



## MEETING OF THE BOARD OF GOVERNORS

Joint Meeting of the  
Committee on Audit, Risk Management, and Compliance;  
Committee on Educational Planning, Policies, and Programs;  
Committee on Personnel and Tenure; and  
Committee on University Governance

September 12, 2018 at 4:00 p.m.  
University of North Carolina System Office  
Center for School Leadership Development, Board Room  
Chapel Hill, North Carolina

## AGENDA

### OPEN SESSION

#### Committee on Educational Planning, Policies, and Programs

1. [Authorization to Establish the following UNC Degree Programs – ECSU, UNC Greensboro, N.C. A&T, NCCU](#) ..... Kimberly van Noort

#### Committee on Personnel and Tenure

2. [Authorization for the President to Purchase Commercial Insurance Related to Employee Benefits Plan Administration](#) ..... Brian Usischon
3. [Addition of One-Time Bonus Option to 2018-2019 Annual Raise Process](#) ..... Matthew Brody

#### Committee on University Governance

4. [Report on Free Speech and Free Expression Within the UNC System](#) ..... Tom Shanahan

#### Committee on Audit, Risk Management, and Compliance

5. [UNC System Office 2018-19 Internal Audit Plan](#) ..... Tom Shanahan

### CLOSED SESSION

#### Committee on Educational Planning, Policies, and Programs

6. 2018 Governor James E. Holshouser, Jr. Award for Excellence in Public Service ..... Ann Maxwell

#### Committee on Personnel and Tenure

7. EHRA Salary Pre-Authorizations Requiring Approval by the Committee on Personnel and Tenure ..... Matthew Brody
8. Faculty Appeal Subcommittee Report ..... Doyle Parrish

**Committee on University Governance**

- 9. Legal Affairs Report..... Tom Shanahan

**OPEN SESSION**

- 10. Adjourn

## AGENDA ITEM

1. UNC Degree Program Establishment ..... Kimberly van Noort

**Situation:** Elizabeth City State University requests the establishment of the following degree program:

- Bachelor of Science in Unmanned Aircraft Systems (CIP 49.0101)

The University of North Carolina at Greensboro requests the establishment of the following degree program:

- Master of Science in Informatics and Analytics (CIP 11.0104)

North Carolina Agricultural and Technical State University requests the establishment of the following degree program:

- Master of Accountancy (CIP 52.0301)

North Carolina Central University requests the establishment of the following degree program:

- Master of Science in Higher Education Administration (CIP 13.0406)
- Bachelor of Science in Biomedical Sciences (CIP 26.0102)

**Background:** Per UNC 400.1, the constituent institutions and the UNC System Office review degree program offerings and bring requests to establish new programs with recommendations to the Board of Governors.

**Assessment:** Establishment of the above-listed degree programs is recommended.

**Action:** This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

**Request for Authorization to Establish a  
Bachelor of Science in Unmanned Aircraft Systems  
(B.S., CIP 49.0101) at  
Elizabeth City State University**

**I. Program Highlights**

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- The mission of the proposed BS in unmanned aircraft systems (UAS) degree program is to provide quality education in the discipline, consistent with Elizabeth City State University's mission to promote economic, social, and environmental progress for the people of northeastern North Carolina, the state, and the nation. The proposed program will prepare graduates for entry-level employment in industries that engage UAS for their operation, including agriculture, border security, public safety, logistics, and risk management.
- The proposed degree program will be delivered on-campus.
- The proposed BS in unmanned aircraft systems will require 120 undergraduate credit hours. The curriculum consists of 35 credits of general education courses, 49 credit hours of major core courses, 18 credits of related area courses, and 18 credit hours of elective (6 technical and 12 free electives). In addition, students will be encouraged to take electives or pursue a minor in an area of interest where unmanned aircraft systems will be a key technology in the future.
- Ten full-time students and three part-time students are projected in the first year. Forty-five full-time students and 10 part-time students are projected by the fourth year.
- No additional faculty will be needed for the proposed program.
- No differential tuition or fees are requested.
- The resources of the campus libraries are adequate to support the proposed degree program.
- The facilities and the primary infrastructure are adequate to support the proposed program. In the last two years, ECSU received substantial external funding to initiate UAS activities. The funds were used to acquire both fixed-wing and rotary-wing small unmanned aircraft systems (sUASs). ECSU currently owns several different research and industry grade UAS platforms that are registered with the FAA. In addition, a state-of-the-art UAS simulation lab is being established, equipped with computer systems that will allow students to conduct mission planning and flight testing, and to post processing of data acquired through UAS flights.

**II. Board Academic Program Planning Criteria (UNC Policy 400.1)**

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1. **Existing Programs (Number, Location, Mode of Delivery).** There are no institutions in North Carolina currently offering a BS in unmanned aircraft systems.
2. **Relation to Campus Distinctiveness and Mission.** The proposed BS in unmanned aircraft systems degree program is consistent with ECSU's institutional mission to promote economic, social, and environmental progress for the people of northeastern North Carolina, the state, and the nation.
3. **Demand (local, regional, state).** The employment forecast in the aviation industry, especially in UAS, over the next decade is expected to grow substantially as demand rises. The employment website, Indeed.com, contains 481 job listings. Throughout North Carolina, many jobs for UAS operators, project managers, military instructors, and freelance opportunities exist. FAA records show that individual drone registrations for commercial and government operations now exceed 80,000 since August 2016.

4. **Potential for Unnecessary Duplication.** No institutions in North Carolina offer a BS in unmanned aircraft systems.
5. **Employment Opportunities for Graduates.** The Association for Unmanned Vehicle Systems International (AUVSI) forecast 404 job positions for 2017, with a total employment impact of 785. This total includes additional positions that are created to supplement the UAS sector. By 2025, it is projected that 597 people will be directly employed in UAS, with 1,160 people in total employment impact. AUVSI projects an economic impact of \$112.75 million per year for North Carolina.
6. **Faculty Quality and Number.** No new faculty hires are needed to implement the proposed degree program. Most courses are drawn from existing aviation science and engineering technology degree programs. Supporting courses come from business, natural science, and emergency management. Hence, the new degree program will not affect current faculty activities or teaching load.
7. **Availability of Campus Resources (library, space, etc.)** Library resources and services are fully equipped to provide high quality information for students enrolled in the proposed program. All ECSU students have automatically generated student accounts, which include off campus access into the databases and online journal subscriptions. Students will have access to the library's collection and interlibrary loan services. Additionally, the library provides each student an account to Refworks to help them research, create, and organize citations. Every academic department has an assigned liaison librarian, and this liaison is responsible for maintaining course-related research/scholarly activities (subject) guides accessible through the library's website. The library provides access to on-demand local and statewide research assistance delivered via email, chat, and text, and will use a variety of face-to-face interactive portals, such as Skype, Go-To-Meeting, and Google Hangout when students need more intensive assistance. The delivery of library resources and services has adapted to include information literacy instruction, websites, video, tutorials, television, and blogs.
8. **Relevant Lower-level and Cognate Programs.** The proposed degree program is interdisciplinary in scope. The proposed curriculum provides students with knowledge of the aviation industry, national airspace, air traffic control, laws governing UAS operations, human factor issues, business aspects of UAS operations, data processing, flight controls, civilian applications of UAS, and basic training in the core areas for the operation of unmanned aircraft as operators, pilots, and sensor/payload operators. The proposed BS degree in unmanned aircraft systems includes instruction in electronics/electrical systems; GPS/GIS; UA aircraft platforms; data acquisition; precision agriculture and surveying, software and hardware; and data management.
9. **Impact on Access and Affordability.** No additional funding will be required to initiate and sustain the proposed program. New physical facilities or modification of existing facilities will not be required.

No differential tuition or fees are requested.

Tuition rates for full-time undergraduate students at ECSU are as follows:

Undergraduate Tuition and Fees Per Semester (Fall 2018-Spring 2019)

	1 to 5 Hours	6 to 8 Hours	9 to 11 Hours	12 to 18 Hours
NC Residents (Non-Boarding)	125	250	375	500
Non-Residents (Non-Boarding)	625	1,250	1,875	2,500
Athletics	109.86	219.72	329.58	439.44
Health Services	31.88	63.76	95.64	127.52
Health Insurance		1,293.88	1,293.88	1,293.88
Student Activity	87.88	175.75	263.63	351.50
Assoc. of Student Govt. Fee	0.13	0.25	0.38	0.50
Campus Safety Fee	15	15	15	15
Technology Fee	40.75	81.50	122.25	163
Book Rental				240
Total NC Resident (Non-Boarding)	410.50	2,099.86	2,495.36	3,130.84
Total Non-Resident (Non-Boarding)	910.50	3,099.86	3,995.36	5,130.84
Total NC Resident (Boarding)				7,192.84
Total Non-Resident (Boarding)				9,192.84

**10. Expected Quality.** Metrics used to evaluate the proposed program will include:

- Enrollment (at least 10% increase every year)
- Graduation Rate (target 30% graduation rate at the end of 4 years)
- Student Internships (10% of students receive internships)
- Student Employment (60% of students receive employment in aviation/UAS related field within 6 months of graduation)
- Student Certifications Earned (100% student earn FAA Part 107 UAS certification)

**11. Feasibility of Collaborative Program.** Although there are no other BS programs in unmanned aircraft systems in the state, the ECSU Department of Technology has exchanged visits with North Carolina State University's Department of Mechanical and Aerospace Engineering, as well as its

Next Gen Air Transportation Center, for UAS related partnerships. In addition, visits occurred with Duke University's Marine Lab and East Carolina University's School of Engineering to work on UAS partnerships.

**12. Other Considerations.** None.

**III. Summary of Review Processes**

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**Campus Review Process and Feedback.** The proposal was reviewed by the ECSU faculty, department and university curriculum committees, provost, and chancellor. Approval was obtained at all levels.

**UNC System Office Review Process and Feedback.** Throughout the review process, ECSU provided relevant information pertaining to program requirements and resources. The institution submitted appropriate documentation and research to support its statements. External reviewers evaluated the requests and did not request further information.

**IV. Recommendation**

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It is recommended that the Board of Governors approve ECSU's request to establish a Bachelor of Science in unmanned aircraft systems degree program (CIP 49.0101) to enroll students starting fall 2018.

**Request for Authorization to Establish a  
Master of Science in Informatics and Analytics  
(MS, CIP 11.0104) at  
The University of North Carolina at Greensboro**

**I. Program Highlights**

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- The mission of The University of North Carolina at Greensboro's proposed MS in Informatics and Analytics degree program is to prepare students to become informed users of, and leaders in, data analytics, but not as technicians. Technicians reside in the province of single disciplines such as the creation of algorithms in computer science. The proposed 33-credit hour interdisciplinary degree program is targeted at students with bachelor's degrees in a variety of disciplines who may or may not be working professionals.
- The proposed degree program will be delivered on-campus.
- The proposed degree program would require successful completion of 33 credit hours.
- Fifteen full-time students and 15 part-time students are projected in the first year. Forty-five full-time students and 20 part-time students are projected by the fourth year.
- One new faculty member will be needed to support the proposed degree program. If the permission to establish the MS in Informatics and Analytics is approved, the provost will commit to search for another faculty member to serve as program director.
- The institution requests a tuition differential of \$150 per student credit hour. The tuition differential will support additional administrative costs associated with managing the core and capstone field experiences, course development, and additional advising and student support. The amount is within the range of other programs with similar demands at UNCG. The resources of the campus libraries are adequate to support the proposed degree program.
- Facilities are adequate for delivery of the proposed degree program.

**II. Board Academic Program Planning Criteria (UNC Policy 400.1)**

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- 1. Existing Programs (Number, Location, Mode of Delivery).** Institutions in North Carolina with similar programs include: Appalachian State University, the University of North Carolina at Wilmington, North Carolina State University, East Carolina University, and the University of North Carolina at Charlotte.
- 2. Relation to Campus Distinctiveness and Mission.** The proposed MS in Informatics and Analytics degree program is consistent with the mission of UNCG to redefine the public research university for the 21<sup>st</sup> century as an inclusive, collaborative, and responsive institution making a difference in the lives of students and the communities it serves. Furthermore, the proposed degree program is aligned with the university's strategic plan and the UNC System's Strategic Plan, focusing on improving access, affordability and efficiency, and student success.
- 3. Demand (local, regional, state).** Market analysis by Hanover Research states: Labor projections data predict faster than average growth for informatics occupations. Nationally, informatics jobs will exhibit 14.1% growth overall between 2014 and 2024 which is much faster than the average for all occupations (6.5%). An estimated 2.72 million new job postings in 2020 will require workers with skills in data science and analytics, according to an analysis commissioned from Burning Glass Technologies.



- 4. Potential for Unnecessary Duplication.** Institutions in North Carolina with similar programs include: Appalachian, UNCW, NC State, ECU, and UNC Charlotte. Efforts to create networking partnerships with the Charlotte Data Science initiative suggests there is ample demand for new programs. They reported over 470 applicants for fall 2017. Preliminary findings suggest job placement rates as high as 95% within six months of graduation.

UNCG's proposed degree program would be distinguished from existing programs in the UNC System, given its multiple distinct concentrations that articulate to well-established disciplines already on campus. The field experiences required in the non-foundational courses will be situated in the Triad and unique to UNCG's business relationships. The jobs data supplied by the EAB/Burning Glass study documents unmet need in North Carolina for master's-level data scientists.

- 5. Employment Opportunities for Graduates.** Data from Burning Glass (April 12, 2017) identified job postings for master's-level informatics graduates in North Carolina, South Carolina, Tennessee, and Virginia:

- Data Analyst (624)
- Software Development Engineer (490)
- Business Analyst (381)
- Financial Analyst (335)
- Data Scientist (317)
- Systems Engineer (226)
- Data Architect (178)
- Solutions Architect (142)
- Statistician (124)
- Business Intelligence Analyst (112)

NCWorks.gov was accessed on April 8, 2017. On that date 203 jobs were posted by searching generically under informatics. An additional 48 jobs were posted by searching data analytics.

- 6. Faculty Quality and Number.** UNCG employs competent faculty members qualified to accomplish the mission and goals of the institution. When determining acceptable qualifications of its faculty, UNCG gives primary consideration to the highest earned degree in the discipline. UNCG also considers competence, effectiveness, and capacity, including, as appropriate, undergraduate and graduate degrees, related work experiences in the field, professional licensure and certifications, honors and awards, continuous documented excellence in teaching, or other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes. Faculty teaching in the concentrations are yet to be identified, but each will meet SACSCOC criteria for teaching in master's programs.

Launching the MS in Informatics & Analytics, without weakening existing programs, requires hiring new faculty. In anticipation of program approval, UNCG plans on approving strategic hires in several departments where disciplinary expertise may overlap with the core or concentrations. If the permission to establish the MS in Informatics & Analytics is approved, the provost will commit to search for another faculty member to serve as program director.

## **7. Availability of Campus Resources (library, space, etc.)**

**Library Services:** The university libraries provide access to adequate physical and online resources to all UNCG students, faculty, and staff. The libraries' collections consist of a variety of formats, including more than 1.2 million print monographs (including music scores), over 620,500 federal and state documents, more than 300,000 microforms, and 49,000 audio units. The libraries provide access to more than 50,000 serial titles, of which over 45,000 are electronic journals. In recent years, the number of electronic books (e-Books) has increased substantially, with over 370,000 accessible. UNCG users are able to access more than 650 electronic databases, including major social science data resources such as ICPSR and Roper Center. We have also helped faculty acquire publisher data for data mining projects as possible.

