

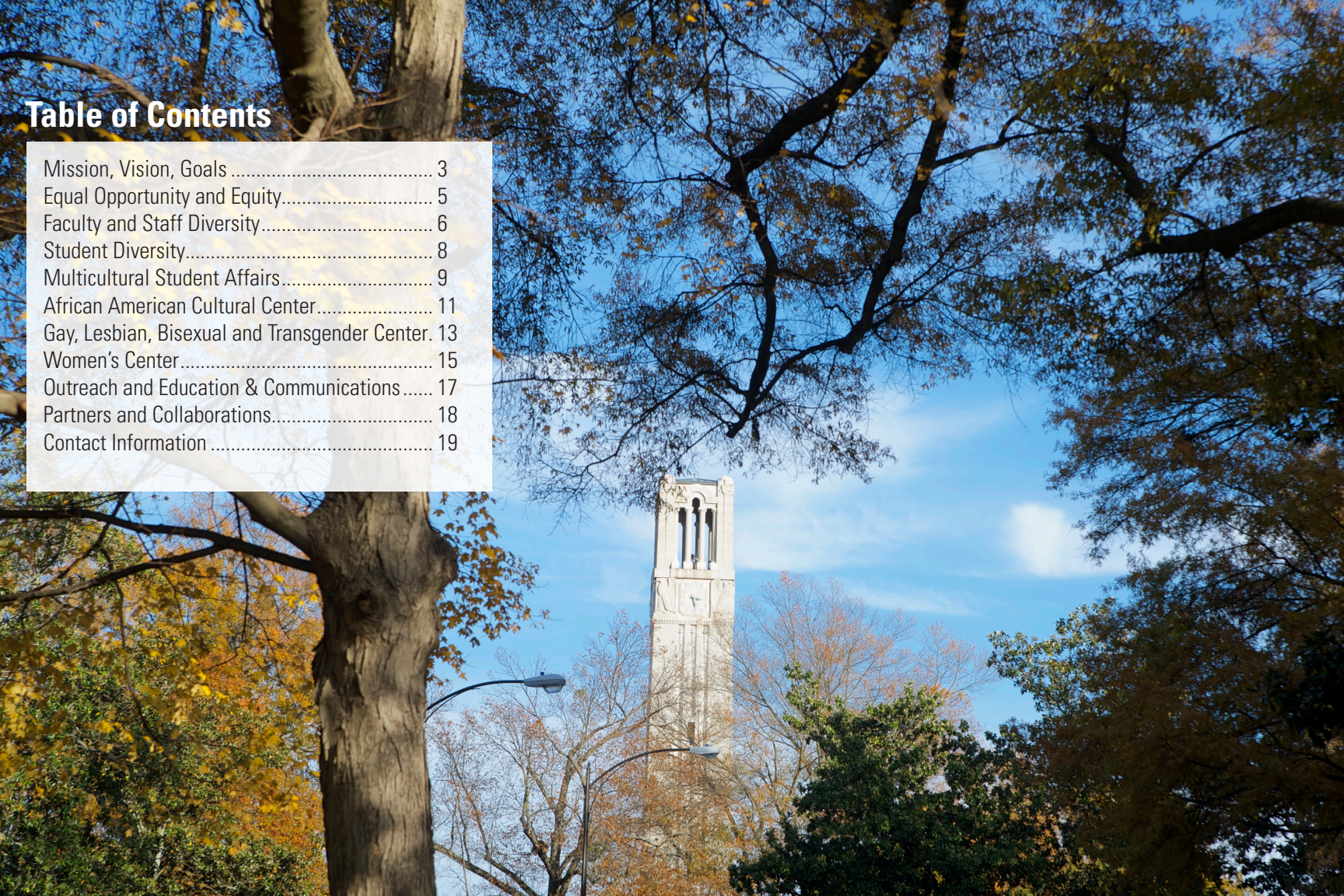


Many Paths, One Mission

The Office for Institutional Equity and Diversity at NC State

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Mission

The Office for Institutional Equity and Diversity (OIED) is committed to fostering an inclusive, accessible, and diverse intellectual and cultural campus experience related to the mission of North Carolina State University (NC State). The OIED facilitates efforts to ensure equity and opportunity, increases awareness of diversity issues through education, and strengthens relationships across diverse groups. Through these efforts, the OIED promotes cultural competence development, thereby fostering a welcoming and respectful campus. By providing guidance, programming, and outreach to constituent groups and the community, and by adhering to accountability and compliance standards, the OIED prepares NC State students, faculty, and staff for local, state, national, and global collaboration.

