



MEETING OF THE BOARD OF GOVERNORS
Committee on Military and Veterans Affairs

May 21, 2019 at 3:30 p.m.
University of North Carolina System Office
Center for School Leadership Development, Board Room
Chapel Hill, North Carolina

AGENDA

- A-1. Approval of the Minutes of January 23, 2019 N. Leo Daughtry
- A-2. Summary of Stakeholder Recommendations Kathie Sidner and Siobhan Norris
- A-3. Summary of Results from UNC System Military Affairs Surveys Kathie Sidner and Siobhan Norris
- A-4. Summary of Military Student Market Research Report Kathie Sidner and Siobhan Norris
- A-5. Military Credit Database Update Michelle Soler and Kevin Nathanson
- A-6. Other Business N. Leo Daughtry
 - a. Update on UNC-Chapel Hill Veterans Law Clinic John Brooker, UNC-Chapel Hill
- A-7. Adjourn N. Leo Daughtry



DRAFT MINUTES

January 23, 2019
University of North Carolina System Office
Center for School Leadership and Development, Board Room
Chapel Hill, North Carolina

This meeting of the Special Committee on Military and Veterans Affairs was presided over by Chair William Webb. The following committee members, constituting a quorum, were also present in person: N. Leo Daughtry, R. Doyle Parrish, and David Powers.

Chancellors participating were Sheri Everts and James Anderson.

Staff members present included Kathie Sidner, Siobhan Norris, Michelle Soler, Kevin Nathanson, Felicia Umstead, and Colin Russell and others from the UNC System Office.

1. Call to Order and Approval of the Minutes of November 7, 2018 (Item A-1)

The chair called the meeting to order at 2:01 p.m. on Wednesday, January 23, 2019.

Governor Parrish reported that the committee recently visited two military installations in the state: Fort Bragg and a Coast Guard facility in Wilmington. Representatives of the two military installations expressed their desire to continue fostering valuable relationships with the UNC System that support their communities. They described the challenges members of the military face because of frequent relocations while serving and the transition from military service to civilian jobs. They expressed interest in exploring opportunities to assist service members and their families in pursuing degrees and certifications that prepare them for the workforce, as well as strengthening secondary education opportunities for children of military service members.

Dr. Kimberly Tran of Fayetteville State University reported that she and Chair Webb visited the Coast Guard station in Elizabeth City in December. They were hosted by the station's executive officer, Commander Warren Judge, an ECSU graduate who later attended Harvard for graduate school and who has had a very distinguished career. The group also participated in a ribbon cutting ceremony for the grand opening of the Military and Veterans Affairs Center at Elizabeth City State University.

The targeted opening date of Fayetteville State University's Veterans Law Center is May 2019.

2. UNC System Surveys of Military Student Data and Resources (Item A-2)

Kathie Sidner and Siobhan Norris gave a presentation on Military and Veterans Affairs. Two baseline surveys were conducted across the UNC System in the fall of 2018 focused on: (1) data used to identify and track UNC System military-affiliated students; and (2) resources and support structures available to UNC System military-affiliated

students. Since 2016, all 16 UNC System universities have begun to use admission applications to identify military-affiliated students and collect enrollment data. Some UNC System institutions track other measures of academic progress, such as retention and graduation rates. Nearly 14,000 military-affiliated students were enrolled in UNC System institutions in fall 2017. More than half are spouses and children of service members. The top three academic programs pursued by UNC System military-affiliated students are business, health, and education. UNC System institutions offer a range of custom designed, online, and accelerated programs that are popular among these students.

Ms. Norris shared survey data regarding UNC System resources in areas of outreach, admissions, community college partnerships, staffing, veteran resource centers, mental health, and special events in support of military-affiliated students. UNC System institutions recommended several areas where the UNC System could increase support, including digital outreach, credit transfer, staffing and training.

3. Mockup of Military Credit Equivalency Database (Item A-3)

Michelle Soler and Kevin Nathanson gave a presentation on the mockup of a UNC System military credit equivalency database. Significant work has been done in evaluating military training and experience for academic credit. The database is scheduled to pilot in July 2019 (for administrator use), followed by institutional training in August 2019. A discussion ensued about the positive benefits of such a database, and the committee expressed strong interest in the project.

4. Constituent Feedback (Item A-4)

Chancellor Anderson commented that digital marketing and a centralized web presence for military and veteran students would be beneficial.

5. Adjourn

There being no further business, the meeting adjourned at 3:26 p.m.

R. Doyle Parrish, Secretary

AGENDA ITEM

A-2. Summary of Stakeholder Recommendations..... Kathie Sidner and Siobhan Norris

Situation: Staff will share recommendations provided by internal and external stakeholders on System wide areas of improvement for serving UNC System military-affiliated students.

Background: Since August 2018, the UNC Board of Governors Special Committee on Military and Veterans Affairs has heard from a variety of external and internal stakeholders to include national and state leaders from veteran service organizations (VSOs), industry employers, as well as UNC System military-affiliated student leaders. Stakeholders shared their expert recommendations on System-wide best practices and opportunities.

Special Committee members heard from the following organizations: the North Carolina Military Foundation, USO of North Carolina, North Carolina Military Business Center, North Carolina for Military Employment (NC4ME), North Carolina Defense Business Association, Student Veterans of America, Peer Advisors for Veteran Education (PAVE), National Military Family Association, and Association of the United States Army. Special committee members also heard from military student panelists from UNC-Chapel Hill, Fayetteville State University, and North Carolina State University. Special committee members also met with leaders from the state's military bases and Department of Military and Veterans Affairs.

Assessment: This presentation summarizes critical insights and recommendations from these stakeholders to include policies, partnerships, and programs that can enhance enrollment, retention, graduation, and post-graduation success rates.

Action: This item is for information only.

AGENDA ITEM

A-3. Summary of Results from UNC System Military Affairs Surveys Kathie Sidner and Siobhan Norris

Situation: Staff will summarize key findings and opportunities to enroll, educate, graduate, and employ more military-affiliated students based on final survey results from fall 2018.

Background: The UNC System Office conducted two surveys in fall 2018 among all UNC System institutions regarding: (1) data collection and reporting methods used to identify and track academic progress of military-affiliated students; and (2) resources, services, and programs available to current and prospective military-affiliated students.

UNC Policy Manual 700.7.1, the UNC System Military Student Success Policy, and accompanying Regulation 700.7.1[R] require that the UNC System “establish appropriate and uniform data collection procedures to enable the constituent institutions to identify and track the academic progress of military-affiliated students for the purposes of evaluating and reporting retention, graduation, and time to degree completion.” Secondly, it requires the constituent institutions to “develop and maintain campus-based support networks, as well as a comprehensive series of community, regional, and national referrals for military-affiliated students to assist in successful navigation of their educational goals. These services shall include, but not be limited to, admissions, financial aid, housing, disability services, career services, health services and counseling, and other student services and supports offered under student affairs and academic affairs.” Thirdly, “the University and its constituent institutions shall establish a process by which [military-related] learning can be evaluated for possible course credit.”

Additionally, these surveys provide an update to the 2014 *UNC SERVES Resource Guide*.

Assessment: This presentation provides a summary of survey results addressing the following broad areas for UNC System military-affiliated students: (1) identification of students as “military-affiliated”, (2) tracking student performance metrics, (3) student support services, (4) admissions, (5) financial aid, (6) credit transfer, (7) academic support services, and (8) outreach and marketing.

Action: This item is for information only.



THE UNIVERSITY OF NORTH CAROLINA SYSTEM

REPORT: Surveys of UNC System Military Student Data and Resources

May 1, 2019

University of North Carolina System
Chapel Hill, North Carolina

REPORT: Survey of UNC System Military Resources

Introduction

In fall 2018, the University of North Carolina (UNC) System Office conducted two surveys among UNC System institutions regarding data and resources for military-affiliated students. This report provides the results of these surveys, highlighting UNC System (1) data collection and reporting methods to identify and track the academic progress of military-affiliated students; and (2) resources, services, and programs for current and prospective military-affiliated students.

Background

From 2010-2014, the UNC System Office convened a working group called UNC System-wide Evaluation and Recommendation for Veterans Education and Services (UNC SERVES) to identify best practices and develop recommendations for supporting military-affiliated students across the UNC System. The *2014 UNC SERVES Resource Guide* provided the foundational work for the UNC System's military affairs efforts. This report builds on the *2014 UNC SERVES Resource Guide* (see Appendix A) and provides an updated assessment of the current resources and capacity across the UNC System for enrolling, educating, graduating, and enabling the overall success of military-affiliated students.

This report directly relates to multiple elements of the UNC Policy on Military Student Success (700.7.1) and UNC Regulation for Military Student Success (700.7.1[R]) shown below.

For the purposes of this policy, **military-affiliated students are defined as:** U.S. military service members, including National Guard and Reserve members; veterans; spouses of service members and veterans; and dependent family members of service members and veterans.

- **Data Collection and Reporting on Military-Affiliated Students.** The president shall establish appropriate and uniform data collection procedures to enable the constituent institutions to identify and track the academic progress of military-affiliated students for the purposes of evaluating and reporting retention, graduation, and time to degree completion. The collection, analysis, and publication of this data supports the intent of Presidential Executive Order 13607 ("Establishing Principles of Excellence for Educational Institutions Serving Service Members, Veterans, Spouses, and Other Family Members," issued April 27, 2012), aligns with the recommendations contained in the *April 2010 UNC SERVES Report to the President*, and serves to track progress made towards the implementation of Session Law 2014-67.
- **Campus Support Structures for Military-Affiliated Students.** The constituent institutions shall develop and maintain campus-based support networks, as well as a comprehensive series of community, regional, and national referrals for military-affiliated students to assist in successful navigation of their educational goals. These services shall include, but not be limited to, admissions, financial aid, housing, disability services, career services, health services and counseling, and other student services and supports offered under student affairs and academic affairs.
- **Military Credit Transferability.** The University and its constituent institutions shall establish a process by which military learning can be evaluated for possible course credit. Such military learning may include, but will not be limited to, recruit training, military occupational specialty (MOS) training and education, Defense Language Institute foreign language coursework and exams, Community College of the Air Force (CCAF) coursework, the College-Level Examination Program (CLEP), and the DANTES Standardized Subject Test (DSST). The American Council on

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Education (ACE) credit equivalency recommendations shall serve as the standard reference work for recognizing learning acquired in the military.

About the Surveys

The UNC System Office conducted two surveys in fall 2018 among all sixteen UNC System institutions of higher learning to collect updated information regarding military-affiliated student enrollments, academic performance, and the resources utilized to attract, retain, and graduate these students.

In the first survey, we gathered information from the sixteen UNC System institutions regarding the data collection and reporting measures used to identify and track the progress of military-affiliated students. Data was requested through the directors of Institutional Research (IR) at each institution. Data fields included: methods for identifying students as having a military affiliation; enrollment headcounts; the number of students using federal (Department of Defense and Veterans Affairs) education benefits and associated dollar amounts; and metrics for tracking academic progress (GPA, course completion rates, retention rates, graduation rates, etc.) for military-affiliated students.

In the second survey, we collected information about services and resources for military-affiliated students at all UNC System institutions. Information from this survey is organized into six broad areas:

1. Student support services
2. Admissions
3. Financial aid
4. Credit transfer
5. Academic support services
6. Outreach and marketing

It is important to recognize that each institution is different. Some of our larger institutions (NC State University, University of North Carolina at Chapel Hill) and those with large military-affiliated student bodies (Fayetteville State University, East Carolina University, University of North Carolina Wilmington) have more staff, infrastructure, and programs specifically for these students. Smaller UNC institutions, with fewer military-affiliated enrollments have fewer resources dedicated to military-affiliated students.

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A. DATA COLLECTION: IDENTIFICATION AND TRACKING OF MILITARY-AFFILIATED STUDENTS

There are wide variations among UNC System institutions in capabilities and methods for identifying and tracking military-affiliated students (U.S. military service members, including National Guard and Reserve members; veterans; spouses of service members and veterans; and dependent family members of service members and veterans).

