### THURSDAY, April 21, 2011

<table>
<thead>
<tr>
<th>Time</th>
<th>Committee</th>
<th>Location</th>
<th>Chair(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:00 a.m. – Noon</td>
<td>Trustee Nominating Committee</td>
<td>Chancellor’s Conference Room (12), Holladay Hall</td>
<td>Jim Owens, Chair (Cozort, Jenkins, Lanier, Sall)</td>
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<tr>
<td>Noon – 12:45 p.m.</td>
<td>Lunch Presentation by AD Yow: “Wolfpack Unlimited, More than a Slogan”</td>
<td>Winslow Hall Conference Room</td>
<td>(All Trustees and Executive Officers)</td>
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<tr>
<td>1:00 – 2:30 p.m.</td>
<td>Audit, Finance and Planning Committee</td>
<td>Winslow Hall Conference Room</td>
<td>Ben Jenkins, Chair; (Hook, Jordan, Owens, Sall, Warren)</td>
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<tr>
<td>1:00 – 2:30 p.m.</td>
<td>Development Committee</td>
<td>Chancellor’s Conference Room (12), Holladay Hall</td>
<td>Gayle Lanier, Chair; (Cozort, Mulkey, Ramsey, Tolson, Williams)</td>
</tr>
<tr>
<td>2:30 – 2:45 p.m.</td>
<td>Break</td>
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<tr>
<td>2:45 – 4:15 p.m.</td>
<td>Academic Affairs and Personnel Committee</td>
<td>Winslow Hall Conference Room</td>
<td>Norris Tolson, Chair; (Jenkins, Jordan, Williams)</td>
</tr>
<tr>
<td>2:45 – 4:15 p.m.</td>
<td>Buildings and Property Committee</td>
<td>Primrose Hall Conference Room</td>
<td>Randy Ramsey, Chair; (Cozort, Lanier, Owens)</td>
</tr>
<tr>
<td>2:45 – 4:15 p.m.</td>
<td>Student and Campus Affairs Committee</td>
<td>Chancellor’s Conference Room (12), Holladay Hall</td>
<td>Barbara Mulkey, Chair; (Hook, Sall, Warren)</td>
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</table>
FRIDAY, APRIL 22, 2011

8:30 - 9:15 a.m.  ■ Dean’s Briefing: Bob Brown, College of Natural Resources
                         Hood Board Room

FULL BOARD MEETING, HOOD BOARD ROOM, PARK ALUMNI CENTER
9:00 a.m.  ■ Call to Order and Ethics Statement
                       Lawrence Davenport, Chair of the Board

■ Roll Call

■ Approval of Minutes  TAB 1

✓ — February 18, 2011, Meeting of the Full Board
✓ — February 18, 2011, Closed Session of Full Board
✓ — April 1, 2011, Meeting of the Full Board

■ Chair’s Report  TAB 2

Chair Davenport
✓ — Endowment Board Appointments
✓ — Review Revision to Policy 01.10.1: Board of Trustees of the Endowment Fund
✓ — Repeal Policy 01.10.2: Endowment Fund Investment Philosophy
✓ — Repeal Policy 01.10.3: Management of the Endowment Fund
✓ — Board of Trustees’ Bylaw Revision
✓ — Review revision to Policy 01.05.1: Board of Trustee Bylaws
✓ — Repeal Policy 01.05.2: Academic Affairs and Personnel Committee
✓ — Repeal Policy 01.05.5: Audit, Finance and Planning Committee

✓ Requires Full Board Approval
Chair’s Report (continued)

- Repeal Policy 01.05.3: Buildings and Property Committee
- Repeal Policy 01.05.4: Development Committee
- Repeal Policy 01.05.7: Student and Campus Affairs Committee
- Repeal Policy 01.05.9: Executive Committee
- Repeal Policy 01.05.10: Guidelines for Committee Assignments, Scheduling of Board and Committee Meetings, and Nomination Committee
- Repeal Policy 01.20.1: Authority of the Chancellor
- Repeal Policy 01.20.2: Authority of the Vice Chancellor for Finance and Business

Chancellor’s Report

Randy Woodson

COMMITTEE REPORTS:

Academic Affairs and Personnel Committee

Norris Tolson, Chair

On the Agenda: Board, Committee Approvals; Informational Items and Closed Session

- Residency for Full Scholarship Undergraduate Students
- Students Requiring Special Consideration
- Consideration of Approval of the Proposed Salary Ranges for Senior Academic and Administrative Officers (SAAO)
- Department of Athletics Championship and Post-Season Compensation Guidelines
- Revision to Policy 01.30.2: Honorary Degrees
- New Degree Proposal:
  - Master of Science in Electric Power Systems Engineering
- Faculty Senate Update: Report from Chair of the Faculty, Margery F. Overton
- May 2011 Commencement Speaker

Requires Full Board Approval
Academic Affairs and Personnel Committee (Continued)
— Provost’s Update, including Discontinuation of the M.A. in French Language and Literature; Discontinuation of the M.A. in Spanish Language and Literature; Notification of New Graduate Certificate in Mathematics; Early College High School MOA; Dean of the College of Veterinary Medicine Search; and the Nepotism Report
— Closed Session:

Personnel Matters and Honorary Awards

Audit, Finance and Planning Committee
Ben Jenkins, Chair
On the Agenda: Board, Committee Approvals and Informational
— Approval of Internal Audit Plan for Fiscal Year 2012
— Endorsement of Strategic Plan and Mission Statement
— Informational Reports including:
  — Strategic Realignment
  — NC State Budget Status
  — Early College High School
  — Notification of Intent to Plan and Request Authorization to Establish a Master of Science in Electric Power Systems Engineering
  — Presentation on the Draft University Plan for Sustainability

Buildings and Property Committee
Randy Ramsey, Chair
On the Agenda: Board, Committee Approvals; Informational Reports
— Property Matters
— Delegation of Authority: To reflect newly authorized delegation from the UNC Board of Governors for Acquisition by Lease and to propose new approval thresholds
— Disposition by Lease: House at 1402 Varsity Drive to Alpha Tau Omega Fraternity for an initial annual rent to be determined (TBD) for a term of 3 years and one 1-year renewal
— Disposition by Lease: House at 2511 W. Fraternity Court to Delta Delta Delta Fraternity for an initial rent TBD for 3 years and two 1-year renewals
— Disposition by Lease: House at 2613 W. Fraternity Court to Alpha Sigma Phi Fraternity for an initial rent TBD for 3 years

Requires Full Board Approval
**Buildings and Property Committee (Continued)**

- **Disposition by Lease:** House at 2709-A W. Fraternity Court to Kappa Delta Sorority for an initial rent TBD for 1 year with two 1-year renewals

- **Disposition by Lease:** House at 2419 W. Fraternity Court to Beta Tau Chapter of Sigma Nu Fraternity for an initial rent of ±$126,000 for one year with a one 1-year renewal

- **Disposition by Lease:** House at 2401 W. Fraternity Court to Tau Chapter of Pi Kappa Phi for an initial rent of ±$104,530 for 1 year with a one 1-year renewal

- **Disposition by Lease:** ±22,000 square feet in Partners I to Talecris Biotherapeutics for a term of 5 years with a 1 five-year renewal at a rate of ±$25.66 per rentable square foot

- **Acquisition by Deed:** ±0.30 acres from NC Department of Transportation for the Right of Way at Centennial Parkway and Achievement Drive at no cost to accommodate entrance improvements

- **Disposition by Severance:** Groundskeeping shed off Main Campus Drive near the southwestern corner of the Lonnie Poole Golf Course. The ±500 square feet structure was constructed in 1992. It is no longer needed for its original purpose and is in poor condition

- **Acquisition by Lease:** ±3,400 square feet for NC State outreach programs Educational Talent Search and Upward Bound at a location and at a rate to be determined for 1 year with up to three 1-year renewals

**Designer Selections**

- **Gregg Museum of Art and Design – North Campus**

- **HVAC Renovations to Robertson/Biltmore, Pulp and Paper, and Jordan – Central Campus**

- **Randall B. Terry Jr. Memorial Art Project – Centennial Biomedical Campus**

**Approval of Designer Selections Less Than $500,000**

**Acceptance of Completed Buildings and Projects**

- **Proposed Revision to Policy 7.60.1 Parking and Transportation Ordinances 2011-2012**

**Physical Master Plan Update**

**Site Review and Approval**

- **Centennial Campus Student Housing**

- **Talley Student Center Renovation – Central Campus**

- **Carol Johnson Poole Clubhouse – Centennial Campus**

**Requires Full Board Approval**
## Buildings and Property Committee (Continued)

- Plan Review and Approval
  - Centennial Campus Student Housing
  - Talley Student Center Renovation – Central Campus
  - Carol Johnson Poole Clubhouse – Centennial Campus
- Approval of Plans and Specifications of Formal Projects less than $2 Million
- Informational Reports
  - Capital Project Update
  - Status of Projects in Planning

## Development Committee

**Gayle Lanier, Chair**

**On the Agenda:** Board, Committee Approvals; Informational Reports

- Informational Reports including: Fund-Raising and Annual Giving Reports and Capital Projects
- Review and Recommend New Endowment Minimums
- Review and Recommend Counting of Conservation Easements
- Review Revision to Policy 03.00.1: Coordination of Fundraising Activities
- Repeal Policy 03.00.3: Coordination of Fundraising Activities and Acceptance of Private Donations (Gifts)
- Review Revisions to Policy 03.00.2: Naming Facilities, Criteria and Procedures
- Closed Session:
- Namings

## Student and Campus Affairs Committee

**Barbara Mulkey, Chair**

**On the Agenda:** Board, Committee Approvals and Informational Reports

- Introduction of Newly Elected Student Government Leaders
- Staff Senate Chair Report
- Vice Chancellor’s Update on Student Life
- Closed Session:
- One Student Appeal (requires full board approval if decision is overturned)

## Nominating Committee

**Jim Owens, Chair**

**On the Agenda:** Committee approvals

- Nomination of a Slate of Officers for 2011-2012

☑ Requires Full Board Approval
Chair of the Board of Visitors Report
Jimmy Clark, Chair of Board of Visitors

Student Government Report
Kelly Hook, Student Body President

Presentation of Walter Hines Page Award
Lawrence Davenport, Chair
Randy Woodson, Chancellor

Student Body President Oath of Office
Jack Cozort

Items of Interest to Members of the Board

CLOSED SESSION

Reconvene in OPEN SESSION for Any Additional Items to Come Before the Board

11:00 a.m. * Adjourn

*Ending time is approximate

Requires Full Board Approval
In accordance with the State Government Ethics Act, it is the duty of every [Board] member to avoid both conflicts of interest and appearances of conflict.

Does any [Board] member have any known conflict of interest or appearance of conflict with respect to any matters coming before the [Board] today?

If so, please identify the conflict or appearance of conflict and refrain from any undue participation\(^2\) in the particular matter involved.

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1 N.C.G.S. §138A-15 (e): “At the beginning of any meeting of a board, the chair shall remind all members of their duty to avoid conflicts of interest and appearances of conflict under [Chapter 138A].” There is no set language required by the Act. Specific language can and should be tailored to fit the needs of each covered board as necessary.

2 “A public servant shall take appropriate steps, under the particular circumstances and considering the type of proceeding involved, to remove himself or herself to the extent necessary, to protect the public interest and comply with this Chapter, from any proceeding in which the public servant’s impartiality might reasonably be questioned due to the public servant’s familial, personal, or financial relationship with a participant in the proceeding.” See N.C.G.S. §138A-36 (c). If necessary, the Chairman or individual member involved should consult with his ethics liaison, legal counsel, or the State Ethics Commission to help determine the appropriate response in a given situation.
Chair Davenport called the meeting to order at 9:20 a.m. He reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the Board at this meeting. There being none, the Chair called on Assistant Secretary PJ Teal for the roll call.

ROLL CALL
Assistant Secretary PJ Teal called roll and certified that a quorum was present.

MINUTES
Mr. Tolson made the motion, seconded by Mr. Warren, to approve the open session minutes of the November 19, 2010 meeting of the full board. The motion carried. Mr. Tolson made the motion, seconded by Mr. Jenkins, to approve the closed session minutes of the November 19, 2010 meeting of the full board. The motion carried.

CHAIR’S REPORT-LAWRENCE DAVENPORT
Chair Davenport gave the Endowment Fund Board report. He reported that the board heard a report on progress against the 2010-11 endowment fund goals. Against the goal of raising $36.8 million in endowment gifts and new commitments, NC State has raised $25.3 million as of December 31, 2010. Towards a gift receipt goal for endowment of $27.5 million, the University has raised $19.7 million to date. Our success in endowment fund raising is directly attributable to the generous gift of endowment from Lonnie and Carol Poole, announced in December 2010. The board heard reports on investment performance, underwater endowments, spending budgets,
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NC State Board of Trustees
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gifts, the Hofmann Forest, the NACUBO/Commonfund endowment survey results and the Hillsborough corridor.

Chair Davenport stated that the board approved additional spending budgets, bringing estimated fiscal year 2011-12 spending budgets to $3.7 million. The board also accepted gifts totaling approximately $3 million. The board went into executive session to have an attorney/client-privileged discussion of a litigation matter with legal counsel.

Chair Davenport stated that the Board of Trustees’ bylaws call for the appointment of the Nominating Committee; the Nominating Committee has responsibility for presenting a slate of nominees to the board at its first meeting following the beginning of each university fiscal year. The slate of nominees will contain at least one nominee for the offices of chair, first vice chair, second vice chair and secretary. Chair Davenport appointed the 2011 Nominating Committee as follows:

- Jim Owens, Chair
- Jack Cozort
- Ben Jenkins
- Gayle Lanier
- John Sall

Chair Davenport stated that during the 2009 Board of Trustees’ Self Assessment, Trustees expressed an interest in investigating how other campuses structure their committees. The strengthening of our Student Affairs division by merging with the Academic Affairs unit provides further incentive to look at our structure. Chair Davenport made the following recommendations and asked that a draft of these policy revisions be ready for review at the April meeting of the Board of Trustees:

- Reduce the number of board committees from six to five to include:
  - Audit, Finance and Planning Committee
  - Buildings and Property Committee
  - Executive Committee
  - University Advancement Committee
  - University Affairs Committee

- Instruct the staff to revise the existing policies so that the current Student and Campus Affairs Committee responsibilities are included in delegations to the committees listed above

Chair Davenport reported that Founders’ Day is scheduled for Monday, March 7 at McKimmon Center. This year’s Watauga Medal recipients are Carlton Blalock, Derick Close and Susan Ward.
CHANCELLOR’S REPORT-W. RANDOLPH WOODSON

Chancellor Woodson began his report by thanking Kelly Hook for her work in putting together the recent student forum on strategic planning. The forum was very well attended. He also congratulated Barbara Mulkey who has been named a 2011 Legacy Leader by Triangle Business Journal. She was identified as one of three trail blazing women entrepreneurs who have helped drive economic growth in the area.

Chancellor Woodson stated that with our strategic plan conversation, we are creating a plan for NC State for the next five to seven years. We need to be forward thinking about the NC State of the future. In mid-March, Provost Warwick Arden and Vice Chancellor Charlie Leffler will deliver a set of recommendations for realigning NC State for greater efficiency and reduced costs. They have clear parameters to follow that include protecting the classroom to the extent possible, continuing to deliver a strong return on student investment in their education and ensuring that NC State will continue to be an engine for North Carolina’s economic development.

Chancellor Woodson said that as we work through this strategic realignment, we must clearly define our focus. As the science and technology flagship, we must pay particular attention to those aspects of the university. We should look for opportunities to build interdisciplinary capacity. Our goal should be to enhance our national standing. The people of North Carolina depend on NC State to provide a quality, affordable education and to produce relevant solutions to the state’s problems.

COMMITTEE REPORTS

Academic Affairs and Personnel Committee-Chair Norris Tolson

Mr. Tolson reported that the committee heard a report about December graduation activities and graduation trends. They also heard an update on academics relative to student athletes and the Academic Progress Rate. Mr. Tolson said that he and the Provost updated the committee on actions taken since the September 2010 Trustee meeting to review the process and standards to award honorary degrees. A working group met in November and discussed strengthening the connection between the AAPC and the Faculty Committee on Honorary Degrees. As a result of this discussion, the working group proposed charging the Provost with serving in a more proactive role representing the views of the AAPC to the Faculty Committee. Mr. Tolson reported that the working group also discussed strengthening the standards for awarding honorary degrees and, in conjunction with the Faculty Committee, has proposed some new language to the Honorary Degree Policy 01.30.2 specific to maintaining the very highest standards for awarding these degrees. The revised policy will be brought to the Board of Trustees at a future meeting.

Mr. Tolson stated that the AAPC approved the option that the Herbert Benjamin Distinguished Professorship, the Hugh C. Lord/LORD Corporation Distinguished Professorship and the
Thomas Lord/LORD Corporation Distinguished Professorship may be awarded for the duration of the full-time service of the professor as a faculty member or as a time-limited appointment.

Mr. Tolson said that the AAPC recommended approval of the Masters of Climate Change and Society degree program: Intent to Plan and Authorization to Establish. Mr. Tolson made the motion, seconded by Mr. Williams, to approve this new degree program. The motion carried. The AAPC also recommended approval of the Master of Nanoengineering and Master of Nanoengineering/Distance Education degree proposals: Intent to Plan and Authorization to Establish. This will be an interdisciplinary degree that will be offered solely via the internet through the College of Engineering online program. Mr. Tolson made the motion, seconded by Mr. Williams, to approve the degree programs. The motion carried.

Mr. Tolson reported that the AAPC also recommended approval of the inter-institutional arrangement between NC State and Campbell University for a dual JD/MBA program. This agreement defines the terms for students to obtain dual JD and MBA degrees from Campbell University and NC State respectively, on the condition that they fulfill the degree requirements of both institutions. Mr. Tolson made the motion, seconded by Mr. Williams, to approve this inter-institutional arrangement. The motion carried.

The committee was informed about revisions to three regulations: REG 02.20.3, Attendance Regulation; REG 05.50.2, Review of College Deans; and REG 05.50.5, Review of Dean of Undergraduate Academic Programs, Dean of the Graduate School, and Vice Provosts. The Provost reported that 141 dossiers are being considered in the 2010-11 reappointment, promotion and tenure process; he also updated the committee on the strategic planning process. All nine task forces have submitted white papers that are available on the strategic planning website. A forum was recently held to provide students with an opportunity to comment on the strategic plan, particularly the recommendations of the undergraduate student success task force. The strategic plan should be available for campus review later in February.

Mr. Tolson stated that in closed session, the committee recommended approval of an exception to Policy 05.15.2, Emeritus/Emerita Status for Senior Academic Administrative Officers, to allow the awarding of SAAC Tier 1 emeritus status to a retiring faculty member in recognition of honorable contributions made for prior service as a university administrator. This action will be considered by the full board in closed session at the conclusion of this meeting. The committee also made recommendations for the awarding of the Holladay Medals and honorary degrees; these recommendations will also be considered by the full board in closed session following this meeting.

Mr. Tolson reported that the committee approved one conferral of tenure action and recommended for approval by the UNC Board of Governors two salary increases paid from non-state funds that are greater than 15% and $10,000 from each employee’s previous June 30 salary. The committee also received an update of recent faculty increases funded from the UNC-GA Recruitment and Retention Fund.
Audit, Finance and Planning Committee-Chair Benjamin P. Jenkins III
Mr. Jenkins stated that the State Auditor and her staff complimented the university on its clean audit opinion and healthy financial position as of June 30, 2010. The auditor’s comments highlighted the significance of no reportable findings as well as the efforts of institutional staff in these accomplishments.

The committee received an update on the status of the strategic planning process and expectations for delivery of the strategic plan. They also heard an informational report on the NC Wake STEM Early College High School program and received a quarterly update on Internal Audit activity, special investigations and audit follow ups.

Mr. Jenkins reported that the committee received an update on the university debt portfolio. They were also presented plans to establish three new masters degrees in Climate Change and Society, Nanoengineering and Distance Education in Nanoengineering. Plans were discussed for an inter-institutional arrangement with Campbell University to provide a dual degree JD/MBA. The arrangement with Campbell will not create a new degree but will articulate terms for both universities to accept transfer credits. The committee also received information to satisfy the annual Associated Entity review required by the UNC Board of Governors.

Buildings and Property Committee-Gayle S. Lanier
Ms. Lanier reported that the committee reviewed and approved three property matters that require committee approval only. These property matters are:

- Lease of approximately 28.5 acres at Key Haven on the John H. Kerr Reservoir, Vance County, NC, to the U.S. Army for ten years, with one additional ten-year renewal at no cost
- Lease of approximately 1,644 square feet of computer classrooms and office space to NC Wesleyan College, Rocky Mount, NC for one year with two one-year renewals. East Carolina University’s Academic Outreach Program, in collaboration with McKimmon Center, works through the Gateway Technology Center to provide educational opportunities in eastern North Carolina.
- Demolition of a one-story frame dwelling and detached garage in the Spring Hill district of Centennial Campus. The dwellings are in poor condition, offer no benefit to the university, and present an attractive nuisance.

Ms. Lanier stated that the committee approved five designer selections and three other designer selections for projects that each costs $500,000 or less. They accepted five completed projects with a total value of $5.6 million and approved plans and specifications for one formal project that costs less than $2 million.

She said the committee received an update on capital projects and Centennial Campus development as well as the university sustainability strategic plan that included the climate action plan and energy management initiatives. The committee also heard a summary of campus
space achievements in the last decade and an outline of existing needs and was updated on Hillsborough Street redevelopment opportunities.

**Development Committee-Chair Gayle S. Lanier**

Ms. Lanier reported that the Development Committee heard an update on capital projects and fund raising progress in fiscal year 2010-11. The annual fund continues to exceed its goals for 2010-11; revenues are up 53%, and the number of alumni donors has increased 40%. The average size of gifts through Annual Giving is up 5% to $85.

Ms. Lanier said the committee received a request to initiate a formal fund raising campaign of $4.5 million to transform the Chancellor’s Residence on Hillsborough Street into the new home for the Gregg Museum. The committee approved this request. The committee also approved the proposed facility naming plans for the Institute for Emerging Issues, the Hunt Library and the Gregg Museum. All spaces meet current naming policy minimums and guidelines.

Ms. Lanier stated that a new model for alumni engagement was presented. This model targets alumni living in seven key areas of the country. Working collaboratively with Alumni Relations, Development, Admissions and Career Services, the goals are to increase out-of-state student enrollment, student placement, Alumni Association membership and giving to NC State.

**Student and Campus Affairs Committee-Chair Barbara Mulkey**

Ms. Mulkey said the committee heard proposed changes to Policy 09.00.2, Drug Education, Screening and Counseling Program for Student Athletes. The major change is to have the appeals heard by the Vice Chancellor for Student Affairs rather than the Director of Athletics. Ms. Mulkey made the motion, seconded by Mr. Warren, to approve the changes in Policy 09.00.2. The motion carried.

Ms. Mulkey stated that the committee heard a report on recent activities in Student Government. The student website is being revamped for the purpose of reaching out to more students. Student Government has hosted three sustainability town hall meetings, and three professors have been chosen from over 300 nominees for the lecture series featuring outstanding professors. Topics of student concern such as the budget, student ticketing and academic advising are being addressed. The committee also heard an update on other student-life activities such as alternative spring break trips, the Krispy Kreme Challenge, tuition and fees, and the Student Government election process that will begin in March. The committee moved into closed session to hear one student appeal.

**Chair of the Faculty Report-Margery Overton**

Dr. Overton began by thanking the university administrative team for the support they have shown the Faculty Senate. Their active participation and excellent communication are very much appreciated. The Faculty Senate is working on improving faculty grievance procedures, and Chancellor Woodson has met with the group that is dealing with these issues.
Dr. Overton said that much time is being spent on the budget and that the “storm” is bearing down and will hit before April. Chancellor Woodson should let everyone know that the university has the resilience to recover after the hit.

**Chair of the Staff Senate Report-Randy Colby**

Mr. Colby thanked the NC State administrators who have spoken at Staff Senate meetings. He highlighted recent and upcoming Staff Senate activities. He demonstrated the new Staff Senate website and highlighted some of its navigational features.

Regarding the strategic planning process, Mr. Colby said that the Staff Senate recommends that the university make a commitment to embrace staff as equal partners in the core academic mission of the university. The three components are students, faculty and staff, and all three are critical to achieving institutional excellence.

**Items of Interest to Members of the Board**

Mr. Owens reported that the Nominating Committee will meet prior to the April Board of Trustees meeting.

There was a discussion of the demolition of the NC State Bookstore scheduled for fall 2011. The space is needed for the Talley Student Center renovation which is being designed by a College of Design alumnus.

With no further business in open session, Chair Davenport called for a motion at 10:30 a.m. to go into closed session to prevent the premature disclosure of an honorary award and to consider the qualifications, competence, performance, conditions of appointment of a public officer or employee or prospective public officer or employee, under NC General Statute 143-318.11(a)(2)(6). Mr. Warren made the motion, seconded by Mr. Tolson. The motion carried.

With no further business, Chair Davenport adjourned the meeting at 11:20 a.m.

Respectfully submitted,

______________________                   _______________________
Assistant Secretary                            Secretary

Approved:

______________________
Chair of the Board
The North Carolina State University Board of Trustees met in a special, open session via teleconference in Holladay Hall on Friday, April 1, 2011. Chair Lawrence Davenport presided.

Members present: Lawrence Davenport, Chair
Jack L. Cozort
Benjamin P. Jenkins III
Bob Jordan
Gayle S. Lanier
Barbara H. Mulkey
Randall C. Ramsey
E. Norris Tolson
Steve F. Warren
Cassius S. Williams
Kelly Hook, ex officio

Chair Davenport called the meeting to order at 2:03 p.m. He reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the board at this meeting. Being none, he called upon Assistant Secretary PJ Teal for the roll call.

ROLL CALL
Assistant Secretary PJ Teal called roll and certified that a quorum was present.

REVIEW DRAFT STRATEGIC PLAN
Chair Davenport called on Chancellor Randy Woodson to discuss the draft strategic plan that will be voted on at the April 22 Board of Trustees meeting. Chancellor Woodson began his remarks by thanking Chair of the Faculty Margery Overton and Provost Warwick Arden for co-chairing the steering committee and taking the lead in drafting the strategic plan. Chancellor Woodson asked Provost Arden to discuss the strategic plan.

Provost Arden summarized the feedback on the strategic plan that has been received. He said that most of the input focused on the proposed mission statement. The nine task force reports yielded five overall goals. Provost Arden then asked the board for input on the strategic plan.

Members of the Board of Trustees asked questions and expressed interest in an implementation plan that would be a companion document to the strategic plan. The implementation plan would be modified as needed and would add clarity to the metrics. Members asked if more detail could be added to the final section of the strategic plan, “The Pathway to the Future.” Information will
be added to this section about how the strategic plan will be implemented and will mention the companion document.

Chancellor Woodson stated that we would revise the mission statement to incorporate the Trustees’ suggestions; the revised statement will be sent to the board for review. The board indicated that the five goals were satisfactory. Chair Davenport expressed the board’s appreciation for the work that has gone into the strategic plan.

With no further business to conduct, Chair Davenport adjourned the meeting at 3:00 p.m.

Respectfully submitted,

______________________        ______________________
Assistant Secretary                      Secretary

Approved:

______________________
Chair of the Board
Reappointment:

**Richard Bryant**

Richard Bryant graduated from NC State in business management in 1981. He formed Capital Investment Counsel and Capital Investment Group Inc. Mr. Bryant received the Alumni Association's Young Alumnus Award in 2001 and the Outstanding Alumnus Award from NC State's College of Management in 1997. He serves on the Board of Directors for Arts NC State, the Advisory Board for the College of Management, the NC State Foundation board, and is a lifetime member of the Wolfpack Club.

New appointment:

**Derick Close**

Derick Close is a 1982 NC State textiles management graduate. He is a director and past president of the North Carolina Textile Foundation. Mr. Close served on the UNC Board of Governors from 1994 to 1997 and the NC State Board of Trustees from 2001 to 2010. He has helped chair several fundraising efforts, including the Goal Line Drive committee to upgrade and renovate Carter-Finley Stadium. Mr. Close was recently awarded the Watauga Medal.
WORKSHEET FOR BOARD OF TRUSTEES
OF THE ENDOWMENT FUND
GOVERNANCE POLICIES

Revisions:

Board of Trustees of the Endowment Fund Bylaws. POL01.10.1

Repeal:

Endowment Fund Investment Philosophy POL01.10.2

Management of the Endowment Fund POL01.10.3
1. ARTICLE I - ORGANIZATION

1.1 Membership

1.1.1 The Board of Trustees of the Endowment Fund of NCSU shall consist of no fewer than six members and no more than nine members:

a. Six members shall be elected by the Board of Trustees of NCSU to staggered three-year terms, with two members being elected each year;

b. In addition, the Chancellor, the Chair of the Board of Trustees of NCSU, and the Chair of the Development/University Advancement Committee shall serve as voting ex officio members of the Endowment Fund. The Vice Chancellor for Finance and Business and the Vice Chancellor for University Advancement shall jointly submit annually to the Chancellor a listing of potential appointees to the Endowment Board. After consultation with the Chancellor, the Chair of the Board of Trustees shall make recommendations to the Board of Trustees for filling any vacancy on the Board of Trustees of Endowment Fund.

1.1.2 In the event of a vacancy due to the death, resignation or inability to serve by a member of the Board of Trustees of the Endowment Fund, the Board of Trustees of North Carolina State University will elect a person to fill the unexpired term.

1.1.3 In considering nominations to the Endowment Board, the Chair of the Board of Trustees will take into consideration individuals who (a) have experience / expertise in investments, (b) bring special skills or talents to the Endowment Board, or (c) have established an endowment at NC State, either within the endowment fund or elsewhere.
1.1.4  Whereas it is desirable to have present or former members of the Board of Trustees of North Carolina State University as members of the Endowment Fund, this is not a prerequisite for candidacy.

1.1.5  Members of the Board of Trustees of the Endowment Fund may not be elected to more than two full three-year terms. New trustees elected to succeed trustees whose full terms are completed will be elected at the last regular meeting of the academic year of the Board of Trustees of North Carolina State University.

2.  ARTICLE II - MEETINGS

2.1  Regular Meetings

2.1.1  The Board of Trustees of the Endowment Fund of North Carolina State University shall hold a minimum of two regular meetings in the course of each academic year. Such meetings shall be held in September and February; special meetings may be called by the Chair or upon request of three other members.

2.1.2  A report shall be made by the Board of Trustees of the Endowment Fund to the Board of Trustees of the University at each regular meeting of the Board of Trustees of the University.

2.2  Quorum

2.2.1  The presence of the majority of the members of the Board in office immediately before a meeting begins shall constitute a quorum for the transaction of business. Also, a quorum can be achieved by a majority if the meeting is held by teleconference.

2.3  Actions Between Regular Meetings

2.3.1  Between regular meetings of the Board, routine matters of business may be dealt with by written ballot and without a meeting if such is deemed appropriate by the Chair. Any action taken by this method must be reported to the Board at its next regular meeting.

3.  ARTICLE III - OFFICERS

3.1  Officers

3.1.1  There shall be six officers:

a. Chair - The Chair of the Board of Trustees at NCSU shall be ex officio Chair of the Board of Trustees of the Endowment Fund of North Carolina State University. The Chair shall preside at all meetings of the Endowment Fund Board of Trustees and have all powers and duties incident to such office. The Chair shall conduct and have charge of the affairs of the Endowment Fund subject to approval of a majority of the Endowment Fund Board of Trustees. The Chair shall provide a summary report of actions taken at each meeting of the Endowment Fund Board of Trustees to the NC State University Board of Trustees at their next regularly scheduled meeting.
b. Vice Chair - The Vice Chair of the University Advancement Committee of the Board of Trustees at NCSU shall be ex officio Vice Chair of the Board of Trustees of the Endowment Fund. The term of office shall be one year, and the election shall be held at the first meeting after July 2 of each year. In the absence of the Chair, the Vice Chair shall preside at any meeting of the Board and otherwise perform the duties of the Chair.

c. Secretary - The Senior Director of Foundations Accounting & Investments Finance & Administration for University Advancement shall serve ex officio (non-voting) as Secretary of the Endowment Fund. The Secretary shall be responsible for the minutes of all meetings of the Endowment Fund Board of Trustees, shall give notice of all meetings, shall keep all records and papers of the Endowment Fund Board, and shall conduct the general correspondence and such special communications as directed by the Chair.

d. Assistant Secretary - The Secretary of the University shall serve ex officio (non-voting) as the Assistant Secretary of the Endowment Fund, and shall act on behalf of the Secretary in the Secretary’s absence, and is authorized at the same level as the Secretary.

e. Treasurer - The Vice Chancellor for Finance and Business shall serve ex officio (non-voting) as Treasurer of the Endowment Fund. The Treasurer shall be responsible for the disbursement of funds, including approval of annual endowment spending budgets in accordance with the board-approved spending policy, and shall have charge of all finances of the Endowment Fund, under the direction of the Endowment Fund Board of Trustees, and shall keep accurate accounts of all receipts and disbursements. The Treasurer is authorized to present gifts to the Board of Trustees of the Endowment Fund of NC State University, for their acceptance, on behalf of the Chancellor. The Treasurer is authorized by the Endowment Fund Board of Trustees to buy stocks, bonds, or other securities, and to sell, trade, assign, endorse and deliver for transfer stocks, bonds, or other securities, and to sell or assign any other type of real or personal property; now or hereafter registered in the name of, or held by, the Endowment Fund of North Carolina State University. The Treasurer is authorized on behalf of, and in the name of the Board of Trustees of the Endowment Fund of North Carolina State University, to sign any and all other financial documents requiring the signature of the Board of Trustees of the Endowment Fund of North Carolina.

f. Assistant Treasurer - The North Carolina State University Treasurer shall serve ex officio (non-voting) as the Assistant Treasurer of the Endowment Fund, and shall act on behalf of the Treasurer in the Treasurer’s absence or as delegated by the Treasurer, and is authorized at the same level as the Treasurer.

4. Article IV: CONFLICT OF INTEREST

4.1 Any corporate transaction in which a Trustee has a direct or indirect interest must be authorized, approved, or ratified in good faith by a majority of the Trustees who have no direct or indirect interest in the transaction even though less than a quorum; provided, however, no such transaction shall be authorized, approved, or ratified by a single Trustee. For purposes of this Section, a Trustee has an indirect interest in a transaction if:
(a) Another entity in which he has a material financial interest or in which he is a general partner is a party to the transaction; or

(b) Another entity of which he is a director, officer, or trustee is a party to the transaction and the transaction is or should be considered by the Board.

5. Article V: POWERS AND DUTIES

5.1 By reference herein, the NC State University Endowment Fund Board of Trustees recognizes North Carolina General Statute 116-36 “Endowment fund” and UNC Policy Manual Sections 600.2.1.1 “Endowment Funds” and 600.2.1.2[G] “Guidelines on Creating and Operating Endowment Funds” and the powers and duties contained therein, including but not limited to:

5.1.1 Acceptance of gifts, donations and bequests

5.1.2 Disposal of property, real or personal, of the Endowment Fund

5.1.3 Prudent investment of the endowed funds

5.1.4 Appointment of a fiscal agent or agents

5.1.5 Expend principal and income in strict accordance with terms of the gift, devise, or bequest

5.1.6 Establish a prudent endowment spending policy

5.1.7 Submit comprehensive report annually to the Board of Governors through NC State University Board of Trustees
WORKSHEET FOR BOT GOVERNANCE POLICIES

Revisions:

BOT Bylaws

Add new Appendix 1 “BOT Delegations of Authority, Assignments and Guidelines”

Repeal [place content in Appendix):

BOT Academic Affairs and Personnel Committee POL01.05.2
BOT Audit, Finance and Planning Committee POL01.05.5
BOT Buildings and Property Committee POL01.05.3
BOT Development Committee POL01.05.4
BOT Executive Committee POL01.05.9
BOT Student and Campus Affairs Committee POL01.05.7
BOT Guidelines for Committee Assignments, Scheduling of Board and Committee Meetings, and the Nomination Committee

Authority of the Chancellor POL01.20.1

Authority of the Vice Chancellor for Business and Finance POL01.20.2
1. ORGANIZATION

1.1 Membership

1.1.1 North Carolina State University at Raleigh shall have a Board of Trustees composed of thirteen persons chosen as follows:

1.1.1.a Eight elected by the Board of Governors of The University of North Carolina,

1.1.1.b Four appointed by the Governor, and

1.1.1.c The President of the Student Body, ex officio.

1.1.2 In every odd-numbered year, the Board of Governors shall elect four persons to the Board of Trustees and the Governor shall appoint two persons to the Board of Trustees; and the term of office of all such elected or appointed trustees (excluding the officio trustee) shall be four years or until successors are elected or appointed commencing on July 1 of such odd-numbered year.

1.1.3 Whenever any vacancy shall occur in the membership of the Board of Trustees among those appointed by the Governor, it shall be the duty of the Assistant Secretary of the Board of Trustees to inform the Governor of the existence of such vacancy, and the Governor shall appoint a person to fill the unexpired term, and whenever any vacancy shall occur among those elected by the Board of Governors, it shall be the duty of the Assistant Secretary of the Board of Trustees to inform the Board of Governors of the existence of the vacancy, and the Board of Governors shall elect a person to fill the expired term. Whenever a member shall fail, for any reason other than ill health or service in the interest of the State or nation, to be present for three
successive regular meetings of the Board of Trustees, that member's place shall be deemed vacant.

1.1.4 Any person who has served two full four-year terms in succession as a member of the Board of Trustees shall, for a period of one year, be ineligible for election or appointment to the Board.

1.1.5 No member of the General Assembly or officer or employee of the State or of any constituent institution of The University of North Carolina or spouse of any such member, officer or employee shall be eligible for election or appointment as a member of the Board of Trustees. Any trustee who is elected or appointed to the General Assembly or who becomes an officer or employee of the State or of any constituent institution of The University of North Carolina or whose spouse is elected or appointed to the General Assembly or becomes such officer or employee shall be deemed thereupon to resign from membership on the Board of Trustees.

1.1.6 No person may serve simultaneously as a member of the Board of Trustees and as a member of the Board of Governors. Any trustee who is elected or appointed to the Board of Governors shall be deemed to have resigned as a trustee effective as of the date that the person's term commences as a member of the Board of Governors.

1.2 Officers

1.2.1 At the first meeting after June 30 of each year, the Board of Trustees shall elect from its membership a Chair, a First Vice Chair, a Second Vice Chair and a Secretary, each of whom shall serve for a term of one year and until a successor is elected. A Chair who is serving a second consecutive year as Chair is ineligible for reappointment as Chair until one year has elapsed from the end of the second consecutive year of service. If a vacancy occurs in any of these officers, the Board of Trustees shall elect a person to serve for the remainder of the unexpired term. These officers shall perform the duties prescribed by these Bylaws and by the parliamentary authority adopted by the Board of Trustees.

1.2.2 The Board of Trustees may also elect an Assistant Secretary, from among the members of the Chancellor's staff as recommended by the Chancellor. Copies of all minutes, papers and documents of the Board of Trustees may be certified by its Assistant Secretary with the same force and effect as though such certification were made by the Secretary of the Board.

1.3 Committees

1.3.1 The Board of Trustees shall have the following standing committees: University Academic Affairs and Personnel Committee, Audit Finance and Planning Committee, Buildings and Property Committee, Development-University Advancement Committee, and Executive Committee, and Student and Campus Affairs Committee. The Board may create such other committees as it deems appropriate. The Chair of the University Advancement Development Committee shall serve ex officio as a member of the Board of Trustees of the Endowment Fund.
1.3.2 The officers of the Board plus the immediate past Chair shall constitute the Executive Committee, which shall be chaired by the Chair. In the event there is no immediate past Chair, the Chair shall nominate for the Board's approval one Trustee to serve at-large on the Executive Committee. The Executive Committee shall be empowered to act for the Board between Trustee meetings with the responsibility to report on its actions at the next Board meeting.

1.3.3 At the first meeting after June 30 of each year, the newly elected Chair shall appoint the members of the standing committees and designate a chair for each committee. The Board Chair will appoint half of the membership to serve on the Audit, Finance and Planning Committee and half on the University Advancement Committee. The Board Chair will assign each Trustee to serve on another standing committee such that all Trustees shall serve on two committees (excluding the Executive Committee) each year. In making assignments, the Board Chair will balance Trustees’ interests, expertise and experience on the committees. The goal will be for a balance of new and returning Trustees on each committee, with a rotation of committee leadership to provide all Trustees the opportunity to serve on multiple committees during a four year term. The Chair of the Board shall be an ex officio member of all standing committees except the Nominating Committee and shall count for purposes of determining whether a quorum is present at a committee meeting.

1.3.4 The Board of Trustees may delegate to its committees such of its powers as it deems appropriate except for those powers which are expressly delegated to the Board of Trustees by the Board of Governors without the power to sub-delegate. Each committee shall present to the Board for its approval a description of committee responsibilities and such descriptions shall be reviewed and updated as the Board deems appropriate. The delegated authority, responsibilities and assignments of each committee are contained in Appendix 1 to these Bylaws.

1.3.5 A Nominating Committee shall be appointed each year by the Chair and shall consist of not less than three nor more than five members of the Board. The Chair shall not serve as a member of the Nominating Committee. The Nominating committee shall be responsible for presenting a slate of nominees to the Board at its last meeting before the beginning of each University fiscal year. The slate of nominees shall contain at least one nominee for each of the offices of Chair, First Vice Chair, Second Vice Chair, and Secretary. The guidelines for the Nominating Committee are contained in Appendix 1 to these Bylaws.

2. MEETINGS

2.1 Regular Meetings

There shall be not fewer than three regular meetings of the Board of Trustees each year. These meetings shall be scheduled on such dates as determined by the Board. Meetings are usually held the third Thursday and Friday in February, April, September and November. A summer meeting may be held on a mutually agreeable date. A notice specifying the time and place of each regular meeting of the Board shall be mailed by the Assistant Secretary to each member of the Board at least ten (10) calendar days in advance of the meeting date. Any matter of business may be considered at a regular meeting.
2.2 Special Meetings

2.2.1 A special meeting of the Board of Trustees or of a Standing Committee with delegated authority may be called by the Board Chair or by the Chancellor. A notice specifying the time and place of a special meeting shall be communicated by mail, e-mail, fax or telephone by the Assistant Secretary to each member of the Board so that it is received at least three (3) calendar days in advance of the meeting date; but forty-eight (48) hours notice may be given by telephone, fax, or e-mail when, in the opinion of the Board Chair or by the Chancellor an emergency exists. When deemed necessary by the Board Chair or by the Chancellor, the Board Chair may conduct an emergency special meeting of the Board without prior notice via electronic means provided that the arrangements for such meeting comply with the applicable State laws concerning the conduct of electronic meetings of public bodies. A special meeting requested by members under section 2.2.2 to be called by the Secretary or Assistant Secretary shall be held within three (3) calendar days of receipt by the Secretary or Assistant Secretary of the sixth written request for such special meeting. Any matter of business may be considered at a special meeting.

2.2.2 A special meeting of the Board of Trustees may be requested upon the written request of not fewer than six members of the Board directed to the attention of the Assistant Secretary.

2.3 Agenda

2.3.1 At least seven (7) days prior to each regular meeting of the Board of Trustees, a copy of the agenda, including (insofar as is practicable) copies of all reports and other written materials to be presented to the meeting, shall be mailed to each member of the Board by the Assistant Secretary. Insofar as is practicable, a copy of the agenda of each special meeting of the Board shall be mailed to each member of the Board at least seven (7) days in advance of the special meeting; however, if such advance mailing is not practicable, the agenda for a special or an emergency meeting may be presented to the members of the Board as the first order of business at the meeting. No items may be considered at a special meeting except as contained on the agenda.

2.3.2 The agenda for every meeting of the Board shall be prepared by the Chancellor in consultation with the Chair. Every request for inclusion of an item on the agenda of a meeting shall be put in writing and filed, together with any supporting documents, with the Chancellor sufficiently in advance of the meeting to permit a determination to be made by the Chancellor with respect to the propriety and practicability of including that item on the agenda for the meeting.

2.3.3 Any member of the Board of Trustees may present to any regular meeting of the Board any item whether or not the same is on the agenda of the meeting, but no final action shall be taken on an item not on the agenda except by unanimous consent.

2.4 Conduct of Business

2.4.1 A quorum of the Board shall consist of a majority of the members of the Board.
2.4.2 The Chair shall preside over all regular and special meetings of the Board of Trustees. In the absence of the Chair, the First Vice Chair will preside. In the absence of the First Vice Chair, the Second Vice Chair will preside. In the absence of the Chair and both Vice Chairs, a presiding officer shall be elected by and from the membership of the Board of Trustees.

2.4.3 All members of the Board of Trustees may vote on all matters coming before the Board for consideration. No member may vote by proxy.

2.4.4 Except as modified by specific rules and regulations enacted by the Board of Trustees, Robert's Rules of Order Newly Revised (latest edition) shall constitute the rules of the parliamentary procedure applicable to all meetings of the Board of Trustees and its several committees.

2.4.5 Between regular meetings of the Board, routine matters of business within the authority of any committee of the Board may be dealt with by written ballot and without a meeting if such is deemed appropriate by the Chair of the committee and the Board Chair, upon recommendation of the Chancellor. Any action taken by this method must be reported to the Board at its next regular meeting.

2.5 Minutes

2.5.1 The Secretary or Assistant Secretary shall take minutes of all meetings of the Board of Trustees; shall file, index, and preserve all minutes, papers, and documents pertaining to the business and proceedings of the Board; shall be custodian of all records of the Board; when required the Secretary or Assistant Secretary, shall attest the execution of all legal documents and instruments of North Carolina State University at Raleigh.

2.5.2 Within a reasonable period after each meeting of the Board of Trustees, the Secretary or Assistant Secretary shall transcribe the minutes of the meeting and mail a copy to each member of the Board.

2.6 Executive Session

By vote of a majority of the members present at any meeting of the Board of Trustees, the meeting may be closed to the public, subject to the requirements of State law concerning access to such meetings.

2.7 Keeping Board of Governors Informed

The Assistant Secretary of the Board of Trustees shall keep the Board of Governors, through the Secretary of The University of North Carolina, fully and promptly informed concerning activities of the Board of Trustees, including notice of any changes in the membership of the Board or in its committee structure or bylaws, notices of meetings and a copy of the minutes of all meetings.

3. POWERS AND DUTIES
3.1 General Powers and Duties

The Board of Trustees shall promote the sound development of North Carolina State University at Raleigh within the functions prescribed for it, helping it to serve the people of the State in a way that will complement the activities of the other institutions and aiding it to perform at a high level of excellence in every area of endeavor. The Board of Trustees shall serve as advisor to the Board of Governors on matters pertaining to North Carolina State University at Raleigh and shall also serve as advisor to the Chancellor concerning the management and development of the institution. The Chancellor shall be the official medium of communication between the Board of Trustees and all individuals, officials, agencies and organizations, both within and without the institution.

3.2 Other Powers and Duties

The Board of Trustees shall have such other powers and duties, not inconsistent with provisions of The Code of The University of North Carolina or with applicable provisions of State law, as are specified in said Code or as shall be defined and delegated by the Board of Governors.

4. AMENDMENT OF BYLAWS

4.1 Amendment of Bylaws

These bylaws may be amended at any regular or special meeting of the Board of Trustees by an affirmative vote of a majority of the members of the Board if the substance of the amendment has been filed in writing with the Secretary or Assistant Secretary and a copy has been mailed to each member of the Board at least seven days prior to the meeting at which the amendment is to be voted upon.

5. SUBORDINATION TO UNIVERSITY CODE

5.1 Subordination to University Code

To the extent that any of these bylaws may be inconsistent with The Code of The University of North Carolina, as the same may be amended from time to time, said Code shall control.
Appendix 1

NC State Board of Trustees’ Delegations of Authority, Assignments and Guidelines

I. Audit, Finance and Planning Committee Delegated Authority and Assignments

a. Audit

i. Provide oversight of the internal audit function

ii. Review and approve the annual internal audit plan at the beginning of the audit cycle

iii. Receive quarterly activity reports from the internal auditor

iv. Receive direct verbal and/or written reports from the university’s internal auditor regarding out of the ordinary reviews and findings that may involve senior level university employees, trustees or affiliates

v. Review a comparison of the annual internal audit plan to the actual internal audits performed

vi. Provide oversight of the annual financial statement audit

vii. Assure that the university is performing self-assessments of operating risks and evaluations of internal controls on a regular basis

viii. Meet with representatives of the State Auditor’s Office to review the annual state auditor’s report and the university’s corrective action, if any

b. Budget Development, Execution and Administration Delegated Authority and Assignment

i. Advise the Chancellor with respect to the development of budget estimates for the university, and with respect to the execution and administration of the budget as approved by the General Assembly and the Board of Governors.

ii. Upon the recommendation of the chancellor, review and recommend to the Board of Trustees the approval of campus initiated tuition increases and the approval of student fees (proposed new fees as well as adjustments to existing fees)

c. Planning
i. Review and recommend to the Board of Trustees for approval changes in the university’s mission statement

ii. Advise the chancellor on the development of plans to carry out the university’s mission

iii. Review and approve the establishment and continuation of Centers and Institutes as required by UNC Policy 400.5[R]

iv. Review reports from the Board of Visitors

d. Policy Development

i. Recommend to the Board of Trustees for approval policies regarding the preservation, maintenance and management of institutional trust funds

ii. Recommend to the Board of Trustees for approval policies regarding the collection of tuition, fees and other monies to be collected from students, as approved by the Board of Governors

iii. Recommend to the Board of Trustees for approval policies regarding acceptance of obligations in lieu of case from students in payment of tuition and fees; and requirements for collateral security

iv. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the maintenance of campus security

II. Buildings and Property Committee Delegated Authority and Assignments

a. Buildings and Real Property

i. Maintain a master plan for the physical development of the university

ii. Select architects or engineers for buildings and improvements requiring such professional services

iii. Select construction managers at risk for buildings and improvements requiring such professional services

iv. Approve building sites

v. Approve plans and specifications

vi. Accept all completed buildings and projects
vii. Approve all proposals involving acquisition or disposition of any interest in real property and for which authority has not been delegated to the chancellor, provided that if the proposal involves an interest in real property valued at $50,000 or more, the matter shall be recommended by the committee to the Board of Trustees for its approval and forwarding to the Board of Governors.

b. Policy Development

i. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies applicable to the control, operation and supervision of buildings and property pursuant to applicable provisions of State law and policies of the Board of Governors

ii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval changes to campus parking and traffic policies

III. Executive Committee Delegated Authority and Assignments

a. Act for the full Board of Trustees between meetings with the responsibility to report on its actions at the next Board meeting

b. Review and take final action on proposed contracts of $10,000 or more that may constitute a potential conflict of interest under the Dual Memberships and Conflicts of Interest Policy of the Board of Governors, UNC Policy 200.1

c. Review and make recommended findings to the Board of Trustees regarding allegations of violation of UNC Policy 200.1

d. If a member of the Executive Committee has a substantial interest in an entity that is intending to contract with the university, as defined in UNC Policy 200.1, the Chair of the Board of Trustees may assign the matter to another standing committee of the Board of Trustees or appoint an ad hoc committee of no less than three members of the Board of Trustees to handle the matter. If the Chair of the Board of Trustees has a substantial interest or is alleged to have violated UNC Policy 200.1, the First Vice Chair of the Board of Trustees will assign or appoint the committee

IV. University Advancement Committee Delegated Authority and Assignments

a. Development and Advancement Activities

i. Approve all university fundraising campaigns
ii. **Approve naming guidelines for endowed funds, and facilities and programs funded in whole or in part by private donations.**

iii. Advise the chancellor and vice chancellor for university advancement on the priority, timing, direction, funding, volunteer leadership and management of capital and other fundraising campaigns.

iv. Recommend to the Board of Trustees for approval the naming of all facilities and programs, owned, operated or controlled by the university.

v. **Advise the chancellor in all areas pertaining to development, advancement services, university communications and alumni relations.**

vi. **Receive nominations for the Watauga Medals and recommend nominees for approval to the Board of Trustees.**

b. **Policy Development**

i. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the relationship between the university and its affiliated foundations and the coordination of all fundraising activities intended to benefit the university.

ii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies including but not limited to such matters as the conduct of fundraising campaigns, and the use and application of privately donated funds for any activity whose sponsorship may implicate or obligate the university.

iii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies regarding fundraising activities intended to benefit the Endowment Fund and various affiliated foundations.

iv. Recommend naming guidelines for endowed funds, and facilities and programs funded in whole or in part by private monies.