Vision

To foster an inclusive campus community of students, faculty, and staff who value and inspire personal, academic, and professional excellence.

Goals

- Cultivate a community in which individuals demonstrate respect toward one another.
- Facilitate campus efforts to increase participation, retention, and success of students, faculty, and staff from historically underrepresented groups.
- Ensure that NC State is an equitable and inclusive environment, one that is free from prohibited discrimination and harassment.
- Provide effective awareness and enrichment programming to the NC State community.
- Work together, as units of the OIED, to provide a unified, campus-wide approach to ensure that students, faculty and staff learn and work within a campus defined by the best practices in equity, diversity, and inclusion.



Equity and diversity are important at NC State. As stated by Chancellor William Randolph Woodson, “In order to achieve our university goals and to prepare students for the global workplace that awaits them after leaving NC State, we must create a campus climate and overall sense of global awareness that encourages and embraces all forms of diversity.”

As we celebrate the 125th anniversary of the founding of what was the “North Carolina College of Agriculture and Mechanic Arts,” we are mindful of how far we’ve come in the last one hundred and twenty-five years. As NC State transformed from an initial class of 70 white males to a 21st century educational institution of 35,000 diverse students, the Office for Institutional Equity and Diversity has emerged as a key contributor in the university’s efforts to build an equitable and inclusive campus community. NC State’s commitment to diversity is affirmed by an equally strong commitment to non-discrimination and equal opportunity.

The creation of the Office for Institutional Equity and Diversity through the reorganization and realignment of several units (Office for Equal Opportunity, Office for Diversity and Inclusion, GLBT Center, Women’s Center, Multicultural Student Affairs, African American Cultural Center, and Disability Services) underscores the university’s commitment to creating and maintaining a living and learning environment that embraces individual difference. Ensuring that NC State’s students are culturally competent is a high priority.

The following annual report of the new Office for Institutional Equity and Diversity reveals that much has been accomplished during 2011-2012. Yet, there is still a lot to be done! Because diversity is what makes our lives richer and gives us the chance to advance our university, the Office for Institutional Equity and Diversity will continue striving to help the university be more diverse in hopes of creating a culture that values empathy, respect, tolerance and equality for all.

Joanne G. Woodard
Vice Provost for Equity & Diversity
June 2012

Equal Opportunity and Equity

Title IX Compliance

Title IX of the Education Amendments of 1972 requires that all educational institutions that receive federal funds or financial assistance must prohibit sex discrimination in their education programs and activities. These provisions apply to all programs and activities, including recruitment, student admissions, financial assistance, housing, access to academic offerings, and athletics.

The Office for Institutional Equity and Diversity is responsible for implementing and monitoring NC State University's Title IX compliance. The Vice Provost for Institutional Equity and Diversity is the University's designated Title IX Coordinator. OIED works to improve Title IX compliance at NC State through training, promotional materials, and workshop development.

Equal Opportunity Training for Students and Employees:

OIED conducts sessions at new student orientations and residences for over 5,000 incoming first year and transfer students; and sessions at new employee orientations, training over 750 new employees in 2011-12.



Equal Opportunity and Equity serves as the compliance unit within the Office for Institutional Equity and Diversity. Its activities include:

Equal Employment/Affirmative Action (EO/AA) Compliance: Compliance activities include the NC State Equal Employment/Affirmative Action Plan annual update, review of employment actions, review of employee exit data, and guidance for search committees.

Complaint Processing: OIED processes complaints related to allegations of harassment, discrimination, and retaliation at NC State.

