



# The University of North Carolina

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**KIMREY W. RHINEHARDT, VICE PRESIDENT FOR FEDERAL RELATIONS**

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Wednesday, August 31, 2011

Chairman Roseman and the Board of Governors:

The Public Affairs Committee will meet on Thursday, September 8 at 11:00 am.

The UNC SERVES report (attached) will be referenced at this meeting. While the report is best printed in color, we hope that the black and white version provides sufficient context for the discussion next week. I am happy to email you the report so that you may have the benefit of seeing the charts and graphs in color.

The campuses are looking forward to sharing additional information on their military partnerships and programs with you.

Sincerely,

Kimrey Rhinehardt

Appalachian State  
University

East Carolina  
University

Elizabeth City  
State University

Fayetteville State  
University

North Carolina  
Agricultural and  
Technical State  
University

North Carolina  
Central University

North Carolina  
School of  
the Arts

North Carolina  
State University  
at Raleigh

University of  
North Carolina  
at Asheville

University of  
North Carolina  
at Chapel Hill

University of  
North Carolina  
at Charlotte

University of  
North Carolina  
at Greensboro

University of  
North Carolina  
at Pembroke

University of  
North Carolina  
at Wilmington

Western Carolina  
University

Winston-Salem  
State University

An Equal Opportunity/  
Affirmative Action  
Employer



UNC

Systemwide  
Evaluation &  
Recommendation for  
Veterans  
Education &  
Services



April 2011

Report to the  
President

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# UNC SERVES

## April 2011 Report to the President

Our nation has a tradition of offering education benefits to its veterans. In the 1940s, the first “G.I. Bill” was transformative for the 7.8 million veterans that used the benefit. For every dollar invested in veterans, seven dollars was generated.

Veterans earn better grades and have a 75 percent graduation rate. With the exception of white males, veterans in all other race and gender groups earn more money than their non-veteran counterparts. Veterans start more small businesses. In general, Veterans outperform non-Veterans.

The first G.I. Bill sparked economic growth and expansion for a whole generation of Americans; a more robust G.I. bill holds the same potential for today’s economy. This could not be truer than for North Carolina. To realize this potential our state must actively support military-affiliated students in its systems of public higher education. We want these students to choose a UNC education and we want them to live and work in North Carolina. The UNC SERVES Working Group believes that educating service members yields a high return on investment for North Carolina and the nation. And, in doing so the University makes a significant down payment on the promise of UNC Tomorrow to be more demand-driven, relevant and responsive to the needs of North Carolina.

The *UNC SERVES Report to the President* is a recommendation for first steps toward fulfilling the promise of UNC Tomorrow for North Carolina’s military family. And, in light of the next Base Realignment and Closure process scheduled for 2015, we want to continue to demonstrate why North Carolina should receive continued military investment. While this report does not recommend all that *can be done* to improve access, retention and graduation rates for military-affiliated students at UNC, the UNC SERVES Working Group believes that this report recommends that which *can be reasonably tackled and achieved* at this time.

The UNC SERVES Working Group intends for this document to represent a “stake in the ground” to reaffirm the University’s commitment to North Carolina’s military. To borrow a phrase from Uncle Sam – we want you in the University of North Carolina.

### Goal

Improve  
access,  
retention and  
graduation  
rates for  
active-duty  
service  
members,  
Veterans,  
and their  
families at  
UNC  
institutions.

## ★ ★ ★ ★ ★ ★ ★ ★ Working Group Members ★ ★ ★ ★ ★ ★ ★ ★

Ann Marie Beall (UNC-Wilmington), Chair  
 Dr. Thomas Conway (Fayetteville State University), Chair  
 Dr. Steve Duncan (East Carolina University), Chair

### **Committee I: Access** (Ann Marie Beall, Chair)

*Goal: Assist and encourage qualified military-affiliated students to identify and enroll in UNC programs best suited to meet their educational needs.*

Admissions, Financial Aid, Enrollment, Residency, Orientation, Marketing, Recruitment, Communication, Institutional Reporting, Yellow Ribbon Program, Transfer of General Ed Credit, Compulsory Separation, Transfer Articulation, Ft. Bragg "One-Stop Center"

Ann Marie Beall	UNC-Wilmington, Admissions
Dr. Susan McCracken	Appalachian State University, External Affairs
Dr. Scott Jenkins	North Carolina A&T State University, Institutional Research
Steve Farmer	UNC-Chapel Hill, Admissions
Norma Houston	UNC-Chapel Hill, Faculty, School of Government
Shannon Miles	UNC-Wilmington, Financial Aid
Chuck Gross	Western Carolina University, Military Programs
Dr. Bruce Mallette	UNC General Administration, Academic and Student Affairs
Gilberto Alvarado	Fayetteville State University, UNC One Stop Center

### **Committee II: Academic Services** (Thomas Conway, Chair)

*Goal: Ensure an academically rigorous learning experience for military-affiliated students & veterans that is relevant, attractive, and convenient.*

Transition, Academic Counseling, Degree Relevancy, Communication, Adaptable Course Offerings, Distance Education, Transfer of Departmental Credit, Separation & Readmission, Base Education Centers

Dr. Thomas Conway	Fayetteville State University, Chief of Staff
Clayton Sessoms	East Carolina University, Continuing Studies
Dr. Vivian Mott	East Carolina University, Chair, Counselor and Adult Education
Dr. Lou Riggans	Fayetteville State University, Faculty and Transfer and Advisement
Dr. Tracey Ford	North Carolina A&T State University, Advising
Dr. Roger Lowery	UNC-Wilmington, Chair, Dept. Public and International Studies
Dr. Remonda Kleinberg	UNC-Wilmington, Faculty
Dr. Sandie Gravett	UNC Faculty Assembly, Chair
Dr. Richard C. Kearney	North Carolina State University, Faculty
Dr. Jim Sadler	UNC General Administration, Academic Planning
Ryan Beck	UNC General Administration, Military Affairs

### **Committee III: Support Services and Outreach** (Jose Picart, Chair)

*Goal: Provide a coordinated system of support services to enhance military-affiliated student success. Establish a campus environment that values and appreciates military-affiliated students.*

Veteran Student Life, Disability Services, Health and Wellness, Communication, Community Engagement, Veterans Administration Relations, ROTC Engagement, Campus Engagement

Dr. Jose Picart	North Carolina State University, Diversity and Inclusion
Mary Chakales	UNC-Asheville, Student Affairs
Dr. David Spano	UNC-Charlotte, Counseling Center
Mary Helen Walker	UNC-Pembroke, Disability Services
Matt Goers (Student)	UNC-Wilmington, Student Veterans Organization
Amy Hector	UNC-Wilmington, Student Affairs
Dr. Joe Wescott	North Carolina State Approving Agency
Logan Cason	UNC-Charlotte, Veteran Student Outreach
Aubrey Swett	UNC-Pembroke, Community and Civic Engagement
Dr. Karrie Dixon	UNC General Administration, Academic and Student Affairs
Craig Kabatchnick	North Carolina Central University, Faculty, School of Law
Joshua Green	UNC-Greensboro, Student Affairs

### **Committee IV: Strategic Planning** (Ron Lingle and Beth Barton, Chairs)

*Goal: To fulfill the promise of UNC Tomorrow for North Carolina's Military Family through effective Military Relations to positively impact the North Carolina Military Family and the State of North Carolina.*

Military Relations, "UNC Online," Marketing, Institutional Planning, Communication, Community College Collaboration, Statutory Changes, Independent College & University Collaboration

Dr. Ron Lingle	Coastal Carolina Community College, President
Dr. Beth Barton	UNC-Wilmington, Military Liaison
Dr. Steve Duncan	East Carolina University, Military Liaison
LTC Ken Ratashak	North Carolina State University, Professor of Military Science
Holly Danford	North Carolina State University, Veterans Certifying Official
Erin Schuettepelz	UNC-Chapel Hill, State Relations and Communications
Mike Tarrant	UNC-Greensboro, State and Federal Relations
Dan Lewandowski	UNC General Administration
Kimrey Rhinehardt	UNC General Administration, Federal Relations
Ethan Elliot (Student)	North Carolina State University, Student

### **Staff to the Working Group**

Kimrey Rhinehardt, Vice President for Federal Relations, UNC General Administration  
Ryan Beck, Advisor for Military Affairs, UNC General Administration

## ★★★★★★★The Charge★★★★★★★

### Questions for the UNC SERVES Working Group:

- How are UNC institutions currently serving active service members, student veterans and their families (military-affiliated students)?
- What are the accepted best practices for serving these students?
- What can the University reasonably do to improve access, retention and graduation of these students?
- What are metrics of success for the University in serving these students?