Identification

- As of 2016, all sixteen UNC System institutions identify military-affiliated students by self-identification on admission applications. Prior to 2016, only some UNC System institutions of higher education asked students to identify their military affiliation on application forms.
 - Currently, all admissions applications have individual boxes where applicants can identify themselves as active duty service members, National Guard/Reserve members, veterans, spouses (of current or prior service members), or children (of current or prior service members).
 - The exact wording and format of the military affiliation-related questions vary by institution. Some institutions host their applications through the College Foundation of North Carolina (CFNC) website and others use CommonApp, each of which requires a specific add-on section.
 - UNC Guidelines for Military Student Success (700.1.G) which delineated the precise questions regarding military service and affiliation to be included on all UNC System admission applications were repealed in Aug 2018.
 - Because this information has been collected at the System level for only two years, we are unable to provide system-level data such as graduation rates at this time.
- All sixteen UNC System institutions track students by use of federal education benefits.
- Twelve track military-affiliated students using other means, such as self-identification, in financial aid applications, orientation, student surveys, etc.
- Nine UNC System universities track students by transfer of military-related credit.

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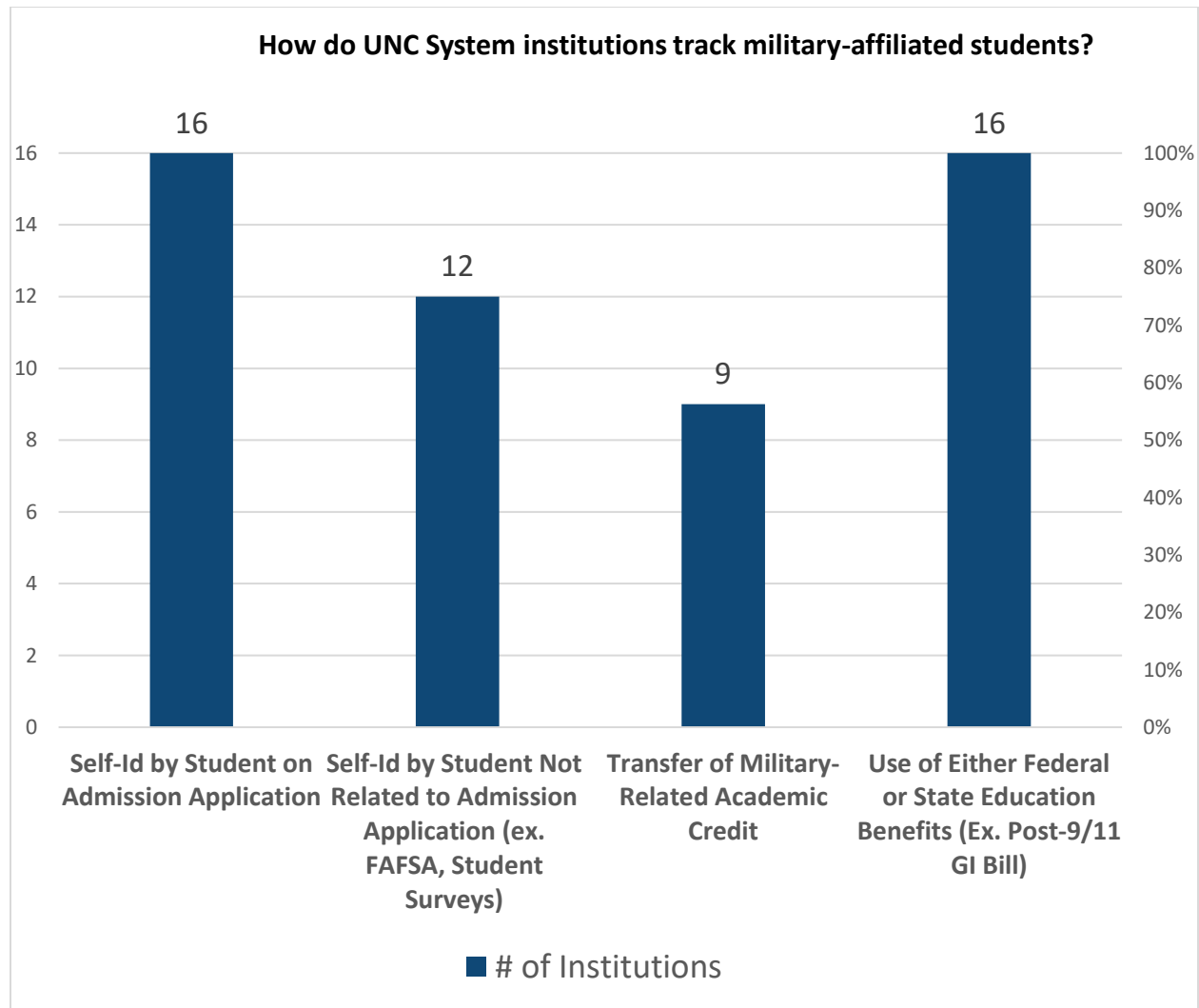


Figure 1. How UNC System institutions identify military-affiliated students.

Enrollments

UNC System institutions reported that more than 14,000 military-affiliated students were enrolled across the UNC System as of fall 2017.

- The total number of military-affiliated student enrollments is more than double the number of military-affiliated students using federal education benefits. In fall 2017:
 - At least 14,195 military-affiliated students were enrolled at UNC System institutions. The actual number is almost certainly higher, since North Carolina Agricultural and Technical State University only tracks students who use federal benefits. Thus, the reported N.C. A&T enrollments do not include military-affiliated students who do not use such benefits.
 - 6,704 military-affiliated students used U.S. Department of Defense (DOD) Tuition Assistance and U.S. Department of Veterans Affairs (VA) Post-9/11 GI Bill education benefits.

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- A significant portion (57%) of military-affiliated students attending UNC System institutions are military spouses and children. UNC System military-affiliated student enrollments include:
 - 1,929 currently serving (either active duty or National Guard/Reserves)
 - 3,342 veterans
 - 7,737 spouses and children (of both active duty service members and veterans)
- Institutions with the highest enrollments of military spouses and children are:
 - Appalachian State University: 1,264 children, 34 spouses
 - North Carolina State University: 1,232 children, 156 spouses
 - UNC Wilmington: 873 children, 349 spouses
 - East Carolina University: 428 children, 229 spouses

Fall 2017	Total military-affiliated students	Total using TA and Post 9/11-GI bill
Appalachian State University	1563	394
East Carolina University	1257	682
Elizabeth City State University	76	35
Fayetteville State University	1324	825
North Carolina A&T State University <i>*only students using benefits</i>	500*	500
North Carolina Central University	313	161
North Carolina State University	2145	622
UNC Asheville	127	90
UNC-Chapel Hill	1149	693
UNC Charlotte	866	697
UNC Greensboro	1274	335
UNC Pembroke	945	566
UNC Wilmington	1904	719
UNC School of the Arts	107	14
Western Carolina University	442	304
Winston-Salem State University	203	67
Totals	14,195	6,704

Figure 2. UNC System military-affiliated student enrollments, fall 2017 (total students v. total using Department of Defense Tuition Assistance and Veterans Affairs Post-9/11 GI Bill benefits)

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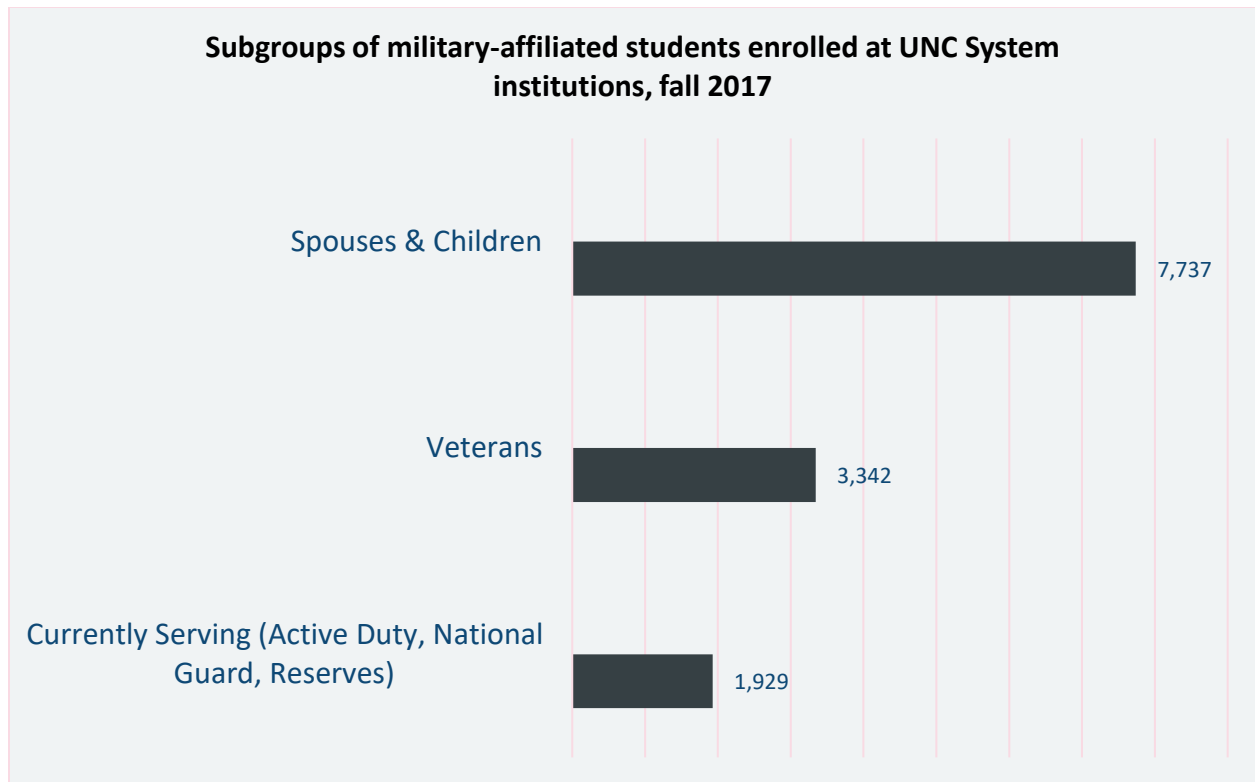


Figure 3. Subgroups of military-affiliated students enrolled at UNC System institutions, fall 2017

Tracking Academic Progress

As of 2018, at least half (or more) of all UNC System institutions track the following metrics of academic progress for military-affiliated students as a group and/or subgroups. See Appendix B for additional details.

- Eight track course completion rates.
- Ten track retention rates.
- Ten track GPA.
- Ten track graduation rates.

Additionally, one (UNC-Chapel Hill) has access to data that enable tracking of post-graduation employment rate and salaries. UNC-Chapel Hill has collected this data on all subsets of military-affiliated students since 2014.