Americans with Disabilities Act (ADA) Compliance: OIED partners with Disability Services, Human Resources, Public Safety, IT Accessibility, and Facilities to meet the needs of students and employees with disabilities.

Discrimination and Harassment Prevention Outreach: Workshops, presentations, and online training for NC State employees are conducted on an ongoing basis.

Faculty and Staff Diversity

Faculty Diversity and Staff Diversity serve to promote the recruitment, retention, and success of faculty and staff at NC State. Their activities include:

External Mentoring Mini-Grants:

Assistant professors compete for up to \$1200 to allow them to visit a mentor at another institution, invite a mentor to NC State, or participate in other mentoring activities.

General Education Program (GEP) Course Development Fund:

OIED offers mini-grants to faculty and staff for developing courses that satisfy the NC State's Diversity GEP requirement.

Diversity Fact Book:

Faculty and Staff Diversity updates this annual compilation of diversity-related NC State facts and figures.

Ongoing support for University Committees:

Council on the Status of Women, African

American Faculty/Staff Organization, Multicultural Faculty Association, and Hispanic/Latino Faculty Group.

Facilitation of Diversity-related Councils:

University Diversity Advisory Council, American Indian Advisory Council, Chancellor's African American Community Advisory Council, and Staff Diversity Advisory Board.

Sisterhood Dinner:

This annual event celebrates the contributions and accomplishments of NC State women.

Human Rights Day:

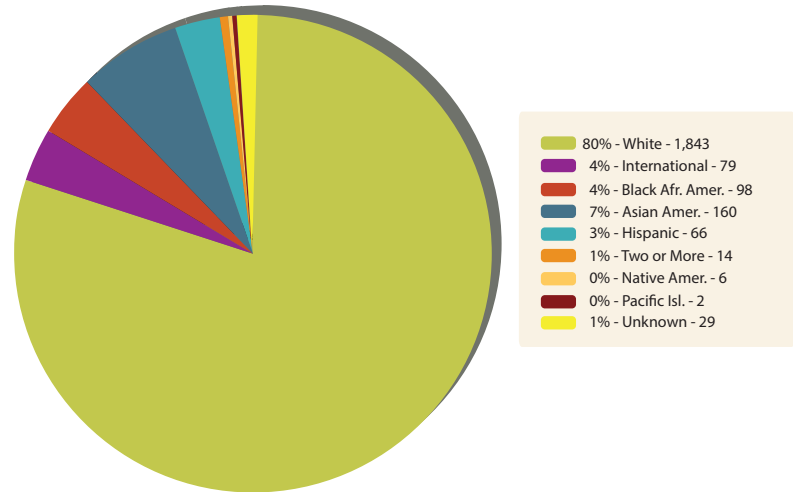
OIED staff schedule and facilitate an annual observation of Human Rights Day. In recent years, this has included a proclamation signing ceremony with the Chancellor.

Building Future Faculty Program

The NC State University Building Future Faculty (BFF) Program is a two day all-expenses paid workshop for doctoral students and post-doctoral scholars who are interested in pursuing academic careers, who are committed to promoting diversity in higher education, and who are one to two years away from beginning a job search. During the workshop, which is held each spring at NC State, the participants attend sessions describing life as a faculty member at a research extensive university, expectations of new faculty, and resources available to faculty for help with research and teaching. Participants attend presentations on research and teaching and faculty development and have discussions with current faculty at all levels from assistant to full professor.



NCSU Faculty and Staff Demographics, Fall 2012



NC State Regulation Updates: The Council on the Status of Women helped to introduce an NC State regulation providing for parental leave for graduate students and helped revise the tenure clock regulation to include language explicitly recognizing domestic partners as family members.

ADVANCE Developing Diverse Departments (D3) Program: This grant-funded program created the Leadership Development Workshop Series and the Climate Workshop Series.

Faculty Liaisons: OIED appoints faculty liaisons to focus on specific topics, such as recruitment and retention of African American faculty and to develop an external advisory board.

