

North Carolina State University
Academic Affairs Budget Code 16030
2011-12 Management Flexibility Reductions

- 1. The process your campus used to arrive at the reductions submitted. Who was involved, when did planning begin, when were reductions implemented, how were faculty/staff/employees/others notified?** As part of our preliminary planning for the anticipated 2011-13 state revenue shortfall, the Administration made the decision to reduce budgets by 10% prior to FY 2009-10 in order to accommodate both the recurring 5% reduction and any one-time reversions during 2009-10. In responding to directives from UNC-GA, the FY 2009-10 recurring reductions were focused on administrative expense areas and the one-time reversions were met with the remaining funds from the 10% campus reduction which were primarily in faculty positions and library acquisition lines. While some portion of these remaining funds were reallocated in FY 2010-11 on a recurring basis to fund 25 new faculty positions and on a one-time basis to meet enrollment pressures and graduate assistant funding requirements, the majority of this reduction balance is available to lessen the impact of the FY 2011-12 funding loss on the core academic programs and services.

The reduction requirement was then allocated to the University with student financial aid budget exempted from the reduction, utilities, library, and college budgets were protected with a lesser percentage reduction and administrative units received an approximately 40-50% larger percentage reduction. The budget reduction planning included frequent discussions between the Administration and the University's Executive Officers, Deans' Council, and University Budget Advisory Committee (faculty and staff representatives). Information related to the budget reductions is routinely posted on the University's Budget Central website (http://www.fis.ncsu.edu/rm/budget_central/) which is open to all.

- 2. How do the campus reductions follow the requirements in Section 9.6 of the budget bill? (Included in materials for reference).** Campus instructions emphasized the need to address the requirements of Section 9.6 which were further stressed during the information session with college and division fiscal officers. Reductions in these specified areas are reflected as the highest priorities on our budget reduction narrative.
- 3. Using writing prompts below, please document the impact of the 2011-12 state budget reductions:**
 - Increased workload:** Although not yet fully quantified, workload increase of the remaining staff is inevitable. Because of fewer sections, the Poole College of Management, for example, will increase some of their Accounting and Economics classes to exceed more than 350. This means the workload of faculty is increasing

as they teach more students, grade more papers, mark more tests and spend additional hours with students during office hours. Further, continued increases in teaching load for faculty in a research-extensive university, particularly research-active tenured/tenure-track faculty, leads to less research activity, less external support of research, less graduate student enrollment, less overall revenue for the university and ultimately to a less competitive university. This drop in quantity and quality of externally funded scholarly activity eventually impacts the quality of the undergraduate experience by not attracting nearly as competitive a community of faculty and students at all levels.

The Facilities Division implemented a desk-side recycling and waste initiative that has employees personally responsible for the removal of waste and recycling from their work areas. University Housekeepers are now responsible for the maintenance and collection of the large waste and recycling containers in the buildings' common areas.

- **Reductions to Centers & Institutes:** Reductions to several centers make up the \$1.1 million in cuts to Centers & Institutes. The nearly \$378 thousand reduction to the Golden Leaf Biomanufacturing Training and Education Center constitutes a damaging impact on their ability to even maintain, much less expand, their course offerings. The courses impacted have a 50% hands-on laboratory component. The number of laboratory experiments will be reduced or there will be more students with less hands-on experience with the experiments. The hands on experience is very valued by industry and has resulted in above average placement rates for students. Examples of these courses are Principles and Applications of Bioseparations, Microbial Technology, and Insect Cells Protein Expression. This round of cuts to the centers and institutes will impact 8 FTEs. Salaries and benefits make up nearly 53% of the \$1.1 million. Additionally, the impact of cuts to centers and institutes means reduced level of support for the Principal Investigators and loss of competitiveness in pursuing federal grants.
- **SAAO/Middle Management positions cut:** Senior and middle management positions will be reduced by nearly \$4.6 million. These reductions were taken by colleges as well as support units. Of the 48.92 FTEs impacted, 13.44 FTEs resulted in Reductions in Force. Among those RIF'd were 2 police lieutenants. These eliminations will reduce the amount of overall supervision/management of line officers, primarily after regular business hours/days and during special events. The Vice Chancellor for the Office of Extension, Engagement and Economic Development will retire at the end of the calendar year 2011. That office will close and the efforts housed there will be reassigned to other campus units.
- **Reduction in services/hours:** The Office of Information Technology has implemented measures that will reduce the Help Desk hours to Monday through Friday 8:00-5:00. This means there will be no help desk staff support after hours.

