

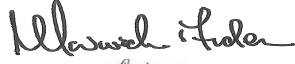



Executive Vice Chancellor  
And Provost  
and  
Vice Chancellor for  
Finance and Administration

Holladay Hall  
Raleigh, NC

**MEMORANDUM**

TO: Richard D. Berlin, III, Associate Vice Chancellor, Campus Enterprises  
Jeff Halliburton, Senior Director, Auxiliary Services, Campus Enterprises

FROM: Warwick A. Arden, Executive Vice Chancellor and Provost   
Charles A. Maimone, Vice Chancellor, Finance and Administration 

SUBJECT: Academic Course Materials

DATE: August 22, 2023

Thank you for the update you provided last week about the current state of course material procurement and distribution to students. We recognize the opportunities presented by new business models proliferating across university campuses as well as the business challenges that bookstores like Wolfpack Outfitters are facing regarding instructional materials. It is clear that the digital transformation of course materials was greatly accelerated by pandemic related remote instruction. This also brought to the fore a better understanding of the cost and availability benefits that Inclusive Access and Equitable Access programs can provide to students.

In alignment with the institutional responsibilities that NC State Stores fulfills related to course material list curation and supply, as more clearly defined in [REG 07.10.02](#), [POL 07.10.01](#) and [REG 02.20.10](#), we charge you with convening a Course Material Transition Group to investigate Equitable Access programs and provide a recommendation about the future of course material delivery at NC State. This should include an implementation plan for Equitable Access for the fall of 2024. The working group should ensure engagement across the university, including representation from:

- Office of the Provost
- DASA - Student Ombudsman, Disability Resource Office, Academic Success Center, etc.
- Office of Information Technology
- DELTA
- Libraries
- EMAS- Registration and Records, Student Financial Aid, Undergraduate Admissions, etc.
- OFA - Budget and Resource Management, Cashier's Office, Controller's Office, etc.
- University Communications
- Faculty Senate
- Student Government
- Campus Enterprises/NC State Stores

Please plan to provide a final report of the working group's findings and recommendations by December 31, 2023.

cc: Katharine Stewart, Senior Vice Provost for Faculty and Academic Affairs  
Amy Jinnette, Associate Vice Provost for Academic Affairs  
Catherine Phillips, Director of Operations, Analysis & Planning, Finance and Administration