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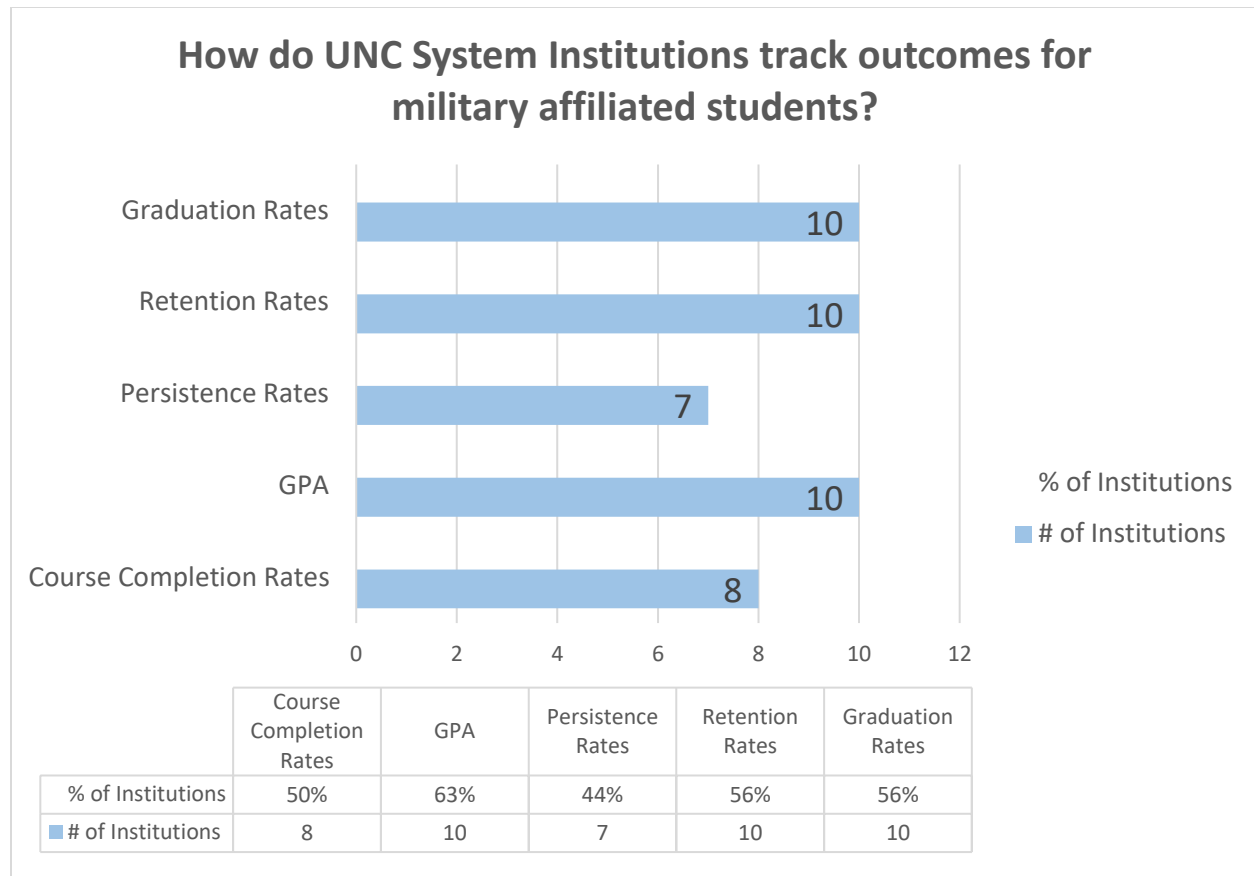


Figure 4. UNC System institutions' tracking of military-affiliated student academic progress

UNC Greensboro tracks additional data fields: ethnicity, gender, residency, age group, Pell grant eligibility, need-based financial aid receipt, first-generation college status, full-time/part-time, VA benefit type, veteran or dependent. This data is collected by term and year for both veterans and dependents. UNCG's office of institutional research has developed an [interactive dashboard](https://ire.uncg.edu/reports/veteran/) (<https://ire.uncg.edu/reports/veteran/>) to view this information, filtered according to academic term or class year (Figure 1).

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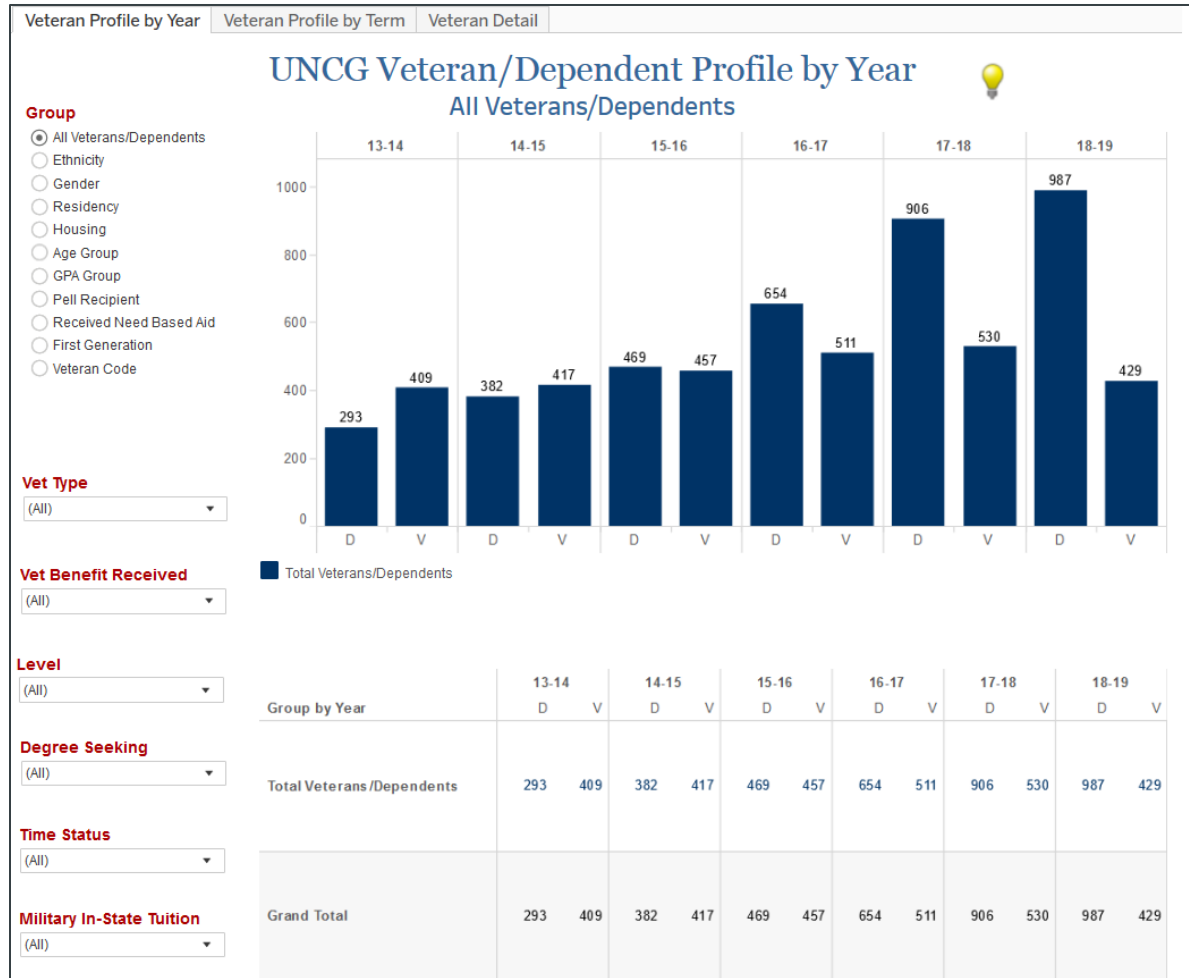


Figure 5(a). UNC Greensboro Veteran and Dependent Student Profile Portal – By Year

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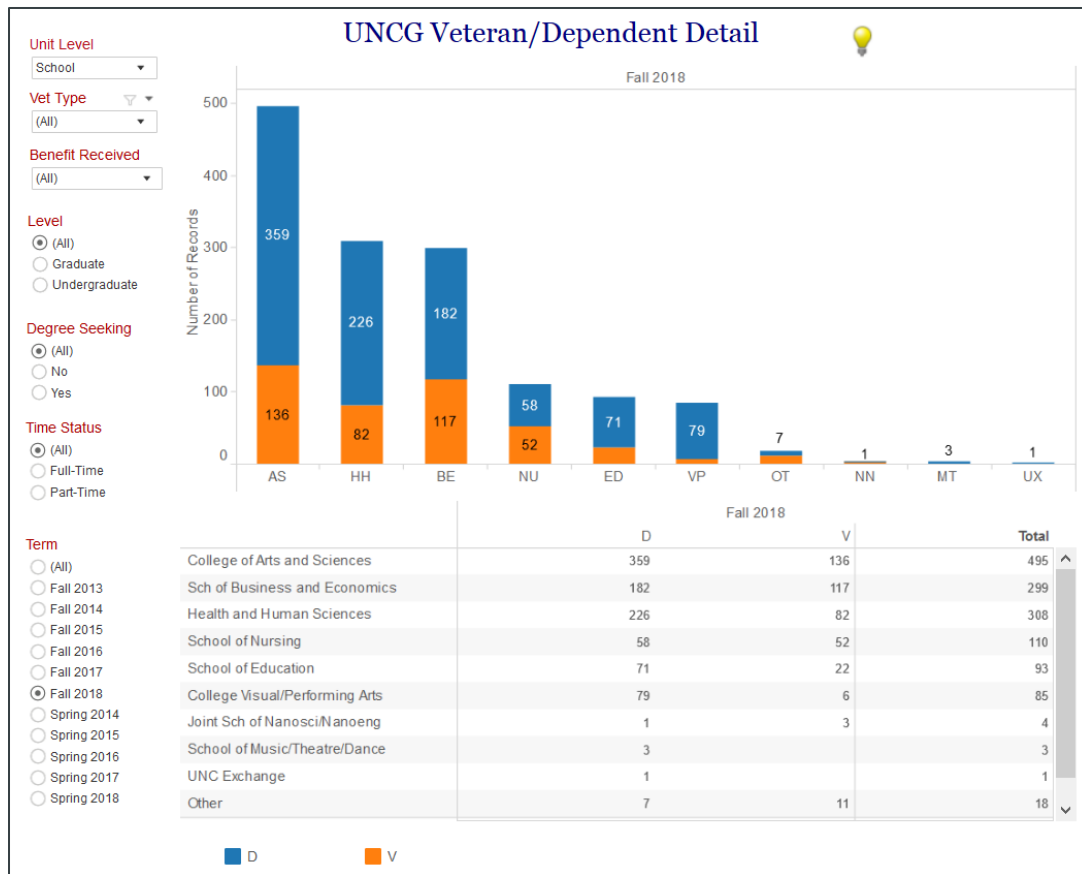


Figure 5(b). UNC Greensboro Veteran and Dependent Student Profile Portal – By School, Fall 2018

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B. STUDENT SUPPORT SERVICES

The UNC Policy on Military Student Success (700.7.1) and Regulation for Military Student Success (700.7.1[R]) require that “the constituent institutions develop and maintain campus-based support networks for military-affiliated students to assist in successful navigation of their educational goals. These services shall include, but not be limited to, admissions, financial aid, housing, disability services, career services, health services and counseling, and other student services and supports offered under student affairs and academic affairs.” As of January 2019, UNC System institutions generally have functional support networks and services in place to help military-affiliated students through their academic journey, though the scale and interconnectedness of these services varies.

- **All** UNC System institutions have a centralized website with information specifically for military-affiliated students and some staff designated to assist military-affiliated students.
- **Most** UNC System institutions have a military affairs committee or other staff working group designated to serve and address the needs of military-affiliated students, a student veterans center (a stand-alone dedicated physical space on campus), and a military-affiliated student organization.
- **Nearly all** UNC System institutions offer military-specific services such as orientation sessions, military holiday or appreciation events, and military distinction graduation cords. Depending on the institution, the length of military-specific orientation sessions can run from 20-minute breakouts to half- or full-day sessions including tours of the student veteran center on campus. The quality from institution to institution also varies.
- **Most** UNC System institutions offer Green Zone or other military cultural awareness training for faculty, staff and students, and/or have staff trained in military mental health issues. However, most institutions responded that there is a need for the System Office to provide a consistent method and model of training, which can be regularly updated and tailored by the constituent universities depending upon the departments receiving the training.
- There is significant variation among institutions in the level of staffing for military-affiliated students within different campus units such as admissions, financial aid, student affairs, career services, disability services, and counseling. The majority of these staff positions are not dedicated to serving military-affiliated students full-time; instead, they assist these students on a part-time basis or as an additional duty.

Support structures

- All sixteen UNC System institutions have a website that serves as a central hub for military-affiliated students to locate campus-based resources available to them.
- Thirteen have a student veterans center on campus (defined as a stand-alone center or building). Additionally, UNC Pembroke is planning to renovate one floor of an existing building on campus and designate it as the Veteran/Military Resource Center in 2019.
- Fourteen institutions have a registered chapter of Student Veterans of America (SVA).
- Six have a military student representative on the student government association or graduate student association.
- Fifteen employ VA work study students.
- Twelve have an ROTC program. Of these twelve, all have Army programs, nine have Air Force, and two (NC State and UNC-Chapel Hill) also have Navy and Marine Corps ROTC programs.

