Fees							
1	Union Activity Board	\$ 19.63	\$ 19.63	\$ 19.63	\$ 19.63	-	\$ 19.63
2	Student Publications/Media	27.25	26.25	26.25	26.25	-	26.25
3	Student Government	15.50	14.20	14.20	14.20	-	14.20
4	Student Legal Services	16.50	17.50	17.50	17.50	-	17.50
5	School (Student Association)*	5.00	5.00	5.00	5.00	-	5.00
6	Student Center Operations	132.39	132.39	132.39	158.39	-	158.39
7	Student Center Repairs and Renovations	47.80	47.80	47.80	47.80	-	47.80
8	Student Center Programming	241.40	242.70	242.70	238.70	-	238.70
9	Sustainability	5.00	5.00	5.00	5.00	-	5.00
10	University Wellness and Recreation	168.85	168.85	168.85	175.50	-	175.50
Total Student Activity Fees		679.32	679.32	679.32	707.97	-	707.97
11	Association of Student Governments	1.00	1.00	1.00	1.00	-	1.00
12	Campus Security Fee	30.00	30.00	60.00	60.00	-	60.00
13	Intercollegiate Athletics	232.00	232.00	232.00	232.00	-	232.00
14	Student Health Service	407.00	407.00	445.00	445.00	-	445.00
15	Educational & Technology Fee	439.28	439.28	439.28	439.28	-	439.28
16	Transit Operations (Bus Service)	205.00	205.00	205.00	209.00	-	209.00
Indebtedness Fees**							
17	Thompson Hall - Indebtedness (expires FY2021)	38.00	38.00	-	-	-	-
18	Student Health Service - Expansion (expires FY2022)	35.00	35.00	35.00	-	-	-
20	Carmichael Complex - Indebtedness (expires FY2023)	23.00	23.00	23.00	23.00	(23.00)	-
19	Intercollegiate Athletics - Indebtedness (exp FY2027)	96.00	96.00	96.00	96.00	-	96.00
22	Carmichael Complex - Expansion (expires FY2027)	27.50	27.50	27.50	27.50	-	27.50
21	Student Center - Expansion (expires FY2036)	260.00	260.00	260.00	260.00	-	260.00
23	Carmichael Complex - Addition and Renov (FY2046)	92.50	92.50	92.50	92.50	-	92.50
Total Indebtedness Fees		572.00	572.00	534.00	499.00	(23.00)	476.00
Fees subject to the 3% Cap		2,360.60	2,360.60	2,390.60	2,384.25	(23.00)	2,361.25
Increase Requests as % of prior year base						-0.96%	
3% of base year fees		70.82	70.82	71.72	71.53		70.84
Requested amount under/(over) cap						94.53	
Total Student Fees - Undergraduate		2,565.60	2,565.60	2,595.60	2,593.25	(23.00)	2,570.25
Percent Increase						-0.89%	
24	Graduate Student Fee*	12.00	12.00	12.00	12.00	-	12.00
Total Student Fees - Graduate		2,577.60	2,577.60	2,607.60	2,605.25	(23.00)	2,582.25
Percent Increase						-0.88%	

North Carolina State University

10/14/22

Academic Year 2023-24 Proposed Student Fees

Student Fees Summary

						incr/decr	
Description of Fee		2019-20	2020-21	2021-22	2022-23		2023-24
Engineering Major							
25	COE Program Graduate and Undergrad. Enhancement	1,500.00	1,500.00	1,500.00	1,500.00	-	1,500.00
Total Undergraduate Fees - Engineering Major		4,065.60	4,065.60	4,095.60	4,093.25	(23.00)	4,070.25
Total Graduate Fees - Engineering Major		4,077.60	4,077.60	4,107.60	4,105.25	(23.00)	4,082.25
Professional Golf Management Major							
26	Professional Golf Management Fee	700.00	700.00	700.00	700.00	-	700.00
Total Undergraduate Fees - PGM Major		3,265.60	3,265.60	3,295.60	3,293.25	(23.00)	3,270.25
Application Fees for Admission to NC State							
27	Undergraduate Student Application Fee - Domestic	85.00	85.00	85.00	85.00	-	85.00
28	Undergraduate Student Application Fee - International	100.00	100.00	100.00	100.00	-	100.00
29	Graduate Student Application Fee - Domestic	85.00	85.00	85.00	85.00	-	85.00
30	Graduate Student Application Fee - International	95.00	95.00	95.00	95.00	-	95.00
31	Non Degree Studies Application Fee	40.00	40.00	40.00	40.00	-	40.00

