

**2025-2026 Tuition Review Advisory Committee**

**Agenda**

Tuesday, October 1, 2025

1:30 pm – 3:00 pm

Zoom

1. Approval of [Meeting Minutes](#)
2. Premium Tuition Requests
  - a. [MS in Wide Bandgap Semiconductors](#) [Veena Misra/Don Brenner] 15 minutes, 5 minutes Q&A
  - b. [MS in Global One Health](#) [Michael Reiskind] 15 minutes, 5 minutes Q&A
  - c. [MS Cybersecurity](#) [Isabella White] 15 minutes, 5 minutes Q&A
  - d. [MS Agricultural Business](#) Management [Junjie Wu] 15 minutes, 5 minutes Q&A
3. Discussion: TRAC's recommendation regarding Premium Tuition Request [Committee]
4. Preliminary testing of different tuition rate scenarios/discussion [Jennifer Coltrane and Committee]

**Next Meeting:**

**Thursday, October 9: 1:15 pm – 2:30 pm, via Zoom**

**2025-2026 Tuition Review Advisory Committee**

**Meeting Minutes**

Monday, September 22, 2025

3:30 pm – 5:00 pm

Zoom Meeting

1. Introductions and review of committee charge [Warwick Arden, Isaac Carreno]
  - a. The meeting began with introductions, followed by Provost Warwick Arden's review of the committee's charge and the tuition review process. The provost noted that this year's process, as outlined by the UNC System Office, allows for a potential tuition increase of up to 3% for new, resident undergraduate students enrolling in Fall 2026. This is a change from the previous year, when no increase was permitted for this group. The committee's recommendations for a campus-initiated tuition increase (CITI) are to be submitted to the Chancellor by October 20.
  - b. The charge letter was provided to the committee as part of the meeting's materials.
2. Discussion of historical Campus Initiated Tuition Increase including (CITI), tuition premium and peer review [W. Arden]
  - a. Provost Arden presented historical data on CITI, tuition premiums and peer comparisons from 2021 - 2026.
    - i. Tuition Increases
      1. Over the last five years tuition for in-state undergraduate students has remained flat due to state law. Other categories, such as non-resident undergraduates and graduate students, have seen increases, typically ranging from 0% to 4.5%.
    - ii. Use of CITI Revenue
      1. Historically, CITI funds have been allocated to four main categories:
        - a. Need-based financial aid: This category has seen significant changes, with 0% of tuition receipts being allocated to it last year for the first time.
        - b. Graduate student support plan: This provides funding to help cover tuition for graduate students on the graduate student support plan.
        - c. Faculty salaries and benefits: Funds are allocated to cover promotional increases for faculty.
        - d. Quality and accessibility: This category, which supports all students, receives the residual funds after the other three categories are funded.
    - iii. Peer Comparison

1. In comparison to peer institutions, NC State has the lowest in-state undergraduate tuition. For out-of-state undergraduate students, the university is the third lowest, and for in-state graduate students, it is the fifth lowest. Out-of-state graduate tuition is in the middle of the pack compared to peers. The provost cautioned against large increases for this group, as it could reduce enrollment.
3. Review of 2024-2025 request and/or other communications received from the System Office [W. Arden]
  - a. The UNC System Office has given the university authority to increase resident undergraduate tuition by up to 3% for new students only. For other tuition categories, increases should be market-driven, and the university must be careful not to negatively impact applicant pools and enrollment, particularly for out-of-state graduate students.
4. NC State Student Body perspective [I. Carreno]
  - a. Student Body President Isaac Carreno emphasized the importance of balancing low, accessible tuition with the need to remain competitive and provide the university with the resources it needs. He noted that any tuition increases for undergraduates would only affect new students. He stressed that if tuition rates do increase, he would want to ensure the funds directly lead to tangible improvements in the student experience.
5. Review of Graduate Student Data & Graduate Student Support Plan Projections [Peter Harries]
  - a. Dean Peter Harries provided an overview of the Graduate Student Support Plan (GSSP).
  - b. GSSP's Purpose: The plan, established in 1997, aims to attract high-quality graduate students and encourage timely degree completion.
  - c. Funding and Benefits: The GSSP provides in-state tuition and tuition remission, which covers the difference between in-state and out-of-state tuition. It also provides health insurance. About 85% of doctoral students and 24% of master's students are covered by the GSSP.
  - d. Costs: The total out-of-state GSSP cost per student has increased from approximately \$25,000 in 2016 to over \$35,000 in 2025. Health insurance costs per student have nearly doubled in the last decade, rising from a little over \$2,000 to close to \$4,000.
  - e. Funding Sources: Approximately 71% of the GSSP budget comes from state appropriations, while 22% comes from grants.
  - f. Discussion: In response to a question from Walt Robinson, Peter Harries stated that doctoral student tuition is about 85% covered by grants and stipends, while for on-campus master's students, about 75% cover their own tuition.

6. Review of Financial Aid data & Financial Aid projections for 2026-27 [Krista Ringler]
  - a. Director Krista Ringler provided a presentation on financial aid.
  - b. Financial Aid Totals: In the 2024-2025 academic year, the university processed over \$426 million in financial aid.
  - c. Sources and Types: The majority of aid is in the form of scholarships and grants (gift aid) rather than loans. The largest source of aid is institutional funds, followed by federal and state government sources.
  - d. Peer Comparison: NC State provides an average amount of institutional scholarship and grant aid compared to its peers, but it is less than UNC Chapel Hill, making it challenging to compete for under-resourced students admitted to both institutions.
  - e. Student Need: Nearly 11,000 undergraduate students demonstrated financial need in the most recent year.
  - f. Student Loans: Approximately 41.1% of graduating seniors from the most recent class had federal student loans, with an average debt of about \$18,000.
  - g. Upcoming Changes: The federal government has implemented new policies that will affect student loans, including the elimination of the Graduate PLUS loan and new annual and aggregate loan limits for professional and parent loans.

Next Meeting:

Wednesday, October 1: 1:00 pm – 3:00 pm, via Zoom

## **Proposal to Premium Tuition for Master In Wide Bandgap Semiconductors Program**

**Date:** April 30, 2025

**Institution:** NC State University

**Degree Program CIPs\***

14.1001 - Electrical and Electronics Engineering

**Level:** Masters

**Degree Types:** MSECE

**Proposed Date of Implementation:**

**Semester:** Fall

**Year:** 2026

### **Introduction**

The MS in Wide Bandgap Semiconductors (MSWBGS) at NC State University is an interdisciplinary, industry-aligned graduate program designed to prepare students for leadership roles in the rapidly evolving semiconductor sector. Launched jointly by the Departments of Electrical and Computer Engineering and Materials Science and Engineering, the program responds directly to workforce development priorities outlined by the CHIPS Act, Department of Defense, and Department of Energy. With strong support from industry partners such as Wolfspeed, Intel, and Sandia National Labs, the MSWBGS program uniquely combines advanced coursework with hands-on cleanroom practicums and internship opportunities.

Enrollment demand is expected to grow steadily, with 14 students anticipated in Year 1, 24 students by Year 3, and 29 students by Year 5. The hybrid delivery model, with 81%+ of students participating online, expands access to both working professionals and Accelerated Bachelors-Masters students, while in-person practicums ensure applied learning.

To sustain this high-quality experience, we propose premium tuition of \$2,400 per semester to support instructional infrastructure, practicum delivery, and student services. Funds will be used to hire practicum instructors, expand advising capacity, procure cleanroom materials, and offer financial assistance. This model ensures that NC State remains nationally competitive while delivering a robust, hands-on education aligned with industry needs.

## **1. The anticipated impact of the proposed change on program quality and capacity**

The proposed premium tuition will provide an advantage to our Masters students in both quality and competitiveness through enhanced education and state-of-the-art facilities.

Our highest priority is to improve the educational experience for our students and thus make them nationally competitive. The accessibility of our programs, the quality of instruction and scholarship, and the capacity of the program, will be improved through premium tuition by:

1. Increasing support for our graduate students through an increased Teaching Assistantship budget. This will be necessary to accommodate the program size and support the increased responsibilities of the faculty;
2. Offer competitive stipends for Teaching Assistants and recruit the best graduate students to NC State;
3. Provide need-based financial assistance to students who require it;
4. Provide merit-based graduate fellowships to attract and retain the best graduate students;
5. Hire additional graduate program staff members to improve advising and support services for our increased number of students and applicants; and
6. Acquire the software and experimental tools needed to support project based design courses.

Given the departments' national ranking, strong industry connections, and growing demand, these enhancements are critical to maintaining program quality. Without such investment, continued growth would strain resources and compromise student-to-faculty/TA ratios.

Historical data from previous tuition increases shows that enrollment and application numbers remained stable or grew, suggesting that the proposed increase will not deter applicants or reduce student quality.

Our departments are highly ranked nationally and have close ties with industry such that we expect a strong demand for our program. The number of applicants and students is expected to grow steadily.

Graduates of the MSWBGS program are poised to enter a high-demand job market with excellent earning potential. Median starting salaries ranging from \$98,600 to \$132,900 for master's-level engineers with 0–3 years of experience in electrical and materials engineering roles.