V. **University Affairs Committee Delegated Authority and Assignments**

a. **EPA Personnel - on the recommendation of the chancellor**

i. Appoint and fix the salary for all vice chancellors and other “Tier I” Senior Academic and Administrative Officers (SAAOs as defined in Section I.A. of UNC Policy 300.1.1) consistent with the salary ranges and
policies of the Board of Governors and regulations and guidelines established by UNC General Administration

ii. Fix the non-salary compensation of all employees who are exempt from the State Personnel Act in accordance with UNC Policy 300.2.14

iii. Establish salary ranges, based on available relevant market data for deans and other senior academic and administrative officers that are not established by UNC General Administration

iv. Recommend for Board of Governors’ approval any salary increase for an EPA employee that exceeds the established salary range or results in a salary that is at least 15% and at least $10,000 above the previous June 30th salary

v. Review and approve any administrative separation or retreat rights subject to Board of Trustees approval under UNC Policy 300.1.6[R]. “Retreat rights” are those conditions of employment that would apply should the administrator leave his/her administrative position

vi. Confer permanent tenure consistent with NCSU’s policy on Academic Tenure, POL05.20.1

vii. Designate particular Distinguished Professorships, including Distinguished Scholar, and Distinguished Fellow, as time limited pursuant to UNC Policy 600.2.3

viii. Review and approve the appointment of faculty to distinguished professorships supported by the Distinguished Professorship Endowment Trust Fund

ix. Confer emeritus status to an individual with an SAAO Tier I appointment at retirement

x. Appoint or extend the contract of the athletic director and head coaches with employment contracts in accordance with UNC Policy 1100.3. Recommend contracts for Board of Governors’ approval in circumstances where the proposed contract terms require such approval under UNC Policy 1100.3

b. Employee Appeals

i. Discharge and Suspensions of Employees
1. In a manner consistent with the Board of Trustees’ Policies and Procedures, with applicable policies of the Board of Governors, and with State law, hear appeals of discharged or suspended employees from actions taken by the chancellor when the applicable policies allow such appeals

ii. Disposition of Employee Grievances

1. Hear and render a decision on appeals in UNC Code Section 607 grievances, where neither the relevant administrative respondent nor the chancellor made an adjustment recommended by the grievance committee in favor of the grievant

c. Academic Programs

i. Review academic degree proposals requiring approval by the Board of Governors or UNC General Administration (including new degree programs, distance education delivery versions of approved academic programs, new distance education sites, discontinuation of degrees, and changes in degree program titles) and, upon the recommendation of the chancellor, to recommend such programs and proposals to the Board of Trustees.

ii. Receive notification on behalf of the Board of Trustees of other academic program proposals (including new certificates, concentrations and minors)

d. Honorary Degrees, Awards and Distinctions

i. Receive and review nominations for Honorary Degrees and Holladay Medals and recommend nominees for approval to the Board of Trustees

ii. Provide advice in the chancellor’s selection of a Commencement speaker

e. Student Appeals

i. In a manner consistent with the Board of Trustees’ Policies and Procedures, and with applicable policies of the Board of Governors, hear appeals of expelled or suspended students from actions taken by the university or student grievances when the applicable policies allow such appeals

f. Policy Development
i. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval personnel policies not otherwise prescribed by State law, the UNC Code or policies of the Board of Governors, for personnel in all categories of university employment

ii. Recommend to the Board of Trustees for approval policies for administration of scholarships and other financial aid to students

iii. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the provision of student services and activities, including student government and intercollegiate athletics, subject to general provisions as may be prescribed by the Board of Governors

g. Responsibilities

i. Receive and hear reports at committee meetings from the Chair of the Faculty Senate, the Chair of the Staff Senate, and the Student Body President

VI. Nominations Committee Guidelines

a. Select one or more nominees for Chair from Board of Trustee members in their second consecutive (and last) term of appointment

b. Where possible, ensure that each nominee for Chair corresponds to the guideline of limited continuity of leadership: a term as Chair of at least two years. A Chair who is serving a second consecutive year as Chair is ineligible for reappointment as Chair until one year has elapsed from the end of the second consecutive year of service

VII. Chancellor Delegated Authority

a. EPA Personnel - which may be further delegated

i. Take final action on all EPA personnel actions, exceptions those contained in UNC Policy 600.3.4C(1) and UNC Policy 1100.3 which are retained by the Board of Trustees

b. Student Matters - which may be further delegated

i. Determine, after consultation with the faculty, whether an individual student shall be entitled to receipt of a particular degree
ii. Establish admission policies and resolve individual admission questions for all schools and divisions within the university

iii. Collect from each student, at the beginning of the semester or term, such tuition, fees and other amounts necessary to pay other expenses for the term, as have been approved by the Board of Governors

iv. Require payment of such advance deposits, as such times and under such conditions, as may be required by State law or by the Board of Governors

v. Require payment of such nonrefundable application of fees, in connection with each application for admission, as may be required by State law or by the Board of Governors

vi. Administer scholarships and other forms of financial aid to students which are limited in their application to or are supported by North Carolina State University subject to the terms of any applicable laws and to policies of the Board of Governors

vii. Regulate student activities including student conduct, the approval of organized, institutionally-recognized student activities and the definition of roles and functions of any institutionally-recognized system of student self-government and student participation in the governance of any aspect of institutional programs and services

viii. Establish and supervise the institution's program of intercollegiate athletics, subject to such policies as may be prescribed by the Board of Governors and the Board of Trustees

ix. Maintain campus security, subject to applicable provisions of State law and such policies as may be adopted by the Board of Governors

x. Control and supervise campus utilities and other facilities subject to applicable provisions of State law and policies of the Board of Governors

c. Signature Authority for Contracts, Leases and Other Agreements – which may be further delegated

i. Sign and execute agreements, contracts, leases, and other official documents (all herein referred to corporately as agreements) with institutions, agencies, corporations, partnerships, individuals and other legal entities, said agreements including all such agreements not required by law or administrative regulation to be otherwise executed
ii. Agreements shall comply with (1) the law of North Carolina, especially North Carolina General Statutes, Chapters 143 and 146, when applicable, and (2) with The Code and with policies determined by the Board of Governors or the Board of Trustees

d. Acquisition and Disposition of Real Property by Lease

i. Acquire or dispose of real property by lease, subject to necessary approvals from State officials and agencies, provided the interest in property does not exceed $25,000 annual rental

ii. The Chancellor, or the Chancellor's appointed representative, is authorized, subject to any necessary approvals from State officials or agencies, to execute any lease or rental agreement for space in any building on the Centennial Campus if (a) the business terms of the agreement have been approved by the Board of Trustees or its Committee on Buildings and Property, (b) the agreement is for a period of ten years or less, and (c) the annual rental is less than $50,000

e. Authority to Award Emeritus Status

i. Award emeritus status to Faculty and SAAO Tier II employees in accordance with applicable Board of Trustees policies governing the award of emeritus status.

f. The Use of Firearms on the University's Research Stations, Field Laboratories, Forest and Woodland Properties – which may be further delegated

i. Establish operating procedures and to allow the use of weapons on the University's research stations, field laboratories, forest and woodland properties for the purposes of controlling animal depredation of crops and for wildlife management

VIII. Vice Chancellor for Business and Finance Delegated Authority

a. Purchase, Sell, Transfer or Sign Trust Fund Assets and Securities

i. Buy stocks, bonds, or other securities of corporations, firms, or individuals, of the United States Government, or of any state or political subdivision thereof

ii. Sell, trade, assign, endorse, and deliver for transfer certificates representing stocks, bonds, or other securities of corporations, firms, or
individuals, of the United States Government, or of any state or political subdivision thereof

iii. Assign for reissue or redemption any registered obligation of any corporation, the United States Government and its instrumentalities, or of any state or political subdivision thereof, now or hereafter registered in the name of North Carolina State University at Raleigh

b. Trademark registration and licensing program – or designee
   i. Register such marks, symbols and other indicia of the University in the various states and with the U.S. Patent and Trademark Office as he deems appropriate
   ii. Enter into an agreement with an agent for the licensing of North Carolina State University's marks, symbols, and indicia in a manner deemed consistent with the purposes and needs of the University

c. Internal Revenue Service Reimbursement Resolutions – or designee
   i. Declare the official intent of NC State within the meaning of Section 1.150-2 of the Treasury Regulations promulgated under Section 103 of the Internal Revenue Code of 1986, as amended, evidencing NC State's intent to reimburse NC State for expenditures incurred and paid by NC State in connection with projects from the proceeds of tax exempt obligations

d. Business Signatures – or designee
   i. Establish Imprest Checking Accounts.
   ii. Approve Tax Related Documents necessary for the University
   iii. Approve Trust Fund Authorities and Related Changes
   iv. Approve University Receipt Centers
NC State Still a Best Value
The Princeton Review has released its newest list of “Best Value Colleges” and NC State was listed as the nation’s 9th best value, improving upon last year’s ranking as 13th best value. The standings were created using a set of criteria covering academics, cost of attendance and financial aid. The methodology examined more than 30 factors using data from the company’s surveys of administrators and students at 650 colleges with strong academic programs. Most of the data analyzed came from surveys conducted from fall 2009 through fall 2010, with all cost and financial aid data coming from surveys administered in fall 2010.

UNC Board of Governors Announces University-wide Awards for Teaching Excellence
The Board of Governors has selected 17 faculty members from across the system to receive the 2011 Awards for Excellence in Teaching. This year, NC State’s recipient is Dr. Sarah Ash, professor and coordinator of the Nutrition Undergraduate Program in the Department of Food, Bioprocessing and Nutrition Sciences. Each award winner will receive a commemorative bronze medallion and a $7,500 cash prize. The award was established by the Board of Governors in 1994 to underscore the importance of teaching and reward good teaching across the system.

Sociologist Lands $3-Million Grant for Childhood Obesity Research
As a part of a grant from the U.S. Department of Agriculture, NC State received a five-year, $3-million grant to study root causes of childhood obesity in low-income families. Dr. Sarah Bowen, an assistant professor of sociology, will direct the research project. As a part of the project, Bowen and other researchers will follow families in Durham, Harnett and Lee counties over a five-year period. The purpose behind this research is to discover factors contributing to childhood obesity, so that the researchers will be able to work with the community to make access to healthier food more feasible for low-income families via “common-sense” structural and policy changes.

NC State Professor’s Research Shines Light on Linguistics Program
For the past three years, Dr. Robin Dodsworth, an associate professor of linguistics, has been conducting research on Southern vowel shifting and other linguistic variants in Raleigh. Recently, her extensive research was highlighted by the News & Observer. Since 2008, she has collected recordings of Raleigh natives to analyze their vowel sounds in hope of revealing how the local accent has changed over time. Although Dr. Dodsworth has already recorded hours of speech to analyze using software that breaks down the linguistic components of certain individual’s speech, her research on this topic is likely to continue for several years.

NC State Honored by National Guard and Reserve
The North Carolina Committee for Employer Support of the Guard and Reserve recently recognized NC State for its outstanding support of the National Guard and Reserve. This recognition is given to employers who continually go above and beyond the requirements of the Uniformed Services Employment and Reemployment Rights Act in support of their Guard and Reserve employees. The NC State Battalion of the Army ROTC was also recently recognized by the United States Army Cadet Command for the program’s excellence during the 2009-2010 school year.
• **NC State Students Receive Prestigious Scholarships**
  This spring, two outstanding NC State students have been recognized with two top national scholarship honors. Krystian Kozek, a materials science and engineering and chemistry double-major, received a Barry M. Goldwater Scholarship. He is the 36th NC State student in the university’s history to receive the scholarship, which is aimed to provide a continuing source of highly qualified scientists, mathematicians and engineers. Additionally, Garik Sadovy, a materials science and engineering major, was one of 80 named Udall Scholars. The Udall Scholarship is provided to students committed to careers related to the environment, tribal policy or Native American healthcare.

• **Seniors Awarded Mathews Medal**
  Four graduating seniors were also honored with the Mathews Medal for their outstanding commitment and contributions to NC State as undergraduates. The four students honored included: Justin Boucher, a senior in environmental engineering; Kristy Craig, a senior in political science; Jeffrey Johnson, a senior in business administration; and Marycobb Randall, a senior in business administration. The Mathews Medal, which was named in honor of the first student enrolled at the North Carolina College of Agriculture and Mechanic Arts Walter J. Mathews, recognizes lasting impacts recipients have made on NC State.

• **Jenkins Graduate School of Management Students Earn 2nd Place at Local Competition**
  Five MBA students recently competed in the Association for Corporate Growth's Second Annual ACG Cup sponsored by the organization’s Raleigh-Durham chapter. The students – Jessica Barnes, AJ Kramer, Adam Leath, Gulcin Menekse and Terry Munroe – competed in a case study competition intended to provide students with real-world experience with concepts such as mergers and acquisitions, financial advisory and private equity. Despite this being the first year NC State has fielded a team, the team came in 2nd place beating out competition from Duke University’s Fuqua School of Business, Meredith College’s School of Business and UNC-Chapel Hill’s Kenan-Flagler School of Business. A team of MBA students from Wake Forest University’s Babcock Graduate School of Business claimed the top prize.

• **Students and Faculty Spend Spring Break Giving Back**
  During spring break, a number of NC State students engaged in service-oriented trips in the US and around the world. As a part of this year’s alternative spring break trips, sponsored by CSLEPS, students traveled to Alaska, Belize, Costa Rica, El Salvador, Dominican Republic, Guatemala, Mexico and Nicaragua. While engaging in direct service projects within these different communities, students were also immersed in the culture and customs of the respective communities. For example, students who visited El Salvador worked in tandem with members of the El Salvador community to construct a building that included four single-family units, each with a living room and two bedrooms.
CALL TO ORDER
Norris Tolson
Chair of Committee

ROLL CALL

READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT

1. AGENDA
   Approval of February 17, 2011 Minutes 4.1A
   Approval of March 18, 2011 Minutes 4.1B

2. DISCUSSION ITEMS (No action necessary)
   A. Residency for Full Scholarship Undergraduate Students 4.2A
      Presenter: Ms. Julie Rice Mallette, Associate Vice Provost and Director of Scholarships and Financial Aid
      The Chancellor is required to provide an annual report to the Board of Trustees on the list of recognized entities awarding full scholarships to undergraduates and the number of students receiving full scholarships from each entity. An overview of the 10-11 Annual Report will be provided.

   B. Students Requiring Special Consideration 4.2B
      Presenter: Dr. Louis D. Hunt, University Registrar and Vice Provost, Enrollment Management & Services
      Per Regulation 02.10.4 (Identification and Performance Monitoring of Selected Students Requiring Special Consideration for Admissions), the Chancellor is required to provide to the Board of Trustees and to UNC General Administration an annual update on the special consideration process of Undergraduate Admissions. This report will also include a review of the performance of students previously admitted through that process.

3. REQUESTED ACTION
   A. Consideration of Approval of the Proposed Salary Ranges for Senior Academic and Administrative Officers (SAAO) 4.3A
      Presenter: Ms. Barbara Carroll, Associate Vice Chancellor for Human Resources
      As a condition of management flexibility delegated by the UNC Board of Governors, the BOT (delegated to the AAPC) establishes pay ranges for senior academic and administrative officer (SAAO) positions not otherwise established by UNC-General Administration. The discussion describes this year’s salary market analysis and presents for AAPC approval the recommended SAAO pay ranges for FY11-12. Faculty salary ranges are approved by the Chancellor and will be shared with the AAPC at a future meeting.
B. Department of Athletics Championship and Post-Season Compensation Guidelines 4.3B
Presenter: Ms. Deborah Yow, Director of Athletics
Rationale: Needs approval per Non-Salary and Deferred Compensation Policy 05.15.3.

✔ C. Revised Policy 01.30.2: Honorary Degrees 4.3C
Reason for Revision: As a part of a review of this policy, the Faculty Committee on Honorary Degrees suggested language to clarify the basis for awarding Honorary Degrees. In addition, in response to the Chancellor's request for a systematic review of policies and regulations, the Office of the Provost has tried to separate procedural information from policies and regulations. The procedures for solicitation and review of Honorary Degree nominations will be posted to the Honorary Degree web site.

✔ D. New Degree Proposal: Master of Science in Electric Power Systems Engineering 4.3D
(Intent to Plan and Request Authorization to Establish)

4. INFORMATIONAL REPORTS

A. Faculty Senate Update 4.4A.a.
Presenter: Margery F. Overton, Chair of the Faculty

B. May, 2011 Commencement Speaker
Presenter: Chancellor W. Randolph Woodson

C. Provost Update
Activities in Academic Affairs since the February 17, 2011 Board Meeting
a. Discontinue M.A. in French Language and Literature (CIP Discipline Number: 16.0901) and Merge into new M.A. in Foreign Language and Literature (CIP Discipline Number 16.0101) 4.4C.a.

b. Discontinue M.A. in Spanish Language and Literature (CIP Discipline Number: 16.0905) and Merge into new M.A. in Foreign Language and Literature (CIP Discipline Number 16.0101) 4.4C.b.

c. Notification of New Graduate Certificate in Mathematics 4.4C.c.

d. Early College High School MOA 4.4C.d.

e. Update: Dean of the College of Veterinary Medicine Search
f. Nepotism Report

5. PERSONNEL MATTERS AND HONORARY AWARDS*

Executive Summary of All Personnel Actions Requiring Approval 4.5

✔ A. To consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer or employee or prospective public officer or employee. 4.5A

B. To establish or to instruct the staff or agent concerning the amount of compensation and other material terms of an employment contract or proposed employment contract. 4.5B

✔ C. To prevent the premature disclosure of an honorary award or scholarship. 4.5C

6. ADJOURN
* Discussed in Closed Session
✔ Requires Full Board Approval
The Academic Affairs and Personnel Committee of the Board of Trustees of North Carolina State University met February 17, 2011 at 3:15 p.m. in the Winslow Hall Conference Room.

Members Present: Norris Tolson, Committee Chair
Ben Jenkins
Bob Jordan
Cassius Williams

Other Trustee Present: Lawrence Davenport, Board Chair

Others Present: Randy Woodson
Warwick Arden
Megan Albidrez
John Ambrose
Betsy Brown
Barbara Carroll
Eileen Goldgeier
Cecile Hinson
Louis Hunt
Amy Jinnette
Duane Larick
Carrie Leger
Margery Overton
Marielle Pocan
Debbie Yow

Chair Tolson called the meeting to order. All committee members were present.

He reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the Academic Affairs and Personnel Committee at this meeting. Hearing none, Chair Tolson proceeded with the Committee agenda.

A motion was made by Mr. Jenkins and seconded by Mr. Williams to approve minutes from the open and closed sessions of the November 18, 2010, December 3, 2010 and December 22, 2010 meetings as distributed. The motion carried.

Dr. Louis Hunt, University Registrar and Vice Provost for Enrollment Management and Services, provided an update on fall graduation statistics and graduation trends. NC State awarded 3,096 degrees in December of 2010. The College of Humanities and Social Sciences awarded the largest number of bachelor’s degrees (496) and the College of Engineering awarded the largest total number of degrees (764). Discussion focused on NC State’s retention and graduation rate trends. Dr. Hunt noted that elements of the strategic plan are addressing these areas.
Ms. Carrie Leger, Associate Athletic Director for Academics and Student Services, and Ms. Megan Albidrez, Interim Director of the Academic Support Program for Student-Athletes (ASPSA), presented an overview of the ASPSA, which is a component of the Division of Undergraduate Academic Programs in the Provost's Office but receives most of its funding from the Athletic Department. The unit serves all student-athletes on a roster and student-athletes who return to the university to complete their degree. The various measurements for evaluating student-athlete graduation success were discussed with a focus on the Academic Progress Rate (APR) which was developed as a more real-time assessment of teams’ academic performance. APR highlights as well as strategies for improvement were also shared.

Chair Tolson and Provost Arden discussed actions taken by the AAPC working group to review the process and standards for awarding honorary degrees. Chair Tolson met with the Faculty Committee on Honorary Degrees in January. Both the working group and the Faculty Committee have proposed revisions to the Honorary Degree Policy. The revisions are being vetted through the campus review process and will be brought to the Board of Trustees in April.

Mr. Jenkins made a motion, seconded by Mr. Williams, to approve the option that the Herbert Benjamin Distinguished Professorship in the College of Veterinary Medicine and the Hugh C. Lord/LORD Corporation and Thomas Lord/LORD Corporation Distinguished Professorships in the Department of Chemistry, College of Physical and Mathematical Sciences, may be awarded for the duration of the full-time service of the professor as a faculty member or as a time-limited appointment. The motion carried. The colleges will decide which option is selected.

Dr. Duane Larick presented two new Master’s degree programs as well as a new articulation agreement between NC State and Campbell University. The Masters of Climate Change and Society will be a professional science master’s program consisting of one academic year of courses, most of which are existing courses at NC State, plus a summer internship/research project. The degree, which is the only one of its kind in the UNC-system, will be offered by the Department of Marine, Earth and Atmospheric Sciences in the College of Physical and Mathematical Sciences in collaboration with other departments. The Master of Nanoengineering will be offered solely via distance education through the College of Engineering online program. NC State received a $100,000 grant from The University of North Carolina-GA to initiate development of courses for this proposed degree. Finally, NC State requests authorization to participate in an inter-institutional arrangement with Campbell University to define the terms for students to obtain dual Juris Doctor (JD) and Master of Business Administration (MBA) degrees from Campbell University and NC State University, respectively, on the conditions that they fulfill the degree requirements of both institutions. This agreement does not create a new degree or a joint degree, rather it articulates the terms for both schools accepting transfer credits which are applied toward JD and MBA degrees at Campbell and NC State, respectively. Mr. Jenkins made a motion, seconded by Mr. Williams, to recommend approval of the two new degree programs and Inter-Institutional Arrangement to the full board. The motion carried.

Provost Arden provided an update on activities since the November meeting which included notification of revisions made to Regulation 02.20.3 Attendance Regulation, Regulation 05.50.2 Review of College Deans and Regulation 05.50.5 Review of Dean of Undergraduate Academic Programs, Dean of the Graduate School and Vice Provosts. He also shared that 141 dossiers are being considered in the 2010-11 Reappointment, Promotion and Tenure process. Finally, the Provost updated the committee on the strategic planning process. All nine task forces have submitted white papers which are available on the strategic planning website for review and comment. In January, the white papers were discussed at a University Council retreat and a Chancellor's Forum on Strategic Planning. The Chancellor and Student Body President Kelly Hook hosted a forum to provide students with an opportunity to comment on the strategic plan, particularly the recommendations of the undergraduate student success task force. Work continues on the draft Strategic Plan which should
be available for campus review later this month. Trustee members will have a chance to review the plan prior to the April BOT meeting.

A motion was made by Mr. Williams to go into closed session to consider the qualifications, competence, performance, condition of appointment of a public officer or employee or prospective public officer or employee according to North Carolina General Statute, Section 143-318.11(a)(6), to establish or instruct the staff or agent concerning the negotiations of the amount of compensation or other terms of an employment contract according to North Carolina General Statute, Section 143-318.11(a)(5), and to prevent the premature disclosure of an honorary award or scholarship according to North Carolina General Statute, Section 143-318.11(a)(2). Mr. Jenkins seconded the motion. The motion carried.

After coming out of closed session, Mr. Tolson announced the meeting in open session.

Mr. Jenkins made a motion, seconded by Mr. Williams, to approve the College of Engineering’s request to confer tenure to a new faculty member as presented in Closed Session. The motion carried.

With no further business, Chair Tolson announced the meeting adjourned.

Norris Tolson, Chair
MINUTES  
ACADEMIC AFFAIRS AND PERSONNEL COMMITTEE  
Board of Trustees  
North Carolina State University  
March 18, 2011  

The Academic Affairs and Personnel Committee of the Board of Trustees of North Carolina State University held an emergency meeting via teleconference at 1:30 p.m. March 18, 2011. The call originated from Room A, Holladay Hall.  

Members Present: Norris Tolson, Committee Chair  
Ben Jenkins  
Bob Jordan  
Cassius Williams  
Lawrence Davenport, Board Chair  

Other Trustees Present:  
Gayle Lanier  
Barbara Mulkey  
Jim Owens  
Randy Ramsey  
Steve Warren  

Others Present:  
Randy Woodson  
Warwick Arden  
Eileen Goldgeier  
Chris Kingston  
PJ Teal  
Deborah Yow  

Chair Tolson called the meeting to order at 1:35 p.m., a quorum was present.  

Chair Tolson reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the Academic Affairs and Personnel Committee at this meeting. Hearing none, Chair Tolson proceeded with the Committee agenda.  

Chancellor Woodson thanked members for being available on short notice. He stated that this meeting was a necessary step in our process to hire a head basketball coach. We have appointed our search committee and secured our search firm. This meeting was called to authorize the framework needed for the search committee to move forward very quickly
in identifying and evaluating candidates. Vice Chancellor Goldgeier added that an emergency meeting was necessary because time is of the essence due to the dynamic and fluid nature of coaching personnel at the highest levels of the NCAA. Without obtaining approval for compensation and material terms, an opportunity to hire key personnel would be irretrievably lost.

The Committee carried the motion of Mr. Williams, seconded by Mr. Jenkins, to go into closed session to establish or to instruct the public body’s staff concerning the position to be taken by or on behalf of the public body in negotiating the amount of compensation and other material terms of an employment contract or future employment contract to be discussed in closed session under N.C.G.S. 143-318.11(a)(5)(ii).

After coming out of closed session, Chair Tolson announced the meeting in open session.

Mr. Jordan made a motion to approve the personnel matters as discussed in Closed Session. Mr. Williams seconded the motion. The motion carried.

With no further business, Chair Tolson announced the meeting adjourned at 2:15 p.m.

Norris Tolson, Chair
Residency for Full Scholarship Undergraduate Students  
REG 02.70.3

1. INTRODUCTION

1.1 Pursuant to North Carolina General Statute 116-143.6, the North Carolina State University Board of Trustees authorized the Chancellor to recognize entities as he/she may deem appropriate as providers of full scholarships for undergraduate students. Pursuant to that authority, the Chancellor will post annually a list of such providers in the Standard Operating Practice on Residency for Full Scholarship Undergraduates, at least six months prior to the semester in which it is to be effective.

1.2 Effective with the Summer II 2006 semester, NC State University will consider students who accepted admission on or after July 1, 2005 and who receive full scholarships, as defined by North Carolina General Statute 116-143.6, from the entities designated pursuant to Section 1.1, to be residents of North Carolina for all purposes intended by N.C.G.S. 116-143.6.

2. REPORT TO THE BOARD OF TRUSTEES

The Chancellor will provide the Board of Trustees with an annual report showing a list of the recognized entities and the number of students receiving full scholarships from each entity.

2010-11 Annual Report

Approved Recognized Entities for 2010-11:

- Park Foundation
- NCSU Foundation, Inc.
- Endowment Fund of NCSU
- NC Agricultural Foundation, Inc.
- NC Dairy Foundation, Inc.
- NC Tobacco Foundation, Inc.
- NCSU Engineering Foundation
- NC Forestry Foundation
- Pulp and Paper Foundation, Inc.
- NCSU Physical and Mathematical Sciences
- NC Textile Foundation
- NC Veterinary Medical Foundation, Inc.
- NCSU Alumni Association, Inc.
- Provost’s Academic Award, in conjunction with University Endowed Scholarship Founding

The NCSU Student Aid Association/Wolfpack Club was an approved entity by NC State until July 1, 2010 when the NC General Assembly rescinded the resident tuition benefit for student athletes.

<table>
<thead>
<tr>
<th>Recognized Entity</th>
<th># New FR/TR Full Scholarship Non-Resident Students Receiving Resident Tuition Benefit</th>
<th>Total # (New + Continuing) Full Scholarship Non-Resident Students Receiving Resident Tuition Benefit</th>
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<td>TOTALS</td>
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</table>
Undergraduate Admissions:
Special Consideration Process Update

Louis Hunt
Vice Provost and University Registrar
Enrollment Management and Services
Purpose:

- Provide a mechanism to admit students with exceptional talents in areas important to the university community.
- The overriding criterion in all admissions decisions is the potential for academic success.
- Process is governed by REG 02.10.4
  - “Identification and Performance Monitoring of Selected Students Requiring Special Consideration for Admissions” – Issued in 2003 for the 2004/05 academic year.
Criteria:

• The special consideration process includes students that do not meet **UNC Minimum Admissions Requirements**

• Or, meet two of the following criteria:
  
  • Rank in bottom half of high school class
  • High School GPA less than 2.5
  • Total SAT less than 900 (verbal and math)
  • SAT Verbal less than 420
  • SAT Math less than 420
Process:

- Students are selected for consideration on the basis of their application or advocacy by one or more campus units:
  - Undergraduate Admissions
  - Academic College or Department
  - Athletics
    - Academic Support for Student Athletes
    - Coaching Staff
  - Other campus units
- Students are presented to the committee by the Director of Admissions.
Committee Process:

• The committee includes the following representation:
  
  • Faculty Senate
  • Admissions Committee, Chair
  • Vice Provost, Enrollment Management and Services
  • Dean, Undergraduate Academic Programs
  • Director, Academic Support for Student Athletes
  • Director, Undergraduate Admissions

• Each case is individually reviewed in detail.

• Additional materials may be required from internal or external sources.
Selection Results
(2005 – 2010 Cohorts)
# Admissions Data

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<th>2005</th>
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<th>2007</th>
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## Admissions Data

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Academic Performance
(2005 – 2010 Cohorts)
### NC State Academic Data

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*Avg. GPA and Avg. Hours Passed only include currently enrolled students. Data reflects status as of Fall 2010 End of Term.*
## Special Consideration Athletes by Academic Program

<table>
<thead>
<tr>
<th>Academic Program</th>
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<th>Fall 2006</th>
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Data reflects status as of Fall 2010 End of Term.
### Special Consideration Non Athletes by Academic Program

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Data reflects status as of Fall 2010 End of Term.
Fall 2010 Total GPA Comparison

Data reflects status as of Fall 2010 End of Term.
## Special Consideration Athletes Summary

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<tr>
<th>Cohort Year</th>
<th>Total Enrolled</th>
<th>Graduated</th>
<th>Went Pro</th>
<th>Withdrew</th>
<th>Withdrew - Not Eligible</th>
<th>Suspended</th>
<th>TOTAL</th>
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Data reflects status as of March 22, 2011
<table>
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<td><strong>16</strong></td>
<td><strong>11</strong></td>
<td><strong>132</strong></td>
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</table>

Data reflects status as of March 22, 2011
Assessment:

• Students admitted through the special consideration process are closely monitored and success rates are reported to the following:
  – Admissions Committee
  – Faculty Senate
  – Special Consideration Committee
  – Provost’s Athletics Roundtable
  – Board of Trustees
Conclusion / Questions
**Ranges listed in red are set by UNC General Administration**

<table>
<thead>
<tr>
<th>College/Division</th>
<th>Range Title</th>
<th>11-12 Range Minimum</th>
<th>11-12 Range Maximum</th>
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<td>Chancellor</td>
<td>Chancellor</td>
<td>*</td>
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<tr>
<td></td>
<td>Asst. to the Chancellor &amp; Secretary of the University</td>
<td>106,800</td>
<td>213,600</td>
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<td>125,200</td>
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<td>Director - Internal Audit</td>
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<td>Vice Chancellor &amp; General Counsel*</td>
<td>*</td>
<td>*</td>
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<tr>
<td></td>
<td>Sr. Assoc. General Counsel</td>
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<td><strong>Director - EH&amp;S</strong></td>
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<td><strong>Director - Risk Management</strong></td>
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<td><strong>Director - Transportation</strong></td>
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<td>Dean</td>
<td>256,700</td>
<td>513,400</td>
</tr>
<tr>
<td></td>
<td>Assoc. Dean - Undergraduate Programs</td>
<td>138,900</td>
<td>277,700</td>
</tr>
<tr>
<td></td>
<td>Assoc. Dean &amp; Director - Grad Programs &amp; Research</td>
<td>138,900</td>
<td>277,700</td>
</tr>
<tr>
<td></td>
<td>Asst. Dean - Research</td>
<td>125,000</td>
<td>249,900</td>
</tr>
<tr>
<td></td>
<td>Asst. Dean - Finance &amp; Business</td>
<td>76,500</td>
<td>152,900</td>
</tr>
<tr>
<td>College of Natural Resources</td>
<td>Dean</td>
<td>136,800</td>
<td>273,500</td>
</tr>
<tr>
<td></td>
<td>Assoc. Dean - Academic Affairs</td>
<td>91,600</td>
<td>183,100</td>
</tr>
<tr>
<td></td>
<td>Assoc. Dean - Research</td>
<td>91,600</td>
<td>183,100</td>
</tr>
<tr>
<td></td>
<td>Asst. Dean - Extension</td>
<td>82,400</td>
<td>164,800</td>
</tr>
<tr>
<td></td>
<td>Asst. Dean - Finance &amp; Business</td>
<td>76,500</td>
<td>152,900</td>
</tr>
<tr>
<td>College of Physical &amp; Mathematical Sciences</td>
<td>Dean</td>
<td>200,900</td>
<td>401,700</td>
</tr>
<tr>
<td></td>
<td>Assoc. Dean - Academic Affairs</td>
<td>113,400</td>
<td>226,700</td>
</tr>
<tr>
<td></td>
<td>Assoc. Dean - Research</td>
<td>113,400</td>
<td>226,700</td>
</tr>
<tr>
<td>College of Textiles</td>
<td>Dean</td>
<td>200,900</td>
<td>401,700</td>
</tr>
<tr>
<td></td>
<td>Assoc. Dean - Academic Programs</td>
<td>113,400</td>
<td>226,700</td>
</tr>
<tr>
<td></td>
<td>Assoc. Dean - Research</td>
<td>113,400</td>
<td>226,700</td>
</tr>
<tr>
<td></td>
<td>Asst. Dean - Finance &amp; Administration</td>
<td>76,500</td>
<td>152,900</td>
</tr>
<tr>
<td>College of Veterinary Medicine</td>
<td>Dean</td>
<td>182,300</td>
<td>364,500</td>
</tr>
<tr>
<td></td>
<td>Sr. Assoc. Dean - Academic Affairs</td>
<td>131,500</td>
<td>263,000</td>
</tr>
<tr>
<td></td>
<td>Assoc. Dean - Research &amp; Graduate Studies</td>
<td>119,600</td>
<td>239,100</td>
</tr>
<tr>
<td></td>
<td>Asst. Dean - Business &amp; Finance</td>
<td>89,900</td>
<td>179,800</td>
</tr>
<tr>
<td></td>
<td>Asst. Dean - Personnel</td>
<td>54,700</td>
<td>109,400</td>
</tr>
</tbody>
</table>

**Ranges listed in red are set by UNC General Administration**

**Units are in transition as part of organizational realignment announced 3/15/11**
North Carolina State University
Department of Athletics
Bonuses: Women’s Basketball Coaches

A. Academic Achievement
Graduation Rates greater than or equal to 55% per language in contract (at conclusion of 3rd year)
   $50,000
   $10,000

   Graduation Rates greater than or equal to 70% per Federal Graduation Rate
   n/a
   $10,000

B. Competitive Achievement: Post Regular Season
Participate in ACC Championship Game or become Tournament Champion or Post-Season Invitation
   2 mths salary 1 mth salary
Sweet Sixteen
   3 mths salary 1.5 mths salary
Final Four
   4 mths salary 2 mths salary

*these bonuses are not cumulative

*Highlighted bonuses are contractual (Head Coach) or already utilized.

In the event that any future or amended state or federal law, rule, or regulation, or NCAA or ACC rule or regulation should 1) prohibit the payment of any bonus listed; 2) render any bonus illegal or ineffectual; or 3) subject NC State to a penalty or assessment or violation of law if such bonus were to be paid, NC State will, to the extent possible, revise such bonus or substitute an alternative incentive payment that would allow for a similar economic benefit to be provided while preserving for the university as much of the bargained for institutional benefit as reasonably possible.
North Carolina State University
Department of Athletics
Bonuses: Football Coaches

<table>
<thead>
<tr>
<th>A. Academic Achievement</th>
<th>Head Coach</th>
<th>Coordinators</th>
<th>Assistants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted Graduation Rates greater than or equal to 55% per language in contract</td>
<td>$ 50,000</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Graduation Rates greater than or equal to 70% per Federal Graduation Rate</td>
<td>$20,000</td>
<td>$10,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B. Competitive Achievement: Regular Season</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wins five (5) ACC Regular Season Games</td>
</tr>
<tr>
<td>Wins six (6) ACC Regular Season Games</td>
</tr>
<tr>
<td>Wins seven (7) ACC Regular Season Games</td>
</tr>
<tr>
<td>Wins eight (8) ACC Regular Season Games</td>
</tr>
</tbody>
</table>

*These bonuses are cumulative*

<table>
<thead>
<tr>
<th>C. Competitive Achievement: Post Regular Season</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participate in ACC Championship Game</td>
</tr>
<tr>
<td>Non-BCS Bowl Invitation</td>
</tr>
</tbody>
</table>

*These bonuses are cumulative*

or

<table>
<thead>
<tr>
<th>D. Competitive Achievement: Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poll Ranking – Highest end-of-season ranking USA Today/ESPN, Associated Press, or BCS</td>
</tr>
<tr>
<td>Ranking 1 – 5, or</td>
</tr>
<tr>
<td>Ranking 6 – 10, or</td>
</tr>
<tr>
<td>Ranking 11 – 15, or</td>
</tr>
<tr>
<td>Ranking 16 – 20</td>
</tr>
</tbody>
</table>

*Highlighted bonuses are contractual (Head Coach) or already utilized.*

In the event that any future or amended state or federal law, rule, or regulation, or NCAA or ACC rule or regulation should 1) prohibit the payment of any bonus listed; 2) render any bonus illegal or ineffectual; or 3) subject NC State to a penalty or assessment or violation of law if such bonus were to be paid, NC State will, to the extent possible, revise such bonus or substitute an alternative incentive payment that would allow for a similar economic benefit to be provided while preserving for the university as much of the bargained for institutional benefit as reasonably possible.
North Carolina State University
Department of Athletics
Bonuses: Baseball Coaches

A. Academic Achievement
Adjusted Graduation Rates greater than or equal to 55% per language in contract (after 3rd yr of agreement)

<table>
<thead>
<tr>
<th></th>
<th>Head Coach</th>
<th>Asst. Coach</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 50,000</td>
<td>n/a</td>
</tr>
</tbody>
</table>

Graduation Rates greater than or equal to 70% per Federal Graduation Rate

|                | n/a        | $10,000     |

B. Competitive Achievement: Post Regular Season
Participate in ACC Championship Game or become Tournament Champion or Post-Season Invitation

<table>
<thead>
<tr>
<th></th>
<th>2 mths salary</th>
<th>1 mth salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invitation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sweet Sixteen</td>
<td>3 mths salary</td>
<td>1.5 mths salary</td>
</tr>
<tr>
<td>Final Four</td>
<td>4 mths salary</td>
<td>2 mths salary</td>
</tr>
</tbody>
</table>

*these bonuses are not cumulative

*Highlighted bonuses for Head Coach are contractual.

In the event that any future or amended state or federal law, rule, or regulation, or NCAA or ACC rule or regulation should 1) prohibit the payment of any bonus listed; 2) render any bonus illegal or ineffectual; or 3) subject NC State to a penalty or assessment or violation of law if such bonus were to be paid, NC State will, to the extent possible, revise such bonus or substitute an alternative incentive payment that would allow for a similar economic benefit to be provided while preserving for the university as much of the bargained for institutional benefit as reasonably possible.
North Carolina State University
Department of Athletics
Bonuses: EPA Professionals (Non-Coaching Staff)

<table>
<thead>
<tr>
<th>A. Academic Achievement:</th>
<th>Football, MBB, WBB and Baseball</th>
<th>All other Varsity Sports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduation Rates greater than or equal to 70% per Federal Graduation Rate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sports Administrator</td>
<td>$5,000</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

B. Competitive Achievement: Post Season
Participate in Conference Championship Game

<table>
<thead>
<tr>
<th>Role</th>
<th>Bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Sr. Associate AD</td>
<td>1 mth salary $1,000</td>
</tr>
<tr>
<td>Sr. Associate AD</td>
<td>1 mth salary $1,000</td>
</tr>
<tr>
<td>Sports Administrator</td>
<td>1 mth salary $1,000</td>
</tr>
<tr>
<td>Director of Operations/HS Relations</td>
<td>1 mth salary $1,000</td>
</tr>
<tr>
<td>Video Coordinator(s)</td>
<td>1 mth salary $1,000</td>
</tr>
<tr>
<td>Assigned Strength &amp; Conditioning Coach</td>
<td>1 mth salary $1,000</td>
</tr>
<tr>
<td>Assigned Athletic Trainer</td>
<td>1 mth salary $1,000</td>
</tr>
<tr>
<td>Assigned Sports Information Director</td>
<td>$1,000</td>
</tr>
<tr>
<td>Assigned Marketing Director</td>
<td>$1,000</td>
</tr>
<tr>
<td>Assigned Ticket Manager</td>
<td>$1,000</td>
</tr>
<tr>
<td>Assigned Game Operations Director</td>
<td>$1,000</td>
</tr>
</tbody>
</table>

*NAD not included in grid because all bonuses already in contract
*Highlighted bonuses are already utilized

In the event that any future or amended state or federal law, rule, or regulation, or NCAA or ACC rule or regulation should 1) prohibit the payment of any bonus listed; 2) render any bonus illegal or ineffectual; or 3) subject NC State to a penalty or assessment or violation of law if such bonus were to be paid, NC State will, to the extent possible, revise such bonus or substitute an alternative incentive payment that would allow for a similar economic benefit to be provided while preserving for the university as much of the bargained for institutional benefit as reasonably possible.
## North Carolina State University
Department of Athletics
Bonuses: Men’s Soccer Coaches

### A. Academic Achievement

<table>
<thead>
<tr>
<th>Event Description</th>
<th>Head Coach</th>
<th>Asst. Coach</th>
</tr>
</thead>
<tbody>
<tr>
<td>3rd yr of agreement the APR, per the NCAA 4yr rate, exceed the National Avg for Men’s Soccer</td>
<td>.75 of 1 mth salary</td>
<td>.50 of 1 mth salary</td>
</tr>
<tr>
<td>3rd yr of agreement the FGR exceeds the National Avg for other men’s sports (excluding Football, Basketball, Baseball and Track)</td>
<td>.75 of 1 mth salary</td>
<td>.50 of 1 mth salary</td>
</tr>
</tbody>
</table>

### B. Competitive Achievement: Post Regular Season

<table>
<thead>
<tr>
<th>Event Description</th>
<th>Head Coach</th>
<th>Asst. Coach</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC Regular Season Champion and ACC Tournament #1 seed</td>
<td>3 mths salary</td>
<td>1.5 mths salary</td>
</tr>
<tr>
<td>ACC Tournament Champion</td>
<td>1.5 mths salary</td>
<td>.75 mth salary</td>
</tr>
<tr>
<td>2nd Round win of the Div.1 NCAA Tournament</td>
<td>1.5 mths salary</td>
<td>.75 mth salary</td>
</tr>
<tr>
<td>3rd Round win of the Div. 1 NCAA Tournament</td>
<td>1.5 mths salary</td>
<td>.75 mth salary</td>
</tr>
<tr>
<td>Quarter Final win of the Div 1 NCAA Tournament</td>
<td>1.5 mths salary</td>
<td>.75 mth salary</td>
</tr>
<tr>
<td>Semi-Final win of the Div 1 NCAA Tournament</td>
<td>1.5 mths salary</td>
<td>.75 mth salary</td>
</tr>
<tr>
<td>NCAA Div. 1 Tournament Champion</td>
<td>3 mths salary</td>
<td>1.5 mths salary</td>
</tr>
</tbody>
</table>

*these bonuses are cumulative

*Highlighted bonuses for Head Coach are contractual.

In the event that any future or amended state or federal law, rule, or regulation, or NCAA or ACC rule or regulation should 1) prohibit the payment of any bonus listed; 2) render any bonus illegal or ineffectual; or 3) subject NC State to a penalty or assessment or violation of law if such bonus were to be paid, NC State will, to the extent possible, revise such bonus or substitute an alternative incentive payment that would allow for a similar economic benefit to be provided while preserving for the university as much of the bargained for institutional benefit as reasonably possible.
North Carolina State University
Department of Athletics
Bonuses: M/W Golf, Gymnastics, Rifle, W. Soccer, M/W Swimming, M/W Tennis, Wrestling and Softball

<table>
<thead>
<tr>
<th>A. Academic Achievement</th>
<th>Head Coach</th>
<th>Asst. Coach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduation Rates greater than or equal to 70% per Federal Graduation Rate</td>
<td>$5,000</td>
<td>$2,500</td>
</tr>
</tbody>
</table>

| B. Competitive Achievement: Post Regular Season | |
| ACC Regular Season or Tournament Championship (Team) | $2,000 | $1,000 |
| NCAA Team Tournament Bid | $2,000 | $1,000 |
| Team Finishes in the top 25 in the nation in a poll recognized by the NCAA | $2,000 | $1,000 |
| National Champion | 2 mths salary | 1 mth salary |

*Highlighted bonuses are already utilized.*

In the event that any future or amended state or federal law, rule, or regulation, or NCAA or ACC rule or regulation should 1) prohibit the payment of any bonus listed; 2) render any bonus illegal or ineffectual; or 3) subject NC State to a penalty or assessment or violation of law if such bonus were to be paid, NC State will, to the extent possible, revise such bonus or substitute an alternative incentive payment that would allow for a similar economic benefit to be provided while preserving for the university as much of the bargained for institutional benefit as reasonably possible.
North Carolina State University
Department of Athletics
Bonuses: Men’s & Women’s Track & Field and Cross Country

**A. Academic Achievement**
Graduation Rates greater than or equal to 70% per Federal Graduation Rate

<table>
<thead>
<tr>
<th></th>
<th>Head Coach</th>
<th>Asst. Coach</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 5,000</td>
<td>$ 2,500</td>
</tr>
</tbody>
</table>

**B. Competitive Achievement: Post Regular Season**
ACC Regular Season Team Champion
Team Invitation to the NCAA Div. 1 Track Meet
Team win of the NCAA Div. 1 National Championship
Team Finishes in the top 25 in the nation in a poll recognized by the NCAA

<table>
<thead>
<tr>
<th></th>
<th>Head Coach</th>
<th>Asst. Coach</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC Regular Season Team Champion</td>
<td>$2,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>Team Invitation to the NCAA Div. 1 Track Meet</td>
<td>$2,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>Team win of the NCAA Div. 1 National Championship</td>
<td>$4,000</td>
<td>$2,000</td>
</tr>
<tr>
<td>Team Finishes in the top 25 in the nation</td>
<td>$2,000</td>
<td>$1,000</td>
</tr>
</tbody>
</table>

*Highlighted bonuses are contractual (Head Coach) or already utilized.*

*Bonuses for Head Coach are contractual and stipulate that the maximum additional compensation earned with respect to each sport shall not exceed $10,000 or with respect to all sports combined shall not exceed $30,000.*

In the event that any future or amended state or federal law, rule, or regulation, or NCAA or ACC rule or regulation should 1) prohibit the payment of any bonus listed; 2) render any bonus illegal or ineffectual; or 3) subject NC State to a penalty or assessment or violation of law if such bonus were to be paid, NC State will, to the extent possible, revise such bonus or substitute an alternative incentive payment that would allow for a similar economic benefit to be provided while preserving for the university as much of the bargained for institutional benefit as reasonably possible.
North Carolina State University
Department of Athletics
Bonuses: Women’s Volleyball Coaches

A. Academic Achievement
Graduation Rates greater than or equal to 70% per Federal Graduation Rate
<table>
<thead>
<tr>
<th></th>
<th>Head Coach</th>
<th>Asst. Coach</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 5,000</td>
<td>$ 2,500</td>
</tr>
</tbody>
</table>

B. Competitive Achievement: Post Regular Season
Participate in ACC Championship Game or become Tournament Champion or Post-Season Invitation
<table>
<thead>
<tr>
<th></th>
<th>mths salary</th>
<th>mths salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invitation</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Sweet Sixteen</td>
<td>3</td>
<td>1.5</td>
</tr>
<tr>
<td>Final Four</td>
<td>4</td>
<td>2</td>
</tr>
</tbody>
</table>
*these bonuses are not cumulative

*Highlighted bonuses are already utilized.

In the event that any future or amended state or federal law, rule, or regulation, or NCAA or ACC rule or regulation should 1) prohibit the payment of any bonus listed; 2) render any bonus illegal or ineffectual; or 3) subject NC State to a penalty or assessment or violation of law if such bonus were to be paid, NC State will, to the extent possible, revise such bonus or substitute an alternative incentive payment that would allow for a similar economic benefit to be provided while preserving for the university as much of the bargained for institutional benefit as reasonably possible.
Rationale: As part of a review of this policy, the Faculty Committee on Honorary Degrees suggested language to clarify the basis for awarding Honorary Degrees. In addition, in response to the Chancellor’s request for a systematic review of policies and regulations, the Office of the Provost has tried to separate procedural information from policies and regulations. The procedures for solicitation and review of Honorary Degree nominations will be posted to the Honorary Degree web site.

Consultation Process:

2/15/11  Provost and Executive Vice Chancellor authorizes transmittal of PRR for review

1/25/11  General Counsel preliminary review

2/16/11  Faculty Committee on Honorary Degrees Review (includes 5 Faculty Senate representatives)

2/24/11  Council of Deans

2/24/11  Faculty Senate Executive Committee

3/6/11  General Counsel final review, if changes have been made

3/29/11  EOM (recommendation to Board of Trustees)

______  Board of Trustees (approval)

______  University Council (notification)
1. PURPOSE AND CRITERIA

1.1 North Carolina State University (hereinafter "University") will award Honorary Doctoral Degrees to recognize individuals who have attained achievements of extraordinary and lasting distinction. Awards represent the University’s highest recognition of outstanding and distinguished contributions of scholarship, creativity, leadership, and humanitarian or public service, that represent a state-level, national or international model to others and reflect the broad mission of the University. Honorary Degrees are not awarded to encourage or reward financial contributions to the University. Awards shall be based on an individual's record of scholarship, creativity, leadership, humanitarian service or public service. Individuals may or may not have an existing association with the state and/or the University, such as collaboration on research projects or previous service as a University faculty member or administrator. Individuals also may have no existing association with the University, and may establish that connection with acceptance of the honorary degree.

1.2 Honorary Doctoral Degrees shall not be awarded to members of the University faculty, staff, Trustees or members of the Board of Governors, the Governor, or any other elected officials or state employees concerned with the function or control of the University, so long as the relationship exists.

2. FACULTY COMMITTEE ON HONORARY DEGREES

2.1 The Board of Trustees is responsible for approving all Honorary Degrees to be conferred by the University, subject to such policies as may be established by the Board of Governors. The Board will make its selections of honorary degree recipients from nominations submitted to and recommended by the Faculty Committee on Honorary Degrees and from nominations submitted directly to the Academic Affairs and Personnel Committee of the Board of Trustees, in care of the Assistant Secretary to the Board. The Assistant Secretary will coordinate submissions of nominations with the Chancellor and the Provost and Executive Vice Chancellor.
2.2 The Faculty Committee on Honorary Degrees (hereinafter, the "Committee") will be chaired by the Provost and Executive Vice Chancellor, and will be composed of 12 members: (1) five faculty recommended by the Faculty Senate, with the total of five including the Chair of the Faculty; (2) two Distinguished University Professors appointed by the Provost and Executive Vice Chancellor; (3) an academic Dean; and (4) three at-large faculty, appointed by the Provost and Executive Vice Chancellor, who are representative of the University's academic, research, extension, engagement and economic development mission. The Chair shall participate in all discussions, and will vote only in the event of a tie.

2.3 Each year, the Provost and Executive Vice Chancellor shall solicit recommendations for appointment to the Committee through communication with the Faculty Senate, the deans, and the campus community. Faculty members shall serve two-year staggered terms, with the term of appointment beginning July 1. Members may serve no more than two consecutive terms on the Committee. Upon approval of the creation of the Committee by the Board of Trustees, initial appointments will include six members of the Committee appointed to a two-year term, and five appointed to a one-year term, with the determination of an individual's term at the discretion of the Provost and Executive Vice Chancellor.

2.4 Each year, the Provost and Executive Vice Chancellor shall solicit recommendations for appointment to the Committee through communication with the Faculty Senate, the deans, and the campus community. Appointments to the Committee will be announced by June 1. Members may serve no more than two consecutive terms on the Committee.

2.5 The Committee shall solicit, receive, screen, and evaluate nominations of individuals to be considered for honorary degrees. The Provost and Executive Vice Chancellor shall present the nominees considered worthy of being awarded an honorary degree to the Academic Affairs and Personnel Committee of the Board of Trustees.

3. PROCEDURE: CONSIDERATION OF NOMINATIONS

3.1 The Chancellor has delegated responsibility to the Provost and Executive Vice Chancellor for solicitation and review of honorary degree nominations, is authorized to promulgate regulations, in consultation with the Provost and Executive Vice Chancellor, for soliciting nominations from the campus community for review by the Committee and to apprise the campus community of the review process followed by the Honorary Degree Committee.