### Charge to the UNC SERVES Working Group:

Report and Recommend to the President of the University:

- Evaluation of current state of active duty military and veteran affairs on UNC institutions
- Institutional, systemwide, and state/federal statutory policy changes, regulations and/or guidelines to improve access, retention and the graduation of active duty military and veterans on UNC institutions
- Institutional and systemwide best practices to improve access, retention and the graduation of active duty military and veterans on UNC institutions
- Opportunities for institutional and systemwide improvement

### Factors for UNC SERVES Working Group Recommendations:

- Diversity of institutions, including size, capacity, and number of active duty military and veterans
- Constrained resources – Consider all options but prioritize no cost, low cost recommendations
- Return on investment
- Costs should accompany each recommendation, if possible

### Definition of Military-Affiliated Student:

A military-affiliated student is one who is:

- in Active or Reserve status,
- in Veteran status, or
- a spouse or dependent of a service member in active, Reserve, or Veteran status, and
- in the U.S. Army, U.S. Navy, U.S. Marine Corps, U.S. Air Force, U.S. Coast Guard, Army National Guard, Army Reserve, Marine Forces Reserve, Navy Reserve, Air National Guard, Air Force Reserve, or Coast Guard Reserve.

### Exclusions from UNC SERVES:

- Research policies or practices,
- Pre-deployment training or “reach back” development, and
- Recommendations for specific Academic content or Academic program development.

### The End State:

- Position the University to attract, retain and graduate military-affiliated students.
- Develop a systemwide approach to supporting military-affiliated students and the campuses that serve them.
- Enable campuses to share information, best practices and possible solutions for system-wide issues facing military-affiliated students.

## National Need

For nearly a decade, American men and women have been engaged in wars in Iraq and Afghanistan. Our nation is in an “era of persistent conflict” and our armed forces are serving the American people in various capacities around the world. Institutions of higher education are critical to the military’s strategy to develop, prepare and deploy the leaders required for current and future global conflicts. Active duty service members totaled nearly 1.5 million at the end of January 2011 and, each year approximately one-third of these service members enroll in post-secondary education using Department of Defense Tuition Assistance funds.

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*America can succeed only with leaders who are themselves full-spectrum in their thinking.*

*The military will not be able to train or educate you to have all the right answers – as you might find in a manual – but you should look for those experiences and pursuits in your career that will help you at least ask the right questions.*

*The diversity of experiences and essential adaptability of this generation are crucial to dealing with the complexity of conflict in this century.*

**Robert Gates, Secretary of Defense  
To the Cadets of the United States Military Academy  
(West Point, NY)  
February 25, 2011**

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Veterans are entitled to education benefits.

Veterans who have served since September 11, 2001 have earned additional educational benefits. These benefits are the most comprehensive educational benefits since the “Servicemen’s Readjustment Act of 1944,” also known as the “GI Bill.”

The original GI Bill is said to have produced 50 years of economic prosperity for America. With over 2 million service members having served since 2001, the Post 9/11 GI Bill has the potential to unleash the next “Greatest Generation” and reinvigorate economic prosperity.

Active duty military and veterans are non-traditional students with non-traditional needs and experiences. These students work full-time jobs, often in some of the most remote locations in the world. Veteran students are attempting to integrate themselves into civilian society while simultaneously dealing with serious social and emotional challenges. The University is not immune to these challenges.

Since July 2009, the American Council on Education and the Lumina Foundation issued three major reports on higher education support for service members, veterans and their families. In general, these reports reinforce the need for all institutions of higher education to:

- collect data on these students;
- train faculty and staff about the military population – particularly staff that must process student accounts and financial aid;
- provide disability and mental health services;
- extend consistent transfer of credit guidelines and transparency of the guidelines;
- provide targeted orientation and information sessions for these students; and
- establish a campus-based student veterans group to provide support among peers.

## North Carolina and the Military

In North Carolina, the military is more than just a federal government presence – the soldiers, sailors, Marines, airmen, Coast Guardsmen and their families are part of the North Carolina family. As such, the University endeavors to fulfill the promise of UNC Tomorrow for all North Carolinians and most especially for North Carolina’s military family.



North Carolina has the third largest active duty, National Guard, and Reserve presence in the country where just five states host roughly half of the nation's armed forces. On a per capita basis, North Carolina has the highest percentage of the total active duty, National Guard and Reserve personnel in the country. And, North Carolina's active duty military population continues to grow. The projected economic impact of the military in the state will be nearly \$26.3 Billion in 2013. While these figures are significant, they do not account for economic growth resulting from military-affiliated students seeking a higher education and transitioning to private sector employment, including new small business.

8.2 percent of North Carolinians claim veteran status. According to the American Council on Education, veterans comprise roughly 3.1 percent of undergraduate students on campus. Only four UNC institutions meet this 3.1 percent average with two institutions well exceeding it (Fayetteville State University, 8.4 percent and UNC-Pembroke, 4.6 percent). The University of North Carolina does not track students using military tuition assistance benefits and has no enrollment data on active duty military students. Select data provided by the Camp Lejeune Base Education Office shows that UNC institutions are not enrolling many active duty Marines seeking a higher education using Tuition Assistance (FY 2010 totals as of February 2011):

Individual Institutions of Higher Education	Students	Classes	Tuition Assistance
For Profit Institution - Online	1470	3820	\$2,742,762.50
For Profit Institution - Online	176	481	\$360,375.00
NC Private University	228	726	\$456,601.00
NC Community College	595	1674	\$254,256.61
For Profit Institution - Online	63	191	\$153,500.00
<b>East Carolina University</b>	<b>1</b>	<b>5</b>	<b>\$3,750.00</b>
<b>Fayetteville State University</b>	<b>1</b>	<b>2</b>	<b>\$495.00</b>
For Profit University - Online	64	198	\$139,850.00
For Profit University - Online	57	156	\$126,450.00
Private University – Out of State - Online	68	195	\$145,687.50
NC Private College	1	3	\$2,250.00
<b>North Carolina A&amp;T State University</b>	<b>1</b>	<b>2</b>	<b>\$726.00</b>
<b>North Carolina State University</b>	<b>2</b>	<b>3</b>	<b>\$2,205.00</b>
For Profit University - Online	357	820	\$481,541.30
Private University – Out of State	9	22	\$16,500.00
Public University – Out of State	51	163	\$108,975.00
For Profit Institution - Online	296	885	\$647,400.40
Public University – Out of State	109	268	\$179,174.75
<b>UNC-Chapel Hill</b>	<b>4</b>	<b>5</b>	<b>\$2,430.00</b>
<b>UNC-Wilmington</b>	<b>5</b>	<b>18</b>	<b>\$5,093.83</b>
For Profit Institution - Online	45	105	\$78,720.00

During UNC Tomorrow community listening forums held across the state, the public emphasized the importance of “soft skills” and other critical knowledge and skills for global competitiveness. Interestingly, these skills align with the attributes of service members based in North Carolina. Service members have already developed many of the skills that UNC institutions are trying to cultivate in the traditional student population. Further, greater diversity in the classroom enriches the educational experience of all students particularly when adult students interact with traditional students. The UNC SERVES Working Group believes that educating service members yields a high return on investment for North Carolina and the nation.



\* Clip art licensed from the Clip Art Gallery on [DiscoverySchool.com](http://DiscoverySchool.com)

### UNC Tomorrow Critical Knowledge and Skills for Global Competitiveness

Honesty and Integrity  
Professionalism and Work Ethic  
Critical Thinking and Reasoning  
Ability to Use Technology  
Written Communication  
Innovative Thinking and Creativity  
Teamwork  
Gathering and Organizing Information  
Cultural Awareness and Understanding  
Knowledge of a Foreign Language

### Attributes of a Special Forces Soldier

Intelligence  
Physical Fitness  
Motivation  
Trustworthiness  
Accountability  
Maturity  
Stability  
Judgment  
Decisiveness  
Teamwork  
Influence  
Communications



## The Current State of Affairs

The University of North Carolina has enjoyed lasting partnerships and mutually beneficial relationships with the military. Over the years, the University has educated thousands of military affiliated students. Such educational opportunities include degree attainment at the Bachelors, Masters and Doctoral levels, Reserve Officer Training Corps (ROTC), War College Fellowships, short courses, leader development, pre-deployment and post-deployment workshops, medical training rotations, among others.

UNC institutions actively seek to engage military students and veterans more effectively and on a larger scale. UNC-Wilmington and Coastal Carolina Community College have developed a partnership to serve Marines and other service members in the Onslow County area. The partnership began with the establishment of the UNCW Onslow Extension Program in 1995. UNCW currently offers six undergraduate and five graduate degrees at the Jacksonville/Onslow County program sites and/or online. Fayetteville State University recently launched a new Baccalaureate Program in Intelligence Studies. The program was developed to appeal to soldiers at Ft. Bragg seeking to align their experience and interests with their undergraduate education.

*"East Carolina University, a top military friendly school, has a strong Veterans preference program, exceptional support for deployed employees and also (has) created an acclaimed family readiness program to ease the strains of deployment."*

**Leon Harris,**  
**Presenting the DoD Freedom Award to Chancellor Ballard**  
 ECU was among 15 employers chosen from nearly 2,500 nominations for the award.

In 2010, the University developed a systemwide approach for working with North Carolina's military. Branded as the "UNC Partnership for National Security," the combined effort serves as the overarching theme for UNC system/military partnership activities. UNC system partnerships with the United States Army Special Operations Command (USASOC), the Marine Corps Special Operations Command (MARSOC), the North Carolina National Guard (NCNG), Marine Corps Installations East (MCI-East) and others have provided the UNC General Administration and UNC institutions greater situational awareness of the current educational needs of active duty military personnel. These partnerships, coupled with UNC institutional military-affiliated student "ground truth" prompted a systemwide review of how the University can attract, retain and graduate more military-affiliated students.