National labor projections further underscore the program's relevance. According to the Semiconductor Industry Association (SIA) and Boston Consulting Group, the U.S.

semiconductor industry is projected to face a shortfall of 67,000 skilled workers by 2030, including 27,300 engineering roles, with approximately 45% requiring a master's degree ([SIA-Report, July 2023](#)).

## **2. The projected impact of a proposed change in tuition on access for North Carolina residents**

Approximately 40% of students in our master's program are expected to be North Carolina residents. Beginning in the 2026–27 academic year, the proposed tuition premium will add an average of \$2,400 per semester for full-time students. As of May 2024, the median starting salary for our master's graduates is projected at \$116,000, compared to \$81,841 for bachelor's graduates. Assuming this salary gap remains consistent, students would recover the total premium tuition cost of \$7,200 in roughly 0.21 years ( $\$7,200/(\$116,000 - \$81,841)$ ), less than three months, through increased earnings, for both residents and non-residents. This represents a rapid return on investment, not including additional benefits such as higher placement rates and enhanced career opportunities.

A portion of the proposed tuition premium will continue to be allocated for financial aid to support students in need, including U.S. students with documented financial hardships.

## **3. The availability of student financial aid for students with economic need and of tuition remission**

Students in all degree programs are eligible to apply for the federal Direct Unsubsidized Loans and the federal PLUS program. As already mentioned, part of the proposed premium tuition will be set aside for the recruitment of, and financial aid for, students in financial need, including for U.S. students with documented financial hardships; therefore, we expect that affordability will improve for these populations.

## **4. The extent to which current and prospective students can afford increases in tuition**

The Masters in Wide Bandgap Semiconductors' program offers internships during the summer at the end of their first year of study from companies affiliated with Power America and CLAWS. These internships paid an average of \$41/hour in the summer of 2024.

The placement rate of our Masters graduates at time of graduation is better than 90%. The U.S. Bureau of Labor Statistics projections for the period 2022-2032 suggest that Electrical Engineering, Computer Science and IT-related occupations will experience a growth of 377,500 jobs per year. These occupations had median annual wages of \$104,420 in 2023.

[Major employers](#) who have established or are establishing substantial operations in North Carolina do so because of the readily available supply of a highly skilled workforce in science, engineering, and computing. Examples include Wolfspeed, Triad Semiconductor and UMD Systems. The NC State Engineering Career Fair each year attracts several hundred employers.

As noted in Section 2, the expected time required to recover the additional premium tuition cost of \$2,400 is only 0.07 ( $=\$2,400/\$34,159$ ) years, or about one month, for our Masters students, and this considers only post-graduate employment, not internship income.

## 5. The relationship of projected tuition revenue to institutional and/or program costs

In Year 1, with projected enrollment of 14 MSWBGS students (4 resident, 10 non-resident), **premium tuition** is expected to generate approximately \$67,200. By Year 5, with steady growth to 29 students (9 resident, 20 non-resident), annual revenue is projected to reach \$139,200, totaling \$528,000 over five years. These funds are critical to achieving the program's instructional and operational goals. Premium tuition will support student services, instructional faculty and staff, teaching assistantships, and essential supplies and materials for the hands-on practicum courses central to the program's applied learning model.

## 6. Tuition and fees, net of remissions and waivers, charged by peer institutions or programs as compared to tuition and fees, net of remissions, at the program

One semester of tuition and fees for the ECE Masters degrees, with and without the proposed tuition premium, is shown in Table 2 for the 2025-2026 academic year.

Tuition and fees	Resident	Nonresident
No Premium (Present)	\$7,117.25	17,766.26
Proposed	\$9,517.25	\$20,166.25

Table 2: Present and proposed tuition and fees



Tuition and fees charged by peer institutions for Electrical Engineering degrees are shown in the appendix. The proposed tuition increase will have little impact on our department's position relative to other schools.

Tuition and fees for other premium tuition programs at N.C. State in 2025-2026 are shown in Table 3:

Program	Resident	Nonresident
Masters of Business Administration	\$14,279.75	\$24,928.75
Masters of Engineering Management	\$13,679.75	\$24,571.25
Masters of Accounting	\$13,683.25	\$24,332.25
Master of Science in Analytics	\$11,367.25	\$22,016.25
Masters of Financial Mathematics	\$111,367.25	\$22,016.25
Masters in Biomedical Engineering	\$11,117.25	\$21,766.25
CSC Masters degrees	\$10,617.25	\$21,266.25
ECE Masters degrees	\$9,517.25	\$20166.25
<b>ECE Masters of Wide Bandgap Semiconductors - Proposed</b>	<b>\$9,517.25</b>	<b>\$20166.25</b>
Masters in Foundations of Data Science	\$9,167.25	\$19,816.25
Masters in Mechanical and Aerospace Engineering	\$8,617.25	\$19,266.25
Masters in Chemical Engineering	\$8,317.25	\$18,966.25
Masters of Microbial Biotechnology	\$7,637.25	\$18,016.25

Table 3. Tuition and fees for premium tuition programs at N.C. State in 2025-26

The proposed premium tuition leaves the cost of the Master of Wide Bandgap Semiconductor tuition below the tuition charged to students for the MBA, MEM, MAC, MSA, MFM, MBE, and MCSC degrees – this comparison does not account for any tuition increases being proposed by these programs.

## **7. A plan for the intended use of additional tuition receipts**

The proposed premium tuition will be approximately used as follows:

- 30% Financial assistance and fellowships
- 23% Faculty and Teaching assistants
- 35% Practicum lab fees and materials
- 7% Technical support: Including equipment, software, technology, online education initiatives.
- 5% Career Services: Including employer relations, professional

These expenditures will improve the quality, scholarship, and experience of our students as described in Section 1 above.

## **8. Assistantships or grant support for graduate students**

Between one and two master's students will be supported each year starting in Year 1 through teaching assistantships that include Graduate Student Support Plan (GSSP) benefits. If the proposed premium tuition is approved, the department plans to support two to four master's students annually as graduate assistants.

For graduate students (master's or Ph.D.) appointed on the premium tuition account, the required 25% GSSP tuition remission match for non-residents, the in-state tuition award (ISTA), and health insurance (GSHI) will be covered using premium tuition receipts. As a result, the premium tuition funds will enable the department to increase the number of supported graduate students without imposing additional GSSP-related costs on the university.

## **9. Analysis of student indebtedness levels within the university**

According to the Office of Financial Aid and Scholarships at NC State, for students who completed MS degree programs that have the same tuition level between July 1, 2023 and June 30, 2024, 5.1% (12/236) incurred federal student loan debt, and the average debt was \$27,034. This average is based on students who borrowed rather than the entire class.

## Appendix A

### Fall 2024 tuition and fees charged by peer institutions for Semiconductors Masters degrees, full-time resident students

(sorted by decreasing order of resident tuition)

University	In State Tuition + fees
<a href="#">UCLA Samueli</a>	\$42,435
<a href="#">Purdue</a>	\$34,170 + fees*
NC State (Premium)	\$27,899
<a href="#">U Tennessee</a>	\$23,739
<a href="#">University at Buffalo</a>	\$21,795
<a href="#">University of Texas at Austin</a>	\$17,238 + fees*

\*Website is not clear how fees are charged

## Appendix B

### Fall 2024 tuition and fees charged by peer institutions for Semiconductors Masters degrees, full-time non-resident student

(sorted by decreasing order of non-resident tuition)

University	Out of State Tuition + fees
NC State (Premium)	\$59,059
<a href="#">U Tennessee</a>	\$51,471
<a href="#">Purdue</a>	\$43,770 + fees*
<a href="#">UCLA Samueli</a>	\$42,485
<a href="#">University at Buffalo</a>	\$42,315
<a href="#">University of Texas at Austin</a>	\$31,278 + fees*

\*Website is not clear how fees are charged

TUITION INCREASE REQUEST FORM FOR PROFESSIONAL SCHOOLS 2026-27		
<b>North Carolina State University</b>		
<b>MS in Wide Bandgap Semiconductors (MSWBGS)</b>		
<b>14.1001 - Electrical and Electronics Engineering</b>		
	<b>2026-27</b>	
	<b>Annual Increment</b>	
<b>Requested School-Based Tuition Increase</b>		
Graduate Residents	\$4,800.00	
Graduate Nonresidents	\$4,800.00	
	<b>FTE</b>	
Graduate Residents	4.00	
Graduate Nonresidents	10.00	
<b>Total</b>	<b>14.00</b>	
<b>Projected Revenues</b>		
Graduate Residents	\$19,200.00	
Graduate Nonresidents	\$48,000.00	
<b>Total</b>	<b>\$67,200.00</b>	
<b>Projected Expenditures</b>		
Student Support (23%)	\$15,456.00	
Faculty/Teaching Assistants (30%)	\$20,160.00	
Practicum: Space & Materials (35%)	\$23,520.00	
Career Services (5%)	\$3,360.00	
Equipment & Technology (7%)	\$4,704.00	
<b>Total</b>	<b>\$67,200.00</b>	
<b>Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? (respond yes or no in the box)</b>		<b>Yes</b>

# **Proposal for Premium Tuition for Master of Science in Global One Health**

**Date:** May 1, 2025

**Institution:** NC State University

**Degree Program CIP**

26.1305 MS Global One Health (MS-GOH)

**Level:** Master's

**Degree Type:** MS-GOH

**Proposed Date of Implementation:**

**Semester:** Fall

**Year:** 2026

## **Introduction**

This proposal for premium tuition is for a new program (As of May 1, 2025 at the final Board of Governors approval phase). This Master of Science program in Global One Health (MS-GOH) will support the mission of NC State University by taking interdisciplinary approaches to emerging issues connecting plant, animal, ecosystem, and human health. One Health is a guiding framework that recognizes the interconnectedness of the health of humans, other animals, and the environment and works to holistically improve health across these systems. One Health perspectives are essential for addressing complex challenges, including emerging and re-emerging infectious diseases shared between people and animals, sustainable agricultural systems for global food security, clean and safe water, threats posed by climate change, and biodiversity conservation for healthy and functioning ecosystems. By incorporating NC State's unique strengths and faculty excellence across campus, we can address these grand challenges and offer solutions that change people's lives in tangible ways.