Additionally, the Libraries will be forced to divide its current staff between the Hill and Hunt Libraries, essentially operating two main libraries with the same number of positions. The university's request for 24 additional positions and operating funds for the new Hunt Library was not included in the Biennial Budget submission. The lack of an adequate number of positions will inevitably reduce library operating hours and levels of service. The Expansion budget request is still required for FY 2012-13 when the Hunt library will open; the preliminary planning by the Library to staff both libraries with the current staff from DH Hill Library is neither a preferred nor rationale approach for staffing a major new library. Specific details for splitting the DH Hill staff to operate and manage two library facilities are still being developed. Likewise, reductions in other units, like the College of Design and the College of Engineering, will impact hours of operations for labs. This results in much higher student/faculty ratios and a reduction in the quality of student experience.

- **How will the student experience change at your University?** In general, the budget reduction action of the university will reduce the availability of course sections and will reduce students' educational options. In some cases, sections of courses are being combined into larger sections, making it more difficult for students to create schedules that allow on-time graduation. Larger sections may also affect the classroom experience and reduce the frequency and quality of faculty interaction with students. In other cases, reduced capacity in required courses may force students to limit their educational aspirations and exploration. Students may not be able to complete minors due to capacity constraints. Students will become more reliant upon summer session and distance education courses to complete degree requirements, which will increase their overall educational costs. Reductions that are being made in advising, tutorial programs, and student service areas will negatively impact all students, especially those students in "at risk" populations (e.g. first generation, low socioeconomic status).
- **How did you go about making the decisions of areas to reduce?** See Item #1 above which addresses the allocation approach used by the Administration. Each dean and vice chancellor then prepared their unit reduction plan with a focus on the University's new Strategic Plan <http://info.ncsu.edu/strategic-planning/>
- **How many fewer course sections will be available in Fall 2011 than were available in Fall 2010 or Fall 2009? How many on an academic year basis?** It is important to note that final decisions on the budget reduction occurred after course offerings for Fall 2011 had been set and students had enrolled for courses. Therefore, the full impact of the budget reduction on course sections will not be realized until the 2012-13 academic year. Academic programs have not been changed, as that is a long process involving faculty governance and must take into consideration external accreditation issues. Electives and non-essential courses were targeted for reduction, but very few courses are readily identified within that

category. Courses that are required (or part of a restricted list) for one major, are used as free electives for other majors. Situations where required course offerings were reduced were generally the result of reductions in the use of non-tenure track faculty. In aggregate, Fall 2011 currently has 172 fewer sections than Fall 2010, despite increased headcount enrollment. Unfortunately, the aggregated numbers hide much of the budget reduction impact on the classroom and student experience. For example, the University's General Education Program is designed to ensure that students write and speak competently in their discipline, but 12 sections of the required Advanced Writing courses (331 seats) have been cut from the Fall 2011 schedule of courses. Other core areas of the General Education Program, such as Biology, History, and Communication, have been similarly impacted. The effect of budget reductions is also being felt within the major. For example, senior-level Biochemistry courses have been reduced by over 200 seats; Chemical Engineering courses reduced by over 120 seats; Electrical and Computer Engineering courses by over 100 seats; Civil Engineering by over 150 seats; and, senior-level Animal Science courses by over 100 seats. These losses did not represent excess capacity and will negatively impact student experiences and progress toward degree.