## UNC TOMORROW

### 4.1 Our Global Readiness

**Major Finding:** UNC should educate its students to be personally and professionally successful in the 21<sup>st</sup> century and, to do so, should enhance the global competitiveness of its institutions and its graduates.

### 4.2 Our Citizens and Their Future: Access to Higher Education

**Major Finding:** UNC should increase access to higher education for all North Carolinians, particularly for underserved regions, underrepresented populations, and non-traditional students.

### 4.4 Our Communities and Their Economic Transformation

**Major Finding:** UNC should be more actively engaged in enhancing the economic transformation and community development of North Carolina's regions and the state as a whole.

### 4.7 Our University's Outreach and Engagement

**Major Finding:** UNC should become more directly engaged with and connected to the people of North Carolina, its regions, and our state as a whole.

**5.8 UNC should encourage and facilitate interdisciplinary and inter-institutional collaboration among its institutions.**

In October 2010, President Erskine Bowles convened a UNC systemwide group of administrators, faculty and students known as the “UNC SERVES Working Group.” The goal for UNC SERVES is to evaluate how the University is currently serving military-affiliated students and to make recommendations for improvement.

The UNC SERVES Working Group collected “self assessments” from UNC institutions on their current practices with military-affiliated students. A military-affiliated student survey was published and gathered responses from across the UNC system. Four subcommittees were formed to evaluate access, academic services, support services and outreach and strategic planning. Several themes emerged during the SERVES evaluation process and provide a foundation for systemwide improvement.

Throughout the UNC SERVES Working Group deliberations participants commented that the University’s quality and affordability should be attractive to the service member community. And, while quality and affordability are important to service members, equally important factors are convenience and ease of access. In many cases convenience and ease of access are more important to service members. All four subcommittees recommended improvements for communication and coordination of effort at the system and institutional levels and with its multiple constituencies.

## UNC SERVES Buzzwords

*Communication*

*Convenience*

*Awareness*

*Marketing*

*Articulation*

*One-Stop*

*Single Point of Contact*

*Seamlessness*

*Collaboration*

*Targeted*

*Centralized Effort*

*Integration*

*Standardization*

*Coordination*

### **Communication and Coordination of Effort**

The military and higher education communities do not speak the same language or share cultural norms. Yet, both communities recognize the value of working together in support of mutual interests. It is important to create basic situational awareness for both communities of one another’s operating environment, administrative practices and inherent barriers to success. Both groups must communicate in the language of the audience that it is trying to reach rather than communicate in the language in which it is most comfortable.

The UNC SERVES Working Group universally values *The University of North Carolina* as an important “brand” but also as a system of individual institutions with unique programs, policies and procedures. UNC SERVES Working Group members cited value in leveraging the UNC brand to the benefit of the whole system in order to gain wider visibility with the service member student population. To properly deliver upon the brand, UNC institutions must adjust existing program offerings & delivery methods, policies and procedures to more actively engage the service member population. All UNC SERVES Working Group members believe that the University should work across the system to develop and deliver programs of interest to service members.

Based upon feedback from faculty, staff and students in the UNC system, the following strengths and weaknesses are identified:

**UNC Strengths in Serving Military Students**

- Competitive tuition rates
- High quality programs
- Great value for the degree
- High academic standards
- National reputation for excellence
- UNC Online portal for online education
- Comprehensive Articulation Agreement between NCCCS and UNC
- UNC Online Proctoring Network
- Strong student support framework
- College Foundation of North Carolina (CFNC) services
- Student Transfer Navigator™ tool for NCCCS to UNC course equivalencies
- UNC-Wilmington/Coastal Carolina Community College Partnership
- UNC relationships with North Carolina military bases and commands
- Reserve Officer Training Corps (ROTC) programs
- Tradition of embracing military students

**UNC Needs Improvement in Serving Military Students**

- Systemwide Communication
- Intra-institutional Communication
- Communication with service members
- Stronger UNC/Community College relationships (2+2 programs)
- Better data collection and dissemination
- Military affairs should be better coordinated on a systemwide and institutional basis
- UNC personnel need greater situational awareness of services available to military-affiliated students
- Clear-cut degree pathways for service members
- Clear-cut admissions and enrollment pathways for service members
- Targeted academic programs (content and delivery)
- More Online course offerings
- Targeted support services for service members
- Greater consistency with transfer of credit
- Better articulation of military transcripts to UNC courses
- Greater consistency with residency status determinations

## Recommendations for Systemwide Commitment

The UNC SERVES Working Group recommends the President consider the following specific improvements:

### Academic Programs, Policy and Practices

Establish a systemwide policy that classifies military students as transfer students.

Establish uniform questions for inclusion on campus applications for admission to enable the identification of military students.

Establish a systemwide policy on “call to duty” separation and re-enrollment for active duty military students.

Encourage dual enrollment for community college/UNC seamlessness.

Renegotiate UNC/North Carolina Community College System agreements on the offering of core education courses to active duty military.

Convene a transfer advisory workgroup to examine and recommend course equivalents and credit for military experience, training and education.

Establish an appeals process for tuition surcharges related to military-affiliated student academic credits.

Residency determinations and appeals should be a core function of the General Administration.

### UNC General Administration Should Lead the University in the Coordinated Effort to Serve the Military

UNC General Administration should continue to assume the leadership role in coordinating systemwide efforts in support of military-affiliated students. Further, UNC General Administration should lead in fostering a “culture of engagement” with the military. Specifically, UNC General Administration should:

- Lead communication efforts among all stakeholders and close the information gap;
- Be an honest broker among stakeholders to enable delivery of the highest quality education to military-affiliated students;
- Be responsible for key leader engagement and represent the University with North Carolina-based Military Commands, subordinate units, federal government leaders, state government agencies and Commissions, and other external stakeholders;
- Work with the North Carolina Community College system to facilitate joint partnerships in support of the military and endeavor to provide a seamless education;
- Work with external stakeholders to facilitate service member to workforce transition in support of economic development in North Carolina;
- Execute Memoranda of Agreement with Commands, as appropriate;
- Serve as a clearinghouse of information and best practices;
- Develop a best practice template for UNC General Administration and UNC institutions to measure successful service member and military engagement; and
- Appoint an Ombudsman to facilitate service member grievances with UNC institutions.



### **UNC Military Affairs Council**

UNC General Administration should convene a standing Council to serve as the coordinating body for military affairs. The Council should be comprised of a military liaison from each institution with faculty and student participants as appropriate. At a minimum, the liaisons should appreciate both the academic and military cultures, have authority to act on behalf of the institution in support of military affairs and have access to the Chancellor and Provost of their respective institutions.

### **Improve Data Identification, Tracking and Analysis of Military-Affiliated Students**

The General Administration should work with UNC institutions and the Department of Defense to collect accurate admission and enrollment data on military-affiliated students. “Veterans Certifying Officials” at UNC institutions track the number of students using certain Veterans Affairs (VA) tuition benefits. Most institutions do not actively track the number of students using Department of Defense (DOD) tuition assistance (TA) or the number of student veterans or active duty military students using other forms of payment for tuition.

### **Expand Student Transfer Navigator™ to Include Articulated Military Credit at UNC Institutions**

The Student Transfer Navigator™ should be expanded to “map” campus-based credit articulation for military training and education at UNC institutions.

### **University of North Carolina Presence on North Carolina Military Bases**

The General Administration should work with Garrison leadership to establish a UNC system office representing all UNC institutions on each military base. Goals for the UNC system office are to tell the UNC-military story, promote UNC Online, leverage the system brand, facilitate degree delivery, and to make efficient use of financial resources.

### **UNC Online**

UNC Online should be more fully promoted to the general public, service members and their families, and the military community. Ideally, a marketing campaign should be developed. The UNC General Administration should encourage further development of credit and non-credit online courses for distribution through UNC Online.

### **UNC Partnership for National Security Web Portal**

The University of North Carolina needs one “front door” for military engagement. The General Administration should develop a website that integrates all web-based university/military interaction and information. The website should clearly communicate academic policies, enrollment procedures, residency rules, affiliation groups, links to UNC institutions, and UNC Partnership for National Security efforts. This website should be the primary point of entry for the military, service members and their families and provide service members with the opportunity to communicate concerns and needs.

### **Assist UNC Institutions in the Pursuit of ROTC Programs**

Several UNC institutions are interested in establishing ROTC programs but need assistance with gaining approval from service branches. UNC General Administration should facilitate discussion between UNC institutions and the service branches and assist UNC institutions with finding funding to establish ROTC programs.

- ROTC programs are prerequisites for institutions of higher education to accept candidates for the Marine Enlisted Commissioning Education Program (MECEP) and the Green to Gold program.

### **Facilitate UNC Faculty and Staff Professional Development Opportunities**

UNC General Administration should facilitate professional development opportunities for faculty and staff on behavioral health resources and military population sensitivity.

### **Virtual Advising Architecture**

The General Administration should evaluate the business case for developing a systemwide virtual advising system for military students.

