May 13, 2015

MEMORANDUM

To: Chancellors

From: Thomas W. Ross

Subject: Implementation of Campus Security Initiative Report and Fee

As you know, the Board of Governors approved the establishment of a $30 campus security fee at the Board’s February 2015 meeting. The Board's approval includes an expectation to use a portion of the fee to increase salaries for commissioned law enforcement officers and emergency telecommunicators at each campus, with the goal of eventually bringing those salaries to established market rates. The Board’s approval is also based on an understanding that the remainder of the security fee should be prioritized to defray the costs of implementing the high priority recommendations in the Campus Security Initiative Report (Report). This memorandum provides initial guidance on implementing the recommendations from the report and the fee.

Implementation of the Campus Security Initiative Report Recommendations

I am requiring the chancellors of the constituent institutions and my staff at General Administration to proceed with implementing the recommendations from the UNC Campus Security Initiative. The recommendations are described in detail in the Report. The attached chart of recommendations (Attachment 1) with this memorandum divides the recommendations into three groups: implementation group 1 (Blue); implementation group 2 (Green); and implementation group 3 (Yellow). The recommendations in implementation group 1 should be addressed as the first priority. Some of the recommendations should primarily be implemented by each individual campus, while others will be coordinated through UNC General Administration on a system-wide basis, as is noted on Attachment 1. Each campus should implement recommendations 5, 6, 7, 8, 11, 15, 21, and 22 by October 1, 2015, or make substantial progress toward implementation on each of those recommendations. The order and approach to the implementation of these recommendations will vary from campus to campus.
May 13, 2015
Page Two

**Phase One**

*Positions*

By October 1, 2015, each campus should have the following positions appropriately staffed. Job descriptions with minimum qualifications and skills requirements will be shared with campuses via separate communication.

**Campus-Based Positions**

1) **Title IX Coordinator** – Consistent with Recommendation 8 in the Report, ensure that you employ and have designated a Title IX coordinator who has the qualifications and capabilities to perform all essential duties and responsibilities of the Title IX coordinator position, consistent with the minimum qualifications and skills requirements established for Title IX coordinators in the UNC system.

2) **Clery Compliance Officer** – Consistent with Recommendation 22 in the Report, establish and fund a Clery compliance officer position at your campus. The position’s minimum qualifications must meet the minimum qualifications and skills requirements established for Clery compliance officers in the UNC system.

3) **Substance Abuse Counselor** – Consistent with Recommendation 15 in the Report, ensure that your campus has access to at least one trained, licensed and appropriately qualified substance abuse counselor, or other counselor who can address issues associated with interpersonal violence. Counselors should meet the minimum qualifications and skills requirements established for counselors in the UNC system. If your campus needs assistance partnering with a neighboring campus to accomplish this, UNC General Administration will facilitate this partnering.

**Shared Services Positions**

1) **Hearing Officer** – Consistent with Recommendation 11 in the Report, ensure that individuals who serve on hearing panels or as hearing officers to adjudicate cases involving allegations of serious offenses, including Title IX-related offenses, have adequate levels of training, knowledge, and experience deciding and adjudicating such that they are qualified to serve in these roles. The campus security fee will support hearing officers in a shared services arrangement that your campus may access as one possible way to meet this requirement.

2) **Investigator** – Consistent with Recommendation 6 in the Report, ensure that reports or complaints involving serious offenses, including sexual misconduct, are investigated only by an investigator that meets the minimum qualifications and skills requirements established for investigators in the UNC system. Those campuses with amounts listed in the “Shared Services Investigators” column of the chart in Attachment 3 will participate in shared services arrangements. UNC General Administration will work in consultation with those campuses to develop a shared services arrangements for three investigators and will share more information about those arrangements as details become available.
Nominate Individuals for Campus Security Committee

I will ask chancellors to make campus staff available as needed beginning in Summer 2015-to participate in the implementation of the Campus Security Initiative recommendations. As a first step, we will work with chancellors to identify appropriate individuals to serve on the University of North Carolina system-wide Campus Security Committee, which is addressed more fully in Recommendation 3 of the Report and the Campus Security Committee Charter (Attachment 2). The Committee will be representative of the system’s 17 constituent institutions and include individuals who have familiarity with various aspects of campus safety and security. The UNC Campus Security Committee members will initially be responsible for collaboration, information sharing, and project work associated with implementing the Campus Security Initiative recommendations system-wide. Beyond its work related to implementation of the Campus Security Initiative’s recommendations, the Committee will provide ongoing oversight and advice to the president and other University leadership on good policy practices and possible system-wide improvements related to campus safety and security.