- **Can you estimate the impact on time to degree?** Despite a coordinated effort to mitigate the effect of budget reductions on students' progress toward degree, the magnitude and impact of these cuts on the academic enterprise will reduce student persistence and graduation rates. It is likely that the average course load of students in the system will drift downward as they find it difficult to enroll in courses and create schedules that promote their timely graduation. If this is the case, then graduation rates may fall for several years, until curricula, course delivery methods, and enrollment levels can be adjusted to match current fiscal realities. Inevitably, additional time to graduation increases the cost of education for the state and the student.
- **Are technology methods being employed to help save state funds?** The university is continually working to make better uses of technology to improve the efficiency and effectiveness of our programs, services, and processes. In this reduction we have, to the extent possible, protected ongoing allocations to upgrade our major financials, HR, and student administrative systems, with enhanced imaging capability and a modern asset management system, that will be implemented during 2012. However, the information technology budgets were not spared in this budget reduction and some related reductions in force and software curtailments have already occurred. However, it is naïve to think we could design, develop, and implement significant new IT applications with reduced resources and within a few months time that would replace abolished staff positions.

Here is a list of some investments made in business processes to improve efficiency and effectiveness, as well as campus automation to conserve energy and reduce cost:

- **Computerized Maintenance Management System:** Recently implemented a web-based system to integrate all departmental work management functions and to achieve greater automation of billing and invoicing processes. The new system integrates "Market Place" purchasing to achieve higher efficiency in procurement of supplies and materials. Includes automation of materials procurement to expedite materials from the warehouse and local vendors.
- **Energy Accounting System:** Implemented a comprehensive platform for capture of energy consumption data, utility invoices, charge-back invoicing, cost allocation, and historic trends. The system captures data from over 800 meters, 350 buildings, and 5 central energy plants. Billing and cost allocation functions are now automated and integrated with the work management system, as well as Peoplesoft financials.
- **Fleet Management System:** Implemented a platform for management of all fleet management functions including asset management, maintenance history, preventive maintenance scheduling, customer scheduling for Motor Pool rental vehicles, mileage management, and fuel consumption. Also manages a key fob system for managing fuel dispensing, mileage tracking, and automated cost assignment for fuel.
- **Campus Wide Enterprise Automation for Utilities:** Implemented initial phases of a SCADA (supervisory control and data acquisition) system to obtain electrical system real time information that can be used to support energy management procurement and management strategies. System is used to determine opportunities for demand management and the related cost reductions.
- **Building Automation Systems for Energy management:** Long-term implementation of distributed digital control systems for all major buildings to support energy management strategies and to manage environmental conditions in buildings. Includes HVAC control, lighting controls, enthalpy sensors, energy optimization programs, unoccupied building set-backs, and remote control.
- **Computer Access for All Employees:** Implemented computer workstations in all employee work areas to allow access for automated leave management, on-line W-2 forms, on-line access to payroll data, automation of daily time records, etc.
- **Key Management Data Base for Better Campus Security:** Implemented a web-based database of all data for management of key holders, key inventories, key bitting schedules, and security authorization levels to enhance campus security and to prevent loss.

- **What non-state funds were identified to help offset the impact of the state budget reductions? What impact will that have on the other fund sources?** NC State has identified \$4 million that will be transferred to non-appropriated funds. This amount represents position funding for 63.46 FTEs and the associated operating expenses in areas where a staff or faculty member's work assignment may be supported by other funding sources such as Foundations, Facilities and Administrative Receipts, State Appropriated Receipts or Auxiliary Sales and Service. This will limit the University's ability to use these other funding sources for their intended purposes like providing valuable extension and outreach services and funding equipment maintenance and replacement.
- **What changes have been implemented to stretch your state dollars further? Efficiencies identified?** The Chancellor endorsed a strategic realignment plan in March that is focused on improving the efficiency and effectiveness of the University's programs and services - <http://www.ncsu.edu/about-nc-state/university-administration/planning-leadership/>. Work on these realignments is underway and a number are actually in the process of being implemented such as elimination of two vice chancellor positions and offices and reorganizing Student Affairs, Undergraduate Academic Programs, and the Office of Extension, Engagement, and Economic Development will occur by the end of 2011-12.
- **Please include any reorganizations that have been implemented and would be comfortable being discussed as examples.** In addition to the realignments noted in the preceding bullet, the Divisions of Diversity and Inclusion and Equal Opportunity and Equity have been combined into a single unit reporting to the Provost. The Divisions of Student Affairs and Undergraduate and Academic Programs merged into one department under the leadership of the Director of the Cooperative Education Program - <http://www.ncsu.edu/uap/programs/co-op.html>. A special committee appointed by the Provost is assessing the current organizational structure of the colleges to determine if realignment would be beneficial, especially in the science, agriculture, and natural resources disciplines. The University has named a task force to continue the review of academic programs during the 2011-12 year. The primary purpose of this review is to strengthen NC State's academic programs overall by improving their vitality, effectiveness, and efficiency. Additionally, NC State is moving towards streamlining business processes for routine human resource and financial transactions. These Business Operations Centers would provide shared services across colleges and departments.
- **Include other campus-specific examples that help to illustrate the true impact of reductions implemented due to 2011-12 state budget cuts.**