One Health holds the promise of improving the long-term quality of life as we confront a variety of threats to human well-being. One Health perspectives are essential for strengthening health systems, reducing risks from emerging and endemic zoonotic diseases, combating food safety risks, curbing the silent pandemic of antimicrobial resistance, and preserving environmental health (see the Quadripartite Organizations' One Health Joint Plan of Action 2022-2026). In line with its potential positive impacts on society, One Health also has great potential for growth in employment opportunities. The North Carolina Global Health Alliance estimates that global public health, of which One Health is an emerging part, increases the North Carolina economy

by \$31.9 billion, including directly employing around 56,000 people in well-paying jobs (NCGHA 2022 report, “The Global Health Sector’s Contribution to North Carolina’s Economy”). One Health training is already in high demand amongst undergraduate and graduate students at NC State and in the UNC system. For example, the Global Health minor at NC State was launched in 2019 and since its initial year has had 66-107 students enrolled per semester and seen 112 graduates from 26 majors in 7 colleges as of fall 2024. In a survey of recent graduates of the minor, there was enthusiasm for further training specifically in Global One Health topics, with 50% of respondents currently enrolled in a graduate degree program stating that they would have been interested or very interested in applying for a One Health degree at NC State, had such a program existed. At the graduate level, the Global One Health Academy at NC State offers a one year graduate fellowship for training in Global One Health, with 5 slots available per year. Over its first three years, the program has received 209 applications from all 10 colleges from within NC State alone. From beyond NC State, the popularity of the inter-institutional course in One Health (at NC State: GOH/CBS 586 and VMP 986: One Health: From Philosophy to Practice) shows sustained demand for One Health training. For the past 14 years, this course has been offered collaboratively through NC State, UNC-Chapel Hill, and Duke, with an average of 10-20 students from each university taking the course each fall. Despite the mounting societal, economic, and student demand for One Health, there are very little training opportunities available across the United States.

The MS-GOH represents a new, interdisciplinary program to the UNC System that is also at the leading edge of programs globally. NC State is uniquely situated in the UNC System to provide this training, as it draws heavily on engineering, agriculture and life sciences, veterinary medicine, and natural resources, while also embracing aspects of the social sciences (e.g., psychology, communications and rhetoric, sociology), applied mathematics, design, and management. We have designed a program that leverages all of these strengths at NC State. The addition of this program supports the mission of NC State and the UNC System by integrating our disciplinary strengths in solving future health challenges to North Carolina, the United States, and the world. In order to build the best program that provides the greatest utility to our graduates, we are requesting premium tuition.

Due to the strong interdisciplinary nature of the program, MS-GOH does not fit well in the traditional department-college structure. In order to leverage the full expertise at NC State to deliver an innovative global One Health curriculum, the MS-GOH will be housed centrally within The Graduate School at NC State rather than within an academic college. This organizational structure provides many benefits for the curriculum and the student experience, but it does also bring challenges as the program will not be within a department that has existing resources that can be deployed in support of the MS-GOH; therefore, the program will lack administrative and historical resources that other degree programs can access. The additional investment of premium tuition will allow us to address these challenges and make it possible for us to offer an innovative and high quality program.

In preparing this proposal for premium tuition, we consulted with leaders and members of the undergraduate club, Students for the Advancement of Global One Health. This club's membership includes students in the Global One Health Minor at NC State and other students interested in pursuing further education and careers in One Health. Since the MS-GOH will be a new graduate degree program and there is not yet a One Health-focused graduate student association at NC State, we felt that consultation with the undergraduate club was an appropriate alternative, particularly since these students represent the types of students likely to be interested in the MS-GOH program. This consultation revealed that students would be willing to pay premium tuition if it increases employability, leads to hands-on and specialized opportunities, especially in the sphere of international work, and contributes to building the student's network. We elaborate in the proposal on how the requested premium tuition will meet these needs.

Overall, our proposed premium tuition of \$5,600 is central to the implementation of our interdisciplinary program and will ensure that our students will receive first rate instruction and professional development through the Master of Science in Global One Health.

## **1. The anticipated impact of the proposed change on program quality and capacity**

The increased tuition associated with this program will directly benefit the current students as well as graduates of the program in tangible ways. First, money will be used to support summer research and experiential learning programs. Second, money will be used in a variety of professional development opportunities. Third, money will be used to provide scholarships to students demonstrating financial need and scholarly excellence. Finally, money will be used to offset faculty effort in teaching for the program. Details on how the money will be used is under Section 7.

Research and experiential learning will be supported with the added resources associated with premium tuition. This is a critical component of the training program. We have high expectations for students to gain individualized experiences that will provide them with real-world, applied experiences. Depending on the goals of each student, these experiences will springboard them to future careers, whether immediately after completion of the program or by putting students in a competitive place for further educational opportunities (PhD, DVM, MD, or other further degrees).

We will have a myriad of professional development opportunities, ranging from in class assignments to out of class, network building social events. We will have a one credit course taken in the final semester that will focus specifically on launching students into their professions. Topics will include writing CVs, science communication, networking, using social media, and interviewing for positions. We are also planning on a number of professional

development events, including inviting industry leaders to interact with our students. Our research and experiential learning program will also provide professional development through the placement of students in positions in government, industry, and academia.

We will also fund scholarships to offset premium tuition for two students each year (10% of our anticipated class size). This will be used to recruit exceptional students to our program. By improving the quality of our entering students, we improve the program directly and indirectly through improved peer to peer learning. We will also support fractional faculty effort in a “buy-out” model to take advantage of the disciplinary excellence across campus.

## **2. The projected impact of increased tuition on access for North Carolina residents**

Our proposed MS-GOH is anticipated to graduate 15-20 students per year, with a total size of between 30-40 students at any point. While our recruitment for top students will be national or even international in scope, we will also recruit within the state from graduates across the UNC System. It is challenging to decisively analyze the projected impact of increased tuition on access for North Carolina residents given the lack of similar graduate programs nationwide and even globally. However, NC State’s terminal master’s-level degrees have overall an excellent debt-to-earning ratio. Indeed, the weighted averages for the most significant such degrees at NC State across four colleges (Agriculture and Life Sciences, Engineering, Management, Sciences) yield a debt-to-earning ratio of 4.6%. We expect that the graduates of the MS-GOH will benefit from a favorable debt-to-earning rate, even with the increased tuition, and will quickly benefit financially from their participation in the program.

We envision graduates of our program finding employment in three primary areas: private industry, including non-profit international health and for-profit health consulting companies; continuing in academia or clinical academic degrees; and/or government work, including international and domestic-focused research, evaluation, and training positions. The most similar programs in the UNC System include the MPH at UNC-Chapel Hill and the MSEH at East Carolina University. To estimate debt-to-earning in the field, we consider, in addition to UNC-Chapel Hill and ECU, data from the US Department of Education [College Scorecard](#) about NC State’s official peer institutions which offer master’s degrees in Public Health and for which data is available; these include the U. of Arizona, the U. of Florida, the U. of Maryland College Park, Michigan State U., Purdue U., Rutgers U., the U. of Wisconsin Madison, and Texas A&M. Based on data from over 5,000 students, the average debt-to-earning rate is 7.6% which is below the value of 8% recommended by the [US Department of Education](#). Our proposed degree program requires 36 credits, which is lower than both the UNC-CH MPH (42 hours) and ECU’s MSEH (45 hours).



In the absence of similar programs to the proposed MS-GOH, we believe that the above considerations on adjacent programs strongly indicate that graduates from MS-GOH will face a debt-to-earning rate significantly lower than the recommended 8% mentioned above and that the increased tuition will not negatively impact access for North Carolina residents. Additionally, as articulated in Sections 1 and 7, the premium tuition will enhance the program quality and provide unique training opportunities for students completing the MS-GOH. We anticipate that this will strengthen students' career readiness and employability such that access to fulfilling and well-paying jobs is improved through the increased tuition.