REPORT: Survey of UNC System Military Resources

Institution	Centralized website to navigate military student services	Student veterans center	Registered chapter of SVA	Military student rep on student government association	VA Work Study	ROTC programs
Appalachian State University	Yes	Yes	Yes	Yes	Yes	Yes
East Carolina University	Yes	Yes	Yes	Yes	Yes	Yes
Elizabeth City State University	Yes	Yes	No	No	Yes	Yes
Fayetteville State University	Yes	Yes	Yes	*	Yes	Yes
North Carolina A&T State University	Yes	Yes	Yes	No	Yes	Yes
North Carolina Central University	Yes	Yes	Yes	Yes	Yes	Yes
North Carolina State University	Yes	Yes	Yes	No	Yes	Yes
UNC Asheville	Yes	Yes	Yes	No	Yes	No
UNC-Chapel Hill	Yes	Yes	Yes	No	Yes	Yes
UNC Charlotte	Yes	Yes	Yes	No	Yes	Yes
UNC Greensboro	Yes	Yes	Yes	No	Yes	Yes
UNC Pembroke	Yes	No	Yes	Yes	Yes	Yes
UNC School of the Arts	Yes	No	*	No	No	No
UNC Wilmington	Yes	Yes	Yes	Yes	Yes	No
Western Carolina University	Yes	Yes	Yes	No	Yes	No
Winston-Salem State University	Yes	No	Yes	Yes	Yes	Yes
	16	13	14	6	15	12

Figure 6. UNC System institutions' support structures for military-affiliated students.

**Denotes no response provided by institution.*

Staffing

There is considerable variation among UNC System institutions in the breadth and depth of staffing resources dedicated to serving military-affiliated students in either a 100% FTE or part-time capacity

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- Twelve UNC System institutions have an admissions counselor designated for military-affiliated students.
 - Three (ECU, FSU, UNCP) have an admissions counselor that is 100% FTE dedicated to serving military-affiliated students.
- Nine have a financial aid counselor designated for military-affiliated students.
 - Two (FSU, UNCW) have a financial aid counselor that is 100% FTE dedicated to serving military-affiliated students.
- Eleven have a student affairs staff member designated for military-affiliated students.
 - Seven have a student affairs staff member that is 100% FTE dedicated to serving military-affiliated students.
- Seven have a career center representative designated to assist military-affiliated students.
 - Two (FSU, WSSU) have a career center representative that is a 100% FTE dedicated to serving military-affiliated students.
- Nine have a counseling center representative designated to aid military-affiliated students.
 - One (N.C. A&T) has a counseling center representative that is a 100% FTE dedicated to serving military-affiliated students.

Institution	Admission s counselor	100% FTE Admissions	Financial aid counselor	100% FTE Financial aid	Student affairs rep	100% FTE - Student affairs	Career center rep	100% FTE caree r cente r rep	Disabilit y resource center rep	100% FTE Disabilit y resource center rep	Counselin g center rep	100% FTE Counselin g center rep
Appalachian State University	Yes	No	Yes	No	Yes	Yes	Yes	No	Yes	No	Yes	No
East Carolina University	Yes	Yes	No	No	Yes	Yes	No	No	No	No	No	No
Elizabeth City State University	Yes	No	Yes	No	No	No	Yes	No	Yes	No	No	No
Fayetteville State University	Yes	Yes	Yes	Yes	*	*	Yes	Yes	No	No	No	No
North Carolina A&T State University	No	No	No	No	Yes	Yes	No	No	No	No	Yes	Yes
North Carolina Central University	No	No	No	No	No	No	No	No	No	No	No	No
North Carolina State University	No	No	No	No	Yes	Yes	No	No	Yes	No	Yes	No
UNC Asheville	No	No	No	No	Yes	No	No	No	No	No	No	No
UNC-Chapel Hill	Yes	No	Yes	No	Yes	Yes	Yes	No	Yes	No	Yes	No
UNC Charlotte	Yes	No	No	No	Yes	Yes	Yes	No	No	No	Yes	No
UNC Greensboro	Yes	No	Yes	No	Yes	Yes	No	No	No	No	No	No
UNC Pembroke	Yes	Yes	Yes	No	No	No	No	No	Yes	No	Yes	No
UNC School of the Arts	Yes	No	Yes	No	Yes	No	No	No	Yes	No	Yes	No
UNC Wilmington	Yes	No	Yes	Yes	No	No	Yes	No	Yes	No	Yes	No
Western Carolina University	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Winston-Salem State University	Yes	No	No	No	Yes	Yes	No	Yes	No	Yes	No	No
	12	3	9	2	11	8	7	2	8	1	9	1

Figure 7. UNC System institution staffing to support military-affiliated students
**Denotes no response provided by institution.*

Recent notable staffing additions:

- For the 2018-19 academic school year, N.C. A&T created a new full-time staff position for the director of Veterans & Military Affairs, housed within the Office of Student Affairs.
- In 2019, UNC-Chapel Hill is adding two staff positions to support military-affiliated students: (1) an assistant dean in the Office of the Dean of Students, with partial responsibility as director of Veterans Services, and (2) a full-time program assistant to support the expanded *Boot Print to Heel Print* program.
- Additionally, the Carolina Veterans Resource Center is housed within the Office of the Dean of Students, providing a direct connection to critical student support services. Military students can be quickly connected with a staff member with military cultural competency and knowledge of military benefits.

Institution-level military affairs committees and working groups

- Fifteen UNC System institutions have a military affairs liaison.
- Eleven have a military affairs committee. Additionally:
 - In January 2019, Elizabeth City State University established an external military affairs advisory board, which includes influential leaders of the local military community. N.C. A&T plans to establish a military affairs committee in 2019.

Institution	Military affairs liaison	Military affairs committee
Appalachian State University	Yes	Yes
East Carolina University	Yes	Yes
Elizabeth City State University	Yes	No
Fayetteville State University	Yes	*
North Carolina A&T State University	Yes	Yes
North Carolina Central University	Yes	No
North Carolina State University	Yes	Yes
UNC Asheville	No	No
UNC-Chapel Hill	Yes	Yes
UNC Charlotte	Yes	Yes
UNC Greensboro	Yes	Yes
UNC Pembroke	Yes	Yes
UNC School of the Arts	Yes	Yes
UNC Wilmington	Yes	Yes
Western Carolina University	Yes	Yes
Winston-Salem State University	Yes	No
	15	11

Figure 8. UNC System institution military affairs staff organizations.

**Denotes no response provided by institution.*

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Military affairs committees have the following types of roles and responsibilities:

- At Appalachian State, the Military Affairs Committee serves to investigate the needs of current and prospective military-affiliated community members; advocate for veteran and military-friendly campus infrastructure, policies, and procedures; and make recommendations to university administration regarding desirable campus policies and services for this community.
- At NC State, the Office for Institutional Equity and Diversity convenes the Military Affairs Committee monthly to discuss topics of relevance and concern to its growing military-affiliated student population.
- At UNC-Chapel Hill, the Veterans Resource Team aims to understand the needs of the military-affiliated student population; advocate for veteran access and success; and address gaps and barriers in resources and educational attainment for military-affiliated students at the university.
- UNC Charlotte's Military Affairs Committee is responsible for facilitating awareness and communication between key departments with regard to campus-based services for military-affiliated students, coordinating and evaluating programs and services for military-affiliated students, and factoring military-affiliated students into institutional planning. The committee makes recommendations to the chancellor's office about the needs of military-affiliated students.
- At UNC Greensboro, the primary function of the Military Affairs Council is to ensure consistent communication and seamless collaboration between various offices on campus that interact with military-affiliated students. This collaboration should improve the overall college experience for these students.
- At UNC Pembroke, the Military Advisory Group includes administrative, staff, faculty and student representatives from across the campus and meets at least once a semester to review, plan, and implement military-related initiatives.
- The UNC School of the Arts' Military-Connected Student Task Force aims to identify and provide services including counseling, scholarship opportunities, and outreach for military-affiliated students.
- At Western Carolina University, the Military Advisory Council (comprised of 20 members from various campus offices) works to discover, address, and resolve obstacles for military affiliated students.

The composition of each military affairs committee and level of representation across campus units varies from institution to institution. Committee members include:

Institution	Members of military affairs committee
Appalachian State University	Lynn Gregory, MAC chair, Associate Professor, Communication Department Jennifer Coffey, Associate Director, Financial Aid Eric Gormly, Student Veteran Services Coordinator, Student Affairs Bob Gibbard, Special Population Advisor, University College Advising Jane Rex, Director, Transfer Services

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East Carolina University	<p>Tim Wiseman, Assistant Vice Chancellor, Enterprise Risk Management and Military Programs</p> <p>Regis Gilman, Executive Director, Academic Outreach, Continuing and Distance Education</p> <p>Nicole Jablonski, Assistant Director, Student Veterans Services</p> <p>Joshua Dail, VA Certifying Official, Registrar Office</p> <p>Angie Moore, Student Services Coordinator, Admissions</p>
<p>Elizabeth City State University*</p> <p><i>*External military affairs advisory committee</i></p>	<p>Colonel Randy B. Bell, Ret. U.S. Marine Corp, ECSU Alumni</p> <p>Captain Timothy R. Rodger, Ret. U.S. Army, ECSU Alumni</p> <p>Captain Lamont S. Bazemore, Active Duty U.S. Coast Guard, ECSU Alumni</p> <p>Commander Warren Judge, Active Duty U.S. Coast Guard, ECSU Alumni</p> <p>Jamar Blyther, Veteran U.S. Army, Readjustment Counselor Technician, Department of Veterans Affairs</p> <p>Senior Chief Brenda Lamb, Ret. U.S. Navy, DAV Transition Service Officer</p> <p>Marcus Cutrell, Veterans Employment Representative, North Carolina Department of Commerce</p> <p>Ariel Aponte, Veteran U. S. Army, Inter-Agency Coordinator, North Carolina Department of Military & Veterans Affairs</p> <p>Holly Staples, President, Elizabeth City Chamber of Commerce</p>
Fayetteville State University	FSU currently does not have a military affairs committee.
North Carolina Central University	NCCU currently does not have a military affairs committee.
North Carolina A&T State University	<p>Nicole Pride, Interim Vice Provost for Academic Strategy and Operations (Co-Chair) Joshua Jones, Director, Veterans and Military Affairs (Co-Chair)</p> <p>Eve Andree, College of Science and Technology</p> <p>Sherri Avent, Director, Office of Financial Aid</p> <p>Natalie Bynum, Chair and Professor of Military Science, Army ROTC</p> <p>Calena Creft, Clinical Counselor, Counseling Services</p> <p>Cynthia Downing, Executive Director, Office of Career Services</p> <p>Angela Dubose, Director, Office of Treasurer</p> <p>Wanda Kellyman, Director, Office of Accessibility Resources</p> <p>Chaliah Kerr, Cadet Battalion Commander, Army ROTC</p> <p>Taylor Lawrence, Cadet Wing Commander, Air Force ROTC</p> <p>Martin Mayhand, President, Student Veterans of America</p> <p>Kelly Rowett-James, Registrar</p> <p>Marzell Scott, Certified Medical Assistant, Student Health Center</p> <p>Gerald Spates, Director, Multicultural Student Center</p> <p>Paul Stanifer, Chair and Detachment Commander, Air Force ROTC</p> <p>Jameia Tennie, Director, Office of Undergraduate Admissions</p> <p>Maurtisha Thomas, VA Certification Officer, Veterans and Military Affairs</p>
NC State University	<p>Nick Drake, Director of Military and Veteran Services</p> <p>Daniel Hackley, VA Certifying Official, Registration and Records</p> <p>Taylor Holland, Associate Director, Admissions</p> <p>Morgan Middleton, Assistant Director, Scholarships and Financial Aid</p> <p>Allison Bennett, Coordinator, Cashiers Office</p>

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UNC Asheville	UNCA currently does not have a military affairs committee.
UNC-Chapel Hill	Jan Benjamin, School Certifying Official, Office of the University Registrar Maria Erb, Co-director, Diversity and Student Success, The Graduate School Rebecca Egbert, Senior Assistant Director, Undergraduate Admissions Cynthia McGee, Assistant Director, Office of Scholarships and Student Aid Dennis Soberl, Senior Academic Advisor, Academic Advising
UNC Charlotte	Henry "Hank" Harris, MAC Co-Chair, Professor, Department of Counseling Dennis Wiese, MAC Co-Chair, AVC Student Affairs, Dean of Students Bill Wilson, Director, Veteran Services Office Blake Bourne, Executive Director, Veterans Bridge Home Elizabeth "Libby" Malone, Counselor, Counseling and Psychological Services
UNC Greensboro	Bradley Wrenn, Director, Military-Affiliated Services Milvia Sadler, VA Certifying Official, Military-Affiliated Services Eduardo Pinero, VA Certifying Official, Military-Affiliated Services Amy Cook, Third-Party Billing Specialist, Cashiers and Student Accounts Angie Moore, Student Services Coordinator, University Admissions
UNC Pembroke	Scott Billingsley, Associate Provost, Professor of History, Academic Affairs Lois Williams, Associate Vice Chancellor for Enrollment, Enrollment Ashley Pryer, Associate Director, Admissions Todd Allen, Assistant Director, Center for Student Success Christina Reeves, Registrar, Registrar Office
UNC School of the Arts	Erin Morin, University Registrar, Welcome Center Jorja Waybrant, Outreach Coordinator, Learning Resource center Julie Potter, Support Specialist, Welcome Center Jaime Moore, Grounds Maintenance, Facilities Jeremy Grice, ERP Resources, IT building
UNC Wilmington	20-person committee, including: Bill Kawczynski, Director, Office of Military Affairs Kristy Burnette, Institutional Risk Management Coordinator Stephanie Ganser, Assistant Dean of Students Sherry Hazelwood, Associate Director, Admissions Alton Johnson, Financial Aid Counselor (VA Certifying Official) Naamah Noble, Student Records Coordinator, Registrar Nicholas Pianovich, Student Body President
Western Carolina University	20-person committee, including: Valerie Dillard, Admissions Processor, Admissions Sharon Painter, Admin Support, Registrar's Office Richard Starnes, Veteran; Dean, College of Arts & Sciences Tammy Frizzell, Assistant Director, Orientation Kasia Podosek, VA Certifying Official, Educational Outreach Martin Tanaka, Veteran; Professor, School of Engineering
Winston-Salem State University	WSSU currently does not have a military affairs committee.