 - Servicing an underserved 5-county area, the Upper Coastal Plain Learning Council will reduce the number of free or affordable educational and professional development workshops for teachers, students and local workforce. Nash, Edgecombe, Halifax, Northampton and Wilson counties are already in need of additional teachers. The reduction to this program will limit

the opportunities for teachers, principals and administrators to address student success and retention.

- College of Agricultural and Life Sciences, College of Humanities and Social Sciences, College of Veterinary Medicine and the Office of Research, Innovation and Economic Development are streamlining business processes to reduce the number of administrative staff in departments supporting human resources and financial transaction processing and services.
- Nearly \$2.5 million of the reduction for the College of Engineering will impact faculty recruitment efforts. This represents a significant loss of capability to provide the kind of faculty startup needs to be competitive in today's market. Typical startup needs are in the \$400-\$500k over 2-3 years range or higher and consist of specialized equipment needs, graduate student, summer salary support, supplies and travel. Further, this level of reduction affects the college's ability to retain faculty since similar equipment, travel and technology upgrade needs are also generally part of their retention. Additionally, depleting operating funds will adversely impact the instructional lab provisions (most notably Civil Engineering, Biomedical Engineering and First-Year programs). Therefore, reductions in courses offered and lab sections are unavoidable.
- It is likely that this reduction will compel the College of Humanities and Social Sciences to reallocate courses, which will increase the number of students faculty serve. This increased instructional capacity creates the need for larger classrooms, hybrid courses and other mechanisms where available.
- About 85% of the nearly 156,000 student credit hours in the College of Physical and Mathematical Sciences are taught to students in other colleges. Fewer seats will impact retention and graduation rates, with consequent increase in the cost of education for NC families. Higher student/faculty ratios and reduced investment in instructional laboratories and field experiences will impact the quality of learning afforded to many students.
- The growth in student population and reductions sustained by the Poole College of Management have forced changes in the delivery of courses. Some sections in this college will increase in size to levels that decrease effective interaction between students and faculty. Some classes, like Accounting and Economics, will increase to 350+ students per section. Additionally, the workload of faculty is increasing as they teach more students.
- The acquisitions budget for the Libraries will be reduced by over \$2.6 million to protect its current staffing levels which will have to be partially reassigned to provide staffing for the new Hunt Library when it opens. The 2011-13

Expansion Budget request for the Library staffing support was not recommended to the Governor by the Board Of Governors.