3.2 The staff in the Office of the Provost and Executive Vice Chancellor shall provide administrative staff support to the Committee, including the assembly of honorary degree nomination files. The Committee shall solicit nominations from the campus community, screen the nominations, and forward to the Academic Affairs and Personnel Committee of the Board of Trustees those nominees whom the Committee deems appropriate for further action. The Provost and Executive Vice Chancellor shall present the nominees to the Academic Affairs and Personnel Committee.

3.3 Academic Affairs and Personnel Committee members may nominate individuals for the honorary degree during the Closed Session consideration of honorary degree nominations.
3.4 The Academic Affairs and Personnel Committee shall report its recommendation(s) for the honorary degree to the full Board of Trustees for final action.

3.5 Upon final action of the Board of Trustees, the Chancellor shall notify all recipient(s) and arrange for awarding the Honorary Degree(s).

3.6 All considerations of Honorary Degrees by the Committee, the Faculty Senate, and/or the Board of Trustees and its Committee(s) will be held in the strictest confidence and considered only in Closed Session. Individuals nominated but not recommended by the Committee will have their nominations carried forward for one additional year.

4. TYPES AND CONFERRAL OF DEGREES

4.1 Upon recommendation of the Chancellor, the Board of Trustees will confer Honorary Doctoral Degrees from the following categories:

4.1.1 Honorary Doctor of Sciences
4.1.2 Honorary Doctor of Laws
4.1.3 Honorary Doctor of Humane Letters
4.1.4 Honorary Doctor of Fine Arts

4.2 The University may confer Honorary Doctoral Degree(s) at the Fall or Spring Commencement, and/or in unusual circumstances at other appropriate academic functions, such as the Honors Convocation at the discretion of the Chancellor. Nominators and seconds of successful candidates may be invited by the Chancellor to participate in activities honoring the candidate. Individuals must accept the degree in person within three years of approval by the Board of Trustees, unless otherwise approved by the Board of Trustees. Honorary Degree recipients must commit to a date to come to NC State to receive the Honorary Degree before the award will be made public by the Chancellor's office, unless otherwise approved by the Board of Trustees.
Proposed Master of Science in Electric Power Systems Engineering
EXECUTIVE SUMMARY

North Carolina State University proposes the creation of a new master’s program that will prepare students with strong power engineering backgrounds for careers in electric power systems engineering. The Master of Science (MS) in Electric Power Systems Engineering (EPSE) would be offered by the Electrical and Computer Engineering (ECE) department of College of Engineering. It will be a non-thesis Option B program.

The MS-EPSE is an innovative program which will provide students with a thorough understanding of the tools, methods, and practice of electric power engineering. The program will consist of 30 hours of coursework which includes twenty-seven credits of coursework coupled with three credits of capstone project. The curriculum will include four core electric power engineering courses, two new interdisciplinary courses focusing on power electronics, data communications, cyber security, and environmental issues associated with electric power systems. The curriculum also provides professional skills training through two integrated courses that introduce project management, communication skills, and the business aspects of electric power utilities. The curriculum offers also strong hands-on experience through laboratories and the capstone project. Finally, the curriculum provides industry experience and exposure by involving experts from industry to teach some of the topics and to provide one-to-one interaction with students through the capstone project.

To further enhance the exposure and training of the students, this program will be integrated with the recently established FREEDM Systems Center’s education program. The FREEDM center is developing novel technologies for electric power systems, and it will let the students utilize some of these unique facilities for capstone projects.

With these unique features, the proposed MS-EPSE program has been approved by the Council of Graduate Schools to satisfy the Professional Science Master (PSM) requirements. Encompassing the PSM scope, MS-EPSE will offer students the opportunity to earn a degree that is highly valued by employers and will fully prepare them for future leadership roles.

The MS-EPSE program at NC State University will be the flagship electric power sector career preparatory academic degree program. The degree will be suitable for a new or recent graduate, as well as experienced professionals who want to receive the necessary retraining to change careers. The Department of Energy (DOE) has identified a need for this academic degree program, and in July 2010, DOE awarded NC State University a three year grant to facilitate the development and delivery of this program.
FACULTY
SENATE
UPDATE
Report to the Academic Affairs and Personnel Committee
Board of Trustees
North Carolina State University

This report summarizes the grievance and hearing activity conducted from July 1, 2009 to present. [Please note that these grievances include both faculty and EPA non-faculty grievances. The policies and procedures for the two EPA employment categories were split at the start of the 2010-11 academic year, but those grievances filed at the end of the 2009-10 academic year where processed under the previous policy and procedures.]

**Grievances:** Six grievances have been filed since July 1, 2009. One grievance that was filed in the spring of 2009 continued during the 2009 - present time frame. Out of the seven grievances, five committees were formed. One individual filed two grievances. A committee was formed and ruled that the one committee would act on both grievances, which are still pending. One committee had to be disbanded and a new committee formed to hear the grievance, which was later withdrawn by the grievant. One grievance was resolved in mediation, so that no committee was formed. Another grievance is set for mediation. One was dismissed by the committee.

**Hearings:**
Two hearings panels were formed under the Code Section 603. Of these, one was settled outside of the hearing process. The second was heard by the committee, and the chancellor upheld the recommendation of the committee.
PROVOST UPDATE
The University of North Carolina
Program Review and Recommendations Form
(Complete this form for each program identified in Attachment 2.)

Date: 14.Dec. 2010
UNC Institution: N C State
CIP Discipline Number: 16.0901
Title of the Program: French Language and Literature
Degree Abbreviation: M.A.

1. The accompanying guidelines list questions about centrality to mission, quality, faculty and physical resources, demand, costs, duplication, and consequences of deletion. After considering those issues, which of the following does the campus recommend?

_____ Retain the program in its present configuration with low enrollments likely to continue.

_____ Retain the program in its present configuration with specific steps to be taken to increase enrollments.

_____ Restructure the program by combining it with one or more other campus programs.

_____ Actively investigate collaboration with other UNC campuses in order to conserve program resources and increase course enrollments.

___X___ Discontinue the program while assuring graduation for any currently enrolled students.

2. Explain the above response—either the rationale for leaving the program in its current configuration or specific steps proposed to increase enrollments and/or conserve resources.

This is the first step in creating an umbrella M.A. in Foreign Languages and Literatures that will encompass French, Spanish, and possibly other areas in the distant future. Although the French program was created recently and was never expected to be large, we feel that consolidating it under the umbrella degree (Foreign Language and Literature, 16.0101) would provide a more efficient structure for our department, in general. Since there are currently a couple of shared courses in our present programs anyway, combining them to one degree with concentrations in whichever language makes more sense. The umbrella structure would also allow for additional concentrations in the future. We will allow students in the current programs their choice of either staying in the program as it is now (letting them graduate with the French degree) or shifting to the new degree program when it is approved. Once the umbrella program of an M.A. in Foreign Languages and Literatures is approved (and not until then), we will cease accepting new applicants to the French program. We will notify the grad school when there are no more students in the present French program, so that it may be officially discontinued.

3. Name/e-mail/phone of department contact person:

__________Ruth V. Gross, ruth_gross@ncsu.edu, 5-3343
The University of North Carolina
Program Review and Recommendations Form
(Complete this form for each program identified in Attachment 2.)

Date: 14 Dec. 2010
UNC Institution: N C State
CIP Discipline Number: 16.0905
Title of the Program: Spanish Language and Literature
Degree Abbreviation: M.A.

1. The accompanying guidelines list questions about centrality to mission, quality, faculty and physical resources, demand, costs, duplication, and consequences of deletion. After considering those issues, which of the following does the campus recommend?

_____ Retain the program in its present configuration with low enrollments likely to continue.

_____ Retain the program in its present configuration with specific steps to be taken to increase enrollments.

_____ Restructure the program by combining it with one or more other campus programs.

_____ Actively investigate collaboration with other UNC campuses in order to conserve program resources and increase course enrollments.

___X__ Discontinue the program while assuring graduation for any currently enrolled students.

2. Explain the above response—either the rationale for leaving the program in its current configuration or specific steps proposed to increase enrollments and/or conserve resources.

This is the first step in creating an umbrella M.A. in Foreign Languages and Literatures that will encompass French, Spanish, and possibly other areas in the distant future. Although the Spanish program was created recently, we feel that consolidating it under the umbrella degree (Foreign Language and Literature, 16.0101) would provide a more efficient structure for our department, in general. Since there are currently a couple of shared courses in our present programs anyway, combining them to one degree with concentrations in whichever language makes more sense. The umbrella structure would also allow for additional concentrations in the future.

We will allow students in the current programs their choice of either staying in the program as it is now (letting them graduate with the Spanish degree) or shifting to the new degree program when it is approved. Once the umbrella program of an M.A. in Foreign Languages and Literatures is approved (and not until then), we will cease accepting new applicants to the Spanish program. We will notify the grad school when there are no more students in the present Spanish program, so that it may be officially discontinued.

3. Name/e-mail/phone of department contact person:

______________Ruth V. Gross, ruth_gross@ncsu.edu, 5-3343
Proposal for a
Graduate Certificate in Mathematics

February 9, 2011

This proposal for a Certificate Program incorporates and follows all the regulations of NCSU REG 02.25.06 and the guidelines listed on http://www.ncsu.edu/grad/program-development/grad -certificate-programs.html.

1 Background

The Department of Mathematics recently received $1,200,000 in NSF funds in support of graduate training. These funds are aimed at increasing the number of students entering graduate study in mathematics, especially doctoral programs, and also in increasing their success and retention. A key part of this project is the development of a Certificate in Postbaccalaureate Mathematics (CPM).

The intended audience of the CPM program is two fold. One is people that have some mathematical training but do not have a full bachelors in mathematics. This could include students from such areas as mathematics education, engineering, and several of the other sciences and social sciences. The other intended audience is students with a bachelors in mathematics but who do not feel they are ready for graduate school. This could occur either because they came out of a small school with fewer advanced courses or because they are making the decision to get serious about mathematics at a later point in life. It is expected that these two groups will include a significant number of students from historically under represented groups.

Because the goal is to prepare and motivate students, the program is more than just taking some courses and must be held on campus. There will be careful mentoring of students. The program will deepen and broaden their understanding of mathematics, the mathematics profession, and the mathematical community. Students in the program will come to appreciate mathematics as a vibrant living discipline through which they can solve significant problems for government, industry, other scientists, and ultimately society at large. They will come to feel that they are part of the mathematical community by working closely with faculty and graduate students. There is financial support in the Grants for up to 4 new postbaccalaureate students each year. Supported students receive a stipend and tuition support for six courses although only four are required for the certificate.
To accomplish these goals the CPM program will have the following features:

1. Supported students in the program will be provided office space with current graduate students. Nonsupported students will receive space if it is available.

2. Students will receive careful advising both as to courses and as to long range professional development.

3. Because of the mentoring required the program will be limited to 10 new students a year.

4. Students will take a mix of graduate and undergraduate mathematics courses. The exact courses will be tailored to the individual student. 12 hours of mathematics are required for the certificate. They must be taken at NCSU and they must be taken for grade. They cannot also be used for another prior degree or certificate. If a student in the program were accepted into a NCSU graduate program after completion of the certificate the hours would be treated as any other NDS courses. Of the 12 hours at most 3 hours may be at the 400 level and that course requires prior approval of the DGP. The other 9 hours will be at the 500 level or above.

5. There will be an optional summer research experience within one of our current REG (Research Experience for Graduate Students) or REU (Research Experience for Undergraduates) programs.

6. Students will be carefully selected for the program to insure they have the potential to move on to a Ph.D. program in some area of mathematics once they have earned a certificate.

7. Since the program is designed to prepare students to move on to graduate study the program will be run somewhat like the first year in graduate school in terms of application process and course load.

Structural information:

1. Implementation date is Fall 2011.

2. Program Coordinator will be the Director of Graduate Programs. DGP will monitor program requirements and student progress.

3. Processing of applications will be handled by the Mathematics Graduate Program Secretary (GPS) and Director of Graduate Programs during the Spring. Both acceptance and awarding of support will be handled by the DGP.

4. Application Process: information required includes an application form which will be available on the web, three letters of recommendation at least two of which are academic, transcripts of all academic work after High School, and a written statement. GREs are desirable but are not required for admission. Participants will be encouraged to take GREs by the end of the first semester since counseling students on whether they will need to retake the GREs and steering them to good graduate programs where they can matriculate is part of the advising process and requires knowing the GREs. All admission materials will be used in advising students on preparing their application for graduate school. Letters of recommendation supplied by the student will be kept confidential but if the student made poor choices in selecting types of letter writers, such as not enough academic letters, they will be so advised. Students must register and be accepted
as a NDS (non-degree student) before being officially notified of acceptance into the program. Unofficial copies of transcripts may be submitted as part of the application but if the student is accepted official transcripts including proof of a BA or BS will be required.

5. **Application fees** There will be an application fee of $25.00.

6. **Admission Requirements**: Since there are a limited number of program slots, admission will be on a competitive basis and the same as for admission to graduate school except that students admitted may have a less substantial mathematics background than a traditional mathematics graduate student but the deficit is such that it can filled in within the year of the program.

7. Students will be assigned an academic advisor.

8. **GR Code**: If approved a GR Code will be assigned and DGP and GPS will need access.

9. All promotional materials will include the statement "Academic success might have a strong bearing on admission to a degree program BUT completion of a certificate program in no way guarantees entry into a graduate degree program, which is done through a different process."

10. **Faculty**: All mathematics department faculty will participate.

11. Graduate certificate program coordinator will notify Dean of Graduate School upon students completion of the certificate requirements.

12. The program is intended to be a one year program. Under special circumstances such as a major health problem, students may take two years.

13. Students must take at least 2 courses a semester to remain in good standing. All participating students will be offered a summer research experience. The summer research experience is not a requirement of the certificate.

14. A grade of C- is required for a course to count toward the certificate and a 3.0 GPA is required for awarding of the certificate.

15. There is no specific list of required courses. Any 500 or higher mathematics course which could be counted toward a graduate mathematics degree is acceptable for the certificate. Other 500 level and 400 level courses are subject to approval of the DGP.

16. Maximum number of students in the program is limited to 10 a year due to heavy advising requirements and use of current class space.

17. Once the program is approved, the department will promptly set up and maintain a website explaining the program and soliciting applications.

18. Students will be taking the courses as Non Degree Students (NDS) so they will need to be allowed to take more than two courses a semester. See attached message from Dr. Louis Hunt.

19. The additional students from the CPM program will be spread out across several courses and will not require additional staff. Additional space is also not required.
Memorandum of Agreement
Between Wake County Public School System
And North Carolina State University

This memorandum sets forth the parameters for the establishment and operation of the Wake-NC State STEM Early College High School (hereinafter “STEM ECHS”), a highly supportive and academically challenging learning environment for students underserved in a traditional high school setting and underrepresented in the Science, Technology, Engineering, and Mathematics disciplines.

The parties to this Agreement are Wake County Board of Education (“Board”) and North Carolina State University (“NC State”). The parties intend that the STEM ECHS will be a distinct entity with its own students and programs. NC State is a statutorily created constituent institution of the University of North Carolina system. STEM ECHS is not a department, division or unit of NC State. The two entities shall maintain their separate legal identities and programs. The parties intend to align both talent and resources as appropriate and as practicable to promote the STEM ECHS mission. The parties’ relationship will be governed by UNC Policy 400.6.1[R], as that regulation may be from time to time revised and is incorporated herein by reference. In the event of any conflict between this Agreement and the UNC Policy, the terms and provisions of the UNC Policy shall govern.

1. TERM.
   a. Initial Term. This Agreement is effective for five years until June 30, 2016, unless terminated earlier as provided herein (“Initial Term”). The parties are committed to securing additional funding to support STEM ECHS beyond the Initial Term of this Agreement. The parties understand that extension and renewal is dependent upon and subject to the availability of funds for this purpose.

2. BOARD’S DUTIES.
   a. General Operations.
      i. STEM ECHS shall be a public high school under the authority of the Board. All federal, state and local laws applicable to public high schools shall be applicable to STEM ECHS.
      ii. All federal, state, local and Board requirements for public high schools shall be complied with and shall be the responsibility of the Board for every STEM ECHS student, including but not limited to, curriculum; instructional calendar; transportation; provision of textbooks and related materials, physical education instruction, provision of meals, and provision of health services including counseling; compliance with all laws and regulations governing the education of students with disabilities; compliance with federal laws governing privacy of student records; and compliance with state laws governing the health and safety of minors and student discipline.
      iii. In addition, the Board shall pay any applicable instructional, incidental and other fees charged by NC State to its regularly enrolled students, consistent with the UNC Policy 400.6.1[R]. These fees apply to students enrolled in university courses on a prorated basis. The current fees applicable to the STEM ECHS students who would enroll in university courses are the Education and Technology fee, the transit fee, the union activities board fee, ID card fee, and the College of Engineering computer fee.
      iv. The STEM ECHS will enroll a sufficient number of students such that it is a recognized high school by the North Carolina Department of Public Instruction (hereafter “DPI”) provided that the head count may be modified by DPI upon recommendation of the Board not to exceed 250 students at its full capacity without the express mutual written consent of all parties to this Agreement.

Draft 4/13/11
v. STEM ECHS shall provide instruction each school year for at least 180 days during 10 calendar months.

vi. STEM ECHS shall operate in accordance with the school calendar set by the Board. The Board agrees to annually, or as necessary, seek a waiver from the DPI allowing it to adopt a calendar for STEM ECHS that aligns with the NC State calendar.

b. Management and Oversight.

i. The Board shall appoint and employ a principal, who shall have executive authority over the high school programs and activities. The Board or its designee will select and supervise qualified and certified teachers to provide the courses for the high school curriculum and programs. The Board is responsible for the compensation of the principal, teachers, and high school staff of STEM ECHS. The individuals occupying these positions are employees of the Board, not NC State or the UNC System. NC State will offer and provide, for consultation during annual reviews, input regarding the job performance of the principal to the appropriate WCPSS supervisor related to the management of joint programmatic operations of the STEM ECHS. Similarly, the Board or its designee will offer and provide input into the evaluations of the NC State Liaison with regard to joint programmatic operations. The Board is responsible for all instructional and office supplies for the principal, teachers, counselors, and high school staff. Any supplies or equipment provided for STEM ECHS by the Board will remain the property of the Board.

ii. Day-to-day management of STEM ECHS and decision-making authority with regard to programmatic operational issues shall be vested with the principal of the School, subject to the advice and consent of the Superintendent and the Board. Should any such issues directly and substantially affect NC State, the principal shall consult with the NC State Liaison.

iii. Policy decisions with respect to the school shall be made by the Board. Should any such issues directly and substantially affect NC State, the Board or its designee will consult with the NC State Liaison.

iv. The Board and the STEM ECHS administrator(s) shall be responsible for ensuring compliance with restrictions on internet access at the STEM ECHS site as required for public schools in North Carolina.

c. Facilities. All NC State University facilities will remain under the control of NC State. All students, faculty and staff of the STEM ECHS must abide by NC State policies and regulations relating to their occupancy and use of its campus and facilities as well as those restrictions or requirements contained in this Agreement.

d. Curriculum and Instruction. The Board shall ensure that all students enrolled in STEM ECHS are provided with courses to meet the minimum course requirements for admission to the UNC System, provided that upon recommendation of the Board these requirements may be waived by the UNC Board of Governors.

e. Communication. The Board Liaison will be responsible for communication and collaboration with the NC State Liaison pursuant to this Agreement.

3. NC STATE DUTIES.

a. Facilities.

i. STEM ECHS will operate on property owned, leased, controlled or managed by NC State. NC State shall provide sufficient classroom and related space for the use of STEM ECHS for the high school academic programs. Identified temporary space is the NC State Creative Services Building until such time as the NC State Cherry Building is renovated (collectively "the STEM ECHS facility"). The STEM ECHS facility will have sufficient space for no more than 150 students when the Cherry Building is renovated.

ii. [NEGOTIATING] NC State shall ensure that the STEM ECHS facility is outfitted with all appropriate utilities, including trash services, water, electricity, heating, air conditioning, telephone, and internet service. NC State is responsible for the installation of all utilities.
and for all ongoing facility maintenance and repairs of the STEM ECHS facility. The Board shall be responsible for paying the ongoing costs of the provided utilities based on actual billings from the public utilities to the Cherry Building for electrical, natural gas, storm water, water and sewer. Should additional users be added to the Cherry Building, these costs will be prorated on a square footage basis. The Board is also responsible for providing and paying for parking for ECHS staff, furnishings, equipment, and instructional supplies and materials, and for any property damage caused by its employees or students, ongoing costs of communications, connectivity, and operations (in addition to other fees and costs identified in this Agreement). Should the Board determine that the NC State standard voice/data service is not acceptable, the Board will be responsible for the cost of customization needed to satisfy its requirements. The Board shall be responsible for paying for the ongoing cost of custodial services as provided by NC State, which will be based on a fixed annual cost determined by the service levels required by the Board.

iii. [NEGOTIATING] The Board acknowledges, agrees and understands that it is consideration for NC State’s performance under this Agreement, that NC State’s renovation of the Cherry Building is for the sole and exclusive use by the Board for the purpose of operating the STEM ECHS in the facility as contemplated by this Agreement. The Board further acknowledges and agrees that in the absence of this Agreement, NC State would neither use the Cherry Building nor renovate the Cherry Building as contemplated under this Agreement, and further that the Cherry Building as renovated hereunder has no use or value whatsoever to NC State independent of its value to the Board as a STEM ECHS facility. Accordingly, in the event that the Board terminates this Agreement prior to the expiration of the Initial Term, the Board shall pay NC State an early termination fee according to the following schedule (the “Early Termination Fee”): year 1 ($3,526,408); year 2 ($2,821,126), year 3 ($2,115,845), year 4 ($1,410,563), and year 5 ($705,282). The parties understand and agree that the Early Termination Fee for Year 1 is intended to reflect the actual cost of renovation of the Cherry Building by NC State. In the event that NC State’s cost of renovation is, upon completion of construction, less than the Early Termination Fee for Year 1 listed above, the Early Termination Fee for Year 1 shall be adjusted to reflect the actual costs incurred by NC State in connection with the renovation of the Cherry Building and the Early Termination Fee for each of the subsequent years described on the above schedule will equal twenty percent (20%) less than the Early Termination Fee for the immediately preceding year. Provided, however, that in no event shall NC State be obligated to spend an amount greater than $3,526,408.00 in connection with the renovation of the Cherry Building for the use contemplated under this Agreement. In the event of any early termination of the STEM ECHS by the Board, the Board may continue to use the Cherry Building for other Board uses for the remainder of the Initial Term provided that: (a) such alternative use has a programmatic connection to Centennial Campus sufficient to meet the standards for permitted tenants under NC State policies, regulations, and rules; and (b) the Board enters into a standard Centennial Campus tenant lease with NC State, which will not be assignable or transferrable by the Board to any third party for any reason during the time remaining under the Initial Term.

iv. NC State shall provide STEM ECHS students limited and controlled access to NC State facilities, including the University Libraries, provided the students are monitored and supervised by STEM ECHS staff and/or faculty. There will no access to residence halls, unmonitored internet access sites, any space where alcohol is available or any location identified by NC State to be unsuitable for high school students or their programs. Monitoring of the STEM ECHS students’ compliance with access to NC State facilities and internet access shall be the responsibility of the STEM ECHS.
v. NC State shall be responsible for providing facilities that are ADA and OSHA compliant. The Board may not make any alterations, change, improvements or additions to the STEM ECHS facility without the prior written approval of NC State.

b. **Instruction and Oversight.**
   i. NC State will provide selected university level courses for student enrolled in the STEM ECHS. These courses will be taught by NC State faculty. NC State shall be fully responsible for the compensation of any NC State faculty whose classes include STEM ECHS students. Prior to enrolling in a university-level course, students must demonstrate readiness to succeed in these courses. Representatives of NC State and the STEM ECHS will confer and agree on measures of readiness and performance to be reviewed prior to enrollment in a university-level course.
   ii. NC State shall appoint a NC State Liaison. NC State shall be responsible for the hiring of the NC State Liaison position, using funds provided by the DPI for five years, after which NC State will assume responsibility for the liaison position. The principal of STEM ECHS shall participate in the hiring of this position.

c. **Faculty and Faculty Development.**
   i. NC State shall provide consultative services and professional development opportunities to STEM ECHS faculty as time and resources permit.
   ii. NC State will provide STEM ECHS faculty and administrator(s) with an array of information technology tools as well as access to NC State email accounts, file storage, file sharing capabilities, and library resources.

d. **Confidentiality of Student Information.**
   i. The parties agree that all student records obtained in the course of performing this Agreement shall be subject to the confidentiality, disclosure, and re-disclosure provisions of applicable federal and state statutes and regulations, and in accordance with Board Policy 6300. All STEM ECHS student records and any required access log shall be maintained by the Board. NC State shall maintain student records for courses taken at the university. NC State considers the Board and officials of STEM ECHS as “school officials” for purposes of the Family Educational Rights and Privacy Act (FERPA).

4. **SELECTION OF STUDENTS.**
   a. Applicants to the STEM ECHS must complete an application developed by representatives of the parties. This application must contain the campus safety questions required by the UNC General Administration for all enrolled students.
   b. Selection of students for the STEM ECHS must be made by the Board. The Board will seek input from an admissions committee that includes representatives of NC State and WCPSS, including STEM ECHS staff. The selection process will include consideration of academic credentials, disciplinary records, potential for successful completion of high school requirements, potential for successful completion of university course requirements, and other appropriate criteria established by the admissions committee.
   c. All public inquiries regarding admissions, programs or operations of the STEM ECHS shall be referred to the appropriate WCPSS administrator and/or its public relations office with timely notification of such inquiries or public information releases to the NC State Liaison.
   d. NC State will establish performance criteria for admission and for transfer of credits for STEM ECHS students to NC State. Students meeting those criteria will be assured admission to NC State and transfer of credits to complete the baccalaureate degree. Once established, the criteria for admission and transfer will be provided to the STEM ECHS.

5. ECHS students will be identified and tracked in the NC State student database and will be placed in a unique category for STEM ECHS students as established by the Board of Governors of the UNC System.

6. **STUDENT BEHAVIOR AND DISCIPLINE.**
a. Students may be disciplined or dismissed by STEM ECHS or the Board for violation of Board or school rules or regulations. NC State may not reject such disciplinary decisions or determinations; however, STEM ECHS or its principal may consult with and seek advice from pertinent NC State officials prior to making these decisions. Students may also be disciplined or dismissed by NC State from the STEM ECHS for violation or federal or state laws or NC State policies and regulations. Neither the principal nor the Board of Education may reject these disciplinary decisions or determinations, but NC State may seek their advice prior to making these decisions.

b. While using NC State facilities or property or attending NC State classes, the STEM ECHS students, faculty, and staff shall comply with all state and local laws, applicable NC State regulations, policies and Code of Student Conduct. Failure to follow these proscriptions will subject the individual to the disciplinary procedure of NC State and may result in the dismissal from STEM ECHS. The Board will adopt any rules necessary to its governance of the school; the parties expressly agree, however, that those rules shall not be inconsistent with those in force and applicable to STEM ECHS while at NC State.

c. Enrollment in NC State courses as part of the STEM ECHS program is contingent upon enrollment in STEM ECHS. A student suspended from STEM ECHS may not attend NC State courses during the suspension from STEM ECHS, unless NC State in its sole discretion makes an exception.

7. **TUITION and FEES.**
   a. The Board, through funding provided by the DPI, must pay NC State tuition, educational and technology fee, book costs and the cost of delivering university level courses to ECHS students. (Note: “cost of delivery” is the amount derived by running the college level student credit hours through the enrollment change model.) NC State will invoice the Board for these costs.

   i. If the Board funds the purchase of textbooks for students enrolled in college-level courses at the school, such textbooks shall remain the property of the Board. The Board shall also provide textbooks for students enrolled in high school courses at the School. These textbooks shall also remain property of the Board. The Board shall also purchase all laboratory materials necessary for students enrolled in college-level and/or high school courses.

8. **LIABILITY.** [NEGOTIATING] The Board (including the STEM ECHS) and NC State are each responsible for the negligence or intentional harm caused by its agents or employees; however, nothing in this section shall be construed to waive any defense of sovereign immunity which might otherwise be available to the Board and NC State or the UNC Board of Governors; provided further that nothing in this section shall be construed to limit the rights of the Attorney General of North Carolina to bring claims for or to defend claims against NC State. Nothing in this Section shall be construed to waive any defense of sovereign immunity which might otherwise be available to the Board. To the extent permitted by law, the Board agrees to indemnify and hold harmless NC State from and against any and all liabilities and damages resulting from the use of the STEM ECHS facility for these purposes, except when arising out of NC State’s negligence or willful misconduct.

9. **CRIMINAL BACKGROUND CHECKS.** [NEGOTIATING] NC State agrees to conduct criminal background checks on each NC State employee and independent contractor who, pursuant to this Agreement will have regular or unsupervised contact with the ECHS students within the STEM ECHS facility. Such checks shall be completed prior to the employee or independent contractor having any direct interaction with the students. NC State will ensure that students do not have direct interaction with any NC State employee or independent contractor whose criminal background check is not free of criminal convictions that indicates the individual poses a threat to the physical safety of students or personnel. NC State agrees to conduct checks.
on the lists or registries currently specified in NCGS 115C-332.1 from having direction interaction with the ECHS students.

10. NOTICE. Any notice, consent or other communication in connection with this Agreement shall be in writing and may be delivered in person, by mail or by facsimile transmission (provided sender confirms notice by written copy). If hand-delivered, the notice shall be effective upon delivery. If by facsimile copy, the notice shall be effective when sent. If served by mail, the notice shall be effective three (3) business days after being deposited in the United States Postal Service, addressed appropriately to the intended recipient as follows:

If to the Board:

If to NC State: Executive Vice Chancellor and Provost
Campus Box 7101
Raleigh, NC 27695-7101
NC State University

11. ENTIRE UNDERSTANDING. This Agreement contains the final expression of the parties’ intent and the sole and entire understanding between the Board and NC State. The parties agree that any statements, representatives, discussions, or documentation, whether made prior to or contemporaneously with the execution of this Agreement, have been merged into this Agreement and this Agreement fairly and comprehensively memorializes the final negotiated agreement between the parties. The Agreement shall not be modified or amended in any manner except in writing signed by both parties hereto. The Agreement may be renewed at the end of the Initial Term specified upon such terms as the parties agree.

12. ADVERTISING. Neither party shall identify the other in any promotional advertising or other promotional materials to be disseminated to the public or use the name of either party’s trademarks, service marks, symbol, nickname or logos of either party without the prior written consent of the other party, except to identify the locations and operations of the STEM ECHS.

13. EXPENSES. Except to the extent that this Agreement expressly provides otherwise, the parties to this Agreement shall bear their own respective expenses incurred in connection with the negotiation, preparation, execution, delivery, and performance of this Agreement and the consummation of any transaction it contemplates. This includes, without limitation, all fees and expenses of agents, representatives, counsel, and accountants.

14. TERMINATION. Either party may terminate this Agreement upon 90 days written notice to the other party; provided, however, that if notice of termination is served during the STEM ECHS academic year, the termination will not become effective until the day after the last day of the academic year. Should this Agreement be terminated it shall have no adverse effect upon the students already admitted to NC State after completion of the STEM ECHS degree. No early termination of this Agreement shall relieve the Board of its obligation to pay NC State the Early Termination Fee described under section 3.a.iii of this Agreement, and these obligations of the Board shall survive any such early termination of this Agreement. No expiration or other termination of this Agreement shall relieve the Board of its liabilities and obligations under section 8 and these liabilities and obligations of the Board shall survive any such expiration or termination of this Agreement.

15. SEVERABILITY. Unless otherwise expressly provided herein, the rights of the parties hereunder are several rights, not rights jointly held with each other or with any other party. Any invalidity, illegality or limitation of the enforceability of any party of this Agreement, whether arising by reason of law or otherwise, shall in no way affect or impair the validity, legality or enforceability of this Agreement in all other respects.

Draft 4/13/11
16. ASSIGNMENT. This Agreement may not be assigned without written agreement of all parties, but if the same is assigned by agreement, it shall be binding on the assignee and his heirs.

17. GOVERNING LAW. This Agreement and the rights and obligations of the parties hereto shall be governed by and construed and enforced in accordance with the laws of the State of North Carolina without regard to any principles of conflicts of laws that would make applicable the law of any other jurisdiction.

18. FORCE MAJEURE. In the event that the performance of the obligations under this Agreement is prevented by reasons of Force Majeure, the parties are released from their obligations and neither party shall be responsible for any damages sustained and have no further recourse against the other party. Force Majeure shall mean fire, earthquake, hurricane, flood, act of God, epidemics or pandemics, nuclear explosions, strikes, work stoppages, or other labor disturbances, riots or civil commotions, war or other act of any foreign nation, terrorism, power of government or governmental agency or authority, or any other cause like or unlike any cause mentioned which is beyond the control of the parties.

19. BINDING. All provisions of this Agreement shall be binding upon, and inure to the benefit of, and be enforceable by and against the parties, their respective heirs, representatives, successors, and assigns.

20. NO JOINT VENTURES. This Agreement does not and shall not be considered to create a partnership or joint venture between NC State and the Board. Neither party shall have the power to bind nor obligate the other except as expressly provided herein.

21. WAIVERS. The terms of this Agreement may be waived only by a written instrument that is signed by the party that is making the waiver. A party’s delay in exercising any right, power, or privilege hereunder shall not operate as a waiver thereof. Nor shall a party’s waiver of any such right, power, or privilege, nor any single or partial exercise of any such right, power, or privilege, preclude any further exercise thereof or the exercise of any other right, power, or privilege.

Anthony Tata  
Superintendent, Wake County Public School System

W. Randolph Woodson  
Chancellor, North Carolina State University

S. Lawrence Davenport  
Chair, North Carolina State University Board of Trustees

Ron Margiotta  
Chair, Wake County Board of Education

Draft 4/13/11
This Agreement has been approved as required by the School Budget and Fiscal Control Act.

Mark Winters, WCPSS Finance Officer
AGENDA

CALL TO ORDER
Reading of Conflicts of Interest Inquiry

1. CONSENT AGENDA

* Approval of Minutes from February 17, 2011 meeting 5.1A

***END OF CONSENT AGENDA ITEMS***

2. REQUESTED ACTION

* Approval of Internal Audit Plan for Fiscal Year 2012 and Update Internal Audit
Cecile Hinson, Director

✓ * Endorsement of Strategic Plan and Mission Statement
Office of Provost
Dr. Warwick Arden, Provost and Executive Vice Chancellor
Dr. Margery Overton, Chair of the Faculty Senate and Co-Chair Strategic Planning Committee

3. INFORMATIONAL REPORTS

* Strategic Realignment
Office of Provost
Dr. Warwick Arden, Provost and Executive Vice Chancellor
Finance and Business
Charles D. Leffler, Vice Chancellor for Finance and Business

✓ Denotes full Board approval required
Agenda

Audit, Finance and Planning Committee
April 21, 2011
Page 2

* NC State Budget Status 5.3B
Office of Provost
Dr. Warwick Arden, Provost and Executive Vice Chancellor
Finance and Business
Charles D. Leffler, Vice Chancellor for Finance and Business

* Early College High School 5.3C
Office of Provost
Dr. Warwick Arden, Provost and Executive Vice Chancellor

* Notification of Intent to Plan and Request Authorization to 5.3D
Establish a Master of Science in Electric Power
Systems Engineering
Graduate School
Dr. Duane K. Larick, Dean

* Presentation on the Draft University Plan for Sustainability 5.3E
Campus Environmental Sustainability Team (CEST)
Dr. William Winner, Professor of Forestry and Environmental
Resources and Co-Chair of CEST
Jack Colby, Assistant Vice Chancellor for Facilities Operations
and Co-Chair of CEST

ADJOURN
Agenda Item / Issue: 5.1A

Approval of Minutes from February 17, 2011 Meeting

Requested / Required Action:

Committee Approval

Suggested Motion:

Approve minutes as presented
Chair Jenkins opened the meeting at 1:30 p.m. in the Winslow Hall Conference Room. Committee members present for the meeting were:

Chair Ben Jenkins
Ms. Kelly Hook
Mr. Bob Jordan
Mr. Jim Owens
Mr. John Sall
Mr. Steve Warren

Others present were:

Chancellor W. Randy Woodson
Dr. Warwick Arden, Interim Provost and Executive Vice Chancellor
Dr. Betsy Brown, Vice Provost, Faculty Affairs
Ms. Mary Crumpler, Financial Audit Supervisor, Office of State Auditor
Mr. Lawrence Davenport, Chair, Board of Trustees
Mr. Cliff Flood, University Controller
Ms. Eileen Goldgeier, General Counsel, Office of General Counsel
Ms. Tabitha Groelle, Executive Assistant, Treasurer’s Office
Ms. Kathryn Hart, University Treasurer
Ms. Karen Helm, Director, University Planning and Analysis
Ms. Cecile Hinson, Director of Internal Audit
Ms. Lori Johnson, Director, Strategic Debt Management
Mr. Steve Keto, Associate Vice Chancellor for Finance and Resource Management
Dr. Duane Larick, Dean, Graduate School
Mr. Charles Leffler, Vice Chancellor for Finance and Business
Dr. Terri Lomax, Vice Chancellor for Research and Innovation
Ms. Kim Miller, Assistant Controller
Dr. Margery Overton, Chair, Faculty Senate
Mr. Ted Price, Financial Audit Supervisor, Office of State Auditor
Dr. Thomas Stafford, Vice Chancellor for Student Affairs
Mr. Shawn Troxler, Assistant General Counsel, Office of General Counsel
Ms. Beth A. Wood, State Auditor, Office of State Auditor
Dr. James Zuiches, Vice Chancellor for Extension, Engagement, and Economic Development

Chair Jenkins reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the Committee at this meeting. Being none, the meeting continued.

Minutes from the November 18, 2010 meeting were approved unanimously.
The State Auditor, Beth Wood, and her team, were present and commented on the University’s financial audit. The University was complimented on its clean audit opinion and healthy financial position as of June 30, 2010. The auditors’ comments highlighted the significance of no reportable findings being provided as well as the efforts of institutional staff in these accomplishments.

Provost Arden updated the Committee on the Strategic Planning Process. The draft report will be presented shortly and will be posted on the website, available for general campus input. Once the plan has been approved clear targets for each measure of accountability will be established so that progress toward its implementation can be monitored.

The Provost also provided an informational report on NC Wake STEM Early College High School program. This collaborative program with Wake County Schools and the North Carolina New Schools Project is designed to provide a supportive and academically challenging environment for students underserved in a traditional high school setting in the disciplines of science, technology, engineering and mathematics. The program offers the student the opportunity to earn a high school diploma and up to two years of college credit. The college courses are taught by university faculty and are offered at no cost to the student or parent. The school is slated to open on Centennial Campus in August 2011 with a planned enrollment of 50 students. A new ninth grade class will be added each year until program reaches 250 students.

Ms. Cecile Hinson presented a six month status report to the Committee. The FY2011 Audit Activity Summary as of January 20, 2011, documented activity on 36 audit and consulting engagements. She also updated the Committee on the current in-progress activities including: 6 reports, 5 audits, and 2 investigations. Ms. Hinson noted that Internal Audit is consulting with the College of Engineering in their project to conduct internal control and compliance self-assessments in each of their departments; the College is utilizing the Self-Assessment Tools Internal Audit has developed and made available on the Internal Audit website. Lastly, she reported on several educational presentations made to campus units and business groups which included her speaking at the College of Management’s Internal Auditor Student Night.

An update on the University debt portfolio was provided by Lori Johnson, Director of Strategic Debt Management. She discussed the mix of outstanding debt and highlighted recent activities impacting the debt portfolio, including Energy Savings Contract and Obligation Bonds. She noted that the University now has a Moody’s Rating Agency of Aa1 and a Standard & Poor’s rating of AA. She also provided a brief summary of the Build America Bonds program along with future debt opportunities.

Dr. Duane Larick presented the plans to establish Masters degrees in Climate Change and Society, Nanoengineering and Nanoengineering/Distance Education. The Climate Change and Society degree is designed to equip graduates to make informed decisions on planning for the effects of global climate change. Tuition and enrollment increase funding are projected to
sustain the program. All courses will eventually be offered as distance education courses through DELTA, providing an additional revenue source.

The Nanoengineering and Nanoengineering/Distance Education degree programs offer a series of basic courses with the potential for concentration in one of three areas: (1) Materials Science in Nanoengineering; (2) Nanoelectronics and Nanophotonics; and (3) Biomedical Sciences in Nanoengineering. The degree will be offered solely via the internet. The proposal is to offer the degree to students both in the US and abroad, which is anticipated to enhance NCSU as a global university. A $100,000 grant from UNC-GA was awarded to initiate development of courses.

Dr. Larick also informed the Committee of an articulation arrangement with Campbell University for students to obtain dual Juris Doctor and Master of Business Administration degrees from Campbell and NCSU respectively, on the conditions that they fulfill the degree requirements of both institutions. This is not a new degree or a joint degree, it allows for transfer credit which are applied toward both degrees.

Ms. Kathy Hart reminded the Committee of their responsibility to annually review NC State University’s associated entities. She reported that a copy of the audit for each associated entity had been provided to UNC – General Administration as required, and copies were available at the table for the Board to review if desired.

Ms. Hart then provided an overview of each of the associated entities and their relationship to the University. Her report included the quarterly performance of the NC State Investment Fund through December 31, 2010, noting a value of $346 million and a one year return of 9.2%.

With no further business, the Committee adjourned at 2:35 p.m.

Submitted by ___________________________________
Secretary to the Committee

Approved  _____________________________________
Chair of the Committee
Agenda Item / Issue: 5.2A

Approval of Internal Audit Plan for Fiscal Year 2012 and Update

Requested / Required Action:

Approval by Committee

Suggested Motion:

Move to accept Internal Audit Plan as presented

Responsible University Unit:

Internal Audit

University Presenter/Contact:

Cecile Hinson, Director
## NCSU Internal Audit Division
### Fiscal Year 2012 Audit Plan

<table>
<thead>
<tr>
<th>Internal Control Testing and/or Review Audits</th>
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</table>
| **University-wide: Controls over the Usage of Restricted Gifts** | The objective of the audit is to evaluate the adequacy and effectiveness of controls over foundation accounts. Specifically to determine if:  
- Purchases follow restrictions set by the donor  
- Expenditures are made prudently with the intent of the donor and best business practices in mind  
- Purchases are made using university purchasing and travel guidelines via university systems, where applicable  
- Awards paid to employees from foundation Projects are taxed, reported to payroll, and in employee’s W-2  
- Purchases of assets are titled in the name of the Foundation rather than the University |
| **University-wide: Controls over Purchase Cards** | The objective of the audit is to review both the University-level and Departmental-level purchase card processes including issuance, training, reconciliation, documentation requirements and compliance with University policy and funding source requirements. |

<table>
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<tr>
<th>Performance Audits</th>
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</table>
| **University-wide: Service Centers Processes** | The objective of the audit is to evaluate University processes for Service Centers. This audit will include assessment of:  
- General controls  
- Compliance with NCGS 116-36.1  
- Processes for establishing user fees/rates and monitoring of rates  
- Recordkeeping processes over usage and maintenance logs  
- Integrity of fund management |
<p>| <strong>Human Resources Division: Human Resources Information System</strong> | The objective is to assess data integrity and general controls within the Human Resources Information System |</p>
<table>
<thead>
<tr>
<th>Financial Statement Audits</th>
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<tbody>
<tr>
<td>Associated Entities: Friends of NC State Baseball, LLC, Financial Statements</td>
<td>Annual audit of the Rally Club’s financial statements, the related internal controls over financial processes, and the preparation of their 2011 Income and Expense Summary.</td>
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<th>Compliance Audits</th>
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<tbody>
<tr>
<td>University-wide: Procurement of Construction and Design Services</td>
<td>The objective of the audit is to assess the University’s process for construction and design services contracts/agreements to ensure compliance with State statutes and University requirements.</td>
<td></td>
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<tr>
<td>University-wide: Contracts and Grants Expenditures</td>
<td>The objective of the audit is to conduct a University-wide audit of contract and grant accounts for unallowable expenditures.</td>
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<tr>
<th>Information System Control Audits</th>
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<tbody>
<tr>
<td>College of Humanities and Social Sciences: Information Technology General Controls</td>
<td>The objective of this audit is to evaluate the effectiveness of governance over information technology and assess related processes and procedures that apply to the overall information technology operations.</td>
<td></td>
</tr>
<tr>
<td>Office of Information Technology, Communications Technologies: University Network Firewall Protection Service</td>
<td>The objective of the audit is to review University firewall services to ensure appropriate protection of critical computer systems and sensitive data, compliance with University requirements, and adherence to external legal and regulatory mandates.</td>
<td></td>
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<tr>
<td>Office of Information Technology, WolfTech Active Directory: Security and Operational Controls</td>
<td>The objective is to verify adequate security and effective operational controls for the WolfTech Active Directory service (the official University information technology directory service).</td>
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<th>Consulting</th>
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<tr>
<td>Cooperative Extension Service</td>
<td>Training on University policies, best practices in business and financial activities/transactions, use of new IA self-assessment tools on IA website, and awareness of common issues. On-site reviews as necessary. Ad hoc consulting at District Meetings.</td>
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<td>Agenda</td>
<td>BOT 5.2A.4</td>
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<tr>
<td><strong>UNC Finance Improvement and Transformation (FIT) Team</strong></td>
<td>Director is on FIT Internal Audit Advisory Team and will also participate in GA monitoring visits and follow-up on any issues reported as needed.</td>
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<tr>
<td><strong>Identity and Access Management (IAM)</strong></td>
<td>Participation on Office of Information Technology strategic IAM initiative; consulting on IAM standards and best practices.</td>
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<td><strong>University Information Technology Strategic Advisory Committee</strong></td>
<td>Participation in advisory committee's meetings including security subcommittee and college Academic IT Directors meetings; consulting on University PRR’s, IT standards, and best practices.</td>
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<tr>
<td><strong>Internal Control Assessment Committee</strong></td>
<td>Director is a member of this committee which assesses internal controls across the University to support the University's annual certification to the Office of the State Controller.</td>
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<tr>
<td><strong>University Record Retention</strong></td>
<td>Participation on University Record Retention guidance development team</td>
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<tr>
<td><strong>University Enterprise Risk Management</strong></td>
<td>Director is member of University Enterprise Risk Management Advisory Task Force.</td>
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<tr>
<td><strong>Administrative Systems Steering and Management Teams</strong></td>
<td>Consulting on information technology standards, best practices, and PRRs; consulting on upgrades to Financials System and Human Resources Information System.</td>
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<tr>
<td><strong>NCSU Research Support Council (RSC)</strong></td>
<td>Participate in meetings and present trend and best practice information as needed</td>
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<tr>
<td><strong>Various</strong></td>
<td>The Audit Plan allows time for unexpected consulting projects.</td>
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<tr>
<td><strong>Special Investigations (i.e., Misuse or Misappropriation of Assets)</strong></td>
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<tr>
<td><strong>Various</strong></td>
<td>The Audit Plan allows time for unexpected investigations.</td>
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<tr>
<td><strong>Special Assignments</strong></td>
<td>The Audit Plan allows time for special assignments.</td>
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<tr>
<td><strong>Previous Years Audit Findings Follow-up</strong></td>
<td>The Audit Plan allows time for planned follow-up activities on prior year's audit report issues.</td>
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Overview

Internal Audit (IA) continuously performs risk assessments (RA) of University units, processes, and services to identify areas of high risk. The RA process is at the core of our audit and consulting engagements and is used as an objective tool in the development of our Annual Audit Plans. Our assessment focuses on exposures relating to the university’s governance, operations, and information systems regarding the:

- Reliability and integrity of financial and operational information
- Effectiveness and efficiency of operations
- Safe-guarding of assets
- Compliance with University and UNC System policy
- Compliance with legal, regulatory, and contractual obligations
- Detection and prevention of fraud

Objective Risk Factor Criteria

FINANCIAL – generally covers budget risk, cash management risk, loss of revenue, cost to recover from failures or other incidents.

MISUSE – generally covers misappropriation/misuse of state funds (e.g., fraud, bid rigging, payments to fictitious vendors or employees, use of fraudulent journal entries to conceal the diversion of funds, or embezzlement). The risk of misuse is increased in the absence of appropriate controls.

SECURITY – loss of confidentiality, integrity, or availability of university assets (logical or physical); e.g., sensitive critical data, systems, or assets.

COMPLIANCE – generally includes non-compliance to university policies, state or federal requirements, or contractual agreements (e.g., Human Resources policies, state spending guidelines, federal requirements for sponsored research).

REPUTATIONAL – potential to affect the reputation of the university with stakeholders (e.g., students, Board of Trustees, UNC System, state legislature, state and federal granting agencies, faculty, alumni, business partners, and state citizens).

OPERATIONAL – affects the delivery of core functions of the unit/department/college/university. Factors to consider include the amount of change in the structure of the unit, the quality of management in the unit, and the quality of the internal control environment. Information comes from prior audits and continuous risk assessments and networking.
**Subjective Criteria**

Throughout the year, IA meets both formally and informally with University administrative and academic executive management, deans, business officers, department heads, faculty, and staff. All information relating to risk, potential or existing, along with special requests for audits, and identified areas of concern is documented on a “real-time” basis in our RA electronic and physical files.

**Audit Plan Development**

All objective and subjective information and data gathered through our continuous RA process is analyzed when received and again every six months. This on-going analysis process allows IA to determine areas that may need immediate attention, areas that are potential near-term or future audits, and areas that we will continue to watch and status through our process.

Our Audit Plan reflects the results of our continuous assessment and analysis process as of the end of the first quarter of each calendar year. Each year’s Plan is presented for approval at the regularly scheduled April meeting of the NC State Board of Trustees and is implemented at the start of the new fiscal year on July 1.
NCSU Internal Audit Division
Organization Chart
As of November 2011
NCSU Internal Audit Division
Team Profiles

Director
Cecile M. Hinson, CISA
Cecile joined the Internal Audit Division in February 2001. Prior, she worked for Lockheed Martin and PricewaterhouseCoopers, LLP, in the areas of financial, operational, and information technology auditing. Cecile received her Bachelor of Science in Business with an emphasis in Accounting from Meredith College. She is a Certified Information Systems Auditor (CISA). She is also a graduate of the NC State Equal Opportunity Institute and holds an Information Technology Audit Certificate from the MIS Training Institute.

Manager
Jordan P. Holaren
Jordan joined the Internal Audit Division in March 2007. Previously, she worked for the Department of Defense - Office of the Inspector General. Jordan has a Bachelor of Science in Business Administration in Accounting from Geneva College and is pursuing her Certified Internal Auditor (CIA) certification.

Manager
Leo F. Howell, CISA, CISSP, CBRM, CEH
Leo joined the Internal Audit Division in June 2007. Prior, he worked for NC State’s Finance and Business Division as an information security and network analyst. Leo received his Bachelor of Science in Computer Science and Electronics from the University of the West Indies. He holds several certifications, including Certified Information Systems Auditor (CISA), Certified Information Systems Security Professional (CISSP), Certified Business Resiliency Manager (CBRM), and Certified Ethical Hacker (CEH).

Nancy L. Burgart, CISA
Nancy re-joined the Internal Audit Division in October 2010. Nancy started her career at NC State working in various departments across campus, including Telecommunications, NCSU Libraries, and Internal Audit. Prior to re-joining Internal Audit, she worked as an IT Compliance Auditor in the NC Office of the State Chief Information Officer. Nancy has a Bachelor of Science in Accounting from East Carolina University. She is a Certified Information Systems Auditor (CISA).
Gail J. Kashulon, MBA, CISA
Gail joined the Internal Audit Division in December 2008. Previously, she worked for Progress Energy as a Senior Information Technology auditor in the Audit Services Department, performing risk and control assessments for key IT initiatives including system implementations, application controls, and general computing controls reviews. Gail has a Bachelor of Arts Degree in Economics and a Masters of Business Administration with a concentration in Management Science, both from Wilkes University. Gail is a Certified Information Systems Auditor (CISA).

Satya Maruvada, CPA, CIA, CISA
Satya joined the Internal Audit Division in February 2009. Prior to NC State, Satya worked for PricewaterhouseCoopers, LLP within the Systems and Process Assurance Department. Satya has a Bachelor of Science in Computer Science from NC State University and a Master of Accounting from University of North Carolina. Satya is a Certified Public Accountant, licensed in North Carolina and Virginia, and also holds both the Certified Information Systems Auditor (CISA) and Certified Internal Auditor (CIA) certifications.