### **Strategic Communication Plan**

In consultation with the UNC Military Affairs Council, the General Administration should develop a strategic communication plan to engage the general public, service members and their families, and the university community about University efforts in support of the military. Existing communications tools such as CFNC.org, UNC Online, and other tools should be more fully developed to reach the military audience.

### **Strategic Hiring Recommendation**

When considering future staff hires to facilitate military affairs on behalf of the University, the UNC SERVES Working Group recommends that the President hire:

#### **Technical Manager**

- to develop the communications strategy for military affairs,
- to develop, deliver and maintain the Web Portal,
- to work with UNC institutions to develop, deliver and maintain targeted collateral material for distribution to military students, including a UNC Military College “smartbook”
- to work with the UNC General Administration Division of Academic Affairs to integrate military student needs into Student Transfer Navigator™ and UNC Online,
- to facilitate the logistics of future degree delivery at North Carolina Military Installations and Bases, and
- to explore the possibility of virtual advising.

#### **Federal Policy Recommendation**

The Department of Education 90/10 Rule should include Department of Defense Tuition Assistance and Veterans Education Benefits.

#### **State Policy Recommendations**

The President of UNC and the President of the NC Community College System should serve ex officio on the North Carolina Advisory Commission of Military Affairs.

In-State Residency for tuition purposes should be granted to service members whose “home of record” is North Carolina so long as residency is established within six months of enrollment.



## Recommendations for Institutional & Faculty Commitment

The UNC SERVES Working Group recommends that UNC institutions consider the following improvements:

### Academic Programs and Policy

Promote American Council on Education (ACE) credit equivalencies for academic credit, wherever possible.

Appoint one admissions counselor to specialize in military student issues to facilitate clear, timely pre-admissions counseling that helps military affiliated students prepare to succeed in their chosen programs.

Appoint one financial aid counselor to specialize in military-affiliated student programs.

Grant academic credit for Health/Physical Education to active duty or honorably discharged service members.

Offer conditional admission contracts in partnership with select North Carolina Community Colleges.

Provide priority registration for students on active duty military status.

Campuses should participate in the Yellow Ribbon Program, if applicable.

Encourage flexible course delivery options for interrupted enrollment of military-affiliated students.

Affiliate with the “Servicemembers Opportunity Colleges” (SOC) Network.

Recruit veterans for on-campus Veterans Affairs (VA) Work-Study.

Identify active duty service members and veterans on the student data file.

Factor military-affiliated students into institutional planning, particularly diversity planning.

Accept tuition assistance payments from the service branches.

### Student Support

Create campus-based support and referral networks to provide a safety net for military-affiliated students struggling with transition into college life and service members preparing for or returning from a deployment.

Educate military-affiliated students about resources available to them.

Evaluate, review and adapt employability/career movement focus to effectively articulate impact of degree programs on employability and career movement for military affiliated students.

Evaluate, review and adapt academic assistance (including mentoring and tutoring) to enhance online and face-to-face tutorials, advising and workshops, assistive technologies, webinars and assessments of learning disabilities.

Encourage faculty and staff to serve as mentors to transitioning service member students. (This for particularly relevant for faculty and staff with military experience or exposure.)

Encourage faculty and staff to teach relevant modules for “Service Member Seminar” courses.

### **Appoint a Military Affairs Liaison**

Chancellors should appoint a campus military affairs liaison. This liaison should assume the following duties and responsibilities:

- Act as an honest broker between the University and Military communities and with the General Administration.
- Serve as the campus representative to the UNC Military Affairs Council.
- Serve as a resource to the campus community regarding military community matters.
- Serve as the campus-based Ombudsman for service members.
- Other duties designated by the Chancellor in accordance with institutional priorities.

Campus-based military student population size and demographics will drive campus decision-making on time required to fulfill the military affairs liaison duties and responsibilities.

### **Military Affairs Committee**

Chancellors should appoint a campus-based committee to facilitate awareness and communication between key departments, including admissions, financial aid, counseling, disability services, career services, and GI Bill Certification and the campus community in general. Faculty, including campus-based Professors of Military Science, and students should be engaged to serve on the committee.

### **“UNC Guarantee”: Bridge Loan for Tuition, Fees, Housing, Books While Waiting for Veterans Affairs (VA) Educational Benefit Payments**

UNC should guarantee that military-affiliated students are held harmless from VA processing delays that prevent timely payment of educational benefits.

- Late payment fees should not be assessed on students whose VA educational benefits are delayed.
- Course registrations should be maintained.
- Institutions should provide students with a “bridge loan” to cover tuition, fees, housing and books until payment is received from the VA.

### **Web Portal for Service Members**

UNC institutions should have a dedicated, visible web-based portal for service members to easily access the following information:

- Points of contact (with phone numbers and email address) for admissions, financial aid, Veterans. Certifying Official, academic advising, counseling center, veteran student organizations that serve service members.
- Policies and procedures with special exceptions or permissions for service members.
- Available support services for military students and families.
- Link to the UNC Partnership for National Security portal.

UNC Institutional and Faculty Commitment	Campus Grants PE Credit to Service Members	Campus has Clearly Articulated Military to Campus Credit Equivalencies	Campus Classifies Military Students as Transfer Students	Campus has One Admissions Counselor for Military-Affiliated Students	Campus Offers Conditional Admission Contracts	Campus Offers Priority Enrollment for Active Duty Military Students	Campus has Call to Duty Student Policy	Campus has one Financial Aid Counselor for Military-Affiliated Students	Campus Accepts Tuition Assistance	Campus Accepts Veterans Education Benefit	Campus Offers "Bridge Loan" for Students with VA Payment Delay	Campus has Scholarship or Grant for Military, Veterans or Dependents
<i>Office Responsible</i>	Admissions or Registrar	Admissions or Registrar	Admissions	Admissions	Admissions	Registrar	Registrar	Financial Aid	Financial Aid	Financial Aid	Financial Aid	Financial Aid
<i>Cost Associated</i>	None	None	None	None	None	None	None	None	Low	Low	Moderate	Discretionary
ASU												
ECSU												
ECU												
FSU												
NCAT												
NCCU												
NCSU												
UNCA												
UNCC												
UNCCH												
UNCG												
UNCP												
UNCSA												
UNCW												
WCU												
WSSU												

X = Yes, *Blank Cell = No or Unknown*

UNC Institutional and Faculty Commitment	Campus has Military Affairs Committee	Campus Offers Core Education Curriculum Online	Campus Designates Military Ombudsman to Advocate on Behalf of Students	Campus Offers Targeted Online Programs to the Military	Campus Affiliates with the Servicemembers Opportunity College Network (SOC)	Campus Employs VA Work Study Students	Campus has Dedicated Web Presence for Military-Affiliated Students	Campus Conducts (for Faculty, Staff, and Student) Military Student Awareness Training	Military or Veteran "Seminar" Classes	Campus Delivers Classes on Military Base (with approval from Military Installation)	Army ROTC	Air Force ROTC	Navy/ Marine Corps ROTC
<i>Office Responsible</i>	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost	Provost
<i>Cost Associated</i>	Low	Unknown	Low	Unknown	None	None	None - Low	Low	Low	Moderate to High	Moderate to High	Moderate to High	Moderate to High
ASU													
ECSU													
ECU													
FSU													
NCAT													
NCCU													
NCSU													
UNCA													
UNCC													
UNCCH													
UNCG													
UNCP													
UNCSA													
UNCW													
WCU													
WSSU													

X = Yes, *Blank Cell* =

UNC Institutional and Faculty Commitment	Campus has Military or Veteran Specific Housing or Assistance with Off Campus Housing	Campus has one Student Affairs Person for Military-Affiliated Students	Campus has Student Veteran Organization	Campus has Other Military Student Organizations	Veteran or Military Student Space on Campus	Campus has Military or Veteran Orientation	Campus Tracks Active Duty Military and Veteran Student Populations	Campus Identifies Military-Affiliated Students on the Student Data File	Campus has PTSD,TBI and Military Stress Trained Support Staff	Targeted Collateral Material for Military Students	Yellow Ribbon Program Participation	Military Affairs Liasion Appointed
<i>Office Responsible</i>	Student Affairs	Student Affairs	Student Affairs	Student Affairs	Student Affairs	Student Affairs	Admissions and Institutional Research	Institutional Research	Counseling Services	All Units	Chancellor or Provost	Chancellor
<i>Cost Associated</i>	Moderate	Low - Moderate	Low	Low	Low - Moderate	Low	None	None	Low	Low - Moderate	Moderate - High	None
ASU												
ECSU												
ECU												
FSU												
NCAT												
NCCU												
NCSU												
UNCA												
UNCC												
UNCCH												
UNCG												
UNCP												
UNCSA												
UNCW												
WCU												
WSSU												