**Facilities:** The campus' new STEM education building will provide each full-time faculty member with a fully-equipped, private, and lockable office with a computer. UNCG is on a print management contract, so not every office will be equipped with a printer. The computers are networked within the university's computing system to provide such services as e-mail, LMS (Canvas), access to the internet, electronic searching for university library and regional libraries' resources, CD-ROM journal searching, access to electronic student records for advising purposes, and access to software needed for data analytics. Computer labs for students are located in other areas of the campus, including Jackson Library. Audiovisual equipment includes video cameras, video-recorders/players, compact disk players, computer projectors, copiers, fax machines, and personal computers with printers. Faculty and students have access to computing and audiovisual labs on the campus. The combination of office space, classroom space, meeting places, and technology is enough to achieve the mission and goals of the program.

- 8. Relevant Lower-level and Cognate Programs.** The interdisciplinary nature of the proposed degree is meant to attract students from a wide array of undergraduate programs. UNCG undergraduate programs in the following areas are expected to be a source of students eligible for admission to the proposed MS in Informatics and Analytics program: accounting and finance; business administration; consumer, apparel, and retail studies; economics; entrepreneurship; finance; information systems and supply chain management; international business studies; marketing; sustainable tourism and hospitality; biochemistry; biology; chemistry; computer science; geography; mathematics and statistics; physics; political science; psychology; sociology; environmental and sustainability studies; integrated science; education; human development and family studies; integrated professional studies; kinesiology; nutrition; peace and conflict studies; public health education; social work; speech pathology and audiation; recreation and parks management; and nursing. There are no other programs required to support this proposed program and there are no needed improvements or expansions.
- 9. Impact on Access and Affordability.** UNCG is requesting enrollment change increase funds in support of this program. In addition, the institution requests a tuition differential of \$150 per student credit hour. The tuition differential will support additional administrative costs associated with managing the Core and Capstone field experiences, course development, and additional advising and student support. The amount is within the range of other programs with similar demands at UNCG.

Tuition rates for full-time graduate students at UNCG are as follows:

**Fall 2018 Tuition and Fees**

*Tuition and Fees are determined by classification, academic program, residency, and courses.*

UNDERGRADUATE													
Program designated as On-Campus (G-Greensboro Main or R-Gateway Campus Students)													
CREDIT HOURS	T301 IN-STATE TUITION	T302 BASE O/S TUITION	T314 O/S TUITION	T315 ASG FEE	T303 ATHLETIC FEE	T304 STUDENT ACT. FEE	T305 STUDENT FAC. FEE	T306 ED & TECH FEE	T321 TRANSPOR- TATION FEE	T343 SECURITY FEE	T308 HEALTH SERV. FEE	T307 REGIST. FEE	TOTALS IN- STATE OUT-OF- STATE
0	552.75	552.75	1894.88	0.04	31.71	22.92	29.46	18.58	4.17	1.25		6.00	666.88 2561.76
1	552.75	552.75	1894.88	0.04	31.71	22.92	29.46	18.58	4.17	1.25		6.00	666.88 2561.76
2	552.75	552.75	1894.88	0.08	63.42	45.84	58.92	37.16	8.34	2.50		6.00	775.01 2669.89
3	552.75	552.75	1894.88	0.12	95.13	68.76	88.38	55.74	12.51	3.75		6.00	883.14 2778.02
4	552.75	552.75	1894.88	0.16	126.84	91.68	117.84	74.32	16.68	5.00		6.00	991.27 2886.15
5	552.75	552.75	1894.88	0.20	158.55	114.60	147.30	92.90	20.85	6.25		6.00	1099.40 2994.28
6	1105.50	1105.50	3789.75	0.24	190.26	137.52	176.76	111.48	25.02	7.50		6.00	1760.28 5550.03
7	1105.50	1105.50	3789.75	0.28	221.97	160.44	206.22	130.06	29.19	8.75		6.00	1868.41 5658.16
8	1105.50	1105.50	3789.75	0.32	253.68	183.36	235.68	148.64	33.36	10.00		6.00	1976.54 5766.29
9	1658.25	1658.25	5684.63	0.36	285.39	206.28	265.14	167.22	37.53	11.25	113.25	6.00	2750.67 8435.30
10	1658.25	1658.25	5684.63	0.40	317.10	229.20	294.60	185.80	41.70	12.50	113.25	6.00	2858.80 8543.43
11	1658.25	1658.25	5684.63	0.44	348.81	252.12	324.06	204.38	45.87	13.75	113.25	6.00	2966.93 8651.56
12 & OVER	2211.00	2211.00	7579.50	0.50	380.50	275.00	353.50	223.00	50.00	15.00	151.00	6.00	3665.50 11245.00
*GRADUATE													
Program designated as On-Campus (G-Greensboro Main or R-Gateway Campus Students)													
1 Hr. Thesis Ext**	255.83	255.83	672.45	0.04	31.71	22.92	29.46	18.58	4.17	1.25		6.00	369.96 1042.41
2 Hr. Thesis Ext**	511.67	511.67	1344.90	0.08	63.42	45.84	58.92	37.16	8.34	2.50		6.00	733.93 2078.83
3 Hr. Thesis Ext**	1304.75	1304.75	3429.50	0.12	95.13	68.76	88.38	55.74	12.51	3.75		6.00	1635.14 5064.64
0	652.38	652.38	1714.75	0.04	31.71	22.92	29.46	18.58	4.17	1.25		6.00	766.51 2481.26
1	652.38	652.38	1714.75	0.04	31.71	22.92	29.46	18.58	4.17	1.25		6.00	766.51 2481.26
2	652.38	652.38	1714.75	0.08	63.42	45.84	58.92	37.16	8.34	2.50		6.00	874.64 2589.39
3	1304.75	1304.75	3429.50	0.12	95.13	68.76	88.38	55.74	12.51	3.75		6.00	1635.14 5064.64
4	1304.75	1304.75	3429.50	0.16	126.84	91.68	117.84	74.32	16.68	5.00		6.00	1743.27 5172.77
5	1304.75	1304.75	3429.50	0.20	158.55	114.60	147.30	92.90	20.85	6.25		6.00	1851.40 5280.90
6	1957.13	1957.13	5144.25	0.24	190.26	137.52	176.76	111.48	25.02	7.50		6.00	2611.91 7756.16
7	1957.13	1957.13	5144.25	0.28	221.97	160.44	206.22	130.06	29.19	8.75		6.00	2720.04 7864.29
8	1957.13	1957.13	5144.25	0.32	253.68	183.36	235.68	148.64	33.36	10.00		6.00	2828.17 7972.42
9	2609.50	2609.50	6859.00	0.36	285.39	206.28	265.14	167.22	37.53	11.25	151.00	6.00	3739.67 10598.67
10	2609.50	2609.50	6859.00	0.40	317.10	229.20	294.60	185.80	41.70	12.50	151.00	6.00	3847.80 10706.80
11	2609.50	2609.50	6859.00	0.44	348.81	252.12	324.06	204.38	45.87	13.75	151.00	6.00	3955.93 10814.93
12 & OVER	2609.50	2609.50	6859.00	0.50	380.50	275.00	353.50	223.00	50.00	15.00	151.00	6.00	4064.00 10923.00

**10. Expected Quality.** The overarching goal of the MS in Informatics and Analytics is to develop professionals to become informed users of, and leaders in, data science. Specifically, upon completion of the program, students will be able to:

- Write advanced SQL queries and stored procedures to preprocess data (using integration, cleaning, and transformation) for visualization, modeling, and interpretation;
- Identify appropriate database technologies to meet a set of requirements and to recommend possible solutions;
- Create predictive models using statistical, data mining, and machine-learning techniques, and evaluate and interpret such models to support fact-based decision making;
- Work both independently and in a team to solve large data analysis projects;
- Clearly communicate and present complex analytics results to clients, using practical and simple terms that can be understood by a general non-technical audience;
- Identify and evaluate appropriate data analytics techniques to be used depending on the specific information needs of the project;
- Use data visualization tools to communicate data mining results in an effective way;
- Develop expertise in a specific applied area. Concentration Specific Outcomes will be listed in the Permission to Establish.

All programs at UNCG are scheduled for annual assessment vis-à-vis student learning outcomes. The Office of Assessment has standardized rubrics for this purpose.

As with all programs at UNCG, the MS in Informatics and Analytics will undergo annual assessment. Enrollment, graduation, and job placement will be carefully tracked and reported in the annual program review. UNCG will evaluate program success by measuring the number of students enrolled in the program, student progress in coursework, number of graduates, and job placement. In addition, UNCG will seek feedback from employers and alumni.

**11. Feasibility of Collaborative Program.** The proposed degree program would be introduced in a traditional face-to-face format. Students in the Triad Consortium, particularly those at institutions without this degree program, will be able to take courses in this area. If the proposed degree program is approved, UNCG plans to reach out to sister institutions offering related degrees to organize a sharing relationship for internships/practica/or other site-based capstone learning experiences. This could take the form of an online colloquia common to all participating institutions and required as part of the experiential learning component.

**12. Other Considerations.** None.

### **III. Summary of Review Processes**

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**Campus Review Process and Feedback.** The proposal was reviewed by the UNCG faculty, department and university curriculum committees, provost, and chancellor. Approval was obtained at all levels.

**UNC System Office Review Process and Feedback.** Throughout the review process, UNCG provided relevant information pertaining to program requirements and resources. The institution submitted appropriate documentation and research to support its statements. External reviewers evaluated the requests and did not request further information.

### **IV. Recommendation**

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It is recommended that the Board of Governors approve UNCG's request to establish a Master of Science in Informatics and Analytics degree program (CIP 11.0104) to enroll students starting fall 2018.

**Request for Authorization to Establish a  
Master of Accountancy  
(M. Acc., CIP 52.0301) at  
North Carolina Agricultural and Technical State University**

**I. Program Highlights**

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- The mission of North Carolina Agricultural and Technical State University's proposed Master of Accountancy degree program is to prepare students for careers as professionally certified accountants.
- The proposed degree program will be delivered on-campus and online.
- The proposed degree program would require successful completion of 30 credit hours of graduate coursework. Three one-credit hour capstone courses will be required in or near the last semester of a student's program. Students without an accounting undergraduate degree will require 18 hours of accounting and finance prerequisite courses or their equivalent from a four-year accredited institution.
- Fifteen full-time students and five part-time students are projected in the first year. Fifteen online full-time students and five online part-time students are projected by the fourth year.
- This program will require two additional faculty members and a program coordinator to develop and deliver five new courses and to expand offerings of five existing courses to allow for additional capacity.
- The institution requests a tuition differential of up to \$1,000 for nine or more student credit hours.
- Facilities are adequate for delivery of the proposed degree program.

**II. Board Academic Program Planning Criteria (UNC Policy 400.1)**

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1. **Existing Programs (Number, Location, Mode of Delivery).** Public institutions in North Carolina with similar programs include: Appalachian State University, East Carolina University, North Carolina State University, the University of North Carolina at Chapel Hill, the University of North Carolina Wilmington, the University of North Carolina at Charlotte, and Western Carolina University. Private institutions with similar programs include: Elon University, Gardner Webb University, and Wake Forest University.
2. **Relation to Campus Distinctiveness and Mission.** The proposed degree program will support Goal 1 of North Carolina A&T's *Preeminence 2020* by enhancing the intellectual climate and the quality of the professional environment. Specifically, the program will help recruit and retain gifted students by providing an academically challenging environment.
3. **Demand (local, regional, state).** The demand for accountants has remained strong and growing for decades. According to the most recently published data from the U.S. Bureau of Labor Statistics, there were 1,332,700 accounting jobs in 2014 with a projected growth of 11% between 2014 and 2024. This average is much faster than the average for all occupations, which is 7%. The median annual wages for accountants and auditors, according to the U.S. Bureau of Labor Statistics, is \$68,150 compared to \$37,040 for all occupations. Median annual wages for accounting, by industry, ranged from \$61,060 - \$81,200 for the most popular five industries of employment.

- 4. Potential for Unnecessary Duplication.** All majority-serving UNC System institutions offering an undergraduate degree in accounting also offer specialized master's programs in accounting except the University of North Carolina at Asheville, a university with fewer than 4,000 students. None of the six minority-serving UNC System institutions offering an undergraduate accounting degree currently offer a specialized master's program. Three private universities in the state offer similar programs. Of the programs in the state, only UNC-Chapel Hill offers an online option. Of the UNC System institutions, only three have AACSB International's separate accounting accreditation, a recognition of high quality that N.C. A&T's accounting program has maintained continuously since 1986. These institutions include NC State, UNC Charlotte and UNC Greensboro. Of these three institutions, only N.C. A&T has 100% of its full-time and adjunct faculty actively licensed as CPAs in North Carolina. This represents a distinct advantage to a program designed to produce new CPAs.
- 5. Employment Opportunities for Graduates.** Ncworks.gov shows the North Carolina median salary for accountants and auditors to be \$67,190. As to job availability, ncworks.gov reported 1,280 advertised job openings in May 2017 and an additional 3,894 advertised job openings for the related occupation group, Business and Financial Operations. Higher than average salaries and an 11% projected growth rate are expected to expand the pipeline for accounting jobs, thus increasing the number of students choosing accounting as a major. Enhancing this demand is the fact that the unemployment rate for accountants remains low, generally ranging between 2.5% - 3.5%, even in times of recession.
- 6. Faculty Quality and Number.** This program will require two additional faculty members to develop and deliver five new courses and to expand offerings of five existing courses to allow for additional capacity. Additional demands on faculty will include advising of new students, maintaining currency in knowledge and skill requirements for certification, and additional coordination with accounting professionals to facilitate student development and placement. Teaching responsibilities will be partly absorbed by current faculty who teach existing graduate courses that will become part of the proposed program; however, new faculty will allow us to expand the number of sections of these courses without excess burden on existing faculty or weakening of existing programs.

The proposed program will also require a coordinator to assist in recruiting students, developing curriculum and developing and executing the strong assessment system and culture required for the accounting programs' separate AACSB accreditation. Providing one course of reassigned time each semester for an existing faculty member will best accommodate this need.

**7. Availability of Campus Resources (library, space, etc.)**

**Library Services:** The library facility offers an array of services that support the curriculum and research interests of its students, faculty, and staff. Our website offers 24/7 access to information on most of those services. Through the website, [www.library.ncat.edu](http://www.library.ncat.edu), users have immediate access to electronic indexes and full-text databases as well as electronic books and journals. Document delivery and interlibrary loan services are provided so that faculty and students can obtain resources unavailable in Bluford Library. In addition, students, faculty, and staff may borrow books directly from any of the other libraries in the UNC System through a cooperative

agreement as well as 13 area universities and colleges as a member of the Triad Academic Library Association.

**Facilities:** The proposed program will be delivered in Craig and Merrick Halls. These buildings are equipped with 22 classrooms, a graduate student computer and study lab, an additional computer lab, three classroom computer labs and collaborative learning spaces. In 2016, new instructional technology was installed in each classroom and computer lab including: new projectors, projector screens, classroom audio/visual control systems, wireless collaboration technology, SMART podium displays, and new podiums. New instructor computers were installed in each classroom and additional technologies, such as document cameras, were installed in some spaces. In 2017, new wireless connectivity was installed in both buildings and computers in two labs were upgraded. In 2018, new technology was purchased for the Financial Trading Room.

8. **Relevant Lower-level and Cognate Programs.** The lower-level program necessary to support the proposed graduate program is a strong undergraduate accounting degree. N.C. A&T has a strong history of excellence in its undergraduate accounting program as evidenced by maintaining separate AACSB International accounting accreditation continuously for more than 30 years and by its excellent history of placement with top graduate schools, accounting firms, and Fortune 500 employers.
9. **Impact on Access and Affordability.** The requested per-semester tuition differential is stated in the table below.