Figure 9. UNC System institution military affairs committee membership.

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Additional committees, working groups, or staff (not student) organizations

- In addition to its Military Advisory Committee, East Carolina University has an Academic Military Affairs Committee, which reports to the provost on academic issues relating to military and veteran students, their qualified family members, and prospective military-affiliated students. Its focus is on the implementation and coordination of academic efforts to maximize ECU's "military friendly" status and stature.
- Fayetteville State University has a special advisor to the provost for military-connected students. This individual works with the provost and director of military connected services to address military students' concerns.
- UNC Greensboro has a staff member in the Office of the Chancellor who serves as a liaison between the Office of Military-Affiliated Services (MAS) and the Office of the Chancellor to ensure that initiatives related to military-affiliated students have support from university administration.
- UNC-Chapel Hill's Carolina Veterans Resource Team also consists of representatives from the following offices and organizations: Accessibility Resource and Services, The Learning Center, The Writing Center, Study Abroad program, Undergraduate Retention, New Student Family Programs, Cashier's Office, Diversity and Multicultural Affairs, Carolina Women's Center, LGBTQ Center, University Library Services, Equal Opportunity and Compliance, Off Campus Services, and the Carolina Veterans Organization. Additionally, the UNC-Chapel Hill admissions office provides the Carolina Veteran Resource Center a list of admitted military-affiliated students to ensure early contact prior to the students' first semester at UNC-Chapel Hill.

Mental Health and Military Cultural Awareness

- Thirteen UNC System institutions have support staff trained in military mental health issues such as military-related post-traumatic stress (PTS), traumatic brain injury (TBI), and military sexual trauma. These staff primarily reside in counseling and student health centers, along with other staff who have such training. Some universities connect students with additional outside resources such as:
 - Elizabeth City State University, at which student veterans can make appointments to meet with a Department of Veterans Affairs Readjustment Counselor, who visits campus once a week.
 - Appalachian State University, which has a partnership with outside counselors—some of whom accept Tricare—specializing in PTSD, TBI, and military stress.
- Eleven offer Green Zone Training or other military cultural awareness training for faculty, staff and/or students. Three more institutions are developing such training for 2019.
 - More than 250 faculty and staff at UNC Greensboro also have received Green Zone training. Additionally, UNCG hosts military-related documentary screenings followed by student discussion panels. The military services office also partners with the Office of Intercultural Engagement to offer a "Spartans in Dialogue" cohort, which connects student veterans with civilian students with the goal of helping both populations engage in meaningful discourse around issues related to social identity.
 - Western Carolina University also has provided Green Zone Training to faculty and staff every semester since 2015, serving over 250 participants. Beginning in Fall 2018, WCU has provided Green Zone Training to students as well.

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- Some institutions offer military cultural awareness training on a semester, quarterly, or monthly basis. Several institutions offer such training upon request from departments.
- UNC Pembroke raises campus awareness of the challenges student veterans face in the college environment through its "Diversity Dialogues" podcast series and "lunch chats" with faculty and staff.
- UNC Wilmington provides faculty, staff, and students with webinar-based military culture training content developed by the PsychArmor Institute.

Special events and ceremonies

- Fifteen UNC System institutions currently offer—and the sixteenth institution is planning to offer—military-specific distinction graduation cords.
 - UNC-Chapel Hill holds a Red, White & Carolina Blue graduation ceremony in December and May.
 - N.C. A&T hosts an annual Veterans Resource Fair on the parade grounds at the Aggie Student V.E.T.S Center to celebrate its graduating military-affiliated students. In 2018, more than 350 people attended, including representatives from outside organizations that provide support and services to the military community.
 - East Carolina University's veteran graduates receive the university's challenge coin along with their red, white, and blue graduation cords.
 - UNC Asheville holds a specific veteran student graduation ceremony.
 - UNC Pembroke's Academic & Military Outreach conducts a Fall and Spring Student Veteran Graduation Recognition Ceremony to include the presentation to each student, an UNCP challenge coin, and an Americana Honor Cord provided by the university and awarded by the chancellor.
 - Winston-Salem State University provides veterans with graduation honor medallions to all veteran students who graduate with honors.
- Fourteen UNC System institutions host military holiday ceremonies (particularly around Veterans Day and Memorial Day) and military appreciation events. Additionally,
 - Appalachian State University hosts Heroes Day (football game with tailgate) and the Student Veteran Services office hosts regular barbecues for student veterans and their families.
 - North Carolina State University, UNC Asheville, UNC-Chapel Hill, and UNC Wilmington each sponsor a variety of programming during Veterans Week in November.
 - Western Carolina University holds an annual Veterans Appreciation Lunch on Veterans Day. In November 2018, student veterans from Western Carolina participated in a wreath-laying ceremony at the Tomb of the Unknown Soldier at Arlington National Cemetery.
 - Winston-Salem State University holds a Veteran Wreath Ceremony on Veterans Day.

External Partnerships

The majority of UNC System institutions partner with local, state, or national organizations to connect military-affiliated students with outside resources and support networks. These resources include health services, mental health counseling, peer mentoring, career transition support, and employer

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networking. Highlighted below are just a few of the numerous external partnerships within the UNC System.

- Appalachian State University partners with the High Country Chapter of the Military Officers Association of America, the American Legion, Veterans of Foreign Wars, and other local nonprofits to support its student veterans. Appalachian also works closely with the Watauga County Veterans Service Officer, and is seeking to create a county-wide Veteran Council that would further assist its efforts to support student and faculty/staff veterans as part of the Appalachian, Boone, and Watauga communities.
- East Carolina University has joined the University of Michigan's national student veteran peer mentoring program, entitled Peer Advisors for Veteran Education (PAVE), which aims to boost student veteran retention and success.
- Elizabeth City State University has agreements with the U.S. Coast Guard and the U.S. Department of Veterans Affairs' Veterans Center in Norfolk, Virginia. Additionally, ECSU's director Fayetteville State University collaborates with the VA Employment office in Fayetteville to assist veterans with resume review and job placement.
- North Carolina A&T State University invites external partners to attend its annual Veteran Resource Fair and to set up information tables and speak with students about the services and support they provide. These external partners include the U.S. Department of Veterans Affairs' Vocational Rehabilitation and Employment Program, the NC Department of Commerce, Disabled American Veterans, Greensboro and Winston-Salem Goodwill, the NC Department of Health and Human Services, the Red Cross, and Donate Life.
- UNC-Chapel Hill established partnerships with the National Military Family Association (NMFA) to provide scholarships for military spouses pursuing Master of Business Administration (MBA) and Master of Public Administration (MPA) degrees. Additionally, UNC-Chapel Hill partners with the local Team Red White & Blue (Team RWB) to support an annual student-led *Ruck March for Hunger*.
- UNC Wilmington signed a memorandum of agreement with the U.S. Chamber of Commerce's Hiring Our Heroes program and is the first university in the nation to establish a Military Spouse Professional Network (MSPN) Chapter on a college campus. UNCW also is the first university to partner with the Association of the United States Army (AUSA), establishing the Braxton-Bragg sub-chapter at Fort Bragg, NC, home to the largest AUSA chapter in the world.
- Western Carolina University has many active partnerships, memberships, and engagement activities with local and regional military-serving organizations. These include NC Serves (member); Jackson County Veteran Services Offices; Western North Carolina Veterans Council (board member); NC Strive (Planning Committee co-chair); SECOME (member, board member); College Council on Military Education (CCME) (member); North Carolina Association of Coordinators of Veterans Affairs (NCACVA) (member); Go Army Ed (participant); and the NC National Guard Association (NCNGA) (member).
- Multiple UNC System institutions have staff who serve as members and officers of the Southeastern Council on Military Education (SECOME), a non-profit, multi-state coalition of educational institutions, corporations and military organizations that aims to improve educational and transitional opportunities for military and Coast Guard service members and their families within North Carolina, South Carolina, Georgia and Alabama.

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- Several UNC System institutions participate in steering committees and other roles with the North Carolina Student Transition Resource Initiative for Veterans Education (NC Strive), operated by the North Carolina Governor's Working Group on Veterans.

C. ADMISSIONS

Fee waivers, test exemptions, and admission preferences

- Seven UNC System institutions offer waivers or discounts on application or enrollment fees for some categories of military-affiliated students. Of these seven:
 - All seven offer waivers or discounts on application or enrollment fees for active duty service members.
 - Four offer waivers or discounts on application or enrollment fees for members of the National Guard and Reserves.
 - Five offer waivers or discounts on application or enrollment fees for veterans.
- Seven UNC System institutions offer some military-affiliated students exemptions from taking standardized tests for undergraduate admissions (SAT, ACT, etc.).
 - All seven offer these exemptions to current and former military service members (active duty, Guard/Reserves, and veterans).
 - These exemptions are typically available for applicants who have served at least three years in the U.S. Armed Forces and are 21 years of age or older.
 - One university (Fayetteville State University) offers undergraduate admission standardized test exemptions to military spouses and children.
- Five UNC System institutions offer some military-affiliated students exemptions from taking standardized tests for graduate admissions (GRE, GMAT, etc.).
 - All five offer these exemptions to all current and former military service members (active duty, Guard/Reserves, and veterans).
 - Three institutions (FSU, N.C. A&T, UNC-Chapel Hill) offer graduate admission standardized test exemptions to military spouses and children.
 - Exemptions from graduate school admissions standardized tests are typically available under certain circumstances, or for specific degree programs such as MBA programs.
 - Appalachian waives standardized graduate admissions tests for military applicants with five or more years of military experience.
 - Fayetteville State University waives the GRE/GMAT requirement for military student applicants to its Master of Arts in Sociology and MBA programs.
 - North Carolina A&T State University waives standardized graduate admissions tests for individuals who have completed a bachelor's degree at N.C. A&T.
 - Western Carolina waives test requirements for military applicants to the Master of Project Management program.
- Three UNC System institutions (Appalachian, UNCW, WSSU) offer admission preferences to active duty and veteran service members.

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- Two of these (Appalachian, UNCW) also offer admissions preferences to members of the National Guard and Reserves.
 - One of these (Appalachian) also offers admissions preferences to military spouses.
- Eight UNC System institutions offer priority registration to active duty and National Guard/Reserves service members.
 - Seven of these offer priority registration to veterans.
 - Three of these (NCCU, NC State, WSSU) offer priority registration to military spouses and children.

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UNC Institutions that offer.....	Active Duty	Guard/ Reserve	Veterans	Spouses	Children
waivers or discounts on application or enrollment fees?	7	4	5	1	1
exemptions from taking standardized tests for undergraduate admissions (SAT, ACT, etc.)?	7	7	7	1	1
exemptions from taking standardized tests for graduate admissions (GRE, GMAT, etc.)?	5	5	5	3	3
admissions preferences to prospective students with military ties?	3	2	3	1	0
priority registration to military students?	8	8	7	3	3

Figure 10. UNC System admission and enrollment policies for military-affiliated students.