### **3. The availability of student financial aid for students with economic need and of tuition remission**

Students in all degree programs are eligible to apply for the federal Direct Unsubsidized Loans and the federal PLUS program. Additionally, each year the MS-GOH program will admit two exceptional students for whom premium tuition is covered by the program. This will be competitive based upon their applications. While not strictly need-based, we anticipate that this will serve as an important source of financial aid and increase access for a number of deserving students.

### **4. The extent to which current and prospective students can afford increases in tuition**

One Health is an emerging field applicable to a wide range of career pathways, so it is challenging to assess data on expected starting salaries for graduates. Because of the newness of the field, there are currently no Department of Labor job codes that directly fit the One Health training. One Health is distinct from public health and environmental health, but, in the absence of One Health-specific data, these two allied fields provide well-established benchmarks that can be useful approximations to the starting salaries and student indebtedness that might be expected for MS-GOH graduates. As discussed in Section 2, when estimating debt-to-earning for UNC-Chapel Hill's MPH, ECU's MSEH, and MPH programs from the 8 peer institutions of NC State with data available in the College Scorecard, the average rate across more than 5,000 students is 7.6%, which is below the value of 8% recommended by the US Department of Education.

As another point of comparison, one can look to the data available in the College Scorecard for programs in the same 2-digit CIP code as the MS-GOH (26 Ecology, Evolution, Systematics, and Population Biology). Only one of NC State's peer institutions (Texas A&M) meets this search criteria for Master's level programs, but the debt-to-earning rate for that program is 5%, which is well below the recommended 8% threshold. Looking to the Bachelor's level within this CIP code, 5 of NC State's peer institutions have programs with data available: Michigan State U., Texas A&M, U. of California Davis, U. of Maryland College Park, and U. of Wisconsin

Madison. The debt-to-earning rate for this group is 5.5%, demonstrating that debt-to-earning rate can be improved by continuing on to pursue a Master's degree.

Using either the allied fields of public and environmental health or programs within the same CIP code as the benchmark, starting salaries for Master's degree holders should allow for quick recovery of the premium tuition cost. The average starting salary for a Bachelor's degree from NC State's peer institutions in the 26 CIP code is \$48,757. The starting salary for a Master's degree from NC State's peer institution in the 26 CIP code is \$77,000 and the average starting MPH/MSEH salary from NC State's peer institutions, UNC-Chapel Hill, and ECU is \$82,031. This makes the anticipated increased salary from the Master's degree between \$28,243 and \$33,274. The premium tuition over the 2 years of the MS-GOH will be \$11,200, so the time to recover the premium tuition cost is anticipated to be between 0.3 (\$11,200/\$33,274) and 0.4 (\$11,200/\$28,243) years, or approximately 3.5 to 5 months. We view this as a relatively quick return on investment given the additional positive impacts of a Master's degree, such as higher placement rates and quality of career paths, and the unique training experiences that the premium tuition will enable for students in the MS-GOH.

## **5. The relationship of projected tuition revenue to institutional and/or program costs**

Given anticipated enrollment of approximately 40 students per year after a short ramp up period (estimating ~20 new students enrolling each fall for the 2-year program, resulting in ~40 students in the program at any given time), **the proposed premium tuition is expected to generate approximately \$112,000 in the program's first year (2026-27) and approximately \$224,000 in revenue annually once the program is well established.** This allows us to cover the essential costs of providing summer support, scholarships, and faculty teaching effort, which will use a "buy-out" model of existing faculty, without burdening the institution. Other costs associated with the program are largely budget neutral, such as classroom space, admissions processes, and administrative requirements.

## **6. Tuition and fees, net of remissions and waivers, charged by peer institutions or programs as compared to tuition and fees, net of remissions, at the program**

As previously mentioned, One Health is an emerging field with very few existing peer programs against which our MS-GOH can be compared. We are aware of three graduate degree programs nationwide that have a One Health focus: MPH with a One Health concentration at U. of Arizona, Master of Health Sciences in One Health at U. of Florida, and PhD in One Health Sciences at Texas Tech U. While One Health is fundamentally distinct from public health and environmental health, these are allied fields that can also serve as a useful benchmark. For this

reason, we include MPH and MSEH programs at other UNC System institutions and at NC State's official peer institutions in our analysis. The tuition and fees for these programs are compared with the MS-GOH in Table 1, showing that the proposed total tuition and fees places the MS-GOH in the middle of existing similar programs. The average FY25 tuition and fees for residents across the 19 peer and allied programs is \$8,725.49, which is similar to the \$8,949.75 proposed for the MS-GOH (based on FY25 general tuition and fee amounts).

Across 21 Master's-level premium tuition programs at NC State (Table 2), the mean tuition and fee level for residents in FY25 was \$9,945.15. The MS-GOH's proposed premium tuition of \$2,800 per semester would lead to a combined tuition and fee level of \$8,949.75 for residents (based on FY25 general tuition and fee amounts), which is \$995.40 less than the average for the university's premium tuition-based programs. It is more expensive than only six other of NC State's premium tuition-based programs for in-state students (Table 2).

**Table 1.** Semesterly tuition and fees for on-campus residents and nonresidents for One Health-focused peer programs in the US. Numbers accessed April 24, 2025, representing FY25 rates.

Program	Resident	Nonresident
University of California-Davis*	\$13,854.30	\$19,976.80
University of Maryland MPH†	\$12,347.50	\$22,281.25
Rutgers MPH†	\$12,112.25	\$17,928.50
Texas Tech University PhD in One Health Sciences	\$11,000	\$16,400
University of Illinois-Urbana Champaign MPH	\$10,818	\$18,970
University of Maryland MSEH†	\$10,312.98	\$18,285.30
UNC-Chapel Hill MPH	\$10,302.06	\$19,252.06
Virginia Tech MPH	\$9,545	\$17,808
<b>NC State MS-GOH</b>	<b>\$8,949.75</b>	<b>\$19,336.25</b>
ECU MPH‡	\$8,848	\$22,654
ECU MSEH	\$7,973	\$21,779
University of Wisconsin-Madison	\$7,864.23	\$15,893.83
Michigan State University MPH§	\$7,817.25	\$7,817.25
University of Arizona MPH with a One Health concentration	\$7,719.48	\$17,655.48
University of Florida MPH§	\$7,645.32	\$16,341.96

Purdue MPH <sup>§</sup>	\$6,497.40	\$8,597.40
Appalachian State University MPH	\$5,954	\$17,068
Texas A&M MPH	\$5,724.68	\$12,042.80
University of Florida Master of Health Sciences in One Health <sup>†</sup>	\$5,174.23	\$12,240.25
UNC-Charlotte MPH	\$4,274.61	\$12,627.39

\*Calculated by dividing the yearly cost by two to approximate the semesterly billing schedule used at NC State.

<sup>†</sup>Calculated by multiplying the per credit cost by the number of required credits and dividing by four, assuming students complete the degree in two years/four semesters.

<sup>‡</sup>ECU's MPH courses carry an additional \$100 fee per credit hour. Dividing the required 35 credits by four, assuming students complete the degree in two years/four semesters, this equates to an additional \$875 per semester added to the standard graduate tuition and fees of \$7,973 per semester for residents and \$21,779 per semester for nonresidents.

<sup>§</sup>Calculated by dividing the total cost of the MPH by four, assuming students complete the degree in two years/four semesters.

**Table 2. Semesterly tuition and fees for on-campus residents and nonresidents in premium tuition-based Master's programs at NC State. Numbers accessed April 24, 2025, representing FY25 rates.**

Program	Resident	Nonresident
Master of Business Administration (MBA)	\$14,062.25	\$24,448.75
Master of Management	\$14,062.25	\$24,448.75
Master of Accounting (MAC)	\$13,465.75	\$23,852.25
Master of Engineering Management (MEM)	\$13,462.25	\$24,091.25
MS in Analytics	\$11,149.75	\$21,536.25
Master of Financial Mathematics	\$11,149.75	\$21,536.25
MS in Biomedical Engineering	\$10,899.75	\$21,286.25
Master of Computer Science	\$9,699.75	\$20,086.25
MS in Computer Science	\$9,699.75	\$20,086.25
MS in Computer Engineering	\$9,299.75	\$19,686.25
MS in Electrical Engineering	\$9,299.75	\$19,686.25
MS in Electric Power Systems Engineering	\$9,299.75	\$19,686.25
MS in Computer Networking (ECE)	\$9,299.75	\$19,686.25
MS in Computer Networking (CSC)	\$9,299.75	\$19,686.25
MS in Foundations of Data Science (MSFDS)	\$8,949.75	\$19,336.25

<b>MS-GOH</b>	<b>\$8,949.75</b>	<b>\$19,336.25</b>
MS in Mechanical Engineering	\$8,399.75	\$18,786.25
MS in Aerospace Engineering	\$8,399.75	\$18,786.25
MS in Chemical Engineering (MSCHE)	\$8,099.75	\$18,486.25
Master of Microbial Biotechnology (MMB)	\$7,149.75	\$17,536.25
Master of Architecture (MArch), Master of Graphic Design (MGD)	\$6,849.75	\$17,236.25
Master of Landscape Architecture (MLA), Art and Design (MAD), and Industrial Design (MID)	\$6,849.75	\$17,236.25

The proposed tuition for the MS-GOH also exactly mirrors the MS in Foundations of Data Science (MSFDS). This is important to note because the MSFDS is the only other graduate degree program at NC State that is administratively housed centrally within The Graduate School rather than in a particular college. This structure offers unique opportunities for students to engage in highly interdisciplinary training that will prepare them well for modern scientific careers, but it also comes with unique challenges because of the lack of a traditional departmental home (e.g., no faculty with primary affiliations to the program, no departmental staff to provide administrative support). The proposed premium tuition will enable us to overcome these challenges to offer a world-class, high-impact training experience while maintaining affordability for students, competitiveness with peer programs in One Health and allied fields, and good value as compared to existing premium tuition-based programs at NC State.