Hunter T. Moore
Hunter joined the Internal Audit Division in October 2010. Previously, he worked for Bank of America as an auditor covering Global Markets, the Chief Financial Officer units, Home Loans and Insurance, and Card Services. Hunter has a Bachelor of Science in Business Management with a concentration in Finance from NC State University and is currently pursuing his Certified Internal Auditor (CIA) certification.
Agenda Item / Issue:  5.2B

Endorsement of Strategic Plan and Mission Statement

Requested / Required Action:

Endorsement by Committee
Approval by Full Board

Suggested Motion:

Move to endorse Strategic Plan and Mission Statement as presented

Responsible University Unit:

Office of Provost

University Presenter/Contact:

Dr. Warwick Arden, Provost and Executive Vice Chancellor
Dr. Margery Overton, Chair of the Faculty Senate and Co-Chair Strategic Planning Committee
THE PATHWAY TO THE FUTURE
NORTH CAROLINA STATE UNIVERSITY
STRATEGIC PLAN
2011-2020
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NC State’s Strategic Planning Process .............................................. 3
Goal 1: Enhance the success of our students through educational innovation .................. 4
Goal 2: Enhance scholarship and research by investing in faculty and infrastructure ............. 6
Goal 3: Enhance interdisciplinary scholarship to address the grand challenges of society ............ 8
Goal 4: Enhance organizational excellence by creating a culture of constant improvement ........ 10
Goal 5: Enhance local and global engagement through focused strategic partnerships ............. 13
The Pathway to the Future .......................................................... 15
North Carolina State University’s sense of mission is as solid as the brick that serves as the symbol of our campus. As a comprehensive research university in the land-grant tradition, we are dedicated to excellent teaching, the creation and application of knowledge, and engagement with public and private partners. Enhancing the economic, intellectual, and cultural life of North Carolinians is the basis of our quest for excellence and our aspiration to preeminence. In launching our 2011 strategic plan, we stand on this solid foundation as we lay a pathway to the future.

NC State was founded in 1887 to meet the needs of the people of North Carolina for a "liberal and practical education in the several pursuits and professions in life" and to make contributions to the economic development of the state of North Carolina. As the people's needs have changed, NC State has changed, continuously evolving over 125 years to keep pace with the challenges and opportunities faced by an increasingly diverse citizenry in an increasingly interconnected world. By building on our roots in "agriculture and the mechanic arts" and embracing excellence in a comprehensive range of disciplines, we have created an academic powerhouse devoted to discovering and applying innovative solutions to societal problems at the local, state, national, and global levels.

But NC State is facing fundamental changes. We launch this strategic plan at a turning point in history. The financial crisis miring North Carolina and the nation is second in severity only to the Great Depression of the 1930s. While some might try to make incremental adjustments, ignoring the situation and hoping it goes away, we choose at NC State to confront the problem with courage and purpose. As problem solvers, we believe in Albert Einstein's observation: "In the middle of difficulty lies opportunity." We believe that if we focus on a consistent strategic vision, we can reinvent a university that is leaner, smarter, and stronger than before, elevating NC State to a new level of efficiency and impact.

What do we see as we look forward? We see an educational institution that nurtures graduates ready to enter productively into society with solid skills, an inquiring habit of mind, global awareness, and a sense of social responsibility. We see an innovative learning environment that provides a sense of boldness, innovation, and intellectual excitement. We see a research enterprise that assembles and facilitates interactions among extraordinary minds engaged with complex real-world problems. We see a willingness to think big about our opportunities and an energy to bring those opportunities to life.

Let's roll up our sleeves and get to work. That's what NC State is all about.
OUR FOUNDATION

NC STATE MISSION

As a research-extensive land-grant university, North Carolina State University is dedicated to excellent teaching, the creation and application of knowledge, and engagement with public and private partners. By uniting our strength in science and technology with a commitment to excellence in a comprehensive range of disciplines, NC State promotes an integrated approach to problem solving that transforms lives and provides leadership for social, economic, and technological development across North Carolina and around the world.

NC STATE VISION

NC State University will emerge as a preeminent technological research university recognized around the globe for its innovative education and research addressing the grand challenges of society.

NC STATE VALUES

Consonant with our history, mission, and vision, North Carolina State University affirms these core values:

- Integrity—in the pursuit, creation, application, and dissemination of knowledge
- Freedom—of thought and expression
- Respect—for cultural and intellectual diversity
- Responsibility—for individual actions and service to society
- Stewardship—in sustaining economic and natural resources
- Excellence—in all endeavors

NC STATE PEER INSTITUTIONS

- Cornell University
- Georgia Institute of Technology
- Iowa State University
- Michigan State University
- The Ohio State University
- Pennsylvania State University
- Purdue University—Main Campus
- Texas A&M University
- University of California—Davis
- University of Florida
- University of Georgia
- University of Illinois—Urbana
- University of Maryland
- University of Minnesota
- University of Wisconsin—Madison
- Virginia Polytechnic Institute
NC STATE’S STRATEGIC PLANNING PROCESS

The current cycle of strategic planning at NC State began with the arrival of NC State’s fourteenth chancellor, W. Randolph Woodson, in April 2010. Chancellor Woodson initiated the strategic planning process in July at a University Council retreat where participants identified NC State’s critical issues. Chancellor Woodson charged the provost and the chair of the faculty with directing the strategic planning process with advice from an eleven-member steering committee.

The provost and chair of the faculty formed nine task forces in the content areas of the critical issues, and charged them with developing white papers that recommended broad university strategies, specific initiatives, and metrics. Composed of faculty, staff, and students, the task forces were

- Undergraduate Student Success
- Graduate and Postdoctoral Program Development
- Faculty Excellence
- Research and Scholarship
- Comprehensiveness and Interdisciplinarity
- Global Engagement and Competitiveness Partnerships, Innovation, and Entrepreneurship
- Campus Culture and Community
- Resource Strategies

The next step was to form a larger strategic planning committee with membership comprising the steering committee, the task force co-chairs, and trustee and alumni representatives. The chancellor’s installation motto—Locally Responsive; Globally Engaged—provided a theme for a series of campus forums held by the Strategic Planning Committee on NC State’s strategic direction during the following fall and winter. Committee representatives also held conversations with the University Council, Board of Trustees, and Board of Visitors.

After the task forces completed their white papers, the papers were posted online, and the campus community posted comments on the white papers, which were directed back to the strategic planning committee. This institutional strategic plan is informed by the white papers and feedback from the community on the work of the nine task forces.

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OUR GOALS

1. Enhance the success of our students through educational innovation.
2. Enhance scholarship and research by investing in faculty and infrastructure.
3. Enhance interdisciplinary scholarship to address the grand challenges of society.
4. Enhance organizational excellence by creating a culture of constant improvement.
5. Enhance local and global engagement through focused strategic partnerships.
GOAL 1: ENHANCE THE SUCCESS OF OUR STUDENTS THROUGH EDUCATIONAL INNOVATION

While balancing access with quality, NC State must ensure that our students make timely progress toward an NC State degree, and along the way, must provide educational opportunities that inspire them to lead, to serve, to challenge, to take responsibility, to build problem-solving skills, and to engage with complex problems.

STRATEGIES

- Enroll a greater percentage of external undergraduate transfer students.
- Increase geographic diversity by enrolling more out-of-state and international students.
- Improve retention and graduation rates.
- Facilitate intracampus transfer.
- Explore a new proactive advising model for freshmen and students in transition.
- Improve mentoring of graduate students.
- Provide high-impact educational experiences for undergraduates.

ACCOUNTABILITY GUIDELINES

- University enrollment profile
- Demographic/academic profile of new students
- Students’ academic progress
- Student and alumni satisfaction

ACADEMIC PROGRESS

To ensure that NC State’s students are well-prepared and capable of success, in the next ten years NC State will examine the composition of our core enrollment. While continuing to provide access to NC State programs that are unique in the UNC system, we will encourage the enrollment of well-qualified external undergraduate transfers. To broaden our students’ perspectives, we will increase non-NC resident undergraduate enrollment within the limits set by the UNC Board of Governors.

To the extent that we allow our enrollment to grow, our priority will be the expansion of professional and graduate education—particularly doctoral education. Graduate students and postdoctoral scholars provide the intellectual input and activities essential to advance research. When graduate students complete their training, they are both the workforce of tomorrow and the ambassadors that help recruit the next generation of scholars.

But assembling a balanced and able student body is only the beginning. After those students arrive on campus, we must provide a nurturing environment and a clear path to graduation. To provide the support that first-year students and students in transition need to find their best academic and career fit as quickly as possible, we will explore a new advising model that uses additional professional advisors to provide proactive, hands-on advising as soon as students step onto campus. Housed primarily in colleges and departments, these professional advisors will receive
basic, as well as cross-curricular, training and will coordinate with departmental and college undergraduate directors and faculty advisors. To smooth the path of students who choose to change majors while they are at NC State, we are revising our intracampus transfers regulations and procedures.

Retention and graduation rates are as important at the graduate level as they are at the undergraduate level. NC State can increase retention and generate stronger graduates and scholars by ensuring that our graduate programs are vibrant and relevant to societal needs, by offering adequate support, and by facilitating faculty mentoring.

**HIGH-IMPACT EDUCATIONAL EXPERIENCES**

To maximize the impact of each undergraduate’s experience, NC State will move deliberately to provide transformative educational experiences. In 2008 George Kuh identified ten high-impact educational practices that have a significant impact on undergraduate students’ educational and personal growth: first-year seminars and experiences; common intellectual experiences; learning communities; writing-intensive courses; collaborative assignments and projects; undergraduate research; diversity/global learning; service learning; community-based learning; internships; and capstone courses and projects.

Kuh does not privilege one type of high-impact activity over another, and we believe that students should be able to choose among the options. As Richard Felder and Rebecca Brent note in "Understanding Student Differences" (2005), "Opportunities to exercise responsible choice in the content and method of study encourage a deep approach [to learning by students]."

Over the years, NC State has launched initiatives in several of these high-impact areas. Requirements in intensive writing and diversity/global learning are already part of NC State’s general education program, and collaborative assignments and projects are integrated in many courses. Capstone courses or projects are required for graduation in many majors. Students can choose to take advantage of NC State’s offerings in undergraduate research and service learning—activities that are positively correlated with deep learning in assessments of graduating seniors.

To give our students the best possible start at NC State, we will intensify our efforts aimed at first-year students. Our First-Year Inquiry (FYI) courses provide students with a small class setting that enables them to develop a connection with a faculty member and a group of peers. FYI instructors are trained in a pedagogical approach tailored to develop critical thinking and communication skills and help students become independent learners. In the next ten years, we will expand our offerings in FYI and similar courses aimed at bolstering our students’ critical thinking, communication, and independent-learning skills.

We already house approximately 25 percent of our incoming first-year students in nine residential living and learning villages, which give incoming students a firm grounding in small, supportive academic and social communities. To extend the benefits of living in residential villages to more of our freshmen, we will develop more villages and expand existing ones.

As we move forward, NC State will provide opportunities for all undergraduate students to participate in as many high-impact educational activities as possible. We will examine the academic calendar to look for flexible options that will facilitate students’ participation in high-impact
activities, and we will examine graduation requirements to ensure that students have the incentive to take advantage of the opportunities offered to them.

To maximize the impact of our graduate students' experience and increase their employability, we will encourage internships and projects that address real-world problems from business and industry. We will explore offering new models of graduate education that connect students directly to industry, such as professional master's degrees.

GOAL 2: ENHANCE SCHOLARSHIP AND RESEARCH BY INVESTING IN FACULTY AND INFRASTRUCTURE

NC State’s research culture permeates every aspect of our essence as a university. It structures our thought, informs our teaching, and directs our engagement beyond the campus. It is the foundation on which we build an innovative learning environment that engages our faculty, undergraduates, and graduate students alike. NC State’s research quality determines our impact on the work force, on the economy, on the advance of knowledge, and on the human condition.

STRATEGIES

- Increase the number of tenured and tenure-track faculty.
- Recruit leading scholars whose work is influential in their fields and on the world.
- Provide opportunities to facilitate faculty career development.
- Build a robust research infrastructure.
- Align research resources to advance the capacity of our researchers and partners.
- Promote flexible, lean, and efficient administrative processes for research.

ACCOUNTABILITY GUIDELINES

- Number and academic/demographic profile of the faculty
- Faculty satisfaction
- Faculty career development and professional achievements

BUILDING NC STATE’S TENURED AND TENURE-TRACK FACULTY

The returns on a university’s investment in its faculty are multiplicative. World-class scholars attract world-class research colleagues and world-class students. Together they create a rich educational environment that fosters innovation and intellectual excitement. In the next ten years, NC State’s faculty hiring strategy will focus on increasing the number of our faculty who combine outstanding teaching with world-class research. A specific goal will be to recruit and retain leading scholars whose work is widely acknowledged as influential in their fields and on the world.

To attract and retain leading scholars, we must offer competitive startup packages, salaries, and compensation; a teaching workload in line with our peer institutions; committed and excellent staff support; and an open environment in which scholars can reach their full potential. Throughout their changing careers, research faculty need the university to provide a welcoming, supportive, inclusive, diverse, and stimulating work place. Top scholars need freedom—freedom to pursue
curiosity-driven research, basic scholarship, and creative expression. They need career development opportunities and the flexibility to retool to meet the requirements of a changing research environment. As we move forward, NC State’s faculty-development efforts will include enhanced mentoring to match individual faculty with funded peers, leave time to allow faculty to focus on new research areas, or travel support to establish collaborations at other institutions.

In addition, faculty need to be confident that NC State will develop, recognize, and support faculty excellence. Although we recognize that assessment of faculty and units is ultimately the responsibility of the disciplines, NC State will develop field-specific metrics that are widely accepted by our peers and AAU members. Depending on the field, metrics might include faculty retention; percent of faculty involved/participating in research and scholarship; number of interdisciplinary grants (such as seed funding, multi-institutional sub-awards, or public or private planning grants); amount of federal research support; number, quality, and impact of peer-reviewed publications; positions obtained by students completing their doctorates and by postdoctoral fellows.

**BUILDING NC STATE’S RESEARCH INFRASTRUCTURE**

World-class research requires world-class facilities and support. To increase NC State’s research impact, NC State has recently made several changes to its research and innovation infrastructure. Our strategies have been to invest in opportunities, streamline processes, and improve accessibility and communication. As we go forward, we will focus on better aligning our resources to advance the capacity of our researchers and partners.

To ensure that we are making the best use of our infrastructure, our first step was to analyze and report on existing facilities, equipment, and instrumentation. To promote shared facilities, we have developed an online inventory and database of our existing physical infrastructure components so that researchers know what is available, where it exists, and if/how it is available for use. On the basis of this inventory, we will develop a high-priority-needs list of facilities, equipment and instrumentation and will develop an improvement plan to upgrade and optimize our inventory.

To ensure that researchers can concentrate their efforts on research rather than administrative red tape, we are streamlining administrative practices, processes, and procedures. Our driving principles are flexibility and lean, efficient processes. To decrease duplication of effort among research administrative units (e.g., purchasing, Technology Transfer, SPARCS, contracts and grants, legal counsel), we will promote collaboration and communication among these units. So that researchers know what to expect when interacting with administrative units, we will increase transparency and availability of information by improving the availability of standard operating procedures and timelines. We will also establish an online clearinghouse of research information and research alerts.
GOAL 3: ENHANCE INTERDISCIPLINARY SCHOLARSHIP TO ADDRESS THE GRAND CHALLENGES OF SOCIETY

The history and mission of NC State call for us to address the major challenges that confront the world. Addressing complex problems with many disciplinary aspects requires assembling teams of scholars with varied skills and diverse perspectives. We will maximize the impact of NC State’s research by concentrating our research resources in areas where we have strategic strengths and by creating a culture of collaboration and interdisciplinarity that will enrich not only our research activities, but also our teaching and engagement.

STRATEGIES

- Continually refine broad areas of emphasis in which NC State has strategic research strength.
- Concentrate investment of university resources in identified areas of emphasis.
- Lower the barriers between disciplines and departments.
- Establish processes to facilitate and reward interdisciplinary research.
- Reorganize graduate training into more flexible graduate fields of study.

ACCOUNTABILITY GUIDELINES

- Academic activity in areas of emphasis and fields of study
- Interdisciplinary teaching, research, and outreach
- Faculty satisfaction
- University contributions to addressing societal issues

AREAS OF RESEARCH EMPHASIS

The complexity of modern problems has profoundly influenced the nature of twenty-first century research. While the old model of innovation revolved around the individual, modern research is defined by collaborative problem solving. Over the last fifty years, almost all academic fields have experienced increased levels of teamwork and interdisciplinary cooperation. Collaboration is no longer an option—it’s a necessity.

Responding to this change in the research environment, in recent years NC State has established four problem-based areas of research emphasis: health and well-being, educational innovation, energy and the environment, and safety and security. Although each of these research areas is firmly grounded in our institutional strengths in agriculture, science, engineering, and technology, addressing them in the context of the complexity of twenty-first century challenges requires robust collaboration and a wide range of disciplinary perspectives.

To leverage our research resources, we will invest in the areas of research emphasis we have already established, refine their focus, and explore new areas where we have strategic interests and institutional strength. We anticipate that many of our areas of research emphasis will be interdisciplinary—at the intersections of disciplines and professional fields. However, in pursuing interdisciplinary research, our goal is not to hire scholars who are individually interdisciplinary.
Rather, we will assemble teams of research scholars to work on focused complex problems that have many disciplinary aspects. Solving complex real-world problems requires knowledge that is both deep and broad. Interdisciplinary scholarship requires the assembly of a team of faculty, each of whom has deep disciplinary knowledge and the creativity necessary to contribute to a collaborative environment. Assembling and facilitating such expert teams is the best way to foster innovative solutions.

To encourage interdisciplinary collaboration, we will lower the barriers between disciplines and departments, develop academic programs of study across disciplines, establish mechanisms to bring faculty together, and establish processes to incubate, facilitate, and reward interdisciplinary research.

To identify and refine our areas of research emphasis, NC State will create advisory committees of research-active faculty. The advisory committees will identify areas of emphasis that are sufficiently restricted to allow research teams to make progress, but sufficiently broad to address pressing problems of the world today. The faculty committees will identify the skill sets required for clusters of new faculty positions, identify infrastructure needs, and recommend resource allocations.

**GRADUATE FIELDS OF STUDY**

At NC State, graduate training is housed primarily in individual departments, which usually concentrate and coordinate similar expertise. Although instilling our graduate students with deep disciplinary expertise is crucially important, we also wish to ensure that our graduate students have the breadth required to succeed in the collaborative environments where they will spend their careers.

To broaden the graduate experience, NC State will reorganize graduate training into fewer, more flexible graduate fields of study that, where appropriate, transcend departmental structure. In some cases, these might be achieved by merging existing degree programs under a broad umbrella (e.g., biological science, climate science, food studies, or environmental science) with a set of core requirements that allow the student and graduate committee to tailor the graduate program to suit the student’s research and career focus.

While graduate fields may include multiple concentrations (some of which may reflect the university’s areas of research emphasis), there will be substantially fewer formal graduate fields than the number of graduate degrees in NC State’s current model. Broader fields will expose graduate students to more diverse topics and a collaborative environment, bring faculty together from across the university, and create opportunities for faculty in departments without doctoral programs to direct doctoral students.
GOAL 4: ENHANCE ORGANIZATIONAL EXCELLENCE
BY CREATING A CULTURE OF CONSTANT IMPROVEMENT

An excellent university is pervasively excellent. The standard of excellence applies to all NC State faculty and staff and to all departments, institutes, centers, and units. But excellence is not a static target. Achieving excellence requires constant attention, self-assessment, inclusion, and the courage to change and adapt.

STRATEGIES

- Enhance institutional pride among all staff, faculty, and students.
- Encourage diversity and inclusion.
- Facilitate work/life balance.
- Promote collaborations among faculty and staff.
- Configure university support services for efficiency and effectiveness.
- Align resource allocation with strategic priorities.
- Diversify financial resources.

ACCOUNTABILITY GUIDELINES

- University demographic profile
- Resource allocations and expenditures
- Staff and faculty satisfaction
- Institutional effectiveness

CAMPUS CULTURE AND COMMUNITY

NC State’s campus culture and community is a source of institutional pride: We enjoy a general climate of respect and appreciation; there is a strong work and service ethic; and students, faculty, and staff demonstrate strong commitment to the institution and a shared university spirit.

To enhance our culture, we will ensure that we maintain a diverse campus community and a welcoming environment. We will develop policies, practices, and symbols that demonstrate NC State’s recognition of the value and importance of a diverse population in achieving NC State’s mission. In particular, we will recognize that including diverse perspectives will improve learning outcomes, organizational effectiveness, decision making, and problem solving.

For our students, faculty, and staff to reach their full potential, they must strike an effective work/life balance. To create the best possible environment in which to live and work, we will look to a model right in our own neighborhood. The SAS Institute in Cary, NC, which had its origins in a project undertaken by NC State statistics faculty, consistently tops the Fortune list of Best Companies to Work For. So that faculty and staff can grow throughout their NC State careers, we will offer expanded training and leadership programs, and we will develop and promote shared spaces for social and intellectual interactions among faculty and staff.
AN EFFECTIVE ORGANIZATIONAL STRUCTURE

Over our evolution as an institution, NC State has created many excellent academic, student-support, and research and extension programs finely tuned to the needs of our students and the citizens of North Carolina. Many—indeed most—of these programs are still relevant and vibrant today.

If we are to be the best stewards of the resources that the state of North Carolina has entrusted to us, we must streamline our organization to ensure that each of our programs is relevant and efficient, serving a population with sufficient critical mass to justify continuation. We must examine each of our programs to ensure that each one is efficient, high quality, and consonant with our expertise and our students’ and the public’s greatest needs. We must eliminate or consolidate programs that do not meet those criteria. Consolidation has the advantage of removing cumbersome administration and encouraging collaboration among the people in the consolidated group.

We must also take a hard look at the business side of our campus services. Our decentralized organization has advantages in providing customized care, but areas like business services, human resources, information technology, development, and communications present opportunities to enhance our efficiency and effectiveness without losing focus on the end user. Although it may be possible for us to centralize some services, a more appropriate approach for others might be sharing and consolidation.

A final way we will look for efficiency gains is by reviewing and revising our university policies, rules, and regulations. We must strike a balance. We need rational policies and procedures that allow sufficient oversight for us to demonstrate that we are operating responsibly, but our administrative procedures should not tie our hands with red tape.

Although such administrative steps will result in significant and measurable savings for the coming fiscal year, most of the savings will be realized only over time. However, the most critical element of restructuring is not short-term budgetary advantage, but the establishment of a more effective, responsive, and resilient academic environment.

RESOURCE ALLOCATION

If NC State is to implement its strategic initiatives and become an extraordinary university, it needs a flexible mechanism for allocating resources that will allow it to pursue and implement new strategic initiatives, adequately provide resources to high-demand and high-priority programs, and withdraw resources from programs and units that are no longer as efficient or relevant to the university’s mission.

NC State currently allocates resources to units based on their requests. Requests for additional funds are most often justified on the basis of increasing demand; less often by the contribution of the request to a strategic goal or to improving quality. To ensure that NC State’s allocation of resources appropriately balances demand with strategic priorities, future requests for resources should be accompanied by a justification that ties the request tightly and clearly to explicit demand-based and strategic goals and metrics.
DIVERSIFYING NC STATE’S FINANCIAL RESOURCES

North Carolina’s commitment to higher education is grounded in the language of its constitution, which mandates "that the benefits of ... higher education, as far as practicable, be extended to the people of the State free of expense." North Carolina’s citizens and legislators have never wavered in their commitment to public education. In terms of the proportion of total revenue, North Carolina’s public universities are among the best funded of any public universities in the country. In the twenty-first century, NC State is grateful for North Carolina’s acknowledgment that education plays a vital role in the future economic vitality of our state and in our transition to a knowledge-based economy.

The current funding model at NC State relies heavily on state appropriations. Approximately 42 percent of the 2010-11 revenue budget comes from state appropriations; 18 percent from tuition and fees; 19 percent from research grants and contracts; 15 percent from sales and services; 4 percent from gifts and other sources; and 2 percent from federal appropriations.

However, our reliance on state allocations becomes a liability when the state’s budget faces a serious deficit. The current economic downturn makes it likely that state appropriations will not keep pace with growth. Diversification of funding sources is the best way for NC State to stabilize its financial systems by freeing them from large, cyclical variations tied to economic expansions and contractions and ensuring that we remain affordable and accessible.

RESEARCH GRANTS AND CONTRACTS

NC State is among the 2.2 percent of U.S. institutions of higher learning to be classified by the Carnegie Foundation as a very high research-activity doctoral university, and one of only two universities in the UNC system with that classification. In fiscal year 2010, extramural contract and grant funding totaled $268 million, a remarkable 30 percent increase over the previous year—and of the 30 percent increase, only 15 percent was directly due to American Recovery and Reinvestment Act funding. NC State ranks seventh nationally in industry funding for all universities without medical schools.

Our initiatives to build our tenured and tenure-track faculty will increase our number of researchers and help us build resources from external funding, but we must also invest in our research environment and facilities.

ENDOWMENT AND GIFTS

NC State relies heavily on corporations, foundations, and other organizations for its private funding. Funding from these organizations has been primarily in the form of restricted current-use dollars to support specific funding needs.

Building the endowment is a significant opportunity for NC State, over both the short- and long-term, to raise revenue for its strategic funding priorities. Increasing the size of our endowment would create financial stability, allowing us to be less dependent on unpredictable sources of revenue, such as research sponsorship, and state and national government aid. NC State tentatively plans a "quiet" launch of its next capital campaign on July 1, 2013, with a public launch expected around 2016-17, and completion on June 30, 2021.
GOAL 5: ENHANCE LOCAL AND GLOBAL ENGAGEMENT THROUGH FOCUSED STRATEGIC PARTNERSHIPS

As the world has changed, NC State's reach has expanded beyond our borders and across the globe, challenging us to be locally responsive to the needs of our community and our state while globally engaged in solving the grand challenges facing our global community.

STRATEGIES

- Support and provide opportunities for increasing students' civic and global knowledge, experience, and perspectives.
- Support and provide incentives for faculty and staff to engage in collaborative global scholarship.
- Enhance active and sustainable partnerships, locally, regionally, and globally.

ACCOUNTABILITY GUIDELINES

- Student and faculty international and outreach activities
- Partnerships and collaborative academic programs
- Student and faculty satisfaction
- Graduates’ global awareness and understanding, commitment to service

CIVIC AND GLOBAL AWARENESS

NC State has a foundation of excellence in preparing our students for leadership in the community and around the world. We know through our alumni satisfaction survey that our graduates believe in the value of an NC State diploma, and according to a 2010 Wall Street Journal survey, recruiters rank NC State among the top 20 colleges and universities in the nation in terms of the job-readiness of our graduates. Through our initiatives to encourage high-impact educational opportunities for undergraduates, we will expand our offerings in areas including inquiry-based learning, diversity/global learning, service learning, community-based learning, and internships.

As we go forward, we will particularly encourage activities that will expand our students’ understanding of their place in the global community, including domestic and international service-learning trips; community-engaged study abroad and internships; meaningful workplace experiences through Cooperative Education (available at home and abroad); and student- and faculty-designed capstone projects with communities across the state and around the world.

Our overarching goal in all our international activities is to give our students and faculty rich opportunities to expand the range and depth of their global research and understanding. Over the years, NC State has established bilateral partnerships with over 150 institutions in more than sixty countries, most developed by individual faculty and departments. Our focus in the future will be on strengthening and developing partnerships with strategically selected, outstanding international universities that can provide our faculty and students with multi-faceted, high-quality experiences.
By focusing resources on the challenges of innovation and economic development, NC State has developed a rich variety of programs and partnerships aimed specifically at building working relationships among academia, industry, and government and fostering an environment of creative innovation. NC State’s research discoveries have resulted in more than 660 patents and over seventy companies that employ more than 13,000 people. NC State is deeply committed to collaboration and forming partnerships with other academic institutions, both domestic and abroad, and with private and public entities.

In the 1980s, NC State launched an innovative new concept in academic/industry/government partnerships, our Centennial Campus. Centennial Campus is a twenty-first century technopolis consisting of multi-disciplinary R&D neighborhoods with university, corporate, and government facilities intertwined. Named Outstanding Research Park in 2007 by the Association of University Research Parks, NC State’s Centennial Campus is a concrete manifestation of NC State’s innovative vision of a new twenty-first century model for creating and extending applied research and scholarship for the betterment of North Carolina, the nation, and the world.

On Centennial Campus, research drives innovation daily as more than 1,800 corporate and government employees work alongside over a thousand NC State faculty, staff, post-docs, and students. Centennial Campus houses more than 130 companies, government agencies, and many NC State research and academic units.

NC State’s influence radiates out from our campus. By measures of industry-sponsored research, technology transfer, and licenses and patents granted, NC State is a leader in the state and nation. We can count more than $570 million annually in economic impact to the state in our Cooperative Extension, Industrial Extension, and North Carolina Small Business and Technology Development Center alone. Such activities are an integral part of who we are.

Our home in North Carolina’s Research Triangle gives us unique opportunities to interact with academic colleagues in other Triangle universities, including UNC-Chapel Hill and Duke University. Currently we share joint, dual, or 2+2 programs with UNC-Chapel Hill, UNC-Asheville, UNC-Wilmington, Campbell University, and several community colleges. In the next decade we will take purposeful steps to strengthen these bonds.

In line with our unique mission within the UNC system, NC State is the University of North Carolina’s undisputed leader in the delivery of extension and outreach programs. Our responsibility for extension and outreach extends statewide. The Carnegie Foundation has recognized NC State for its engagement of faculty and students through its curriculum, outreach, and partnerships.

In an increasingly interconnected world, we will expand our outreach efforts outward to the state, the nation, and the world.
GLOBAL INFLUENCE

At its most basic level, global influence is no more than the inevitable outcome of institutional excellence. The world recognizes excellence, and excellence is the best way to be recognized by the world. As a doctoral research-extensive institution, NC State knows that research capability is a potent force that drives innovation and economic development locally, statewide, nationally, and globally. Industry comes to North Carolina to tap into its educated workforce, but also for easy, collaborative access to the best research minds. Success in research brings international recognition to NC State and drives innovation and economic development locally, statewide, and globally. Our initiatives to strengthen our research faculty and our graduate and academic programs are fundamental to increasing our global range.

THE PATHWAY TO THE FUTURE

NC State is in a time of transition. Citing the need for flexibility, greater efficiency, and enhanced effectiveness, this plan recommends sweeping changes in the way NC State is configured and pursues its mission.

Our next step will be to develop an implementation plan that specifies responsibility and a timeline for the initiatives associated with our five goals. As we go forward, we will continually assess our progress to ensure that the changes we have implemented deliver on the motivations that impelled them. We will define accountability measures and future targets based on peer benchmarks, best practices, and today's baseline. If necessary, we will expand collection of data and information describing the outcomes and impact of our strategic initiatives.

Concurrent with strategic planning, NC State has been developing a strategic realignment plan informed by the draft strategic plan and the task force white papers. As we move forward, we will further coordinate the plans. Our goal is to ensure that our strategic goals and our operational structure are complementary. We will keep the campus community informed of our progress along the way.

The North Carolina motto, "Esse quam videri," resonates at NC State. We know who we are, and we are committed "to be rather than to seem to be." We are as solid as the brick that symbolizes our campus. Confident in our firm foundation of excellence in teaching, scholarship, and service, we reach out to our state and to the world.
NORTH CAROLINA STATE UNIVERSITY MISSION STATEMENT

The mission of North Carolina State University is to serve its students and the people of North Carolina as a doctoral/research-extensive, land-grant university. Through the active integration of teaching, research, extension, and engagement, North Carolina State University creates an innovative learning environment that stresses mastery of fundamentals, intellectual discipline, creativity, problem solving, and responsibility. Enhancing its historic strengths in agriculture, science, and engineering with a commitment to excellence in a comprehensive range of academic disciplines, North Carolina State University provides leadership for intellectual, cultural, social, economic, and technological development within the state, the nation, and the world.

(initial approval 1996, revised 2001)
Board of Trustees
North Carolina State University

Committee: Audit, Finance and Planning Committee
Meeting Date: April 21, 2011

Agenda Item / Issue: 5.3A

Strategic Realignment

Requested / Required Action:
None required.

Suggested Motion:
None required.

Responsible University Unit:
Office of Provost
Finance and Business

University Presenter/Contact:
Dr. Warwick Arden, Provost and Executive Vice Chancellor
Charles D. Leffler, Vice Chancellor for Finance and Business
DATE: March 11, 2011

TO: W. Randolph Woodson, Chancellor
North Carolina State University

FROM: Warwick A. Arden, Provost and Executive Vice Chancellor
Charles D. Leffler, Vice Chancellor for Finance and Business

RE: Recommendations for Strategic Realignment to Increase Organizational Efficiency and Effectiveness

In response to your charge of January 18, 2011, the following is a set of recommendations that we believe will more closely align NC State University for maximal effectiveness and success in current and future budgetary environments.

As you have noted, funding of public, higher education is challenged across the nation. Indeed, the Center on Budget and Policy Priorities, in their January 21 update, noted that 44 states are facing shortfalls totaling $125 billion for FY2012 and 22 states are still projecting shortfalls totaling $70 billion for FY2013. This is in addition to the more than $430 billion in shortfalls closed in fiscal years 2009, 2010 and 2011 combined. Higher education will not be exempt from the impact and these shortfalls will accentuate the declining role public funding has played in the overall budget of many large public universities. In North Carolina we have been the beneficiaries of the long held will of citizens and legislators to direct significant resources to public education, because of the clear understanding that education plays a vital role in the future economic vitality of the state and in our transition to a knowledge-based economy.

We should emphasize that the following recommendations, if implemented in a timely manner, will result in significant and measurable savings for the coming fiscal year. Most of the savings, however, will be realized over subsequent budget years. Moreover, the most critical element of any proposed program restructuring is not simply the short-term budgetary advantage, but the establishment of a more effective, responsive and resilient academic environment where both efficiency and synergy can be realized. Many of the recommendations emerged from our concurrent Strategic Planning process. As you are aware, this open process has involved nine task forces and the hard work of more than 160 students, staff and faculty during the past fall semester. Indeed, overarching themes of organizational efficiency, interdisciplinarity and integrated, multifaceted support of our students and faculty are key themes resonating throughout these recommendations. A draft of the Strategic Plan was posted for campus input on March 2, 2011 at http://info.ncsu.edu/strategic-planning.
We believe the implementation of these recommendations will yield an institution that retains and builds on its historic strengths and commitments, while aligning us for optimal success in a challenging and competitive educational environment. We recommend the following:

1. ADMINISTRATIVE CONSOLIDATION AND REALIGNMENT


The Office of the Vice Chancellor for EEED was formed in 2001 to provide central coordination for, and visibility to our campus-wide outreach efforts. We believe our national leadership position in extension, engagement and economic development can continue to be supported centrally by delegating this oversight to other senior offices including the Provost and Vice Chancellor for Research. In addition, many of the programmatic and administrative functions assigned to extension are already housed in colleges with reporting lines directly to the appropriate dean. We recommend the following reallocation of responsibilities from the current Office of Extension, Engagement and Economic Development:

- **Extension activities should remain within their respective college units.** Additional university-wide coordination will be provided within the Office of the Provost.

- **Move Economic Development activities (including SBTDC) to the Office of the Vice Chancellor for Research and Innovation.** The unit would be renamed the Office of the Vice Chancellor for Research, Innovation and Economic Development. This consolidation capitalizes on the natural synergies between discovery, translation, technology transfer and economic development.

- **Move Continuing Education to the Office of the Provost.** This would provide a natural continuity between undergraduate and graduate for-credit education, and not-for-credit education. All are essential to individual student and professional success and form a vital link in the development of a highly educated and globally prepared workforce.

- **Consolidate student leadership programs within the new Division of Undergraduate Student Programs (see below) under the Office of the Provost.**

- **Move management and operation of the Jane S. McKimmon Center facilities to the Campus Enterprises Division.** Assigning operational responsibility for the Jane S. McKimmon Center to Campus Enterprises is recommended in order to consolidate the management of all major meeting facilities on campus, including the McKimmon Center, Talley and Witherspoon student centers, and the future Centennial Campus Conference Center and Hotel. The resulting organizational
structure would provide a one-stop customer service approach for the variety of meeting and conference options found on campus, and would create operational efficiencies. It is important that these operationally compatible facilities function in a consistent and coordinated way and not in competition with each other.

- **Reconfigure the Extension Operations Council to form an Extension and Engagement Council** to be co-chaired by the Provost and VC for Research, Innovation and Economic Development to bring together the campus leaders on a regular basis to insure coordination of programs and synergy among units.

It is important to emphasize that this proposed restructuring enhances our commitment to our historic missions of Extension and Economic Development. By creating efficiencies and synergies, we will be able to more effectively direct limited resources toward these goals. This restructuring would result in the elimination of one Chancellor’s Cabinet level position (Vice Chancellor for EEED) and several supporting administrative positions.

**Timeline:** This initiative would be implemented by December 31, 2011.

**Recommendation:** Merge the Division of Student Affairs (SA) with the Division of Undergraduate Academic Programs (DUAP) to form a combined, coordinated Division of Undergraduate Student Programs within the Office of the Provost.

This recommendation is a response to the work of the Task Force on Undergraduate Student Success, which emphasized that supporting our students for optimal success (retention, timely graduation, educational and personal growth) requires a more coordinated, integrated and flexible administrative structure that emphasizes both the academic and non-academic student experience. A small working group was recently convened to evaluate options for the organizational structure of such a unit. Their report titled “Proposal for the Reorganization of the Division of Student Affairs and Undergraduate Academic Programs” can be found at the Provost’s web site [www.ncsu.edu/provost](http://www.ncsu.edu/provost). While ongoing discussion should occur before finalizing the details of the organizational structure, we recommend that the current five divisions within Student Affairs and 12 programs within DUAP be combined into the following four divisions (including examples of suggested programmatic groups):

- **Health, Wellness and Student Development** (Student Health, PE, ROTC, Campus Recreation, Counseling, Student Conduct and Career Services/Co-op)

- **Campus Life** (Residential Life, Greek Life, Leadership Programs, Campus Activities, Student Media, Chaplain’s Cooperative, Parents and Family Services)

- **Academic Services and Programs** (Advising, Orientation, Summer Start, TRIO, First Year College, Transition, First Year Inquiry, Honors and Scholars, Pre-college Programs, Undergraduate Research, ASPSA)
- Arts NC State (Center Stage, Crafts, Dance, Gregg Museum, Music, Theater, Ticket Central)

This recommendation will result in the consolidation of leadership in one senior administrative office reporting to the Provost with overall responsibility for student success and will focus administrative support in four divisions.

**Timeline:** This reorganization would be completed no later than July 1, 2012.

**Recommendation:** Merge the Offices of Equal Opportunity and Diversity and Inclusion to form a new Office of Institutional Equity and Diversity.

Our equity and diversity programs are currently distributed across multiple administrative units. Implementation of this recommendation would serve to significantly enhance and coordinate our strong institutional commitment to equity and diversity. It is aligned with the findings of the Task Force of Campus Culture and Community and will advance our journey along the pathway to being a “best place to learn, live and work.” The current program in Multicultural Student Affairs and possibly the GLBT and Women’s Centers would be moved from Student Affairs to this office. Disability Student Services may be moved from the Office of Equal Opportunity (OEO) to the new Division of Undergraduate Student Programs (Health, Wellness and Student Development). This recommendation will result in the consolidation of leadership in one senior administrative officer reporting to the Provost and streamline accompanying administrative support positions.

**Timeline:** This initiative would be effective July 1, 2011.

2. **ACADEMIC PROGRAMS**

2A. **Recommendation:** Review the administrative structure for academic science programs.

Other than in the College of Engineering and the College for Veterinary Medicine, most science programs are housed in one of three academic colleges: the College of Agriculture and Life Sciences (CALS), the College of Physical and Mathematical Sciences (PAMS) and the College of Natural Resources (CNR). We believe this academic structure should be revisited. As the flagship science and technology university in North Carolina, we have an institutional responsibility to provide efficient, flexible and dynamic structures, which continue to support historic mandates while encouraging natural synergies between faculty and disciplines. To cling to historic administrative structure does a disservice to our students, faculty and stakeholders. Any realignment should include a thorough evaluation of the intra-college departmental structure with a view to merging departments and creating larger, more efficient academic units that promote cohesion and interdisciplinary. For example, Environmental Science programs currently in all three colleges could be merged into a single academic unit within one of the colleges. Many of the Life Science programs could be merged into a larger academic
department as Biological and Genomic Sciences. We recommend the formation of a task force including faculty and relevant administrators to review possible structures and recommend a course of action that is aimed at having fewer but stronger academic units.

**Timeline:** An implementation strategy to be developed by December 2011.

**2B. Recommendation: Review of low-enrolled courses and academic degree programs.**

A small working group was recently convened and charged with performing a preliminary analysis of academic courses and degree programs to identify low-enrollment and low-productivity programs. Their report titled “Toward Greater Effectiveness and Efficiency in Academic Courses and Programs” includes details of the methodology employed and preliminary recommendations and can be found at the Provost’s web site. The key findings are presented below.

**Low enrolled courses:**

Approximately 600 courses were identified in the university course catalog as not having been taught in the last five years. In addition, the analysis of 2010-11 data flagged 173 undergraduate courses taught in sections of fewer than 10 students and 106 graduate courses taught in sections of fewer than five students.

**Recommendations:**

- Inactivate all courses in the catalog that have not been taught in the last five years. Prior to inactivating these courses, departments would be given until June 1 to justify continued listing of any course in the course catalog. This justification would necessarily include a schedule indicating when the course would be offered during the next three years and estimated enrollment. Recently approved courses would not be inactivated.

- Re-establish minimum class sizes. Additional research would help establish appropriate minimums. However, the following guidelines are suggested as an example:
  - Lower division courses, undergraduate courses numbered 100 through 299, with enrollments less than 15 will not be offered.
  - Courses numbered 300-499 with enrollments less than 10 will not be offered.
  - Graduate courses numbered 500-699 with enrollments less than 7 will not be offered.
  - Graduate courses numbered 700-899 with enrollments less than 5 will not be offered.
  - Agricultural Institute classes with enrollments less than 15 will not be offered.
- The following types of courses do not count toward faculty course obligations and are not subject to the course minimums: independent studies, internships, research, and thesis and dissertation preparation.
- Departments will be notified of courses below the minimum and those courses will be canceled prior to the first day of class. The Office of the Provost must approve any exceptions to the minimum requirements each semester.

**Timeline:** Departments to respond by June 1, 2011.

**Undergraduate Degree Programs:**

Table 1 lists the undergraduate programs by colleges that were flagged for further evaluation. That is, they were in the lower quartile in two or more of the five variables evaluated. The variables evaluated were enrollment, number of applications, degrees awarded, SAT scores (total of math and verbal) and selectivity (admitted/applications).

**Table 1: Undergraduate Programs Identified for Further Evaluation**

<table>
<thead>
<tr>
<th>College</th>
<th>Program Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>CALS</td>
<td>Agricultural Institute, Science Technologies/Technicians, Other, Turf and Turfgrass Management, Agricultural Mechanization, General, Agriculture, General, Botany/Plant Biology, Poultry Science, Agricultural and Extension Education Services, Food Science</td>
</tr>
<tr>
<td>Design</td>
<td>Landscape Architecture</td>
</tr>
<tr>
<td>CED</td>
<td>Technology Teacher Education/Industrial Arts, Science Teacher Education/General Science Teaching, Sales, Marketing and Distribution Teacher Education</td>
</tr>
<tr>
<td>COE</td>
<td>Environmental/Environmental Health Engineering, Engineering, General</td>
</tr>
<tr>
<td>CNR</td>
<td>Environmental Engineering Technology/Environment</td>
</tr>
<tr>
<td>CHASS</td>
<td>Liberal Arts and Sciences, General Studies, French Language and Literature, Women’s Studies, African-American/Black Studies, German Studies, Religion/Religious Studies, Multi-/Interdisciplinary Studies, Other</td>
</tr>
<tr>
<td>PAMS</td>
<td>Geology/Earth Science, General, Applied Mathematics, Oceanography, Chemical and Physical, Statistics, General</td>
</tr>
<tr>
<td>DUAP</td>
<td>Environmental Science</td>
</tr>
</tbody>
</table>
Graduate Degree Programs:

The goal of this review was to identify the graduate programs that are relatively less effective compared with other programs at NC State so that actions may be taken to improve the overall effectiveness of academics at the university. The analysis identified the programs in Table 2 that appeared in the bottom quartiles of five or more of the rankings by variable in the overall analysis and/or were identified as programs of greatest concern in the analysis of specific attributes of programs. The variables used in the overall analysis were: enrollment, enrollment/faculty, applications, applications per faculty, degrees awarded, degrees awarded/faculty, GRE verbal scores, GRE quantitative scores, GRE writing scores, selectivity (admitted/applications).

<table>
<thead>
<tr>
<th>College</th>
<th>Doctoral Programs</th>
<th>Master’s Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>CALS</td>
<td>Agricultural and Extension Education</td>
<td>Crop Science</td>
</tr>
<tr>
<td></td>
<td>Animal Science/Poultry Science</td>
<td>Extension Education</td>
</tr>
<tr>
<td></td>
<td>Biological and Agricultural Engineering</td>
<td>Entomology</td>
</tr>
<tr>
<td></td>
<td>Crop Science</td>
<td>Family Life and Youth Development</td>
</tr>
<tr>
<td></td>
<td>Entomology</td>
<td>Functional Genomics</td>
</tr>
<tr>
<td></td>
<td>Horticultural Science</td>
<td>Nutrition</td>
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<td></td>
<td>Nutrition</td>
<td>Plant Biology</td>
</tr>
<tr>
<td></td>
<td>Physiology</td>
<td>Plant Pathology</td>
</tr>
<tr>
<td></td>
<td>Plant Pathology</td>
<td>Poultry Science</td>
</tr>
<tr>
<td></td>
<td>Soil Science</td>
<td></td>
</tr>
<tr>
<td>CED</td>
<td>Technology Education</td>
<td>Elementary Education</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human Resource Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Instructional Technology</td>
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<tr>
<td></td>
<td></td>
<td>Technology Education</td>
</tr>
<tr>
<td>CNR</td>
<td>Forest Biomaterials</td>
<td>Forest Biomaterials</td>
</tr>
<tr>
<td></td>
<td>Parks, Recreation, and Tourism Mgt.</td>
<td></td>
</tr>
<tr>
<td>CVM</td>
<td>Physiology</td>
<td>Specialized Veterinary Medicine</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Veterinary Public Health</td>
</tr>
<tr>
<td>COT</td>
<td>Textile Technology Management</td>
<td>Textile Engineering</td>
</tr>
</tbody>
</table>

It should be emphasized that this is a preliminary evaluation designed to highlight programs for further scrutiny. Further discussion with faculty and administrators involved with these and other programs will be necessary to 1) More fully evaluate the appropriate criteria to be utilized for ongoing program productivity evaluation, 2) Determine which, if any, programs should be curtailed, consolidated or eliminated and 3) Plan for effective degree completion of any students currently participating in these programs and reassignment of effort for faculty teaching these programs.
Timeline: This more comprehensive review of programs identified by the current study will occur during the 2011-12 academic year for implementation during the 2012-13 academic year.

2C: Recommendation: Develop a new structure for academic planning.

To more effectively evaluate the productivity of existing programs on an ongoing basis, and integrate this evaluation with enrollment planning and proposals to develop new academic programs, we recommend the development of a new academic planning structure.

Our current process for developing new academic programs involves minimal academic planning; it is based almost entirely on individuals (faculty, department heads, deans) submitting proposals independent of other current or future plans at the institutional level. Accordingly, we recommend the creation of a new university-level council, the Academic Planning Advisory Council (APAC) that will be charged with overseeing the academic planning process (all on-campus and distance education curricular activities including degree programs, certificates, minors, etc.) at NC State in order to ensure coordination of the institution’s academic plan with the existing enrollment planning and strategic planning processes. Specific responsibilities will include:

- facilitating the development of interdisciplinary programs in our proposed focus areas of excellence,
- working with faculty to facilitate the development of academic programs,
- recommending to the provost those programs that should be further developed through the existing planning and approval process,
- communicating with the Enrollment Planning Committee to ensure that enrollment increases associated with proposed new academic programs are incorporated into the institution’s biennial and long-term enrollment planning,
- evaluating annually the viability of current academic programs, and
- recommending elimination of programs that are no longer viable or have outlived the need that generated them.

This council would be advisory to the provost. It will forward all proposals that are approved for academic planning to the proposing unit for further development prior to being routed through the existing approval process to the University Courses and Curriculum Committee (UCCC) or Administrative Board of the Graduate School (ABGS). The approval processes beyond these two groups will remain unchanged.

Timeline: This council will be formed during the 2011-12 academic year.

2D: Other Academic and Student Success Initiatives

Recommendation: Review Distance Education (DE). Several strategic planning task forces addressed the need to reevaluate the manner in which we conduct and administer Distance Education. Over the past 10 years we have grown very high quality, high
demand distance education programming that serves both on-campus and distant students. Distance education offerings permit broad access to cutting edge educational programs and serve a role in building flexibility into on-campus offerings. A task force led by Vice Provost Tom Miller and Associate Vice Chancellor Steve Keto has recently been formed and charged with addressing three critical issues: 1) the disparity in tuition charged to on-campus students for regular term, on-campus courses versus the tuition for DE courses, 2) to review the distribution of resources generated from on-campus versus DE course offerings, 3) to review the distribution of on-campus courses versus DE courses with regard to faculty load and compensation. The task force has been asked to provide a report by the end of the semester with a goal to implement recommended changes in the Fall of 2012.

**Recommendation: Review Summer Education.** As with Distance Education, the strategic planning process drew attention to the role that summer course offerings can play in increasing the efficient use of our physical and human resources while helping students make timely progress toward degree completion. Further, there appears to be “competition” between DE and on-campus summer course offerings, with departments choosing the mode of delivery based on the financial incentives in place for each. A task force led by Vice Provost Louis Hunt and Associate Dean Jo-Ann Cohen has been asked to provide a set of recommendations by the end of the semester that would accomplish the goals of increasing summer course offerings, more effectively coordinating DE and on-campus summer offerings and increasing student enrollment while efficiently enhancing undergraduate student progress toward degree completion. The task force has been asked to provide a report by the end of the semester with a view to implementing recommendations by Summer 2012.

**Recommendation: Review Student Leadership Programs.** Many excellent student centered leadership programs exist across campus. These are frequently housed in different divisions, both academic and non-academic. Drs. Mike Davis, Director of the Shelton Leadership Program, and Mike Giancola, Director of the Center for Student Ethics, Leadership and Public Service (CSLEPS), have provided a preliminary report identifying all student leadership programs and suggesting ways they could be more effectively coordinated. Their report is posted at the provost’s website.

3. CONSOLIDATE AND REALIGN BUSINESS SERVICES

**Recommendation: Realign Reporting Relationships & Accountability for Management of Campus Financial and Human Resources Transactions**

In order to provide consistent high quality business and administrative services at NC State, as well as consistency in structure of responsibility and accountability, changes in current reporting relationships should be implemented.

1. Lead representatives of each college/executive officer division for financial and human resource transactional activities – It is recommended that there be a direct reporting relationship to the Finance & Business Division, with strong
secondary relationship to the dean/vice chancellor of the college or division being served. All college/division representatives will have a consistent job description and position title.

**Timeline:** Lead college/division personnel reallocation of positions and related salary lines to align with the new reporting structure should be completed by July 1, 2011.

2. College/Division-Based Support Personnel - It is recommended that the reporting lines of central college/division-based staff positions who currently perform financial transactions (accounts payable/receivable activities, travel, purchasing, budget management and contract/grant administration) and HR transactions (employment hiring/appointment actions, employment status changes, and employee time/effort reporting) have a direct reporting structure to the lead college/vice chancellor division representatives.

**Timeline:** Identification of current support staff activities to determine effort committed to Financial and HR transactions should be completed by October 1, 2011. Restructuring of college/division reporting structures should be completed by January 1, 2012.

**Recommendation: Establish Business Operations Centers Across Campus**

NC State’s current highly decentralized business structure is characterized by many transactional activities scattered thinly across dozens of departments. A reduced number of generalist support staff are challenged to administer a broad range of financial and personnel transactions that often require significant knowledge of sophisticated technology and policy structures.

In an attempt to catch and correct departmental transaction entry errors, the University applies varying layers of college/division and central-office reviews and audits after-the-fact. This inefficient process results in repetition, delays, and re-work of transactions. The Strategic Planning Resources Strategies Task Force recognized these inefficiencies and suggested that consolidated business operations centers could better serve both departmental and institutional needs.

We recommend that the business support staff positions in all units of the campus be organized into Business Operations Centers that at minimum support an entire college/executive officer division and, where possible, centers should be organized to support more than one similar campus unit/division. The minimum volume of a center should be at least $75 million annually for all funding types and transactions, preferably larger.