X = Yes, *Blank Cell* =

UNC SYSTEM METRICS	Systemwide Policy that Classifies Military Students as Transfer Students	Systemwide Policy on "Call to Duty" Requirements	Develop Uniform Admissions Questions to Enable Military Student Identification	UNC- NCCCS Agreement Permits UNC to Offer Core Education Courses to Military	Transfer Advisory Workgroup: Equivalency for Military Experience, Education and Training	Appeals Process for Tuition Surcharges for Military	Residency Determinations for Military Students	Appoint an Ombudsman for Military Students	Best Practice Template to Campuses	Military Affairs Council	Student Transfer Navigator Includes Military Articulated Credit	UNC System Office on Military Installations	Strategic Engagement Plan for Systemwide Military Affairs	UNC Online Should be More Fully Promoted	UNC Military "Front Door" Web Presence	UNC Virtual Advising	Hire Technical Manager
Office Responsible	AA/MIL	AA/MIL	AA/MIL	AA/MIL	AA/MIL	AA/MIL	Legal	AA/MIL	MIL	MIL	AA/MIL	President MIL	MIL	AA	MIL COMM	AA	President
Cost Associated	None	None	None	None	None	None	Low	Low	None	None	Moderate	Moderate - High	Moderate	Moderate - High	Moderate	Moderate - High	Moderate
Timeline	Aug-11	Aug-11	Aug-11	Jan-12	Aug-11	Jan-12	Jan-12	IMMEDIATELY	Aug-12	Aug-12	Jan-13	Jan-12	Aug-11	Jan-12	Aug-11	Jan-13	Aug-11
Status	None	None	Some Degree	None	None	None	None	None	None	None	None	Some Degree	None	Some Degree	None	None	None

AA = Academic Affairs

MIL = Military Affairs

President = President of the University

COMM = Communications



UNC

**S**ystemwide  
**E**valuation &  
**R**ecommendation for  
**V**eterans  
**E**ducation &  
**S**ervices



# Appendix

## Appendix A: Best Practices

UNC institutions currently engage in some of the following best practices:

**Engage Professors of Military Science as advisors to the campus community:** As active military officers and faculty members, Professors of Military Science are natural liaisons between the military and the university.

**Military population sensitivity and awareness seminars for faculty and staff:** Military students have unique experiences and needs. Making faculty and staff more aware of this student population will better facilitate student adjustment to campus life and their potential for success.

**Veteran/Military Student Orientation:** Military students face transition challenges unique to their community. Targeted orientation sessions for military students can identify and address transition challenges and provide these students with a venue for making peer connections.

**Student Veterans Organizations:** Student organizations provide peer network support. Military students have identified student veteran organizations as one of the most important transition and retention tools.

**Campus-Based Gathering Location for Military Students:** Evidence suggests that students who better integrate their academic and social lives at an institution are more likely to remain in school. Military students as a subset of the larger student population need stronger peer networks.

**Appoint a Military alumnus as standing member of alumni boards:** As UNC institutions diversify alumni boards, alumni affairs staffs are encouraged to appoint alumnae with military backgrounds.

**Targeted training and education on PTSD/TBI for health and wellness professionals:** Institutional health center and counseling center professionals should receive relevant training and information to assist in treatment and referral for military students.

**Veterans Day, Memorial Day Ceremonies:**

Institution-wide ceremonies and events to recognize military service will help campus communities to bridge the divide between military and civilian students.

**Dedicated housing options for veterans:** Evidence suggests that on-campus living arrangements increase retention. As a subset of the broader student population, military students benefit from having communal living arrangements.

**Veteran/Military focused study skills classes:** Many Veterans and members of the Military have been away from an academic environment for many years and can benefit from classes designed to reintegrate them to the learning environment.

**Dedicated Military and Veterans Student Office:** Evidence suggests that one central point of contact for military students improves access and retention for military students. In addition to certifying veterans benefits, “one stop” offices communicate with active military personnel, direct and coordinate events on campus, visit military installations, provide counseling and advising, and direct students toward support services.

**Identify campus-based services to assist the Military:** Many campuses have centers or programs that serve the public at large. Military students can benefit from better integration of these resources into the campus culture.

### UNCW’s “Seahawk Perch” Veterans

Lounge serves as a gathering place for student veterans as well as the student body at large.

### NCSU’s Professor of Military Science

plays an active role in helping University faculty learn about working with the military.

### UNCC’s Coordinator for Veterans Student

Outreach organizes campus events and focuses on military student transition.

### UNCG convened a “Military, Veterans

and Families Task Force” of faculty, staff, students and community members to promote success among the military student community.

### NCCU’s Veterans Law Clinic is staffed by

NCCU law students who assist veterans and their families with the complexities and technical aspects of filing claims with the United States Department of Veterans Affairs Regional Offices nationwide, the Board of Veterans Appeals, and the United States Court of Appeals for Veterans Claims.

### WCU’s Office of Military Education

provides one-stop service. This dedicated office tracks and advises military-affiliated students from inquiry through graduation and certifies all VA benefit and tuition assistance authorizations. Serving as advocate and ombudsman, it represents the needs of military-affiliated students to the university.

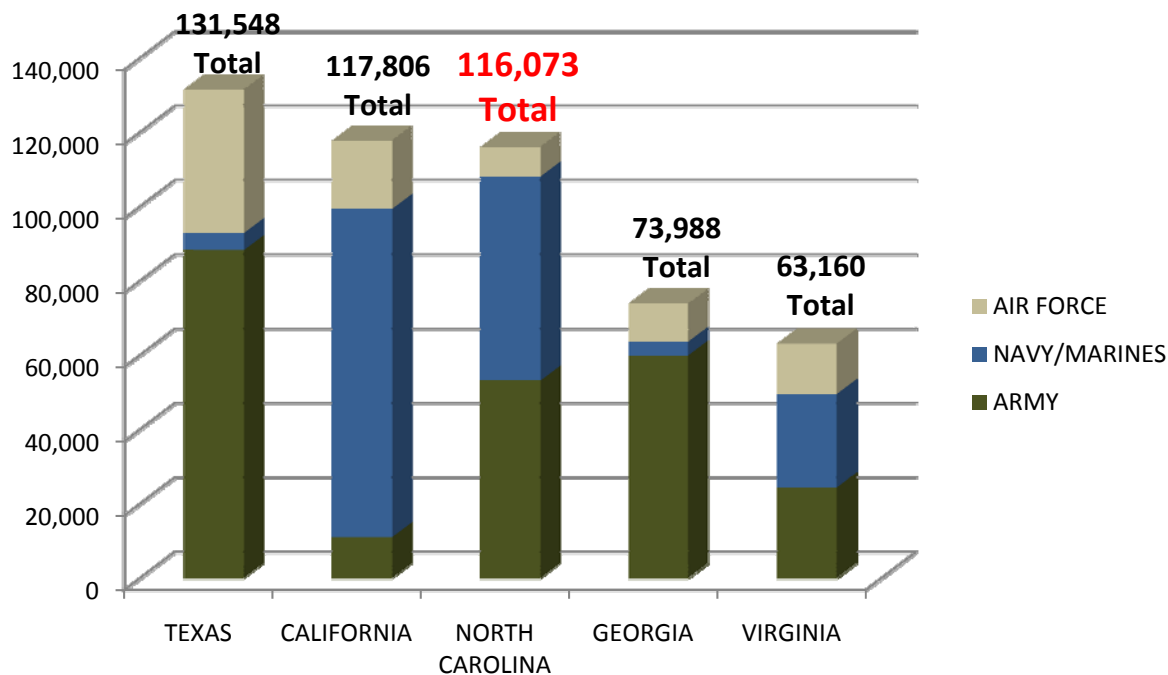


## Appendix B: North Carolina's Military Family

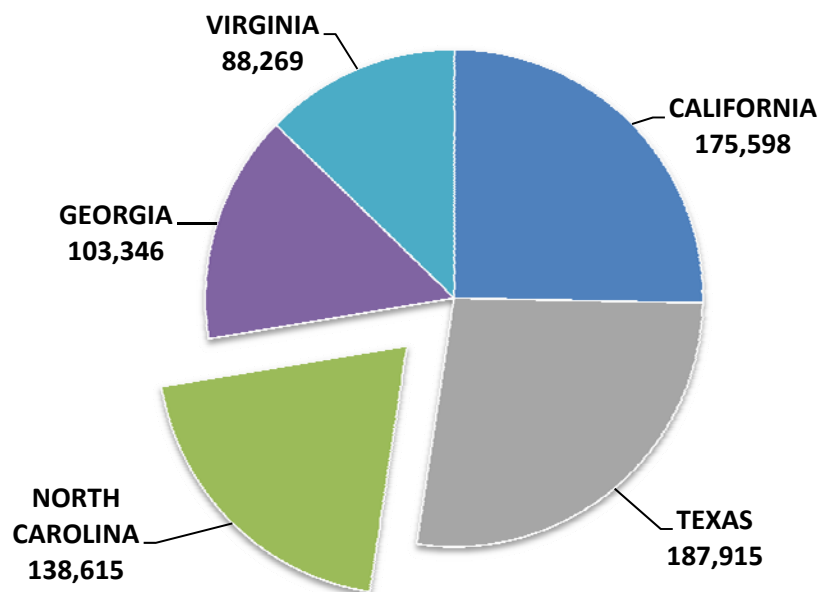
The following information supports evidence presented in the UNC SERVES report.