## 7. A plan for the intended use of additional tuition receipts

As outlined under Section 1, we will use the additional monetary resources from premium tuition to enhance student experiences and improve learning outcomes by supporting research and experiential learning, providing a myriad of professional development opportunities, and funding two scholarships per year to offset the premium tuition for exceptional students. For each student in the program, their advising faculty will receive **\$1,500** to support that student's research or experiential learning. This will come in as earmarked funding to the advisor to facilitate efficient use of the money, as well as taking advantage of the advisor's existing programs, networks of colleagues across the One Health landscape, and current facilities. This model leverages these dollars for maximal impact on the student, setting them up for future careers in One Health. We estimate this at **\$30,000/year**.

We will also support several professional development opportunities. First, one course is devoted to professional development (GOH 600), taken in the last semester of the program. This will be led by the Director of the Graduate Program, and also involve faculty from around campus. Leveraging our active membership and leadership roles in both the North Carolina Global Health Alliance and the North America One Health Universities Network, we will also provide networking opportunities for students in the form of job fairs and opportunities to meet people working in One Health across diverse sectors including industry, non-profits, government, and academia. We estimate using \$7,550/year to help support these efforts. The results will be a better networked student population that will be positioned to find the best employment and further education opportunities.

We will support two scholarships per cohort (total 4 per year) that offset premium tuition, costing \$22,400/year long-term, and \$11,200 in the 2026-27 academic year, when the program is initially launched and only one cohort is enrolled. This allows us to recruit exceptional students, improving our outcomes and also improving the experience of all students. Our cohort model of training allows for significant peer-to-peer learning, and raising the quality of even 10% of the students in a cohort will yield positive educational, networking, and career outcomes.

Finally, we will support faculty effort in teaching in the MS-GOH. This allows us to have faculty that are dedicated to the success of the MS-GOH students in the absence of a traditional departmental structure. This is necessary to flexibly leverage all of the disciplines on campus in a manner that rewards the effort of those faculty and provides a unique and high quality interdisciplinary learning experience for students. We anticipate that teaching needs and support for faculty effort will increase in the first few years of the program, as innovative new courses are developed and implemented.

## **8. Assistantships or grant support for graduate students**

We are planning on funding 2 students per cohort to cover the premium tuition. This represents 10% of the estimated enrollment. Additionally, faculty may choose to support MS-GOH students on their grants, with tuition and/or stipend support.

## **9. Analysis of student indebtedness levels within the university**

The MS-GOH is a new program that has not yet been established at NC State, so it is not possible to analyze student indebtedness for this degree program. Additionally, there are not any comparable degree programs at NC State that can reasonably be used as a benchmark for indebtedness analysis. The best approximation we have is the indebtedness levels for students graduating from programs in allied fields at other universities: UNC-Chapel Hill's MPH, ECU's MSEH, and MPH programs from the 8 peer institutions of NC State with data available in the

College Scorecard. The average indebtedness of federal loan borrowers who graduated from these programs is \$45,914.60, but, as noted in Section 6, required tuition and fees vary substantially between these programs, which has a direct correlation with indebtedness levels. Additionally, as noted in Section 2, the average debt-to-earning rate across these programs is 7.6%, which is below the value of 8% recommended by the US Department of Education and therefore interpreted as a manageable level of indebtedness.

**TUITION INCREASE REQUEST FORM  
FOR PROFESSIONAL SCHOOLS  
2026-2027**

<b><i>North Carolina State University</i></b>
<b><i>Master's of Science-Global One Health</i></b>
<b><i>26.1305</i></b>

	<b>2026-27</b>
<b>Requested School-Based Tuition Increase</b>	<b>Annual</b>
Graduate Residents	\$5,600.00
Graduate Nonresidents	\$5,600.00

	<b>FTE</b>
Graduate Residents	14.00
Graduate Nonresidents	6.00
<b>Total</b>	<b>20.00</b>

<b>Projected Revenues</b>	
Graduate Residents	\$78,400.00
Graduate Nonresidents	\$33,600.00
<b>Total</b>	<b>\$112,000.00</b>

<b>Projected Expenditures</b>	
<i>Summer support</i>	\$30,000.00
<i>Scholarships</i>	\$11,200.00
<i>Teaching Effort for existing FTEs</i>	\$63,250.00
<i>Professional Development</i>	\$7,550.00
<b>Total</b>	<b>\$112,000.00</b>

**Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? (respond yes or no in the box)**

Yes



## Campus Request for Premium Tuition

Date: May 1, 2025

Institution: N.C. State University

Degree Program CIPs\*  
11.1003 123 000 A MS Cybersecurity

Level: Masters

Degree Types:  
MCS, MSCS

Proposed Date of Implementation:  
Semester: Fall  
Year: 2025

**Purpose:** The Master of Science in Cybersecurity (CYS) degree is currently undergoing review by the UNC Board of Governors. It is an interdisciplinary program to be offered by the NC State departments of Computer Science (CSC) and Electrical and Computer Engineering (ECE). The proposed curriculum primarily consists of existing courses that are part of the CSC and ECE Masters programs, both of which already have premium tuition. Premium tuition for the MS in Cybersecurity degree will ensure the following: (1) enhanced opportunities for MS in Cybersecurity students similar to those provided to students in the CSC and ECE Masters programs; (2) support for the existing CSC and ECE Masters programs corresponding to the additional instructional load created by the MS in Cybersecurity students; and (3) parity with the CSC and ECE programs to prevent “backdoor” access to premium coursework.

### Introduction:

Similar to the CSC and ECE Masters programs with premium tuition, the MS in Cybersecurity degree is targeted toward students with a Bachelor’s degree in a highly technical field, such as computer science, computer engineering, or electrical engineering. The employment prospects for a student graduating with an MS in Cybersecurity are equal or greater to those graduating from one of the CSC or ECE Masters programs. The MS in Cybersecurity can be considered a “value added” over these related degrees. That is, there is a high demand for individuals with both cybersecurity and deep technical knowledge.

The CSC and ECE Masters programs have different premium tuition levels. An increase to CSC’s premium tuition was recently approved. To balance these programs, we seek a premium tuition equivalent to the previous CSC premium tuition of \$2,800 per semester for each full-time Masters student. We are asking for this amount for two reasons: (1) most of the MS in Cybersecurity courses are managed by CSC; and (2) we want to establish a strong initial cohort for the program. Having a premium tuition that is slightly lower than the new CSC premium tuition may encourage some applicants to join the MS in Cybersecurity program. After the MS in

Cybersecurity program has grown, we will re-evaluate the premium tuition amount based on demand and accessibility to the current and prospective students at that time.

The MS in Cybersecurity degree curriculum primarily consists of existing master-level courses in the CSC and ECE departments. Therefore, students in the MS in Cybersecurity degree program should financially contribute to the expenses of the CSC and ECE departments to maintain the high quality of the CSC and ECE Masters programs. Premium tuition will be used for teaching assistant support, staff support to provide high-quality advising, as well as for equipment, software, and technical support for lab-based courses. We do not anticipate a significant impact on student accessibility, as students in the MS in Cybersecurity degree have similar, if not better, workforce opportunities as students in the CSC and ECE masters programs due to the high-demand specialization of cybersecurity.

### **1. The anticipated impact of a proposed change on program quality**

The MS in Cybersecurity degree curriculum primarily consists of existing graduate-level courses in the CSC and ECE departments. Students in the MS in Cybersecurity degree program will impact the size of those courses. Initially, we anticipate this impact will be small. However, as the MS in Cybersecurity degree program grows, so will the impact on the instructional support. It is important that each student in the MS in Cybersecurity degree program financially contributes to the CSC and ECE programs an amount commensurate with the number of courses they take in those departments. Therefore, a portion (to be negotiated later) of the CYS premium tuition funds will be contributed to the CSC and ECE Masters programs for purposes already approved for their premium tuition.

Similar to the CSC and ECE Masters programs, a portion of the premium tuition will be used for staff support, including the MS in Cybersecurity's Director of Graduate Programs and Secure Computing Institute's (SCI) Director of Cybersecurity Education and Director of Cybersecurity Practice. This staff support will provide high-quality advising and career support opportunities. For example, funds will help continue the North Carolina Annual Cybersecurity Symposium held on NC State's campus. The event attracts a large number of cybersecurity-focused companies and provides networking opportunities for MS in Cybersecurity students to identify internships and full-time positions. Funding will also support oversight of enhanced extracurricular activities such as the NC State's Student Chapter of the Information System Security Association (ISSA), an international organization for information security professionals.