The Business Operations Center model is intended to:

- Maintain and improve customer service as the primary focus
• Offer enhanced depth, breadth of expertise and continuity of service
• Provide services more cost-effectively by reducing the cost of errors and re-work
• Increase efficiency (reduce processing time and meet UNC key performance indicators)
• Reduce the total number of personnel involved in processing financial and human resources transactions

A university-level director of business operations would have oversight authority and responsibility for successful coordination of all the business operations centers. Financial and personnel content experts in each center would manage the work of center staff and would collaborate closely with the campus units to which they are assigned. An advisory structure for the centers will be established to receive and respond to ongoing input and quality measurements from the customer units being serviced. A number of factors will require consultation with the colleges, divisions, and departments in order to effect this recommendation.

Timeline:

1. Determine the portfolio of activities that move to centers vs. remain within departments and the inventory of current staffing by October 1, 2011.

2. Determine the optimal number and staffing of business operations centers to most efficiently and effectively serve the campus considering the type and volume of transactions by January 1, 2012.


4. REDUCE ORGANIZATIONAL BUREAUCRACY

Over the past 13 years, the university has adopted more than 650 new Policies, Regulations and Rules (PRRs). The PRRs were created under the authority of federal or state law, the Code of the UNC Board of Governors and the UNC Policy Manual. In some areas, there are layers of bureaucracy that may not be essential. Redundant or unnecessary policies and regulations will be eliminated or consolidated. This organizational bureaucracy review should be broader than PRRs and include an ongoing examination of all facets of the university processes, challenging current assumptions and reducing organizational structures that contribute to inefficiencies. The NC State Board of Trustees is reviewing its committee structure and is considering reducing the number of its committees from six to five. Efficiency, effectiveness, simplification, and reduction are key priorities in the reduction of bureaucracy.

Recommendation: Complete the extensive review that has been initiated of all existing PRRs with each division spearheading the examination by subject matter or topic. The Office of General Counsel is advising on matters relating to legal authority and compliance.
topic. The Office of General Counsel is advising on matters relating to legal authority and compliance.

Timeline: This review is to be completed by the end of 2011 calendar year.

As indicated in the Strategic Planning Task Force on Resource Strategies Report, continued focus on processes is also critical. That report indicated NC State should develop a continuing structure focused on simplifying administrative processes; evaluating and making recommendations concerning the restructuring of its academic and business units; and for identifying new opportunities for efficiency improvement and cost reduction.

Recommendation: The Chancellor reconstitute the Administrative Process Review Committee with a charge of evaluating and making recommendations to streamline and simplify university practices and procedures.

The Administrative Process Review Committee will be the primary conduit for faculty and staff to suggest changes in administrative processes and will have the authority to ensure that its recommendations are seriously evaluated and implemented if appropriate.

Timeline: Initiated by July 1, 2011.

5. IMPLEMENTATION OF RECOMMENDATIONS

We approached this charge considering what should be the “fundamental changes in the way we operate” that would allow North Carolina State University to be more flexible, more responsive and ready to accept the strategic and budgetary realities going forward. We feel confident that, if enacted in a timely manner, these recommendations will improve organizational efficiency and effectiveness. The result not only will be in ongoing cost savings, but more importantly, an increased capacity to direct limited resources to core functions and an increase in overall organizational flexibility and responsiveness.

Several of the above recommendations can be implemented starting in July of this year, in time to begin realizing potential cost savings in the 2011-12 fiscal year. Many will require a more deliberative process involving faculty, staff, administrators, students and, where appropriate, external stakeholders, to more fully define the implementation strategy and timeframe. In all cases, we have recommended implementation timelines that are no later than July 2013.

This document contains recommendations that, when implemented, will change NC State for the better and when blended with the priorities of the final Strategic Plan, will allow the institution to achieve the full measure of its mission. Thank you for the opportunity to submit this set of recommendations.
March 14, 2011

MEMORANDUM

TO: NC State Campus Community

FROM: W. Randolph Woodson, Chancellor

On January 18, I asked Provost Warwick Arden and Vice Chancellor Charles Leffler to create a plan for strategic realignment. The charge was to view our university broadly and recommend changes that would align with and be supported by our strategic plan process that we began in the fall; position us for greater strength, effectiveness and efficiency; and help us with a likely state budget reduction.

On March 11, the plan was delivered to me for review and I have accepted the recommendations. Some of these changes can be implemented almost right away. Some will take time to implement, and in some cases we will appoint implementation teams to begin the process.

As you review these changes, you will see an effort to build on the similarities between units to create new opportunities for effectiveness and efficiency; a new approach to creating academic capacity; reductions in bureaucracy; and most of all a renewed dedication to student success.

Here is an overview of the realignment plan. The full report is available online.

1) Build on the natural synergy between discovery, translation, tech transfer and economic development. By formally connecting engagement and economic development more directly to our research enterprise, we are taking steps to ensure NC State will continue to be an engine for economic development in North Carolina. These activities are vital to the university and to the state. We will accomplish this objective by:
   • Moving economic development activities of the office of the vice chancellor for extension, engagement and economic development to the office of the vice chancellor for research and innovation.
   • Moving continuing education to the office of the provost.
   • Moving McKimmon Center operations to Campus Enterprises Division.
   • Extension activities will remain within their respective colleges. Additional university-wide coordination will be provided within the Office of the Provost.

We will eliminate one vice chancellor position and several administrative positions.
2) Link academic and non-academic student support, creating new opportunities for undergraduate student success. This action is a direct response to the work of the strategic plan task force on undergraduate student success. To accomplish this objective, we will build on the similarities between Student Affairs and the Division of Undergraduate Academic Programs (DUAP) by combining the two. These two units are respectively responsible for many activities that define student life on campus and student academic support. These include student organizations, student government, Talley Student Center, advising, undergraduate research, First-Year College and cooperative education. Combining these units positions us to better support all facets of student success, including retention, timely graduation, and education and personal growth. In addition, the five divisions of Student Affairs and 12 programs in DUAP will be combined into four divisions:

- Health, Wellness and Student Development
- Campus Life
- Academic Services and Programs
- Arts NC State

We will eliminate one vice chancellor and one dean position and several associated administrative positions.

3) Build more robust campus climate activities. By combining the offices of Equal Opportunity and Diversity and Inclusion into one Office of Institutional Equity and Diversity, we can strengthen our institutional commitment to a diverse and welcoming campus. This consolidation is aligned with the recommendations of the campus culture and community task force. This action will result in the elimination of one vice provost position and streamlining of accompanying administrative positions.

4) Strengthen our academic structure by reviewing administrative structures and low-enrolled programs and courses.

- Review the administrative structure for academic science programs. NC State is North Carolina’s flagship science and technology university. We will continue to support that historic mandate by ensuring that we deliver science education in a dynamic way and responsive to the needs of the times. Any review and realignment should include a thorough evaluation of the intra-college departmental structure with a view to merging departments and creating larger, more efficient academic units that promote cohesion and interdisciplinarity. Our science instruction activities are mainly housed in the colleges of Agriculture and Life Sciences, Natural Resources and Physical and Mathematical Sciences. It is important that faculty, staff and students in these colleges be involved in the review. Broad involvement gives us the best opportunity to create an innovative approach to the sciences and appropriately eliminate administrative cost. Provost Arden will form a task force to review possible structures and recommend a course of action that is aimed at having fewer but stronger academic units.
• Analyze academic courses and degree programs to identify low-enrollment and low-productivity programs. A small working group has performed a preliminary review and recommended inactivating all courses in the catalog that have not been taught in the last five years and re-establishing minimum class sizes. We will continue to evaluate these and other recommendations.

• Create a new structure for academic planning. Our current process for developing new academic programs involves minimal academic planning; it is based on individual faculty, department heads and deans submitting proposals independent of other current or future plans at the institutional level. To more effectively evaluate the productivity of existing programs on an ongoing basis, and integrate this evaluation with enrollment planning and proposals to develop new academic programs, we will form an Academic Planning Advisory Council to take a more intentional and strategic approach. Review Distance Education, summer education and student leadership programs. Each of these represents opportunities for review with specific emphasis on the implications for stronger contributions to student success.

5) Create new efficiency and effectiveness as well as cost savings by combining business operations from various units into a “shared business services” concept. We have many highly decentralized business units across campus that handle human resources, payroll, and grants and contracts administration activities among others. We will realign reporting relationships and accountability of financial and human resources transactions and establish business operation centers.

6) Reduce organizational bureaucracy. We have begun a review of our Policies, Regulations and Rules (PRRs) with a goal of clarifying, streamlining, consolidating or eliminating PRRs while remaining compliant. We will also reconstitute the administrative process review for ongoing evaluation and streamlining of campus procedures.

Implementing this plan will not be easy or painless. The plan is based on some realities, starting with this: We are not where we want to be as a university. Certainly, the effects of a weak economy have impacted the pace of our progress but that should not be an argument for hiding our time while the economy gets better. Bad budget years alone are not to blame and average budget years alone will not significantly move the needle. To be a nimble, agile, dynamic organization, we take this opportunity to organize ourselves for even greater success.

The second reality is that we have grown enrollment beyond our capacity. So many of the factors that determine our strength as a university are determined by the strength of our faculty and staff. Even in a difficult budget environment we need to find ways to invest in our people.
While this plan introduces some profound changes, it also focuses on our strengths. The third reality is that NC State has many unique relationships and partnerships. From the perspective of someone who has known NC State from afar, our reputation in the academic community is that we are an innovative university. Engagement is an area where our innovation is most obvious. We are inextricably connected to North Carolina, not just because we happen to be located here, but because we have thoughtfully and energetically engaged in very real partnerships with our state on many levels. We are rightfully proud of a heritage of service to North Carolina.

We are also proud of our place in the Research Triangle. We have all heard the saying that in the world of real estate, it’s all about “location, location, location.” There is a parallel here in that from a location perspective we are much better positioned than many universities across the country. Yet, for all the attributes of our location, we are not place-bound. We have historically pushed knowledge, research discoveries and meaningful partnerships to all corners of North Carolina and beyond. We have lived up to North Carolina’s motto and put our stamp on it – to serve, rather than to seem to serve. Even in tough times, we should be extraordinary. Positioning us to remain unique in our relationships and partnerships is a core aspect of this realignment.

Fourth, organizational excellence should be the bedrock of everything we do. Many of our important decisions seem to have been made based on specific unit needs without the benefit of consistently considering how they fit into the broader picture and how they support and energize overarching university goals and objectives. In short, as we move forward, we will base our decisions on strategic goals rather than tactical objectives. We will take a more thoughtful approach to our academic and administrative decision-making. This approach will give us the best chance to capitalize on our strengths and make best use of our resources. We will work toward broad and intentional excellence.

I know that your more immediate concerns are about whether your major is affected, your progress toward graduation slowed, or your job or reporting structure changed.

You may recall that our primary objective was to protect instruction to the extent possible. I believe we have accomplished that objective as none of these changes will have a negative effect on seats, sections or progress to graduation. By reviewing low-enrolled classes and programs, we are positioning ourselves to strategically add seats and sections.

While we will see a reduced number of operational units and fewer executive-level positions, the impact on the workforce is not fully known yet. There is still much work to be done. We may see workforce reductions as we reconfigure our academic and administrative units and continue to work through our budget reduction and the implementation of our realignment and strategic plans. The full impact of budget reductions will be clearer when we have the final state budget.
As I said in my installation speech, we are not going to let budget challenges cripple us. We will move forward by thinking differently about our operation. We have had broad input from the campus to draft our strategic plan and we have used that plan to guide our realignment. Now, I am again looking to you, our faculty, staff and students for your support – for the brainpower, creativity and energy – to implement these plans and bring us through a challenging time. This has been a difficult stretch for us. With your help, we will emerge an even stronger, more vital university.
BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY

Committee: Audit, Finance and Planning Committee

Meeting Date: April 21, 2011

Agenda Item / Issue: 5.3B

NC State Budget Status

Requested / Required Action:

None required.

Suggested Motion:

None required.

Responsible University Unit:

Office of Provost
Finance and Business

University Presenter/Contact:

Dr. Warwick Arden, Provost and Executive Vice Chancellor
Charles D. Leffler, Vice Chancellor for Finance and Business
Agenda Item / Issue: 5.3C

Early College High School

Requested / Required Action:

None required.

Suggested Motion:

None required.

Responsible University Unit:

Office of Provost

University Presenter/Contact:

Dr. Warwick Arden, Provost and Executive Vice Chancellor
Agenda Item / Issue: 5.3D

Notification of Intent to Plan and Authorization to Establish a Master of Science in Electric Power Systems Engineering

Requested / Required Action:
None required.

Suggested Motion:
None required.

Responsible University Unit:
Graduate School

University Presenter/Contact:
Dr. Duane K. Larick, Dean
Proposed Master of Science in Electric Power Systems Engineering

EXECUTIVE SUMMARY

North Carolina State University proposes the creation of a new master’s program that will prepare students with strong power engineering backgrounds for careers in electric power systems engineering. The Master of Science (MS) in Electric Power Systems Engineering (EPSE) would be offered by the Electrical and Computer Engineering (ECE) department of College of Engineering. It will be a non-thesis Option B program.

The MS-EPSE is an innovative program which will provide students with a thorough understanding of the tools, methods, and practice of electric power engineering. The program will consist of 30 hours of coursework which includes twenty-seven credits of coursework coupled with three credits of capstone project. The curriculum will include four core electric power engineering courses, two new interdisciplinary courses focusing on power electronics, data communications, cyber security, and environmental issues associated with electric power systems. The curriculum also provides professional skills training through two integrated courses that introduce project management, communication skills, and the business aspects of electric power utilities. The curriculum offers also strong hands-on experience through laboratories and the capstone project. Finally, the curriculum provides industry experience and exposure by involving experts from industry to teach some of the topics and to provide one-to-one interaction with students through the capstone project.

To further enhance the exposure and training of the students, this program will be integrated with the recently established FREEDM Systems Center’s education program. The FREEDM center is developing novel technologies for electric power systems, and it will let the students utilize some of these unique facilities for capstone projects.

With these unique features, the proposed MS-EPSE program has been approved by the Council of Graduate Schools to satisfy the Professional Science Master (PSM) requirements. Encompassing the PSM scope, MS-EPSE will offer students the opportunity to earn a degree that is highly valued by employers and will fully prepare them for future leadership roles.

The MS-EPSE program at NC State University will be the flagship electric power sector career preparatory academic degree program. The degree will be suitable for a new or recent graduate, as well as experienced professionals who want to receive the necessary retraining to change careers. The Department of Energy (DOE) has identified a need for this academic degree program, and in July 2010, DOE awarded NC State University a three year grant to facilitate the development and delivery of this program.
I. **BUDGET**

Provide estimates (using the attached form) of the additional costs required to implement the program and identify the proposed sources of the additional required funds. *Use SCH projections (section II.C.) to estimate new state appropriations through enrollment increase funds.* Prepare a budget schedule for each of the first four years of the program, indicating the account number and name for all additional amounts required. Identify EPA and SPA positions immediately below the account listing. New SPA positions should be listed at the first step in the salary range using the SPA classification rates currently in effect. Identify any larger or specialized equipment and any unusual supplies requirements.

For the purposes of the second and third year estimates, project faculty and SPA position rates and fringe benefits rates at first year levels. *Include the continuation of previous year(s) costs in second and third year estimates.*

Additional state-appropriated funds for new programs may be limited and in recent years have been almost non-existent. Except in exceptional circumstances, institutions should request such funds for no more than three years (e.g., for start-up equipment, new faculty positions, etc.), at which time enrollment increase funds should be adequate to support the new program. Therefore it will be assumed that requests (in the "New Allocations" column of the following worksheet) are for one, two, or three years unless the institution indicates a continuing need and attaches a compelling justification. However, funds for new programs are more likely to be allocated for limited periods of time if available at all.
# Agenda

## STUDENT CREDIT-HOUR (SCH) PRODUCTION OVER FOUR YEARS*

**Masters in Electric Power Systems Engineering**

Ref:  
http://www2.acs.ncsu.edu/upa/otherdata/fundformula/costsch1011.htm  
http://www2.acs.ncsu.edu/UPA/otherdata/fundformula/crosswalk_funding.htm

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**Total**  

| $3000 | $2,358,939.00 |

*assumes no attrition*
# Masters in Electric Power Systems Engineering (EPSE) Year 1 Budget

## Assumptions
1. **Enrollment**
   - **full-time**: 20, 600
   - **part-time**: 0, 0
   - **TOTAL new SCH**: 800

   **Enrollment Increase funds Purpose 101**: $428,898

2. **Student support**
   - TA ships: 4
   - Out of state admissions: 4

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<th>FREEDM Center</th>
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*Cannot exceed Total New SCH Value*

Percentage returned from Provost to be negotiated.
## Masters in EPSE

### Year 2 Budget

#### Assumptions

1. **Enrollment**
   - Full-time: 30
   - Part-time: 0
   - Total new SCH: 30
   - Student Credit Hours: 900
   - Enrollment increase funds Purpose 101: $643,347

2. **Student Support**
   - TA ships: 4
   - Out of state admissions: 4
   - Total: 4

#### Source of Funds

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5.3D
### Masters in EPSE
#### Year 3 Budget

**Assumptions**

1. **Enrollment**
   - Full-time: 30 admissions, 0 continuing, 900 Student Credit Hours
   - Part-time: 0 admissions, 0 continuing, 0 Student Credit Hours
   - **TOTAL new SCH**: 900

   Enrollment increase funds Purpose 101: $643,347

2. **Student support**
   - TA ships: 4, 0 continuing, 4
   - Out of state admissions: 4, 0 continuing, 4

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<td>291,244</td>
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<td>291,244</td>
<td>2,348</td>
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</tbody>
</table>

| 18XX Fringes                         |                           |                            |                    |                               |       |                         |
| Faculty/Staff @ 27%                  |                            | 65,940                     | 65,940             |                               |       |                         |
| Graduate Student Assistants @ 5.5%   |                            | 4,898                      | 4,898              |                               |       |                         |
| **TOTAL 18XX**                       |                            | -                          | 60,838             |                               | 60,838 | 371                     |

| 2-5XXX Operating                    |                           |                            |                    |                               |       |                         |
| Copying/Postage/Office Supplies     | 5,000                     |                            | 5,000              |                               |       |                         |
| Travel                              | 6,000                     |                            | 6,000              |                               |       |                         |
| Current Services                    | 5,000                     |                            | 5,000              |                               |       |                         |
| **TOTAL 2-5XXX**                    | 15,000                    | 15,000                     | 15,000             |                               | 15,000 | 5,500                   |

| 6XXX Graduate Student Support Plan (GSSP) |                      |                            |                    |                               |       |                         |
| RA/TA Health Insurance @ $1,705      | 4                       | 6,624                      | 6,624              |                               |       |                         |
| In-State Tuition @ $4,600             | 4                       | 18,432                     | 18,432             |                               |       |                         |
| Tuition Remission @ $12,048 (diff)   | 4                       | 48,192                     | 48,192             |                               |       |                         |
| **TOTAL 6XXX**                       | -                        | 73,448                     | -                  |                               | 73,448 | -                       |

**TOTAL COSTS**                       | -                        | 441,530                    | -                  |                               | 441,530 | (2,781)                 |

*Cannot exceed Total New SCH Value*

Percentage returned from Provost to be negotiated
Masters in EPSE
Year 4 Budget (Steady State)

Assumptions

1. Enrollment
   - admissions: full-time 30, part-time 0
   - continuing: full-time 0, part-time 0
   - Student Credit Hours: full-time 900
   - TOTAL new SCH: 900

2. Student support
   - total
   - TAships: 4
   - Out of state admissions: 4

Source of Funds

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*Cannot exceed Total New SCH Value
Percentage returned from Provost to be negotiated
## Summary of Costs
### Masters in Electric Power Systems Engineering (EPSE)

### SUMMARY OF TOTAL COSTS EACH YEAR

<table>
<thead>
<tr>
<th>Period</th>
<th>Reallocation from College</th>
<th>Enrollment Increase - PERMANENT</th>
<th>Contracts &amp; Grants</th>
<th>Other Support Needed</th>
<th>Cumulative Totals</th>
<th>Total New Each Year</th>
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<tr>
<td>Year 1</td>
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<td>$49,192</td>
<td>$556,906</td>
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### SUMMARY OF NEW COSTS EACH YEAR

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<td>$50,000</td>
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<td>$556,906</td>
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<td>Grand Total</td>
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### PERMANENT FUNDS REQUESTED OVER 4-YEAR PERIOD

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<tr>
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<td>$444,097</td>
<td>$444,097</td>
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### SUMMARY OF ENROLLMENT INCREASE FUNDS

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<td>$-</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$2,358,539</td>
<td>$643,347</td>
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Grad Program Gain (Loss): $199,250
Agenda Item / Issue:  5.3E
Presentation of the Draft University Plan for Sustainability

Requested / Required Action:
None required.

Suggested Motion:
None required.

Responsible University Unit:
Campus Environmental Sustainability Team (CEST)

University Presenter/Contact:
Dr. William Winner, Professor of Forestry and Environmental Resources and Co-Chair of CEST
Jack Colby, Assistant Vice Chancellor for Facilities Operations and Co-Chair of CEST
BOARD OF TRUSTEES  
NORTH CAROLINA STATE UNIVERSITY  

Buildings and Property Committee  
Time: 2:45-4:15 p.m., April 21, 2011  
Primrose Hall Conference Room  
Ramsey, Chair  
Members: Cozort, Lanier, Owens  

AGENDA  

CALL TO ORDER  
Reading of the State Government Ethics Act  

1. CONSENT AGENDA  

Minutes  
- Approval of February 17, 2011 meeting minutes  

Property Matters  
- Delegation of Authority: To reflect newly authorized delegation from the UNC Board of Governors for Acquisition by Lease and to propose new approval thresholds  
- Disposition by Lease: House at 1402 Varsity Drive to Alpha Tau Omega Fraternity for an initial annual rent to be determined (TBD) for a term of 3 years and one 1-year renewal  
- Disposition by Lease: House at 2511 W. Fraternity Court to Delta Delta Delta Fraternity for an initial rent TBD for 3 years and two 1-year renewals  
- Disposition by Lease: House at 2613 W. Fraternity Court to Alpha Sigma Phi Fraternity for an initial rent TBD for 3 years  
- Disposition by Lease: House at 2709-A W. Fraternity Court to Kappa Delta Sorority for an initial rent TBD for 1 year with two 1-year renewals  
- Disposition by Lease: House at 2419 W. Fraternity Court to Beta Tau Chapter of Sigma Nu Fraternity for an initial rent of +$126,000 for one year with one 1-year renewal  
- Disposition by Lease: House at 2401 W. Fraternity Court to Tau Chapter of Pi Kappa Phi for an initial rent of +$104,530 for 1 year with one 1-year renewal  
- Disposition by Lease: +22,000 square feet in Partners I to Talecris Biotherapeutics for a term of 5 years with 1 five-year renewal at a rate of + $25.66 per rentable square foot  

✓ Requires full board approval  
1 Material will be distributed to committee members at the meeting
• Acquisition by Deed: +0.30 acres from NC Department of Transportation for the Right of Way at Centennial Parkway and Achievement Drive at no cost to accommodate entrance improvements 6.1.B.9

• Disposition by Severance: Groundskeeping shed off Main Campus Drive near the southwestern corner of the Lonnie Poole Golf Course. The +500 square feet structure was constructed in 1992. It is no longer needed for its original purpose and is in poor condition. 6.1.B.10

• Acquisition by Lease: +3,400 square feet for NC State outreach programs Educational Talent Search and Upward Bound at a location and at a rate to be determined for 1 year with up to three 1-year renewals 6.1.B.11

Designer Selections and Designer Selections Less Than $500,000 6.1.C
• Gregg Museum of Art and Design – North Campus 6.1.C.1
• HVAC Renovations to Robertson/Biltmore, Pulp and Paper, and Jordan – Central Campus 6.1.C.2
• Randall B. Terry Jr. Memorial Art Project – Centennial Biomedical Campus 6.1.C.3

Designer Selections Less Than $500,000 6.1.C.4
• Approval of Designer Selections Less Than $500,000

Acceptance of Completed Buildings and Projects 6.1.D
• The University and Office of State Construction have accepted the attached list of completed buildings and projects with dollar values greater than $2,000,000. The University has accepted the attached list of completed buildings and projects with dollar values less than $2,000,000. All are recommended to the Buildings and Property Committee for formal acceptance. This listing represents buildings and projects received since the February 17, 2011 meeting.

***END OF CONSENT AGENDA ITEMS***

2. PROPERTY MATTERS (Received after Full Board Mailing) TAB 2

3. PARKING AND TRANSPORTATION TAB 3
   ✓ Proposed Revision to Policy 7.60.1 Parking and Transportation Ordinances 2011-2012 6.3.A

4. PHYSICAL MASTER PLAN TAB 4
   ● Annual Update 1(6.4.A)
5. SITE REVIEW & APPROVAL
   - Centennial Campus Student Housing 6.5.A.1
   - Talley Student Center Renovation – Central Campus 6.5.A.2
   - Carol Johnson Poole Clubhouse – Centennial Campus 6.5.A.3

6. PLAN REVIEW AND APPROVAL
   Plan Review
   - Centennial Campus Student Housing 6.6.A.1
   - Talley Student Center Renovation – Central Campus 6.6.A.2
   - Carol Johnson Poole Clubhouse – Centennial Campus 6.6.A.3
   Plan Approval
   - Approval of Plans and Specifications of Formal Projects less than $2 Million 6.6.B

7. INFORMATIONAL REPORTS
   - Capital Projects Update 6.7.A.1
   - Status of Projects in Planning 6.7.A.2

ADJOURN
Agenda Item / Issue: Consent Agenda

Requested / Required Action: Approval of the items contained in the Consent Agenda: committee meeting minutes for February 17, 2011, property matters, designer selections, and acceptance of completed buildings and projects.

Suggested Motion: Move approval of the Consent Agenda.

Responsible University Unit: Office of Finance & Business
University Presenter/Contact: Kevin MacNaughton, Associate Vice Chancellor for Facilities
Minutes

Meeting No.: 10-11: 4

Location: Primrose Hall Conference Room

Time: 3:15 – 4:55 p.m.

Committee Members Present:
Ms. Gayle Lanier, Chair Pro Tem
Mr. Jack Cozort
Dr. James Owens

Present from the University:
Mr. Charles Leffler, Vice Chancellor, Finance and Business
Dr. James Zuiches, Vice Chancellor, Office of Extension, Engagement & Economic Development
Mr. Kevin MacNaughton, Associate Vice Chancellor, Facilities
Ms. Kathy Hart, Associate Vice Chancellor, Finance & Business
Mr. Michael Harwood, Associate Vice Chancellor, Centennial Campus Development
Ms. Terry White, Associate General Counsel, Office Of General Counsel
Mr. Jack Colby, Assistant Vice Chancellor, Facilities Division
Ms. Lisa Johnson, University Architect
Mr. Ralph Recchie, Director, Real Estate
Dr. William Winner, Professor, Environmental Science & Natural Resources
Ms. Tracy Dixon, Sustainability Director
Ms. Lynn Burris, Executive Assistant, Facilities Division
Mr. Ron Grote, University Program Specialist, Facilities Division

STATE GOVERNMENT ETHICS ACT
At the beginning of the meeting, Chair Pro Tem Lanier reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest with respect to any matters coming before the Buildings and Property Committee at this meeting. Committee members had no conflicts of interest or appearances thereof.

CONSENT AGENDA
Chair Pro Tem Lanier asked whether there were any questions or comments about the November
18, 2010 meeting minutes. There being none, Lanier called for a motion to approve the minutes. Mr. Cozort made the motion, which was seconded by Dr. Owens and carried.

Chair Pro Tem Lanier asked Mr. Recchie to address the property matters. Recchie requested approval of the following property matters that require Buildings and Property Committee approval only:

- Lease of approximately 28.5 acres at Key Haven on the John H. Kerr Reservoir, Vance County, NC, to the U.S. Army for ten years, with one additional ten year renewal at no cost
- Lease of approximately 1,644 square feet of computer classrooms and office space to North Carolina Wesleyan College, Rocky Mount, NC for one year with two one-year renewals. East Carolina University’s Academic Outreach Program in collaboration with the McKimmon Center for Extension & Continuing Education work through the Gateway Technology Center to provide educational opportunities in Eastern North Carolina.
- Demolition of a one-story frame dwelling and detached garage in the Spring Hill District of Centennial Campus. The dwellings are in poor condition, offer no benefit to the University, and present an attractive nuisance.

Chair Pro Tem Lanier called for a motion to approve the Property Matters. Dr. Owens made the motion, which was seconded by Mr. Cozort and carried.

Mr. MacNaughton discussed the five designer selections and the three designer selections for projects costing less than $500,000. Dr. Owens asked where the Early College High School Program would be housed until the Cherry Building located in the Spring Hill Precinct of Centennial Campus is available. Ms. Johnson said the old Creative Services building is being considered.

MacNaughton discussed the request for acceptance of five completed projects with a total value of $5.6 million. The list includes the Eastern 4H Conference Center that costs $3.3 million.

Chair Pro Tem Lanier called for a motion to approve the balance of the Consent Agenda items. Mr. Cozort made the motion, which was seconded by Dr. Owens and carried.

MacNaughton mentioned the train derailment exercise, entitled Red Rail, that took place on January 13. While this joint command structure exercise was successful, it did point out a few communication issues between the Incident Command Center and the Emergency Operations Center that are being addressed.

**PLAN APPROVAL**

Ms. Johnson presented the Plans and Specifications for one Formal Project that costs less than $2 Million for approval. Chair Pro Tem Lanier called for a motion to approve the Plans and Specifications. Dr. Owens made the motion, which was seconded by Mr. Cozort and carried.
INFORMATIONAL REPORTS
Mr. Harwood provided his semiannual report on development of Centennial Campus.

Mr. MacNaughton gave a building project update that included Terry Hospital scheduled for completion in early April.

Assistant Vice Chancellor Jack Colby, and Dr. Bill Winner, co-chairs of the university Campus Environmental Sustainability Team (CEST), provided the University Sustainability Strategic Plan that included the climate action plan and energy management planning initiatives.

Dr. Owens asked about the purpose of the 2006 assessment. Colby said the purpose was to establish a baseline for benchmarking and tracking. Mr. Cozort asked whether water usage had risen since its low in 2004. Colby said it had risen in succeeding years, but now is back down to the 2004 level. Chair Pro Tem Lanier asked if the energy performance contracts were helping to bridge the deferred maintenance gap. Colby responded that the energy projects were upgrading systems and equipment that will help reduce the deferred maintenance backlog. The committee found the content of the Sustainability Strategic Plan to be consistent with the direction that NC State should be taking and fully supported the initiatives it prescribed.

Ms. Johnson presented a summary of campus space achievements in the last decade and an outline of existing needs.

Mr. Recchie discussed Hillsborough Street Redevelopment Opportunities.

There being no additional business, the meeting adjourned at 4:55 p.m.

Respectfully submitted,

Kevin J. MacNaughton
Secretary to the Committee

cc: Charles Leffler, Vice Chancellor, Finance & Business
P.J. Teal, Assistant Secretary of the Trustees

Approved: ________________________________  ________________________________
          Committee Chair                                  Date
# APPROVAL AUTHORITY
## STATE PROPERTY TRANSACTIONS

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<tr>
<td>Interest valued $50,000 or greater</td>
<td>**</td>
<td>X</td>
<td>X&lt;sup&gt;3&lt;/sup&gt;</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>Demolitions</strong></td>
<td>X</td>
<td>X</td>
<td>*</td>
<td></td>
<td>*</td>
<td>X</td>
</tr>
<tr>
<td><strong>Lease – Acquisition or Disposition</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual rent&lt;sup&gt;a&lt;/sup&gt; is $15,000 or less and term is 3 years or less</td>
<td>X&lt;sup&gt;2&lt;/sup&gt;</td>
<td></td>
<td></td>
<td></td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Annual rent&lt;sup&gt;a&lt;/sup&gt; is $15,001 - $25,000 and term is 3 years or less</td>
<td>X&lt;sup&gt;2&lt;/sup&gt;</td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Annual rent&lt;sup&gt;a&lt;/sup&gt; is $0 - $25,000 and in excess of 3 years</td>
<td>X&lt;sup&gt;1&lt;/sup&gt;</td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Annual rent&lt;sup&gt;a&lt;/sup&gt; is $25,001 to $49,999 term is not a factor</td>
<td>X&lt;sup&gt;1&lt;/sup&gt;</td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Annual rent&lt;sup&gt;a&lt;/sup&gt; $50,000 or more term is not a factor</td>
<td>**</td>
<td>X</td>
<td>X&lt;sup&gt;3&lt;/sup&gt;</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Lease Acquisition greater than 10 years</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual rent $15,000 or less</td>
<td>X&lt;sup&gt;2&lt;/sup&gt;</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Annual rent $15,001-$25,000</td>
<td>X&lt;sup&gt;2&lt;/sup&gt;</td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Annual rent $25,001-$49,999</td>
<td>X&lt;sup&gt;1&lt;/sup&gt;</td>
<td>*</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Annual rent $50,000 or greater</td>
<td>**</td>
<td>X</td>
<td>X&lt;sup&gt;3&lt;/sup&gt;</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Lease Acquisition 10 years or less</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Annual rent $1-$250,000</td>
<td>X&lt;sup&gt;4&lt;/sup&gt;</td>
<td></td>
<td></td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Annual rent $250,001-$500,000</td>
<td>X&lt;sup&gt;4&lt;/sup&gt;</td>
<td>*</td>
<td></td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Annual rent in excess of $500,001</td>
<td>*</td>
<td>*</td>
<td></td>
<td>*</td>
<td></td>
<td>*</td>
</tr>
</tbody>
</table>

* Reported for Information only
** Recommendation required
X Approval Required

- Approval Authority for out-lease of space in buildings on Centennial Campus is outlined in "Centennial Campus Disposition by Lease."

**NOTE:** All delegations are subject to necessary approvals from State Officials and Agencies.

A – Annual Rent includes base rent, plus additional rents for operating costs

1 Delegated by the Board of Governors to Board of Trustees less than $50,000 7/7/72. Delegated by Board of Trustees to Buildings and Property Committee less than $50,000 11/8/72. Board of Governors authorized Board of Trustees to delegate to Chancellor less than
2 Delegated by Council of State to Board of Trustees 8/9/72, amended 1/8/74. Delegated by Board of Trustees to Vice Chancellor for Finance and Business 9/16/72. Delegation to Board of Trustees rescinded by Council of State 9/1/81. Delegated by Council of State to Department of Administration 9/1/81, in turn to Board of Trustees 11/30/81. Delegation increased by Department of Administration to Board of Trustees to $5,000/3 year limit 4/17/85. Delegation reaffirmed and increased to $12,000 by Board of Trustees to Vice Chancellor for Finance and Business or appointed representative 11/9/85. Department of Administration by letter to Board of Trustees dated 10/23/00 delegated to Chancellor authority to execute leases not exceeding $15,000 in annual rent. Per recommendation of Chancellor, Board of Trustees authorized Vice Chancellor for Finance and Business, and the Vice Chancellor's appointed representative authority, subject to necessary approvals from State officials and agencies, to execute leases not exceeding $15,000 in annual rent.

3 Delegation to the Office of President to authorize the execution of leases valued up to $150,000 per year. Actions taken under the delegated authority will be reported to the Committee at its next scheduled meeting. Delegation to Office of President to authorize contracts to acquire real property valued up to $250,000. Actions taken under the delegated authority will be reported to the Committee at its next scheduled meeting. These delegations were approved and recorded in the minutes of the April 11, 2001 meeting of the Board of Governors Committee on Budget and Finance.

4 Pending UNC-General Administration application for delegation.
**DISPOSITION OF REAL PROPERTY**

**LEASE**

<table>
<thead>
<tr>
<th><strong>LESSOR</strong></th>
<th>State of North Carolina for N.C. State University</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LESSEE</strong></td>
<td>Alpha Tau Omega Fraternity</td>
</tr>
<tr>
<td><strong>LOCATION</strong></td>
<td>1402 Varsity Dr., Raleigh, NC 27606</td>
</tr>
<tr>
<td><strong>SIZE</strong></td>
<td>Approximately 2,400 square feet</td>
</tr>
<tr>
<td><strong>RATE</strong></td>
<td>Initial rent to be ± $41,720.00</td>
</tr>
<tr>
<td><strong>TERM</strong></td>
<td>Three-year term with 2 one-year renewals</td>
</tr>
<tr>
<td><strong>USE</strong></td>
<td>To provide student housing and organization space for Alpha Tau Omega Fraternity.</td>
</tr>
</tbody>
</table>
STATE OF NORTH CAROLINA
Department of Administration
*DISPOSITION OF REAL PROPERTY

Institution or Agency: North Carolina State University Date: March 22, 2011

The Department of Administration is requested, as provided by GS 146-28 to dispose of the real property herein described by (sale), (lease), (rental), or (other specify):

The disposition is recommended for the following reasons: This lease would provide student housing and organizational space to Alpha Tau Omega Fraternity for 1402 Varsity Dr., Raleigh, NC for a term of 3 years with 2 one-year renewals at an initial rental rate of $41,720 annually.

Description of Property: 1402 Varsity is a former single family house of approximately 2400 s.f. located at the corner of Varsity and Marcom St.

Term: Initial term of 3 years with 2 one-year renewals

Estimated value: N/A

Where deed is filed, if known: N/A

If deed is in the name of agency other than applicant, state the name. N/A

Rental income, if applicable, and suggested terms: Initial rent $41,720 annually.

Funds from the disposal of this property are recommended for the following use. Operation of Fraternity Housing- project 3-70931

Action recommending this transaction was taken by the Board of Trustees at its meeting held on

__________________________
Signature
Chancellor

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
DISPOSITION
OF REAL PROPERTY

LEASE

LESSOR
State of North Carolina for N.C. State University

LESSEE
DELTA DELTA DELTA NHC – NC State University (EPSILON ETA Chapter), LLC

LOCATION
2511 W. Fraternity Court, Raleigh, NC 27606

SIZE
Approximately 8,600 square feet ~ 33 bed spaces

RATE
Initial rent to be ± $159,720.00, plus $10,000.00, initial annual rent for the common area. The per bed space charge, $4,840.00, may be adjusted each year as provided in individual room agreements between University and students. Annual rent for the common area shall be at least the amount of rent for the prior year and no more than 110% of the rent for the prior year; provided that the per-student dollar average increase shall not be any more than the increase for residence hall occupants housed in comparable per-bed spaces.

TERM
Three year term with two 1-year renewal options

USE
To provide student housing and organization space for EPSILON ETA Chapter of DELTA DELTA DELTA Fraternity
STATE OF NORTH CAROLINA
Department of Administration
*DISPOSITION OF REAL PROPERTY

Institution or Agency: North Carolina State University  Date: March 21, 2011

The Department of Administration is requested, as provided by GS 146-28 to dispose of the real property herein described by (sale), (lease), (rental), or (other specify):

The disposition is recommended for the following reasons:
   To provide student housing and organization space for Delta Delta Delta NHC – NC State University (Epsilon Eta Chapter), LLC

Description of Property:
   2511 W. Fraternity Court, Raleigh, NC 27606
   Approximately 8,600 square feet ~ 33 bed spaces

Term: Three (3) year term with two (2) 1-year renewal options

Estimated value: N/A

Where deed is filed, if known: Wake County, NC

If deed is in the name of agency other than applicant, state the name.

Rental income, if applicable, and suggested terms:
Initial rent to be ≥ $159,720.00, plus $10,000.00, initial annual rent for the common area. The per bed space charge, $4,840.00, may be adjusted each year as provided in individual room agreements between University and students. Annual rent for the common area shall be at least the amount of rent for the prior year and no more than 110% of the rent for the prior year; provided that the per-student dollar average increase shall not be any more than the increase for residence hall occupants housed in comparable per-bed spaces.

Funds from the disposal of this property are recommended for the following use: Operation of Fraternity Housing – Project 3-70931

Action recommending this transaction was taken by the governing Board of Trustees at its meeting held on _______________.

Signature  [Signature]
Chancellor

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
## DISPOSITION 
OF REAL PROPERTY

### LEASE

<table>
<thead>
<tr>
<th><strong>LESSOR</strong></th>
<th>State of North Carolina for N.C. State University</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LESSEE</strong></td>
<td>Alpha Sigma Phi Fraternity</td>
</tr>
<tr>
<td><strong>LOCATION</strong></td>
<td>2613 Fraternity Court, Raleigh, NC 27606</td>
</tr>
<tr>
<td><strong>SIZE</strong></td>
<td>Approximately 9,267 square feet</td>
</tr>
<tr>
<td><strong>RATE</strong></td>
<td>Initial rent to be determined</td>
</tr>
<tr>
<td><strong>TERM</strong></td>
<td>Three-year term</td>
</tr>
<tr>
<td><strong>USE</strong></td>
<td>To provide student housing and organization space for Alpha Sigma Phi Fraternity.</td>
</tr>
</tbody>
</table>
STATE OF NORTH CAROLINA
Department of Administration
*DISPOSITION OF REAL PROPERTY

Institution or Agency: North Carolina State University

Date: March 22, 2011

The Department of Administration is requested, as provided by GS 146-28 to dispose of the real property herein described by (sale), (lease), (rental), or (other specify):

The disposition is recommended for the following reasons: This lease would provide student housing and organizational space to Alpha Sigma Phi Fraternity for 2613 Fraternity Court, Raleigh, NC for a term of 3 years at an initial annual rental rate to be determined.

Description of Property: 2613 Fraternity Court, Raleigh, NC

Term: Initial term of 3 years

Estimated value: N/A

Where deed is filed, if known: N/A

If deed is in the name of agency other than applicant, state the name. N/A

Rental income, if applicable, and suggested terms: Initial annual rent to be determined.

Funds from the disposal of this property are recommended for the following use. Operation of Fraternity Housing- project 3-70931

Action recommending this transaction was taken by the Board of Trustees at its meeting held on

Signature

Chancellor

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
DISPOSITION
OF REAL PROPERTY

LEASE

LESSOR         State of North Carolina for N.C. State University

LESSEE         ETA UPSILON House Corporation of KAPPA DELTA Sorority

LOCATION       2709-A W. Fraternity Court, Raleigh, NC 27606

SIZE           Approximately 9,000 square feet ~ 40 bed spaces

RATE           Initial rent to be ± $169,400.00. The per bed space charge may be adjusted each renewal year as provided in individual room agreements between University and students. Annual rent for the common area totaling $8,000 will be due in the second renewal year.

TERM           One-year term with two 1-year renewal options.

USE            To provide student housing and organization space for KAPPA DELTA Sorority.
STATE OF NORTH CAROLINA
Department of Administration
*DISPOSITION OF REAL PROPERTY

Institution or Agency: North Carolina State University  Date: March 14, 2011

The Department of Administration is requested, as provided by GS 146-28 to dispose of the real property herein described by (sale), (lease), (rental), or (other-specify):

The disposition is recommended for the following reasons:
   To provide student housing and organization space for ETA UPSILON House Corporation of KAPPA DELTA Sorority

Description of Property:
   2709-A W. Fraternity Court, Raleigh, NC 27606
   Approximately 9,000 square feet ~ 40 bed spaces

Term: One year term with two 1-year renewal options.

Estimated value: N/A

Where deed is filed, if known: N/A

If deed is in the name of agency other than applicant, state the name.

Rental income, if applicable, and suggested terms:
   Initial rent to be ± $169,400.00. The per bed space charge may be adjusted each renewal year as provided in individual room agreements between University and students. Annual rent for the common area totaling $8,000 will be due in the second renewal year.

Funds from the disposal of this property are recommended for the following use: Operation of Fraternity Housing – Project 3-70931

Action recommending this transaction was taken by the governing Board of Trustees at its meeting held on ____________.

Signature [Signature]
Chancellor

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
### DISPOSITION OF REAL PROPERTY

#### LEASE

<table>
<thead>
<tr>
<th><strong>LESSOR</strong></th>
<th>State of North Carolina for N.C. State University</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LESSEE</strong></td>
<td>Beta Tau Chapter of Sigma Nu Fraternity</td>
</tr>
<tr>
<td><strong>LOCATION</strong></td>
<td>2409 Fraternity Court, Raleigh, NC 27606</td>
</tr>
<tr>
<td><strong>SIZE</strong></td>
<td>Approximately 9,742 square feet</td>
</tr>
<tr>
<td><strong>RATE</strong></td>
<td>Initial rent to be ± $126,000.00</td>
</tr>
<tr>
<td><strong>TERM</strong></td>
<td>One-year term with 1 one-year renewal</td>
</tr>
<tr>
<td><strong>USE</strong></td>
<td>To provide student housing and organization space for Beta Tau Chapter of Sigma Nu Fraternity.</td>
</tr>
</tbody>
</table>
STATE OF NORTH CAROLINA
Department of Administration
*DISPOSITION OF REAL PROPERTY

Institution or Agency: North Carolina State University               Date: March 25, 2011

The Department of Administration is requested, as provided by GS 146-28 to dispose of the real
property herein described by (sale), (lease), (rental), or (other specify):

The disposition is recommended for the following reasons: This lease would provide student housing
and organizational space to Beta Tau Chapter of Sigma Nu Fraternity for 2409 Fraternity Court,
Raleigh, NC for a term of 1 year with 1 one-year renewal at an initial annual rental rate of ± $126,000.

Description of Property: 2409 Fraternity Court, Raleigh, NC

Term: Initial term of 1 year with 1 one-year renewal.

Estimated value: N/A

Where deed is filed, if known: N/A

If deed is in the name of agency other than applicant, state the name. N/A

Rental income, if applicable, and suggested terms: Initial annual rent of ± $126,000.

Funds from the disposal of this property are recommended for the following use. Operation of
Fraternity Housing- project 3-70931

Action recommending this transaction was taken by the Board of Trustees at its meeting held on
__________________.

Signature (Chancellor)

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
DISPOSITION
OF REAL PROPERTY

LEASE

LESSOR
State of North Carolina for N.C. State University

LESSEE
Tau Chapter of Pi Kappa Phi Fraternity

LOCATION
2401 Fraternity Court, Raleigh, NC 27606

SIZE
Approximately 9,755 square feet

RATE
Initial rent to be $104,530.00

TERM
One-year term with 1 one-year renewal

USE
To provide student housing and organization space for Tau Chapter of Pi Kappa Phi Fraternity.
STATE OF NORTH CAROLINA  
Department of Administration  
*DISPOSITION OF REAL PROPERTY  

Institution or Agency: North Carolina State University  
Date: March 25, 2011  

The Department of Administration is requested, as provided by GS 146-28 to dispose of the real property herein described by (sale), (lease), (rental), or (other specify):  

The disposition is recommended for the following reasons: This lease would provide student housing and organizational space to Tau Chapter of Pi Kappa Phi Fraternity for 2401 Fraternity Court, Raleigh, NC for a term of 1 year with 1 one-year renewal at an initial annual rental rate of ± $104,530.  

Description of Property: 2401 Fraternity Court, Raleigh, NC  

Term: Initial term of 1 year with 1 one-year renewal.  

Estimated value: N/A  

Where deed is filed, if known: N/A  

If deed is in the name of agency other than applicant, state the name. N/A  

Rental income, if applicable, and suggested terms: Initial annual rent of ± $104,530.  

Funds from the disposal of this property are recommended for the following use. Operation of Fraternity Housing- project 3-70931  

Action recommending this transaction was taken by the Board of Trustees at its meeting held on ____________.  

Signature  
[Signature]  
Chancellor  

*The term ”real property” includes timber rights, mineral rights, etc. (GS 146-64)
<table>
<thead>
<tr>
<th><strong>LESSOR</strong></th>
<th>State of North Carolina for N.C. State University</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LESSEE</strong></td>
<td>Talecris Biotherapeutics, Inc.</td>
</tr>
<tr>
<td><strong>LOCATION</strong></td>
<td>Partners I Building, Suite 1200, 2540, 2580, and 3800, 1017 Main Campus Dr., Centennial Campus</td>
</tr>
<tr>
<td><strong>SIZE</strong></td>
<td>±21,364 usable s.f.</td>
</tr>
<tr>
<td><strong>RATE</strong></td>
<td>±$548,307.00 per year</td>
</tr>
<tr>
<td><strong>TERM</strong></td>
<td>Five (5) year term with one renewal of five (5) years.</td>
</tr>
<tr>
<td><strong>USE</strong></td>
<td>Laboratory and office space to allow for Talecris to continue its presence, and to position them for continued growth and expansion opportunity on Centennial Campus.</td>
</tr>
</tbody>
</table>
STATE OF NORTH CAROLINA  
Department of Administration  
*DISPOSITION OF REAL PROPERTY

Institution or Agency: North Carolina State University  
Date: March 22, 2011

The Department of Administration is requested, as provided by GS 146-28 to dispose of the real property herein described by (sale), (lease), (rental), or (other specify):

The disposition is recommended for the following reasons:
Talecris Biotherapeutics, Inc. has leased office and laboratory space in Partners Building I since 1996. They recently expanded in late 2009 with the acquisition of an additional 9,294 USF for their current total of ± 21,364 USF. This new lease allows Talecris to continue its presence, and positions them for continued growth and expansion opportunity on Centennial Campus.

Description of Property:
±21,364 square feet all within Suites 1200, 2540, 2580 and 3800 located in Partners I Building, 1017 Main Campus Drive, Raleigh, NC 27606

Term: Initial five (5) year term with one (1) renewal of five (5) years.

Estimated value: N/A

Where deed is filed, if known: N/A

If deed is in the name of agency other than applicant, state the name.

Rental income, if applicable, and suggested terms:
Initial rent at ±$16.66 per square foot per year with 2% annual escalator plus 3% annual escalator on all non-metered additional rents for operating costs (with non-metered costs starting at ±$9.00/SF/yr). Renewal at then-current escalated rents. Initial total annual rent ± $548,307.

Funds from the disposal of this property are recommended for the following use.

Action recommending this transaction was taken by the governing Board of Trustees at its meeting held on ________________.

Signature

Chancellor

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
# Agenda

Requires Committee Approval

6.1.B.9

## ACQUISITION OF REAL PROPERTY

### EASEMENT

<table>
<thead>
<tr>
<th>GRANTOR</th>
<th>State of North Carolina (North Carolina Department of Transportation)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRANTEE</td>
<td>NC State University</td>
</tr>
<tr>
<td>LOCATION</td>
<td>The intersection of Achievement Dr. and Centennial Parkway.</td>
</tr>
<tr>
<td>SIZE</td>
<td>±13,295 sf of surplus right of way and ± 9,652 sf of a permanent drainage easement.</td>
</tr>
<tr>
<td>RATE</td>
<td>N/A</td>
</tr>
<tr>
<td>TERM</td>
<td>Perpetual Use</td>
</tr>
<tr>
<td>USE</td>
<td>Conveyance of surplus right of way and permanent drainage easement areas located at the intersection of Achievement Dr. and Centennial Parkway from the North Carolina Department of Transportation to NC State University (University). The reallocation of this area will give control and liability to the University for maintenance and signage concerns at that location.</td>
</tr>
</tbody>
</table>
STATE OF NORTH CAROLINA
DEPARTMENT OF ADMINISTRATION
RALEIGH

* ACQUISITION OF REAL PROPERTY

Institution or Agency: North Carolina State University
Date: March 7, 2011

The Department of Administration is requested, as provided by GS 146-22 et seq., to acquire the real property herein described by (purchase), (lease), (rental), or (other specify): Deed

This Property is needed for the following reasons and purposes: (attach additional sheets if necessary). Conveyance of surplus right of way and permanent drainage easement areas located at the intersection of Achievement Dr. and Centennial Parkway from the North Carolina Department of Transportation to NC State University (University). The reallocation of this area will give control and liability to the University for maintenance and signage concerns at that location.

Name and Address of Present Owner: North Carolina Department of Transportation

Description of Property: (attach additional sheets if necessary).
± 13,295 sf of surplus right of way and ± 9,652 sf of a permanent drainage easement.

Term: Perpetual Use

Rental price (if applicable): N/A

Funds for the acquisition of this property are available in our budget under Code

Item: Other: N/A

In the event the above described real property is not acquired, is there other real property available, owned by the State or otherwise, that you believe would, if acquired, fulfill the requirement of your agency? If so, give details.

Action, recommending the above request, was taken by the Buildings and Property Committee of the Board of Trustees and is recorded in the minutes thereof on ________ (Date).

Signature [Signature]
Chancellor

* The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
DISPOSITION
OF REAL PROPERTY

Severance/Demolition

GRANTOR  State of North Carolina for NC State University

GRANTEE  N/A

LOCATION  NC State University, Centennial Campus, South Side of Main Campus Drive between the Centennial Campus Magnet Middle School and the Main Campus Drive intersection with Trailwood Drive.

SIZE  On frame on slab one-story abandoned storage shed (no street address) of approximately 400 SF.

RATE  N/A

TERM  N/A

USE  Prior use was a storage shed for landscaping dating back to the land’s use as part of Dix Hospital. The buildings have not been used for many years and are both an eyesore and an attractive nuisance. Demolition of this structure is part of an overall plan to landscape and improve this portion of the South Main Campus Drive entry to Centennial Campus.