Public Safety Officers’ and Telecommunicators’ Salaries

By October 1, 2015, campuses should increase salaries for commissioned law enforcement officers and emergency telecommunicators consistent with the information provided below about implementation of the campus security fee.

Phases Two and Three
Additional guidance on implementation of the future phases will follow at a later date.

Implementation of the Campus Security Fee

Below is specific guidance regarding the implementation of the student campus security fee. Please remember that the fee is designed to help campuses offset the cost of implementing the recommendations of the report, but will not cover the full cost of the implementation.

Student Charges
The Board of Governors authorized a system-wide annual fee of $30 per student to secure recurring funding to implement certain priority recommendations of the report. (See Attachment 3 for additional information.) This fee is to be charged to all students, in all terms and methods, and shall be pro-rated for part-time students. For summer term, the fee should be pro-rated on a per credit hour basis.

System-wide Support
Of the $30 fee, $4 (13.3%) is to be allocated to General Administration for system-wide coordination, trainings, and other shared service functions.
Public Safety Officers’ and Telecommunicators’ Salaries

At a minimum, the amount of funding shown in the “Compensation” column of Attachment 3 shall be used to materially advance the market competitiveness of commissioned law enforcement officer and emergency telecommunicators’ salaries. The following guidelines shall apply in implementing these salary improvements:

- The first priority shall be to bring all of the covered employees closer to or at the relevant SHRA (SPA) market rate based on available resources. An exception shall be made for employees who have an active disciplinary or performance issue, in which case, an increase shall only be provided if and when such matter is satisfactorily resolved in the judgement of the employee’s supervisory chain and the Campus Chief Human Resources Officer. The salary improvements outlined in this memorandum shall not be considered an individual employee entitlement.

- The applicable market rate shall either be the Office of State Human Resources (OSHR) “standard” rate or the “metropolitan” rate, depending on the particular labor market needs of the campus and whether or not OSHR approval has been obtained for use of the “metropolitan” rate.

- The Campus Police Chief/Public Safety Director and Chief Human Resources Officer shall closely consult and evaluate their specific recruitment and retention experience for the covered job classifications to jointly determine if the OSHR “metropolitan” rate is applicable and appropriate for their campus. Campuses are encouraged to seek permission to use the “metropolitan” rate from OSHR when individual recruitment and retention issues indicate that it is appropriate, but there is not any firm mandate to do so as a result of this initiative.

- No single employee may have in excess of a 10% cumulative salary increase funded by security fee revenue.

- In the event a campus shall have brought all of the covered employees to the relevant market rates, and there is funding from the “Compensation” column unexpended, the Chancellor may seek approval from the President to utilize any surplus funding to create a salary reserve for future market adjustments for the covered positions, or for some other immediate use that directly enhances the recruitment or retention of commissioned law enforcement officers and/or emergency telecommunicators.

Eligible Uses of Remaining Revenue

Campus fee revenue remaining after funding system-wide support and public safety officer and telecommunicators’ salary increases shall be spent on campus security measures. The first priority for expenditure of these funds shall be to meet the first priority requirements of the Report (described above). If a campus already has the first priority recommendations in place, funding may support other report recommendations.
Monitoring
We expect to report on the implementation of the fee and fee revenue expenditures to the Board of Governors in the 2015-16 fiscal year. Please ensure that your systems and accounting allow for tracking these expenditures by use.

Questions
We know many of you will have questions about implementation of the Report’s recommendations and the student campus security fee. We will be speaking with vice chancellors for student affairs, human resources officers, and others as needed in the weeks to come.