### B-I-I: Military in North Carolina

GRAPH B- I: ACTIVE DUTY MILITARY (FY 2009)



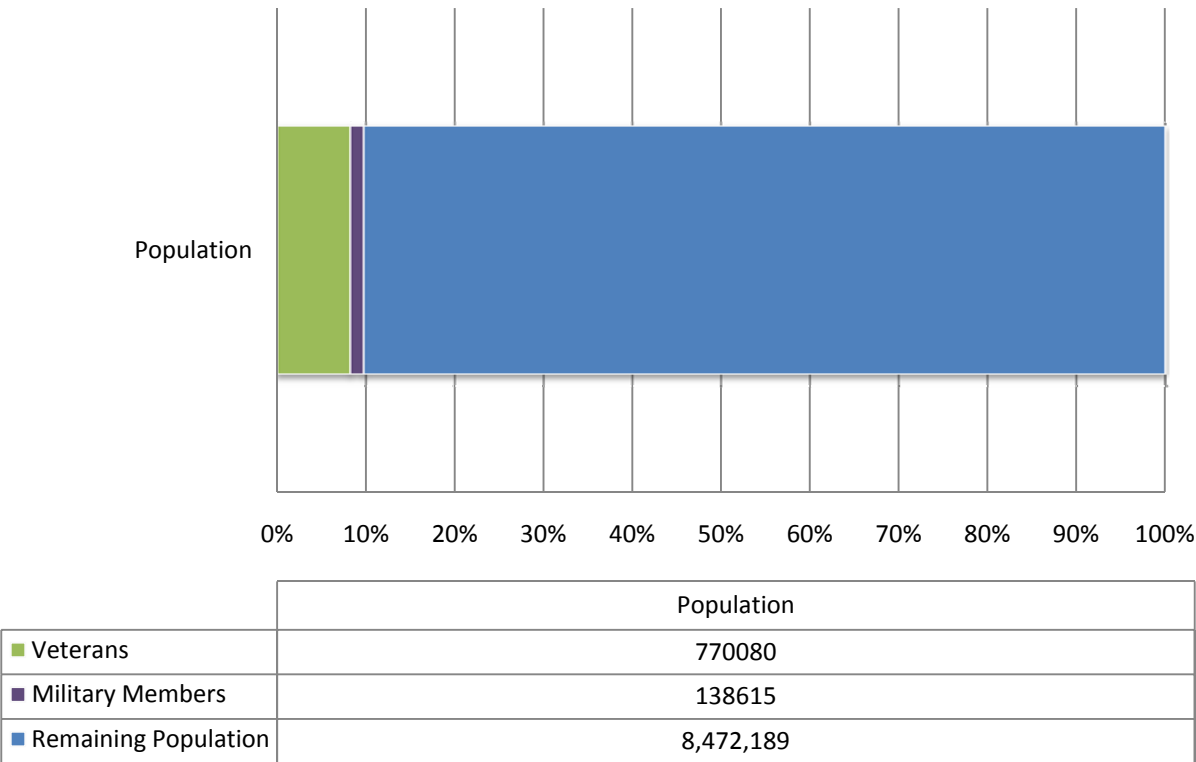
GRAPH B- 2: TOTAL ACTIVE DUTY, NATIONAL GUARD AND RESERVE FORCES (FY 2009)



**B-1-2: Military Population as Percentage of North Carolina Population**

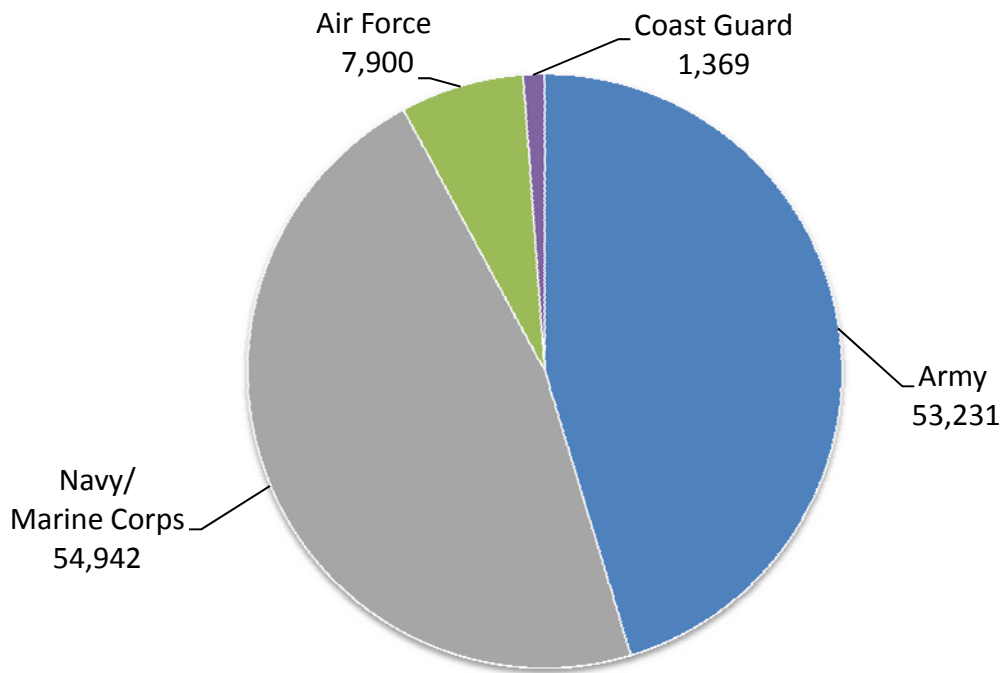
North Carolina ranks number one nationally for active duty military as a percentage of a state’s total population (military per capita).

GRAPH B- 3: NORTH CAROLINA POPULATION (2009)

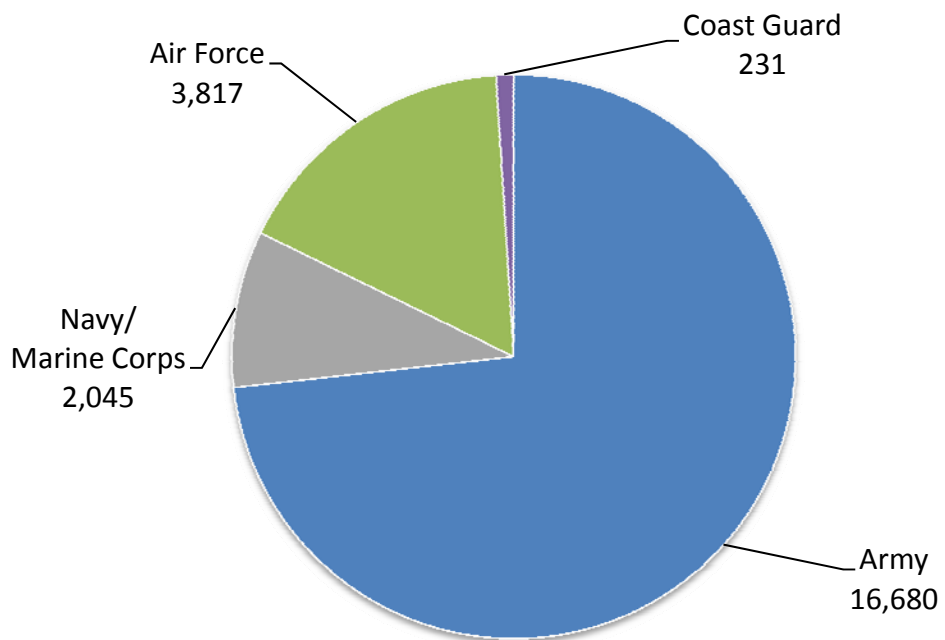


**B-I-3: Distribution of NC Military Population by Service Component**

**GRAPH B- 4: NORTH CAROLINA ACTIVE DUTY MILITARY (FY 2009)**



**GRAPH B- 5: NORTH CAROLINA NATIONAL GUARD AND RESERVE (FY 2009)**



#### **B-I-4: North Carolina Military Population Distribution by Location FY 2009**

Fort Bragg/Fayetteville (Army)	51,778
Camp Lejeune (Marines)	40,789
Cherry Point Marine Corps Air Station	7,606
New River Marine Corps Air Station	5,814
Seymour Johnson Air Force Base	4,483
Pope Air Force Base	2,811
Other	777

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#### **B-I-5: Planned Growth for North Carolina Military Population and Installations (by 2013)**

##### **Total force net plus adjustment for the ARMY**

**INCREASES by 7,247 Active Duty, 2,079 Civilians and 1,972 Contractors**

- Headquarters US Army Forces Command (FORSCOM) and Headquarters US Army Reserve Command (USARC) from Fort McPherson, GA to Fort Bragg.
- 4th Brigade Combat Team (BCT) of the 82nd Airborne Division will be activated and a small number of European-based forces will be relocated to Fort Bragg.
- The 7th Special Forces Group (SFG) will be relocated to Eglin AFB in Florida.
- In 2010, Fort Bragg officially took control of Pope Air Force Base.

##### **Total force net plus adjustment for MARINE CORPS**

**INCREASES by 10,130 Active Duty and 1,249 Civilians**

- Additional 11,477 troops and civilian workers at Camp Lejeune and associated air stations by 2012 in an effort to increase the size of the force.
- Increase in the number of private contractors is anticipated but not calculated.