* 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

Chancellor

Chair, Board of Trustees

North Carolina State University
Academic Year 2023-24 Proposed Student Fees

		FY 2023-24 Requested Amount	Description of Fee
<u>Mandatory Fee</u>			
University Activity Board	\$	19.63	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.
Student Publications/Media	\$	26.25	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 "The Window" (a literary magazine).
Student Government	\$	14.20	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.
Student Legal Services	\$	17.50	This fee funds the student legal services program which offers legal services to all students.
School (Student Association)*			
Undergraduates	\$	5.00	This fee is used by the student body to support student activities of each of the various schools.
Graduates	\$	17.00	This fee is used by the graduate student association to support graduate student activities.
Student Center Operations Total	\$	156.39	This fee supports the maintenance and operations of the Student Center facilities,
Student Center Repairs and Renovations Total	\$	47.80	This fee is used to maintain and upgrade the Talley Student Center, Price Music Center, Witherspoon Student Center and Thompson Theater.
Student Center Programming Total	\$	240.70	This fee supports programming for the Student Centers and the Office of Institutional Equity and Diversity.
Sustainability	\$	5.00	This fee will be used to promote sustainability and green ambassador efforts
University Wellness and Recreation	\$	175.50	This fee is used to defray the cost of operating and maintaining the intramural recreational sports program and other physical education programs.
Association of Student Governments	\$	1.00	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.
Campus Security Fee	\$	60.00	Fee initiated by UNC Board of Governors for all campuses to help meet security initiatives.
Intercollegiate Athletics	\$	232.00	This fee is used in partial support of intercollegiate athletic programs.
Student Health Service	\$	445.00	This fee is used by the University Health Center to offer medical and counseling services to students.
Educational & Technology Fee	\$	439.28	This academic fee is used by colleges and schools to equip and operate computing and scientific laboratories which supplement classroom instruction.
Transit Operations (Bus Service)	\$	209.00	This fee partially funds the campus transit system.
Indebtedness Fees			
Thompson Hall - Indebtedness (expires FY2021)	\$	-	This fee is pledged to support renovation for the Thompson Theatre Building.
Student Health Service - Expansion (expires FY2022)	\$	-	This fee is pledged to support an addition for the Student Health Services Building.
Carmichael Complex - Indebtedness (expires FY2023)	\$	-	This fee is pledged to support repairs and renovations of outdated equipment and facilities at Carmichael Complex
Intercollegiate Athletics - Indebtedness (expires FY2027)	\$	96.00	This fee is pledged to the Department of Athletics in support of facility improvements, renovations, repairs and maintenance.
Carmichael Complex - Expansion (expires FY2027)	\$	27.50	This fee is pledged to support the Locker Room Renovation and Fitness Center Expansion
Student Center - Expansion (expires FY2036)	\$	260.00	This fee is pledged to support the renovation of the Student Center Buildings.
Carmichael Complex - Addition and Renovation (expires FY2046)	\$	92.50	This fee is pledged to support an addition of space with a renovation .to the Carmichael Complex
Total Required Student Fees			
Undergraduate	\$	2,570.25	
Graduate	\$	2,582.25	
<u>Major Specific Fees</u>			
COE Program Graduate and Undergraduate Enhancement Fee	\$	1,500.00	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.
Professional Golf Management Fee	\$	700.00	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.
<u>Application Fees</u>			
Undergraduate Student Application Fee - Domestic	\$	85.00	This fee is used to support costs necessary in the application process.
Undergraduate Student Application Fee - International	\$	100.00	This fee is used to support costs necessary in the application process.
Graduate Student Application Fee - Domestic	\$	85.00	This fee is used to support costs necessary in the application process.
Graduate Student Application Fee - International	\$	95.00	This fee is used to support costs necessary in the application process.
Non Degree Studies Application Fee	\$	40.00	This fee is used to support costs necessary in the application process.