Attachments

cc: Chief Financial Officers
    Chief Academic Officers
    Chiefs of Staff
    Vice Chancellors for Student Affairs
    Chief Legal Officers
    Chief Human Resource Officers
<table>
<thead>
<tr>
<th>Recommendations – Priority Groups for Implementation</th>
<th>Notable Companion Recommendations</th>
<th>Primary Implementation Coordinator: Campus or System Level?</th>
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<tbody>
<tr>
<td><strong>Recommendation 1:</strong> Adopt a University system policy requiring a periodic (no less than annual) report and presentation to the boards of trustees and the Board of Governors with relevant data and information concerning campus security, student safety, sexual assault, alcohol and drug use, risk management and associated institutional policies. <em>(See Findings 3 and 4.)</em></td>
<td>4</td>
<td>System</td>
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<td><strong>Recommendation 2:</strong> The University should adopt a system policy on sexual harassment and sexual violence. <em>(See Findings 2 and 5.)</em></td>
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<td>System</td>
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<td><strong>Recommendation 3:</strong> Establish a UNC system-wide Campus Security Committee composed of campus police, attorneys, Clery compliance and Title IX staff, student affairs leadership, faculty, students, employees with substance abuse expertise, community service providers and public agency specialists, and others as may be appropriate. <em>(See Findings 1, 6, 7, 14, 17, 19, 21, 22, 24, 25, and 26.)</em></td>
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<td>System</td>
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<td><strong>Recommendation 4:</strong> Develop a data collection protocol and process for campuses to collect campus security information from each constituent institution in a way that is most useful to law enforcement, campus student affairs, campus administrators, boards of trustees, the Board of Governors and the president. <em>(See Finding 3.)</em></td>
<td>1, 30</td>
<td>System</td>
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<td><strong>Recommendation 5:</strong> Students should not serve on hearing panels in cases involving sexual violence. <em>(See Findings 17, 18, and 19.)</em></td>
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<td>Campus</td>
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<td><strong>Recommendation 6:</strong> Reports or complaints involving serious offenses, including sexual misconduct, should be investigated by individuals with appropriate professional training and investigative experience. <em>(See Findings 14, 17, 18, and 19.)</em></td>
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<td>Campus</td>
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<td><strong>Recommendation 7:</strong> Students should be provided clear notice of the right to representation by attorney or non-attorney advocates during conduct or disciplinary proceedings. <em>(See Findings 5 and 11.)</em></td>
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<td>Campus</td>
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<td><strong>Recommendation 8:</strong> Campuses should establish clear and consistent responsibilities, skills, and minimum qualifications of Title IX coordinators. <em>(See Findings 2, 6, 14, 17, 18, 19, 20, and 24.)</em></td>
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<td>Campus</td>
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<td><strong>Recommendation 9:</strong> Campuses should collaborate in the development of University system regulations or guidance for adoption by the president that address the training that must be provided to all students and employees, Campus Security Authorities, responsible employees, Title IX coordinators, Clery compliance officers, and investigators and adjudicators of serious offenses in accordance with Title IX, the Clery Act, the Campus SaVE Act, and due process requirements. <em>(See Findings 8, 10, 14, 17, 18, 19, 20, 22, 24, 25, and 26.)</em></td>
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<td><strong>Recommendation 10:</strong> The University should evaluate and, if feasible, issue a system-</td>
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<td>Wide request for proposals for basic on-line training content, which campuses could then access at their option through a master agreement. <em>(See Findings 25 and 26.)</em></td>
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<td><strong>Recommendation 11:</strong> Individuals who serve on hearing panels or as hearing officers to adjudicate cases involving allegations of serious offenses, including Title IX-related offenses, must have appropriate levels of experience and training to serve in these roles. <em>(See Findings 6, 11, 17, 18, and 19.)</em></td>
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<td><strong>Recommendation 12:</strong> With appropriate staff capacity, UNC General Administration should coordinate and convene system-wide annual training and collaboration opportunities for staff working in campus security and safety to address campus security/emergency operations issues, Clery, Title IX, Campus SaVE, due process, alcohol/substance abuse and other federal and state requirements. <em>(See Findings 6, 7, 12, 14, 20, 22, and 23.)</em></td>
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<td><strong>Recommendation 13:</strong> Each campus police department, with coordination by UNC General Administration, should provide basic campus law enforcement officer training to newly-hired officers and advanced sexual assault and interpersonal violence investigation training for police investigators. <em>(See Findings 9, 16, 24, and 25.)</em></td>
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<td><strong>Recommendation 14:</strong> Each campus should form a committee composed of personnel from multiple departments to meet regularly to develop and implement strategies to address alcohol and other substance abuse by students through a public health model approach. <em>(See Findings 1, 2, 4, and 6.)</em></td>
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<td><strong>Recommendation 15:</strong> Each campus should have access to at least one dedicated trained and licensed substance abuse counselor. <em>(See Findings 5, 12, 13, and 21.)</em></td>
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<td><strong>Recommendation 16:</strong> Each campus should implement a Good Samaritan policy to encourage students to report serious incidents to campus officials. <em>(See Findings 8, 16, and 21.)</em></td>
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<td><strong>Recommendation 17:</strong> Each campus should clearly communicate to students and employees the on- and off-campus resources available for individuals struggling with substance abuse, including alcohol abuse. <em>(See Findings 4, 11, 12, 13, and 21.)</em></td>
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<td><strong>Recommendation 18:</strong> University leadership, including governing boards, senior administrators and faculty, should commit to eliminating institutionally-sponsored messages that promote or encourage a culture of alcohol misuse. <em>(See Findings 12, 13, and 21.)</em></td>
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<td><strong>Recommendation 19:</strong> Each campus should create a safety-centered mobile phone application for students. <em>(See Findings 15 and 16.)</em></td>
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## Recommendations – Priority Groups for Implementation