##### **Total force adjustment for AIR FORCE**

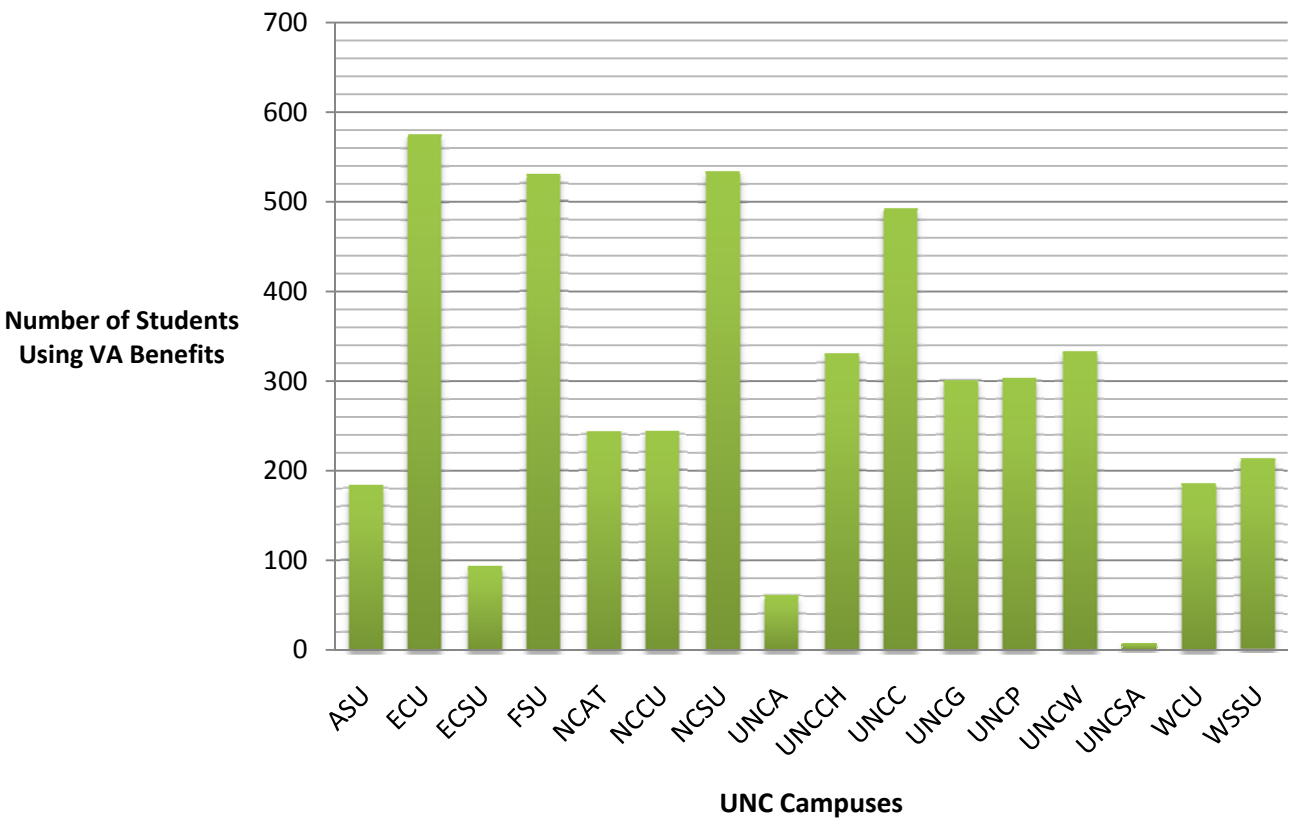
- Pope Air Force base will lose 3,223 Active Duty, gain 67 Civilians and lose 30 Contractors.
- Seymour Johnson has experienced a net loss of 622 Active Duty, 98 Civilian as a result of national efforts to reduce the size of the Air Force.

##### **Total force adjustment for COAST GUARD**

- No significant anticipated growth between now and 2013.v

**B-2-1: Veterans Affairs Benefit Use at UNC**

**GRAPH B- 6: VA BENEFIT USE BY CAMPUS SPRING 2010**



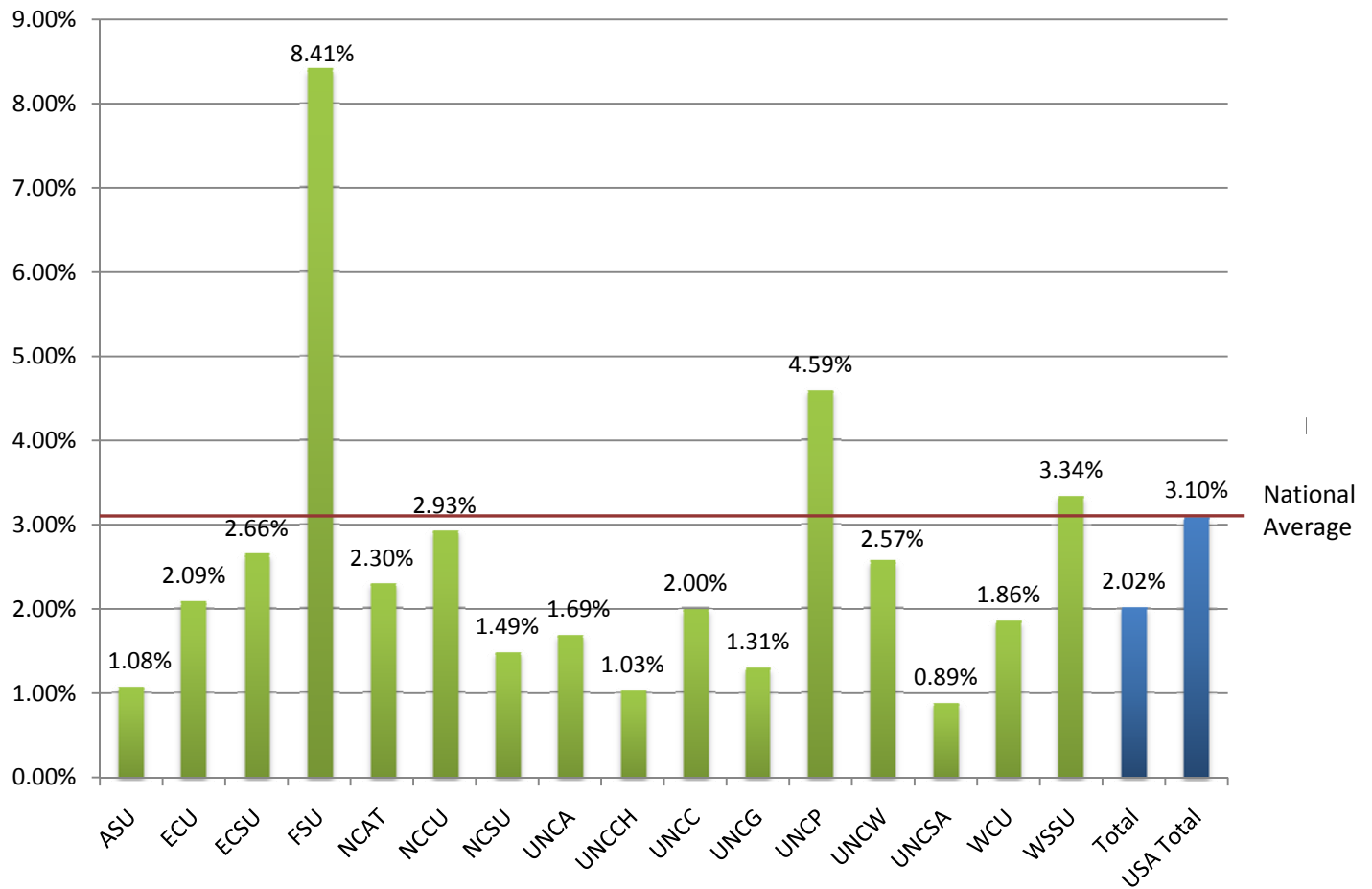
**B-2-2: Veterans Affairs Benefit Use Distribution at UNC (Fall 2010)**

University	Montgomery GI Bill (Ch.30)	VET Success	Post 9/11 GI	Survivor Ed	Montgomery GI Bill (Ch.1606)	Reserve Education Assistance	Total
Appalachian State University	18	12	85	44	21	3	<b>183</b>
East Carolina University	181	0	151	166	63	15	<b>576</b>
Elizabeth City State University	10	7	30	37	8	1	<b>93</b>
Fayetteville State University	156	40	164	121	42	7	<b>530</b>
NC Agricultural and Technical State University	27	14	83	84	32	4	<b>244</b>
North Carolina Central University	19	0	89	109	22	4	<b>243</b>
NC State University	79	11	339	69	29	8	<b>535</b>
UNC Asheville	19	3	20	14	4	0	<b>60</b>
UNC Chapel Hill	44	7	201	70	8	1	<b>331</b>
UNC Charlotte	101	41	205	86	49	11	<b>493</b>
UNC Greensboro	56	26	113	70	27	9	<b>301</b>
UNC Pembroke	56	10	118	85	30	4	<b>303</b>
UNC Wilmington	57	11	182	72	7	5	<b>334</b>
UNC School of the Arts	1	0	5	2	0	0	<b>8</b>
Western Carolina University	66	9	36	45	21	9	<b>186</b>
Winston-Salem State University	36	18	30	94	29	7	<b>214</b>
<b>Total</b>	<b>926</b>	<b>209</b>	<b>1851</b>	<b>1168</b>	<b>392</b>	<b>88</b>	<b>4634</b>