FEE REQUEST FORM

NCSU

Carmichael Complex - Debt Service Fee

2023-24

	Prior Years		2023-24	
	2021-22 Fee	2022-23 Fee	Requested Change	Proposed 2023-24 Fee
Estimated Student FTE Applicable to Fee - 2022-23	30,500			
	\$23.00	\$23.00	-\$23.00	\$0.00
			Projected 2023-24	
	Actual 2021-22	Projected 2022-23	With Change	Without Change
Beginning Fund Balance	-	-	-	-
Revenues:				
Fee Revenues	694,945	701,500	-	719,900
Other Revenues	-	-	-	-
Total Revenues	694,945	701,500	-	719,900
Expenditures:				
Salaries & Wages	-	-	-	-
Staff Benefits	-	-	-	-
Supplies/Materials/Equip.	-	-	-	-
Services	-	-	-	-
Scholarships & Fellowships	-	-	-	-
Debt Service	694,945	701,500	-	-
Utilities	-	-	-	-
Other Expenses	-	-	-	-
Total Expenditures	694,945	701,500	-	-
Net Transfers	-	-	-	-
Ending Fund Balance	-	-	-	719,900
FTE (associated with fee)	0.00	0.00	0.00	0.00

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)

The existing debt service fee of \$23 for the Carmichael Complex debt is scheduled to expire (i.e. debt balance paid off) in FY 2022-23. As a result, the debt service fee is scheduled to decrease by -\$23 per year for FY 2023-24.

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

North Carolina State University
University Dining Plans
Academic Year 2023-24

Attachment B
10/11/2022

	FY 2022-23			FY 2023-24			Change Amounts						
	Semester	Annual		Semester	Annual		Semester	Annual	Percent				
Meal Plans													
Freshman Requirement (CORE)													
Flex unlimited dining hall meals + 500 points	\$	2,385	\$	4,770	\$	2,575	\$	5,150	\$	190	\$	380	7.97%
Flex unlimited dining hall meals + 800 points	\$	2,635	\$	5,270	\$	2,800	\$	5,600	\$	165	\$	330	6.26%
Returning Students													
Block 40 swipes + \$700 Dining Dollars		n/a		n/a	\$	1,150	\$	2,300		new		new	new
Block 60 swipes + \$850 Dining Dollars		n/a		n/a	\$	1,495	\$	2,990		new		new	new
Block 80 swipes + \$600 Dining Dollars	\$	1,410	\$	2,820		n/a		n/a		n/a		n/a	n/a
Block 80 swipes + \$1,200 Dining Dollars		n/a		n/a	\$	1,980	\$	3,960		new		new	new
Block 120 swipes + \$500 Dining Dollars	\$	1,715	\$	3,430	\$	1,715	\$	3,430	\$	-	\$	-	0.00%

Dining Dollars

Commuter / Apartment Plan (Per Semester)	\$	850	\$	1,700	\$	850	\$	1,700	\$	-	\$	-	0.00%
--	----	-----	----	-------	----	-----	----	-------	----	---	----	---	-------

Notes:

- Greek Freshman - must maintain a minimum of a Commuter Plan.
- Additional Points can be added throughout the semester in 100 and 200 point increments.

Athletics Meal Plans

Block 50 swipes + 300 points	\$	835	\$	1,670	\$	870	\$	1,740	\$	35	\$	70	4.19%
Block 80 swipes + 200 points	\$	1,050	\$	2,100	\$	1,100	\$	2,200	\$	50	\$	100	4.76%
Block 120 swipes + 200 points	\$	1,425	\$	2,850	\$	1,525	\$	3,050	\$	100	\$	200	7.02%
Block 150 swipes +200 points	\$	1,775	\$	3,550	\$	1,850	\$	3,700	\$	75	\$	150	4.23%

Weighted Avg. Increase FY24 Fall/Spring (All Plans): 4.5%
(Note: new plans are treated as a 0% increase)

Notes:

- Athletic Freshman assigned to on campus apartments must select a minimum of a Block 80 swipes + 200 points plan.
- Athletes are eligible for all plans, please consult with coach before signing up for the meal plan.
- Training Table can be used for any meal plans.