<u><i>Student Type</i></u>	<u><i>Additional Tuition Cost</i></u>	<u><i>Assessment Rate</i></u>
<b>On Campus Students</b>	<b>\$250.00</b>	<i>1-2 credit hours</i>
	<b>\$500.00</b>	<i>3-5 credit hours</i>
	<b>\$750.00</b>	<i>6-8 credit hours</i>
	<b>\$1,000.00</b>	<i>9+ credit hours</i>
<b>Distance Learning Students</b>	<b>\$98.00</b>	<i>per credit hour</i>

Tuition rates for full-time graduate students at N.C. A&T are as follows:

NORTH CAROLINA A & T STATE UNIVERSITY GRADUATE FEE SCHEDULE PER SEMESTER FALL 2018 - SPRING 2019														
NUMBER OF CREDIT HOURS	1 - 2	3 - 5	6 - 7	8	9 OR MORE									
TUITION IN-STATE	\$ 593.13	\$ 1,186.25	\$ 1,779.38	\$ 1,779.38	\$ 2,372.50									
TUITION OUT-OF-STATE	\$ 2,174.38	\$ 4,348.75	\$ 6,523.13	\$ 6,523.13	\$ 8,697.50									
REQUIRED FEES														
-----														
DEBT SERVICE:														
Health Center	\$ 10.63	\$ 21.25	\$ 31.88	\$ 42.50	\$ 42.50									
Student Union	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00									
Stadium System	\$ 6.63	\$ 13.25	\$ 19.88	\$ 26.50	\$ 26.50									
CAMPUS CENTER-Operations	\$ 42.37	\$ 84.73	\$ 127.10	\$ 169.46	\$ 169.46									
STUDENT ACTIVITIES	\$ 46.92	\$ 93.83	\$ 140.75	\$ 187.67	\$ 187.67									
CAMPUS SAFETY FEE	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00									
STUDENT GOV'T. ASSOC.	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50									
EDUC. & TECHNOLOGY	\$ 56.13	\$ 112.27	\$ 168.40	\$ 224.53	\$ 224.53									
I. D. PROCESSING	\$ 12.50	\$ 12.50	\$ 12.50	\$ 12.50	\$ 12.50									
ATHLETICS	\$ 105.63	\$ 211.25	\$ 316.88	\$ 422.50	\$ 422.50									
HEALTH SERVICES	\$ 42.31	\$ 84.63	\$ 126.94	\$ 169.25	\$ 169.25									
SHUTTLE SERVICE	\$ 40.50	\$ 40.50	\$ 40.50	\$ 40.50	\$ 40.50									
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>									
TOTAL REQUIRED FEES	<u>\$ 604.12</u>	<u>\$ 914.71</u>	<u>\$ 1,225.33</u>	<u>\$ 1,535.91</u>	<u>\$ 1,535.91</u>									
HEALTH INSURANCE (OPT)			\$ 1,293.88	\$ 1,293.88	\$ 1,293.88									
TOTAL TUITION & REQ. FEES - IN-STATE	<u>\$ 1,197.25</u>	<u>\$ 2,100.96</u>	<u>\$ 4,298.59</u>	<u>\$ 4,609.17</u>	<u>\$ 5,202.29</u>									
TOTAL TUITION & REQ. FEES - OUT-OF-STATE	<u>\$ 2,778.50</u>	<u>\$ 5,263.46</u>	<u>\$ 9,042.34</u>	<u>\$ 9,352.92</u>	<u>\$ 11,527.29</u>									
<table><tr><td colspan="2">THESIS ONLY</td><td>.</td></tr><tr><td>IN-STATE</td><td>\$</td><td>1,197.23</td></tr><tr><td>OUT-OF-STATE</td><td>\$</td><td>2,778.48</td></tr></table>						THESIS ONLY		.	IN-STATE	\$	1,197.23	OUT-OF-STATE	\$	2,778.48
THESIS ONLY		.												
IN-STATE	\$	1,197.23												
OUT-OF-STATE	\$	2,778.48												

**10. Expected Quality.** The overall goal of the program is to develop graduates who can obtain professional accounting certification and effectively practice as accounting professionals. Thus, key measures of the quality and effectiveness of the program will be the number of graduates who obtain certification and the percentage of students who pass certification exams out of those who choose to take these exams. Our specific student-level learning outcomes include the following:

- Students will demonstrate and apply advanced knowledge in accounting;



- Students will meet educational requirements for the Certified Public Accountant examination and will, therefore, be eligible to pursue certification;
- Students will obtain and apply the technical knowledge and analytical skills to successfully pursue the CPA license;
- Students will be able to perform professional research using accounting databases and apply findings to make business decisions;
- Students will be able to analyze complex accounting problems and derive practical solutions;
- Students will be able to effectively communicate complex accounting problems and practical solutions to multiple constituents.

Measures of success: Program success will be evaluated by the number of students enrolled in the program, student graduation and placement rates, and the success of students pursuing professional certification.

**11. Feasibility of Collaborative Program.** N.C. A&T and nearby UNC Greensboro could use their combined resources to offer shared programming that will strengthen both programs. A primary example is the use of the Becker CPA Review Program. Becker CPA Review is the number one program in the nation for reviewing CPA exam content and promoting a high likelihood of passing the CPA examination. UNC Greensboro's MS in accounting program has attempted to provide the convenience of hosting Becker on their campus, but Becker requires a minimum enrollment of paying students to do so. UNC Greensboro has not been able to sustain an adequate pipeline of paying students to keep Becker on campus. As a result, there are no local Becker classes being offered. Each year, several N.C. A&T undergraduate accounting majors receive offers from their employers to pay for Becker during or after graduate school. Combined with the students from UNCG who receive similar offers, there should be enough paying students to offer this programming. This collaboration will be explored with UNC Greensboro.

In addition, N.C. A&T currently has a consortium agreement with UNC Greensboro that allows students at one university to take classes at the other university without additional costs and with the transferal of grades (not just credits). As the proposed program and UNC Greensboro's program would have unique courses, students could leverage an expanded set of course offerings to better tailor their programs.

**12. Other Considerations.** None.

### **III. Summary of Review Processes**

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**Campus Review Process and Feedback.** The proposal was reviewed by the N.C. A&T faculty, department and university curriculum committees, provost, and chancellor. Approval was obtained at all levels.

**UNC System Office Review Process and Feedback.** Throughout the review process, N.C. A&T provided relevant information pertaining to program requirements and resources. The institution submitted appropriate documentation and research to support its statements. External reviewers evaluated the requests and did not request further information.

#### **IV. Recommendation**

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It is recommended that the Board of Governors approve N.C. A&T's request to establish a Master of Accountancy degree program (CIP 52.0301) to enroll students starting fall 2018.

**Request for Authorization to Establish a  
Master of Science in Higher Education Administration  
(MS, CIP 13.0406) at  
North Carolina Central University**

**I. Program Highlights**

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- The mission of North Carolina Central University's proposed MS in Higher Education Administration degree program is to prepare current practitioners to strengthen their skillset and advance to mid-level supervisory positions.
- The proposed degree program will be delivered online.
- The proposed degree program would require successful completion of 42 credit hours of graduate instruction. Students will be required to complete a clinical experience in which they will have opportunities to put theory into practice in their internship.
- Ten full-time students and seven part-time students are projected in the first year. Thirty-four full-time students are projected by the fourth year.
- No new faculty members will be needed to implement the proposed degree program.
- No differential tuition or fees are requested.
- The resources of the campus libraries are adequate to support the proposed degree program.
- The facilities will be adequate for delivery of the proposed degree program.

**II. Board Academic Program Planning Criteria (UNC Policy 400.1)**

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1. **Existing Programs (Number, Location, Mode of Delivery).** The University of North Carolina System has five institutions with programs in higher education administration and student affairs, including Appalachian State University, North Carolina State University, Western Carolina University, The University of North Carolina at Greensboro, and the University of North Carolina Wilmington.
2. **Relation to Campus Distinctiveness and Mission.** The proposed MS in higher education administration degree program is consistent with the mission of NCCU to advance research and service, preparing students to become global leaders and practitioners who transform communities. It is also aligned with the university's 2020 strategic plan, expanding the academic portfolio of the university (Strategic Priority 2).
3. **Demand (local, regional, state).** According to the Bureau of Labor Statistics (BLS), employment of postsecondary education administrators is projected to grow by 10% from 2016 to 2026, which is faster than the average for all occupations. This projected growth is due to increases in enrollments in postsecondary institutions.
4. **Potential for Unnecessary Duplication.** Five institutions in the UNC System offer a master's program in higher education administration or student affairs, including Appalachian, NC State, Western Carolina, UNC Wilmington, and UNC Greensboro. NCCU believes that the only program that is actually similar to the proposed degree program is administered by Appalachian, because it is online. The proposed degree program at NCCU would enable students to specialize their study by focusing on a specific area.

5. **Employment Opportunities for Graduates.** According to *Career Outlook*, published by the U.S. Bureau of Labor Statistics, North Carolina is projected to experience moderate growth for career opportunities in the field of postsecondary education. Data collected in 2016 projected an average entry-level annual salary for postsecondary education in North Carolina of \$50,000.
6. **Faculty Quality and Number.** The program will not require any new faculty. NCCU has adequate faculty and administrators to support the proposed degree program.
7. **Availability of Campus Resources (library, space, etc.)**

**Library Services:** The James E. Shepard Library has adequate resources to support the proposed degree program, including 300,000 print volumes, over 120,000 government documents, and over 1,200 journals, magazines, and newspapers. Beyond its print collection, the library subscribes to over 220 electronic databases, which provide students with 24-hour access to over 25,000 electronic journals and books.

**Facilities:** The facilities are adequate to support the proposed degree program. It would be housed in the H. M. Michaux, Jr. School of Education, a 109,000 square-foot, state-of-the-art facility. The building provides full wireless capability, a teleconference classroom, technology enhanced classrooms, a 350-seat smart auditorium, a speech and hearing clinic, and communications and technology laboratories.

8. **Relevant Lower-level and Cognate Programs.** The proposed degree program would not require any lower-level or cognate programs to support instruction.
9. **Impact on Access and Affordability.** NCCU will not seek enrollment funds or additional state appropriations to support the proposed degree program. The School of Education has the proper infrastructure to support implementation.

No differential tuition or fees are requested.

Tuition rates for full-time graduate students at NCCU are as follows:

**NORTH CAROLINA CENTRAL UNIVERSITY**  
**APPROVED 2018 - 2019 TUITION AND FEES SCHEDULE Per Semester**

CHARGES	GRADUATE - IN STATE SEMESTER HOURS											
	1	2	3	4	5	6	7	8	9	10	11	12
Tuition	592.50	592.50	1,185.00	1,185.00	1,185.00	1,777.50	1,777.50	1,777.50	2,370.00	2,370.00	2,370.00	2,370.00
Educational & Technology Fee	53.52	53.52	53.52	53.52	53.52	107.04	107.04	107.04	214.08	214.08	214.08	214.08
Transportation Fee	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00
Accident & Sickness Insurance*						1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88
Athletic Fee	105.88	105.88	105.88	105.88	105.88	211.75	211.75	211.75	423.50	423.50	423.50	423.50
Web Registration	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Walker Complex Debt Service Fee	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00
Student Center Debt Service Fee	175.00	175.00	175.00	175.00	175.00	175.00	175.00	175.00	175.00	175.00	175.00	175.00
Medical Fee	33.46	33.46	33.46	33.46	33.46	66.92	66.92	66.92	133.83	133.83	133.83	133.83
Student Activity Fee	21.88	21.88	21.88	21.88	21.88	43.76	43.76	43.76	87.50	87.50	87.50	87.50
Campus Center	28.35	28.35	28.35	28.35	28.35	56.70	56.70	56.70	113.40	113.40	113.40	113.40
Lyceum & Concert Fee	3.13	3.13	3.13	3.13	3.13	6.26	6.26	6.26	12.50	12.50	12.50	12.50
Student Government Fee	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Eagle Card Fee	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Infrastructure Fee	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Campus Security Fee	3.75	3.75	3.75	3.75	3.75	7.50	7.50	7.50	15.00	15.00	15.00	15.00
SUB-TOTAL ROOM BOARD (Plan A - 21 Meals)	1,185.97	1,185.97	1,778.47	1,778.47	1,778.47	3,914.81	3,914.81	3,914.81	5,007.19	5,007.19	5,007.19	5,007.19
COMPLETE TOTAL	1,185.97	1,185.97	1,778.47	1,778.47	1,778.47	3,914.81	3,914.81	3,914.81	5,007.19	5,007.19	5,007.19	11,161.40
INTERNATIONAL STUDENTS												
Accident & Sickness Insurance	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88
INTERNATIONAL STUDENTS' TOTAL	2,479.85	2,479.85	3,072.35	3,072.35	3,072.35	3,914.81	3,914.81	3,914.81	5,007.19	5,007.19	5,007.19	11,161.40

\*International Students are required to purchase the university's Accident & Sickness Insurance regardless of the number of enrolled hours.

\*The three criteria that invoke the requirement to have Accident & Sickness Insurance and also define a student as eligible in the system-wide student health insurance plan are:

- 1) enrolled in a degree-seeking program, AND
- 2) enrollment in a minimum of 6 on-campus credit hours, AND
- 3) eligible to pay the campus student medical fee.

Vehicle Registration & Parking - Student \$300.00  
 Vehicle Registration & Parking - Student - Parking Deck \$475.00  
 Vehicle Registration & Parking - Student Evening Permit \$80.00 per semester (rate after 4 p.m.)  
 Eagle Landing - 4 BR/ 2BA Apt. \$3,708.00  
 Eagle Landing - 3 BR/ 2BA Apt. \$3,862.50  
 Martha Street Apts. - 2 BR/ 2BA Apt. \$4,017.00  
 Martha Street Apts. - 2 BR/ 1BA Apt. \$3,914.00  
 Martha Street Apts. - 1 BR/ 1BA Apt. \$4,223.00

Box Rental Fee - \$15.00

**BOARD PLANS**

Q (21 Meals Per Week/\$250 Flex) \$1,931.21  
 R (14 Meals Per Week/\$325 Flex) \$1,778.28  
 S (14 Meals Per Week/\$250 Flex) \$1,704.77  
 T (8 Meals Per Week/\$400 Flex)(Eagle Landing) \$1,503.25  
 L (Commuter Plan 75 Meals/\$85 Flex)(not for boarding students) \$471.84  
 M (Commuter Plan 50 Meals/\$60 Flex)(not for boarding students) \$318.91  
 W (Commuter Plan 100 Meals/\$110 Flex)(not for boarding students) \$662.71

**NORTH CAROLINA CENTRAL UNIVERSITY**  
**APPROVED 2018 - 2019 TUITION AND FEES SCHEDULE Per Semester**

CHARGES	GRADUATE - OUT OF STATE S E M E S T E R   H O U R S											
	1	2	3	4	5	6	7	8	9	10	11	12
Tuition	2,211.75	2,211.75	4,423.50	4,423.50	4,423.50	6,635.25	6,635.25	6,635.25	8,847.00	8,847.00	8,847.00	8,847.00
Educational & Technology Fee	53.52	53.52	53.52	53.52	53.52	107.04	107.04	107.04	214.08	214.08	214.08	214.08
Transportation Fee	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00	43.00
Accident & Sickness Insurance*						1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88
Athletic Fee	105.88	105.88	105.88	105.88	105.88	211.75	211.75	211.75	423.50	423.50	423.50	423.50
Web Registration	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Walker Complex Debt Service Fee	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00
Student Center Debt Service Fee	175.00	175.00	175.00	175.00	175.00	175.00	175.00	175.00	175.00	175.00	175.00	175.00
Medical Fee	33.46	33.46	33.46	33.46	33.46	66.92	66.92	66.92	133.83	133.83	133.83	133.83
Student Activity Fee	21.88	21.88	21.88	21.88	21.88	43.76	43.76	43.76	87.50	87.50	87.50	87.50
Campus Center	28.35	28.35	28.35	28.35	28.35	56.70	56.70	56.70	113.40	113.40	113.40	113.40
Lyceum & Concert Fee	3.13	3.13	3.13	3.13	3.13	6.26	6.26	6.26	12.50	12.50	12.50	12.50
Student Government Fee	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Eagle Card Fee	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Infrastructure Fee	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Campus Security Fee	3.75	3.75	3.75	3.75	3.75	7.50	7.50	7.50	15.00	15.00	15.00	15.00
SUB-TOTAL ROOM BOARD (Plan A - 21 Meals)	2,805.22	2,805.22	5,016.97	5,016.97	5,016.97	8,772.56	8,772.56	8,772.56	11,484.19	11,484.19	11,484.19	11,484.19
COMPLETE TOTAL	2,805.22	2,805.22	5,016.97	5,016.97	5,016.97	8,772.56	8,772.56	8,772.56	11,484.19	11,484.19	11,484.19	17,638.40
<b>INTERNATIONAL STUDENTS</b>												
Accident & Sickness Insurance	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88	1,293.88
<b>INTERNATIONAL STUDENTS' TOTAL</b>	4,099.10	4,099.10	6,310.85	6,310.85	6,310.85	8,772.56	8,772.56	8,772.56	11,484.19	11,484.19	11,484.19	17,638.40

\*International Students are required to purchase the university's Accident & Sickness Insurance regardless of the number of enrolled hours.