- There will be a significant impact on advising and counseling as the Office of Advising, Support, Information and Services will be eliminated. This elimination will result in reduction of services to students and advisers across campus, but it will also permit a reorganization of the overall advising operations within the Division of Undergraduate and Academic Programs. The reduction in the Division of Enrollment Management and Services will impact their ability to provide high-quality assessment and counseling services for a growing financial aid applicant population.
- The Public Safety Division plans to reduce 6 fire protection and police positions thus lessening critical supervisory, crime prevention and front-line support to the university.
- The Facilities Division will reduce its state funding for the repainting of appropriated buildings. This will result in extended painting cycle times in all but high visibility public spaces and common areas.
- Elimination of an accountant position in Contracts & Grants will delay response time to customers and overburden an already fully-tasked staff. Additionally, it may increase risk situations such as audit findings and failure to request reimbursement of costs in a timely manner. The elimination of a position in Accounts Payable will increase processing time from 3 to 6 days for employee travel reimbursement.
- The Office of Information Technology (OIT) implemented severe measures in order to meet its share of the reduction. This will have an impact on all campus users. In addition to transferring 2.41 positions to non-state appropriated funding sources (i.e. charging for services), 21.75 positions will be eliminated. This means Help Desk hours will be reduced; data centers will have less staff coverage; administrative support will be significantly reduced; security services will be impacted; upgrades and new services will be delayed; enhancements to PeopleSoft (HR, Finance and Student) and Advancement systems will take longer; payroll reporting will be delayed by a business day; training, consulting and web services will be reduced; Walk-In-Center services for faculty and staff will be reduced; classroom design support will be reduced and necessary equipment refreshes will have to be postponed. This reduction will reduce OIT's ability to handle projects critical to improving efficiency in business and academic functions and providing strategic solutions to all campus units.

**North Carolina State University
Agricultural Research Budget Code 16031
2011-12 Management Flexibility Reductions**

- Department level staff will be consolidated into one Shared Service Center bringing efficiencies to the College of Agriculture and Life Sciences (CALs). Due to the funding in CALs being among three budget lines (16030, 16031, and 16032), support positions are often funded from a combination of appropriated sources. Consolidation of business functions resulted in the elimination of 3.94 FTEs in vacant positions and the Reductions In Force of 3.98 FTEs from the 16031 budget line. All human resource and financial transactions currently being performed in the various departments within the college will be processed centrally in the College Business Center. Journal, vouchers, and transfers are a few examples of the transactions previously processed in the departments that will now be processed by the Center.
- North Carolina Agricultural Research Service (NCARS) has eliminated support for the following programs:
 - Nutrition and Health Programs at UNC-G (phase out over a five-year period). Immediate impact in FY 2011-12 is the loss of 1.02 FTEs across three positions. This is a duplication of a program. The program at UNC-G will phase out over a five year period. The Nutrition Programs at NCSU will more than compensate for the loss of the UNC-G program.
 - Rural Sociology (effective July 1, 2011)
 - Elizabethan Gardens (effective July 1, 2011)
 - Williamsdale Biofuels Research Center (effective July 1, 2011, center will be operated by the Biofuels Center of NC)
- Life Science research is critical in meeting the biological and health research challenges in this century. There is significant opportunity to grow extramural funding through federal agencies such as NIH and NSF, which when leveraged against state support greatly impacts the economy of our state and the health of our citizens. One example of the impact of this budget reduction is that a faculty position specializing in insect transmitted diseases will not be filled this FY due to the lack of funding for startup support. There was not adequate funding to fund the necessary startup for the candidate. Therefore, a portion of the funds are being used to fulfill onetime needs. In addition, another faculty position in genetics vacated through retirement will not be filled. The college will lose two technical support positions (one vacant and another RIF) supporting life science research. Graduate student support will be reduced by nearly \$42 thousand which is equivalent to two full-time assistantships. Since Research Assistant (RA) funding is used to compliment Teaching Assistant (TA) funding the impact will double to the loss of four assistantships.
- Agriculture is a \$70 billion dollar industry in North Carolina. It is our largest industry in terms of income and it is also our largest employer. NC State's agricultural departments will lose \$1.58 million in state funding for their SPA and EPA staff. This elimination of

salary support will result in the loss of 3.21 FTEs in vacant positions, 8 FTEs through RIF and the transfer of 25.96 FTEs to non-state funds. In all, 125 staff will have a portion of their salaries moved to grants. Most of our grant support for production agriculture is provided by producer groups. These funds are provided by the State's farm community through voluntary assessments. The funding level is sufficient to support a portion of the direct research costs, but insufficient to cover personnel costs. Therefore, long-term producer support of technical salaries is not sustainable. Additional losses in support positions are inevitable, resulting in significant erosion of research capability in the next three to five years.