Notable policies and waivers related to admissions and registration:

- At Appalachian State, the graduate application fee is waived for applicants from Fort Bragg who are participating in the Strategic Communication Certificate.
- At WCU, the Graduate school does not waive application fees, but will refund the fees if a student provides proof of military service.
- At WSSU, all student veterans are exempted from application fees and receive a priority pin number to register early during registration.

Orientation and Transition to Campus Environment

- Fourteen UNC System institutions have orientation events specifically for new military-affiliated students (ECSU and NCCU are the exceptions).
- Appalachian State also holds a specific freshman seminar course for student veterans.
- UNC-Chapel Hill has a one-year onboarding program for first-year student veterans, Boot Print to Heel Print. The program includes general knowledge sharing and provides student support from the date of acceptance to enrollment, a two-day introduction to campus and its resources, and continued programming throughout the year to address gaps in academic skills, provide social support, and aid in the post-military transition process. In the program's third year, UNC-Chapel Hill received a substantial grant to support the continued development of the program and its students.
- Three times in the last four years, UNC-Chapel Hill also has been a host campus for Warrior Scholar Project—a transition program for enlisted veterans consisting of college-preparatory academic boot camps at America's top universities.

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D. FINANCIAL AID

- All 16 institutions accept US Department of Defense Tuition Assistance (TA) and Veterans Affairs Education benefits, such as the Post-9/11 GI Bill, Montgomery GI Bill, Reserve Educational Assistance Program, Survivors and Dependents Educational Assistance Program, Veterans Educational Assistance Program, Vocational Rehabilitation, National Call to Service Program, and National Testing Program.
- All 16 offer a payment plan for students experiencing VA payment delays.
- Nine participate in the Yellow Ribbon Program. For some institutions, tuition falls below the qualifying guidelines for participation.
- Ten offer scholarships or grants for military service members, veterans, or dependents.
 - Appalachian State University offers the Appalachian Warrior Fund, a scholarship established in 2015 for honorably discharged and disabled veterans and their children. The Harry and Mary Meinhardt Memorial Scholarship (\$1,000) is available to all student veterans either not using GI Bill benefits or using Chapter 1606 (Guard/ Reserve with no deployment).
 - Eastern Carolina University offers a Student Veterans Services Scholarship, Warrior-to-Scholar Scholarship, and various scholarship funds for ROTC cadets attending ECU.
 - In 2018, Fayetteville State University established the Ronald B. Lewis Endowed Scholarship Fund (\$50,000) which is open to students who have served in any branch of the armed forces of the United States, without regard to character of their discharge.
 - The Vetter Scholarship at UNC-Chapel Hill provides grants to support dependents of active duty or veterans who qualify for the Covenant Scholarship program at Carolina, which works to package students' financial aid so that they graduate debt free.
 - UNC Pembroke has two Air Force ROTC scholarships: The Faye Nye Lewis Endowed Scholarship and the Stacy Ryan Locklear Endowed Scholarship Fund for undergraduate American Indian residents of Robeson County.
 - UNC School of the Arts established the Stanley M. Zedalis Military Affiliated Student Scholarship in 2015 as an annual \$500 grant designed to support military-affiliated students enrolled at UNCSCA and that honors the service of a disabled veteran of the US Armed Forces.
 - UNC Wilmington offers a number of such scholarships: Dr. Sankey Blanton Scholarship; John & Constance Phillips Scholarship; Karel Dutton Scholarship; MSGT (Ret.) E.S. Moncrief Military Dependents Scholarship; Step Up for Soldiers Scholarship; Student Veterans Organization Scholarship for Military Spouses; Trask Land Company Champions of Freedom Scholarship; Richard Jones Excellence Scholarship; BMW of Wilmington (Baker) Scholarship; CVS Military Support Scholarship; and SENCLAND MOAA Scholarships.
 - Western Carolina University offers the Military Gap Fund Scholarship to help cover unanticipated out-of-pocket costs for military-affiliated students.
- UNC System institutions also offer scholarships managed by the state of North Carolina, such as the North Carolina State Scholarship for Dependents of War Veterans and the North Carolina National Guard Tuition Assistance Program (TAP).

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E. CREDIT TRANSFER

Military credit equivalencies

This section includes information from UNC System institutions regarding articulation and transfer of credit for military training and experience to academic credit.

- Eleven UNC System institutions reported that they provide clearly-articulated credit equivalencies for military training or experience.
- The manner in which these equivalencies are communicated to current and prospective students varies between institutions. Information about military credit transfer is shared in different locations including:
 - Three post such information on the registrar's website.
 - Four post such information on the admissions website.
 - Four post such information on the military student services website.
 - Three post such information on departmental websites.
 - Three provide such information on printed marketing materials.
 - Seven have a specific website that describes the university's policy regarding awarding of credit for military training or experience.
 - Some institutions provide this information through military student orientation sessions and military student academic advising.

UNC System institutions have different policies and procedures for military service members to seek academic credit for military training and experience. These procedures include the following:

- NC State has a website that clearly explains the university's policy regarding military credit articulation and the step-by-step process students should follow when they apply to receive academic credit for military experience and training. Students must present official military documents (e.g. DD214, ERB, Joint Transcript, ESR or ORB) to the Veteran Affairs Certifying Official in the Department of Registration and Records, along with a [Military Credit Articulation Request Form](#). On this form, the student requests credit for specific courses at NC State. In addition to credits in Physical Education, Military Science, Aerospace Studies, Naval Science, and Foreign Languages and Literature, the student may be eligible to receive up to 12 hours of free elective credit. Additional credit may be awarded with departmental and college approval.

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Articulation of Military Credit

NC State University is cognizant of the needs of its military and veteran students returning to higher education. The university is committed to providing a welcoming environment and has established mechanisms to ensure a seamless and successful transition to the university. To further this goal, the university has defined a set of academic credits that may be awarded to members of the military as well as honorably discharged veterans for specific military training or course work. These academic credits are intended to avoid duplicating effort and further members of the military and veterans toward their degree intentions.

Procedures:

To obtain academic credit defined through this articulation, students must present official military documents (e.g. DD214, ERB, Joint Transcript, ESR or ORB) to the Veteran Affairs Certifying Official in the Department of Registration and Records, along with the [Military Credit Articulation Request Form](#).

Veterans must provide a copy of their DD214-Member 4 Copy to receive Military Credit.

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- Appalachian has a working group for transfer credit for military training/experience, and a web portal (https://bannerweb.appstate.edu/pls/PROD/bzsktran.P_Select_term) that enables anyone to search for Appalachian credit equivalencies by military training course (for US Army, Navy, and Marine Corps courses).
- UNC Wilmington also has a [Transfer Credit Equivalency website](#) with options to search for UNCW credit awarded for military training courses and occupations.
- Fayetteville State University evaluates joint service transcripts (JST) for credit by major. These evaluations are conducted by the director of military services, sent to the major department for approval, uploaded into Banner, and reviewed by the student. Credits awarded at Fayetteville Technical Community College (FTCC) from the JST for Intelligence Studies and Professional Studies transfer directly into FSU with no additional JST evaluation.
- At East Carolina University, the registrar's office evaluates JSTs submitted by military students who have been admitted to an undergraduate program and provides credit based on ACE recommendations. Students who have completed service schools while on active duty with the military may request an evaluation prior to admission through the Veteran's Affairs Office within the Office of the Registrar. With the exception of HLTH 100 & KINE 1000, all credits awarded are elective credit (*i.e.* COMM 1XXX). Once these credits are applied to a student's academic record, a request may be submitted through the department chair to the registrar to change the elective credits to specific courses that can fulfill degree requirements.
- To request credit for military training and experience, students at UNC-Chapel Hill must submit an official military transcript (from ACE, AARTS, or SMARTS) to the Office of Undergraduate Admissions.
- Although UNC Greensboro does not have a direct articulation listing that connects joint services and CCAF transcript recommendations to specific university courses, the offices of Military-Affiliated Services and Transfer Articulation work directly with individual students and academic departments to ensure that all appropriate course credit for military training and experience is applied to the students' plans of study. Most veterans at UNCG receive approximately six elective credit hours for completing basic training, but more may be awarded depending on military training completed. To request additional credits beyond the basic six hours, students must send a JST or CCAF transcript to the Transfer Articulation Department in Undergraduate Admissions.
- At UNC Pembroke, the office of admissions evaluates military training and experience through the JST and follows recommendations for equivalent academic credit outlined by the American Council on Education (ACE). If the course is department/major related, a course description and credentials are sent to the department chair for credit evaluation.
- Western Carolina University staff in the office of Military Student Services informally evaluate military student transcripts and provide an estimate of credits awarded based on military training and experience. Western Carolina also follows the American Council on Education recommendations for military credits.

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Community College Partnerships

Partnerships between UNC System institutions and local community colleges are essential to support the seamless transition of service members and families through North Carolina's two-year and four-year public institutions. According to the Student Veterans of America, roughly 40% of student veterans who enroll in four-year institutions of higher learning transfer from a two-year institution. (Cate & Davis, 2016).

- Five UNC System institutions (FSU, NC State, UNC-Chapel Hill, UNCP, UNCW) indicated that they have partnerships with NC community colleges to ease the transfer of military-affiliated students.
- Fayetteville State University has several agreements with Fayetteville Technical Community College (FTCC), such as a joint program degree plan that helps Army special operations soldiers progress from earning an Associate of General Education (AGE) to a BA in Intelligence Studies.
- UNC Pembroke has an agreement with Fayetteville Technical Community College (FTCC) whereby US Army Special Operation Forces students may transfer up to 60 credit hours to UNCP's BA in Criminal Justice, BS in Exercise & Sports Science, and Bachelor of Interdisciplinary Studies (BIS) programs following completion of the Associate of General Education at FTCC.
- NC State has a "Community College Collaboration" – a dual enrollment program in partnership with eight North Carolina community colleges and the Non-Degree Studies program at NC State (<https://admissions.ncsu.edu/m/community-college-collaboration/>). Additionally, NC State has provided "Train the Trainer" Green Zone training and visited with military student representatives and students from Wake Tech, Fayetteville Tech, Guilford Tech, Surry, and Central Carolina community colleges.
- The Carolina Student Transfer Excellence Program (C-STEP) is an agreement between UNC-Chapel Hill and 11 North Carolina community colleges. Upon acceptance to C-STEP and successful completion of their appropriate associate degree, the program offers qualifying students special events, advising, and transition and support services during their time at the community college and when transitioning to UNC-Chapel Hill. Each year, approximately 5-10% of admitted undergraduate transfer students come through the C-STEP program. For the 2018-2019 school year, 13 military-affiliated students enrolled at UNC-Chapel Hill via C-STEP.
- UNC Wilmington has partnerships with Cape Fear, Coastal Carolina, and Fayetteville Tech Community Colleges in support of military-affiliated students. Through its partnership with Coastal Carolina Community College (CCCC), UNCW students can complete general education courses at CCCC and, upon receiving an Associate of Arts or Science Degree from CCCC, transfer to UNCW to complete a bachelor's degree in a variety of programs via Distance Education. UNCW@Onslow Offices are located at CCCC and aboard Marine Corps Base Camp Lejeune and Marine Corps Air Station New River. All offices are staffed and provide general information about UNCW, including advice on financial aid and admissions.

F. ACADEMIC PROGRAMMING & PATHWAYS

Nearly half of all UNC System institutions have created academic programs geared toward military-affiliated students, and some of these are offered online. The majority of UNC System institutions offer condensed courses, an increasingly popular format among this student population nationally.

- Seven UNC System institutions reported having academic degree or certificate programs specifically designed for military-affiliated students, including:

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- BA in Intelligence Studies (FSU), Ph.D. in Leadership Studies (N.C. A&T), Physician Assistant master's degree (UNC-Chapel Hill), BS in Nursing - Veterans Access Program (UNCG), MA in Conflict Management (UNCW)
- Three reported having academic degree or certificate programs designed for military-affiliated students which are offered fully online, such as:
 - BS in Communication Studies (Appalachian), BS in Leadership in the Public Sector (NCSU), BS in Emergency Medical Care (WCU)
- Fourteen offer alternative or flexible course formats, such as accelerated courses, online sections, or summer session offerings, to accommodate military student preferences.
 - Twelve offer accelerated courses (seven to eight weeks in length)
 - Some offer courses in hybrid format (partially online and partially face-to-face).