A portion of the premium tuition will be used for equipment, software, and technical support for lab-based courses. The technology landscape is rapidly changing, and graduates with an MS in Cybersecurity degree must be well-versed in the impact of those changes on cybersecurity. For example, generative AI provides attackers with a new tool for socially engineering users and creating program exploits. Simultaneously, AI provides defenders new ways to detect attacks, identify vulnerabilities before attackers, and assess overall system security.

Finally, we note that without premium tuition equity between the CSC, ECE and CYS, the MS in Cybersecurity program may be identified as a "backdoor" to an NC State degree with value and

prestige similar to the CSC and ECE Masters programs. As a result, the MS in Cybersecurity degree would potentially grow too rapidly and cause a significant strain on the CSC and ECE programs, lowering the quality of all of the programs.

## **2. The projected impact of a proposed change in tuition on access for North Carolina residents**

The percentage of students in the CSC Masters degree program who are residents of North Carolina is currently 23.5%. We anticipate the same rate of students in the CYS Masters program. Once fully phased in starting with the 2025-26 academic year, the proposed premium tuition will increase the cost of a Masters degree education for full-time students by \$2,217 on average<sup>1</sup>. In May 2024, the median starting salary of CSC Masters degree graduates was \$110,000, compared to an average starting salary of CSC Bachelor's degree graduates of \$83,125. Assuming that this difference in starting salaries for students with Bachelor's degrees and those with Masters degrees in our field does not change substantially, the expected time to recover the additional premium tuition cost of \$2,217 is only 0.08 ( $=\$2,217/\$26,875$ ) years, or about one month, for both residents and non-residents. This represents a fast "return on investment" for students. This analysis does not include the additional positive impacts of a Masters degree, such as higher placement rates and quality of career paths.

This represents a fast "return on investment" for students. This analysis does not include the additional positive impacts, such as higher placement rates and quality of career paths, made possible by a high quality graduate program.

## **3. The availability of student financial aid for students with economic need and of tuition remission;**

Students in all degree programs are eligible to apply for need-based subsidized and unsubsidized federal loans (Perkins and Stafford), and the federal PLUS program. As already mentioned, part of the proposed tuition increase will be set aside for the recruitment of, and financial aid for, underrepresented groups, and for U.S. students with documented financial hardships; therefore, affordability will actually improve for those populations..

## **4. The extent to which current and prospective students can afford possible increases in tuition**

Approximately 70% of the CSC Masters degree students engaged in paid internships during the summer at the end of their first year of study. These internships paid an average of \$32/hour in the summer of 2024. The U.S. Bureau of Labor Statistics projections for the period 2023-2033 shows that Cybersecurity and Security Analyst occupations are projected to grow 33 percent

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<sup>1</sup> About half of full-time students complete the Masters degree in three semesters and will incur an additional cost of \$2,100. The other half complete the degree in four semesters, but only have to take one course (3 credits) in the last semester, for a total additional cost of \$2,333. Thus, the average additional cost is \$2,217.

from 2023 to 2033, much faster than the average for all occupations. The median annual wage for information security analysts was \$124,910 in May 2024.

Major employers who have established or are establishing substantial operations in North Carolina do so because of the readily-available supply of a highly-skilled workforce in science, engineering, and computing. Recent examples include Fidelity Investments, Credit Suisse, Deutsche Bank, MetLife, LexisNexis, and others. The N.C. State Engineering Career Fair each year attracts several hundred employers. The Department of Computer Science ePartners program has 54 corporate members who pay between \$5,000 and \$25,000 (and more) as a way to improve their recruiting of our students. N.C. State graduates, including many from our department, constitute the largest cohort of recruits world-wide for IBM, with other companies such as SAS and Cisco also hiring large percentages of their workforce from us.

#### **5. The relationship of projected tuition revenue to institutional and/or program costs**

We project that the proposed program will reach a steady state of around 50 students by year 5. By that time and with premium tuition, the program will be fully self-supported.

**6. Tuition and fees, net of remissions and waivers, charged by peer institutions or programs, as compared to tuition and fees, net of remissions, at the UNC institution or program (the public subsidy received by students at public institutions or programs in the peer set, including the UNC institution or program in question, will also be identified as part of the comparison);**

The following table shows one semester of tuition and fees based on tuition and fee rates at NC State for AY24-25.

<b>Program</b>	<b>Resident</b>	<b>Nonresident</b>
CSC Masters degrees – New	\$10,400	\$20,786
CSC Masters degrees - Old	\$9,700	\$20,086
<b>MS in Cybersecurity</b>	<b>\$9,700</b>	<b>\$20,086</b>
ECE Masters degrees	\$9,300	\$19,686

Tuition and fees charged by peer institutions for Cybersecurity degrees are shown in the appendix. The proposed tuition increase will have little impact on our department's position relative to other schools.

Where in-state tuition is concerned, the proposed increase will keep tuition in the second quartile, although it will move us above two peers that currently have higher tuition (assuming there are no other tuition increases at NC State or at our peers). This

level of in-state tuition remains well below the out-of-state tuition at our peer institutions (with the exception of UT Austin); hence, NC residents are unlikely to apply to a peer institution out of state on the basis of tuition cost alone.

Tuition and fees for other premium tuition programs at N.C. State in 2024-2025 are shown in Table 3:

Program	Resident	Nonresident
Masters of Business Administration	\$14,062	\$24,449
Masters of Engineering Management	\$13,462	\$24,091
Masters of Accounting	\$13,466	\$23,852
Master of Science in Analytics	\$11,150	\$21,536
Masters of Financial Mathematics	\$11,150	\$21,536
Masters in Biomedical Engineering	\$10,900	\$21,286
CSC Masters degrees	\$10,400	\$20,786
<b>CYS Masters degree – Current</b>	<b>\$9,700</b>	<b>\$20,086</b>
ECE Masters degrees	\$9,300	\$19,686
Masters in Foundations of Data Science	\$8,950	\$19,336
Masters in Mechanical and Aerospace Engineering	\$8,400	\$18,786
Masters in Chemical Engineering	\$8,100	\$18,486
Masters of Microbial Biotechnology	\$7,150	\$17,536
Masters in Chemical Engineering	\$8,100	\$18,486

## 7. A plan for the intended use of additional tuition receipts

The proposed tuition increase will be allocated for program support approximately as follows:

- (75%) Salaries and wages for faculty, teaching assistants, graders, and graduate program staff;
- (10%) Recruiting and online education services;
- (15%) Career services and technical support.

These expenditures will improve the quality, scholarship, and experience of our students as described in Section 1 above.

#### **8. Assistantships or grant support for graduate students**

The department of CSC hires 30-40 Masters students every semester as hourly graders. Additional premium tuition receipts will allow us to increase the number of Masters students hired and/or increase their hourly pay. A majority of the courses for the MSCYS program are housed in the CSC department. These premium tuition receipts will go back into the department to provide better grader assistance for our instructors and better pay for students.

#### **9. Analysis of student indebtedness levels within the university.**

Not applicable to this proposal (new degree).

## Appendix A

Spring 2025 tuition and fees charged by peer institutions for Cybersecurity Masters Degrees or similar degrees, full time resident and full-time non-resident students.

University	Resident	Non-resident
Rutgers University	\$17,000	\$32,000
UIUC	\$14,052	\$30,356
University of Maryland	\$13,500	\$18,000
Georgia Tech	\$13,500	\$18,000
University of Minnesota	\$12,600	\$18,000
Texas A&M	\$11,700	\$17,100
University of Wisconsin	\$11,700	\$17,100
<b>NC State (Present)</b>	<b>\$10,400</b>	<b>\$20,087</b>
Michigan State	\$10,800	\$16,200
University of Florida	\$10,800	\$16,200
Penn State	\$10,530	\$10,530
Virginia Tech	\$9,900	\$14,400
Ohio State University	\$9,900	\$14,400
University of Washington	\$9,000	\$13,500
UT Austin	\$9,000	\$13,500
Purdue University	\$5,558	\$14,959

**TUITION INCREASE REQUEST FORM  
FOR PROFESSIONAL SCHOOLS  
2025 - 2026**

<i><b>North Carolina State University</b></i>
<i><b>Master of Science in Cybersecurity</b></i>
<i><b>11.1003</b></i>

	<b>2025-2026</b>
<b>Requested School-Based Tuition Increase</b>	<b>Annual</b>
Graduate Residents	\$5,600.00
Graduate Nonresidents	\$5,600.00

	<b>FTE</b>
Graduate Residents	18.00
Graduate Nonresidents	2.00
<b>Total</b>	<b>20.00</b>

<b>Projected Revenues</b>	
Graduate Residents	\$100,800.00
Graduate Nonresidents	\$11,200.00
<b>Total</b>	<b>\$112,000.00</b>

<b>Projected Expenditures</b>	
<i>Salaries and wages for faculty, teaching assistants,</i>	\$84,000.00
<i>Recruiting and online education services</i>	\$11,200.00
<i>Career services and technical support</i>	\$16,800.00
<b>Total</b>	<b>\$112,000.00</b>

**Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? (respond yes or no in the box)**

**Yes**



# Proposal for Premium Tuition

## Master in Agricultural Business Management (MABM)

### Introduction

ARE is proposing a new Master's of Agricultural Business Management (MABM) degree program. The program is designed to fill a critical gap in graduate educational opportunity and accessibility for North Carolinians. The agriculture and food sector makes up 16% of North Carolina's GDP. North Carolina ranks 9th among states in Cash Receipts from Farming, and yet, there was no MABM program available in the state.