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<td><strong>Recommendation 20:</strong> Each campus should implement a multi-faceted primary prevention and awareness campaign for students and employees that focuses on empowering campus community members to take responsibility for their own safety and the safety of others. <em>(See Findings 8, 14, 17, 19, 22, and 23.)</em></td>
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<td><strong>Recommendation 21:</strong> The University should seek the resources and flexibility necessary to increase salaries for public safety officers and telecommunicators to established law enforcement market rates. <em>(See Findings 1, 6, 9, and 24.)</em></td>
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<td><strong>Recommendation 22:</strong> Establish and fund a Clery compliance officer position at each campus to coordinate Clery Act compliance activities and oversee Campus Security Authorities. <em>(See Findings 6, 10, and 14.)</em></td>
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<td><strong>Recommendation 23:</strong> Each campus should establish a Clery Act oversight committee. <em>(See Findings 10 and 14.)</em></td>
<td>31</td>
<td>Campus</td>
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<td><strong>Recommendation 24:</strong> Each campus should establish a Title IX response team. <em>(See Findings 14, 15, 17, 18, 19, and 22.)</em></td>
<td>31</td>
<td>Campus</td>
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<td><strong>Recommendation 25:</strong> The University should enhance its staff capacity to support campuses by offering compliance assistance, training, and coordination in campus security and safety matters, including Clery, Title IX, Campus SaVE, due process, campus law enforcement, and related areas. <em>(See Findings 1, 2, 6, 8, 10, 14, 17, 19, 20, 21, 22, and 26.)</em></td>
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<td><strong>Recommendation 26:</strong> With coordination through General Administration, campuses should work together to develop guidelines and other training materials, a compliance checklist of regulatory requirements associated with campus security and safety, content checklists, manuals, sample template communications, compliance updates, and additional information to support the general efforts of campuses in security and safety. <em>(See Findings 6, 7, 8, 20, 23, 24, and 25.)</em></td>
<td>3</td>
<td>System</td>
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<td><strong>Recommendation 27:</strong> The University should assemble and utilize UNC system Clery Act compliance peer review teams and/or external audits in order to evaluate Clery Act compliance on a regular basis. <em>(See Findings 6, 7, 10, 14, and 25.)</em></td>
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<td><strong>Recommendation 28:</strong> The University should seek resources necessary to create and fund victim assistant positions within each campus law enforcement agency. <em>(See Findings 6, 7, and 9.)</em></td>
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<td><strong>Recommendation 29:</strong> The University should develop a campus climate survey instrument for campuses’ use to gather information regarding student attitudes, knowledge and experiences while attending the campus. <em>(See Findings 3, 8, 12, 13, 17, and 20.)</em></td>
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<td>System and Campus</td>
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### Recommendations – Priority Groups for Implementation