\*The three criteria that invoke the requirement to have Accident & Sickness Insurance and also define a student as eligible in the system-wide student health insurance plan are:

- 1) enrolled in a degree-seeking program, AND
- 2) enrollment in a minimum of 6 on-campus credit hours, AND
- 3) eligible to pay the campus student medical fee.

Vehicle Registration & Parking - Student \$300.00  
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**BOARD PLANS**  
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 R (14 Meals Per Week/\$325 Flex) \$1,778.28  
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 M (Commuter Plan 50 Meals/\$60 Flex)(not for boarding students) \$318.91  
 W (Commuter Plan 100 Meals/\$110 Flex)(not for boarding students) \$662.71

**10. Expected Quality.** NCCU has a comprehensive plan for assessment and evaluation of programs, tied to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The department has an assessment coordinator who works with faculty teaching core courses in the curriculum used to assess program learning outcomes (PLOs) in undergraduate programs.

Measures (metrics) used to evaluate the program would include student proficiency in learning outcomes, enrollments, retention rates, number of graduates, and employment rate.

**11. Feasibility of Collaborative Program.** Given that the mode of delivery for the proposed degree program is online, the opportunities for collaboration may be quite limited, since most programs in North Carolina are offered in a face-to-face setting.

**12. Other Considerations.** None.

### **III. Summary of Review Processes**

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**Campus Review Process and Feedback.** The proposal was reviewed by the NCCU faculty, department and university curriculum committees, provost, and chancellor. Approval was obtained at all levels.

**UNC System Office Review Process and Feedback.** Throughout the review process, NCCU provided relevant information pertaining to program requirements and resources. The institution submitted appropriate documentation and research to support its statements. External reviewers evaluated the requests and did not request further information.

### **IV. Recommendation**

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It is recommended that the Board of Governors approve NCCU's request to establish a Master of Science in Higher Education Administration degree program (CIP 13.0406) to enroll students starting fall 2018.

**Request for Authorization to Establish a  
Bachelor of Science in Biomedical Sciences  
(BS, CIP 26.0102) at  
North Carolina Central University**

**I. Program Highlights**

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- The mission of North Carolina Central University's proposed BS in Biomedical Sciences degree program is to prepare students for careers in health-related biomedical professions.
- The proposed degree program will be delivered on-campus.
- The proposed degree program would require successful completion of 120 credit hours, including a 31-credit hour core curriculum, 10 credit hours of biological/biomedical sciences electives.
- Sixty full-time students are projected in the first year. One hundred and fifty full-time students and 10 part-time students are projected by the fourth year.
- Two new faculty members will be needed in the next four years, because of expected growth in total enrollment.
- No differential tuition or fees are requested.
- The resources of the campus libraries are adequate to support the proposed degree program.
- In the short term the facilities will be adequate for delivery of the proposed degree program.

**II. Board Academic Program Planning Criteria (UNC Policy 400.1)**

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1. **Existing Programs (Number, Location, Mode of Delivery).** The University of North Carolina at Pembroke offers a BS in biology with a biomedical emphasis concentration. The only other biomedical sciences program in the state is taught at North Carolina Wesleyan College.
2. **Relation to Campus Distinctiveness and Mission.** The proposed BS in Biomedical Sciences degree program is consistent with the mission of NCCU to advance research and service, preparing students to become global leaders and practitioners who transform communities. Furthermore, the proposed degree program is aligned with the university's 2020 strategic plan, emphasizing student learning (Objective 5.2) and expanding the institution's research agenda (Objective 5.3).
3. **Demand (local, regional, state).** Information from *NCWorks Online* indicates above average job growth for healthcare occupations, including occupations requiring education in biomedical sciences. The organization projected job growth for the following occupations in North Carolina: medical scientists (28%), microbiologists (6%), healthcare (23%), dentists (34%), genetic counselors (32%), health technicians (23%), physicians/surgeons (20.8%), and physician assistants (42.8%).
4. **Potential for Unnecessary Duplication.** No other institutions in the UNC System offer a BS in biomedical sciences. The University of North Carolina at Pembroke offers a BS in biology program with a biomedical emphasis concentration. In addition, the University of North Carolina at Greensboro offers a BS in biology program with a human biology concentration for pre-medical or pre-professional students. The proposed degree program would replace the pre-medicine/pre-dental concentration at NCCU.



5. **Employment Opportunities for Graduates.** Data from the Bureau of Labor Statistics projects 7% average overall employment growth in life science. Healthcare occupations are expected to have employment growth that significantly exceeds the national average. These include occupations requiring education in biomedical sciences, such as dentists (17% growth), genetic counselors (29% growth), medical lab technicians (16% growth), physical therapists (34% growth), physicians and surgeons (14% growth).
6. **Faculty Quality and Number.** It is anticipated that two new faculty members will be needed in the next four years, because of expected growth in total enrollment. The department was reviewed externally in 2016 with a recommendation that three or four new permanent faculty positions were required to meet expanding student and course demands. The department requests that the new positions should be linked to enrollment growth.
7. **Availability of Campus Resources (library, space, etc.)**

**Library Services:** The James E. Shepard Library has adequate resources to support the proposed degree program, including 300,000 print volumes, over 120,000 government documents, and over 1,200 journals, magazines, and newspapers. Beyond its print collection, the library subscribes to over 220 electronic databases, which provide students with 24-hour access to over 25,000 electronic journals and books.

**Facilities:** In the short term, current facilities will be adequate for delivery of the proposed degree program. The Mary Townes Science Complex (MTSC)-houses the Departments of Biological and Biomedical Sciences, Chemistry and Biochemistry, and Mathematics and Physics. Recent upgrades in classrooms, laboratories, and equipment have increased the building's capacity to handle the number of students.

8. **Relevant Lower-level and Cognate Programs.** The proposed degree program would replace the pre-medicine/pre-dental concentration in the department, and therefore possesses the support structure to deliver the curriculum. Schools and departments that would contribute to the proposed degree program include the College of Arts and Sciences, the Department of Biological and Biomedical Sciences, the Department of Chemistry and Biochemistry, the Department of History, the Department of Language and Literature, the Department of Mathematics and Physics, the College of Behavioral and Social Sciences, and the Department of Psychology.
9. **Impact on Access and Affordability.** NCCU will seek to invest enrollment increase funds to support the proposed degree program. If enrollment growth funds are not forthcoming, internal reallocations will be implemented, including efforts to rebalance faculty workloads.

No differential tuition or fees are requested.

Tuition rates for full-time undergraduate students at NCCU are as follows:

Undergraduate Tuition and Fees (Fall 2018-Spring 2019)

NC Residents

	1-5 Hours	6-8 Hours	9-11 Hours	12+ Hours
Tuition and Fees	466	932	1,398	1,864
Educational and Technology Fee	53.52	107.04	214.08	214.08
Transportation Fee	43.00	43.00	43.00	43.00
Accident and Sickness Insurance	0	1,293.88	1,293.88	1,293.88
Athletic Fee	105.88	211.75	423.50	423.50
Web Registration	5.00	5.00	5.00	5.00
Walker Complex Debt Service Fee	60.00	60.00	60.00	60.00
Student Center Debt Service Fee	175.00	175.00	175.00	175.00
Medical Fee	33.46	66.92	133.83	133.83
Student Activity Fee	28.08	56.16	112.30	112.30
Campus Center	28.35	56.70	113.40	113.40
Lyceum and Concert Fee	3.13	6.26	12.50	12.50
Student Government Fee	0.50	0.50	0.50	0.50
Eagle Card Fee	10.00	10.00	10.00	10.00
Infrastructure Fee	50.00	50.00	50.00	50.00
Campus Security Fee	3.75	3.75	7.50	15.00
Room and Board				6,367.69
Total	1,065.67	3,081.71	4,059.99	10,680.20

#### Non-Residents

	1-5 Hours	6-8 Hours	9-11 Hours	12+ Hours
Tuition and Fees	2,054.38	4,108.76	6,163.14	8,217.50
Educational and Technology Fee	53.52	107.04	214.08	214.08
Transportation Fee	43.00	43.00	43.00	43.00
Accident and Sickness Insurance	0	1,293.88	1,293.88	1,293.88
Athletic Fee	105.88	211.75	423.50	423.50
Web Registration	5.00	5.00	5.00	5.00
Walker Complex Debt Service Fee	60.00	60.00	60.00	60.00
Student Center Debt Service Fee	175.00	175.00	175.00	175.00
Medical Fee	33.46	66.92	133.83	133.83
Student Activity Fee	28.08	56.16	112.30	112.30
Campus Center	28.35	56.70	113.40	113.40
Lyceum and Concert Fee	3.13	6.26	12.50	12.50
Student Government Fee	0.50	0.50	0.50	0.50
Eagle Card Fee	10.00	10.00	10.00	10.00
Infrastructure Fee	50.00	50.00	50.00	50.00
Campus Security Fee	3.75	3.75	7.50	15.00
Room and Board				6,154.21
Total	2,654.05	6,258.47	8,825.13	17,033.70

**10. Expected Quality.** NCCU has a comprehensive plan for assessment and evaluation of programs, tied to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The department has an assessment coordinator who works with faculty teaching core courses in the curriculum used to assess program learning outcomes (PLOs) in undergraduate programs. The PLOs for the proposed degree program include:

- Communicate fundamental global science knowledge/results orally and in writing.
- Apply and integrate basic biological concepts to solve problems.
- Synthesize and explain key biological concepts as applied to biological and biomedical sciences.

- d. Use standard equipment and perform laboratory skills to apply the scientific methods.

Measures (metrics) used to evaluate the program would include student proficiency in learning outcomes, enrollments, retention rates, number of graduates, and employment or graduate/professional school attendance rate.

**11. Feasibility of Collaborative Program.** Given that there are no comparable baccalaureate programs in the state, it is not expected that collaboration among institutions will occur at this time.

**12. Other Considerations.** None.

### **III. Summary of Review Processes**

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**Campus Review Process and Feedback.** The proposal was reviewed by the NCCU faculty, department and university curriculum committees, provost, and chancellor. Approval was obtained at all levels.

**UNC System Office Review Process and Feedback.** Throughout the review process, NCCU provided relevant information pertaining to program requirements and resources. The institution submitted appropriate documentation and research to support its statements. External reviewers evaluated the requests and did not request further information.

### **IV. Recommendation**

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It is recommended that the Board of Governors approve NCCU's request to establish a Bachelor of Science in Biomedical Sciences degree program (CIP 26.0102) to enroll students starting fall 2018.

**AGENDA ITEM**

2. Authorization for the President to Purchase Commercial Insurance  
Related to Employee Benefits Plan Administration ..... Brian Usischon

**Situation:** As provided by N.C.G.S. §116-11(13a), the Board of Governors has the authority to delegate to the president authorization to purchase commercial insurance of any kind to cover all risks or potential liability of the University, the Board of Governors, boards of trustees, other administrative or oversight boards, the president, the University benefit plan administrators, and employees of the University relating to the management, direction, and administration of University employee benefit plans, including the risks and potential liability related to benefit plan investments managed by the University. Following enactment of the statutory provision above, the UNC System Office worked with the Department of Insurance to purchase fiduciary insurance related to retirement and supplemental retirement plans sponsored by the University. UNC-Chapel Hill now seeks similar coverage in connection with the management of its supplemental retirement programs for faculty and senior administrators who participate in the UNC-Chapel Hill medical practice plan, and additional plans may be eligible as well.

**Background:** Fiduciary insurance covering the administration and investment decisions related to employee benefits plans has become increasingly common in response to legal challenges to the management of public and private retirement plans and programs. UNC-Chapel Hill, with the assistance of professional staff, oversees and monitors the investment management, performance, and expenses associated with the administration of the supplemental retirement plans offered to participants in the medical practice plan. The oversight and monitoring process is designed to ensure that the plan's investment options are maintained consistent with UNC-Chapel Hill's investment policy statement and that the investment and administrative expenses charged to the plan by investment providers and service providers are reasonable.

**Assessment:** Purchasing fiduciary insurance is a prudent and recognized way to manage risks associated with the oversight of employee benefits plans, especially retirement and supplemental retirement plans. A proposed resolution granting the president the necessary authority to purchase fiduciary liability insurance for employee benefits plans, including the UNC-Chapel Hill supplemental retirement plans, is included for the committee's consideration.

**Action:** This item requires a vote by the committee and a vote by the full Board of Governors.



**Authorization to Purchase Commercial Insurance  
Related to the Management, Direction, Administration and Investments  
of University Employee Benefit Plans**

As provided by N.C.G.S. §116-11(13a), the Board of Governors has the authority to delegate to the President authorization to purchase commercial insurance of any kind to cover all risks or potential liability of the University, the Board of Governors, boards of trustees, other administrative or oversight boards, the President, the University benefit plan administrators, and employees of the University relating to the management, direction, and administration of University employee benefit plans, including the risks and potential liability related to benefit plan investments managed by the University.

These plans include University retirement plans and supplemental retirement plans offered by the UNC System or by a constituent institution that are overseen by University administrators and/or benefits or investment committees. The Board of Governors recognizes that the purchase of such insurance is a prudent way to manage risks associated with the management, direction, and administration of these plans and any potential liability for investment decisions. The Board hereby authorizes the president, or her designee, to purchase such insurance as needed, and to work, as appropriate, with the Department of Insurance to determine the best coverage and policy or policies for this purpose.

BE IT SO RESOLVED.

\_\_\_\_\_, 2018

APPROVED BY THE BOARD OF GOVERNORS OF  
THE UNIVERSITY OF NORTH CAROLINA

By: \_\_\_\_\_  
Andrea R. Poole  
Secretary of the University

(Seal)

**AGENDA ITEM**

3. Authorization for One-Time Bonus Option in the 2018-2019 Annual  
Raise Process ..... Matthew Brody

**Situation:** The funds appropriated in the Appropriations Act of 2018 to support the 2018 annual raise process (ARP) are insufficient to provide a 2% salary increase pool for the entirety of the University workforce (EHRA and SHRA employees) as part of the 2018-2019 Annual Raise Process ("2018 ARP"). In July 2018, the Board of Governors adopted a Resolution ("July 2018 Resolution") that provides an across-the-board 2% permanent base salary increase for SHRA employees to match the increases that the General Assembly separately awarded to non-University State employees. As a result, some constituent institutions are finding it challenging to identify sufficient permanent (recurring) salary funds to adequately support discretionary EHRA 2018 ARP salary adjustments. To address this concern, the president is proposing the ability to use non-recurring funds to support one-time bonus payments as part of the 2018 ARP as an alternative to permanent base salary adjustments; provided, however, that the combination of base salary and one-time bonus compensation awarded under the 2018 ARP for any individual employee shall meet all previously approved ARP eligibility criteria and maximum increase limits as described in the July 2018 Resolution. This alternative would also be helpful to support discretionary merit-based 2018 ARP increases for SHRA employees above and beyond the mandated 2% across-the-board increase.