The MABM has strong grassroots support. North Carolina agribusiness is a web of family operations that rely on NC State University to provide the education, extension, and research needed so that the next generation will have the opportunity to help feed the world. Rapid innovation, trade wars, supply chain shocks, historically high operating and capital costs, declining agricultural income for the last three years, and policy uncertainty require highly educated managers to navigate the risks and to position their agribusinesses to take advantage of business opportunities. Agribusinesses in North Carolina are counting on the MABM program to provide the advanced agricultural business education essential to keeping them in existence. We are at a tipping point where sustainability of North Carolina agriculture is at risk.

The purpose of this proposal is to acquire premium tuition authorization for the MABM program. The requested premium tuition will be invested in the program to support students' professional development outside of the classroom, including experiential learning experiences, and individualized career coaching and placement that is essential to meet the MABM program learning outcomes and student expectations and needs. Without the premium tuition we would not be able to provide our students with the quality of education that they need to prepare for and to advance in their future careers.

The Department of Agricultural and Resource Economics (ARE) is preparing to launch a Master in Agricultural Business Management (MABM) in fall 2026.

Program enhancements provided by premium tuition are critical to program quality for the new MABM program. Key program elements supported by Premium Tuition include: a) professional and operational services (student recruitment, admission management, internship/research project recruitment and placement, professional development event planning and implementation, communication and public relations, and individualized career counseling and placement), b) professional development activities outside of the classroom (work/research experiences, networking functions, mentoring, and specialized skills training, workshops, and travel to professional meetings), c) allow current fully committed NCSU faculty instructors to move their expertise into MABM teaching roles by providing teaching coverage offsets to their former instructional programs, and bring adjunct and guest instructors, classroom mentors, and otherwise engage experienced professionals to bring real world perspective and contacts to the MABM program.

The student services that would be provided with premium tuition can be classified into three categories:

- 1) Professional Development and Career Planning Services
- 2) Enhanced Instruction.
- 3) Student Recruitment and Support.

The benefits of premium tuition can be classified into three categories:

- 1) More competitive students in the job market.
- 2) Better positioned alumni for career advancement.
- 3) Improved access and retention of students.

Each of the services and benefits will be discussed in detail in the rest of the proposal.

## **1. The anticipated impact of a proposed change on program quality**

- Describe expected enhancements in program quality.
- Strategies could include showcasing improvements needed or benchmarking against competing programs.

Premium tuition will enhance the MABM in three main ways:

### **A. Professional Development and Career Planning**

The courses in the MABM program cover only part of the skills that students need to be competitive in the job market and graduates need to advance in their careers. The additional skills that students need for career success are acquired only through professional development and career planning outside of the classroom.

The professional development that premium tuition will enable is essential for our students to maximize the return on their investment. They are counting on us to do all that we can to prepare them for their careers. College degrees qualify students for job interviews and advancement, but it is professional development that sets students ahead of the competition.

We will offer the following professional development: experiential learning experiences, networking, external mentoring, specialized skills workshops, and actionable career planning. Resources are needed to hire a program manager to organize professional development activities and to cover the cost of the activities.

Students will complete either an applied research project or an internship during the summer. ARE will recruit, design, place, and assess the learning experiences.

Networking events will be offered to support career exploration, job searches, and collaborations. Funding will be provided to students to enable their participation in professional associations.

Students will be assigned to an off-campus mentor in their field of study, one student per mentor. Mentors are businesspeople and often NC State alumni.

Specialized skills workshops will be offered that award certificates of completion to participants. Workshops include sales, collaborative problem solving, and real estate investment.

ARE will operate a career placement office, which will work collaboratively with CALS Career Services and the NC State Career Development Office. We will recruit experiential learning opportunities, coach our students for job searches and interviews, and each student will have an opportunity to develop a personalized career development plan. Our goal is for our students to have a job prior to graduation, with a competitive salary, and a track for advancement, commensurate with their educational investment.

We will design and offer professional development for both our on-campus students as well as our distance students.

ARE is a leader at NC State in the professional development that we provide for undergraduates by way of our Office of Student Mentoring (OSM). We will expand the OSM to include our graduate students.

### *B. Enhanced Instruction*

Premium tuition will ensure that we have the most qualified teachers in the classroom. Premium tuition will allow us the flexibility to have faculty teaching in our undergraduate program to also teach in the MABM, either by overload or we could hire a well-qualified adjunct to cover their undergraduate class. We have faculty in the undergraduate program who we need to teach in the MABM because of their subject matter expertise, and we could hire adjuncts to cover undergraduate courses without sacrificing the value of the undergraduate degree.

Premium tuition will provide the funds that we need to contract with other departments to offer sections for our students. We would not be able to offer the MABM without the flexibility to have other departments offer their existing courses in our program.

We want the most qualified instructors teaching in both our undergraduate and graduate programs. Our undergraduate program is very strong and has grown rapidly to over 600 majors. We are committed to keeping the undergraduate program strong and to creating a MABM program that is just as strong. These Premium Tuition supported elements of the new MABM program are clearly major enhancements to the quality of the program and students' educational experiences. They are also typical components of MBA programs and other professional master's degree programs.

### *C. Student Accessibility, Recruitment, and Growth*

Premium tuition will allow us to offer financial support to students. This will increase student accessibility, make us more competitive for out-of-state students, and help us to grow our program. More details are provided when addressing key element 3 below.

## 2. The projected impact of a proposed change in tuition on access for North Carolina residents

- Demonstrate that tuition changes will not hinder or will improve access.
- Strategies could include financial aid provisions and comparing the time to recover tuition costs post-graduation.

Premium Tuition is set low enough that it will not hinder access. The UNC System sponsored ROI study (2023) lists median lifetime Returns on Investment in UNC System graduate degrees ranging from \$1.1 million (International Business/Trade/Commerce) to \$1.55 million (Business Administration and Management, General) to \$2.1 million (Management Science). While ROI did not address the MABM directly (no graduate program has the CIP code 01.0102 in the UNC System), it is clear that similar graduate degrees in the UNC System have a high ROI. The MABM Premium Tuition increment is less than that of many programs included in the ROI study and represents between 0.4 and 0.8% of the ROI reported for the programs.

ARE is requesting a premium tuition rate of \$2,700 per semester for full-time students (9 or more credit hours), or \$300 per student credit hour (SCH) for those enrolled in 9 credit hours. In comparison, the MBA program at NC State charges a premium tuition of \$879. The Master of Financial Mathematics at NC State is a recent new program and non-thesis like MABM. The premium tuition for that program is \$556. We cannot identify another master's degree in business management that is lower cost than the MABM. ARE is confident that the tuition of the MABM with premium tuition is very competitive and would yield a good return on the investment.

The proposed premium tuition per credit hour requested here is what was originally proposed during the start-up phase in the MABM program proposal. **Note that NCSU Form A is designed for on-going programs so when applied to 2026-2027, the first year of the MABM program, includes only Premium Tuition from a first year. In 2027-2028 and subsequent years, aggregate MABM Premium Tuition and spending is 66.67% higher when both a first year and second year cohort are included (30 credit hours rather than 18). We have added a column to form A for second and subsequent years of the new degree program while preserving the same \$300 per student credit hour rate.** In the first year of the MABM (2026-2027), we include 7 semester long positions during the academic year and 4 summer positions each paying \$3,600 per semester to provide need-based assistantships for students. Second, in the original proposal, we included a Graduate Service Coordinator position at a salary of \$65K. Given the vital importance of this position, it has been changed to a Program Manager/Administrator at \$90K full-time. For the reduced Premium Tuition budget year in 2026-2027, the administrator position is reduced to 70% time for one year only resulting in a salary cost of \$63K. The Program Manager/Administrator is critical to manage a) student recruitment, b) admission management, c) internship/research project recruitment and placement, d) professional development event planning and implementation, e) communication and public relations, and f) individualized career counseling and placement.

### **3. The availability of student financial aid for students with economic need and of tuition remission**

- Detail plans for increasing financial aid and tuition remission.
- Highlight any changes in support structures like assistantships or fellowships.

ARE is strongly committed to student accessibility. We will allocate a large portion of the premium tuition for graduate assistantships to provide need-based funding for students. The model that we will follow would employ students on an hourly basis to work in the ARE Department. Examples of work include serving as teaching assistants and assisting ARE with recruitment and organizing professional development activities.