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<td><strong>Recommendation 30:</strong> Each campus should acquire Clery Act compliance and reporting software. <em>(See Findings 3, 6, 7, 10, and 14.)</em></td>
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<td><strong>Recommendation 31:</strong> Each campus must have established protocols for responding to serious offenses against persons, including sexual misconduct, and Clery-reportable crimes. <em>(See Findings 5, 6, 7, 14, 17, and 19.)</em></td>
<td>23, 24</td>
<td>Campus</td>
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<td><strong>Recommendation 32:</strong> Campuses should identify and clearly communicate reporting options, confidential resources, and additional on- and off-campus resources to reporting and responding parties and the greater campus community, ideally in the form of a website. Campuses should clearly communicate confidentiality and privacy considerations related to use of these resources. <em>(See Findings 2, 6, 8, 11, 15, 16, and 23.)</em></td>
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<td><strong>Recommendation 33:</strong> Campus personnel should schedule and participate in regular meetings with their local law enforcement agencies to appropriately share and provide information about particular reports consistent with FERPA. <em>(See Findings 6, 7, and 15.)</em></td>
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<td><strong>Recommendation 34:</strong> The University should develop a basic manual for conducting and documenting investigations of serious matters, including sexual misconduct. <em>(See Findings 2, 5, 6, 7, 16, 19, 20, and 26.)</em></td>
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<td><strong>Recommendation 35:</strong> The University should develop standards and guidelines to coordinate and further enhance training and information-sharing among the public safety departments of the constituent institutions. <em>(See Findings 6, 7, 8, 9, 15, 20, 23, and 24.)</em></td>
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<td><strong>Recommendation 36:</strong> The University should complete implementation of high priority recommendations of the 2007 Campus Safety Task Force.</td>
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<td>Blue</td>
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<td>Implementation Group 2</td>
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<td>Implementation Group 3</td>
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THE UNIVERSITY OF NORTH CAROLINA
CAMPUS SECURITY COMMITTEE CHARTER

I. Background and Purpose

University President Thomas W. Ross formed the UNC Campus Security Initiative in August 2013 to study system-level coordination of security and student safety efforts at the University of North Carolina’s 17 campuses. President Ross asked for a review of current security practices, an assessment of pending needs, and recommendations for coordinated action. As part of the final report it submitted to President Ross and presented to the Board of Governors in July 2014, the UNC Campus Security Initiative recommended the creation of a system-wide Campus Security Committee (Committee) as part of an ongoing effort to address and monitor safety- and security-related issues on UNC’s campuses.

The purpose of the Committee is to provide ongoing system-wide oversight and advice to the president and other University leadership on good policy practices and possible system-wide improvements related to campus safety and security. The Committee will be composed of individuals from across the University system and its 17 constituent institutions and will include members who have expertise in and familiarity with various aspects of campus safety and security.

II. Membership

The Committee shall consist of no fewer than 18 and no more than 24 members to include a cross-section of University faculty, staff, and students with demonstrated expertise in campus safety, law enforcement, student affairs, substance abuse counseling, and related matters. In particular, the Committee’s membership will have the following composition:

- Two vice chancellors for student affairs
- Two police chiefs
- One to two attorneys, preferably with student affairs experience
- One to two student conduct administrators
- One to two Title IX coordinators
- One Clery Act compliance officer
- One to two investigators
- One emergency management professional
- One to two counselors or behavioral health professionals, preferably with experience in substance abuse expertise
- One Greek life administrator
- One athletics administrator
- One to two faculty members
- One student
- One vice chancellor for finance and administration
- One external affairs or communications professional, preferably with student affairs expertise
- One to two other individuals nominated by the President
The President will appoint Committee members on the advice and recommendations of the chancellors and the senior officers of the University who report to the President.

Commencing July 1, 2015, the initial membership and terms for the members of the Committee shall be as follows:

A. Six to eight persons appointed to terms ending June 30, 2016, consisting of individuals from multiple constituent institutions.
B. Six to eight persons appointed to terms ending June 30, 2017, consisting of individuals from multiple constituent institutions.
C. Six to eight persons appointed to terms ending June 30, 2018, consisting of individuals from multiple constituent institutions.

Six to eight members shall be appointed to three-year terms each year after the initial set of member and term appointments in 2015, with the exception of student members, who shall serve one-year terms. Members may serve no more than two consecutive full three-year terms. Terms will begin July 1 and end on June 30.

III. Responsibilities and Authority

The Committee is a collaborative body constituted to provide advice and assistance to University leadership in the area of campus safety and security. The Committee will also develop an annual work plan, in consultation with the President, to accomplish the following tasks:

A. Conduct an annual review of:
   1. All reports submitted to the boards of trustees and the Board of Governors concerning alcohol and drug use, sexual misconduct, and offenses against persons;
   2. UNC system policies concerning student conduct and discipline, including the system-wide sexual harassment and sexual violence policy, and policies concerning the reporting of crime information and operation of campus public safety departments; and
   3. Other reports, information, and security-related items as may be identified by the President.
B. Recommend additions and changes to policies and practices on an annual basis, based on goals set in the Committee’s annual work plan.
C. Recommend and plan training and resources and advise UNC leadership concerning budget and resource needs for campus security and safety.
D. Offer or assist in providing an annual campus security training conference or workshop.
E. Consult with representative constituent groups as appropriate in the exercise of its responsibilities.
F. Recommend other policies, regulations, guidelines, training opportunities, and resources as needed or requested by the President.
The Committee is advisory in nature and does not exercise decision-making authority on behalf of the University. Rather, the Committee offers input to the President, chancellors, and/or other senior officers of the University, as may be appropriate given its focus.