	<u>FY 2022-23</u>
	<u>Summer</u>
Summer Session (per session)	
12 swipes per week + \$50 Dining Dollars	\$ 560
Block 20 swipes + \$140 Dining Dollars	n/a
Block 30 swipes + \$200 Dining Dollars	n/a
Block 40 swipes + \$200 Dining Dollars	n/a
Block 40 swipes + \$50 Dining Dollars	\$ 440
Summer Commuter / Apartment Plan \$250	n/a
Summer Commuter / Apartment Plan \$300	\$ 300

<u>FY 2023-24</u>
<u>Summer</u>
n/a
\$ 360
\$ 515
\$ 610
n/a
\$ 250
n/a

<u>Summer Amt</u>	<u>Summer %</u>
<u>Change</u>	<u>Change</u>
n/a	n/a
new	new
new	new
new	new
n/a	n/a
new	new
n/a	n/a

Notes:

- Based on student meal plan feedback, Dining converted from meal equivalency to declining point balances starting in FY 2022-23.
- Dining is moving away from meals being restricted to meal periods, and is creating more flexibility by converting to points that can be spent in any increment or time of day, anywhere in dining including vending and c-stores (excluding catering).
- Fall semester points roll over to 2nd semester and expire at the end of spring semester.
- Block swipes expire at end of each semester.


Chancellor

OCT. 19, 2022
Date

NC State University
Division of Academic and Student Affairs
University Housing Rental Rates
Academic Year 2023-24

Attachment C
10/11/2022

Residence Halls	# of Beds	FY 2022-23	
		Fall/Spring	Summer
Double Residence Halls	6,272	\$ 3,400	\$ 750
Double - E.S. King Village (1 BR Apt)	72	\$ 3,700	\$ 825
Single Residence Halls	141	\$ 3,800	\$ 1,000
Subtotal Bed Count		6,485	

FY 2023-24	
Fall/Spring	Summer
\$ 3,525	\$ 780
\$ 3,825	\$ 860
\$ 3,950	\$ 1,050
Weighted Avg. Rate Increase	

Rate Change: Fall/Spring	
\$ Increase	% Increase
\$ 125	3.68%
\$ 125	3.38%
\$ 150	3.95%
3.68%	

Rate Change: Summer	
\$ Increase	% Increase
\$ 30	4.00%
\$ 35	4.24%
\$ 50	5.00%
4.03%	

On-Campus Apartments	# of Beds	FY 2022-23	
		Fall/Spring	Summer
Wolf Ridge/Village 4BR	2,194	\$ 4,000	\$ 890
Wolf Ridge 2BR/3BR	67	\$ 4,000	\$ 1,080
Wolf Ridge/Village Studio or 1BR	64	\$ 4,500	\$ 1,125
Coastal Quarters 2 BR	36	\$ 3,500	\$ 750
Coastal Quarters 1 BR	7	\$ 3,900	\$ 800
Subtotal Bed Count		2,368	

FY 2023-24	
Fall/Spring	Summer
\$ 4,150	\$ 1,000
\$ 4,150	\$ 1,000
\$ 4,650	\$ 1,200
\$ 3,650	\$ 775
\$ 3,900	\$ 825
Weighted Avg. Rate Increase	

Rate Change: Fall/Spring	
\$ Increase	% Increase
\$ 150	3.75%
\$ 150	3.75%
\$ 150	3.33%
\$ 150	4.29%
\$ -	0.00%
3.73%	

Rate Change: Summer	
\$ Increase	% Increase
\$ 110	12.36%
\$ (80)	-7.41%
\$ 75	6.67%
\$ 25	3.33%
\$ 25	3.13%
11.36%	

Perimeter Apartments	# of Beds	FY 2022-23	
		Fall/Spring	Summer
E.S. King Village Studio	110	\$ 3,500	\$ 1,110
Western Manor Studio	34	\$ 3,700	\$ 1,225
E.S. King Village 1 BR	64	\$ 3,875	\$ 1,250
Western Manor 1 BR	62	\$ 4,200	\$ 1,400
E.S. King Village 2 BR	32	\$ 4,400	\$ 1,450
Western Manor 2BR	18	\$ 4,800	\$ 1,600
Subtotal Bed Count		320	