Lactation Rooms: The Council on the Status of Women, one of Faculty Diversity's affiliated groups, has worked to triple the number of lactation rooms on campus.

Student Diversity

Student Diversity provides leadership in the university's efforts to coordinate, implement, and facilitate a comprehensive array of educational and cultural programs to serve a diverse student body, promote cultural competence, cultural interaction, and an understanding of and appreciation for diversity throughout the university community. Its activities include:



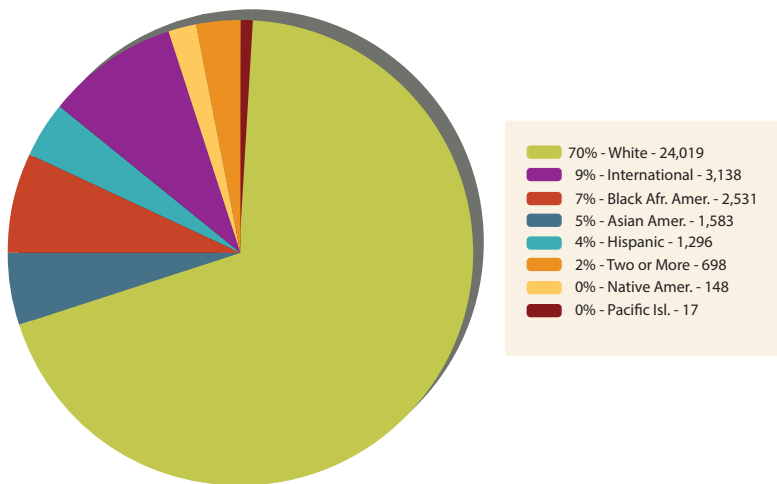
Student Recruitment: OIED participates in recruitment receptions and visitation days to welcome over 3,000 prospective students.

University Diversity Mini-Grant Program: OIED invites proposals for this annual program, which provides up to \$3,000 to faculty and staff for the implementation of diversity and inclusion initiatives and research projects that further the academic mission of the university.

University Diversity Awards: OIED hosts the annual University Diversity Awards, recently renamed the Chancellor's Creating Community Awards, to honor outstanding faculty, staff, colleges, and students nominated by the NC State community for exceptional efforts and contributions in the areas of equity, diversity, and inclusion.

Campus Religious and Spirituality Study: OIED conducted a campus-wide spirituality survey to learn how NC State students perceive various spiritual and religious facets of campus life, safe spaces for diverse identities, beliefs and practices, positive aspects of campus climate, challenges and opportunities, and how students engage in interfaith action, dialogue, and service.

NCSU Student Demographics, Fall 2012



Multicultural Student Affairs

Multicultural Student Affairs researches, designs and implements programs that promote the pursuit of academic success, retention, and graduation of students from NC State University, with a particular emphasis on three historically underrepresented ethnic groups: African Americans, Native Americans, and Hispanics/Latinos. Its activities include:

African American, Native American, and Hispanic/Latino Symposia: These 1.5 day programs, held annually just prior to the start of the school year, provide information and support for incoming students in these underrepresented groups.

Peer Mentor Program (PMP): This program's over 200 students voluntarily serve as mentors for incoming students. Programs include the annual Fall Convocation, attended by over 500 students, seminars, training, cultural celebrations, and the Spring Awards Banquet.

Freshman Honors Convocation: This annual event honors freshmen who achieve a 3.0 or greater first semester GPA and features presenters such as motivational speaker Dee Marshall.



Guaranteed 4.0 Academic Bootcamp: This structured workshop, open to all continuing students, strategically maximizes participants' academic success to achieve a 4.0 GPA.

Hispanic/Latino Advisory Group: Students, faculty, staff, administrators, and community leaders come together in this group to help ensure that the needs of current and future Hispanic/Latino students are met.

W.E.B. DuBois Honor Society: This society promotes the pursuit of academic excellence, engages in service, and recognizes the outstanding achievements of its members, who must be in the top 20% of their class.