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**B-2-3: Percentage of UNC Student Population using VA Benefits**

**GRAPH B- 7: UNC CAMPUS POPULATION SPRING 2010**



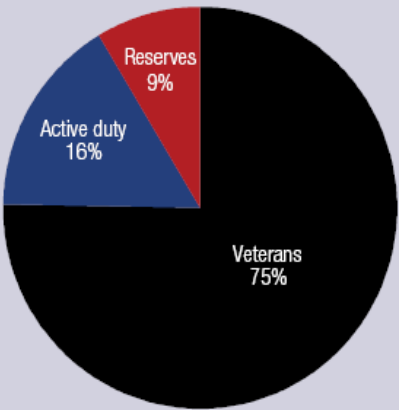
**B-2-4: National Averages of Military Student Populations**

Table 1		
Percentage Distribution of Undergraduates, by Military Status: 2007–08	Veterans	3.1
	Military service members	
	Active duty	0.7
	Reserves	0.4
	Undergraduates who are not veterans or military service members	95.8
		100.0

SOURCE: Radford & Wun (2009), Table 1. Based on NPSAS:08 data.

**Figure 1**

Percentage Distribution of Military Undergraduates, by Current Service: 2007–08



SOURCE: Radford & Wun (2009), Table 1. Based on NPSAS:08 data.



### B-3-1: Veterans Affairs Outlay to North Carolina

North Carolina Veterans Affairs Data (2009)	
Compensation & Pensions	\$1,883,967,000
Construction	\$14,780,000
Education & Vocational Rehabilitation/ Employment	\$175,819,000
General Operating Expenses	\$75,019,000
Insurance & Indemnities	\$50,815,000
Medical Care	\$1,221,040,000
Veteran Population	770,080
Unique Patients	175,561
Total Expenditures	\$3,421,439,000

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### Appendix C: UNC ROTC Programs

The **Reserve Officers' Training Corps (ROTC)** is a college-based officer commissioning program predominantly in the United States. ROTC is a college elective for enrolled students focusing on leadership development, problem solving, strategic planning, and professional ethics.

University	Army ROTC	Air Force ROTC	Navy Marine Corps ROTC
ASU	X		
ECSU	X		
ECU	X	X	
FSU	X	X	
NC A&T	X	X	
NCCU	X	X	
NCSU	X	X	X
UNCA			
UNCC	X	X	
UNCCH	X	X	X
UNCG	X	X	
UNCP	X	X	
UNCSA			
UNCW			
WCU			
WSSU	X	X	

## Appendix D: Resources and Reference Materials

### D-1: Reports and Publications

American Council on Education (ACE) Reports

- *Service Members in School: Military Veterans' Experiences Using the Post-9/11 GI bill and Pursuing Postsecondary Education*
- *Military Service Members and Veterans in Higher Education Report*
- *From Soldier to Student: Easing the Transition of Service Members on Campus*
- *A Transfer Guide: Understanding Your Military Credit Recommendations*

All reports may be found at: <http://www.acenet.edu/Content/NavigationMenu/ProgramsServices/MilitaryPrograms/index.htm>

### D-2: VA Education Programs

*Chapter 30 - Montgomery GI Bill Active Duty (MGIB-AD)*: The MGIB program provides up to 36 months of education benefits. This benefit may be used for degree and certificate programs, flight training, apprenticeship/on-the-job training and correspondence courses. Remedial, deficiency, and refresher courses may be approved under certain circumstances. Generally, benefits are payable for 10 years following your release from active duty.

*Chapter 30 - Montgomery GI Bill Selected Reserve (MGIB-SR)*: The MGIB-SR program may be available to you if you are a member of the Selected Reserve. The Selected Reserve includes the Army Reserve, Navy Reserve, Air Force Reserve, Marine Corps Reserve and Coast Guard Reserve, and the Army National Guard and the Air National Guard.

*Chapter 31 - Vocational Rehabilitation and Employment (VR&E) VetSuccess Program*: The VetSuccess program assists Veterans with service-connected disabilities to prepare for, find, and keep suitable jobs. For Veterans with service-connected disabilities so severe that they cannot immediately consider work, VetSuccess offers services to improve their ability to live as independently as possible.

*Chapter 33 - Post-9/11 GI Bill*: The Post-9/11 GI Bill provides financial support for education and housing to individuals with at least 90 days of aggregate service on or after September 11, 2001, or individuals discharged with a service-connected disability after 30 days. You must have received an honorable discharge to be eligible for the Post-9/11 GI Bill.

*Chapter 35 - Survivors' and Dependents' Educational Assistance Program (DEA)*: Dependents' Educational Assistance provides education and training opportunities to eligible dependents of certain veterans. The program offers up to 45 months of education benefits. These benefits may be used for degree and certificate programs, apprenticeship, and on-the-job training. If you are a spouse, you may take a correspondence course. Remedial, deficiency, and refresher courses may be approved under certain circumstances.

*Chapter 1606 - Montgomery GI Bill - Selected Reserve*: The Montgomery GI Bill - Selected Reserve is an education program that provides up to 36 months of education benefits to members of the Selected Reserve. This includes the Army, Navy, Air Force, Marine Corps, and Coast Guard Reserves, as well as the Army National Guard and the Air National Guard. It is the first program that doesn't require a person to serve on active duty in the regular Armed Forces to qualify.

Chapter 1607 - Reserve Educational Assistance (REAP): REAP was established as a part of the Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005. It is a Department of Defense education benefit program designed to provide educational assistance to members of the Reserve components called or ordered to active duty in response to a war or national emergency (contingency operation) as declared by the President or Congress. This program makes certain reservists who were activated for at least 90 days after September 11, 2001 either eligible for education benefits or eligible for increased benefits.<sup>x</sup>

More information available at: <http://www.gibill.va.gov/post-911/>

### **D-3: North Carolina Provisions for Determining Resident Status for Tuition Purposes (North Carolina General Statutes §116-143.1)**

Members of the Armed Services on active military duty and stationed in North Carolina (and the military dependents of these service members) are not required to be legal residents of North Carolina to receive the resident tuition rate. Dependents claiming the lower tuition rate through a service member must be a tax dependent of and reside in the same home as the service member.

North Carolina Statute:

[http://www.ncga.state.nc.us/enactedlegislation/statutes/html/bysection/chapter\\_116/gss\\_116-143.1.html](http://www.ncga.state.nc.us/enactedlegislation/statutes/html/bysection/chapter_116/gss_116-143.1.html)

North Carolina Residency Manual:

[http://www.northcarolina.edu/legal/residence/committee/manual/Residence\\_Manual\\_Aug\\_2010.pdf](http://www.northcarolina.edu/legal/residence/committee/manual/Residence_Manual_Aug_2010.pdf)

### **D-4: Military Tuition Assistance**

The Tuition Assistance (TA) program provides financial assistance for voluntary off-duty education programs in support of a service member's professional and personal self-development goals. TA is available for courses that are offered in the classroom or through distance learning. The courses must be offered by institutions registered through service education portals and are accredited by accrediting agencies recognized by the United States Department of Education. The per semester hour cap is \$250 and the fiscal year ceiling is \$4,500 per service member. The Department of Defense pays 100 percent of the tuition and authorized fees charged by a school up to the established per semester hour cap and fiscal year ceiling.<sup>xi</sup>

More information available at: [https://www.goarmyed.com/public/public\\_tuition\\_assistance\\_policies.aspx](https://www.goarmyed.com/public/public_tuition_assistance_policies.aspx)

### **D-5: “Military Friendly” Institutions**

GI Jobs Magazine issues an annual report on the nation's military friendly colleges and universities. The information used to generate this report is by voluntary survey. UNC Institutions recognized by GI Jobs Magazine in 2011: *Appalachian State University, East Carolina University, Elizabeth City State University, North Carolina Central University, UNC Charlotte, UNC Pembroke, UNC Wilmington, Western Carolina University*

To learn more about GI Jobs Magazine's standards for a “military friendly” school and how UNC institutions can be recognized:<sup>xii</sup> <http://www.militaryfriendlyschools.com/methodology.aspx>

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<sup>i</sup> US Department of Defense

<sup>ii</sup> Ibid

<sup>iii</sup> Ibid

<sup>iv</sup> Ibid

<sup>v</sup> BRAC RTF

<sup>vi</sup> North Carolina State Approving Agency

<sup>vii</sup> North Carolina State Approving Agency and Radford, pg. 6

<sup>viii</sup> Radford, pg 6

<sup>ix</sup> US Department of Veterans Affairs: National Center for Veterans Analysis and Statistics

<sup>x</sup> US Department of Veterans Affairs

<sup>xi</sup> [www.GoArmyEd.com](http://www.GoArmyEd.com)

<sup>xii</sup> G.I. Jobs