**Background:** The July 2018 Resolution delegated to the president the authority to develop and issue detailed instructions for the 2018 ARP for permanent employees upon the allocation of funds to the Board pursuant to the Appropriations Act of 2018 and consistent with the parameters established by the July 2018 Resolution. Since the July meeting, the System Office has issued these instructions and has received feedback that some of the constituent institutions have been challenged in identifying sufficient permanent (recurring) salary funds to support EHRA ARP base salary adjustments.

**Assessment:** The attached resolution, titled "Authorization for One-Time Bonus Option in the 2018-2019 Annual Raise Process" will authorize the president to amend the 2018 ARP instructions to permit permanent base salary adjustments, a one-time bonus payment, or a combination of both. In all cases, the ARP eligibility criteria and ARP caps will remain as originally approved by the Board of Governors in the July 2018 Resolution. The proposed one-time bonus provision is consistent with the discretion granted to the UNC Board of Governors in the 2018 Appropriations Act, and results in no net increase in ARP compensation amounts or costs to the University. Additionally, the resolution allows the president, at her discretion, to

extend the campus Annual Raise Process deadline from October 31, 2018 to December 31, 2018.

**Action:**

This item requires a vote by the committee and a vote by the full Board of Governors.





### **Authorization for One-Time Bonus Option in the 2018-2019 Annual Raise Process**

The Current Operations Appropriations Act of 2018 (“Appropriations Act of 2018” or “The Act”) provided for compensation increases for faculty and other employees exempt from the North Carolina Human Resources Act (“EHRA non-faculty employees”) as well as for employees subject to the North Carolina Human Resources Act (“SHRA employees”).

In July 2018, in order to ensure the timely and efficient implementation of annual salary increases for EHRA and SHRA employees consistent with the Appropriations Act of 2018, the Board of Governors adopted a Resolution (“July 2018 Resolution”) that delegated to the president the authority to develop and issue detailed instructions for a 2018-2019 annual raise process (“2018 ARP”) for permanent employees, upon the allocation of funds to the Board of Governors pursuant to the Appropriations Act of 2018 and consistent with the parameters established by the July 2018 Resolution.

In order to provide added flexibility in the use of recurring and non-recurring funding sources, the Board hereby adds to that authority by delegating to the president the ability to issue instructions permitting one-time bonus payments in lieu of or in addition to permanent base salary increases for the 2018 ARP; provided, however, that the combination of base salary and one-time bonus compensation awarded under the 2018 ARP for any individual employee shall meet all previously approved ARP eligibility criteria and maximum increase limits as described in the July 2018 Resolution. The Board also permits the president, at her discretion, to extend an individual institution’s Annual Raise Process deadline from October 31, 2018 to December 31, 2018.

BE IT SO RESOLVED.

\_\_\_\_\_, 2018

APPROVED BY THE BOARD OF GOVERNORS OF  
THE UNIVERSITY OF NORTH CAROLINA

By: \_\_\_\_\_  
Andrea R. Poole  
Secretary of the University

(Seal)

## AGENDA ITEM

### 4. Report on Free Speech and Free Expression Within the University of North Carolina .....David Powers

**Situation:** As required by State law and Section 1300.8 of the UNC Policy Manual, the Committee on University Governance is responsible for preparing an annual report on free speech and free expression within the University that addresses at least the following subjects:

1. Any barriers to or disruptions of free expression within the UNC System's constituent institutions;
2. The administrative handling and discipline relating to disruptions or barriers to free expression;
3. Any substantial difficulties, controversies, or successes in meeting the requirements of maintaining institutional neutrality as provided in the law and Section 1300.8 of the UNC Policy Manual; and
4. Any assessments, criticisms, commendations, or recommendations the committee sees fit to include.

**Background:** The Restore/Preserve Campus Free Speech Act ("the Act") was enacted in 2017. One provision of the Act, codified as G.S. 116-301, requires that the Board designate a standing committee to act as the Committee on Free Expression. The Chair of the Board of Governors has designated the Committee on University Governance to fulfill these responsibilities, which include overseeing the annual report published to the public, the Board, the governors, and the General Assembly on issues related to free speech and free expression within the University.

**Assessment:** This inaugural report reviews free speech and free expression within the University for the period of time between August 1, 2017 and June 30, 2018, by incorporating both the required topics above and additional topics of interest. Among its findings, the report recognizes that over the past year the constituent institutions have been committed to promoting and protecting free speech and free expression, and that disruptions and interference at scheduled speaking or expressive events have been minimal. The report also details steps that constituent institutions are taking to inform campus constituencies about rights and responsibilities, and provides multiple recommendations for further promoting and protecting free expression at the constituent institutions and across the University.

**Action:** This item requires a vote by the committee and a vote by the full Board of Governors.



# THE UNIVERSITY OF NORTH CAROLINA SYSTEM

**REPORT:**  
**2017-2018 Report on Free Speech and Free Expression Within the University**

September 13, 2018

University of North Carolina System  
Chapel Hill, North Carolina

# REPORT:

## 2017-2018 Report on Free Speech and Free Expression Within the University

### I. Executive Summary

This report addresses free speech and free expression at the constituent institutions<sup>1</sup> of The University of North Carolina (“UNC” or “the University”) for the period of time between August 1, 2017 and June 30, 2018, as required by the [Restore/Preserve Campus Free Speech Act](#) (“the Act”).<sup>2</sup> In preparing and publishing this report, the UNC Board of Governors Committee on University Governance (“committee”), as the designated Committee on Free Expression<sup>3</sup>, was guided primarily on the elements required by the Act.<sup>4</sup> Additionally, the committee relied on information provided by the constituent institutions, information shared with the president and/or members of the Board of Governors, and on relevant articles and media stories published in the past year.<sup>5</sup>

With the requirements of the Act in mind, this report provides background on and context for free speech and free expression at UNC constituent institutions, highlights experiences at our institutions over the past year, identifies some key findings by the committee, and offers recommendations that are aimed at providing more awareness and transparency on issues related to free speech and free expression. Specifically, as will be further detailed in the report, the committee found that:

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<sup>1</sup> Because of the additional protections afforded to K-12 institutions under the First Amendment, the North Carolina School for Science and Math, the University of North Carolina School of the Arts for its high school students, and any lab schools operated by a constituent institution are not included within the scope of the report. Even so, these institutions are expected to comply with Article 36 of Chapter 116 to the extent there is not a conflict with relevant First Amendment jurisprudence applicable to K-12 institutions.

<sup>2</sup> The Restore/Preserve Campus Free Speech Act was enacted in 2017 as [S.L. 2017-196](#) and is codified in the North Carolina General Statutes as Article 36 of Chapter 116.

<sup>3</sup> The Act requires the Board of Governors to establish a Committee on Free Expression. N.C. Gen. Stat. §116-301. Section 10.3 of S.L. 2018-5 (“Current Operations Appropriations Act of 2018”) amended G.S. §116-301 to allow the Chair of the Board of Governors to designate a standing or special committee of the Board as the Committee on Free Expression.

<sup>4</sup> G.S. §116-301(c) articulates specific information to be provided in the annual report. See Section IV., herein, for more information.

<sup>5</sup> See, e.g., Stanley Kurtz, *North Carolina Campus Free-Speech Act: First Goldwater-Based Law*, National Review (July 31, 2017), <https://www.nationalreview.com/corner/north-carolina-campus-free-speech-act-goldwater-proposal/>; UNC Wilmington, *Appalachian State Earn FIRE’s Highest Rating for Free Speech*, Foundation for Individual Rights in Education (August 29, 2017), <https://www.thefire.org/unc-wilmington-appalachian-state-earn-fires-highest-rating-for-free-speech/>; Kari Travis, *N.C. a National Leader in Protecting Free Speech on Campus*, Report Says, Carolina Journal (January 8, 2018), <https://www.carolinajournal.com/news-article/n-c-a-national-leader-in-protecting-free-speech-on-campus-report-says/>; Kari Travis, *UNC-Chapel Hill Faculty Gives Free Speech a Boost*, Carolina Journal (April 17, 2018), <https://www.carolinajournal.com/news-article/unc-chapel-hill-faculty-gives-free-speech-a-boost/>.

## REPORT:

### 2017-2018 Report on Free Speech and Free Expression Within the University

1. The constituent institutions are committed to promoting and protecting free speech and free expression;
2. Disruptions and interference at scheduled speaking or expressive events have been minimal over the past year;
3. The constituent institutions are working to provide information to various campus constituencies about rights and responsibilities associated with speech and expression on campus through policies, training, and other outreach;
4. The Foundation for Individual Rights in Education (FIRE), which rates college and university speech policies, has awarded its highest rating (“green light”) to 7 UNC constituent institutions, more than any other state;<sup>6</sup>
5. Some constituent institutions have incurred additional costs related to security surrounding speakers or expressive events on campus; and
6. There is still room to improve, such as:
  - a. providing both a central way for people to ask questions or raise concerns about speech and expression at the constituent institutions, and an easily accessed institutional complaint process;
  - b. offering a consistent and user-friendly way to access campus speaker/event information; and
  - c. providing user-friendly resources for internal groups and/or outside individuals on UNC’s commitment to free expression and information about holding events on campus.

The committee also acknowledges that UNC’s constituent institutions have a long record of holding speech or expressive events without significant disruption or interference, and that many successful events tend to not garner significant publicity or public attention. This past year was no exception.

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<sup>6</sup> See Foundation for Individual Rights in Education’s Speech Code Rating Database, [https://www.thefire.org/spotlight/?x=&y=North+Carolina&speech\\_code=Green&submit=GO](https://www.thefire.org/spotlight/?x=&y=North+Carolina&speech_code=Green&submit=GO). UNC constituent institutions that have been awarded a “green light” rating are Appalachian State University, East Carolina University, North Carolina Central University, UNC-Chapel Hill, UNC Charlotte, UNC Greensboro, and UNC Wilmington. The next closest states have no more than 3 public institutions with “green light” ratings. See [https://www.thefire.org/spotlight/?y=&speech\\_code=Green&institution\\_type=Public&type=advanced&submit=Search](https://www.thefire.org/spotlight/?y=&speech_code=Green&institution_type=Public&type=advanced&submit=Search).

The other 9 UNC constituent institutions currently have “yellow light” ratings. See [https://www.thefire.org/spotlight/?x=&y=North+Carolina&speech\\_code=Yellow&submit=GO](https://www.thefire.org/spotlight/?x=&y=North+Carolina&speech_code=Yellow&submit=GO). No UNC constituent institution has received a “red light” rating. NCSSM is not rated by FIRE.

## **REPORT:**

### **2017-2018 Report on Free Speech and Free Expression Within the University**

In light of its findings, the committee recommends the following specific actions be considered for implementation by the UNC System Office during the upcoming academic year:

1. Implementing campus hotlines for questions or complaints related to free speech or free expression at the constituent institution (which could be part of a broader institutional hotline program for questions or complaints).
2. Assuring each constituent institution has an easily accessed process for filing complaints related to speech or expression (which may be part of an existing complaint or grievance process).
3. Encouraging each constituent institution to provide an easily accessible website with information on scheduled speakers and events on campus. While this would not capture spontaneous speakers and events, it could provide a more comprehensive and easily referenced website for campus constituencies.
4. Encouraging each constituent institution to develop a standard set of resources for potential speakers describing in a user-friendly way how to access or reserve campus spaces, applicable time, place, and manner restrictions, any information about costs that may be assessed; campus resources for answering questions or providing additional assistance; and UNC's commitment to free speech and free expression.
5. Encouraging constituent institutions to regularly review and, as necessary, revise policies impacting free expression to improve clarity and ensure protection of rights to free expression.
6. Continuing to provide periodic training, education, and support for Responsible Officers.
7. Partnering with the constituent institutions to provide training on the Act and free speech/free expression to members of the Boards of Trustees as part of their orientation process or in other ways that would be helpful.

Taken together, these recommendations are designed to provide more visibility and understanding about the ongoing good work and commitment to protecting and promoting free speech and free expression at our constituent institutions; to assure that there are common definitions of certain issues and clear avenues for addressing questions, issues, or concerns; and to build skills and expertise of campus administrators and other constituencies in this important area.

# REPORT:

## 2017-2018 Report on Free Speech and Free Expression Within the University

### II. Background

#### A. University Commitment to Free Speech and Free Expression

As the nation's first public university, the University of North Carolina affirms its long-standing commitment to free speech and free expression for its students, faculty members, staff employees, and visitors under the First Amendment of the U.S. Constitution and Article 1, Section 14 of the North Carolina Constitution. The University and its constituent institutions protect and promote these freedoms, consistent with First Amendment jurisprudence.<sup>7</sup> Through its policies, the University has expressly established that no employment decision or academic decision shall be based on the exercise of these constitutional rights.<sup>8</sup>

The University's mission includes the transmission and advancement of knowledge and understanding, the pursuit of which is dependent upon the ability of our faculty and students to remain free to inquire, to study and to evaluate, to gain new maturity and understanding.<sup>9</sup> The University supports and encourages freedom of inquiry for faculty members and students, to the end that they may responsibly pursue these goals through teaching, learning, research, discussion, and publication, free from internal or external restraints that would unreasonably restrict their academic endeavors.<sup>10</sup> The University has explicitly stated that faculty and students of the University share the responsibility for maintaining an environment in which academic freedom flourishes and in which the rights of each member of the academic community are respected.<sup>11</sup> Academic freedom has indeed been acknowledged by the Supreme Court as "of transcendent value to all of us" and "a special concern of the First Amendment, which does not tolerate laws that cast a pall of orthodoxy over the classroom."<sup>12</sup>

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<sup>7</sup> See, e.g., Sections 601, 604, and 608 of *The Code of the University of North Carolina ("The Code")*. See also Sections 101.3.1, 300.1.1., 300.2.1, 700.4.2, and 1300.8 of the UNC Policy Manual.

<sup>8</sup> See Sections 601, 604, and 608 of *The Code*. See also Sections 101.3.1, 300.1.1, 300.2.1, 700.4.2 of the UNC Policy Manual.

<sup>9</sup> See *Sweezy v. New Hampshire*, 354 U.S. 234, 250 (1957).

<sup>10</sup> Section 600(1) of *The Code*. See also Section 700.4.2 of the UNC Policy Manual.

<sup>11</sup> Section 600(3) of *The Code*. See also Section 700.4.2 of the UNC Policy Manual.

<sup>12</sup> *Keyishian v. Board of Regents, State Univ. of N.Y.*, 385 U.S. 589, 603 (1967).