Student Leadership Retreats and Alternative Service Breaks: MSA brings students together with its annual Student Leaders Retreat and Service Break trips to locations such as the Civil Rights Museum in Greensboro, NC, the MLK Memorial Site in Atlanta, GA, and the Gullah/Geechee Nation near Charleston in St. Helena Island, SC.



Diversity Dialogues

OIED invites the campus community to diversity speaking events twice per year. Recent speakers have been author and journalist Eric Etheridge with student Doa'a Dorgham and documentary filmmaker, author, and poet Lee Mun Wah. Recently, OIED brought actor and producer America Ferrera to NC State.

Annually, one of the Diversity Dialogues comprises part of Diversity Education Week, a concentrated week full of diversity themed lectures, panels, workshops, activities, and presentations sponsored or co-sponsored by OIED.



In recent years, OIED has become well known for its student-focused diversity celebrations and commemorations, including African American History Month, Hispanic Heritage Month, and Native American Heritage Month.



The Tunnel of Oppression

Multicultural Student Affairs, in collaboration with several other campus organizations, including the GLBT Center and the Women's Center, helped facilitate this multi-day event, in which participants experience oppression up close.

Student Groups: MSA actively supports the African American Student Advisory Council (AASAC), the Native American Student Association (NASA), the American Indian Science and Engineering Society (AISES), Mi Familia, the Society of Hispanic Professional Engineers (SHPE), and the NC State Student Mentor Association.



African American Cultural Center

The African American Cultural Center promotes an awareness of and appreciation for African, African American, and other African de-scent cultures at NC State. Its activities include:



Programs and Celebrations: Harambee, artists-in-residence, panel discussions, Living Legends series, AACC Book Club, Shoeboxes of Love, Red White and Black Walks, Dr. Martin Luther King Jr., Campus Commemorations, writers-in-residence, L. M. Clark Lectures, Annual African Diaspora Film Festival, and the Annual Africana Studies Program - University in the Community Forum all celebrate and commemorate African American culture at NC State.

AACC: In Focus showcases interviews, research, and public affairs-based programming made available in video format on the AACC website.

Saturday Program for Academic and Cultural Enrichment (SPACE): This program links college-bound area high school students with students in Ghana.

AACC Tours: This program creates global connections by offering faculty-led tours in Africa.

Student Engagement: Seven active student organizations are housed in the Witherspoon Student Center, home of the African American Cultural Center, including the African Student Union (ASU), Associations for the Concerns of African American Graduate Students (ACAAGS), the National Association for the Advancement of Colored People (NAACP), Peace Church, Reach Out and Touch, Society of African American Culture (SAAC), and the Uninhibited Praise Gospel Choir (UPGC).

Faculty Engagement: The Black Female Faculty Group and the Black Faculty Initiative both receive support from the African American Cultural Center.

African American Cultural Center



Art Gallery

The recent “Women Empowered: Inspiring Change in an Emerging World,” “Too Black Too Fast,” and “Majesty Incognito: East Meets West – the Art of Yuko Taylor” are some of the ongoing exhibitions in the AACC Gallery.



TOO BLACK TOO FAST

OPENING RECEPTION
TUESDAY, JANUARY 31, 2012
6:00p.m. – 8:00p.m.
WITHERSPOON STUDENT CENTER

THE NCSU
AFRICAN AMERICAN
CULTURAL CENTER
GALLERY

Southern Black Film and Media Consortium (SBFMC):

NC State’s African American Cultural Center is a founding member of the SBFMC, a collaboration with cultural centers at UNC Chapel Hill, Duke, and the NC State Africana Studies Program and academic units at St. Augustine’s College, Shaw University, UNC Greensboro, NC A&T University, NC Central University, Bennett College, and the Hayti Heritage Center.



Gay, Lesbian, Bisexual, and Transgender Center

The GLBT Center provides support for gay, lesbian, bisexual, and transgender students, faculty, and staff at NC State and provides programs and services for the campus community. Its activities include:



Lavender Leadership and Outstanding Ally Awards:

Two new awards were established in 2012, the Thomas H. Stafford Lavender Leadership Award and the Evelyn Q. Reiman Outstanding Ally Award, to be given annually. The Lavender Leadership Award is given to a GLBT identified student leader and the Outstanding Ally Award to a faculty/staff ally identified individual.