FY 2023-24	
Fall/Spring	Summer
\$ 3,625	\$ 1,150
\$ 3,700	\$ 1,275
\$ 4,050	\$ 1,285
\$ 4,200	\$ 1,400
\$ 4,575	\$ 1,500
\$ 4,800	\$ 1,600
Weighted Avg. Rate Increase	

Rate Change: Fall/Spring	
\$ Increase	% Increase
\$ 125	3.57%
\$ -	0.00%
\$ 175	4.52%
\$ -	0.00%
\$ 175	3.98%
\$ -	0.00%
2.45%	

Rate Change: Summer	
\$ Increase	% Increase
\$ 40	3.60%
\$ 50	4.08%
\$ 35	2.80%
\$ -	0.00%
\$ 50	3.45%
\$ -	0.00%
2.45%	

Other Charges	FY 2022-23	
	Fall/Spring	Summer
Furniture Rental (E.S. King Only)	\$ 180	\$ 60
Streaming/Cable	\$ 48	\$ 24

FY 2023-24	
Fall/Spring	Summer
\$ 180	\$ 60
\$ 48	\$ 24

Rate Change: Fall/Spring	
\$ Increase	% Increase
\$ -	0.00%
\$ -	0.00%

Rate Change: Summer	
\$ Increase	% Increase
\$ -	0.00%
\$ -	0.00%

Weighted Average Rate Increase FY24 (Fall/Spring): 3.65%
Total Bed Count FY24: 9,173

FY 2022-23	
Greek Village: New Lease Model	
	Fall/Spring
House 2 (common area rent + 40 double bed rates)	\$ 153,400
House 3 (common area rent + 40 double bed rates)	\$ 111,800
House 4 (common area rent + 40 double bed rates)	\$ 150,800
House 15 (common area rent + 8 double bed rates)	\$ 31,200
House 16 (common area rent + 30 double + 10 single bed rates)	\$ 164,320
Chapter Commons (New Construction - three units with common area rent + 20 double + 5 single bed rates each)	n/a
Laundry	\$ 35

FY 2023-24	
Fall/Spring	
\$ 159,536	
\$ 116,272	
\$ 156,832	
\$ 32,448	
\$ 170,893	
\$ 113,500	
\$ 50	

Rate Change: Fall/Spring	
\$ Increase	% Increase
\$ 6,136	4.00%
\$ 4,472	4.00%
\$ 6,032	4.00%
\$ 1,248	4.00%
\$ 6,573	4.00%
new	new
\$ 15	42.86%

FY 2022-23	
Greek Village : Bed Rates	
	Fall/Spring Summer
Greek Village Apartments 4, 3, 2 Bedroom	n/a n/a
Greek Village Townhomes Six 5-15 Bedroom Units	n/a n/a

FY 2023-24	
Fall/Spring Summer	
\$ 4,275	\$ 1,425
\$ 4,000	\$ -

Rate Change: Fall/Spring	
\$ Increase	% Increase
new	new
new	new


Rate Change: Summer	
\$ Increase	% Increase
new	new
new	new

FY 2022-23	
Greek Village : Other Charges	
	Fall/Spring Summer
Meal Plan	n/a n/a

FY 2023-24	
Fall/Spring Summer	
\$ 1,805	\$ -

Rate Change: Fall/Spring	
\$ Increase	% Increase
new	new

Rate Change: Summer	
\$ Increase	% Increase
new	new


Chancellor

OCT. 19, 2022
Date

**Board of Visitors
Report to Board of Trustees
November 4, 2022**

Good morning Trustees, I am Jim Hansen, Chair of NC State's Board of Visitors. Unfortunately, I am unable to be with you today.

The Board of Visitors met in person on Friday, October 7, 2022, for its regular biannual meeting.

Chair of the Board of Trustees Stan Kelly acknowledged the glowing four-year Comprehensive Performance Review that Chancellor Woodson received this spring. In addition, he provided highlights of the work which has been done by the Board of Trustees since our group last met in March.