- Even though the budget reduction at research stations is capped at 10%, 6.5 FTEs in direct research support has been eliminated, 3 FTEs through elimination of vacant positions and 3.5 FTEs through RIF. This loss of personnel is particularly damaging to agricultural research because it is on top of the loss of personnel in departments. Faculty will lose direct technical support in their program and day-to-day research support at research stations will also be reduced. Therefore, faculty will decrease the scope of their research programs.
- Faculty will support direct costs of crop production at Research Stations. Faculty are actually doing.). Faculty are providing 25% of annual production costs on a per acre basis. This support can be provided by actually paying/purchasing supplies such as fertilizer or by soliciting in-kind donations of supplies and materials. This requirement, coupled with reduced technical support at the project level and on the Research Stations, will result in smaller research programs and delay the development of new production practices and varieties.
- Plant breeding, a significant core strength at NC State, will be the most negatively impacted thereby increasing the time it takes to develop new varieties for our growers.
- Reduce Christmas tree genetics operating budget which would decrease research productivity.
- Graduate education is a core strength of the Agricultural Research Service. Approximately 75% of the 350 graduate students are supported by grant funding. Most grants are not large enough to support graduate students and technical support. Therefore, faculty will be forced to choose between paying for technical staff, post doctoral fellows, or graduate students. The result will be fewer graduate students conducting research and eventually a smaller pool of professionals to support a growing industry.

**North Carolina State University
Cooperative Extension Budget Code 16032
2011-12 Management Flexibility Reductions**

Business Affairs Realignment: Departmental level staff will be consolidated into a Shared Service Center for all financial and human resource transactions bringing efficiencies to the college. By the consolidation of financial and human resource departmental staff into a single

shared service center for the college, there will be a savings of approximately 10 SPA positions funded from Cooperative Extension funds.

County Operations – Agents, Program Assistants/Associates, Secretaries,

Administration: Field Faculty are the primary delivery mechanism for all programs of the NC Cooperative Extension Service (NCCES). The loss of 45 FTEs in Field Faculty and 3 FTEs in (paraprofessional) Program Assistants, as well as \$529,556 in salary savings (gains from filling positions at lower salaries than the prior incumbent) represents an approximate 16% reduction in total staffing and salary line dollars for County Operations. This cut was taken from Field Faculty and program delivery staff to utilize already-vacant positions rather than reducing current staff; a reduction of current staff model would have resulted in a similar impact because the majority of our salary line is invested in Field Faculty. This reduction will result in the significant curtailment of NCCES' ability to deliver critical agriculture, natural resources, community development, youth and family development, and nutrition programs to the residents of North Carolina. Approximately \$1.5 million in matching county government support will concurrently be lost. In many cases, entire geographic and/or programmatic areas will not be able to be covered. With this large a loss, over 800,000 North Carolina youth, families, small and large business owners, small and large farmers, government and non-profit partners, and limited-resource citizens will not receive educational programs, information, or technical assistance by Field Faculty and over 600,000 citizens will not receive educational programs and assistance from volunteers trained and managed by Field Faculty. This equates to a \$25.8 million loss of the value of Extension programs to the target audiences, with a corresponding loss of \$2.2 million in the value of volunteer effort contributed. Over 2,700 individuals will not receive certifications that are critical and frequently mandatory to maintaining their job or small business, such as Pesticide Applicator Certification, Landscape and Nursery Certification and ServSafe certification. Further, there will be a loss of 16,465 non-degree credit hours delivered with 83,560 fewer residents having access to non-degree credit opportunities. Additionally, we are not filling one of only six District Extension Director positions, which will impact our ability to work collaboratively and successfully with new County Directors and their local Boards of County Commissioners and County Managers, a critical element of the success of the North Carolina Cooperative Extension Service. For citizens, this loss will result in reduced response time to manage critical geographic-specific issues most important to citizens. Finally, this cut will result in the loss of 16 administrative assistant positions that perform critical programmatic support duties to Field Faculty, fielding calls from citizens, providing important informational publications, and marketing NCCES.