Photos and map attached.
STATE OF NORTH CAROLINA
Department of Administration
*DISPOSITION OF REAL PROPERTY

Institution or Agency: North Carolina State University                Date: 3/23/11

The Department of Administration is requested, as provided by GS 146-28 to dispose of the real property herein described by (sale), (lease), (rental), or (other specify): Demolition

The disposition is recommended for the following reasons: The buildings have not been used for many years and are both an eyesore and an attractive nuisance. Demolition of this structure is part of an overall plan to landscape and improve this portion of the South Main Campus Drive entry to Centennial Campus.

Description of Property: Wooden unheated, unlit, unfurnished shed with no operable utilities.

Term: N/A

Estimated value: $0

Where deed is filed, if known: N/A

If deed is in the name of agency other than applicant, state the name. State of North Carolina as allocated to NC State University.

Rental income, if applicable, and suggested terms: None, N/A

Funds from the disposal of this property are recommended for the following use. No funds are anticipated for the demolition of this shed.

Action recommending this transaction was taken by the Building & Property Committee of the NC State University Board of Trustees at its meeting held on April __, 2011

Signature ____________________________
Chancellor

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
DISPOSITION OF REAL PROPERTY

Severance/Demolition

Continued, Map
DISPOSITION

OF REAL PROPERTY

Severance/Demolition

Continued, Photos
ACQUISITION
OF REAL PROPERTY

Lease

**LESSEE**  State of North Carolina for North Carolina State University

**LESSOR**  To be determined by bid

**LOCATION**  To be determined by bid

**SIZE**  ±3,400 square feet (usable) of office space

**RATE**  To be determined by bid

**TERM**  One year with up to three 1-year renewal options

**USE**  Office space for NC State University TRIO Programs Upward Bound and Educational Talent Search. The outreach programs are co-located and have been occupying space at 20 Enterprise Street, Raleigh, NC, under a lease that expires November 30, 2011. Preference is for the programs to remain close to campus. A new lease is requested.
STATE OF NORTH CAROLINA  
DEPARTMENT OF ADMINISTRATION  
RALEIGH  

* ACQUISITION OF REAL PROPERTY  

Institution or Agency: North Carolina State University  
Date: March 25, 2011  

The Department of Administration is requested, as provided by GS 146-22 et seq. to acquire the real property herein described by (purchase), (lease), (rental), or (other specify):  

This Property is needed for the following reasons and purposes (attach additional sheets if necessary): NC State outreach programs Educational Talent Search and Upward Bound are within the TRIO Programs division of Student Affairs. The programs are co-located and have been occupying space at 20 Enterprise Street, Raleigh, NC, under a lease that expires November 30, 2011. Preference is for the programs to remain close to campus. A new lease is requested.  

Name and Address of Present Owner: The programs are currently co-located at 20 Enterprise Street (J. Malcom McAllister, owner) and occupy a total of 3,382 sq. ft. New lease to be determined by bid.  

Description of Property (attach additional sheets if necessary): ±3,400 sq. ft. (usable) of office space  

Term: One year with up to three 1-year renewal options  

Rental price (if applicable): to be determined by bid  

Funds for the acquisition of this property are available in our budget under Code: 5-265200, Educational Talent Search and Upward Bound Programs  

Item: Other:  

In the event the above described real property is not acquired, is there other real property available, owned by the State or otherwise, that you believe would, if acquired, fulfill the requirement of your agency? If so, give details. None  

Action, recommending the above request, was taken by the Buildings and Property Committee of the Board of Trustees and is recorded in the minutes thereof on _____________ (Date).  

Signature ____________________________  
Chancellor  

* The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
**Gregg Museum of Art and Design**
Total Project Scope $7,500,000 (Gifts)

- **12/10/10** Advertised in NC Purchase Directory

- **01/17/11** Closing date for submittals
  (29 proposals received)

- **01/20/11** Appointment of Selection Committee
  By Kevin MacNaughton, Secretary – Buildings and Property Committee

- **01/20/11-02/16/11** Selection Committee review:
  Gayle Lanier, Trustee
  Alex Miller, Student Affairs
  Roger Manly, Gregg Museum
  Carolyn Axtman, Capital Project Management
  Lisa Johnson, Office of the University Architect
  Others who assisted in review and short listing process
  Cindy Williford, Office of the University Architect
  Eric Jaskolka, Capital Project Management

- **01/31/11** Short list recommendation by Selection Committee:
  Cannon Architects – Raleigh, NC
  Lord Aeck Sargent – Chapel Hill, NC
  The Freelon Group Architects – Durham, NC

- **1/31/11** Short list approved by Randall C. Ramsey

- **02/04/11** Pre-interview briefing of design firms

- **02/16/11** Firms interviewed. Recommendation in priority order:
  The Freelon Group Architects – Durham, NC
  Lord Aeck Sargent – Chapel Hill, NC
  Cannon Architects – Raleigh, NC

  Those involved:
  Gayle Lanier, Trustee
  Alex Miller, Student Affairs
  Roger Manly, Gregg Museum
  Carolyn Axtman, Capital Project Management
  Lisa Johnson, Office of the University Architect
  Cindy Williford, Office of the University Architect
  Eric Jaskolka, Capital Project Management
HVAC Renovations to Robertson/Biltmore, Pulp and Paper and Jordan
Total Project Scope $1,030,000(Debt)

11/22/10  Advertised in NC Purchase Directory

12/11/10  Closing date for submittals
          (17 proposals received)

01/03/11  Appointment of Selection Committee
          By Kevin MacNaughton, Secretary – Buildings and Property Committee

01/03/11- Selection Committee review:
          02/11/11  David Hammock, Capital Project Management
                    Allen Boyette, Building Maintenance and Operations
                    Lisa Johnson, Office of the University Architect
                    Cameron Smith, Capital Project Management
                    Carole Acquesta, Capital Project Management

01/07/11  Short list recommendation by Selection Committee:
          IBI Group of NC, PC – Raleigh, NC
          Sigma Engineered Solutions, PC – Morrisville, NC
          United Engineering Group, Inc. – Raleigh, NC

01/10/11  Short list approved by Randall C. Ramsey

01/27/11  Pre-interview briefing of design firms

02/11/11  Firms interviewed. Recommendation in priority order:
          Sigma Engineered Solutions, PC – Morrisville, NC
          United Engineering Group, Inc. – Raleigh, NC
          IBI Group of NC, PC – Raleigh, NC

Those involved:
David Hammock, Capital Project Management
Allen Boyette, Building Maintenance and Operations
Cameron Smith, Capital Project Management
Carole Acquesta, Capital Project Management
Randall B. Terry, Jr. Memorial Art Project
Total Project Scope $150,000 (Gifts)

09/28/10  Advertised in NC Purchase Directory
10/28/10  Closing date for submittals
           (33 proposals received)
11/01/10  Appointment of Selection Committee
           By Kevin MacNaughton, Secretary – Buildings and Property Committee

11/01/10- Selection Committee review:
01/21/11  Tom Skolnicki, Office of the University Architect
          Lisa Johnson, Office of University Architect
          Mike Davidson, College of Veterinary Medicine
          Susan Ward, NC Veterinary Medical Foundation
          Oscar Fletcher, College of Veterinary Medicine
          Susan Lilly, College of Veterinary Medicine
          Melissa Young, Office of the University Architect
          Chandra Cox, College of Design
          Lynn Ennis, Gregg Museum of Art and Design
          Tim Blair, University Housing (CDRP Representative)

11/10/10  Short list recommendation by Selection Committee:
           Christopher Vespermann – Raleigh, NC
           Darrell Davis – Loveland, CO
           David Alan Clark – Lander, WV
           Jim Sardonis – Randolph, VT

11/13/10  Short list approved by Randall C. Ramsey

12/09/10  Pre-interview briefing of design firms

01/21/11  Firms interviewed. Recommendation in priority order:
           Jim Sardonis – Randolph, VT
           Christopher Vespermann – Raleigh, NC
           David Alan Clark – Lander, WV
           Darrell Davis – Loveland, CO

Those involved:
Tom Skolnicki, Office of the University Architect
Lisa Johnson, University Architect
Mike Davidson, College of Veterinary Medicine
Susan Ward, NC Veterinary Medical Foundation
Oscar Fletcher, College of Veterinary Medicine
Susan Lilly, College of Veterinary Medicine
Chandra Cox, College of Design
Lynn Ennis, Gregg Museum of Art and Design
Tim Blair, University Housing (CDRP Representative)
### Approval of Designer Selections Less than $500,000

**Note:** The projects below are submitted to the Trustees’ Buildings and Property Committee for formal approval of designer selections for projects less than $500,000 that are not on the OESAD list. This listing represents projects selected since February 17, 2011.

<table>
<thead>
<tr>
<th>Project</th>
<th>Fee</th>
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</thead>
<tbody>
<tr>
<td><strong>Centennial Campus Electrical Distribution Master Plan Update</strong></td>
<td>$8,750</td>
</tr>
<tr>
<td>Designer: Booth &amp; Associates, Inc. Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
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<tr>
<td><strong>Casey Aquatics: Lobby Addition</strong></td>
<td>$49,800</td>
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<tr>
<td>Designer: Spillman Farmer Architects, Bethlehem, PA</td>
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<tr>
<td>Fund Source: Departmental</td>
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<tr>
<td><strong>Isenhour Tennis Center: Weight Room Addition</strong></td>
<td>$24,500</td>
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<tr>
<td>Designer: WHN Architects, Charlotte, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td><strong>N4 Stream Monitoring Project – Hunt Library</strong></td>
<td>$49,000</td>
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<tr>
<td>Designer: Soil &amp; Environmental Consultants Raleigh NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
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<tr>
<td><strong>Reynolds Coliseum Equipment Room Modifications</strong></td>
<td>$35,000</td>
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<tr>
<td>Designer: Davis Kane Architects, Raleigh, NC</td>
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<tr>
<td>Fund Source: Departmental</td>
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<tr>
<td><strong>Coliseum Deck Crack Repair at East Connector</strong></td>
<td>$10,000</td>
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<tr>
<td>Designer: Sutton Kennerly and Associates, Greensboro, NC</td>
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<tr>
<td>Fund Source: Departmental</td>
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<tr>
<td><strong>Williams Hall Utility Upgrade</strong></td>
<td>$49,214</td>
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<tr>
<td>Designer: Clark Nexsen Architecture and Engineering, Raleigh, NC</td>
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<td>Fund Source: Departmental</td>
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<td>Code/Item</td>
<td>Project#</td>
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<td>40989 / 308</td>
<td>200811094</td>
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<td>40724 / 351</td>
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<td>200911076</td>
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<td>200911027</td>
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<tr>
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Resolution amending the Parking and Transportation Policies on the Campus of North Carolina State University

Approval of the Resolution by the Full Board of Trustees approving the Proposed Revision to Policy 7.60.01: Parking and Transportation Ordinances for 2011-2012 as described in the attached Summary of 2011-2012 Proposed Changes. The proposed Changes would be effective August 16, 2011.

WHEREAS, the Board of Trustees approved amendments to the Parking and Transportation Policies on the Campus of North Carolina State University on April 16, 2010 and

WHEREAS, it is necessary to make changes in current policies,

NOW, THEREFORE, BE IT RESOLVED THAT the Board of Trustees of North Carolina State University amends the Parking and Transportation Policies on the Campus of North Carolina State University superseding all previous editions. Effective date of this amendment is August 16, 2011.

Department of Transportation
Thomas Kendig, Director, Transportation
2011-12 PROPOSED CHANGES TO
PARKING AND TRANSPORTATION ORDINANCES

3.3.d.2 Add “RP” permit to eligibility list for students who live in University housing

3.3.1 Add “RP” permit to the General Campus Area for Permit Assignment list; change West lot to West Deck

3.3.2 Modify Student Residency eligibility chart to include new RP (resident perimeter) permit and to move Tri-towers resident halls to West campus allocation

3.5 Modify Permit Costs chart to reflect change in SP (service provider) permit to equal “B” permit cost

3.5 Add “RP” permit to Permit Costs chart ($246)

4.2.3 Update Student to include RP (resident perimeter) permit

5.1.1 Update Enforcement Violation Fine chart to reflect increase in boot removal fee from $25 to $50 for first boot and $100 for each subsequent boot

5.2.1 Add language to indicate a vehicle may be immediately towed upon evidence of tampering with a boot or threatening to remove a boot
1. GENERAL PROVISIONS

1.1 Definitions

1.1.1 Abandoned Bicycle: Any bicycle that has been parked illegally for more than ten days or which is determined to be "derelict" or inoperable under North Carolina General Statute 20-137.7.

1.1.2 Academic Year: The period of time from August 16 of one calendar year until August 15 of the next calendar year.

1.1.3 Access Point for Accessibility Spaces: The road space adjacent to all curb cuts built for wheelchair access from the street to the sidewalk and the space adjacent to each mobility-impaired parking space identified by white diagonal lines.

1.1.4 Administrative Sanctions: Penalties which may be assessed for repeated violations of these ordinances or for failure to pay validly due fines. Administrative sanctions include, but is not limited to, revocation of parking permits. Administrative penalties include the issuance of a campus appearance ticket to students.

1.1.5 Bicycle: A device propelled by human power upon which any person may ride, and supported by either two tandems or three wheels, one of which is 16 inches or more in diameter. For the purpose of this Ordinance, a bicycle will be deemed a vehicle.

1.1.6 Bicycle Path: A paved strip or path that is designated for use by bicycles. May be adjacent to a roadway, or a separate route to a roadway, and may also include strips to delineate bicycle lanes from pedestrian lanes.

1.1.7 Campus: All property located in and around Raleigh, North Carolina, which is owned or leased by the State of North Carolina and under the supervision of the Board of Trustees of North Carolina State University.
1.1.8 Campus Appearance Ticket: A citation issued to a student by the University's Campus Police that subjects the student to discipline under the Code of Student Conduct.

1.1.9 Carpool: An organized group of two or more commuting members of campus who regularly ride together in one car and share the use of a carpool permit issued by Transportation.

1.1.10 Chancellor: The Chancellor of North Carolina State University at Raleigh, NC.

1.1.11 Chronic Offender-An individual who exhibits an observable pattern of reoccurring parking violations without demonstrating a recognizable intent to self correct the violating behavior.

1.1.12 Client: One for whom professional services are rendered.

1.1.13 Crosswalks: Any portion of a roadway distinctly indicated for pedestrian crossing by lines, other markings on the surface, a raised elevation of asphalt or concrete and/or signs.

1.1.14 Director of Transportation: That person designated by the Chancellor who will be responsible for administering, implementing, and enforcing the provisions of the Ordinance, except where another person or party is specified in the Ordinance.

1.1.15 Dismount Zone: Areas where cyclists, skateboarders, and non-motorized scooter drivers must dismount their vehicle. All motorized vehicles are prohibited in this zone.

1.1.16 Employees: The faculty (including a non-salaried visiting faculty), research/teaching/associate/intern (post doctoral) employees, re-employed retirees (including those re-employed through the University's Phased Retirement Program), administrative officers, extension personnel, clerical personnel and all other non-student employees of the University employed part-time or full-time as permanent EPA, SPA, or temporary employees.

1.1.17 Fire Lane: Any area specifically marked, striped, signed or designated where vehicles are prohibited from parking, and/or any area in which direct and immediate access to a fire hydrant or fire fighting apparatus would be blocked by a parked vehicle.

1.1.18 Intersections: A road junction where two or more roads either meet or cross at grade (at the same level).

1.1.19 Loading Zone: Any area designated by signs and proclaimed for use for loading and unloading materials and supplies.

1.1.20 Low Speed Vehicle: A four-wheeled vehicle whose top speed is less than 20 miles per hour. This includes, but is not limited to, golf carts, golf cart-type utility vehicles and gator-type utility vehicles.

1.1.21 Moped/Scooter: Any motorized two or three wheeled vehicle capable of carrying a rider and which is currently exempt from North Carolina motor vehicle registration and licensing regulations.

1.1.22 Motorcycle: Any motorized two or three wheeled vehicle capable of carrying a rider and which is currently subject to North Carolina motor vehicle registration and licensing regulations.
6.3.A

1.1.23 No Parking Area: Any area not specifically marked, striped, or designated for parking. Parallel/angled spaces must be striped on each end of parked vehicle.

1.1.24 Operator: A person in actual physical control of a vehicle, which is in motion, stopped, or standing.

1.1.25 Park: The standing of a vehicle, whether occupied or not, other than while actually engaged in the loading or unloading of passengers.

1.1.26 Parking Area: Any place or area specifically set aside, marked or assigned by Transportation for the parking of vehicles, either permanently or temporarily.

1.1.27 Parking Meter: Any mechanical device activated by coin, credit card or cash key which enables an individual to purchase parking at a specific parking space in incremental time-limited units.

1.1.28 Parking Meter Space: Any space where a parking meter has been installed.

1.1.29 Parking Meter Zone: Any area, including on streets or in a parking lot, where parking meters are installed and in operation.

1.1.30 Parking Services: The office designated by the Director of Transportation, which issues parking permits, keeps registration and permit records, records violations, and collects transportation fees and fines.

1.1.31 Pay Lot: Any parking lot or area where payment for parking is required based on the length of time the vehicle is parked. Pay lots may be operated by automated pay machine or by attendants who collect the parking fees.

1.1.32 Pedestrian Safety Zone: Areas where cyclists, skateboarders, and non-motorized scooter drivers must either ride at the walking pace of the nearby pedestrians or dismount their vehicle. Pedestrians have the right-of-way in a pedestrian safety zone. All sidewalks, pathways, plazas, or walkways are pedestrian safety zones.

1.1.33 Personal Assistive Mobility device: A self-balancing device, designed to transport one person, with a propulsion system that limits the maximum speed of the device to 15 miles per hour or less. This includes, but is not limited to, electric wheelchairs and segways.

1.1.34 Registered Vehicle: A vehicle, which has been registered with Transportation and is authorized to display a valid University parking permit.

1.1.35 Reserved Lot: A designated lot or part of a lot reserved for users who have purchased permits specifically for that lot.

1.1.36 Reserved Space: Any parking space, which is marked for a specific University parking permit, permit type, user or use.

1.1.37 Restitution: Compensation due to Transportation for the full value of a product/service without benefit of having made previous payment for the same.
6.3.A

1.1.38 Retired Employees: Individuals who have separated from employment with North Carolina State University because of completion of an appropriate term of service, or due to a mental or physical disability, and who are drawing annuities from one of North Carolina State University's retirement programs, and are not receiving compensation for current services. (Employees participating in the Phased Retirement Program are not considered retired employees. PRP employees retain their pre-employment permit and gate card, and continue to pay the regular permit rate for the duration of the three-year PRP assignment.)

1.1.39 Service Provider: One who is providing repair and/or maintenance of equipment or facility. Exceptions to this definition are by Transportation approval only.

1.1.40 Sharrow: An on-the-street marking denoting a “safety zone” where cyclists can ride on the street without being hit by an opened car door. These markings may also denote where cyclists should be riding, such as at intersections with multiple turn lanes. A sharrow also serves to alert both cyclists and drivers that the lane is for both types of vehicles.

1.1.41 Sidewalks: All property along or by any street, highway, or roadway which is intended for pedestrian use and which lies between the curb line and lateral line of any street, highway, or roadway and the line at which the use of property for purposes other than pedestrian traffic ends.

1.1.42 State: When unmodified, means the State of North Carolina.

1.1.43 Stop: When required, means complete cessation of movement. When prohibited, means any stopping of a vehicle except when necessary to avoid conflict with other traffic or in compliance with the direction of a law enforcement officer or traffic control sign or signal.

1.1.44 Traffic Signal: A road signal that flashes a red, green, or amber warning light to direct traffic to stop, proceed, or proceed with caution.

1.1.45 Store: The parking of a bicycle or vehicle for a continual period of more than twenty-four hours, or the parking of a bicycle or vehicle with the intent that it will not be moved for a period of at least 24 hours.

1.1.46 Street, Highway, or Roadway: The entire width of a corridor designed or marked by proper authorities for vehicular traffic.

1.1.47 Student: Any person registered with the University as a full-time, part-time, graduate, or other special student. This does not include employees of the University who are in a full-time permanent position and subject to the SPA or EPA guidelines, and are taking one class per semester.

1.1.48 Temporary Employee: Any non-student part-time or full-time temporary (nonpermanent) employee of the University. This does not include Graduate Research Assistants and Teaching Assistants.

1.1.49 Traffic Way: Any way, area, or region where vehicles or bicycles are permitted to be operated or parked.
1.1.50 Transfer Students: Any student who enrolls at NC State University and receives credit for class hours from another college or university, and has been verified through University Registration and Records as a transfer student.

1.1.51 Transportation: The North Carolina State University department in the Administrative Services Center on Sullivan Drive is responsible for, but not limited to: transportation planning, transit services, enforcement of rules and regulations for parking and traffic, registration of vehicles, distribution of permits, issuance of parking penalties, collections of transportation receipts and the upkeep, renovations, and construction of transportation facilities.

1.1.52 Travel Lane: That portion of the road, street, or way between the centerline and curb on which vehicles or bicycles are permitted to operate, but where parking is prohibited.

1.1.53 University: Unless otherwise provided, North Carolina State University at Raleigh.

1.1.54 University Holidays: Those days named by the Chancellor as Official University Holidays. This does not include Fall and Spring Break, or other student breaks.

1.1.55 University Partner: Any non-University agency or business, or employee of such, leasing space from the University, which is located on one of the University's Campuses or properties.

1.1.56 Unregistered Vehicle: Any vehicle on campus not registered with Transportation.

1.1.57 Unsettled Fines, Fees and Charges: Any fines, fees, and charges (monetary or otherwise) levied by Transportation which have not been resolved by payment of outstanding debts, return of a parking permit or gate card as specified by Transportation, the Director of Transportation, or other University Agencies.

1.1.58 Vehicle: Every device in, upon, or by which any person or property is or may be transported or drawn upon a highway, except devices moved by human power or used exclusively upon fixed rails or tracks; provided, that for the purpose of this Ordinance, bicycles will be deemed vehicles, and every rider of a bicycle on the campus will be subject to the provisions of this Ordinance governing traffic and parking. This term shall not include a device which is designed for and intended to be used as a means of transportation for a person with a mobility impairment, or who uses the device for mobility enhancement, including on sidewalks, and is limited by design to 15 miles per hour.

1.1.59 Visitor: Individuals not identified by this section as an employee, student, University partner or temporary employee. May also include non-salaried visiting faculty and adjunct faculty.

1.1.60 Walk or Walkway: A path designed for or marked for exclusive use by pedestrians whether along a street, roadway or other areas.
1.2 Authority

1.2.1 As provided by North Carolina General Statute Chapter 116-44.4 the Board of Trustees of North Carolina State University adopts these Parking and Transportation Ordinances, and through their designee, the Director of Transportation, will be responsible for the registration, flow, and parking of vehicles on property owned or leased in whole or in part by the State of North Carolina and which is under the control of the Board of Trustees of North Carolina State University.

1.2.2 The Director of Transportation, acting pursuant to the authority vested by this Ordinance and the Board of Trustees, will exercise discretion and authority in a manner as to assure the proper conduct of the necessary business of the University and the effective utilization and control of the available parking areas and facilities on the campus of the University for the benefit and maximum convenience of visitors, students and employees.

The Director of Transportation is authorized to issue exceptions to regulations within this Ordinance, to issue temporary regulations and suspend enforcement of parking regulations to allow for the benefit and maximum convenience of visitors, students, and employees. The Director of Transportation retains the right to authorize or deny the use of or closing of campus streets and parking lots. The Director of Transportation retains the right to remove vehicles from closed streets and/or parking lots.

The Director of Transportation may suspend enforcement of parking regulations to allow for special events on campus. Exceptions to regulations, temporary regulations and enforcement suspensions are valid only for when and how specified, and will not be considered precedent for future situations.

1.2.3 Posting notice of this Ordinance: The Director of Transportation will post notice of this Ordinance and the General Statutes of North Carolina Chapter 116-44.4 to the public.

1.2.4 Filing of this Ordinance: The Director of Transportation will provide a certified copy of this Ordinance, to be filed in the following locations:

   a. The Office of the Secretary of State of North Carolina,
   b. The Office of the President of the University of North Carolina System,

All ordinances adopted under this Part shall be recorded in the minutes of the board of trustees. Each board of trustees shall provide for printing and distributing copies of its traffic and parking ordinances.

1.2.5 Liability: North Carolina State University assumes no liability or responsibility for damage to or theft of any vehicle parked or in operation on the properties leased or under the control of the Board of Trustees of North Carolina State University.

1.2.6 The provisions of this Ordinance will apply to all NC State University employees, students, partners, vendors, contractors and visitors, as well as the operators of all vehicles, whether public or private, and they will be enforced 24 hours a day, except as herein provided. It will be unlawful for any operator to violate any of the provisions of the Ordinance, except as otherwise permitted in this Ordinance or the General Statutes of North Carolina.
6.3.A

1.2.7 The operator of any vehicle will obey the lawful instruction of any law enforcement officer, parking enforcement officer, traffic officer, and any official traffic signs or control devices appropriately placed and in accordance with the provisions of these regulations. Whenever a particular section does not state that signs are required, such section will be effective without signs being provided.

1.2.8 Nothing in this Ordinance will be deemed to prohibit authorized vehicles of the University, or its agents, or of any public utility company from making any such stops as the establishment and maintenance of streets, grounds, water supply, and utility lines require. It is unlawful to drive or park a motor vehicle on sidewalks, grass, or shrubbery unless such areas are designated for parking.

1.2.9 Monies: Any monies collected pursuant to this Ordinance will be used for staffing of Transportation, enforcement, planning for services, parking operations, consultants, construction and maintenance of parking facilities, and such other purposes as deemed necessary by the Chancellor to carry out the transportation program at North Carolina State University.

1.3 Violation of Ordinance

1.3.1 In addition to the criminal penalties set out by North Carolina General Statute, any person violating this or any regulations issued hereunder is subject to a civil penalty as set forth in this Ordinance. In addition to any civil penalty that may be imposed, Administrative Sanctions may also be imposed if an offender does not pay a validly due penalty or upon repeated offenses. Violations of these Ordinances are not infractions as defined in G.S. 116-44-4.

1.3.2 Rules of Evidence: When a vehicle is found parked or unattended in violation of this Ordinance it will be considered prima facie evidence that the vehicle was parked:

   a. By the person holding a University parking permit for that vehicle
   b. By the person registered with the University for a parking permit displayed on that vehicle or
   c. By the person on file as the vehicle's owner with the North Carolina Division of Motor Vehicles, or corresponding agencies of another state or nation.

2. LOW SPEED AND TWO OR THREE WHEELED VEHICLES

2.1 Motorcycles/Mopeds/Scooters

2.1.1 Motorcycles, mopeds and scooters must have valid parking permits to utilize a campus parking space. North Carolina State University employees, students, employees of corporate partners and employees of other entities with offices on one of the University's campuses are eligible to request a parking permit.

2.1.2 Permits are purchased from Transportation. Anyone who has a valid permit for an automobile may obtain a motorcycle/moped/scooter permit for his or her personal use at a reduced rate. Motorcycle permits may not be used as part of a carpool.

2.1.3 The permit must be affixed to the front fork of the motorcycle or displayed visibly on the frame of the moped.
2.1.4 Mopeds and/or Scooters may be parked at bicycle racks without a parking permit if they do not block pedestrian access in any manner in excess of that of a bicycle.

2.1.5 Scooters/mopeds are permitted to operate on sidewalks, plazas and in pedestrian safety zones provided that 1) pedestrians have the right-of-way, 2) vehicles are operated at speeds that do not endanger pedestrian or operator safety; 3) vehicles are dismounted in areas of pedestrian congestion. Persons failing to safely navigate these pedestrian areas are subject to fines/citations.

2.1.6 Any scooter/moped deemed to not be mechanically safe by Transportation, or with a gas or oil leak may be immediately impounded. Any scooter/moped that appears to be abandoned may be impounded following the same procedure as followed for bicycles as described in 2.2.4. abandoned.

2.2 Bicycles

2.2.1 For the purpose of this Ordinance, bicycles will be deemed vehicles, and every rider of a bicycle on the campus will be subject to the provisions of the Ordinance with the modifications issued in this section.

2.2.2 Bicycles must be parked and/or secured only to bicycle racks. Bicycles found in the following areas are subject to immediate impoundment:

1. next to a yellow curb
2. on the sidewalk
3. in a driveway
4. against trees or posts
5. in stairways or on handrails
6. in hallways or classrooms
7. at building entrances
8. in any manner which could impede the flow of pedestrian, or vehicular traffic
9. parking meters or signposts.
10. impound

2.2.3 Registration of Bicycles

a. Registration of Bicycles: All bicycles, which are operated, parked, or stored, on the campus by any employee, student, or corporate partner should be registered with Transportation.

b. Bicycle Permits: Bicycle permits are not transferable (either between persons or assigned bicycles). If a bicycle permit becomes damaged, or if the owner acquires a new bicycle, then the owner should obtain a replacement permit from Transportation.

c. Effective Period: Initial registration will be effective from the day registration is completed, and will not expire except when the registration permit is removed from the bicycle to which it was assigned; or there is a change of ownership of the bicycle.
2.2.4 Bicycle Impounding

a. Any bicycle may be impounded if such bicycle appears to have been abandoned.

b. In case of any registered bicycle so impounded, notice will be sent within 15 working days after such impounding to the registered owner at the place of residence designated on the last registration form on file with Transportation.

c. In the case of any unregistered bicycle so impounded, Transportation will make reasonable inquiry to identify the owner or the person entitled to possession thereof, and will within 15 working days after such impounding, post in a conspicuous manner, a notice specifying: 1) the location where the bicycle was impounded, and 2) the color of the bicycle.

d. Any impounded bicycle, which is not redeemed within ninety days after notice, will be surplused at the NC State University Surplus Property Office for sale in accordance with NC State University procedures.

2.2.5 Operation of a Bicycle

Required Adherence to Traffic Laws: Every person operating a bicycle will do so in adherence with traffic control devices and rules of the road applicable to motor vehicles under: North Carolina state laws as prescribed in the General Statutes of North Carolina Chapter 20, Motor Vehicles and these Parking and Transportation Ordinances for North Carolina State University (see section 6.0 Traffic Regulations). Persons who violate this subsection are subject to fines/citations.

2.2.6 Operation of a bicycle in pedestrian safety zones: Cyclists are permitted, though not encouraged, to operate their vehicle in pedestrian safety zones provided that 1) pedestrians are given the right-of-way, 2) vehicles are operated at speeds that do not endanger pedestrian or cyclist safety, 3) vehicles are dismounted in areas of pedestrian congestion. Persons failing to safely navigate these pedestrian areas are subject to fines/citations.

2.2.7 Operation of a bicycle in dismount zones: Cyclists must dismount their vehicle in a dismount zone. Persons who violate this subsection are subject to fines/citations.

2.3 Skateboards/Roller Skates/In-line Skates

2.3.1 Skateboards, roller skates and inline skates shall be considered a means of transportation on NC State campus. In point to point progression, ollies (the event of the rider jumping the device from the ground) and manuals (where only two wheels remain in contact with the ground in an exhibition of balance) shall be considered legal activities.

2.3.2 The use of skateboards, roller skates or inline skates on all of NC State University shall be tolerated beyond a 50-foot radius surrounding all school buildings, and as a means of point-to-point transportation as defined above. As such, obstacles such as staircases, ledges, benches and flower planters shall be off limits to the riders due to the inherent destruction of property that may result from such activities.

2.3.3 Grinding (i.e., frictional contact between any part of the skateboard and a ledge, plant or bench) shall be illegal due to applicable damage to university property. Certain obstacles may be set up by campus recreation for permitted use outside of parking and pedestrian areas.
2.3.4 Skaters must be responsible in consideration of pedestrians and vehicular traffic. Reckless operation, whereby the rider upholds no concern for the safety of others, constitutes a violation of acceptable skateboard use.

2.3.5 Violations of this regulation by students, faculty, or staff will be enforced in accordance with current University guidelines for violations of the University Student Code of Conduct or the University disciplinary policy for employees. Individuals who violate this regulation and are not affiliated with the University may be trespassed from the University. In addition, the skateboard, roller skates, or in-line skates may be temporarily confiscated for possible use in a University hearing.

2.3.6 Persons who violate this section 2.3 are subject to fines/citations.

2.3.7 Violation of section 2.3 by visitors may result in the person being asked to leave campus. Future violations or failure to leave the campus may result in an arrest for trespassing. The skateboard, roller skates, or in-line skates may be seized for use as evidence in a criminal proceeding.

2.4 Low Speed Vehicles (Gators, Kubotas, Mules, Golf Carts)

2.4.1 Authorized Use - Acquisition, use, and parking is limited to University departments and University contractors with a valid business need. Departments or contractors operating gators, mules or golf carts are expected to comply with all provisions of this document. Personally owned gators, mules or golf carts are prohibited from operating on university property. Any exceptions must be approved by Transportation.

2.4.2 Valid Business Need - Defined as: transporting personnel, equipment, and/or supplies for University purposes when other transportation means are unavailable or problematic; or transporting employees, students, and/or guests with temporary or permanent disability-related needs.

2.4.3 Authorized Operators - Operation of low-speed vehicles is restricted to University employees and students designated by the Department Head. Each department shall maintain a current list of approved operators.

2.4.4 Registration - All Low Speed vehicles are required to be registered with Transportation. Transportation provided decal must be displayed on the vehicle to provide for identification.

2.4.5 Approved and Prohibited Areas – Gators, mules and golf carts may travel on University roads, streets and in University parking lots. They may be operated on sidewalks provided that pedestrians have the right-of-way and vehicles are operated at speeds that do not endanger pedestrian safety. Generally, these vehicles should not be operated in areas of pedestrian congestion or on sidewalks during times of class change. Persons failing to safely navigate these pedestrian areas are subject to fines/citations. Additionally, these vehicles should not be operated on the grass except when necessary for a temporary detour. These vehicles may not be operated on streets or roads where the speed limit exceeds 35 miles per hour, except to cross such street or road.

2.4.6 Parking – Gators, mules and golf carts must display a valid University parking permit for the appropriate space or zone when utilizing a parking space. Parking is prohibited on sidewalks and grass in a manner that blocks any pedestrian access or route.
2.4.7 **Specifications** – Gators, mules and golf carts must be equipped with headlamps, horn, reflex reflectors and parking brakes.

2.4.8 Operators of gators, mules and golf carts must possess a valid operator’s driver’s license.

2.4.9 **Safety and Protection**
   a. **General** – Gators, mules and golf carts shall not be operated in a manner that may endanger occupants or nearby individuals and property.
   b. **Speed Limits** - Operators shall not exceed the posted or designated speed limit when operating gators, mules and golf carts on any street, road, or parking lot. In areas of congestion, operators must reduce speed to the equivalent of a slow walking pace.
   c. **Traffic Laws and Defensive Driving** - Operators shall operate gators, mules and golf carts in compliance with all applicable laws and University traffic and parking rules. Additionally, operators shall operate in a safe and responsible manner with due regard for the driving conditions.
   d. **Passenger Limit and Load Capability** - Operators shall ensure that the number of passengers and their seating arrangement and/or the weight, type, and placement of the load do not exceed the manufacturer’s recommendations.
   e. **Operator and Passenger Safety** - Operators and passengers must keep their head, legs, and arms inside the cab area of the gators, mule or golf cart. Operators and passengers should not step or jump from the vehicle until it has stopped moving.

2.5 **Personal Assistive Mobility Device**

2.5.1 **Use** - An electric personal assistive mobility device may be operated on the public highways, sidewalks and bicycle paths. A person operating an electric personal assistive mobility device on a sidewalk, roadway, or bicycle path shall yield the right-of-way to pedestrians and other human powered devices. A person operating an electric personal assistive mobility device shall have all rights and duties of a pedestrian.

2.6 **Impoundment**

2.6.1 Bicycles, scooters, mopeds, motorcycles and other alternative modes of transportation are to be stored in an appropriate manner at bicycle racks or other designated spaces. Those deemed to be stored in a manner that creates a safety issue or inhibits pedestrian movement may be impounded by Transportation.

3. **PARKING PERMITS**

3.1 **General Terms and Conditions**

3.1.1 All eligible individuals may request permits through Transportation. Visitors to Campus may obtain a daily visitor parking permit or a temporary parking permit from Transportation. Parking permits, gate cards and electronic remote gate openers remain the property of Transportation. Parking permits, replacement permits, temporary permits, transponders, gate cards or electronic remote gate openers may not be given, sold, or traded to another person or placed on a vehicle other than the one(s) for which the permit is registered.
3.1.2 Any individual who has been issued a parking permit must return it if they leave the University prior to the expiration date of the permit. Refunds may be issued if the permit is returned before May 31. Certain refund conditions may be applied to permits issued to students, temporary and nine-month employees. Gate cards and electronic gate openers must be returned if an individual departs the University, or the individual will be responsible for fines and/or replacement costs.

3.1.3 Failure to display an appropriate permit while parked in a permit-required zone or space will result in a fine.

3.2 Employee Parking Permits

3.2.1 Eligible employees may request a parking permit at any time during the year. New employees must provide Transportation with the required documents verifying their employment with the University. These individuals may request parking permits for unreserved parking spaces or lots closest to their primary work location, or they may request parking in commuter lots. Employees are not eligible to use visitor permits. Employees are not eligible to purchase the following permits: SV, SP, UV, UD, RE and RW.

3.2.2 Employee requests will be assigned based on availability.

3.2.3 Employees who have their permit cost paid through payroll deduction must return their permit upon termination of employment with the University. Individuals are responsible for monthly payment until they return the parking permit. Vehicles displaying unauthorized permits are subject to booting and the owner being fined.

3.2.4 Employees on an unpaid leave of absence or faculty who take off-campus scholarly assignment may elect to maintain and keep their permit if it is paid in full through its expiration date. Employees who are having their permit fees deducted through monthly payroll must return their permit prior to the leave, or they will be responsible for monthly permit fees. The employee will be entitled to a reassignment of their permit when they return to the University's employment and reinstate their payroll deduction for parking fees.

3.2.5 Employees participating in the pretax program for monthly parking permits deductions will have their refunds adjusted for income tax. These refunds are adjusted by, and mailed from, University Payroll. Employees not participating in the pretax program will not have their refund adjusted for income tax. Transportation will prepare and mail these refunds.

3.2.6 Special Faculty

Salaried Visiting, Clinical, Research, Extension and USDA/USDI are considered employees of the University. Employee parking policies and permit eligibility apply to these individuals.

3.2.7 Retired University Employees

Retired employees may request a "Retiree," or "R," permit if they wish to visit the University. "R" permits may be sold at a lesser rate than permits for employees. Verification of retirement is required at the initial application, and annually to renew the permit.
6.3.A
A retired employee who returns to work in either a part-time or full-time capacity must notify Transportation and return the "R" permit. The individual must purchase a regular-priced employee permit to park on campus while working.

Individuals who falsify employment or compensation information are subject to suspended parking privileges. Permits issued to retirees may not be used by other individuals to attend work or classes on campus.

3.2.8 Phased Retirement participants are considered employees

3.2.9 Permanent Part-time and Full-time Employees-Payroll Deduction

Employees receiving paychecks monthly or biweekly for twelve months a year are eligible to have their monthly parking permit fee deducted from their paycheck. They may choose to have permit fees deducted before or after taxes; i.e., on a pre-taxed gross if before taxes, or taken from their net if after taxes. (Employees should consult their tax advisers before deciding on pretax or after tax permit deductions.) If the individual leaves the University employment, they are responsible for returning the permit to Transportation in order to stop payroll deduction. If permit fees cannot be collected through payroll deduction, and the individual has not returned the permit, they will continue to be responsible for payment of the permit until it is returned to Transportation.

3.2.10 Temporary Employees

Individuals employed in a nonpermanent position or capacity, or through University Temporary Service (UTS) may request a parking permit. Verification of employment, including duration of employment is required. Payment for the permit will be made by cash, check or credit card. Payment must be for the full amount due on the parking permit. No Partial Payments are accepted. Payroll deduction is not permitted. Permits may be purchased on a monthly basis at a rate equal to one-twelfth the annual cost of the permit. Shorter-term employment will allow for the purchase of permits at a daily or weekly rate. Temporary employees will not be issued gate cards. Assignment of a parking permit and parking location will be decided by Transportation based upon space availability. These individuals are not eligible to be placed on a permit wait list.

3.2.11 Nine Month Recurring Permanent Employees

Permanent employees in recurring positions may request annual parking. If the employee leaves the University prior to the expiration of the permit, they are required to return the permit to Transportation. A refund may be issued if the permit is returned before May 31. If permit fees cannot be collected through payroll deduction, and the individual has not returned the permit, they will continue to be responsible for payment of the permit until it is returned to Transportation.

3.2.12 Individuals on Campus Employed by other Agencies or Government or Military Agencies

These individuals are eligible for parking under the guidelines for University employees. They are not eligible for payroll deduction of parking fees.

3.2.13 Employees of University Partners These employees are eligible for parking under the covenant of their leases with the University. They are not eligible for payroll deduction of parking fees.
3.2.14 Adjunct Faculty: Adjunct faculty members are expected to purchase a permit if they require parking on campus.

3.2.15 Eligible employees and departments can make requests for the parking permits listed below. Assignment of permits is based on availability, with consideration to the employee's primary work/office location.

3.2.16 Carpool and Vanpool Eligibility- employees may join a carpool or vanpool to reduce parking and driving costs. Carpool and vanpools must be registered with Transportation. Carpools require a carpool permit in order to park in designated spaces. Triangle Transit (TT) vans are not required to display a parking permit.

3.2.17 Employee Parking Permits: The following provides the general locations and proximity of areas that may be designated for employee parking.

<table>
<thead>
<tr>
<th>PERMIT</th>
<th>GENERAL CAMPUS AREA FOR PERMIT ASSIGNMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;B&quot;</td>
<td>North Campus Gated Area, North Hall Staff Portion, Hillsborough Square, Pullen Road, Nelson West, Brooks Lot, Carter Williams Lot, Hillsborough East and West Lots.</td>
</tr>
<tr>
<td>&quot;C&quot;</td>
<td>Coliseum Bays (Jeter Dr.), Case Center Lot, Steam Plant Lot, Carmichael, Centennial Campus, South West Campus areas, Dan Allen Deck, Method Road Greenhouse, Centennial Biomedical Campus, Central Campus area and South Central Campus, Avent Ferry Complex, Greek Village, E.S. King Village, Wolf Village.</td>
</tr>
<tr>
<td>“CD”</td>
<td>Coliseum Parking Deck,</td>
</tr>
<tr>
<td>&quot;L&quot;</td>
<td>Designated areas and times</td>
</tr>
<tr>
<td>&quot;BB&quot;</td>
<td>Designated Bicycle Parking throughout campus</td>
</tr>
<tr>
<td>&quot;M&quot;</td>
<td>Designated Motorcycle Parking throughout campus</td>
</tr>
<tr>
<td>&quot;U&quot;</td>
<td>Allows access to North Campus Areas by employees or departments who do not reside on North Campus.</td>
</tr>
<tr>
<td>&quot;R&quot;</td>
<td>&quot;B&quot; and lower zone areas for retired employees</td>
</tr>
<tr>
<td>&quot;V&quot;</td>
<td>Varsity Drive Lots (portion)</td>
</tr>
</tbody>
</table>

3.3 Student Parking Permits

Eligibility:

a. Students are not eligible for the following permits: “AS”, “A-lot”, “SP”, “SV”, “U”, “SV”, “UD”, “UV”, “B” or “C.” Students are not eligible to use visitor permits.
b. All students including freshmen are eligible to purchase parking permits, based on space availability. All students are eligible for bicycle and motorcycle parking permits.
c. Students living at University Towers and the College Inn are only eligible for storage parking permits.
d. Resident students:
   1. Greek Village, Avent Ferry Complex, E.S. King Village and Wolf Village are only eligible for "P" parking permits.
   2. Students who live in University housing on Main Campus are eligible for “RE”, “RP”, “RW”, “RS” permits.
e. Eligible commuting students may purchase parking permits for:
6.3.A

2. permit "L" if parking is needed 7 a.m. to 9 a.m. or after 3 p.m.

f. Other Parking Options for Students
    1. Commuting students of any class may park in the Wolfline Park and Ride Lots to ride transit to and from campus. There is no parking fee required in these lots. Overnight parking is prohibited.
    2. Commuting students may park in hourly pay lots on campus at the rates posted. Overnight parking is prohibited.

3.3.1 The following provides general locations and proximity of areas that may be designated for student parking.

**PERMIT GENERAL CAMPUS AREA FOR PERMIT ASSIGNMENT**

“CC”  Designated Centennial Campus Decks and Centennial Biomedical Campus Deck / CVM
“CD”  Coliseum Parking Deck Area
“DD”  Dan Allen Deck
“RE”  Residence Hall areas located East of Dan Allen Drive
“RP”  Resident Perimeter Lot adjacent to West Deck
“RW”  Residence Hall areas located West of Dan Allen Drive
“W”  Main Campus West Deck
“P”  Avent Ferry Complex, Greek Village, E. S. King Village, Wolf Village and Centennial Campus Perimeter Lots
“L”  CC, CD, DD, P and W 7 a.m. to 9 a.m. and after 3 p.m.
“BB”  Designated Bicycle Parking Throughout Campus
“M”  Designated Motorcycle Parking throughout Campus at specific locations
“RS”  Centennial Campus Perimeter Lots
“V”  Varsity Drive Lots
6.3.A

3.3.2 Student Parking Permits:

Eligible students may request parking permits that are applicable to their residence location or commuter status.

<table>
<thead>
<tr>
<th>Student Residency Status</th>
<th>Applicable Parking Permits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Resident Students</strong></td>
<td></td>
</tr>
<tr>
<td>North Hall</td>
<td>RE, RP, RS</td>
</tr>
<tr>
<td>Watagua, Syme, Gold and Welch</td>
<td>RE, RP, RS</td>
</tr>
<tr>
<td>Berry, Becton and Bagwell</td>
<td>RE, RP, RS</td>
</tr>
<tr>
<td>Wood, Alexander, Owen, Turlington and Tucker</td>
<td>RE, RP, RS</td>
</tr>
<tr>
<td>Metcalf, Bowen, Carroll</td>
<td>RE, RW, RS</td>
</tr>
<tr>
<td>Lee, Sullivan and Bragaw</td>
<td>RW, RS</td>
</tr>
<tr>
<td>Greek Village</td>
<td>P</td>
</tr>
<tr>
<td>E S King Village</td>
<td>P</td>
</tr>
<tr>
<td>Avent Ferry</td>
<td>P</td>
</tr>
<tr>
<td>Wolf Village</td>
<td>P</td>
</tr>
</tbody>
</table>

| **Commuting Students**                          |                             |
| Commuting Students (Including Graduate Students)| CC, CD, DD, W, V, P         |

3.3.3 Changes in Students' Residence Status

Students who change their status (i.e., from resident to commuter, or commuter to resident) as a result of changing residence, are responsible for contacting Transportation about changing their parking permit to one that may be more appropriate for their residency status. Commuting and residence students who were issued permits based on a particular residency status and change that status without notifying Transportation, may lose their privileges if their new residency does not qualify them for the permit that they currently hold.

3.3.4 Permit Costs and Refunds for Students

Student permits issued at the beginning of fall semester will be sold at the full annual rate. Permits issued in subsequent months through August 15 of the next calendar year, will be sold at a prorated rate. Students must pay the total cost of a permit (full rate or prorated amount) before the permit will be issued. Permits are refunded on a prorated basis. Refunds will be adjusted for any outstanding fines or fees due to Transportation.
6.3.A

3.4 Permits For Others

3.4.1 Permits for Departments

a. Departments can obtain Short-Term Temporary permits for unloading/loading materials and supplies at designated loading areas or zones.

b. Service, Academic and Administrative departments may purchase UD (Universal Departmental) permits for employees to use while conducting University-related business.

c. Service departments may purchase SV permits for State-Licensed vehicles used to provide service as defined in Section 1.1.38 of this Ordinance.

d. Departments Heads may request one no-charge Loading/Unloading permit hangtag to facilitate short term departmental loading and/or unloading needs. Additional permits are available for a nominal fee. The permit validates parking up to 30 minutes in designated Loading/Unloading spaces. Displayed on a state-licensed vehicle, the permit validates long term parking on the top level of the Dan Allen deck and in the Hillsborough Square lot.

3.4.2 Visitor Parking and Permit

a. Visitors must purchase a Daily Visitor parking permit.

b. Campus departments, employees or students who sponsor events on campus, or invite visitors, are responsible for arranging parking for their visitors.

c. Students and employees are not eligible to use visitor permits.

3.4.3 Permits for Service Providers, Salespersons and Cartage

a. Companies delivering supplies and materials on campus are not required to purchase a parking permit if they have a visible company logo displayed on the vehicle, and if the vehicles are parked in an unreserved parking space or designated Loading/Unloading space. Vehicles may not pull up on curbs, sidewalks, landscape areas, other no parking areas, or block traffic.

b. Service providers who are performing maintenance or repair to campus infrastructure, buildings or equipment must purchase a parking permit to park on campus. Salespersons must purchase a parking permit to park on campus.

c. Public Service Companies performing repairs or surveys of utility infrastructures are not required to purchase a parking permit if they have a visible logo displaying their company name and service on the vehicle. Vehicles must park in parking spaces, and may not pull up on curbs, sidewalks, landscape areas or other no parking areas, or block traffic while performing their duties. The work performed may not exceed a frequency that requires the vehicle to be on campus for more than one day per week. Work that requires use of parking or may impact parking for longer periods must be reviewed and approved by Transportation. Failure to make appropriate parking arrangements will be considered in violation of this Ordinance.
3.4.4 Special approval is required for the following permits:

<table>
<thead>
<tr>
<th>Parking Permit</th>
<th>Authorization Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>A-lots, AS, T</td>
<td>Vice Chancellor of Finance and Business</td>
</tr>
<tr>
<td>SV, UD, UV, SP</td>
<td>Transportation</td>
</tr>
<tr>
<td>Accessibility</td>
<td>Transportation</td>
</tr>
<tr>
<td>R (Retirees only)</td>
<td>Transportation/Requestor's previous Department Head</td>
</tr>
<tr>
<td>RD</td>
<td>Transportation/University Housing</td>
</tr>
<tr>
<td>SL</td>
<td>Transportation/Student Leader Coordinator</td>
</tr>
</tbody>
</table>

3.4.5 Accessibility Parking

Any employee (including employees of corporate partners or employees of other entities located within the University) or student who, because of a short-term or permanent disability, requires a vehicle on campus, must apply for a parking permit to park in an accessible space. The individual is responsible for providing Transportation with all information required to process and review their request for an exception due to disability. A current state-issued accessibility placard is required for long-term disabilities.

Requests will be reviewed by Transportation (with assistance from Student Health Services and the Disability Compliance Office). All possibilities for accessible travel for the student will be considered, and a decision will be made for the best alternative.

3.4.6 Trustee Permits

Members of the Board of Trustees of North Carolina State University will be issued ("T") permits at the beginning of each academic year at the direction of the Chancellor.

3.4.7 Student Leader Permits

a. Student Leader permits will be issued to specific Student Leader positions upon receipt of a completed application from the individual holding that position. Transportation maintains a list of eligible positions.
b. Permits for new leaders will be issued only after the outgoing leader for that position has returned the previously assigned permit.