Academic programs designed for military-affiliated students

- Appalachian State University's BS in Communication Studies was designed in coordination with the US Army Special Operation Command's Special Warfare Center & School (SWCS) at Fort Bragg to target the needs of their soldiers. The BS is 100% online. At the Army's insistence, the BS was designed to consist of eight-week courses, and the graduate program has transitioned to eight-week courses to accommodate cohorts from Fort Bragg.
- Fayetteville State offers a BS in Professional Studies and a BA in Intelligence Studies programs geared toward military-affiliated students.
- NC State offers a BS in Leadership in the Public Sector (fully online) and created the Soldier to Agriculture program, both designed for military audiences.
- The physician's assistant program at UNC-Chapel Hill—which enrolled its first cohort in 2016—was borne out of a collaboration with the Joint Special Operations Command. This collaboration envisioned a program that could provide a pathway for U.S. Army Special Forces Medical Sergeants to translate their skills and expertise gained through military service into a civilian career. The program is a result of a public-private partnership, which includes support from Blue Cross NC, the William R. Kenan, Jr. Charitable Trust, and several charitable foundations.¹ Nearly 50% of the first two graduating classes were military veterans.
- UNC Greensboro launched the Veterans Access Program (VAP) for Nurses in 2015. The program, currently supported in part by a HRSA grant, provides medically trained veterans access and specialized support in an innovative educational program to obtain a BS in Nursing and be employed in the high demand field of nursing. Individualized plans of study allow some Veteran students the ability to accelerate through the program. The faculty have received specialized training to support student success. North Carolina Central University also has a veterans track in their BS in Nursing program.
- Western Carolina University offers fully online bachelor's programs in emergency medical care and emergency and disaster management, as well as a Master of Project Management. These online offerings attract many military-affiliated students. Individuals who have completed special operations medical training receive approximately 60 credit hours toward the BS in Emergency Medical Care degree.

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Academic programs of highest interest to military-affiliated students

UNC System constituent institutions reported the following degree programs as those most heavily pursued by military-affiliated students.

- Business (listed by six UNC System institutions)
- Criminal Justice (listed by six UNC System institutions)
- Nursing (listed by four UNC System institutions)
- Psychology (listed by four UNC System institutions)
- Health and human science-related (listed by four UNC System institutions)
- Education (listed by three UNC System institutions)
- Engineering (listed by three UNC System institutions)
- Computer science and information technology (listed by three UNC System institutions)

The institutions also reported high military student participation in more specialized programs including:

- BS in Aviation Science at Elizabeth City State University
- BS in Supply Chain Management at N.C. A&T
- BA in Peace, War, and Defense at UNC-Chapel Hill
- BFA and MFA concentrations in filmmaking at UNC School of the Arts
- MA in Conflict Management and Resolution at UNC Wilmington
- BS in Emergency Medical Care and BS in Emergency and Disaster Management (both fully online) at Western Carolina

These are consistent with the top degree programs in which military-affiliated students enroll across the UNC System. The top 20 (general) degree programs for military-affiliated students in spring 2018 are:

1	BUSINESS, MANAGEMENT, MARKETING, AND RELATED SUPPORT SERVICES	1,220
2	HEALTH PROFESSIONS AND RELATED PROGRAMS	1,091
3	EDUCATION	757
4	LIBERAL ARTS AND SCIENCES, GENERAL STUDIES AND HUMANITIES	581
5	SOCIAL SCIENCES	574
6	BIOLOGICAL AND BIOMEDICAL SCIENCES	552
7	ENGINEERING	492
8	VISUAL AND PERFORMING ARTS	478
9	COMPUTER AND INFORMATION SCIENCES AND SUPPORT SERVICES	399
10	PARKS, RECREATION, LEISURE, AND FITNESS STUDIES	362
11	PSYCHOLOGY	352
12	PUBLIC ADMINISTRATION AND SOCIAL SERVICE PROFESSIONS	339
13	COMMUNICATION, JOURNALISM, AND RELATED PROGRAMS	338
14	HOMELAND SEC., LAW ENFORCEMENT, FIREFIGHTING, PROTECTIVE SERVICES	293
15	PHYSICAL SCIENCES	287
16	ENGINEERING TECHNOLOGIES AND ENGINEERING-RELATED FIELDS	232
17	MULTI/INTERDISCIPLINARY STUDIES	185
18	ENGLISH LANGUAGE AND LITERATURE/LETTERS	177
19	All Other Courses	171
20	HISTORY	147

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G. OUTREACH AND MARKETING

Outreach at military bases

The UNC System does not have a robust presence and interaction with military service members and their families on military bases. Institutions responded that System-level support in this area would be beneficial.

- Four UNC System institutions have an office or representative located on a military base. FSU has a Fort Bragg Campus and UNC Pembroke has a representative that spends one to two days per week at Fort Bragg. UNC Wilmington has staff members at Camp Lejeune and Marine Corps Air Station New River. NC State has a representative at Fort Bragg for the Soldier to Agriculture Program.
 - Fayetteville State University offers a range of undergraduate and graduate programs at Fort Bragg, including a BS in Criminal Justice, BA in Intelligence Studies, BS in Psychology, and BA in Political Science-Public Administration, among others.
- Nine have staff that attend military education fairs at military bases in North Carolina or bordering states.
 - Appalachian State University attendance at military base education fairs was funded by a US Department of Education grant for the past three years, but that funding has ended.
 - East Carolina University's associate director of military outreach attends various venues both on and off bases that are directly or indirectly targeted at military, veteran, Reserve, Guard, and dependent populations. Examples include Yellow Ribbon events, NC Strive, NC Serve, and the Jacksonville Veterans Day Parade.

Marketing materials and platforms

The majority of UNC System institutions report having some type of marketing materials targeted to military-affiliated students, primarily in printed form. The institutions rely heavily on brochures, pamphlets, and print ads, with very limited use of electronic and social media platforms to market to and connect with prospective military-affiliated students. Twelve UNC System institutions report marketing generally to military audiences, using the following platforms:

- Thirteen use brochures, pamphlets and flyers.
- Seven use print ads (e.g. magazine).
- Three use billboards.
- Two use radio or TV ads.
- One (UNC Wilmington) uses videos such as YouTube or Vimeo.
- Nine have websites with some content geared toward attracting military audiences.
- Appalachian State University holds admissions webinars twice monthly for all transfer students, including military-affiliated students. The university also sends email communications to military-affiliated students who are admitted but not yet committed to Appalachian.
- UNC System institutions use social media platforms to varying degrees for military outreach:
 - Several institutions, including UNC-Chapel Hill, UNC Charlotte, UNC Greensboro, and UNC Wilmington, utilize social media outlets including Twitter, Facebook, Instagram,

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and Snapchat to communicate with military-affiliated students and military communities.

- UNC-Chapel Hill's veterans resource center has a very active Twitter feed, [@UNCCHveterans](#), which is further promoted by the office of the dean of students and engages other campus units and external stakeholders.
- UNC Charlotte hired a VA work study in 2019 to manage military-focused social media.

Additionally, eight UNC System institutions have marketing materials for specific academic degree programs targeted to military-affiliated students, such as:

- Appalachian's BS in Communication Studies and Strategic Communication graduate certificate
- Elizabeth City State University's BS in Aviation Science program

See Appendix B for examples of marketing materials targeting military-affiliated audiences.

Institution	Office or representative on a military base	Marketing materials targeted to military	Brochures	Print Ads	Website	Radio / TV ads	Other
Appalachian State University	No	Yes	Yes	No	Yes	No	Admissions webinars and emails
East Carolina University	No	Yes	Yes	Yes	Yes	No	Billboards near regional military bases.
Elizabeth City State University	No	Yes	Yes	Yes	Yes	No	
Fayetteville State University	Yes (Ft. Bragg)	Yes	Yes	Yes	*	*	
North Carolina A&T State University	No	Yes	Yes	Yes	Yes	Yes	
North Carolina Central University	No	Yes	Yes	No	Yes	No	Facebook fan page
North Carolina State University	Yes (Ft. Bragg)	Yes	Yes	Yes	Yes	*	
UNC Asheville	No	Yes	Yes	No	Yes	*	
UNC-Chapel Hill	No	No	*	*	*	*	
UNC Charlotte	No	Yes	Yes	No	Yes	No	
UNC Greensboro	No	Yes	Yes	Yes	Yes	No	Billboards
UNC Pembroke	Yes (Ft. Bragg)	Yes	Yes	No	Yes	Yes	
UNC School of the Arts	No	No	*	*	*	*	
UNC Wilmington	Yes (Camp Lejeune and Marine Corps Air Station New River)	Yes	Yes	Yes	Yes	No	Billboards
Western Carolina University	No	Yes	Yes	Yes	Yes	No	Distance Ed brochure with military section
Winston-Salem State University	No	No	*	*	*	*	
	4	13	13	8	12	2	

Figure 11. UNC System military outreach and marketing

**Denotes no response provided by institution.*

Most of these marketing materials are geared toward active duty and veteran service members, with a smaller focus on military spouses and children, which comprise a large share of military-affiliated enrollments.

Target audiences for general university marketing materials geared toward military-affiliated individuals

Institution	Brochures/flyers/pamphlets	Print ads (for magazines)	Billboards	Website	Radio or TV ads	Videos (e.g. YouTube, Vimeo)
Active duty	12	7	3	9	2	1
National Guard/Reserves	12	7	3	9	1	1
Veterans	12	7	3	9	2	1
Spouses	10	6	2	7	1	1
Children	10	5	1	7	0	1

Target audiences for marketing materials for specific academic degree programs

Institution	Brochures/flyers/pamphlets	Print ads (for magazines)	Billboards	Website	Radio or TV ads	Videos (e.g. YouTube, Vimeo)
Active duty	7	3	7	0	1	7
National Guard/Reserves	7	2	6	0	1	7
Veterans	7	3	7	0	1	7
Spouses	4	2	3	0	1	4
Children	3	1	2	0	0	3

H. CAREER READINESS AND WORKFORCE TRANSITION

For many military-affiliated students, higher education is a gateway to an ultimate objective—a civilian career. According to research by the Institute for Veterans and Military Families (IVMF) at Syracuse University, 86% of student veterans cite career or job opportunities as a key motivation for enrolling in higher education². Supporting these students' transition from college to the workforce is a critical function for institutions of higher learning. UNC System institutions provide some career transition support, through campus-based activities and partnerships with external organizations; however, gaps remain.

- Four UNC System institutions have dedicated staff (part-time or full-time) in the career center who assist military-affiliated students.
- UNC Wilmington established the nation's first university-based Military Spouse Professional Network (MSPN) in collaboration with the U.S Chamber of Commerce. MSPN events and programming connect military spouses with established networks, giving military spouses access to local business leaders, peers, and mentors, and support in their career development.
- Beyond services available to its general student body, UNC Pembroke assists members of the military community in continuing their education by participating in the My Career Advancement Account (MyCAA) Scholarship Program. MyCAA is a workforce development program that provides up to \$4,000 of financial assistance to eligible military spouses who are pursuing a license, certification, or associate degree in a portable career field and occupation.
- UNC Greensboro has a staff member in the alumni affairs office who coordinates with the office of military affiliated services to connect current students with military-affiliated alumni in a career field similar to that which the student is pursuing.
- East Carolina University provides a Veteran Career Conference³, hosted by the department of Student Affairs and the Career Center. The one-day conference allows ECU veterans and their families to obtain information on effective career development strategies. UNC Wilmington also hosted two career fairs specifically for military-affiliated students from 2017-2018.
- Appalachian State University has a weekly Career Development Center Drop-in at the Student Veteran Resource Center (SVRC). The career counselor provides assistance with resume building, career and internship exploration, and networking. Appalachian also provides networking opportunities at the SVRC, such as the *Careers for Impact* event. This event connects military-affiliated students with various employers who have purpose-driven missions.
- Western Carolina University offers resume writing training specifically for military-affiliated students twice a year. The Center for Career and Professional Development also spends time in the veterans' resource center to answer questions and assist students.

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I. PROGRESS SINCE 2014

Since the publication of the 2014 UNC SERVES Resource Guide, UNC System institutions have made progress in serving military-affiliated students in some areas, including those below.