## REPORT:

### 2017-2018 Report on Free Speech and Free Expression Within the University

#### B. Enactment of the Restore/Preserve Campus Free Speech Act in 2017

In Fall 2016 and Spring 2017, there were a few highly visible protest events on campuses of public and private universities and colleges outside of North Carolina related to invited speakers or planned events.<sup>13</sup> These protests focused national attention on speech at college campuses.<sup>14</sup> None of these occurred at UNC constituent institutions; however, these actions garnered national attention, and occurred contemporaneously with the publication of the Goldwater Institute's report on campus free speech and accompanying model legislation.<sup>15</sup>

The Goldwater Institute's model legislation served as the template for the Restore/Preserve Free Speech bill that was ultimately passed and ratified by the General Assembly on June 29, 2017.<sup>16</sup> The bill became law without Governor Cooper's signature on July 31, 2017.<sup>17</sup> The Act recognizes the University's commitment to upholding free speech and free expression, and reinforces the importance of these rights as well.<sup>18</sup> Through language now incorporated in N.C.G.S. §116-300(1), the North Carolina General Assembly has also affirmed that the primary function of the University of North Carolina and each of its constituent institutions is the discovery, improvement, transmission, and dissemination of knowledge by means of research, teaching, discussion, and debate. To fulfill this function, each constituent institution must strive to ensure the fullest degree of intellectual freedom and free expression. It is not the proper

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<sup>13</sup> See, e.g., Madison Park and Kyung Lah, *Berkeley protests of Yiannopoulos caused \$100,000 in damage*, CNN (February 2, 2017), <https://www.cnn.com/2017/02/01/us/milo-yiannopoulos-berkeley/index.html>; Katharine Q. Seelye, *Protesters Disrupt Speech by 'Bell Curve' Author at Vermont College*, The New York Times (March 3, 2017), [https://www.nytimes.com/2017/03/03/us/middlebury-college-charles-murray-bell-curve-protest.html?\\_r=0](https://www.nytimes.com/2017/03/03/us/middlebury-college-charles-murray-bell-curve-protest.html?_r=0); Amy B. Wang, *Pro-Trump rally in Berkeley turns violent as protesters clash with the president's supporters*, The Washington Post (March 5, 2017), [https://www.washingtonpost.com/news/post-nation/wp/2017/03/05/pro-trump-rally-in-berkeley-turns-violent-as-protesters-clash-with-the-presidents-supporters/?noredirect=on&utm\\_term=.3bdb0bb21c8e](https://www.washingtonpost.com/news/post-nation/wp/2017/03/05/pro-trump-rally-in-berkeley-turns-violent-as-protesters-clash-with-the-presidents-supporters/?noredirect=on&utm_term=.3bdb0bb21c8e); Susan Svrluga, William Wan, and Elizabeth Dwoskin, *Ann Coulter speech at UNC Berkeley canceled, again, amid fears for safety*, The Washington Post (April 26, 2017), [https://www.washingtonpost.com/news/grade-point/wp/2017/04/26/ann-coulter-speech-canceled-at-uc-berkeley-amid-fears-for-safety/?utm\\_term=.3b1fa4e2b998](https://www.washingtonpost.com/news/grade-point/wp/2017/04/26/ann-coulter-speech-canceled-at-uc-berkeley-amid-fears-for-safety/?utm_term=.3b1fa4e2b998); Emanuella Grinberg and Elliott C. McLaughlin, *Against its wishes, Auburn hosts white nationalist Richard Spencer*, CNN politics (April 19, 2017), <https://www.cnn.com/2017/04/18/politics/auburn-richard-spencer-protests/index.html>.

<sup>14</sup> *Id.*

<sup>15</sup> See "Campus Free Speech: A Legislative Proposal", Goldwater Institute (January 30, 2017), <https://goldwaterinstitute.org/article/campus-free-speech-a-legislative-proposal/>; Stanley Kurtz, *North Carolina Campus Free-Speech Act: First Goldwater-Based Law*, National Review (July 31, 2017), <https://www.nationalreview.com/corner/north-carolina-campus-free-speech-act-goldwater-proposal/>.

<sup>16</sup> <https://www.ncleg.net/Sessions/2017/Bills/House/PDF/H527v5.pdf>

<sup>17</sup> <https://www.ncleg.net/Sessions/2017/Bills/House/PDF/H527v6.pdf>.

<sup>18</sup> S. L. 2017-196, codified as Article 36 of Chapter 116 of the North Carolina General Statutes.



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role of any constituent institution to shield individuals from speech protected by the First Amendment, including, without limitation, ideas and opinions they find unwelcome, disagreeable, or even deeply offensive.<sup>19</sup>

The Act established a number of requirements for the Board of Governors, the University of North Carolina, and its constituent institutions, including adopting a university-wide policy with certain elements; creating a Committee on Free Expression<sup>20</sup>; maintaining institutional neutrality<sup>21</sup>; publishing an annual report; and providing training for institutional officers and administrators charged with responsibilities for compliance with the Act and coordinating campus-based training (“Responsible Officers”).

### **III. Appointment, Charge, and Work of the Committee and Implementation of the Act’s Requirements**

The Chair of the Board of Governors has designated the Committee on University Governance as the statutorily mandated Committee on Free Expression. Last year, following the passage of the Act, that committee was charged with developing the required university policy. The policy was adopted by the full Board of Governors at its December 15, 2017 meeting and codified as Section 1300.8 of the UNC Policy Manual. A copy of the policy is included with this report as Attachment A.

Chancellors of the constituent institutions promptly appointed Responsible Officers, as required by law and policy. These individuals primarily represented each institution’s offices of student affairs, academic affairs, equal opportunity and diversity, and university counsel, but other offices were included as well. In Spring 2018, through the UNC School of Government, the UNC System Office provided training for Responsible Officers on the First Amendment and provisions of the Act. At least one Responsible Officer from each covered constituent institution participated in the training. A list of the 2017-2018 Responsible Officers is included with this report as Attachment B.

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<sup>19</sup> G.S. §116-300(2).

<sup>20</sup> Section 10.3 of S.L. 2018-5 (“Current Operations Appropriations Act of 2018”), which became law on June 12, 2018, amended the requirements for the Committee to allow the Chair of the Board of Governors to designate a standing or special committee of the Board as the Committee on Free Expression. See <https://www.ncleg.net/Sessions/2017/Bills/Senate/PDF/S99v6.pdf>.

<sup>21</sup> In this context, “institutional neutrality” specifically means only that “the constituent institution may not take action, as an institution, on the public policy controversies of the day in such a way as to require students, faculty, or administrators to publicly express a given view of social policy.” G.S. §116-300(3).

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In issuing this first annual free expression report, the committee's intent is to address the specific elements identified in the Act, further focus on scheduled speaking and expressive events held at the UNC constituent institutions during the relevant time period, and to provide recommendations for the upcoming year.

### IV. Discussion of Free Speech and Free Expression at the University During the 2017-2018 Academic Year and Committee Findings

Pursuant to the Act, the University's policy, and Board of Governors' interest in a broad review of free expression across the University, the committee requested information from the constituent institutions in 10 areas. The questions and summaries of the institutional responses are provided below.

QUESTIONS SENT TO THE CONSTITUENT INSTITUTIONS	SUMMARY OF INSTITUTIONAL RESPONSES
(1) A description of any barriers to or disruptions of free expression within the constituent institution, including specific incidents and/or particularized complaints. <sup>22</sup>	<ul style="list-style-type: none"> <li>• 13 of 16 institutions indicated no barriers or disruptions of free expression within the academic year.</li> <li>• 3 institutions (UNC Asheville, UNC-Chapel Hill, and UNCSA) provided substantive responses and examples – dealing with unannounced speakers that provoked the campus audience (UNC Asheville), concerns about maintaining safety by controlling imminent security risks (request from Richard Spencer at UNC-Chapel Hill), and internal policies themselves creating an unnecessary barrier to protected speech/expression (UNCSA).</li> </ul>
(2) A description of the administrative handling and discipline relating to disruption or barriers identified in response to (1). <sup>23</sup>	<ul style="list-style-type: none"> <li>• 13 institutions had no administrative action to report.</li> <li>• 3 institutions (UNC Asheville, UNC-Chapel Hill, and UNCSA) provided substantive responses – UNC Asheville referenced its handling of a disruptive speaker, in which it allowed the event to continue and explained expectations to the speaker and audience; UNC-Chapel Hill did not allow Richard Spencer on campus due to proximity in time to Charlottesville riot and concern for potential violence; and UNCSA changed its campus policies</li> </ul>

<sup>22</sup> G.S. §116-301(c)(1) and Section 1300.8 (VIII.C.1) of the UNC Policy Manual.

<sup>23</sup> G.S. §116-301(c)(2) and Section 1300.8 (VIII.C.2) of the UNC Policy Manual.

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QUESTIONS SENT TO THE CONSTITUENT INSTITUTIONS	SUMMARY OF INSTITUTIONAL RESPONSES
	regarding speech and expression to remove potential unintended barriers.
(3) Identification and description of any difficulties, controversies, and successes in maintaining a posture of administrative and institutional neutrality with regard to political or social issues. <sup>24</sup>	<ul style="list-style-type: none"> <li>• 6 institutions (Appalachian, ECU, ECSU, FSU, N.C. A&amp;T, UNCW) reported no difficulties, controversies, and/or successes related to maintaining institutional neutrality.</li> <li>• 10 institutions provided feedback and examples of how they are maintaining a posture of institutional neutrality and/or challenges in explaining this expectation to campus constituencies.</li> </ul>
(4) Any assessments, criticisms, commendations, or recommendation the constituent institution would like the committee to consider in preparing the annual report. <sup>25</sup>	<ul style="list-style-type: none"> <li>• 5 institutions provided no response.</li> <li>• 11 institutions commented – some with ideas for resources (e.g., a system-wide toolkit or continuing interactions with Responsible Officers), some with reinforcement of commitment to free speech and free expression, some referencing green-light status with FIRE, and related points.</li> </ul>
(5) Confirmation of whether the institution fulfilled the UNC policy requirements to disseminate information about institutional policies during the 2017-2018 academic year.	<ul style="list-style-type: none"> <li>• All 16 institutions indicated that they had disseminated information as required by policy.</li> </ul>
(6) Identification of representative institutional policies that reinforce commitment to free speech and free expression (e.g., academic freedom, tenure regulations, facilities use, etc.).	<ul style="list-style-type: none"> <li>• All 16 institutions provided examples of policies that reinforce their commitment to free speech and free expression.</li> <li>• In addition to constituent institution policies specifically addressing free speech on campus, the most commonly identified policies relate to use of facilities, student conduct, faculty conduct, and tenure and employment. Institutional policies reinforcing the University's commitment to free speech also relate to harassment and non-discrimination, campus events, solicitation, and advertising.</li> </ul>

<sup>24</sup> G.S. §116-301(c)(3) and Section 1300.8 (III and VIII.C.3) of the UNC Policy Manual.

<sup>25</sup> G.S. §116-301(c)(4) and Section 1300.8 (VIII.C.4) of the UNC Policy Manual.

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QUESTIONS SENT TO THE CONSTITUENT INSTITUTIONS	SUMMARY OF INSTITUTIONAL RESPONSES
	<ul style="list-style-type: none"> <li>North Carolina leads the nation in the number of public higher education institutions with free speech and free expression policies receiving the Foundation for Individual Rights in Education's highest rating.<sup>26</sup></li> </ul>
(7) Examples of speakers or other events that have been held at the institution during the 2017-2018 academic year.	<ul style="list-style-type: none"> <li>ECSU reported no campus wide speakers for the relevant time period.</li> <li>Among the 15 other institutions, the range of examples was generally between 7-15 speakers.</li> <li>Most institutions also referenced the ability of people to speak at certain locations on campus without invitation.</li> </ul>
(8) Identification of communications, trainings, or other educational outreach regarding free speech and free expression that have been provided during the 2017-2018 academic year.	<ul style="list-style-type: none"> <li>All 16 institutions identified types of communications, trainings, and/or outreach that had taken place.</li> </ul>
(9) Information about security and other costs associated with protecting and affirming free expression on campus.	<ul style="list-style-type: none"> <li>7 institutions affirmatively stated no additional costs.</li> <li>9 institutions provided some information (overtime costs for security and law enforcement officers, security fees, potential to cause great financial burden on campus if a major disruption occurred, etc.).</li> </ul>
(10) Any other information related to free speech or free expression that the constituent institution wishes to provide to the committee.	<ul style="list-style-type: none"> <li>10 institutions had no additional information.</li> <li>6 institutions (ECU, FSU, NCCU, NC State, UNC-Chapel Hill, UNCSA) provided responses – reinforcing their commitment to free speech, noting a faculty resolution in support of free speech via the University of Chicago</li> </ul>

<sup>26</sup> Foundation for Individual Rights in Education's Speech Code Rating Database, [https://www.thefire.org/spotlight/?x=&y=North+Carolina&speech\\_code=Green&submit=GO](https://www.thefire.org/spotlight/?x=&y=North+Carolina&speech_code=Green&submit=GO). UNC constituent institutions that have been awarded a "green light" rating are Appalachian State University, East Carolina University, North Carolina Central University, UNC-Chapel Hill, UNC Charlotte, UNC Greensboro, and UNC Wilmington. The next closest states have no more than 3 public institutions with "green light" ratings. See [https://www.thefire.org/spotlight/?y=&speech\\_code=Green&institution\\_type=Public&type=advanced&submit=Search](https://www.thefire.org/spotlight/?y=&speech_code=Green&institution_type=Public&type=advanced&submit=Search). See also Kari Travis, *N.C. a National Leader in Protecting Free Speech on Campus, Report Says*, Carolina Journal (January 8, 2018), <https://www.carolinajournal.com/news-article/n-c-a-national-leader-in-protecting-free-speech-on-campus-report-says/>.

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QUESTIONS SENT TO THE CONSTITUENT INSTITUTIONS	SUMMARY OF INSTITUTIONAL RESPONSES
	principles, affirming the integral part that freedom of speech and expression play at our conservatory institution, and confirming an ongoing review of policies, as examples.

As a result of the information gathered, the committee found that (1) the constituent institutions are committed to promoting and protecting free speech and free expression; (2) disruptions and interference at scheduled speaking or expressive events have been minimal over the past year; (3) the constituent institutions are working to provide information to various campus constituencies about rights and responsibilities associated with speech and expression on campus through policies, training, and other outreach; (4) the Foundation for Individual Rights in Education (FIRE), which rates college and university speech policies, has awarded its highest rating (“green light”) to 7 UNC constituent institutions, more than any other state; (5) some constituent institutions have incurred additional costs related to security surrounding speakers or expressive events on campus; and (6) there is still room to improve, such as, (a) providing both a central way for people to ask questions or raise concerns about speech and expression at the constituent institutions, and an easily accessed institutional complaint process; (b) offering a consistent and user-friendly way to access campus speaker/event information; and (c) providing user-friendly resources for internal groups and/or outside individuals on UNC’s commitment to free expression and information about holding events on campus.

The committee also acknowledges that UNC’s constituent institutions have a long record of holding speech or expressive events without significant disruption or interference, and that many successful events tend to not garner significant publicity or public attention. This past year was no exception.

**V. Committee Recommendations**

Even with all the policies, trainings and outreach, and continuing commitment to free speech and free expression in place, the committee recognizes that there are always opportunities for improvement. This annual report provides a welcome opportunity to consider options that will demonstrate our system-wide leadership and action in support of free speech and free expression. The committee therefore offers these recommendations for consideration for implementation by the UNC System

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Office, aimed at providing more awareness, consistency and transparency on issues related to free speech and free expression starting with the upcoming academic year:

1. Implementing campus hotlines for questions or complaints related to free speech or free expression at the constituent institution (which could be part of a broader institutional hotline program for questions or complaints).
2. Assuring each constituent institution has an easily accessed process for filing complaints related to speech or expression (which may be part of an existing complaint or grievance process).
3. Encouraging each constituent institution to provide an easily accessible website with information on scheduled speakers and events on campus. While this would not capture spontaneous speakers and events, it could provide a more comprehensive and easily referenced website for campus constituencies.
4. Encouraging each constituent institution to develop a standard set of resources for potential speakers describing in a user-friendly way how to access or reserve campus spaces, applicable time, place, and manner restrictions, any information about costs that may be assessed; campus resources for answering questions or providing additional assistance; and UNC's commitment to free speech and free expression.
5. Encouraging constituent institutions to regularly review and, as necessary, revise policies impacting free expression to improve clarity and ensure protection of rights to free expression.
6. Continuing to provide periodic training, education, and support for Responsible Officers.
7. Partnering with the constituent institutions to provide training on the Act and free speech/free expression to members of the Boards of Trustees as part of their orientation process or in other ways that would be helpful.