3.4.8 Permits for Non-Student Residents of E.S. King Village

Non-Student residents of E.S. King Village who live at E.S. King Village and have a vehicle, must display a valid University parking permit on the vehicle.
3.5 Permit Costs

The Board of Trustees hereby directs the Director of Transportation to collect parking fees for parking permits as follows:

<table>
<thead>
<tr>
<th>Permit</th>
<th>Academic Year 2010-2011</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Employees, Departments and Others*</td>
<td></td>
</tr>
<tr>
<td>AS</td>
<td>$999</td>
<td>N/A</td>
</tr>
<tr>
<td>SP</td>
<td>$408</td>
<td>N/A</td>
</tr>
<tr>
<td>SP, SV, UV</td>
<td>$372</td>
<td>N/A</td>
</tr>
<tr>
<td>A-Lot</td>
<td>$735</td>
<td>N/A</td>
</tr>
<tr>
<td>B, U, UD</td>
<td>$408</td>
<td>N/A</td>
</tr>
<tr>
<td>R</td>
<td>$30</td>
<td>N/A</td>
</tr>
<tr>
<td>C</td>
<td>$318</td>
<td>N/A</td>
</tr>
<tr>
<td>RE</td>
<td>N/A</td>
<td>$292</td>
</tr>
<tr>
<td>RW</td>
<td>N/A</td>
<td>$292</td>
</tr>
<tr>
<td>CD</td>
<td>$318</td>
<td>$306</td>
</tr>
<tr>
<td>DD</td>
<td>$318</td>
<td>$306</td>
</tr>
<tr>
<td>W, RP</td>
<td>N/A</td>
<td>$246</td>
</tr>
<tr>
<td>P</td>
<td>N/A</td>
<td>$200</td>
</tr>
<tr>
<td>M</td>
<td>$60</td>
<td>$60</td>
</tr>
<tr>
<td>RD</td>
<td>$348</td>
<td>N/A</td>
</tr>
<tr>
<td>SL</td>
<td>N/A</td>
<td>$306</td>
</tr>
<tr>
<td>L</td>
<td>$56/semester</td>
<td>$56/semester</td>
</tr>
<tr>
<td>T</td>
<td>Trustee Permit $30</td>
<td>N/A</td>
</tr>
<tr>
<td>V</td>
<td>$99</td>
<td>$99</td>
</tr>
<tr>
<td>RS</td>
<td>N/A</td>
<td>$180</td>
</tr>
<tr>
<td>LZ</td>
<td>No Cost For First Departmental Permit, $25 Per Additional</td>
<td>N/A</td>
</tr>
</tbody>
</table>

*"Others" represents non-University companies or individuals

3.6 Transferable Permits

3.6.1 A permit holder with multiple vehicles registered to their permit may be assigned one of these types of permits to be transferred between vehicles: (1) hang tag permit for display hanging from rearview mirror, or (2) an adhesive or static cling removable permit for display directly on the lower right hand (passenger) side of the front windshield. The permit must be displayed on the vehicle that is parked on campus. This includes individuals who carpool.
3.7 Temporary Replacement Permits

3.7.1 Authorized permit holders may receive a temporary replacement permit if a vehicle they are driving to campus does not have the permit displayed.

   a. Permit holders are not entitled to obtain a temporary permit if the vehicle, which is displaying the original permit, is parked on campus.
   b. Transportation reserves the right to limit the number of temporary replacement permits issued to an individual.

3.8 Affixing/Displaying the Permit (Automobiles)

3.8.1 Permits must be displayed in the intended manner for the type of permit issued. The entire permit must be clearly visible and cannot be obscured in any way. Hang tag permits must be displayed hanging from the rearview mirror. If no rearview mirror exists, the permit must be displayed face up on the dash in the right hand (passenger) side of the front windshield. Adhesive or static cling permits must be affixed to the right hand (passenger) side of the front windshield with the original adhesive material provided on the permit.

3.8.2 Daily Visitor, Accessibility, or Access Hang Tag permits must be placed on the rearview mirror so that the permit number faces out. In vehicles without suspended mirrors, place permit number side up on right hand (passenger) side of dashboard.

3.8.3 A violation of this section (Improper Display of Permit) may result in a fine.

3.9 Permit Replacement

3.9.1 Replacement

If a permit holder can return an identifiable portion, including the number of the permit, and the permit is registered to that individual, then he may receive a replacement free of charge.

3.9.2 Charges for Replacement

   a. If a permit holder cannot return an identifiable portion of their permit, they will be charged $10 for a new permit.
   b. If a permit has been lost or stolen, the person to whom the permit was registered may receive a replacement permit for a processing fee of $10.
   c. A lost or stolen permit report must be filed with Transportation prior to replacement.
   d. If a gate card is lost or stolen, a replacement will be issued for a fee of $10. Damaged gate cards must be replaced and there is no charge to replace a defective card unless it is evident the card has been intentionally damaged.
   e. If a lost/stolen permit and/or gate card is found, it must be returned to Transportation and the processing fee will be refunded.
   f. Displaying and/or possession of a lost/stolen permit or gate card will result in a fine, loss of parking privileges for up to one year, and the restitution cost of the permit, and/or gate card.
3.10 Unlawful transfer or Use on Unauthorized Vehicle

3.10.1 Parking permits, gate cards, and remote electronic gate openers remain the property of Transportation and as such, parking permits, replacement permits, gate cards and remote electronic gate openers may not be given, sold or traded to another person.

3.10.2 A violation of this section (Unlawful transfer or Use on Unauthorized Vehicle) may result in a fine, loss of parking privileges for up to one year and/or restitution of said permit and/or gate card.

3.11 Forging, Counterfeiting or Altering of Permits

3.11.1 It is a violation to forge, counterfeit or alter a parking permit in any manner, way, shape or form.

3.11.2 A violation of this section (Forging, Counterfeiting or Altering permits) may result in a fine, loss of parking privileges for up to one year and/or restitution of the permit cost from beginning of the academic year up through recovery date of the counterfeit permit.

3.12 Presenting False Information

3.12.1 It is a violation to present, attempt to present or conspire to present information that an individual would have reason to believe is false, to any employee or agent of Transportation for the purpose of obtaining a permanent or temporary parking permit, maintaining a parking permit, processing a petition/appeal or the purpose of deceiving any employee or agent.

3.12.2 A violation of this section (Presenting False Information) may result in a fine and/or loss of parking privileges for up to one year.

3.13 Carpools

3.13.1 Members of carpools are required to follow all procedures and regulations according to this Ordinance with the following modifications:

   a. Carpoolers must register with Transportation each vehicle that will be driven to campus.
   b. One transferable permit will be issued to the carpool.
   c. The carpool will be charged for only one permit.

4.0 PARKING REGULATIONS

4.1 Permit Enforcement

4.1.1 Non-Reserved Parking Spaces/Areas

Parking enforcement is between the hours of 7 a.m. and 5 p.m. Monday through Friday, in any unreserved parking space. “RE” and “RW” zones are enforced from 7 a.m. to midnight, Monday through Thursday and 5 p.m. on Friday. The Lot behind Peele Hall is enforced 7 a.m. through 7 p.m.
Monday through Friday. During official University holidays: New Year's Day, Martin Luther King Jr.'s Birthday, Memorial Day, Independence Day, Labor Day, Thanksgiving, and Christmas unreserved parking spaces/areas are not enforced. At all other times, an appropriate permit must be displayed to park in these areas.

4.1.2 Reserved Parking Spaces/Gated "A"-Lots

Parking enforcement is twenty-four hours a day, seven days a week, including University Holidays. At all times, the appropriate permit for the reserved space/area/lot must be displayed on the vehicle.

4.1.3 If a gate to a reserved parking area is raised for any reason, enforcement will be maintained for the permit(s) required for that area.

4.1.4 Specifically designated Client/Visitor Spaces are for use by individuals utilizing business services of the adjacent building and not for general employee parking. Noted time frames apply.

4.1.5 "L" zone permits may park in the “CC”, “DD”, “CD”, “W”, “P” and “V” designated areas between the hours of 7 a.m. and 9 a.m. and after 3 p.m.

4.1.6 The Hillsborough East and West Lots require a "B" zone permit from 7 a.m. to 5 p.m. Monday through Friday, and ANY valid University permit at all other times. This lot is monitored 24 hours a day, 7 days a week.

4.1.7 The appropriate permit is required to be displayed at all times in any space marked "24 HOUR TOWING." A vehicle in violation is subject to a parking citation and immediate towing at the owner's expense.

4.1.8 Pay Lots will be enforced during posted times noted at each lot entrance. Overnight parking in a pay lot is subject to a parking citation for the violator and possible towing at the owner's expense.

4.1.9 Multiple citations may be issued in pay lots or at meters.

4.1.10 A violation of this section 4.1 will result in a fine and/or towing.
4.2 Permit Enforcement Zones

4.2.1 A current University Parking Permit is required to be displayed on the campus during the enforcement times, except while parking in parking meter zones or pay lots. Permit holders must pay the required fee for time parked at meters and in pay lots, even if a current permit is displayed on the vehicle.

4.2.2 Employee parking Permit Types are valid in the parking zone areas as indicated below

<table>
<thead>
<tr>
<th>Permit Type</th>
<th>Valid Permit Zone(s) for Each Permit Type</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SV</td>
</tr>
<tr>
<td>AS</td>
<td>X</td>
</tr>
<tr>
<td>A1-A4</td>
<td>X</td>
</tr>
<tr>
<td>UV</td>
<td>X</td>
</tr>
<tr>
<td>SV/SP</td>
<td>X</td>
</tr>
<tr>
<td>U,R,UD</td>
<td>X</td>
</tr>
<tr>
<td>B</td>
<td>X</td>
</tr>
<tr>
<td>C</td>
<td>X</td>
</tr>
<tr>
<td>CD</td>
<td></td>
</tr>
<tr>
<td>V</td>
<td></td>
</tr>
</tbody>
</table>

Notes:  
1) A1-5 permits are not interchangeable; i.e., A1 is not valid in A4, A4 is not valid in A1, A5, etc.

2) "L" permits are valid in the CC, CD, DD, W, V and P zones 7 a.m. to 9 a.m. and after 3 p.m.

3) Visitor parking is provided in designated areas in the Coliseum Deck, Dan Allen Deck and West Lot. A visitor permit must be displayed.
4.2.3 Student parking permit types are valid in the parking zone area as indicated below.

<table>
<thead>
<tr>
<th>Permit Type</th>
<th>Valid Individual Space</th>
<th>Valid Permit Zone(s) for Each Permit Type</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CC</td>
<td>CD DD W P V RE RP RW RS</td>
</tr>
<tr>
<td>CC</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>CD</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>DD</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>W</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>V</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>RE</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>RP</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>RW</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>RS</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
1) “L” permits are valid in CC, CD, DD, W, P, and V areas 7 a.m. to 9 p.m. and after 3 p.m.
2) CC, CD, DD may cross park after 3 p.m. (ie. CC valid in CD & DD, CD valid in CC & DD, etc.)

**4.3 Areas receiving 24 Hour Enforcement**

**4.3.1 No Parking Areas**

It shall be unlawful for any person to park a vehicle on the campus in any area or lot except in spaces marked or designated for parking. This includes drive lanes and driveways, intersections, landscape areas, and blocking of any pedestrian route or accessible aisle or route.

This section is not intended to prohibit the stopping of a vehicle, while actually loading or unloading passengers, yielding to an emergency vehicle, yielding to pedestrians or other traffic, following the direction of a traffic sign, signal or other device, the stopping of a public conveyance or by instruction of a law enforcement officer, so long as said vehicle does not obstruct any crosswalk, accessibility parking areas, walkway, intersection or access to any accessibility parking areas.

**4.3.2 Chancellor's residence:** No person will park a vehicle at the Chancellor's residence, 1903 Hillsborough Street, except for the Chancellor, his/her family and their visitors or invited guests.

**4.3.3 Fire Lanes:** Certain campus areas are designated as "fire lanes" and carry a more severe penalty, including a fine and 24-hour towing, for blocking these zones. Fire lanes are typically designated with red painted curbs with "fire lanes" in white and/or signage. Yellow hatching or verbiage on the pavement may additionally define the area.

**4.3.4 Fire Hydrants:** Parking in a manner that blocks access to any fire hydrant, regardless of the presence of special "fire lane" designation, is a violation of this section.
6.3.A

4.3.5 Stand pipes: Parking in such a manner that blocks access to any standpipe or sprinkler system is a violation of this Ordinance.

4.3.6 Barrier Posts: Parking in front of or beyond removable barrier posts is a violation of this Ordinance.

4.3.7 Street Access: Certain streets, lanes or curbs may be designated by Transportation as fire lanes for other life safety reasons, such as high rise building access, fire truck turning radius, ambulance access, etc.

4.3.8 Access areas to Accessibility Parking: Parking in a manner that blocks a curb cut, path, and/or access point to an accessibility parking space. Parking illegally in an accessible parking space or blocking access to such a space is subject to 24-hour enforcement. This includes a fine and towing.

4.3.9 A violation of this section will result in a fine and the vehicle is subject to 24 hour towing.

Note: A list of the locations of fire hydrants, standpipes, barrier posts and street access is maintained at Transportation.

4.4 Parking Restrictions

4.4.1 A vehicle must always be parked in the manner and direction indicated by the parking markings and within the confines of the parking space. A vehicle may not encroach its wheels into another space.

4.4.2 No vehicle parked on campus may:

a. be displayed for sale
b. have maintenance performed on it, including washing, greasing, or repairing the vehicle except in the case of repairs necessitated by an emergency, and only then if the vehicle is in a marked space and has been reported to Transportation
c. be exempted from ticketing because a note has been left on the vehicle windshield or flashing lights have been left on
d. be stored in a manner which is not incident to the bonafide use and operation of the vehicle; or
e. have a trailer attached to it when parked. Trailers may not be parked on campus without permission by Transportation.

4.4.3 No person will park a vehicle in any space labeled "24 HOUR TOWING" unless the proper permit for that space is displayed on said vehicle.

4.4.4 No person will park a vehicle in any space designated for accessibility parking unless the proper permit for that space is displayed on the vehicle.

4.4.5 No person will park a vehicle in a pay lot without payment for time indicated by ticket receipts received from an automated collection device, receipt of stated fees from an attendant, fee indicator, or posted sign.
6.3.A

4.4.6 A violation of this section 4.4 will result in a fine except for subsections 4.4.3 and 4.4.4, which will result in a fine and the vehicle is subject to towing.

4.5 Parking Meters/Automatic Pay Lot Devices

4.5.1 This section will apply between the hours of 7 a.m. and 5 p.m. Monday through Friday. Meters are enforced between the hours of 7 a.m and 5 p.m. and times of enforcement for pay lots are posted.

4.5.2 When any vehicle will be parked in any parking space alongside or next to where a parking meter is located, the operator will, upon entering the parking meter space, immediately deposit the proper coin (U.S. currency) as is designated by proper directions on the meter. When required by the directions on the meter, the operator of the vehicle, after the deposit of the proper coin or coins, will also set in operation the timing mechanism of the meter in accordance with the directions appearing thereon. Failure to deposit such proper coins and setting the timing mechanism in operation correctly when so required, will constitute a violation of this section.

4.5.3 Any person placing a vehicle in a parking meter space which indicates that unused time has been left in the meter by a previous occupant of the space will not be required to deposit a coin if occupancy does not exceed the indicated unused parking time.

4.5.4 If any vehicle remains parked in any such parking meter space beyond the parking time limit set for such parking space and if the meter indicates such illegal parking, then, in that event, the vehicle will be considered as parking overtime and in violation of this section.

4.5.5 A violation of this section 4.5 will result in a fine.

4.5.6 Transportation will be responsible for posting parking meters of a specified time in locations as needed throughout campus.

4.5.7 No person will deposit or attempt to deposit a slug, button, foreign currency, or any other device or substance as a substitute for coins of United States currency. The parking meters accept nickels, dimes, and quarters for proper operation.

4.5.8 It is unlawful for any person to deface, damage, tamper with, willfully break, destroy or impair the usefulness of, or to open without lawful authority an entry or exit gate or parking meter. A violation of this subsection will result in a fine and the cost of repairs incurred.

4.5.9 For use of automatic pay lot devices see instructions posted on the pay on foot station. All vehicles parked in the Dan Allen Deck pay lot must make proper payment using the automatic pay lot device at the time of parking a vehicle.

Note: A list of parking meter locations is maintained in Transportation.

4.6 Pay Lots
6.3.A

4.6.1 Any vehicle may park in lots designated as pay lots. Pay lots may be controlled by attendants, automated collection devices or drop slots for payment, and will be monitored by Parking Enforcement.

4.6.2 Pay lots are located at the following sites:

- Dan Allen Drive Parking Deck/First Level
- Ground level of Coliseum Deck
- Partners Way Deck

Vehicles entering these lots may pay fees on an hourly basis. Hourly time periods are sixty (60) minutes from the time the vehicle entered.

4.6.3 Vehicles may not park overnight in any timed zone.

4.6.4 A violation of this section 4.6 will result in a fine or fines.

4.7 Timed Zones

4.7.1 It will be unlawful for any vehicle to remain in a space or area with a designated time limit for more than the stated time.

4.7.2 A Violation of this section 4.7 will result in a fine.

4.8 Repeat Offenders

4.8.1 Upon receiving the sixth (6) violation within any six month period, the vehicle will be placed on the tow/immobilization list. A maximum of one (1) meter violation per day will count in total ticket count. Any additional violation of the Parking Ordinance may result in the vehicle being towed or immobilized. A vehicle will remain on the tow/immobilization list for as long as six (6) tickets have been received in the immediate preceding six-month (6) period.

4.9 Prohibited Use of Streets and Transportation Facilities

4.9.1 Any person or group who wishes to use campus streets or transportation facilities for any purpose other than that which they are intended or for mass distribution or posting of information in the form of flyers or anything else put on vehicles parked on campus, or on facilities and structures, must first obtain authorization from Transportation. It shall be unlawful for any person, firm, or corporation to use the streets, roadways, alleys, driveways, sidewalks, parking lots or parking areas on the campus for the purpose of:

a. Advertising any article, commodity, service or event by sign, poster, drawing or photograph, by crying out the same or by using any loudspeaker, musical instrument or noise making device, without expressed, written permission of the University.

b. Selling or offering for sale any article, commodity or service except by those persons, firms or corporations who are official selling agencies of the University.
6.3.A

4.9.2 Any person or group who wishes to use campus streets or parking areas for any purpose other than normal academic or administrative activities must obtain authorization from the Director of Transportation.

   a. There may be a rental fee charged based on size of lot, length of use and location.
   b. There will be a fee assessed for any labor and/or materials provided by Transportation.
   c. There will be a cleaning and maintenance charge assessed for any work required to return a lot to its condition prior to rental, normal wear excepted.

4.10 Abandoned Vehicles

4.10.1 The Director of Transportation is hereby authorized to remove any vehicle that has been parked illegally for more than ten days, or which is determined to be "derelict" under North Carolina General Statute 20-137.7, and dispose of such vehicles as prescribed by North Carolina General Statute 20-137.6 to 20-137.14.

4.11 Blocking Vehicles/Disabled Vehicles

4.11.1 It shall be unlawful to park a vehicle in such a manner to prevent another vehicle from movement.

   a. Inoperable/disabled vehicles must be reported to NC State University Campus Police and/or Transportation.
   b. Inoperable/disabled vehicles left standing in driveways, driving lanes, tow lanes, blocking vehicles or other no parking areas are subject to being towed and fined.
   c. It is advised that the inoperable/disabled vehicle owner/driver move the car to the nearest unreserved, designated parking space and obtain the proper permit from Transportation immediately thereafter.
   d. Operators of disabled vehicles must obtain and display a disabled vehicle permit if no zone permit is displayed on the disabled vehicle.

5.0 ENFORCEMENT

5.1 Penalties

5.1.1 The Director of Transportation is hereby authorized to collect a fine in the following amount for a violation of this Ordinance.

<table>
<thead>
<tr>
<th>Violation Code</th>
<th>Violation Description</th>
<th>Amount of Fine</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>No Parking Permit Displayed</td>
<td>$40</td>
</tr>
<tr>
<td></td>
<td>Expired Permit</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Visitor or Vendor Space</td>
<td></td>
</tr>
<tr>
<td>02</td>
<td>Permit Improperly Displayed</td>
<td>$5</td>
</tr>
<tr>
<td>03</td>
<td>Parking Outside Authorized Permit Area</td>
<td>$30</td>
</tr>
<tr>
<td>04</td>
<td>Encroachment of Two Spaces</td>
<td>$20</td>
</tr>
<tr>
<td>05</td>
<td>Unauthorized Parking in any Reserved Space, Lot or Area</td>
<td>$40</td>
</tr>
<tr>
<td>06</td>
<td>Overtime Parking at a Meter or Timed Space/Zone</td>
<td>$10</td>
</tr>
<tr>
<td>07</td>
<td>Unauthorized parking in an AV or SV space</td>
<td>$40</td>
</tr>
<tr>
<td></td>
<td>Description</td>
<td>Fine/Charge</td>
</tr>
<tr>
<td>---</td>
<td>------------------------------------------------------------------------------</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>08</td>
<td>Failure To Pay in a Paylot</td>
<td>$30</td>
</tr>
<tr>
<td>09</td>
<td>Parking in a No Parking Area</td>
<td>$50 Plus repair costs</td>
</tr>
<tr>
<td>10</td>
<td>Parking in a fire lane</td>
<td>$50</td>
</tr>
<tr>
<td>11</td>
<td>Parking in an Accessibility Space, Blocking an Accessible Aisle, Path or Curb cut</td>
<td>$250</td>
</tr>
<tr>
<td>12</td>
<td>Displaying an Unauthorized Permit, Altering a Parking Permit, Forging a Parking Permit</td>
<td>$100, plus loss of parking privileges**</td>
</tr>
<tr>
<td>14</td>
<td>Warning, with directive to correct*</td>
<td>No Fine</td>
</tr>
<tr>
<td>15</td>
<td>Warning, with directive to correct*</td>
<td>No Fine</td>
</tr>
<tr>
<td>16</td>
<td>Warning, with directive to correct*</td>
<td>No Fine</td>
</tr>
<tr>
<td>17</td>
<td>Warning, with directive to correct*</td>
<td>No Fine</td>
</tr>
<tr>
<td>18</td>
<td>Warning, with directive to correct*</td>
<td>No Fine</td>
</tr>
<tr>
<td>19</td>
<td>Warning, with directive to correct*</td>
<td>No Fine</td>
</tr>
<tr>
<td>Other</td>
<td>Boot Removal Fee</td>
<td>$25 1st Boot $50 / Subsequent Boot $100</td>
</tr>
<tr>
<td>Other</td>
<td>On Campus Relocation</td>
<td>Contract Rate</td>
</tr>
<tr>
<td>Other</td>
<td>Towing Relocation Fee</td>
<td>Contract Rate</td>
</tr>
<tr>
<td>Other</td>
<td>Damages to Transportation Facilities</td>
<td>Amount of Repairs</td>
</tr>
</tbody>
</table>

*Certain first-time parking violations will result in a warning citation being issued with no fine associated.

**Plus restitution for cost of permit.

5.2 Towing

5.2.1 The Director of Transportation is hereby authorized to have vehicles towed from the campus of the University to a designated place of storage for any vehicle in violation of the following:

   a. unauthorized parking in a space marked 24 HOUR TOWING
   b. a violation of section 4.4.4 “unauthorized parking in a disabled space”
   c. parking in a no parking area
   d. unauthorized parking at 1903 Hillsborough Street
   e. repeat offenders
   f. abandoned or stored vehicles
   g. unauthorized parking in a reserved space and/or lot
   h. a vehicle that has had an immobilization device placed on it, and remains unclaimed after 36 hours.
   i. Upon evidence of tampering with a boot or threatening to remove a boot.

5.2.2 In addition to any fine assessed for a violation of this Ordinance, the owner of a vehicle which is towed from the University is responsible for payment directly to the towing contractor of any towing and/or storage fee charged for such towing.

5.2.3 Notice of North Carolina State Law Concerning Towed Vehicles

North Carolina State University provides a petition/appeal procedure for the resolution of both towing and parking violations (see Section 6). North Carolina GS 20-119.11 provides the following:
Whenever a vehicle with a valid license plate or registration is towed as provided in G. S. 20-119.2, the authorizing person will immediately notify the last known registered owner of the vehicle of the following:

a. description of the vehicle;
b. location of vehicle;
c. violation with which the owner is charged, if any;
d. procedure the owner must follow to have the vehicle returned to him; and
e. procedure the owner must follow to request a probable cause hearing on the towing.

The owner or any other person entitled to claim possession of the vehicle may request in writing a hearing to determine if probable cause existed for the towing. The request will be filed with the magistrate in the county where the vehicle was towed by the person entitled to claim possession.

The magistrate will set the hearing within 72 hours of his receiving the request. The only issue at this hearing is whether or not probable cause existed for the towing. If the magistrate finds that probable cause did exist, the tower's lien continues. If the magistrate finds that probable cause did not exist, the tower's lien is extinguished. Any aggrieved party may appeal the magistrate's decision to district court.

5.3 Vehicle Immobilization

5.3.1 Any vehicle parked in violation of this Ordinance or any parking regulation issued hereunder may be immobilized by use of a wheel boot.

5.3.2 Wheel boots may be removed only by Transportation staff, upon payment of the boot removal fee and all outstanding fines. The owner or custodian of a vehicle impounded under any regulation of this Ordinance may petition the immobilization. Submitting a petition is not a substitute for payment of the boot removal fee.

5.3.3 Vehicles immobilized for longer than thirty-six hours will be towed from the University to a designated storage facility. The owner or custodian of the vehicle will be responsible for both the boot removal and towing fees, applicable storage fees, and accumulated fines. A vehicle will not be released until restitution arrangements are complete.

5.3.4 Vehicles are released from towing and immobilization during normal office hours, 7 a.m. - 5 p.m., Monday through Friday.

5.4 Suspension of Parking Privileges

5.4.1 The Director of Transportation can, in addition to any other penalty, suspend the parking privileges of any individual found to be in violation of the following:

a. unauthorized use of a permit
b. counterfeiting or altering of permits
c. presenting false information
d. repeat offenders
e. failure to settle outstanding fines and fees
f. destruction or damage to University property
6.3.A

Chronic offenders are subject to escalating punitive enforcement measures that include, but are not limited to, booting of the vehicle on each subsequent violation, towing of vehicle on each subsequent violation, revocation of parking privileges and/or (as applicable) referral the Office on Student Conduct.

5.5 Payment of Fines, Fees and Charges

5.5.1 Payments due to Transportation may be made in the following manners:

a. Cash (not mailed), valid one-party checks, payroll deduction (employees only), debit, credit cards or All Campus Card. Coins will not be accepted as a primary source of payment.

b. Service Unit Billings - State funds may not be used for payment of parking violations or permits for employees' personal vehicles.

c. University Cashier - The University Cashier will accept payments for delinquent student parking violations that have been forwarded to the University Cashier's Office from Transportation.

5.6 Failure to Settle Fines, Fees and Charges

5.6.1 Failure to settle outstanding transportation fines, fees, and/or charges within the required time frame can result in the University's arranging for the collection of fees assessed against faculty, staff, students, and visitors in the following manner:

a. Penalties owed by employees of the University may be deducted from payroll checks.

b. Penalties owed by students will be forwarded to the University Cashier for collection in the same manner that other debts owed to the University by students are collected.

c. Individuals whose fines are not collected through payroll deduction or by the University Cashier's Office will be forwarded to a collection agency, the Attorney General's Office, or the Department of Revenue for collection.

Payments are expected for the following:

a. permits
b. parking violations
c. replacement of returned check
d. returned check charges
e. gate cards and remote-controlled gate openers
f. repairs to damaged property
g. boot removal fees and towing
h. imposed fines

5.7 Petition/Appeals

5.7.1 Individuals issued parking violations and other violation fines, restitution and/or suspension of parking privileges may petition the penalty within fourteen calendar days of the date of the citation or letter imposing punishment.
6.3.A

a. Petitions must be filed online at the Transportation office or through the Transportation website.
b. All information requested on the petition form must be provided to constitute a valid petition.
c. Only those petitions received during the fourteen-calendar day deadline will be reviewed.
d. Late or incomplete petitions or appeals will not be reviewed.
e. Petitioners will be notified by mail and/or e-mail of the decision to grant or deny their request.

5.7.2 Petition and Appeal Rulings:

a. If the petition is granted, no further action is necessary.
b. If the petition is denied, the petitioner may, in some cases, submit an Appeal.
   1. Fine amounts must be paid prior to an Appeal request being accepted.
   2. Appeal requests must be received within 14 days of the petition decision.
   3. All information on the appeal form must be provided to constitute a valid appeal.
c. Only appeals that meet the requirements of 5.7.2.b. will be reviewed.

d. Appeals are not accepted for the following violations based on the defined circumstances:

- Overtime Parking-If meter or timed permit has expired

- No Parking Permit-On the third and subsequent violations received within a one year period. Parking outside permit area on the third and subsequent violations received within a one year period.

- Parking in a Fire Lane-Unless documentation of a life threatening emergency is provided

5.7.3 Appeals will be presented before an Appeals Hearing Board. The individual will be notified in writing of the hearing date, time and location. Attendance at the hearing is not required. Each individual is permitted one continuance of the hearing if they are unable to attend. A continuance must be requested at least 48 hours prior to the scheduled date. Individuals must be on time for their hearing; cases will not be rescheduled.

- Appellants are required to notify Petitions/Appeals Officer on whether or not they will attend the hearing.

- Appellants are not required to attend the hearing. However, no shows will not be reviewed and the fine reverts to the original amount.

The decision reached by the Hearing Board is final. There are no further procedures available with the University to have the appeal reviewed. If the appeal is denied, collection procedures will be initiated and payment must be made within 14 calendar days of the notice of denial.

5.7.4 The Appeals Hearing Board will hear and make decisions for all appeals.

 Judgment for petitions or appeals is based on:

a. Information provided by the petitioner/appellant.
b. Any information provided by Transportation or Campus Police to include previous violations records.
6.3.A

c. This Ordinance.
e. Information contained in the parking violation notice.
f. The issuing officer's testimony.

5.7.5 Appeals Hearing Board Membership

Student members are recommended by the Student Government. Faculty members are recommended by the Faculty Senate. Staff members are recommended by the Staff Senate.

5.7.6 Appeals Hearing Board Structure and Process at Hearings

Each appeal will be heard and a decision reached by a group of the appellant's peers.

a. A member of the University Legal Counsel may be used as a consultant to answer legal concerns posed by the Appeals Hearings Board.
b. A representative of Transportation may attend each hearing to clarify any operational questions that may arise.
c. Appeals Hearings Board will meet monthly, as the academic schedule allows. When additional hearings are necessary to process appeals, the Hearing Officer will determine and schedule appropriate date and time.

5.7.7 Outside Legal Counsel

Although active participation by legal counsel is not permitted, a third party observer may be allowed. This observer may not actively participate during the hearing process. The appellant must inform the Hearings Officer at least 48 hours prior to their hearing date if they wish to have an observer present and the name of that individual.

6.0 TRAFFIC REGULATIONS

6.1 The Director of Transportation is responsible for establishing and posting all traffic control signs and devices on campus for the purpose of regulating vehicular operations and speeds for University streets, roads, parking lots, parking structures, or anywhere vehicles may travel. These signs/devices may regulate vehicle direction, vehicle stopping or yielding, fire lanes, no parking areas, pedestrian crossings or any other regulatory needs to direct or control the flow of vehicles.

6.2 Speed Limits

6.2.1 Pursuant to the provisions of North Carolina General Statute 116-44.4, 25 miles per hour is the maximum allowable speed on the campus of the University, unless otherwise posted.

6.2.2 Speed limits will be enforced campus-wide by NC State University Campus Police for the maximum speed posted along each street, road, alley and driveway, and within each parking lot or parking deck.
6.3 Directional Signs

6.3.1 No vehicle will be driven or operated to go in a direction opposite to that indicated by signs or markings placed, posted or installed to indicate one-way streets or "Do Not Enter" areas. All one-way streets are marked by "ONE WAY" and/or "DO NOT ENTER" signs.

6.4 Instructional Signs

6.4.1 No vehicle will be driven or operated to go in any manner opposite to that indicated by the signs or markings that direct traffic in a specific manner or way.

6.5 Stop Signs

6.5.1 When stop signs are posted, placed or installed or when clearly marked stop bars are painted upon any streets or roadways intersecting any other streets or roadways, the operator of a vehicle will stop in obedience thereto and yield the right of way to vehicles operating on designated main traveled or through streets.

6.6 Yield Signs

6.6.1 When yield signs are posted, placed or installed, upon any streets or roadways, the operator of a vehicle will yield at every such sign, except when directed otherwise by a law enforcement officer or by a traffic control signal or traffic control device.

6.7 Traffic Control Signals

6.7.1 Vehicles facing a red light from a steady or strobe beam traffic signal will not enter the intersection while the steady or strobe beam traffic signal is emitting a red light; except where prohibited by an appropriate sign, vehicular traffic facing a red light, after coming to a complete stop at the intersection, may enter the intersection to make a right turn. Vehicles will yield the right-of-way to pedestrians and to other traffic using the intersection. When the traffic signal is emitting a steady yellow light, vehicles facing the yellow light are warned that a red light will be immediately forthcoming. When the traffic signal is emitting a steady green light, vehicles may proceed with due care through the intersection subject to the rights of pedestrians and other vehicles as may otherwise be provided by law.

6.7.2 When a flashing red light has been erected or installed at an intersection, approaching vehicles facing the red light will stop and yield the right-of-way to vehicles in or approaching the intersection. The right to proceed will be subject to the rules applicable to making a stop at a stop sign.

6.7.3 When a flashing yellow light has been erected or installed at an intersection, approaching vehicles facing the yellow flashing light may proceed through the intersection with caution, yielding the right-of-way to vehicles in or approaching the intersection.

6.7.4 When a stop sign, traffic signal, flashing light, or other traffic-control device requires a vehicle to stop at an intersection, the driver will stop at an appropriately marked stop line or, if none, before
entering a marked crosswalk or, if none, before entering the intersection at the point nearest the intersecting street where the driver has a view of approaching traffic on the intersecting street.

6.8 Penalty for Violation of this Article

6.8.1 The penalty for violation of any regulation prescribed in 6.0 will be a criminal penalty payable to District Court consistent with General Statute 20.
For more information about Transportation Parking Policies visit: www.ncsu.edu/transportation

Important Notes:
“CC” permits are valid in the Partner’s Way Deck, Toxicology Deck, MRC Deck, and CBC Deck.

“DD” permits are ONLY valid in the Dan Allen Deck.

“RE” and “RW” permits are NOT interchangeable and are enforced 7 a.m. - Midnight, Mon. - Thur. and 7 a.m. - 5 p.m. on Friday

University permits required in Hillsborough East/West Lots at all times.

“L” Permit is valid 7 a.m. to 9 a.m. and after 3 p.m. in “CC,” “DD,” “CD,” “P,” and “W” zones.
BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY

Committee: Buildings and Property

Meeting Date: April 21, 2011

Agenda Item / Issue: 6.5.A.1 Site Review/Approval/Centennial Campus Student Housing – Centennial Campus

Requested / Required Action: Approval

Functions: The new student housing complex will provide 1150-beds in apartment-style, undergraduate student housing located on the east side of The Oval. This project will complete the eastern edge of and define the middle section of The Oval. A portion of the Centennial Campus Drive road work is included in the project. A 20,000 GSF dining facility, the Oval Marketplace, will be located in the building that faces The Oval and will include an exterior plaza with outdoor seating. Surface parking will be located adjacent to the housing buildings. Extension of thermal utilities, electrical/telecommunications duct bank and water/sewer services are included. The project will achieve a minimum of LEED Silver certification.

Project Scope:

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design/Consultant Costs</td>
<td>$11,000,000</td>
</tr>
<tr>
<td>Construction</td>
<td>$105,000,000</td>
</tr>
<tr>
<td>Contingency/Other Project Costs</td>
<td>$13,000,000</td>
</tr>
<tr>
<td>Total Project Budget</td>
<td>$129,000,000</td>
</tr>
</tbody>
</table>

Design Team: LS3P – Lead Designer
Cole Jensen Stone – Landscape Architect
Dewberry – MEP & FP

Master Plan Summary: The addition of residential and food service facilities will complement the existing lecture halls and laboratories in the Engineering buildings, and the library and gallery space at the Hunt Library to create a mixed-use neighborhood. The building on the Oval will face the middle terrace of the Oval. This building should reinforce the form of the Oval Campus Green, but as the visual terminus of the All Campus Path from College of Textiles, it has the opportunity to incorporate a landmark feature near its southwest corner. The Natural
Area to the south and southwest is an important amenity that will be used to organize the site.

**Recommendation:** Reviewed by CDRP on March 30, 2011.

**Suggested Motion:** Move approval of the site for Centennial Campus Student Housing

**Funding Source:** Self-liquidating

**Responsible University unit:** Office of Finance and Business, Facilities Division

**University Presenter/Contact:** Lisa Johnson, University Architect
ENLARGED SITE PLAN - THE HEARTH
ENLARGED SITE PLAN - THE GROVE
Agenda Item / Issue: 6.5.A.2 Site Review/Approval Talley Student Center Addition & Renovation – Central Campus

Requested / Required Action: Approval

Functions: The project will build about 114,000 gross square feet (GSF) of additions to the existing facility, and will comprehensively renovate the existing 169,000 GSF building. The 283,000 GSF total project will include space for student organizations, expanded meeting and ballroom functions, and a variety of dining venues, a two level bookstore, lounge/gaming areas and offices.

Project Scope: $11,600,000 Design/Consultant Costs  
$97,406,000 Construction  
$10,994,000 Contingency/Other Project Costs  
$120,000,000 Total Project Budget

Design Team: Duda Paine Architects, LLP – Lead Designer  
Cole Jenest & Stone – Landscape Architect  
Stanford White – MEP & FP

Master Plan Summary: The building will draw upon the context of the surrounding architecture, scale, materials and landscape to enhance neighborhood unity. It will create strong visual unity from the blending of the old and the new. The building will be a new landmark that will embrace the spirit, image, and character of NC State University, with a design that exemplifies the values, and history of the university and engenders pride of place among the campus community. The new building configuration will create a courtyard, or exterior hearth, that is a natural gathering space with opportunities for large and small gatherings. The exterior hearth will have a strong interface with the interior hearth both visibly and physically.

Suggested Motion: Move approval of the site for the Talley Student Center Addition & Renovation

Funding Source: Student Debt Service Fees – $120,000,000

Responsible University unit: Office of Finance and Business, Facilities Division
University Presenter/Contact: Lisa Johnson, University Architect
SITE ANALYSIS - EXISTING PEDESTRIAN CIRCULATION

SECTION 1 - NORTH/SOUTH
SITE ANALYSIS - FUTURE PEDESTRIAN CIRCULATION

SECTION 1 - NORTH/SOUTH

NC STATE UNIVERSITY TALLEY CAMPUS CENTER

dudapainearchitects COOPER CARRY HHHN ARCHITECTS

December 11, 2009
BROUGHTON HALL
YARBOROUGH DRIVE
DUNN AVENUE
BOOKSTORE
ALEXANDER HALL
PRICE MUSIC
TALLEY STUDENT CENTER
CATES AVENUE
CARMICHAEL GYMNASIUM
MORRILL DRIVE
REYNOLDS COLISEUM
MORRILL DRIVE
Agenda Item / Issue: 6.5.A.3 Site Review/Approval Carol Johnson Poole Clubhouse – Centennial Campus

Requested / Required Action: Approval

Functions: New mixed-occupancy, two-story clubhouse building of approximately 30,000 GSF and associated site improvements. Primary occupied spaces include dining & lounge areas, locker rooms, academic/classroom space, office & meeting space and space for the NC State Golf Teams. A full commercial kitchen and a secondary snack bar are included. Electric golf carts shall be stored and charged in the lower level. The project will pursue LEED Silver Certification.

Project Scope: $ 300,000  Design/Consultant Costs
$ 4,500,000  Construction
$ 200,000  Contingency/Other Project Costs
$ 5,000,000  Total Project Budget

Design Team: Cline Design Associates – Lead Designer
Crenshaw Consulting Engineers – MEP & FP
Stewart Engineering – Civil and Structural

Master Plan Summary: This new facility will replace the temporary modular building now serving as the clubhouse. This facility will provide interior and exterior hearth space.


Suggested Motion: Move approval of the site for Carol Johnson Poole Clubhouse

Funding Source: Private Funds/Donations – $5,000,000

Responsible University unit: Office of Finance and Business, Facilities Division
University Presenter/Contact: Lisa Johnson, University Architect
Conceptual Site Plan

Parking Summary
Existing Parking: 142
Proposed Parking: 166
-10 Spaces
+34 Spaces
+24 Spaces (17% Increase)

Loading Spaces: 2

-2900 sf Stormwater Pond
Proposed Dumpster Location
16 Tee
18 Green
10 Tee
1 Tee
9 Green
Driving Range
Centennial Campus Clubhouse
Putting Green
+2 Loading Spaces
Conceptual Site Plan
Agenda Item / Issue: 6.6.A.1 Plan Review Centennial Campus Student Housing – Centennial Campus

Requested / Required Action: Review

Functions:
The new student housing complex will provide 1150-beds in apartment-style, undergraduate student housing located on the east side of The Oval. This project will complete the eastern edge of and define the middle section of The Oval. A portion of the Centennial Campus Drive road work is included in the project. A 20,000 GSF dining facility, the Oval Marketplace, will be located in the building that faces The Oval and will include an exterior plaza with outdoor seating. Surface parking will be located adjacent to the housing buildings. Extension of thermal utilities, electrical/telecommunications duct bank and water/sewer services are included. The project will achieve a minimum of LEED Silver certification.

Project Scope:

<table>
<thead>
<tr>
<th>Cost</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>$11,000,000</td>
<td>Design/Consultant Costs</td>
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<tr>
<td>$105,000,000</td>
<td>Construction</td>
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<tr>
<td>$13,000,000</td>
<td>Contingency/Other Project Costs</td>
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<tr>
<td>$129,000,000</td>
<td>Total Project Budget</td>
</tr>
</tbody>
</table>

Design Team:
LS3P – Lead Designer
Cole Jensen Stone – Landscape Architect
Dewberry – MEP & FP

Master Plan Summary:
The addition of residential and food service facilities will complement the existing lecture halls and laboratories in the Engineering buildings, and the library and gallery space at the Hunt Library to create a mixed-use neighborhood. The building on the Oval will face the middle terrace of the Oval. This building should reinforce the form of the Oval Campus Green, but as the visual terminus of the All Campus Path from College of Textiles, it has the opportunity to incorporate a landmark feature near its southwest corner. The Natural
Area to the south and southwest is an important amenity that will be used to organize the site.


Funding Source: Self-liquidating

**Responsible University unit**  
Office of Finance and Business, Facilities Division

**University Presenter/Contact:** Lisa Johnson, University Architect
common areas
apartment units
support spaces
(mechanical, electrical, etc.)
vertical circulation
lobby/main entry
View from The Oval and Hunt Library
BUILDING 1
View from The Oval and Hunt Library
BUILDING 6
North Elevation
BUILDING 6
Enlarged Elevation
BUILDING 6
Enlarged Elevation
View from Green to Plaza
BOARD OF TRUSTEES  
NORTH CAROLINA STATE UNIVERSITY  

Committee: Buildings and Property  

Meeting Date: April 21, 2011  

---  

Agenda Item / Issue: 6.6.A.2 Plan Review Talley Student Center Addition & Renovation – Central Campus  

Requested / Required Action: Review  

Functions: The project will build about 114,000 gross square feet (GSF) of additions to the existing facility, and will comprehensively renovate the existing 169,000 GSF building. The 283,000 GSF total project will include space for student organizations, expanded meeting and ballroom functions, and a variety of dining venues, a two level bookstore, lounge/gaming areas and offices.  

Project Scope:  
- $11,600,000 Design/Consultant Costs  
- $ 97,406,000 Construction  
- $10,994,000 Contingency/Other Project Costs  
- $120,000,000 Total Project Budget  

Design Team:  
- Duda Paine Architects, LLP – Lead Designer  
- Cole Jenest & Stone – Landscape Architect  
- Stanford White, Inc. – MEP & FP  

Master Plan Summary: The building will draw upon the context of the surrounding architecture, scale, materials and landscape to enhance neighborhood unity. It will create strong visual unity from the blending of the old and the new. The building will be a new landmark that will embrace the spirit, image, and character of NC State University, with a design that exemplifies the values, and history of the university and engenders pride of place among the campus community. The new building configuration will create a courtyard, or exterior hearth, that is a natural gathering space with opportunities for large and small gatherings. The exterior hearth will have a strong interface with the interior hearth both visibly and physically.  

Funding Source: Student Debt Service Fees – $120,000,000

Responsible University unit: Office of Finance and Business, Facilities Division
University Presenter/Contact: Lisa Johnson, University Architect
Social Hearth
At Dunn Drop Off
Cates Avenue Entry
Green Roof
Contextual Elevation Strategy
Along Cates Avenue

Future Talley Student Center
Reynolds Coliseum
Agenda
Agenda
Agenda
Agenda
## Agenda Item / Issue: 6.6.A.3 Plan Review Carol Johnson Poole Clubhouse – Centennial Campus

### Requested / Required Action:
Review

### Functions:
New mixed-occupancy, two-story clubhouse building of approximately 30,000 GSF and associated site improvements. Primary occupied spaces include dining & lounge areas, locker rooms, academic/classroom space, office & meeting space and space for the NC State Golf Teams. A full commercial kitchen and a secondary snack bar are included. Electric golf carts shall be stored and charged in the lower level. The project will pursue LEED Silver Certification.

### Project Scope:

<table>
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<tr>
<th>Item</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Design/Consultant Costs</td>
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<tr>
<td>Construction</td>
<td>$4,500,000</td>
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<tr>
<td>Contingency/Other Project Costs</td>
<td>$200,000</td>
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<tr>
<td>Total Project Budget</td>
<td>$5,000,000</td>
</tr>
</tbody>
</table>

### Design Team:
- Cline Design Associates – Lead Designer
- Crenshaw Consulting Engineers – MEP & FP
- Stewart Engineering – Civil & Structural

### Master Plan Summary:
This new facility will replace the temporary modular building now serving as the clubhouse. This facility will provide interior and exterior hearth space.

### Recommendation:
Reviewed by CDRP on March 30, 2011.

### Funding Source:
Private Funds/Donations – $5,000,000

### Responsible University unit:
Office of Finance and Business, Facilities Division

### University Presenter/Contact:
Lisa Johnson, University Architect
Lower Level Plan
Front Elevation
Left Elevation
### Approval of Plans and Specifications of Formal Projects
#### Less than $2,000,000

**Note:** The projects below are submitted to the Trustees’ Buildings and Property Committee for formal acceptance of plans and specifications. This listing represents projects received since the February 17, 2011 meeting.