Resources for military-affiliated students	2014	2018-19
Dedicated web presence	14	16
Veteran/military center on campus	7	13
Military-specific orientation session	10	14
Targeted marketing materials	7	12
Priority enrollment (active duty)	3	8
Payment plan for students with VA payment delay	10	16
Scholarship or grant	8	10

However, levels of staffing dedicated to serving military-affiliated students remain low in key areas, such as admissions and financial aid counselors. Often, staff in admissions, financial aid, student affairs, academic advising, and other campus units serve military-affiliated students on a part-time basis, and/or as an added responsibility. Many of these individuals are not adequately trained or knowledgeable of issues specific to military-affiliated students, such as Joint Service Transcripts (JST), the myriad intricacies of using GI Bill benefits, and establishing eligibility for in-state tuition. Additionally, some institutions use their VA Certifying Officials or their Associate Registrars as the primary point of contact for all military-related student concerns.

J. AREAS FOR IMPROVEMENT / RECOMMENDATIONS

In the surveys, the UNC System Office also requested feedback on how it could better support the institutions' efforts to enroll, retain, and graduate military-affiliated students. The most frequent responses dealt with priority registration, credit for military training and experience, tracking military-affiliated students, and System-wide information sharing and military-focused professional development training. Below are a few selected representative responses:

- Priority Registration: In order to reduce barriers and maximize the impact of GI Bill benefits, recommendations were made to "develop a UNC system-wide policy regarding priority enrollment" and to grant all UNC System students using VA educational benefits priority registration.
- Transfer Credit Articulation: One recommendation was to "develop and implement a structured and comprehensive transfer credit articulation agreement for military training and experience that is similar to the agreement the System Office has with the NC Community Colleges."

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- Tracking Military-Affiliated Students: It was suggested that admission application forms should offer “prefer not to answer” as an option rather than making the question about military affiliation entirely optional. Additionally, “It would be helpful if military-affiliation coding was the same across the system and reported across the system. Sharing these numbers would be helpful in understanding how we as a system are supporting military, but also in seeking grants, etc.”
- System-Level Point of Contact: Some institutions advised that “there is a need for a system-level point of contact for communicating with bases and coordinating efforts by campuses to serve active duty service members and their dependents.” One university indicated that its location, far removed from military bases, limits its ability to attract and enroll military students. A System-level point of contact could help disseminate information at military base education fairs and coordinate with base ESOs (education service officers) on behalf of all UNC System institutions.
- Training and Information Sharing: Some suggested that the UNC System Office should: host networking sessions and workshops/conferences for faculty and staff who engage most frequently with current and prospective military-affiliated students; facilitate training for academic advisors, department chairs, transfer services, registrars, admissions staff, and faculty on evaluation of military prior learning for academic credit; and facilitate meetings of student-led (SVO/SVA) and staff-led (e.g. military affairs committee) groups across the system.
- Dedicated Staffing: Some recommendations called for UNC System institutions to increase staffing levels in key campus units, such as admissions, financial aid, and student affairs, and to provide enhanced support to military-affiliated students. In most cases, staff members serve military-affiliated students in a part-time fashion or as an additional responsibility, sometimes without adequate training and awareness of—or time to address—the unique circumstances of this student population.

Appendix A: Matrix of UNC System Resources for Military-Affiliated Students as of January 2014

As of January 1, 2014															Color Key		Established > 6 months.		
															Green	Yellow	Orange	Grey	
															Established	In Progress	Planning	TBD	
Appalachian State	Elizabeth City State	East Carolina	Fayetteville State	NC A&T State	NC Central	NC State	UNC Asheville	UNC Chapel Hill	UNC Charlotte	UNC Greensboro	UNC Pembroke	UNC School of the Arts	UNC Wilmington	Western Carolina	Winston-Salem	Best Practice Recommendation			
										NA						Grants PE Credit to Service Members			
																Clearly Articulated Military to Campus Credit Equivalencies			
																Offers Priority Enrollment for Active Duty Military Students			
																Clearly Articulated Call to Duty Student Policy			
																Classifies Military Students as Transfer Students			
																Admissions Counselor for Military-Affiliated Students			
																Offers Conditional Admission Contracts			
																Financial Aid Counselor for Military-Affiliated Students			
																Accepts Tuition Assistance			
																Accepts Veterans Education Benefit			
																Offers Payment Plan for Students with VA Payment Delay			
																Offers Scholarship or Grant for Military, Veterans or Dependents			
																Offers Military or Veteran Specific Housing or Assistance with Off Campus Housing			
																Student Affairs Person for Military-Affiliated Students			
																Established Student Veteran Organization or Other Military Student Organizations			
																Veteran or Military Student Space on Campus			
																Military or Veteran Orientation Session			
																Tracks Active Duty Military and Veteran Student Populations			
																Identifies Military-Affiliated Students on the Student Data File			
																PTSD, TBI and Military Stress Trained Support Staff in Counseling Center			
																Yellow Ribbon Program Participation			
																Military Affairs Liaison Appointed			
																Targeted Collateral Material for Military Students			
																Established Military Affairs Committee			
																Offers Core Education Curriculum Online			
																Designated Military Ombudsman to Advocate on Behalf of Students			
																Offers Targeted Online Programs to the Military			
MoU	MoU	MoU	MoU	MoU	MoU	MoU	MoU	MoU	MoU	MoU	MoU	MoU	MoU	MoU	MoU	Affiliated with the Servicemembers Opportunity College (SOC)			
																Employs VA Work Study Students			
																Dedicated Web Presence for Military-Affiliated Students			
																Conducts Military Student Awareness Training for Faculty, Staff and Students			
																Military or Veteran "Seminar" Classes			
																Delivers Classes on Military Base (with approval from Military Installation)			
																Army ROTC			
																Air Force ROTC			
																Navy/ Marine Corps ROTC			

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Appendix B: Tracking outcomes for UNC System military-affiliated students, by metric, by institution

	Does your institution track the following outcomes for military affiliated students?																		
	None	Course Completion Rates	Since When?	For which subgroups?	GPA	Since When?	For which subgroups?	Persistence Rates	Since When?	For which subgroups?	Retention Rates	Since When?	For which subgroups?	Graduation Rates	Since When?	For which subgroups?	Employment Rates	Since When?	For which subgroups?
Appalachian State University		Yes	2016	All	Yes	2016	All	Yes	2016	All	Yes	2016	All	Yes	2016	All			
East Carolina University					Yes	2017	Active duty, Vets, and Dependents												
Elizabeth City State University		Yes	2015	All	Yes	2015	All	Yes	2015	All	Yes	2015	All	Yes	2015	All			
Fayetteville State University	x																		
North Carolina A&T State University											Yes	2009	Veterans	Yes	2009	Veterans			
North Carolina Central University		Yes	-	Veterans							Yes	-	Veterans	Yes	-	Veterans			
North Carolina State University		Yes	2018	All	Yes	2018	All				Yes	2018	All	Yes	2018	All			
UNC Asheville		Yes	2016	All	Yes	2016	All	Yes	2016	All	Yes	2016	All	Yes	2016	All			
UNC Chapel Hill**		Yes	2014	All	Yes	2014	All	Yes	2014	All	Yes	2014	All	Yes	2014	All	Yes	2014	All
UNC Charlotte		Yes	2018	-	Yes	2018	-	Yes	2018	-	Yes	2018	-	Yes	2018	-			
UNC Greensboro		Yes	2015	All	Yes	2015	All	Yes	2015	All	Yes	2015	All	Yes	2015	All			
UNC Pembroke	x																		
UNC Wilmington					Yes	2017	All												
UNC School of the Arts*					Yes	2013	*	Yes	2013	*	Yes	2013	*	Yes	2013	*			
Western Carolina University	x																		
Winston-Salem State University	x																		
Total # of UNC institutions	5	8			10			7			10			10			1		

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Appendix C: Examples of UNC System marketing materials targeting military-affiliated audiences

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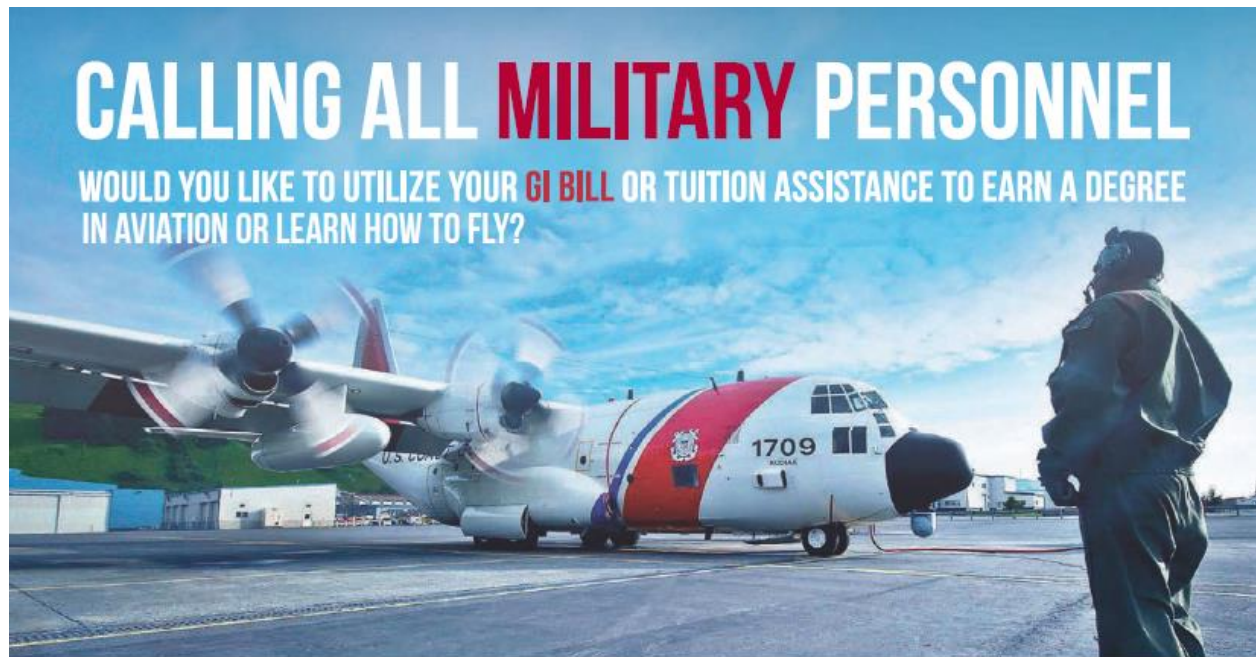
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AGENDA ITEM

A-4. Summary of ScoutComms Market Research Report..... Kathie Sidner and Siobhan Norris

Situation:	Staff will share a summary of the findings from the market research study conducted by ScoutComms.
Background:	In December 2018, the UNC System Office commissioned ScoutComms, an outside consulting firm, to conduct an in-depth market research analysis of the current national landscape in best practices for supporting military-affiliated students. ScoutComms is the nation's leading communication and marketing firm dedicated to providing services that support veteran and military families.
Assessment:	This presentation provides a summary of national best practices on the current market opportunity, the business case for investing in military-affiliated students, the current UNC System landscape, and the final recommendations for improving enrollment, retention, graduation, and post-graduation success for military-affiliated students.
Action:	This item is for information only.

AGENDA ITEM

A-5. Military Credit Database Update..... Michelle Soler and Kevin Nathanson

Situation: On April 9th and 10th, the UNC System and the NC Community College System convened a two-day workshop in Durham to train participants to use the newly developed UNC System equivalency database and to collectively value military training for academic credit.

Background: This collaborative plan represents a shared commitment between the NC Community College System and the UNC System Office to serve students and prospective students who have received military training, to provide clear and consistent information to constituents about academic credit awarded for military training, and to ensure supports are in place across the two systems.

Assessment: The set of digital tools provided by the Military Equivalency Transfer Database captures the course equivalency credits determined by NCCCS and the UNC System Office disciplinary experts, who convened over the past three years and will continue to meet in the coming years. These joint faculty panels evaluate discipline-specific military programs (e.g. jet mechanic, logistics sergeant, nurse), and military schools (e.g., Spanish language, senior leadership academy, scuba). These panels also determine how training and military coursework credits transfer to the UNC System or the North Carolina Community College System.

That database will be maintained by the UNC System Office, which will also provide training and materials to all campuses.

Action: This item is for information only.