Gay, Lesbian, Bisexual, and Transgender Community Alliance (GLBT-CA):

This group meets with students, plans, and assists with events for the GLBT Center.

Community Events: Staff from the center participate in community charity and awareness events such as the Grape Myrtle Festival, Habitat for Humanity's Shack-a-Thon, NC Pride, Raleigh Is Coming Out Awards, and the Works of HeArt art auction.

Campus Outreach and Training:

GLBT staff speak and present to other campus units to educate and inform with the goal of decreasing homophobia

on campus. The center also continues to offer its ongoing Project Safe and Transgender 101 workshops, both to the NC State community as well as in partnership with external sponsors, such as GlaxoSmithKline.

Participation in Open Houses: GLBT Center has a presence at Wolfpack Welcome Week events and hosts its own open house.

National Coming Out Day: GLBT Center organizes the painting of NC State's "Free Expression Tunnel" for National Coming Out Day each year with affirming messages in support of the GLBT community.

GLBT Center

Gateway to Change

Susan Woodson, a local artist who is also Chancellor Randy Woodson's wife, debuted her work, titled, "Gateway to Change" at the Roundabout Art Collective, near NC State. The painting honors Bayard Rustin, a civil rights activist who was also gay. The painting will eventually be displayed at the GLBT Center.



The GLBT Center and Women's Center distribute several hundred **I Heart Diversity** T-shirts every year in conjunction with National Coming Out Day, along with other sponsoring groups.



Programs and Events: The center brings performance groups such as F to eMbody, a transgender hip-hop/spoken-word performance group, to campus; holds its annual Cabaret talent showcase; and hosts film screenings and speakers from organizations such as the Trevor Project, the Vote Against Project, and Evan Wolfson from Freedom to Marry, a national non-profit organization. It also hosts Drag Bingo and drag show fundraisers and sponsors an alternative service break trip to San Francisco that looks at the GLBT community and homelessness.

Graduate Student and Young Professional Network (GSYPN): This group provides support and networking with similar groups from UNC Chapel Hill and Duke University.

GLBT and Ally Summit: NC State student leaders hosted a state-wide summit on GLBT issues.

Lavender Graduation: The annual Lavender Graduation recognizes undergraduate and graduate GLBT and ally students and acknowledge their achievements and contributions to the university.

Academic Courses: GLBT is teaching and/or collaborating in the teaching of GLBT Life, Psychosocial Identity Development, and GLBTQ in Literature, academic courses that satisfy the university's diversity requirement.

In October of 2011, NC State's GLBT Center was vandalized with hate messages. While this incident shocked and saddened the NC State Community, it also strengthened it. In the days immediately following, the first Ally Rally was held, in which hundreds of NC State students attended to show support for the GLBT community. Attendees signed positive messages on red and white paper loops that were made into chains that adorned the Center along with cards and letters from many individuals and institutions. The Ally Rally is now an annual event in which the NC State community visibly shows its support for its GLBT students, colleagues, and friends.

Women's Center

The Women's Center is a catalyst and resource that advances gender equity and social justice through education, advocacy, and leadership for the campus community. Although it is a "Women's Center", gender is seen on a continuum and everyone is welcome to the Center. Together with its OIED partners, the Center envisions and works for a Wolfpack community that champions gender equity and promotes respect for all. Its signature programs include:



Alternative Service Break (ASB) Trips to Atlanta (Fall) & Guatemala (Spring): In partnership with the Center for Student Leadership and Multicultural Student Affairs, the Women's Center offers service-learning trips to Atlanta (civil rights and gender equity), and Guatemala (empowerment of women and girls).

Take Back the Night: TBTN is a yearly program held to promote sexual assault awareness and empower survivors to share their stories. The Clothesline Project, exhibited during Take Back the Night, features shirts painted by NC State survivors and their loved ones.