Chancellor Woodson introduced and welcomed the seven new Board of Visitors members: Bhavana Bartholf, Chief Analytics and Innovation Officer for Bank of America; Matt Hong, former Chief Operating Officer of Turner Sports; Amber Moshakos, president of LM Restaurants LLC; Matthew Scott, District Attorney for Robeson County; Kamala Subramaniam, the Google Engineering Site Lead for Durham's Google Cloud operation; Erik Troan, co-founder and Chief Technology Officer for Pendo; and Michael Youngblood, the founder of Hire Scene. He then shared news regarding the appointment of two new Deans since our last meeting and the current searches for three additional Deans. Lastly, Chancellor Woodson discussed recent NC State rankings and faculty successes.

The Board received an enrollment update from Don Hunt, Senior Vice Provost for Enrollment Management and Services. Rob Dunn, Senior Vice Provost for University Interdisciplinary Programs, then provided a report on the work to facilitate interdisciplinary connections to solve real-world problems that's being tackled within the newly established NC State academies.

We were honored to have alumnus Senator Jim Perry join us to give the Board an update on the state legislature. Senator Perry recapped the prior legislative session and provided a preview of the fiscal landscape for our state moving forward.

Paige Harris presented to the Board on Wolfpack Women in Philanthropy. She highlighted their efforts to create an engaged group of women committed to NC State through leadership, philanthropy, and influence.

Athletics Director Boo Corrigan addressed the Board and introduced the group to NC State's Women's Basketball Coach, Wes Moore. Coach Moore shared details of the team's championship accomplishments, the challenges that athletes face, as well as the opportunities they have going forward.

Thank you Mr. Chair, this concludes my report.



NC State Student Government

**Board of Trustees
November Report**

RALEIGH MAYORAL CANDIDATE FORUMS

- Welcomed Mary-Ann Baldwin, DaQuanta Copeland, and Dr. Terrance Ruth to meet and answer student questions
- Hosted US Senate Debate Watch Party



SG WORKING GROUPS



Alex Whitehead

*Senior
Political Science*

Chair, Student Engagement

Goal: Review and provide feedback on how SG engages with students



Allison Markert

*Sophomore
Natural Resources*

Chair, Title IX

Goal: Review Federal Title IX policies and propose actions steps for SG



Chazzlyn Jackson

*PhD Student
Sociology*

Chair, Mental Health Intervention

Goal: Research best practices surrounding suicide prevention to inform our future advocacy

STUDENT SENATE and TREASURY

Recent & Upcoming Legislation

- R 42 – The Graduate Student Bill of Rights Support Act
- R 43 – Documented Dreamers Act
- R 58 – Campus Suicide Prevention and Response Act

Working to focus and guide Student Senate discussion surrounding campus initiatives to provide constructive student feedback

Treasury recently launched the Open Treasury Initiative

- Aims to increase transparency and accountability between Student Government and students with how allocate and use our student fees

Financial Transparency

Financial transparency is at the heart of Student Government. To the extent allowed by State and Federal law, all of our financial records are publicly accessible online. Accessibility of our financial records is important to us and that is why every available receipt for every transaction made with Student Government Funds is kept in an [online public database](#).

All of our transactions for each fiscal year is tracked via the [Student Government Balance Sheet](#). This spreadsheet shows the expenses and revenues for each Line Item and links to receipts for each transaction. The [Division of Fiscal Services](#) ensures the proper documentation and recording of expenditures from the Student Government Budget.

Receipts Database

An ongoing project by the Treasury Branch, we are making digital copies of all available receipts and financial records. We hope these digital documents will provide important context and history when analyzing Student Government spending.

Coming soon.

EXPLORE OUR FINANCIAL DOCUMENTS

[Fiscal Services Google Drive](#)

FY 2023 Balance Sheet

Student Government operates on the same fiscal year as NC State University and the State of North Carolina. Fiscal Year 2023 runs from July 1, 2022 through June 30, 2023. →

Balance Sheet Receipts

Every receipt for each transaction made with Student Government Funds during FY 2022 is kept in our online public database. →

FY 2023 Budget

Read the approved Fiscal Year 2023 Student Government Budget. This budget will take effect on July 1, 2022 and run through June 30, 2023. →

THREE KEY POINTS for TRUSTEES

1. Conversations around wellbeing, mental health, and resources are occurring across campus
1. Student Government is helping to educate and guide conversations with all students
1. Exploring ways to continue conversations with other key stakeholders for the remainder of the year



Questions?

McKenzy Heavlin, Student Body President
sbp@ncsu.edu