IV. Operations and Meetings

A. Meetings: The Committee will meet two times a year, and more frequently if necessary.
B. Vacancies: Members who are absent without reasonable cause from two successive meetings will be considered to have resigned their seat. The President may appoint individuals to fill any vacancies.
C. Organizational Structure: Each year, the President will designate the Committee chair.
D. Staff: Staff for the Committee will include the senior vice president for academic affairs or his/her designee, the associate vice president for campus safety and emergency operations or his/her designee, and the senior vice president for legal affairs or his/her designee.

V. Effective Date and Amendment

This charter is effective June 1, 2015, and may be amended by the President.
## Breakdown of Shared Services

**Institution** | **Revenues ($26 on Campus)** | **Compensation (10% cap from this source)** | **Title IX / Clery (6.7 FTE)** | **Counselors (7.7 FTE)** | **On-campus Investigators (3 FTE)** | **Shared Services Investigators (3 FTE)** | **Shared Services Hearing Officers (2 FTE)** | **Subtotal** | **Funds Remaining** |
---|---|---|---|---|---|---|---|---|---|
> 18,000 FTE Students
NCSU | 718,498 | 29,404 | 97,500 | 80,000 | 75,000 | - | 36,768 | 318,672 | 399,825 |
UNCCH | 648,922 | 161,303 | 97,500 | 80,000 | 75,000 | - | 33,208 | 447,011 | 201,911 |
UNCC | 581,244 | 156,145 | 97,500 | 80,000 | 75,000 | - | 29,745 | 438,390 | 142,854 |
ECU | 518,518 | 245,125 | 97,500 | 80,000 | 75,000 | - | 26,535 | 524,160 | (5,642)|

12,000-18,000 FTE Students
ASU | 406,536 | 116,036 | 65,000 | 40,000 | - | 54,871 | 20,804 | 296,711 | 109,825 |
UNCG | 382,382 | 138,470 | 65,000 | 40,000 | - | 51,611 | 19,568 | 314,649 | 67,733 |
UNCW | 314,236 | 151,177 | 65,000 | 40,000 | - | 42,413 | 16,081 | 314,671 | (435) |

6,000-12,000 FTE Students
NCA&T | 240,540 | 111,233 | 42,900 | 26,400 | - | 32,466 | 12,309 | 225,308 | 15,231 |
WCU | 199,980 | 78,349 | 42,900 | 26,400 | - | 26,992 | 10,234 | 184,874 | 15,105 |
NCCU | 175,306 | 52,839 | 42,900 | 26,400 | - | 23,661 | 8,971 | 154,771 | 20,534 |

< 6,000 FTE Students
UNCP | 117,768 | 38,570 | 26,000 | 16,000 | - | 15,895 | 6,027 | 102,492 | 15,276 |
FSU | 113,270 | 68,127 | 26,000 | 16,000 | - | 15,288 | 5,796 | 131,212 | (17,942) |
WSSU | 109,448 | 96,659 | 26,000 | 16,000 | - | 14,772 | 5,601 | 159,032 | (49,585) |
UNCA | 86,490 | 78,401 | 26,000 | 16,000 | - | 11,674 | 4,426 | 136,501 | (50,011) |
ECSU | 53,574 | 27,863 | 26,000 | 16,000 | - | 7,231 | 2,742 | 79,835 | (26,262) |
UNCSA | 23,166 | 60,987 | 26,000 | 16,000 | - | 3,127 | 1,186 | 107,299 | (84,133) |
Subtotal UNC Institutions | 4,689,873 | 1,610,688 | 869,700 | 615,200 | 300,000 | 300,000 | 240,000 | 3,935,588 | 754,285 |

$4 for System Wide Support to UNC GA*
721,512

Funds to support FSU, WSSU, UNCA, ECSU, UNCSA (227,933)

Total Revenues Generated 5,411,385

**UNC GA funding includes:**
1. Centralized Support Services 250,000
2. Training and Audit 243,579
3. Targeted Campus Support 227,933
Total 721,512