Don't Cancel that Class: Don't Cancel That Class provides course instructors and campus leaders in engaging, diversity-related programming. Women's Center staff and trained peer educators from The Movement provide customizable, high-quality discussions around gender issues such as media's impact on U.S. women's health and well-being, constructions of race and gender in rap and hip hop, cyberstalking, chivalry, power, politics and sports, South African women's health, and much more.

Women of Welch (WOW) Village: In partnership with University Housing, the Women's Center facilitates a living and learning community residence hall for undergraduate female students that focuses on "transforming sisterhood into social justice" by improving self-awareness and fostering diversity and equity-minded individuals through unique programs, services, and relationship-building.



Women's Center

In addition to programs, the Women's Center provides an array of services to our campus community. Key services are:

Advocacy Services: Women's Center advocates provide confidential support to survivors of sexual and relationship violence, including stalking. This includes crisis counseling, financial assistance, academic/housing advocacy, referrals and accompaniment to court, student conduct hearings, and law enforcement agencies. It also includes a 24-7 Relationship and Sexual Violence Phone (RSVP) Line: 919-618-RAPE (7273).

Lactation and Child-Friendly Space: Harrelson Hall, Room 332 is designated as a lactation room and child friendly space. Although the Center cannot provide childcare, it hosts the space and ensures that the room is welcoming and ready for use.

Support Groups: Based on identified needs, the Center holds support groups and other interest groups in the Center. Current groups include a WolfPACKS (caring for the dependent adult), Sister Talks for undergraduate women of color, a "gap in employment in higher ed" group, and a weekly knitting circle.

Women's Center Student Leadership Groups

Student groups are an important part of the Women's Center and connect in very tangible ways to the heart of the university community. Two are:

The Movement: The Movement is a group of peer educators and activists working to prevent sexual and relationship violence including

stalking. After successful completion of a 3-credit hour course (ECD 222), students are paid to facilitate workshops on campus and in the community. They also organize and implement campaigns such as These Hands Don't Hurt and Postcard Secret.

Chancellor's First Year Student Leadership Program:

This program identifies and nurtures promising first year students with the goal of improving participants' self-efficacy, self-knowledge and leadership abilities through information sharing and relationship building. The program convenes regularly at the Chancellor's residence and includes opportunities to interact and learn from the Chancellor and Mrs. Woodson. The program is a year-long commitment and includes multi-year mentorship and service-learning opportunities.

Chocolate Festival

The Chocolate Festival is a major annual event that combines breast cancer awareness and wellness with chocolate sampling and a silent auction. Proceeds benefit the Kay Yow Cancer Fund, breast cancer research and education, and the Women's Center.

Read to L.E.A.D. Literacy and Social Justice Youth Development

Read to L.E.A.D. is a semester-long mentorship program between the Women's Center and community youth-serving organizations. The program provides high-impact learning for the NC State community to become equity-minded practitioners, critical thinkers, and to make a life-long difference in the lives of low-income children.

Outreach and Education & Communications

Outreach and Education directs campus-wide diversity education programs, including the Equal Opportunity Institute, the NC State campus affiliate of the National Coalition Building Institute, and a wide array of equal opportunity and diversity workshops.



Equal Opportunity Institute: Since the program began in 1999, 342 participants have graduated from EOI. Participants have stated that the program improves understanding of equal opportunity issues, helps participants identify equal opportunity laws, policies and procedures, increases knowledge of where to find resources, and provides action strategies to apply the information learned. 100% of EOI participants recommend the program, and 96% strongly recommend the program.

National Coalition Building Institute (NCBI): In 2011-12, the NC State NCBI team facilitated 33 workshops for 1114 participants. Its flagship workshop, Building Bridges, continues to bring a transformational experience to the NC State community. NC State's NCBI Team also serves as a resource on campus in regard to bias or discrimination-related crisis, controversy, and community issues.

OIED Workshops: In 2011-12, OIED offered 33 workshops on numerous equal opportunity and diversity topics to 505 participants from the NC State campus community.