During the first year of the new MABM, we are budgeting \$39,600/year of projected premium tuition revenue in 2026-2027 to provide hourly teaching assistantships. At \$3,600 per semester, 11 semester-long assistantships are provided with priority going to students with economic need. We will increase this number to 14 semester-long assistant positions in second and subsequent years. We are committed to developing gifts, grants, contracts, and other external funding to further expand the sustainable scope of the program while enhancing accessibility and program quality. Among the top priority targeted uses for external funding are new fellowships and assistantships that would generate full tuition remission for students in need.

### **4. The extent to which current and prospective students can afford possible increases in tuition**

- Present comparative data on starting salaries and student indebtedness.
- Show that the tuition increase is justifiable based on returns on investment.

ARE is pledging strong support for student accessibility. We expect more than 75% of the MABM enrollment to come from our undergraduate program in Agricultural Business Management and less than 10% of that population has financial-need as measured by FASFA. Given the very competitive price of the MABM and our expected student market, the MABM will yield a strong return.

The 2022 NABE Salary Survey reports average base salaries of those members with a Master's degree or an MBA standing at \$144,500 (137 respondents) and \$155,000 (25 respondents), respectively. Responses by MABM Board members indicate a salary premium for Master's degree holders versus those with an undergraduate degree ranging from 20% to 50% positive difference. Respondents were from key employers for MABM graduates including Bayer Crop Science, Farm Credit of NC, John Deere, and Reynolds American Inc. Note that the \$9,000 Premium Tuition cost of the MABM is 5.8% to 6.3% of the single year salaries above. Also note that the Premium Tuition cost is less than half of a single year of the annual 20% to 50% (\$20K to \$50K) salary increase attributed to Master's and MBA degrees.

As stated above, the ROI study (2023) lists median lifetime Returns on Investment in UNC System graduate degrees ranging from \$1.1 million (International Business/ Trade/ Commerce) to \$1.55 million (Business Administration and Management, General) to \$2.1 million (Management Science). The \$9,000 Premium Tuition increment for the MABM is less than that of many programs included in the ROI study and represents between 0.4% and 0.8% of the ROI reported for the programs. Initial investment in the MABM is easily recoverable accordingly.

## **5. The relationship of projected tuition revenue to institutional and/or program costs**

- **Illustrate how the increase will cover the essential costs without burdening the program or institution.**

In the second full year of the new MABM, program costs are estimated to be \$654,395. Premium Tuition is projected to cover \$225,000 (34%) of the total cost. The largest costs of the program include tenure track and non-tenure track faculty to teach and direct the MABM program. The bulk of faculty costs are covered by the Provost and the Dean of the College of Agriculture and Life Sciences at NC State. The Department of Agricultural and Resource Economics is the home of the MABM and will cover other costs of operating the program. The Premium Tuition revenue is essential to covering the remainder of costs of the program without burdening the department, college or university.

## **6. Tuition and fees, net of remissions and waivers, charged by peer institutions or programs, as compared to tuition and fees, net of remissions, at the UNC institution or program (the public subsidy received by students at public institutions or programs in the peer set, including the UNC institution or program in question, will also be identified as part of the comparison)**

- Provide a comparative analysis of tuition fees and public subsidies with peer institutions.

Other programs at NC State charge premium tuition to operate their programs that are comparable to the proposed MABM program by way of the business content covered or by the graduate track. The premium tuition per credit hour: \$897.17 Master of Business Administration, \$812.89 Master of Accounting, and \$546.50 Master of Financial Mathematics (terminal track degree as MABM). The requested premium tuition of \$300 per credit hour for the MABM is far less than the comparable programs at NC State.

MABM is a value for students and highly competitive with similar programs despite the premium tuition. The total cost for attending the MABM with the premium tuition for an in-state full time student is \$27,249, less than the 35K for a Master of Science degree from NC State University. MBA programs are significantly more expensive. The MBA at NC State costs \$55,732, at UNC \$125,589, and the national average is \$43,476. The total cost of a Master of Science in Agribusiness Management at Purdue University is \$40,925 for residents. The total cost of a

Master of Agribusiness (MAB) at Texas A&M University is about \$35,314 for Texas residents and \$56,314 for non-residents.

**7. A plan for the intended use of additional tuition receipts (e.g., needed improvements to the educational program, funding for competitive salary increases, financial aid, etc.)**

- Clearly specify the intended enhancements and benefits from the increased tuition.

We plan to use the Premium Tuition revenue to fund resources that are critical to the quality and accessibility of the MABM program. Resources include:

- 1) A 70% time Program Manager/Administrator (2026-2027) \$91,400
  - Budgeted at a salary of \$63,000 per year and 32.23% fringe and health insurance at \$8,095 for 2026-2027.
  - Budgeted at \$127,102 for the second and subsequent years of the MABM: full-time salary \$90,000 per year and 32.23% fringe and health insurance at \$8,095
  - Absolutely necessary to manage a) student recruitment, b) admission management, c) internship/research project recruitment and placement, d) professional development event planning and implementation, e) communication and public relations, and f) individualized career counseling and placement.
- 2) Graduate Student Assistant Positions: \$39,600
  - Budgeted at \$39,600 per year including 7 semester long positions during the academic year and 4 summer positions each paying \$3,600 per semester (roughly 16 weeks) during 2026-2027.
  - Budgeted at \$50,400 per year in second and subsequent years of the MABM including 10 semester long positions during the academic year and 4 summer positions each paying \$3,600 per semester (roughly 16 weeks).
  - Used to provide graduate assistantships for students with economic need.
- 3) Student Professional Development Activities, 2026-2027: \$2,000
  - Budgeted at \$19,998 per year in second and subsequent years of the MABM
  - Essential to prepare students for their career paths; includes a) work/research experiences (required), b) networking, c) mentoring, d) specialized skills development, e) workshops, f) travel to professional meetings, g) networking events, all in addition to classroom instruction.
- 4) Current Faculty Offset, Adjunct and Guest instructors, 2026-2027: \$2,000
  - Budgeted at \$27,500 per year in second and subsequent years of the MABM
  - Includes offset to allow reassignment of expert instructors from our undergraduate program to the MABM, as well as adjunct and guest instructors, classroom mentors, and other engagement of experienced professionals critical to enhancing educational quality and program reputation.

<b>Total intended use of projected premium tuition receipts 2026-2027</b>	<b>\$135,000</b>
<b>Total intended use of projected premium tuition receipts second and subsequent years</b>	<b>\$225,000</b>

## **8. Assistantships or grant support for graduate students**

- Detail current support levels and any improvements planned through the additional funds.

As the MABM is a new program, there are no current support levels. During the first year of the new MABM, we are budgeting \$39,600/year of projected premium tuition revenue to provide hourly teaching assistantships. At \$3,600 per semester, 11 semester-long assistantships are provided in 2026-2027 with priority going to students with economic need. In the second and subsequent years of the MABM, we budget \$50,400 per year to fund 14 semester-long assistantships annually with priority going to students with economic need. We are committed to developing gifts, grants, contracts, and other external funding to further expand the sustainable scope of the program while enhancing accessibility and program quality. Among the top priority targeted uses for external funding are new fellowships and assistantships that would generate full tuition remission for students in need.

## **9. Analysis of student indebtedness levels within the university.**

- Detail current support levels and any improvements planned through the additional funds.

As the MABM is a new program, there is no information on current support levels. We are committed to provide financial aid to students with economic need and will fund 11 (2026-2027) and then after 14 semester-long assistantships at \$3,600 per assistantship per semester. We are also committed to developing gifts, grants, contracts, and other external funding to further expand the sustainable scope of the program while enhancing accessibility and program quality.



**TUITION INCREASE REQUEST FORM  
FOR PROFESSIONAL SCHOOLS  
2026-2027**

***North Carolina State University***

<b><i>Master in Agricultural Business Management (MABM)</i></b>
<b><i>E01.0102 Agribusiness/Agricultural Business Operations</i></b>

	<b>2026-2027 Annual Increment</b>	<b>2027-2028 &amp; Subsequent Annual Increment</b>
<b>Requested School-Based Tuition Increase</b>		
Graduate Residents	\$5,400.00	\$5,400.00
Graduate Nonresidents	\$5,400.00	\$5,400.00

	<b>FTE</b>	<b>FTE</b>
Graduate Residents	20.0	33.3333
Graduate Nonresidents	5.0	8.3333
<b>Total</b>	<b>25.0</b>	<b>41.6666</b>

<b>Projected Revenues</b>		
Graduate Residents	\$108,000.00	\$180,000
Graduate Nonresidents	\$27,000.00	\$45,000
<b>Total</b>	<b>\$135,000.00</b>	<b>\$225,000</b>

<b>Projected Expenditures</b>		
Full-time Program Manager/Administrator	\$91,400.00	\$127,102
Graduate Student Hourly Assistant Positions	\$39,600.00	\$50,400
Student Professional Development Activities	\$2,000.00	\$19,998
Current Faculty offset, Adjunct and Guest instructors	\$2,000.00	\$27,500
<b>Total</b>	<b>\$135,000.00</b>	<b>\$225,000</b>

<b>Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? (respond yes or no in the box)</b>	<b>Yes</b>
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