Taken together, these recommendations are designed to provide more visibility and understanding about the ongoing good work and commitment to protecting and promoting free speech and free expression at our constituent institutions; to assure that there are common definitions of certain issues and clear avenues for addressing questions, issues, or concerns; and to build skills and expertise of campus administrators and other constituencies in this important area. The committee looks forward to periodic briefings on the progress of implementing these recommendations.

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**VI. Conclusion**

The committee unanimously supports the UNC System Office's and the constituent institutions' work and efforts in promoting and protecting free speech and free expression, increasing awareness and understanding of the broad protections for speech and expressive activities on campus, and taking action, when needed, to prevent substantial disruption or interference in scheduled events. Our constituent institutions offer a range of speakers, topics, and outreach and we recognize the efforts of our faculty, administrators, and students to invite different, and even unpopular, views and opinions on important issues. We further recognize their efforts to allow (or participate in) protests without undue disruption to or interference with scheduled events, consistent with the constitutional protections of free speech and expression.

We encourage each institution to continue offering a broad range of perspectives in various speech and expressive activities, and we strongly encourage members of the Board of Governors and Boards of Trustees to attend these events. We affirm that the right to speak and the right to protest are values we share and cultivate across the UNC System, consistent with federal and state law. Among the important responsibilities we have in public higher education are clearly explaining the free expression rights and responsibilities held by students, faculty, staff, and University visitors, and upholding the rights of individuals and groups on our University campuses. We are grateful for the work being done, and acknowledge the UNC System's role in serving as an exemplar in this area for other higher education institutions and systems. With the recommendations we have provided, we look forward to an even more successful year ahead.

**Accepted by the Board of Governors Committee on University Governance, the designated Board Committee on Free Expression, and recommended for approval by the Board of Governors on September \_\_\_, 2018.**

**Approved by the Board of Governors on September \_\_\_, 2018.**

## **Free Speech and Free Expression Within the University of North Carolina**

### **I. Purpose**

Consistent with Article 36 of Chapter 116 of the North Carolina General Statutes, the Board of Governors adopts this policy to support and assist the constituent institutions of the University of North Carolina<sup>1</sup> in their continuing efforts to embrace the free speech and free expression rights of the members of their campus communities, and balance those rights with protections against unlawful activity. This policy supplements other University policies, regulations, and guidelines related to free speech and free expression.<sup>2</sup>

### **II. Statement of Commitment**

As the nation's first public university, the University of North Carolina affirms its long-standing commitment to free speech and free expression for its students, faculty members, staff employees, and visitors under the First Amendment of the U.S. Constitution and Article 1, Section 14 of the North Carolina Constitution. The University and its constituent institutions protect and promote these freedoms, consistent with First Amendment jurisprudence.

The University's mission includes the transmission and advancement of knowledge and understanding, the pursuit of which is dependent upon the ability of our faculty and students to remain free to inquire, to study and to evaluate, to gain new maturity and understanding.<sup>3</sup> The University supports and encourages freedom of inquiry for faculty members and students, to the end that they may responsibly pursue these goals through teaching, learning, research, discussion, and publication, free from internal or external restraints that would unreasonably restrict their academic endeavors.<sup>4</sup> The University has explicitly stated that faculty and students of the University share the responsibility for maintaining an environment in which academic freedom flourishes and in which the rights of each member of the academic community are respected.<sup>5</sup> Academic freedom has indeed been acknowledged by the Supreme Court as "of transcendent value to all of us" and "a special concern of the First Amendment, which does not tolerate laws that cast a pall of orthodoxy over the classroom."<sup>6</sup> Through its policies, the University has expressly established that no employment decision or academic decision shall be based on the exercise of these constitutional rights.<sup>7</sup>

The General Assembly has recognized the University's commitment to upholding free speech and free expression, and has reinforced the importance of these rights as well.<sup>8</sup> Through N.C.G.S. § 116-300, the General Assembly has affirmed that the primary function of the University of North Carolina and each of its constituent institutions is the discovery, improvement, transmission, and dissemination of knowledge by means of research, teaching, discussion, and debate. To fulfill this function, each constituent institution must strive to ensure the fullest degree of intellectual freedom and free expression. It is not the proper role of any constituent institution to shield individuals from speech protected by the First Amendment, including, without limitation, ideas and opinions they find unwelcome, disagreeable, or even deeply offensive.

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<sup>1</sup> Because of the additional protections afforded to K-12 institutions under the First Amendment, the policy does not apply to the North Carolina School for Science and Math or to the University of North Carolina School of the Arts for its high school students or to any lab schools operated by a constituent institution. Even so, these institutions are expected to comply with Article 36 of Chapter 116 to the extent there is not a conflict with relevant First Amendment jurisprudence applicable to K-12 institutions.

<sup>2</sup> See, e.g., Sections 101.3.1, 300.1.1, 300.2.1, 700.4.2 of the UNC Policy Manual. See also Sections 601, 604, and 608 of *The Code*.

<sup>3</sup> See *Sweezy v. New Hampshire*, 354 U.S. 234, 250 (1957).

<sup>4</sup> Section 600(1) of *The Code*. See also Section 700.4.2 of the UNC Policy Manual. <sup>5</sup>

Section 600(3) of *The Code*. See also Section 700.4.2 of the UNC Policy Manual. <sup>6</sup>

*Keyishian v. Board of Regents, State Univ. of N.Y.*, 385 U.S. 589, 603 (1967).

<sup>7</sup> See Sections 101.3.1, 300.1.1, 300.2.1, 700.4.2 of the UNC Policy Manual. See also Sections 601, 604, and 608 of *The Code*.

<sup>8</sup> Article 36 of Chapter 116 of the North Carolina General Statutes.



### III. University's Role in Public Policy Controversies

The University's role in supporting and encouraging freedom of inquiry requires assuring opportunities for the expression of differing views regarding many issues in multiple areas of study, research, and debate, including current political and social issues. The constituent institutions serve an essential role in encouraging and broadly protecting freedom of thought and expression. In support of the essential role universities hold, the constituent institutions may not take action, as an institution, on the public policy controversies of the day in such a way as to require students, faculty, or administrators to publicly express a given view of social policy.

### IV. Free Expression at UNC Constituent Institutions, Including Access to Campus

Students, staff, and faculty have the freedom to discuss any problem that presents itself, as the First Amendment permits and within the limits of viewpoint- and content-neutral restrictions on time, place, and manner of expression that are necessary to achieve a significant institutional interest. The constituent institutions must assure that any such restrictions are clear, published, and provide ample alternative means of expression.

Students, staff, and faculty shall be permitted to assemble and engage in spontaneous expressive activity as long as such activity is lawful and does not materially and substantially disrupt the functioning of the constituent institution, subject to the requirements of this policy. A "material and substantial disruption" includes, but is not limited to, any or all of the following:

- A. Any action that qualifies as disorderly conduct under N.C.G.S. § 14-288.4;
- B. Any action that qualifies as a disruption under N.C.G.S. § 143-318.17;
- C. Any action in violation of a chancellor's designation of a curfew period pursuant to N.C.G.S. § 116-212;
- D. Any action that results in the individual receiving a trespass notice from law enforcement.

Access to campus for purposes of free speech and expression shall be consistent with First Amendment jurisprudence regarding traditional public forums, designated public forums, and nonpublic forums. Consistent with First Amendment jurisprudence, including any reasonable time, place, and manner restrictions adopted by a constituent institution, campuses of the constituent institutions are open to any speaker whom students, student groups, or members of the faculty have invited.

Even so, all real property on the campus of any constituent institution or UNC General Administration, including without limitation all campus grounds, buildings, facilities, stadiums, or other improvements, that is owned, leased, used, or otherwise controlled by the University or one of its constituent institutions ("University Property"), is dedicated for the specific purpose of furthering the educational, research, and/or service missions of the institution. Consistent with the First Amendment, many areas of University Property are not open for general public use. University Property is routinely utilized for institutional activities and events which can present safety and security issues for the institution. Therefore, all persons on University Property must abide by all applicable laws and regulations as well as policies of the constituent institution and the Board in order to further the missions of the institution and for the protection of the students, faculty members, staff employees and guests of the institution. Thus, a constituent institution may deny or condition entrance onto or into University Property or remove from the same, any person whose presence substantially interferes with or materially and substantially disrupts the institution's missions, including interfering with or disrupting the classroom environment, laboratory or research environments, or patient care environments, or any person who violates or refuses to comply with any Board or institutional policy or applicable law or regulation. Under no circumstances shall University Property be utilized to carry out unlawful activity.

### V. Speech and Expression Not Protected by Policy

Except as further limited by this policy, constituent institutions shall be allowed to restrict speech and expression for activity not protected by the First Amendment under State or federal law, including but not limited to, all of the following:

- A. Expression that a court has deemed unprotected defamation.

- B. Unlawful harassment.
- C. True threats, which are defined as statements meant by the speaker to communicate a serious expression of intent to commit an act of unlawful violence to a particular individual or group of individuals.
- D. An unjustifiable invasion of privacy or confidentiality not involving a matter of public concern.
- E. An action that materially and substantially disrupts the functioning of UNC General Administration, a constituent institution, or any other unit or entity of the University, or that substantially interferes with the protected free expression rights of others.
- F. Reasonable time, place, and manner restrictions on expressive activities, consistent with N.C.G.S. § 116-300(4).
- G. Speech that interferes with the treatment of patients.

#### VI. Dissemination of Information About Institutional Policies

A. Information for Students. All constituent institutions of the University of North Carolina shall include in any new student orientation programs a section describing their institutional policies regarding free speech and free expression consistent with this policy and with Article 36 of Chapter 116 of the North Carolina General Statutes. Any information provided also should include the name and contact information of the institutional officer, office, or department with responsibility for ensuring compliance with this policy and for answering any related questions or concerns.<sup>9</sup>

The constituent institutions are required to periodically provide this same information to all students, including returning undergraduate students, transfer students, and graduate and professional students.

B. Information for Faculty and Staff. All constituent institutions of the University of North Carolina are required to periodically provide to faculty and staff information describing their institutional policies regarding free speech and free expression consistent with this policy and with Article 36 of Chapter 116 of the North Carolina General Statutes. Any information provided should also include the name and contact information of the institutional officer, office or department with responsibility for ensuring compliance with this policy and for answering any related questions or concerns.

C. Information for Outside Parties. All constituent institutions of the University of North Carolina are encouraged to make available to outside parties information describing their institutional policies regarding free speech and free expression consistent with this policy and with Article 36 of Chapter 116 of the North Carolina General Statutes. Any information provided should also include the name and contact information of the institutional officer, office, or department with responsibility for ensuring compliance with this policy and for answering any related questions or concerns.

#### VII. Consequences for Violation of Policy

The right to dissent is the complement of the right to participate in expressive activity, but these rights need not occupy the same forum at the same time. The constituent institutions are encouraged to work with students, faculty members, and staff employees to develop alternative approaches so as to minimize the possibility of disruptions and support the right to dissent.

A. Disciplinary Sanctions. UNC General Administration and each constituent institution shall implement and enforce a range of disciplinary sanctions, up to and including dismissal or expulsion, for anyone under the jurisdiction of UNC General Administration or the constituent institution who materially and substantially disrupts the functioning of UNC General

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<sup>9</sup>The additional duties of the identified responsible officer, office, or department are set forth in section VIII of this policy.

Administration, a constituent institution, or any other entity or unit of the University, or substantially interferes with the protected free expression rights of others.<sup>10</sup>

A “material and substantial disruption” or “substantial interference” is any action that qualifies under section IV of this policy. Such actions include protests and demonstrations that materially infringe upon the rights of others to engage in and listen to expressive activity when the expressive activity (1) has been scheduled pursuant to this policy or other relevant institutional policy, and (2) is located in a nonpublic forum. In determining whether an action is a “material and substantial disruption” or “substantial interference,” UNC General Administration or the constituent institution should consider the degree to which the disruptive activity impedes access to or from any scheduled institution events or the degree to which the activity impedes an audience’s ability to see and hear the expressive activity.

For example, when an expressive activity event is closed to the public, dissent by non-attendees should be limited to activity outside the event that does not impede access or departure from the meeting or substantially interfere with communication inside. When the event is open to the public, whether the dissenters’ actions constitute a substantial disruption or interference will depend upon whether the dissenter is inside or outside the event, and on whether the dissenter is acting before or after the event or during the event. However, it is a substantial disruption or interference for such dissent to interfere substantially with the free flow of traffic into or out of the event or to interfere substantially with the expressive activity.

Anyone who substantially interferes with acceptable forms of dissent is also considered in violation of this policy in the same way as a dissenter who violates the rights of the speaker or the audience.

1. Any University student, faculty member, or staff employee who is found to have materially and substantially disrupted the functioning of UNC General Administration, a constituent institution, or any other unit or entity of the University, or substantially interfered with the protected free expression rights of others shall be subject to a full range of disciplinary sanctions according to the appropriate disciplinary procedures for misconduct, including suspension, or, as appropriate, expulsion or dismissal. Any second finding of a material and substantial disruption or substantial interference shall presumptively result in at least a suspension as provided by the appropriate disciplinary procedures; however, the institution may impose a different sanction if warranted. Any third finding of a material and substantial disruption or substantial interference shall presumptively result in an expulsion of the student or dismissal from employment of the faculty member or staff employee; however, the institution may impose a different sanction if warranted.
2. Any guest or other individual on the campus who is alleged to have substantially disrupted the functioning of UNC General Administration or the constituent institution or substantially interfered with the protected free expression rights of others may be temporarily or permanently barred from all or part of the campus along with facing any other criminal charges, as determined by appropriate law enforcement authorities.
3. Any individual who disrupts a meeting of a public body, including University boards, may be temporarily or permanently barred from all or part of the campus or from future meetings of that public body, and/or may face criminal charges. If such individual is a student or faculty member or staff employee of the University, he or she shall also be subject to discipline according to the appropriate disciplinary procedures for misconduct by his or her constituent institution even if the disruption occurs at a meeting of a public

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<sup>10</sup> Any complaint about an outside disruption or interference should be communicated to the relevant UNC General Administration or campus administrator or disciplinary panel for review by the chair of the Board of Governors, the chair of the board of trustees, or the presiding or sponsoring officer of the meeting or event, as appropriate. This expectation does not limit or supersede UNC General Administration’s or the constituent institution’s ability to independently initiate any disciplinary review for a person under their jurisdiction.

body of a constituent institutions other than the institution which the individual is affiliated.<sup>11</sup>

B. Procedural Safeguards for Students Involved in Expressive Speech or Conduct Disciplinary Cases.<sup>12</sup> In all student disciplinary cases where disciplinary action is proposed for materially and substantially disrupting the functioning of UNC General Administration, a constituent institution, or any other entity or unit of the University, or substantially interfering with the protected free expression rights of others, students are entitled to a disciplinary hearing under published procedures and UNC Policy Manual, Section 700.4.1, including, at a minimum:

1. The right to receive advance written notice of the charges;
2. The right to review the evidence in support of the charges;
3. The right to confront witnesses against them;
4. The right to present a defense;
5. The right to call witnesses;
6. A decision by an impartial arbiter or panel;
7. The right of appeal; and
8. The right to active assistance of counsel, consistent with N.C. G.S. § 116-40.11.