OIED Communications focuses on communications, marketing, and publicity programs for the office as a whole in addition to day-to-day technology support for the OIED workgroups. Projects include websites, electronic and print publications, video, and photography.

OIED Partners and Collaborations

The Office of Institutional Equity and Diversity is pleased to introduce the 2012-13 OIED Faculty Liaisons, four faculty who have committed to spending this academic year promoting diversity and inclusion at NC State: Rajade Berry-James, Director of Graduate Programs and Associate Professor of Public Administration, Maria Correa, Professor of Epidemiology and Public Health in the Department of Population Health and Pathobiology, Wendy Krause, Associate Professor of Textile Engineering Chemistry and Science, and Monica Leach, Associate Professor and Interim Head of the Department of Social Work.



Berry-James



Krause



Leach



Correa

The Faculty Diversity Liaison Program serves as an important resource in its efforts to foster an inclusive and welcoming campus climate, enhance the university's ability to recruit and retain diverse faculty and staff, and support ongoing university efforts to increase the cultural competence of our students. Faculty Liaison initiatives focus on faculty or student diversity, the academic climate for diversity, research related to diversity in higher education, or social justice.

Collaborations

ECD 296: Foundations in Cultural Competence – Developing Cross Cultural Skills for Professional Success, taught by OIED staff members for the ACE “At Home in the World” initiative.

North Carolina Diversity and Inclusion Partners (NC DIP), a consortium of equal opportunity and diversity practitioners from institutions in North Carolina: In 2011-12, OIED hosted two NC DIP events, a conference titled, “Diversity in Higher Education: In Pursuit of Excellence,” and a networking opportunity.

Sister Talks: The Women's Center and Multicultural Student Affairs launched a weekly program in March 2012 entitled, Women of Color: Sister Talks, with the vision of empowering women of color to have safe, authentic, and open conversation about issues faced in and around NC State's campus community.

Contact Information



It is the policy of the State of North Carolina to provide equality of opportunity in education and employment for all students and employees. Educational and employment decisions should be based on factors that are germane to academic abilities or job performance. Accordingly, the North Carolina State University (“NC State”) does not practice or condone unlawful discrimination in any form, as defined by this policy ¹

NC State hereby affirms its desire to maintain a work environment for all employees and an academic environment for all faculty members and students that is free from all forms of prohibited discrimination. NC State strives to build and maintain an environment that supports and rewards individuals on the basis of such relevant factors as ability, merit and performance; the prohibited behaviors of discrimination, harassment and retaliation are incompatible with the values and goals of NC State.

1.2 Discrimination as defined in Section 3 is a violation of this policy and will not be tolerated by NC State.

Equal Opportunity and Equity

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Main: (919) 515-3148 | Fax: (919) 513-1428
TTY: (919) 515-9617
www.ncsu.edu/oied

Diversity and Inclusion

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TTY: (919) 515-9617
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Outreach, Education, and Communications

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TTY: (919) 515-9617
www.ncsu.edu/oied

African American Cultural Center

355 Witherspoon Student Center, Box 7318
Phone: (919) 515-5210 | Fax: (919) 515-5173
www.ncsu.edu/aacc

Gay, Lesbian, Bisexual, and Transgender Center

360 Harrelson Hall, Box 7306
Main: (919) 513-9742 | Fax: (919) 513-3144
www.ncsu.edu/glbtc

Multicultural Student Affairs

1107 Pullen Hall, Box 7314
Phone: (919) 515-3835 | Fax: (919) 515-8078
www.ncsu.edu/msa

Women’s Center

324 Harrelson Hall, Box 7306P
Phone: (919) 515-2012 | Fax: (919) 515-1066
www.ncsu.edu/womens-center

NC State University is dedicated to equality of opportunity. The University does not condone discrimination against students, employees, or applicants in any form. NC State commits itself to positive action to secure equal opportunity regardless of race, color, creed, national origin, religion, sex, age, or disability. In addition, NC State welcomes all persons without regard to sexual orientation. 100 copies of this public document were printed at a cost of \$8.12 per copy.

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