Administrative Support Specialist/Associate, Research Specialist, Research Technician,

IT Support: The loss of 20.8 FTEs in SPA technical, information technologies and administrative staff support will significantly reduce or eliminate the ability of faculty in traditional and emerging agricultural commodity areas to develop educational materials, train Field Faculty, and in some areas, deliver educational programs directly to clientele and agribusinesses. Faculty will attempt to prevent the loss of Research Technicians by using

grant, contract, and gift dollars intended for the operation of their programs. This action shifts the loss of additional FTE's to the following year, when an estimated additional 3 FTE's will be lost due to insufficient balances in grant and gift accounts. Most extension faculty programs by nature involve considerable travel and educational materials to reach the citizens of NC to enhance economic development of their communities. As such, services to individuals and many family farms will be reduced accordingly. These groups depend on extension programs to help them make a living, especially in difficult times. The other impact is that those entities providing the operating funds through grants, contracts, and gifts will see a much lower return on their dollar from NC State faculty, causing them to consider investing those dollars elsewhere. This action further reduces the operating funds of the faculty and hence the economic value provided to citizens. Research Technician positions are used as matching to leverage competitive grants and contracts. Without those positions, our faculty will be less competitive for such grants costing the University overhead and reducing the return on investment for taxpayers.

Many faculty programs will not be able to function more than three years on such a loss in operating funds. The outlook is down for grants, contracts, and gifts because of the economy and increased competition for grants due to budget shortfalls across the country. As a result, it is likely that many of the staff being converted to soft funding now will have to be RIFed in two to three years. For the reasons listed above, increasing the pool of grants, contracts, and gifts to continue their technician's employment is not likely. Loss of technical staff support also reduces the ability of faculty to effectively acquire and manage external grants that support Extension's educational programs. Overall, there is a downward cascade of events that will greatly reduce our services to our many clientele, especially our services to the state's largest industry (agriculture) valued at \$68 billion in 2010.

Extension Assistant/Associate/Full Professor and Extension Specialists: The loss of 18.96 FTEs in non-tenure track faculty positions will significantly reduce or eliminate development and delivery of educational materials, training for Field Faculty, and programmatic contact with clientele. One Youth Development program will be closed, resulting in fewer growth opportunities for youth across NC. One major aquaculture program and laboratory will be shut down on campus. There will not be demonstration facilities on campus for a new and growing economic engine now worth hundreds of millions of dollars. Another extension program teaching growers how to manage insect pests on livestock will be nearly eliminated, resulting in reduced livestock productivity, especially on small farms. The Muscadine grape program will be merged with another, cutting by more than half the help extension has provided to Muscadine grape and wine producers. The economic impact will be in local areas in Eastern NC where few options exist for alternative economic development and entrepreneurship. Other programs similarly affected include those in Animal Science, Forestry, Poultry, Toxicology, and Soils. Some other non-tenure track extension faculty work directly under the supervision of an extension faculty member and hence the support they provide to

NC citizens and the impact of their loss or movement to alternative funding would be similar to the case above for research technicians.

Others function independently developing and delivering extension programs and services to county-based agents as well as directly to clientele. These positions usually serve in unique areas where more direct and specialized interaction and assistance is needed with clientele. In other cases, they function very similarly as tenure-track faculty without the demands of the tenure process. As such, their direct educational and consulting services are often more intense and valuable than tenure-track faculty. These positions, like our extension faculty, are often working locally and directly with very strong influential NC State University supporters. Their loss of services may not be measured only in the dollars lost to their clientele. Non-tenure track faculty members acquire external support through grants and client contacts in program delivery. Areas impacted range from natural resources management, agriculture productivity and safety, and 4-H youth development. Program curtailment will impact local economies especially in areas of local foods, value added agriculture, youth at risk and family well-being. Total extension impacts in these areas have been documented in past years in the tens of millions of dollars.