C. Procedural Safeguards for Faculty Members Involved in Expressive Speech or Conduct Disciplinary Cases. In all faculty disciplinary cases where a demotion, suspension, or dismissal is proposed for materially and substantially disrupting the functioning of UNC General Administration, a constituent institution, or any other entity or unit of the University, or substantially interfering with the protected free expression rights of others, faculty members are entitled to the procedural protections provided by Sections 603, 604, and 609 of *The Code*.

D. Procedural Safeguards for EHRA Non-Faculty Employees Involved in Expressive Speech or Conduct Disciplinary Cases.<sup>13</sup> In all EHRA non-faculty disciplinary cases where a demotion, suspension, or dismissal is proposed for disrupting the functioning of UNC General Administration, a constituent institution, or any other entity or unit of the University, or substantially interfering with the protected free expression rights of others, EHRA non-faculty employees are entitled to the procedural protections provided by Sections 300.1.1, 300.2.1 of the UNC Policy Manual and any additional protections established by UNC General Administration or the constituent institution's relevant disciplinary and grievance policies.

E. Procedural Safeguards for SHRA Employees Involved in Expressive Speech or Conduct Disciplinary Cases. In all SHRA employee disciplinary cases where a demotion, suspension or dismissal is proposed for materially and substantially disrupting the functioning of UNC General Administration, a constituent institution, or any other entity or unit of the University, or substantially interfering with the protected free expression rights of others, SHRA employees are entitled to the procedural protections provided by the University SHRA Employee Grievance Policy and any State or institutional disciplinary policies.

## VIII. Designation and Duties of Responsible Officer and/or Office or Department

A. Designation. Each constituent institution must identify the officer(s), office, or department with responsibilities for ensuring compliance with this policy and Article 36 of Chapter 116 of the North Carolina General Statutes ("Responsible Officer" or "Responsible

<sup>11</sup> Any complaint about an outside disruption or interference should be communicated to the relevant UNC General Administration or campus administrator or disciplinary panel for review by the chair of the Board of Governors, the chair of the board of trustees, or the presiding officer of the meeting, as appropriate. This expectation does not limit or supersede UNC General Administration's or the constituent institution's ability to independently initiate any disciplinary review.

<sup>12</sup> See also Sections 700.4.1 and 700.4.1.1[R] of the UNC Policy Manual.

<sup>13</sup> Discontinuation of an at-will position is not considered disciplinary action under this policy, but may separately be covered by a constituent institution's grievance policy.

Officers”), and for answering any related questions or concerns from students, faculty members, staff employees, or others. The president or a chancellor of a constituent institution may choose to designate more than one Responsible Officer or to designate a Responsible Officer with Deputy Responsible Officers in other offices or departments as may best assist the constituent institution.

B. Training. Any officer(s) with these responsibilities will receive training on ensuring compliance. Such training will be developed and provided by the UNC School of Government.

C. Duties. Any officer(s) with these responsibilities shall be the primary point of contact for any student, faculty member, staff employee, or other individual’s questions or concerns about compliance with the law or policy or to assist with interpretation of the law or policy. The Responsible Officer(s) shall also coordinate any additional campus-based training or educational opportunities for students, faculty members, staff employees, or others on issues related to free speech and free expression.

In addition, the Responsible Officer(s) and/or appropriate office or department also may be designated by the chancellor to be the primary point of contact for any institutional information requested by the UNC Board of Governors Committee on Free Expression to meet its annual reporting requirements, including information related to:

1. Any barriers to or disruptions of free expression within the constituent institution;
2. The administrative handling and discipline relating to these disruptions or barriers, consistent with the federal and state confidentiality protections for personnel information and student education records<sup>14</sup>;
3. Any substantial difficulties, controversies, or successes in meeting the requirements of this policy, as described in section III, above; and
4. Any assessments, criticisms, commendations, or recommendations the committee sees fit to include.

Each chancellor or chancellor’s designee shall notify the senior vice president and general counsel of the Responsible Officer(s) and/or appropriate office or department and provide prompt notification of any changes in this designation.

## IX. Other Matters

A. Effective Date. The requirements of this policy shall be effective on the date of adoption by the Board of Governors.

B. Relation to State Laws. The foregoing policies as adopted by the Board of Governors are meant to supplement, and do not purport to supplant or modify, those statutory enactments which may govern the activities of public officials.

C. Regulations and Guidelines. These policies shall be implemented and applied in accordance with such regulations and guidelines as may be adopted from time to time by the president.

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<sup>14</sup> See 20 U.S.C. § 1232g, 34 C.F.R. pt. 99, and Article 7 of Chapter 126 of the North Carolina General Statutes.

UNIVERSITY OF NORTH CAROLINA SYSTEM  
FREE SPEECH/FREE EXPRESSION RESPONSIBLE OFFICERS

INSTITUTION	RESPONSIBLE OFFICER(S)	TITLE	ROLE
APP STATE	Sue Edwards	Vice Provost for Faculty Affairs	RO
	Jonathon Hyde	AVC and Dean of Students	RO
ECU	Donna Payne	University Counsel and Vice Chancellor for Legal Affairs	RO
ECSU	Alyn Goodson	General Counsel	RO
	Kathryn Underwood-Melton	Assistant General Counsel	Deputy RO
FSU	Wanda Jenkins	General Counsel	RO
	Angel Powell	Assistant General Counsel	RO
	Regina Rudisill	Director of Student Conduct	Deputy RO
N.C. A&T	Kathy Murphy	Deputy General Counsel	RO
NCCU	Lorraine Craven	Assistant Director for Student Leadership	RO
NC STATE	Warwick Arden	Executive Vice Chancellor and Provost	RO
	Lisa Zapata	Senior Associate Vice Chancellor	RO
UNCA	Dr. Bill Haggard	Vice Chancellor for Student Affairs	RO
	Dr. Karin Peterson	Acting Provost and Vice Chancellor for Academic Affairs	RO
UNC-CH	Jean Elia	Associate Provost for Strategy and Special Projects	Co-RO
	Becci Menghini	Senior Associate Vice Chancellor, Equal Opportunity/Compliance	Co-RO
	Jonathan Sauls	Dean of Students	Co-RO
	Kim Strom-Gottfried	Director, Ethics Education and Policy Management, and Smith P. Theimann Distinguished Professor, School of Social Work	Co-RO
UNCC	Jesh Humphrey	Vice Chancellor for Institutional Integrity and General Couns	RO
	Samantha Sears	Deputy General Counsel	Deputy RO
UNCG	Alan Boyette	Senior Vice Provost	RO
UNCP	R. Travis Bryant	Assoc. VC for Campus Safety and Emergency Operations	RO
UNCSA	David Harrison	General Counsel	RO
	Ward Caldwell	Vice Provost & Dean of Student Affairs	RO
UNCW	John Scherer	General Counsel	RO
WCU	Shea Browning	General Counsel	RO
WSSU	Cornelius Graves	Director of Government & Community Relations	RO

## AGENDA ITEM

5. Approval of the UNC System Office 2018-19 Internal Audit Plan .....Joyce Boni

<b>Situation:</b>	The chief audit officer must develop an annual risk-based audit plan and present it to the committee and president for review and approval.
<b>Background:</b>	The Committee on Audit, Risk Management, and Compliance serves as the audit committee for the UNC System Office internal audit function. In this capacity and as directed by the committee charter and the <i>International Standards for the Professional Practice of Internal Auditing (Standards)</i> issued by The Institute of Internal Auditors, the committee is the approving and oversight authority for the UNC System Office's annual internal audit plan.
<b>Assessment:</b>	After reviewing the status of the prior year audit plan and performing a comprehensive risk assessment, which included receiving input from management, the attached plan was created and presents the projects the chief audit officer has identified for the fiscal 2019 audit plan.
<b>Action:</b>	This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.

# Fiscal 2018-2019 Internal Audit Plan

September 2018

Compliance and Audit Services | UNC System Office

Joyce D. Boni, Chief Audit Officer



## UNC System Office Internal Audit Plan

Fiscal Year 2018-2019

Description	Allocated Hours
<b>Prior Year Carry Over</b>	
Risk Assessment/2019 Audit Plan Development	100
Follow-up of 2016 Travel and Purchase Card Review	
<b>Assurance Engagements</b>	
Security Review of the Data Mart Database (with external consultant)	100
Review of UNC-TV's Compliance with Payment Card Industry Data Security Standards (for security of donor card data)	160
Program Review of the Research Opportunities Initiative	100
<b>Follow-up Engagements</b>	
2 <sup>nd</sup> Follow-up of OSA 2017 IT General Controls Audit	60
1 <sup>st</sup> Follow-up of Internal Audit's 2017 GEAR-UP NC Review	60
1 <sup>st</sup> Follow-up of Internal Audit's 2018 End User Data Storage & Awareness Review	80
<b>Investigations</b>	
Unplanned/Various as occurs: Investigations of internal/external hotline reports and similar types of investigations.	120
<b>Special Projects/Consultations/Other Audit Services</b>	
Quality Assurance Review Preparation	100
Annual Risk Assessment/FY2020 Audit Plan Development	100
Finance Consults: Internal Process Updates, Annual Assessment of Controls, Data Modernization Implementation	40
Finance/IT Consults: Policy and Procedure Updates	30
Finance/HR Consults: Updates to Onboarding Procedures and Independent Contractor Process	30
Academic Affairs Consults: Various Program Procedure Updates	30
Strategy and Policy Consult: Teaching Fellows Policies and Procedures	24
UNC-TV Consults: New CRM System Implementation, FCC Tower Project	40
Board Meetings, Unit Oversight, MOUs, and Marketing	250
Other Consults/Committees: Routine consults for UNC-TV and the System Office; external audit Interactions; charter updates; annual certifications; CAO/OIA committee meetings; and other projects to be determined.	256
<b>Total Direct Hours to UNC System Office audit function</b>	<b>1680</b>
<b>Other Hours</b>	
Professional Development	280
Internal Audit Services to NCSSM and NCSEAA	1540
<b>Total Hours</b>	<b>3500</b>

Margaret Spellings, President

James Holmes, Committee Chair

## Summary of the Planned Services

The planned hours and projects for this annual plan cover work from July 2018 to June 2019. The estimated hours are for two audit positions (the chief audit officer and a staff auditor).

**Prior Year Carry Over** - This includes the following internal audit projects from the 2017-2018 audit plan that have final reports to be issued and/or steps that are required to finalize the working papers in order to close the audit files:

- The **Risk Assessment/2019 Audit Plan Development** is the annual project to assess entity risk in order to develop the audit plan for the upcoming fiscal year. Procedures to complete this project were conducted in the first quarter of fiscal 2019.
- **Follow-up of UNC System Office 2016 Travel and Purchase Card Review** is a review to evaluate the status of management's planned corrective actions to issues noted in a July 2016 internal audit report related to travel and purchase card activity. The review also included examining current year transactions for compliance with the updated travel policies. Final procedures to complete this project were conducted in the first quarter of fiscal 2019.

**Security Review of the Data Mart Database** – The UNC Data Mart is a database of University student and human resources information that was developed by the UNC System Office. In a world of increasing security threats, we want to ensure this database has appropriate security protocols in place. The internal audit team will partner with an external party, with applicable information technology audit experience, to conduct a security review the UNC Data Mart.

**Compliance Review of UNC-TV's Conformity with Payment Card Industry (PCI) Data Security Standards** – Public Media North Carolina (UNC-TV) receives donations from individuals in a number of ways. Many of these donations are by credit card. As a result, UNC-TV must comply with the payment card industry (PCI) data security standards. The internal audit team will review the policies and procedures that are in place and evaluate UNC-TV's compliance with applicable PCI requirements.

**Program Review of the Research Opportunities Initiative (ROI)** – The UNC ROI provides targeted funding for innovative and potentially game changing research. The UNC System Office receives \$3 million in recurring state dollars to fund faculty, research, and scholarship in six priority areas: advanced manufacturing; data sciences; defense, military, and security; energy; marine and coastal science; and pharmacoengineering. Since its inception in fiscal 2015, the initiative has awarded over \$11 million of research grants to UNC System constituent institutions. The internal audit team will review the UNC System Office's procedures for monitoring recipients' compliance with the award document and related program requirements.

**Follow-up: 2017 Internal Audit of GEAR-UP NC** - In June 2017, internal audit issued a report on the UNC System Office's procedures for monitoring subrecipients and contractors of the GEAR-UP NC grant. The report included observations and recommendations for improvement. The internal audit team will conduct a follow-up review to evaluate and report on the status of management's planned corrective actions.

**Follow-up: 2018 Internal Audit of End User Storage & Awareness:** - In January 2018, internal audit issued a report related to how UNC System Office employees store and share data, as well as their awareness of how data (especially confidential data) should be stored and handled. The report included observations and recommendations for improvement. The internal audit team will conduct a follow-up review to evaluate and report on the status of management's planned corrective actions.

**2nd Follow-up: OSA 2017 IT General Controls Audit** - In fiscal 2017, the Office of the State Auditor (OSA) issued an IT general controls audit of the UNC System Office Banner Hosted Services. In October 2017, internal audit completed an initial follow-up review to evaluate and report on the status of management's planned corrective actions to the matters reported by OSA. At that time, some planned actions were still in progress. The internal audit team will conduct a second review to evaluate and report on the status of remaining planned corrective actions.

**Annual Risk Assessment** - Internal audit will conduct a risk assessment as part of the process to develop the audit plan for the 2019 fiscal year. This involves identifying and ranking risks based on management input, current trends, prior audit results, and other factors. The result will be a risk-based audit plan as required by the Internal Audit Charter and the *International Standards for the Professional Practice of Internal Auditing* (IIA Standards) issued by The Institute of Internal Auditors.

**Other Projects / Consults** - As requested, internal audit will provide consultative services to management and staff on new or existing processes and procedures. The objective will be to provide proactive feedback, as needed, to help ensure effective controls and operating procedures are designed and, where applicable, promote compliance with state, federal, and UNC system rules. Some specific consultative projects include:

- Quality Assurance Review Preparation: The IIA Standards require the internal audit function to undergo an external quality assurance review. This assessment must be conducted at least once every five years by a qualified, independent assessor from outside the organization. The internal audit function is scheduled to have this review completed by February 2019. To prepare for the external review team, internal audit must conduct a self-assessment and gather a prescribed list of reports and other information for the review, then be available once the team arrives on-site.
- Finance, Human Resources, and Information Technology - Policy Updates, Data Modernization, Onboarding Procedures, Independent Contractor Process: The Finance, HR, and IT staff have various UNC System initiatives and other projects that are being planned to improve internal policies and procedures. Internal audit will provide advice, as needed, on these projects.
- Academic Affairs - Programs/Procedures Updates: Internal audit will provide advice, as needed, to the Academic Affairs unit as it evaluates and update the policies and procedures for various programs it administers.
- Strategy & Policy - Teaching Fellows Consult: Internal audit will provide advice, as needed, to the Strategy and Policy unit as it continues to develop policies and procedures for the Teaching Fellows Program.
- UNC-TV - New CRM System, FCC Tower Project, other: The various units at UNC-TV have new projects and initiatives for the upcoming year, including designing and implementing a new customer relationship management (CRM) system and executing a capital project to update their tower equipment. Internal audit will provide advice, as needed, as management evaluates, designs and implements these initiatives.

**Other/Unplanned** - Internal audit has reserved time for possible investigations, special projects, consultations, and/or other needs that will likely arise during the year.

For all projects, internal audit will strive to include an evaluation of how the organization communicates, directs, reinforces, and monitors adherence to the organization's standards and policies. This will be used to assess the culture and governance structure and, where necessary, make appropriate recommendations for improving the governance process.

This document represents the initial internal audit plan. The audit plan is a dynamic document that may change during the year as circumstances warrant. Requests from management or the board, unexpected hotline or other investigations, and changes within the organization or its operations can alter the needs and priorities of the organization. Thus, the audit plan may be adjusted to meet these evolving needs.