<table>
<thead>
<tr>
<th>Project</th>
<th>Construction Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Textiles</td>
<td>$600,000</td>
</tr>
<tr>
<td>Roof Replacement, Segments 1, 2, &amp; 3</td>
<td></td>
</tr>
<tr>
<td>Designer: Yongue Architects, P.A.</td>
<td></td>
</tr>
<tr>
<td>Durham, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Capital Improvement</td>
<td></td>
</tr>
<tr>
<td>Centennial Campus</td>
<td>$572,430</td>
</tr>
<tr>
<td>Nonwovens Institute Facility</td>
<td></td>
</tr>
<tr>
<td>Designer: Clark Nexsen</td>
<td></td>
</tr>
<tr>
<td>Charlotte, NC</td>
<td></td>
</tr>
<tr>
<td>Funding Source: Facility Funded</td>
<td></td>
</tr>
<tr>
<td>Centennial Campus Greenways</td>
<td>$540,000</td>
</tr>
<tr>
<td>Walnut Creek Bridges</td>
<td></td>
</tr>
<tr>
<td>Designer: ECS Carolinas</td>
<td></td>
</tr>
<tr>
<td>Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Funding Source: Departmental</td>
<td></td>
</tr>
<tr>
<td>Blue Ridge Road</td>
<td>$499,000</td>
</tr>
<tr>
<td>Facilities Ops Zone Shops</td>
<td></td>
</tr>
<tr>
<td>Designer: George, Finch/Boney and Associate</td>
<td></td>
</tr>
<tr>
<td>Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Funding Source: Facility Funded</td>
<td></td>
</tr>
</tbody>
</table>
### Approval of Plans and Specifications of Formal Projects
#### Less than $2,000,000

<table>
<thead>
<tr>
<th>Project</th>
<th>Construction Estimate</th>
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</thead>
<tbody>
<tr>
<td>Scott Hall</td>
<td>$ 433,800</td>
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<tr>
<td>Chilled Water to Scott Hall</td>
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<tr>
<td>Designer: Dewberry</td>
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<tr>
<td>Raleigh, NC</td>
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<tr>
<td>Fund Source: Repair and Renovation</td>
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<tr>
<td>Method Road Recreational Fields</td>
<td>$ 350,000</td>
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<tr>
<td>Field Renovation</td>
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<tr>
<td>Designer: Arcadis Geraghty and Miller</td>
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<tr>
<td>Raleigh, NC</td>
<td></td>
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<tr>
<td>Fund Source: Departmental</td>
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<tr>
<td>Miller Field</td>
<td>$ 225,000</td>
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<tr>
<td>Fence</td>
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<tr>
<td>Designer: JDavis Architects</td>
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<tr>
<td>Raleigh, NC</td>
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<tr>
<td>Fund Source: Capital Improvement</td>
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<tr>
<td>Materials Management Warehouse</td>
<td>$ 184,000</td>
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<tr>
<td>Urban Affairs Server Room</td>
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<tr>
<td>Designer: Edmondson Engineers, P.A.</td>
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<td>Durham, NC</td>
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<tr>
<td>Fund Source: Facility Funded</td>
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<tr>
<td>DS Weaver Labs</td>
<td>$ 100,000</td>
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<tr>
<td>Rooms 117 &amp; 2nd Floor Fume Hoods</td>
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<tr>
<td>Designer: Integral Group</td>
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<tr>
<td>Morrisville, NC</td>
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<td>Fund Source: Departmental</td>
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### NORTH CAROLINA STATE UNIVERSITY

#### Capital Projects at a Glance

<table>
<thead>
<tr>
<th>Code/Item</th>
<th>Project Name</th>
<th>Status</th>
<th>Bid</th>
<th>Expected Acceptance</th>
<th>Remarks</th>
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<tbody>
<tr>
<td>40824 312</td>
<td>J.W. Isenhour Tennis Complex Weight Room</td>
<td>In Design</td>
<td></td>
<td></td>
<td>Design Only</td>
</tr>
<tr>
<td>40824 312</td>
<td>Reynolds Coliseum - Window Replacements</td>
<td>In Design</td>
<td></td>
<td></td>
<td>Design Only</td>
</tr>
<tr>
<td>40824 303</td>
<td>Alternate Communications Route</td>
<td>In Design</td>
<td>4/5/11</td>
<td>10/18/12</td>
<td>Design Only</td>
</tr>
<tr>
<td>40824 306</td>
<td>Western Blvd./Varisty Drive Intersection Improvements</td>
<td>In Design</td>
<td>6/6/11</td>
<td>9/23/11</td>
<td>Advertising for Bid</td>
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<tr>
<td>40824 303</td>
<td>Non-Wovens Institute- Partners I Upfit - Centennial Campus</td>
<td>In Design</td>
<td>5/5/11</td>
<td>9/22/11</td>
<td>Design Only</td>
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<tr>
<td>40824 312</td>
<td>Casey Aquatic Ctr - Entrance Renovation &amp; Addition</td>
<td>In Design</td>
<td>5/11/11</td>
<td>8/15/11</td>
<td>Design Only</td>
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<tr>
<td>40824 303</td>
<td>Partners I &amp; Research IV Interior Renovation</td>
<td>In Design</td>
<td>8/9/11</td>
<td>3/16/12</td>
<td>Design Only</td>
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<tr>
<td>40024 303</td>
<td>Corporate Research I - HVAC &amp; Central Utility Connection</td>
<td>In Design</td>
<td>9/16/11</td>
<td>4/10/12</td>
<td>Design Only</td>
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<tr>
<td>40824 311</td>
<td>Gregg Museum</td>
<td>In Design</td>
<td>8/6/11</td>
<td>11/11/11</td>
<td>Design Only</td>
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<tr>
<td>40824 306</td>
<td>Broughton Hall</td>
<td>In Design</td>
<td>3/21/13</td>
<td>1/13/13</td>
<td>Design Only</td>
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<tr>
<td>40724 308</td>
<td>ESK Village - Fire Sprinkler</td>
<td>In Construction</td>
<td>4/1/11</td>
<td>95% Construction complete</td>
<td></td>
</tr>
<tr>
<td>40924 302</td>
<td>Centennial Campus Temporary Dining</td>
<td>In Construction</td>
<td>4/6/11</td>
<td>99% Construction complete</td>
<td></td>
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<tr>
<td>40724 309</td>
<td>Early College High School</td>
<td>In Construction</td>
<td>12/20/11</td>
<td>12/17/12</td>
<td>Design Only</td>
</tr>
<tr>
<td>40924 309</td>
<td>J.W. Isenhour Tennis Complex Weight Room</td>
<td>In Design</td>
<td>7/3/14</td>
<td>8% Construction complete</td>
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</tr>
<tr>
<td>40824 309</td>
<td>Reynolds Coliseum - Window Replacements</td>
<td>In Design</td>
<td>7/4/13</td>
<td>85% Construction complete</td>
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</tr>
<tr>
<td>40924 310</td>
<td>Burlington Labs Upgrades</td>
<td>In Design</td>
<td>2/2/12</td>
<td>94% Construction complete</td>
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<tr>
<td>40724 305</td>
<td>Sullivan Substation Redundancy</td>
<td>In Design</td>
<td>4/2/12</td>
<td>95% Construction complete</td>
<td></td>
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<tr>
<td>40924 311</td>
<td>Lee &amp; Sullivan Residence Halls Room Renovations</td>
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<td>4/3/12</td>
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<tr>
<td>40824 313</td>
<td>Greg's Furniture</td>
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<td>4/6/12</td>
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<tr>
<td>40824 306</td>
<td>Houghton Hall</td>
<td>In Design</td>
<td>11/11/13</td>
<td>1/13/13</td>
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</tr>
<tr>
<td>40024 302</td>
<td>Corporate Research I - HVAC &amp; Central Utility Connection</td>
<td>In Design</td>
<td>9/16/11</td>
<td>4/10/12</td>
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<tr>
<td>40824 303</td>
<td>Partners I &amp; Research IV Interior Renovation</td>
<td>In Design</td>
<td>8/9/11</td>
<td>3/16/12</td>
<td>Design Only</td>
</tr>
<tr>
<td>40824 314</td>
<td>Performance Contracting 13 Buildings</td>
<td>In Construction</td>
<td>5/11/11</td>
<td>Priority I - 99% Construction complete</td>
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</tr>
<tr>
<td>40924 309</td>
<td>Early College High School</td>
<td>In Construction</td>
<td>5/16/11</td>
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<tr>
<td>40824 306</td>
<td>West Lot Parking Deck</td>
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<tr>
<td>40824 306</td>
<td>North Hall Improvements</td>
<td>In Construction</td>
<td>5/15/11</td>
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<tr>
<td>40824 306</td>
<td>North Hall Improvements</td>
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<td>7/29/11</td>
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<td>40824 311</td>
<td>Triton Food Court Renovation</td>
<td>In Construction</td>
<td>8/1/11</td>
<td>9% Construction complete</td>
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</tr>
<tr>
<td>40724 302</td>
<td>Carter Finley Stadium - N. End Zone Video Board</td>
<td>In Construction</td>
<td>8/1/11</td>
<td>9% Construction complete</td>
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<td>40824 313</td>
<td>Miller Field Lighting</td>
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<td>40824 317</td>
<td>Terry Small Companion Animal Hospital</td>
<td>In Construction</td>
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<td>40924 312</td>
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<td>40824 314</td>
<td>Dairy Milking Parlor</td>
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<td>40724 301</td>
<td>Hunt Library Complex</td>
<td>In Construction</td>
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<tr>
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<td>Schaumb Food Science Building - Dairy Retail Facility</td>
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**Remarks:**
- Bid date shown is for Temporary Ductbank.
- Construction start 3/7/11.
- Designer preparing proposal.
- Project going on hold after SD.
- Project on hold.
- Advance Planning approved by State Construction on 1/7/11. Project on hold.
- Designer Selected.
- Designer Selected.
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<tr>
<th>PROJECT NAME</th>
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<th>FIRM NAME</th>
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<th>REVIEW</th>
<th>APPROVAL</th>
<th>TRUSTEE'S BIP SITE SELECTION</th>
<th>TRUSTEE'S BIP PLAN REVIEW</th>
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<th>CONSTRUCTION</th>
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<th>ESTIMATED COMPLETION</th>
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<td>Cherry Huffman Architects</td>
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<td>$120,000,000</td>
<td>Quada Peirs</td>
<td>8/28/09</td>
<td>11/18/10</td>
<td>10/25/00</td>
<td>4/24/02</td>
<td>11/21/11</td>
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<td>11/16/14</td>
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<td>Dan Allen Gateway</td>
<td>$171,000</td>
<td>OBS Landscape Architects and Planners</td>
<td>12/16/10</td>
<td>4/21/11</td>
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<td>December, 2011</td>
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<td>12/2/10</td>
<td>3/30/11</td>
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<td>11/02/11</td>
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<td>4/21/11</td>
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<td>December, 2011</td>
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<tr>
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<td>Clark Nexsen</td>
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<td>11/15/14</td>
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<td>Kimley-Horn Engineers</td>
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<td>11/8/06</td>
<td>3/10/07</td>
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<td>Cole Sennett Stone</td>
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<td>10/22/09</td>
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<td>Craig Davis Properties</td>
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<td>2/18/99</td>
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<td>9/15/05</td>
<td>9/10/09</td>
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<tr>
<td>Center for Marine Sciences &amp; Technology (CMAST) Guest House</td>
<td>$1,500,000</td>
<td>Maune Belangia Faulkberry Architect</td>
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<tr>
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<td>Small Kane Architects</td>
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<td>9/7/06</td>
<td>9/21/06</td>
<td>10/25/06</td>
<td>3/28/07</td>
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<td>4/19/07</td>
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<td>4/11/11</td>
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<td>The Point (Chancellor's Residence)</td>
<td>$3,350,000</td>
<td>Dunn Weimant Architects PA</td>
<td>2/16/06</td>
<td>2/18/10</td>
<td>11/3/06</td>
<td>9/25/06</td>
<td>3/27/06</td>
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<td>Capital Associates</td>
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<td>5/9/07</td>
<td>5/9/07</td>
<td>8/23/07</td>
<td>5/30/07</td>
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<td>Greek Village - Sigma Nu House</td>
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<td>Gontam Architects</td>
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<td>9/4/08</td>
<td>9/18/08</td>
<td>4/30/08</td>
<td>9/18/08</td>
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<tr>
<td>North Hall Improvements</td>
<td>$2,400,000</td>
<td>Swanson + Stewart</td>
<td>4/9/10</td>
<td>9/18/10</td>
<td>9/18/10</td>
<td>7/28/10</td>
<td>10/27/10</td>
<td>11/18/10</td>
<td>9/16/20</td>
<td>11/18/10</td>
<td>11/18/10</td>
<td>4/11/11</td>
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<td>James B. Hunt Jr. Library on Centennial Campus</td>
<td>$114,000,000</td>
<td>PBC+L</td>
<td>11/15/07</td>
<td>12/2/09</td>
<td>2/5/09</td>
<td>4/16/09</td>
<td>3/25/09</td>
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<td>DESIGNER</td>
<td>FIRM NAME</td>
<td>DATE SELECTED</td>
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<td>DATE COMPLETION</td>
<td>DURATION</td>
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<td>102</td>
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<td>AECOM</td>
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<td>104</td>
<td>The Atrium Renovation</td>
<td>$4,000,000</td>
<td>Moser Mayer Phoenix Associates</td>
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<td>1/27/10</td>
<td>2/18/10</td>
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<td>105</td>
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<td>$2,225,000</td>
<td>Woolpert NC</td>
<td>7/16/09</td>
<td>3/18/10</td>
<td>5/6/10</td>
<td>2/18/10</td>
<td>2/24/10</td>
<td>11/18/09</td>
<td>2/18/10</td>
<td>09/05/10</td>
<td>07/11/11</td>
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<td>107</td>
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<td>WHN Architects</td>
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<td>4/22/10</td>
<td>5/6/10</td>
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<td>3/31/10</td>
<td>12/23/10</td>
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<td>10/25/10</td>
<td>07/20/11</td>
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</table>
AGENDA

CALL TO ORDER – Chair Lanier reads script re: State Gov’t Ethics Act

1. CONSENT AGENDA
   A. Approval of February 17, 2011 Minutes

2. INFORMATIONAL REPORTS
   A. Fund Raising and Annual Giving Reports
   B. Capital Projects

3. TOPIC FOR DISCUSSION
   A. Review and Recommend New Endowment Minimums*
   B. Review and Recommend Counting of Conservation Easements*
   ✔ C. Review Revision to Policy 03.00.1: Coordination of Fund Raising Activities
   ✔ D. Repeal Policy 03.00.3: Coordination of Fundraising Activities and Acceptance of Private Donations (Gifts)
   ✔ E. Review Revision to Policy 03.00.2: Naming Facilities, Criteria and Procedures

4. CLOSED SESSION
   A. Approval of November 18, 2010 Minutes*
   ✔ B. Request approval for Naming a Specific University Facility

RECONVENE OPEN SESSION
   Approval of all actions in closed session*

ADJOURN

* Committee Approval
✔ Full Board Approval
The Development Committee of the Board of Trustees of North Carolina State University met at 1:30 p.m. in the Chancellor’s Conference Room in Holladay Hall.

Members Present: Gayle Lanier, Chair
Lawrence Davenport, Board of Trustees, Chair
W. Randolph Woodson, Chancellor
Jack Cozort
Barbara Mulkey
Norris Tolson
Cassius S. Williams

Others Present: Nevin E. Kessler, Vice Chancellor for University Advancement
P.J. Teal, Secretary, NC State University
Ken Sigmon, Associate Vice Chancellor for University Development
Joe Hice, Associate Vice Chancellor, University Communications
Benny Suggs, Associate Vice Chancellor, Alumni Relations
John Taylor, Associate Vice Chancellor, Advancement Services
Jeff Braden, Dean, College of Humanities and Social Sciences
Alex Miller, Associate Vice Chancellor for Student Affairs
Nicole Peterson, Director of Development, Arts NC State
Hilda Renfrow, Executive Assistant, University Advancement

Chair Gayle Lanier called the session to order.

Cassius Williams made a motion to approve the minutes of the November 17, 2010 meeting, seconded by Norris Tolson. The motion was approved by general consent.

Associate Vice Chancellor for Development, Ken Sigmon, provided an update on capital projects noting that the Chancellor’s Residence is about $140,000 away from the final cash gift goal of $3.77 million. He also provided a progress report on fund raising in FY2010-11. The presentation and ensuing discussion focused on fund raisers’ goals for face-to-face visits, and the challenges in achieving their goals for discovery calls with new potential donors to NC State University. Board members with experience in sales shared thoughts about cold calling, and the use of alumni networks to generate new leads. The use of social networking was also discussed as a way of engaging larger numbers of potential donors.

The Annual Giving program continues to exceed its goals for 2010-11. Revenues for Annual Giving are up 53%, and the number of alumni donors has increased 49%. This is great news.
as the US News and World Report considers alumni giving rates in its ranking of colleges and universities. The average size of gift through the Annual Giving program is up 5% to $85.

The committee heard a report from Associate Vice Chancellor Alex Miller and Director of Development for the Arts, Nicole Peterson, requesting approval to initiate a formal fund raising campaign of $4.5 million to transform the Chancellor’s Residence on Hillsborough Street into the new home for the Gregg Museum. Norris Tolson made a motion to approve the fund raising campaign, seconded by Jack Cozort and the board approved the request by general consent.

The board also reviewed the lists of proposed facility naming plans for the Institute for Emerging Issues, the Hunt Library and the Gregg Museum. The campaign plans had been approved previously. All spaces meet current naming policy minimums and guidelines. Jack Cozort made a motion to approve all naming proposals, seconded by Barbara Mulkey, and the motion was unanimous.

Vice Chancellor Nevin Kessler presented a new model for alumni engagement that targets alumni living in seven key regions of the country, including Washington, DC, Baltimore, Atlanta, the Tri-State region of NY, NJ, and CT, Richmond, Norfolk, and San Francisco/Silicon Valley. Working collaboratively with staff in Alumni Relations, Development, Admissions and Career Services, the goals are to increase out-of-state student enrollment, student placement, Alumni Association membership, and giving to NC State University. Chancellor Woodson has either traveled or plans to travel to all seven regions this year.

Respectfully submitted

____________________________________
Gayle S. Lanier, Chair
<table>
<thead>
<tr>
<th>College of Agriculture and Life Sciences</th>
<th>Alumni</th>
<th>Parents</th>
<th>Faculty Staff</th>
<th>Other Individuals</th>
<th>Corporations</th>
<th>Foundations</th>
<th>Other Organizations</th>
<th>Year-to-date FY '11 Totals</th>
<th>Year-to-date FY '10 Totals</th>
<th>YTD Period % Change FY10/FY11</th>
<th>Year End FY '10 Totals</th>
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<td>$300</td>
<td>$875</td>
<td>$14,870</td>
<td>$158,664</td>
<td>$32,744</td>
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<td>$318,946</td>
<td>$117,253</td>
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<td>$0</td>
<td>$1,672</td>
<td>$234,150</td>
<td>$32,925</td>
<td>$384,669</td>
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<td>$998,037</td>
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<td>$180</td>
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<td>$14,897</td>
<td>$19,096</td>
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<td>$221,310</td>
<td>$304,553</td>
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<td>$426,050</td>
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<td>$247,436</td>
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<td>-36%</td>
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</tr>
<tr>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
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<td>$724,489</td>
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<td>$2,251,972</td>
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</tr>
<tr>
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<td>$364,265</td>
<td>$6,694,995</td>
<td>$15,622,319</td>
<td>$7,825,408</td>
<td>$6,336,913</td>
<td>$67,626,359</td>
<td>$37,237,952</td>
<td>82%</td>
<td>$67,062,196</td>
</tr>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
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<td>$6,560,197</td>
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<tr>
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<td>$6,694,995</td>
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<td>$43,798,149</td>
<td>70%</td>
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**NC State University**

**Gifts and New Commitments by Gift Type**

*(Outright Gifts and New Commitments - No Pledge Payments)*

**July 1, 2010 to February 28, 2011**

<table>
<thead>
<tr>
<th>College</th>
<th>Cash Gifts</th>
<th>Gifts-in-Kind</th>
<th>Matching Gifts</th>
<th>PG Life Income</th>
<th>Realized Bequests</th>
<th>Bequest Expectancies</th>
<th>Pledges</th>
<th>Year-to-date FY ’11 Totals</th>
<th>Year-to-date FY ’10 Totals</th>
<th>YTD Period % Change FY10/FY11</th>
<th>Year End FY ’10 Totals</th>
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<td>$0</td>
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<td>$14,159</td>
<td>$318,946</td>
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<td>$992,301</td>
<td>-30</td>
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<td>$5,000</td>
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<td>$3,031,110</td>
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<td>$729,120</td>
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<td>$426,050</td>
<td>$326,626</td>
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</tr>
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<td>$43,798,149</td>
<td>70</td>
<td>$89,438,522</td>
</tr>
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</table>

Prepared by Advancement Services
## NC State University
### Gifts and New Commitments by Gift Use
#### (Outright Gifts and New Commitments - No Pledge Payments)
#### July 1, 2010 to February 28, 2011

<table>
<thead>
<tr>
<th>College/Media</th>
<th>Current Operations Restricted</th>
<th>Current Operations Unrestricted</th>
<th>Endowment Restricted</th>
<th>Endowment Unrestricted</th>
<th>Facilities</th>
<th>Year-to-date FY '11 Totals</th>
<th>Year-to-date FY '10 Totals</th>
<th>Year End FY '10 Totals</th>
<th>YTD Period % Change FY10/FY11</th>
</tr>
</thead>
<tbody>
<tr>
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<td>$384,976</td>
<td>-36%</td>
<td>$587,124</td>
</tr>
<tr>
<td>Graduate School</td>
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<td>$2,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$7,470</td>
<td>$25,670</td>
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<td>Other Individuals</td>
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<td>Foundations</td>
<td>Other Organizations</td>
<td>Year-to-date FY '11 Totals</td>
<td>Year-to-date FY '10 Totals</td>
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Prepared by Advancement Services
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<th>College</th>
<th>Cash Gifts</th>
<th>Gifts-In-Kind</th>
<th>Matching Gifts</th>
<th>PG Life Income</th>
<th>Realized Bequests</th>
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<th>Year-to-date FY '10 Totals</th>
<th>Change FY10/FY11</th>
<th>Period %</th>
<th>Year End FY '10 Totals</th>
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<td>$0</td>
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<td>Year End FY '10 Totals</td>
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### Overall Performance

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<th>% Chng</th>
<th>FY11</th>
<th>FY10</th>
<th>Chng</th>
<th>% Chng</th>
<th>FY11</th>
<th>FY10</th>
<th>Chng</th>
<th>% Chng</th>
<th>FY11</th>
<th>FY10</th>
<th>Chng</th>
<th>% Chng</th>
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</thead>
<tbody>
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<td>7,773</td>
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<td>2,684</td>
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<td>$1,000+ household donors (Primary donors only)</td>
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<td>86</td>
<td>65</td>
<td>21</td>
<td>32.31%</td>
<td>113</td>
<td>91</td>
<td>22</td>
<td>24.18%</td>
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### Progress to Goals

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<th>FY11 % To Goal</th>
<th>FY10 Rpt Date to 6/30/10</th>
<th>Projection</th>
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<tr>
<td>Total Donors</td>
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<tr>
<td>(FY10 = 9,256)</td>
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### Average Gift

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### Corporate Matching Gifts

<table>
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<th>% Chng</th>
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<tbody>
<tr>
<td>$38,059</td>
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<td>0.26%</td>
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### FY11 YTD Monthly Progress and College Comparison Report
*As of February 28, 2011*

#### Page 2

**Academic Unit Detail - Mailable Alumni**

<table>
<thead>
<tr>
<th>Academic Unit</th>
<th>Gift Dollars No Match</th>
<th>Donors No Match</th>
<th>Average Gift</th>
<th>Corporate Matching</th>
<th>Total Gifts and Matching</th>
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<tr>
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<td>FY10</td>
<td>Chng</td>
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<td>FY11</td>
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<td>$285,899</td>
<td>$185,144</td>
<td>$100,755</td>
<td>54.4%</td>
<td>2,785</td>
</tr>
<tr>
<td>Management - 20,439</td>
<td>$61,221</td>
<td>$33,330</td>
<td>$27,891</td>
<td>83.7%</td>
<td>758</td>
</tr>
<tr>
<td>Natural Resources - 8,360</td>
<td>$48,240</td>
<td>$32,180</td>
<td>$16,061</td>
<td>49.9%</td>
<td>361</td>
</tr>
<tr>
<td>PAMS - 11,624</td>
<td>$53,739</td>
<td>$33,747</td>
<td>$19,992</td>
<td>59.2%</td>
<td>493</td>
</tr>
<tr>
<td>Textiles - 7,908</td>
<td>$26,317</td>
<td>$15,410</td>
<td>$10,907</td>
<td>70.8%</td>
<td>316</td>
</tr>
<tr>
<td>Vet Med - 2,064</td>
<td>$10,673</td>
<td>$19,585</td>
<td>($8,912)</td>
<td>(45.5%)</td>
<td>28</td>
</tr>
<tr>
<td>Arts NC State</td>
<td>$6,930</td>
<td>$8,885</td>
<td>($1,955)</td>
<td>(22.0%)</td>
<td>50</td>
</tr>
<tr>
<td>First Year College</td>
<td>$6,058</td>
<td>$3,380</td>
<td>$2,678</td>
<td>79.2%</td>
<td>28</td>
</tr>
<tr>
<td>Graduate School</td>
<td>$6,370</td>
<td>$2,875</td>
<td>$3,495</td>
<td>121.6%</td>
<td>17</td>
</tr>
<tr>
<td>Library</td>
<td>$13,798</td>
<td>$9,811</td>
<td>$3,987</td>
<td>40.6%</td>
<td>95</td>
</tr>
<tr>
<td>Parents’ Fund</td>
<td>$70,981</td>
<td>$64,882</td>
<td>$6,099</td>
<td>9.4%</td>
<td>1,287</td>
</tr>
<tr>
<td>Senior Class Gift</td>
<td>$2,669</td>
<td>$5,480</td>
<td>($2,811)</td>
<td>(51.4%)</td>
<td>27</td>
</tr>
<tr>
<td>University’s Greatest Needs Fund</td>
<td>$94,365</td>
<td>$46,162</td>
<td>$48,203</td>
<td>104.9%</td>
<td>585</td>
</tr>
<tr>
<td>Other/University-wide</td>
<td>$50,754</td>
<td>$33,779</td>
<td>$16,975</td>
<td>50.3%</td>
<td>311</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$990,299</strong></td>
<td><strong>$650,263</strong></td>
<td><strong>$340,036</strong></td>
<td>52.3%</td>
<td><strong>9,511</strong></td>
</tr>
</tbody>
</table>

**FY11 equals money that came in during FY11 / Gifts could be for FY11 or FY10 Class Gift. FY11 does not include $7,100 IDF (# 0000090787) from Athletics from proceeds of student tickets from Boston College football game.**

* FY11 and FY10 Donor No Match TOTAL adjusted for donors who gave to multiple designations.

♦ Average Gift calculated by gifts, including payroll deduction and EFT, not donors.
### Approved Capital Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Private Fundraising Goal</th>
<th>Cash Gifts &amp; Pledges Received</th>
<th>Gifts-in-Kind Received</th>
<th>Total Gifts Received</th>
<th>Percent to Private Fundraising Goal</th>
<th># Proposals Submitted Since Last Report</th>
<th>Total # Proposals Pending</th>
<th>Total Amount of Proposals Pending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chancellor's Residence (Note 1)</td>
<td>$4,170,000</td>
<td>$3,946,181</td>
<td>$155,532</td>
<td>$4,101,713</td>
<td>98%</td>
<td>0</td>
<td>7</td>
<td>$290,000</td>
</tr>
<tr>
<td>Lonnie Poole Golf Course (Note 2)</td>
<td>$18,100,000</td>
<td>$10,795,298</td>
<td>$3,604,787</td>
<td>$14,400,085</td>
<td>80%</td>
<td>0</td>
<td>7</td>
<td>$2,050,000</td>
</tr>
<tr>
<td>Campaign for the Gregg Museum of Art &amp; Design</td>
<td>$4,500,000</td>
<td></td>
<td></td>
<td>$0</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Campaign for the Hunt Library</td>
<td>$6,000,000</td>
<td>$1,489,840</td>
<td>$0</td>
<td>$1,489,840</td>
<td>25%</td>
<td>8</td>
<td>17</td>
<td>$1,125,000</td>
</tr>
<tr>
<td>NC State University Club: A Bright Future Ahead (Note 3)</td>
<td>$1,700,000</td>
<td>$427,000</td>
<td>$0</td>
<td>$427,000</td>
<td>25%</td>
<td>25</td>
<td>23</td>
<td>$175,000</td>
</tr>
<tr>
<td>The Institute for Emerging Issues: Legacy in Action Campaign</td>
<td>$20,000,000</td>
<td>$7,383,650</td>
<td>$0</td>
<td>$7,383,650</td>
<td>37%</td>
<td>3</td>
<td>3</td>
<td>$1,750,000</td>
</tr>
<tr>
<td>NC 4-H: Campaign for the Clover</td>
<td>$11,500,000</td>
<td>$6,296,626</td>
<td>$139,608</td>
<td>$6,436,234</td>
<td>56%</td>
<td>14</td>
<td>22</td>
<td>$3,200,000</td>
</tr>
<tr>
<td>Dairy Campaign for Excellence (Note 4)</td>
<td>$2,500,000</td>
<td>$986,396</td>
<td>$0</td>
<td>$986,396</td>
<td>39%</td>
<td>3</td>
<td>3</td>
<td>$85,000</td>
</tr>
<tr>
<td>Randall B. Terry, Jr. Companion Animal Veterinary Medical Center (Note 5)</td>
<td>$34,000,000</td>
<td>$32,040,483</td>
<td>$378,945</td>
<td>$32,419,428</td>
<td>95%</td>
<td>10</td>
<td>14</td>
<td>$975,000</td>
</tr>
</tbody>
</table>

**Notes**

1. Cash goal of $3.77M and in-kind goal of $400K
2. Cash goals: Course - $9.6MM and Clubhouse - $5MM, In-kind goal: $3.5MM
3. Phase II of campaign includes revised goal for Pack House.
4. New architectural plans are now complete, and fundraising has begun.
5. Does not include the Terry Foundation Challenge Match of $5MM
### Recommended Endowment Minimums
(With College and Provost Office Feedback)

<table>
<thead>
<tr>
<th>Faculty Support</th>
<th>Current</th>
<th>Recommended</th>
<th>Spending @ 4%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deanship</td>
<td>$</td>
<td>$ 3,000,000</td>
<td>$ 120,000</td>
</tr>
<tr>
<td>Department Head</td>
<td>$</td>
<td>$ 2,000,000</td>
<td>$ 80,000</td>
</tr>
<tr>
<td>Faculty Chair</td>
<td>$ 2,500,000</td>
<td>$ 2,500,000</td>
<td>$ 100,000</td>
</tr>
<tr>
<td>Professorship</td>
<td>$ 1,000,000</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>Associate/Assistant Professorship</td>
<td>$ 500,000</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>Named Distinguished Professorship*</td>
<td>$</td>
<td>$ 1,000,000</td>
<td>$ 40,000</td>
</tr>
<tr>
<td>Faculty Fellows Fund</td>
<td>$ 300,000</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>Faculty Enhancement Fund</td>
<td>$</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>Faculty Award</td>
<td>$ 100,000</td>
<td>$ 100,000</td>
<td>$ 4,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Student Support</th>
<th>Current</th>
<th>Recommended</th>
<th>Spending @ 4%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Fellowships</td>
<td>$ 250,000</td>
<td>$ 500,000</td>
<td>$ 20,000</td>
</tr>
<tr>
<td>Graduate Fellowship Fund</td>
<td>$ 100,000</td>
<td>$ 150,000</td>
<td>$ 6,000</td>
</tr>
<tr>
<td>Caldwell Fellows Scholarship</td>
<td>$ 250,000</td>
<td>$ 250,000</td>
<td>$ 10,000</td>
</tr>
<tr>
<td>Caldwell Program Fund</td>
<td>$</td>
<td>$ 100,000</td>
<td>$ 4,000</td>
</tr>
<tr>
<td>Caldwell Enrichment Fund</td>
<td>$</td>
<td>$ 50,000</td>
<td>$ 2,000</td>
</tr>
<tr>
<td>Caldwell Unrestricted Fund</td>
<td>$</td>
<td>$ 25,000</td>
<td>$ 1,000</td>
</tr>
<tr>
<td>Merit Awards Program Scholarship</td>
<td>$ 50,000</td>
<td>$ 50,000</td>
<td>$ 2,000</td>
</tr>
<tr>
<td>Named Scholarships</td>
<td>$ 25,000</td>
<td>$ 25,000</td>
<td>$ 1,000</td>
</tr>
<tr>
<td>Scholarship Award</td>
<td>$ 15,000</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>Varsity Sport Position Scholarship</td>
<td>$ 250,000</td>
<td>$ 250,000</td>
<td>$ 10,000</td>
</tr>
<tr>
<td>Athletic Scholarship</td>
<td>$ 100,000</td>
<td>$ 100,000</td>
<td>$ 4,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Colleges and Academic Units</th>
<th>Current</th>
<th>Market Driven</th>
<th>Driven by Endowment Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colleges</td>
<td>$ 25,000,000</td>
<td>Market Driven</td>
<td>Driven by Endowment Value</td>
</tr>
<tr>
<td>Departments</td>
<td>$ 10,000,000</td>
<td>Market Driven</td>
<td>Driven by Endowment Value</td>
</tr>
<tr>
<td>Institutes, Programs, Centers</td>
<td>$ 1,000,000</td>
<td>Market Driven</td>
<td>Driven by Endowment Value</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General Endowment</th>
<th>Current</th>
<th>Recommended</th>
<th>Spending @ 4%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dean/Director Initiative Fund</td>
<td>$ 1,000,000</td>
<td>$ 1,000,000</td>
<td>$ 40,000</td>
</tr>
<tr>
<td>Provost Initiative Fund</td>
<td>$ 1,500,000</td>
<td>$ 1,500,000</td>
<td>$ 60,000</td>
</tr>
<tr>
<td>Chancellor Initiative Fund</td>
<td>$ 2,000,000</td>
<td>$ 2,000,000</td>
<td>$ 80,000</td>
</tr>
<tr>
<td>Lecture Series</td>
<td>$</td>
<td>$ 100,000</td>
<td>$ 4,000</td>
</tr>
<tr>
<td>Library Funds</td>
<td>$ 15,000</td>
<td>$ 25,000</td>
<td>$ 1,000</td>
</tr>
<tr>
<td>All Others</td>
<td>$ 15,000</td>
<td>$ 25,000</td>
<td>$ 1,000</td>
</tr>
</tbody>
</table>

* May Qualify for State Matching Funds from the Distinguished Professors Endowment Trust Fund and, although the minimum for their program is $500K, our published need should be $1MM.
University Coordination of Fundraising Activities and Acceptance of Private Donations (Gifts)

POL 03.00.31

Authority: Board of Trustees


Additional History Information.

Additional References:
POL 03.00.1 - Coordination of Fundraising Activities
UNC Code: Appendix VII
POL 03.00.2 - Criteria and Procedures for Naming Facilities

Contact Information: Vice Chancellor for University Advancement (919) 515-3226

1. **Trustee Approval of Fundraising Activities** The integrity of NC State University is a vital factor in all fundraising projects conducted by the university or intended to benefit the university by any of its affiliated organizations. To safeguard the university's integrity, all fundraising projects intended to benefit the university must be approved by the Board of Trustees except as discussed below.

2. **Coordination of Fundraising Activities** The success of university fundraising efforts requires that the university be knowledgeable and supportive of the special fundraising activities.
campaigns throughout the university community to ensure proper enthusiasm, support and timing for such efforts. This policy is therefore established for the coordination of fundraising efforts by the university and any of its associated entities that engage in fundraising on behalf of or in support of the university.

2.1 Capital Fundraising Campaigns. All major capital fundraising campaigns or projects intended to benefit the university or any of its associated entities must be submitted to the Vice Chancellor for University Advancement for consolidation and approval. Informational copies of the consolidated plans shall be provided to the Development Committee of the Board of Trustees prior to any advance gift phase. The term "capital fundraising campaign or project" means an effort to raise a large sum of money for endowment or capital needs in a limited period of time for specified needs and for which gifts of $100,000 and greater are generally sought. The term does not include funds solicited as part of ongoing annual fundraising. The Chancellor or Chancellor’s Designee is charged with establishing and implementing procedures for the coordination of such capital campaigns.

2.2 Annual Fundraising Campaigns. Each associated entity shall establish and file a fundraising plan with the Vice Chancellor for University Advancement. Plans may be for periods of up to a maximum of five years. Each plan shall be revised periodically in accordance with university fundraising goals and objectives.

2.3 Agreements with Associated Entities. In order to receive administrative support from the university or to use the university's name, initials or nicknames as part of the foundation's name, each associated entity engaged in fundraising activities must annually enter into a signed agreement acknowledging and agreeing to abide by the provisions of this policy. The Chancellor or Chancellor’s Designee is charged with establishing and implementing procedures for entering into these agreements.

4.3 Acceptance of Private Donations Purpose

3.1 North Carolina State University (University) The university actively encourages the solicitation and acceptance of private gifts from individuals, corporations, foundations and associations that enable it to fulfill its mission of teaching, research, extension, and engagement. This policy is intended: (a) to provide guidance to North Carolina State University community and the general public regarding the acceptance of gifts; (b) to ensure that private gifts to North Carolina State University are properly recorded and administered using appropriate internal controls and sound financial business practices; and, (c) to ensure that the acceptance, management, and
reporting of gifts are handled in compliance with external regulations, national standards, and the University’s fiduciary obligations to donors.

Statement

4.

2.1 A gift is personal property (cash, securities, books, equipment, life insurance, etc.) or real property provided by a private (non-governmental) donor for which no goods or services are expected, implied or forthcoming for the donor. Industry payments, made under contractual requirements, are not recognized as gifts.

4.1

2.2 A gift may be outright or deferred.

4.2

2.3 A gift may be unrestricted, restricted or for permanent endowment for use in meeting needs identified by the University, a college, department, or University Associated Entity or its associated entities.

4.3

2.4 Gifts to the University may be either for the general purposes of the University or for the specific use of one of its constituent schools, departments, institutes, centers, programs or agencies.

4.4

2.5 University Associated Entities include any of the 501(c) (3) organizations that support either a specific area (i.e., the Alumni Association) or an academic unit (i.e., Engineering) at North Carolina State University. These entities are required to follow UNC-GA Regulation 600.2.5.2[R], “Required Elements of University-Associated Entity Relationship.”

4.5

Principles
5.3.1 The University and University Associated Entities will assess the financial desirability of receiving assets as private gifts from potential donors and determine whether to accept a gift as offered.

5.1 3.2 The University and University Associated Entities reserve the right to refuse any gift including gifts that are too restrictive in purpose, require expenditures beyond their resources, or that compromise the academic freedom of the University community.

5.2 3.3 The University and University Associated Entities cannot accept gifts that involve unlawful discrimination based on race, religion, sex, age, national origin, color, handicap or any other basis prohibited by federal, state and local laws and regulations.

5.3 2.3.4 While valuable benefits, particularly tax and financial considerations may accrue to donors in certain circumstances, the donor must have a donative intent as a primary motive for making a gift to the University directly or to a University Associated Entity. Donative intent is the intention to give away something of value for the betterment of the University. Funds received by the University or by a University Associated Entity for the benefit of the University shall only be accounted for as gifts where such donative intent is present. Amounts received in exchange for services or property shall not be accounted for as gifts. Amounts received that result in tangible benefits to the donor in the form of recognition items, tickets to events, and similar forms of thank-you gifts will be accepted, processed, and receipted in accordance with applicable IRS regulations.

5.4

— Regulations, Rules and Standard Operating Procedures

6.
6.1 The Chancellor or Chancellor’s Designee may adopt procedures for the acceptance of gifts to ensure that private gifts to North Carolina State University are properly recorded and administered using appropriate internal controls and sound financial business practices; and to ensure that the acceptance and management of gifts are handled in compliance with external regulations and the University’s fiduciary obligations to donors. Such procedures must comply with applicable federal and state laws and be consistent with this policy and other applicable university administrative regulations.
1. Purpose

1.1 North Carolina State University (University) actively encourages the solicitation and acceptance of private gifts from individuals, corporations, foundations and associations that enable it to fulfill its mission of teaching, research, extension, and engagement. This policy is intended: (a) to provide guidance to North Carolina State University community and the general public regarding the acceptance of gifts; (b) to ensure that private gifts to North Carolina State University are properly recorded and administered using appropriate internal controls and sound financial business practices; and, (c) to ensure that the acceptance, management, and reporting of gifts are handled in compliance with external regulations, national standards, and the University’s fiduciary obligations to donors.

2. Statement

2.1 A gift is personal property (cash, securities, books, equipment, life insurance, etc.) or real property provided by a private (non-governmental) donor for which no goods or services are expected, implied or forthcoming for the donor. Industry payments, made under contractual requirements, are not recognized as gifts.

2.2 A gift may be outright or deferred.
2.3 A gift may be unrestricted, restricted or for permanent endowment for use in meeting needs identified by the University, a college, department, or University Associated Entity.

2.4 Gifts to the University may be either for the general purposes of the University or for the specific use of one of its constituent schools, departments, institutes, centers, programs or agencies.

2.5 University Associated Entities include any of the 501(c) (3) organizations that support either a specific area (i.e., the Alumni Association) or an academic unit (i.e., Engineering) at North Carolina State University. These entities are required to follow UNC-GA Regulation 600.2.5.2[R], “Required Elements of University-Associated Entity Relationship.”

3. Principles

3.1 The University and University Associated Entities will assess the financial desirability of receiving assets as private gifts from potential donors and determine whether to accept a gift as offered.

3.2 The University and University Associated Entities reserve the right to refuse any gift including gifts that are too restrictive in purpose, require expenditures beyond their resources, or that compromise the academic freedom of the University community.

3.3 The University and University Associated Entities cannot accept gifts that involve unlawful discrimination based on race, religion, sex, age, national origin, color, handicap or any other basis prohibited by federal, state and local laws and regulations.

3.4 While valuable benefits, particularly tax and financial considerations may accrue to donors in certain circumstances, the donor must have a donative intent as a primary motive for making a gift to the University directly or to a University Associated Entity. Donative intent is the intention to give away something of value for the betterment of the University. Funds received by the University or by a University Associated Entity for the benefit of the University shall only be accounted for as gifts where such donative intent is present. Amounts received in exchange for services or property shall not be accounted for as gifts. Amounts received that result in tangible benefits to the donor in the form of recognition items, tickets to events, and similar forms of thank-you gifts will be accepted, processed, and receipted in accordance with applicable IRS regulations.

4. Regulations, Rules and Standard Operating Procedures

The Chancellor or Chancellor’s Designee may adopt procedures for the acceptance of gifts to ensure that private gifts to North Carolina State University are properly recorded and administered using appropriate internal controls and sound financial business practices; and to ensure that the acceptance and management of gifts are handled in compliance with external regulations and the University’s fiduciary obligations to donors. Such procedures must comply with applicable federal and state laws and be consistent with this policy and other applicable university administrative regulations.
1. PURPOSE

1.1 This policy sets forth the criteria and procedures for naming North Carolina State University facilities and academic programs.

2. DEFINITIONS

2.1. The term "facilities" includes buildings, rooms, interior spaces, exterior spaces (gardens, courts, plazas, memorials, markers, etc.) streets, athletic fields, open spaces, forests, and all other tangible and relatively permanent features owned, operated or controlled by North Carolina State University.

2.2 The term "facilities" includes buildings, rooms, interior spaces, streets, courts, athletic fields, open spaces, forests, and all other areas owned, operated or controlled by North Carolina State University.

4.3 2.2 The term "program" includes colleges, departments, institutes, centers, and other units associated with university functions.

3. REVIEW

3.1. The naming policy shall be reviewed periodically by the Office of University Advancement with all recommended changes requiring approval by the Chancellor and Board of Trustees.

4. RESPONSIBILITIES
4.1. **Board of Trustees.** The act of naming a facility or program shall be that of the Board of Trustees, acting after receiving the recommendation of the Chancellor. Benefactors or honorees should be informed throughout the naming discussions that final naming approval for all University facilities and programs rests with the Board of Trustees.

4.2. **Chancellor.** Subject to the responsibilities of the Board of Trustees, the Chancellor shall have responsibility and authority with respect to, and is an essential participant in, all naming actions.

4.2.1. No facility or program may be named without the early knowledge and prior approval of the Chancellor. The Chancellor shall endeavor to determine that the proposed action is consistent with the interests of the University, to assure that the amount of any contribution warrants the action proposed, and to maintain equity in the relationship of donations for similar naming actions.

4.2.2. The Chancellor may recommend exceptions to any of the following naming policies, subject to approval of the Board of Trustees and after consultation with University leadership when appropriate.

4.3.1. **Special Committee on Donor Namings.** The committee shall review proposals requesting the naming of facilities and/or programs to honor donors who have made substantial contributions to the University in accordance with pre-approved naming minimums and within the guidelines for naming of facilities and programs at NC State and make recommendations to the Vice Chancellor for University Advancement.

4.3.1.1. **Membership**
- Associate Vice Chancellor for University Development – Chair
- Vice Chancellor for University Advancement
- Secretary of the University
- Associate Vice Chancellor for University Communications
- Associate Vice Chancellor for Advancement Services
- University Architect
- Director of Donor Relations
- Two Development Officers appointed by the Vice Chancellor for Advancement
- Chair of the Board of Trustees Advancement Committee

4.3.2. **Special Committee on Honorary Namings.** The Committee shall review proposals for naming facilities and/or programs in recognition of (a) individuals who have attained achievement of extraordinary and lasting distinction or (b) for organizations, events or dates, places or programs pertinent to the university's activities or history and make recommendations to the Vice Chancellor for University Advancement.

4.3.2.1. **Membership**
- Vice Chancellor for University Advancement – Chair
- Provost
- Vice Chancellor for Finance and Business
Vice Chancellor for Student Affairs  
Secretary of the University  
Chair of the Faculty  
Chair of the Staff Senate  
One Department Head/Chair appointed by the Chancellor  
One Dean appointed by the Chancellor

4.3.3. **Terms.** Ex-officio members are permanent members of the committees and serve as long as they hold their positions with NC State University. Appointed members’ term of service is at the discretion of the appointing officer.

4.3.4. **Meetings.** The Committee shall meet at such times and places as required to efficiently perform its duties. Meetings shall be called by the Chair. A simple majority of the membership of the Committee shall constitute a quorum. No proxy shall be recognized in any meeting of the Committee.

25. **NAMING CRITERIA**

52.1 North Carolina State University will name facilities and programs as follows:

52.1.1 To recognize individuals who have attained achievements of extraordinary and lasting distinction. Generally, these will be individuals who have had direct, substantial, and active association with the University. For individuals who have not had such an association with the University, selection may be based on the individual's record of scholarship, creativity, leadership, humanitarian service or public service.

52.1.2 To recognize organizations, events/dates, places, or programs significant to the life and/or history of the University. Examples: To recognize an organization, such as the Watauga Club, with historical and exceptional ties to the University; an event or date significant in the University's history; a place with significant meaning or ties to the University; or a program, activity, function, or symbol pertinent to the life of the University.

52.1.3 To recognize benefactors who have made substantial financial contributions to the University. The term “benefactors” includes individuals, corporations and other organizations. For contributions toward new construction or significant renovation of an existing building, "substantial financial contribution" shall mean a minimum of one half of the total project cost or a number agreed upon by the Chancellor and the Board of Trustees. Buildings constructed with state or university funds may be named for an amount agreed upon by the Chancellor and the Board of Trustees. The naming of any building with outstanding financing debt shall be reviewed by the Vice Chancellor for Finance and Business for University tax implications.

2.2 Contributions to name a program shall be in accordance with the following minimum contributions or an amount agreed upon by the Chancellor and the Board of Trustees:

2.2.1 College: an endowment of 25 million dollars, at least three-quarters of which must be unrestricted to ensure flexibility for the overall enhancement of the college.
2.2.2 Academic Department: an endowment of 10 million dollars, at least three quarters of which must be unrestricted to ensure flexibility for the overall enhancement of the academic department.

2.2.3 Institutes, Programs and Centers: an endowment of 1 million dollars, at least three quarters of which must be unrestricted to ensure flexibility for the overall enhancement of the institute, program or center.

2.3 5.2 Recommendations Efforts to secure private resources arising from a college or departmental unit to honor an individual by recommending the naming an existing facility or definable portion of a existing facility after the individual must be accompanied by a plan for fundraising approved by the Vice Chancellor for University Advancement and the Chancellor, unless an exception is made by the Chancellor. The fundraising goal associated with the facility or portion of the facility should be commensurate with the nature of the space to be named.

6. NAMING FACILITIES

6.1. Naming opportunities may include (1) new facilities that are to be constructed or acquired, (2) existing facilities that are undergoing major or minor renovations, or (3) existing facilities that are not undergoing renovations.

2.4 6.2 Facilities will not be named for members of the University faculty or staff, members of the Board of Trustees, members of the Board of Governors, the Governor, elected officials, or state employees concerned with the functions, oversight or control of the University, so long as the relationship exists, except in the case of a naming pursuant to section 2.1.3.

2.5 6.3 Selection of facility names should take into account the University's Master Plan that identifies components - e.g., streets, buildings, and open spaces - and organizes these components into a hierarchy. Each facility should be considered in relation to the component of which it is an element and its place in the overall hierarchy. Recommendations of the college/school, department or division that occupies the facility being considered for naming will be considered. Normally, the name should be that of an individual who gained distinction in the areas or areas related to usage of the facility. Exceptions may occur in cases of persons of unusual eminence or singular contributions to the University as a whole.

2.6 6.4 "Character areas" such as campus neighborhoods and open areas should be designated by names linking persons, events, places, or activities with appropriate references to location and activities to be conducted on the site or land form.

6.5. Corporate or other organization names may be used to name any University facility. As with individuals honored with facility naming at the University, corporations or organizations proposed for facility naming should have a positive image and demonstrated integrity.
6.5.1. In the instance of corporate or organizational namings of facilities, additional due diligence should be taken to avoid any appearance of commercial influence or conflict of interest.

6.5.2. Signage reflecting a corporate or organizational naming of a facility must conform to all University signage guidelines and may not include the organization logo or other components of branding.

6.6. A gift for naming a facility ordinarily should equal:

6.6.1. At least one-half of the total project cost for constructing or acquiring the new facility; or

6.6.2. At least one-half of the total project cost for renovating an existing facility; or

6.6.3. At least one-half of the portion of the total project cost that is to be raised from the private sector if State or other funds are funding a portion of the project cost for a new or renovated existing facility; or

6.6.4. At least one-half of the replacement cost of an existing facility not undergoing renovation. Typically, but not always, three-fourths of a gift to name an existing facility not undergoing renovation will be in the form of endowment, preferably unrestricted, to the University unit.

6.7. Financial contributions resulting in the naming of a facility may be made to an affiliated foundation but, if the University is constructing or renovating a facility, then funds will be transferred to the University.

7. NAMING PROGRAMS

7.1. Corporate or other organization names will generally not be used to name a University program.

7.2. A gift for naming a program ordinarily should:

7.2.1. Be in the form of endowment, of which at least three-fourths is unrestricted for the benefit of that program, and

7.2.2. Be determined by the size, operating budget, national ranking, and visibility of the program, as well as naming amounts of peer programs in the discipline or on the University campus when available, and

7.2.3. Be substantial and significant, even transformative in nature, enabling the program to improve its competitiveness or distinction, or perhaps enabling the establishment of a new program within an existing unit.
7.3. Financial contributions resulting in the naming of a program may be made to an affiliated foundation.

8. PROCEDURES

8.1 Proposals for naming facilities and programs shall be forwarded to the Vice Chancellor for University Advancement who shall review the proposals and forward them to the appropriate naming committee for committee review and recommendation.

8.2. Proposals for facility namings shall be accompanied by sufficient documentation of the gift, along with a completed facility naming agreement.

8.3 The Vice Chancellor for University Advancement shall receive and review all recommendations prior to forwarding naming proposals to the Chancellor. The Chancellor, as he or she deems appropriate, may make recommendations to the Advancement Committee of the Board of Trustees. The Advancement Committee shall review recommendations from the Chancellor and select those to be recommended to the Board of Trustees for final approval.

9. STATUS OF CONTRIBUTION AT THE TIME OF NAMING

9.1. When a facility or program is to be named in consideration of a financial contribution, the gift shall have been received by the University or affiliated foundation, or its future receipt shall be assured through the appropriate signed gift agreement, before a naming action shall be taken, as follows:
9.1.1. Pledges to be paid over a period of time, typically up to five years, are acceptable for current naming of facilities and programs when a signed pledge payment agreement for the total is in hand.

9.1.1.1 If the pledged donation is to name new construction, renovation, or other projects with cash-flow considerations, the timing of the pledge payments should be such that sufficient current dollars are available to cover project costs.

9.1.2. Irrevocable planned gifts may generate current naming of facilities and programs if current cash flow considerations are not an issue for the requesting facility or program. Irrevocable planned gifts will be credited at their face value with particular emphasis being given to the predictability of the long-term value of the irrevocable deferred gift.

9.1.3. Combinations of revocable planned gifts and cash may occasionally generate current naming opportunities under the right circumstances. Each combination request must be explained fully to the Committee and a case made for the appropriateness of the naming given the specifics of a particular gift. Particular emphasis will be given to the cash flow requirements of the requesting facility or program, the predictability of the long-term value of the revocable deferred gift component, and the predictability of its receipt.

10. DURATION AND MODIFICATION OF NAMINGS
10.1. The duration of a benefactor’s or honoree’s name on any facility or program ordinarily continues for as long as the facility or program is used in the same manner or for the same purpose for which the naming occurred. Upon demolition, replacement, substantial renovation, redesignation of purpose, or similar modification of a named facility or program, the University may deem that the naming period has concluded.

10.1.1. The appropriate University representative will make all reasonable efforts to inform in advance the original benefactors or honorees or their surviving family members when the naming period is deemed to have concluded.

10.1.2. The University may, but is not required to, provide for the appropriate perpetuation of the previous name. Perpetuation of the original name in an equivalent naming is not required. Appropriate perpetuation of previous names may include, for instance, a plaque in or adjacent to new and renovated facilities.

10.2. **Renaming.** When the benefactor’s or honoree’s naming period has concluded, the facility or program may be renamed, with the original name removed, in recognition of new gifts, subject to any specific terms and conditions set forth in the original naming agreement.

10.3. **Joint or Hyphenated Naming.** In exceptional circumstances, additional names may be added to a facility or program in recognition of an additional gift even if the prior benefactor’s or honoree’s naming period has not concluded, subject to any specific terms and conditions set forth in the original naming agreement. Hyphenation is one method for jointly naming a facility or program.

10.4. **Term Naming.** In appropriate instances, most often involving a corporate benefactor, a naming may be granted for a pre-determined fixed term. At the end of the term, the name of the facility or program shall expire but may be renewed with the same or a new name. The facility naming agreement should clearly specify the period of time for which the facility or program will be named.

10.5. **Benefactor or Honoree Name Changes.** If a benefactor or honoree requests a change to the name of a facility or program (e.g., due to divorce or corporate merger), the University will consider the request. If approved, all replacement signage and other related costs shall be at the donor’s or honoree’s expense.

10.6. **Revocation of Naming Approval or Conferral.** In certain circumstances, the University reserves the right, on reasonable grounds, to revoke and terminate its obligations regarding a naming, with no financial responsibility for returning any received contributions to the benefactor. These actions, and the circumstances that prompt them, may apply to an approved naming that has not yet been acted upon or to a conferred naming.

10.6.1. If the benefactor’s or honoree’s reputation changes substantially so that the continued use of that name may compromise the public trust, dishonor the University’s standards, or otherwise be contrary to the best interests of the University, the naming may be revoked. However, caution must be taken when, with the passage of time, the standards and
achievements deemed to justify a naming action may change and observers of a later age may
dean those who conferred a naming honor at an earlier age to have erred. Namings should
not be altered simply because later observers would have made different judgments.

10.6.2. If the benefactor fails to maintain payments on a pledge upon which the naming was
bestowed, the naming may be revoked after a pro rata period of time that reflects the number
of pledge payments made, given the estimated useful life of the building or the term of years
covered by the facility naming agreement, as applicable.

10.6.3. If a planned gift upon which the naming was bestowed does not result in the value
agreed upon, the naming may be revoked.

2.7 A named facility will retain that name for the useful life of the facility or until there is a
change in the designated use or activity of the facility unless (a) a facility is named for a term
of years or (b) an exception is made by the Board of Trustees based upon the recommendation
of the Chancellor. Replacement or substantial renovation of the facility shall be considered
the end of the useful life of the facility.

2.7.10.7 Any proposal to rename a facility or to add a second name in recognition of a gift
shall be reviewed by the Vice Chancellor for University Advancement and General Counsel
of the University.

2.7.2 When a facility is proposed for renaming, University representatives will make all
reasonable efforts to inform in advance the original donors or honorees and their immediate
family members.

2.8 An agreement to name a facility for a benefactor pursuant to 2.1.3 must be in writing and
signed by the benefactor and the University. The agreement shall include provisions
addressing the following:

2.8.1 That the name of the facility exists only for the useful life of the facility or a term of
years approved by the Board of Trustees, as applicable, unless an exception has been
approved pursuant to 2.7, above. Replacement or substantial renovation of the facility shall be
considered the end of the useful life of the facility.

2.8.2 That the name of the facility may be changed if a benefactor ceases payment on a
pledged donation for naming the facility, after a pro rata period of time that reflects the
number of pledge payments made, given the estimated useful life of the building or the term
of years covered by the naming agreement, as applicable.

2.8.3 The types of signage, including logos and images if applicable, that will be used by the
university in connection with the naming. Signage must be consistent with University
guidelines on signage.
2.8.4 In the case of corporate donors, the circumstances under which the name of the facility, and related signage may be changed in the event that a corporate name change occurs as a result of corporate action, such as a merger.

2.9 If at any time following approval of a naming, circumstances change substantially so that the continued use of that name may compromise the public trust, the Vice Chancellor for University Advancement shall consult with the Chancellor and the Vice Chancellor and General Counsel regarding future action.

3. PROCEDURES

3.1 Proposals for naming facilities and programs shall be forwarded to the Vice Chancellor for University Advancement who shall review the proposals and forward them to the appropriate naming committee for committee review and recommendation. Proposals shall be accompanied by documentation addressing the criteria set forth in section 2 of this policy.

3.2 The Special Committee on Donor Namings shall review proposals for the naming of facilities and/or programs to honor donors who have made substantial contributions to the University in accordance with pre-approved naming minimums and within the guidelines for naming of facilities and programs at NC State. (section 2.1.3) The Committee shall be comprised of the Associate Vice Chancellor for Development who shall serve as Chair of the Committee; the Vice Chancellor for University Advancement; the Secretary of the University; the Associate Vice Chancellor for University Communications; the Associate Vice Chancellor for Advancement Services; the University Architect; the Director of Donor Relations; two Development Officers appointed by the Vice Chancellor for Advancement; and the Chair of the Board of Trustees Development Committee. The Committee shall review proposals requesting the naming of facilities and/or programs in accordance with the criteria set forth in this policy and make recommendations to the Vice Chancellor for Advancement.

3.3 The Special Committee on Honorary Namings shall review proposals for naming facilities and/or programs in recognition of (a) individuals who have attained achievement of extraordinary and lasting distinction (section 2.1.1) or (b) for organizations, events or dates, places or programs pertinent to the university's activities or history (section 2.1.2). The Committee shall be comprised of the Vice Chancellor for University Advancement, who shall serve as Chair of the Committee; the Provost, the Vice Chancellor for Finance and Business, the Vice Chancellor for Student Affairs, the Secretary of the University, the Chair of the Faculty, the Chair of the Staff Senate; a Department Head/Chair appointed by the Chancellor; and a Dean appointed by the Chancellor. The Committee shall review proposals requesting the naming of facilities and/or programs in accordance with the criteria set forth in this policy and make recommendations to the Vice Chancellor for Advancement.

3.4 The Vice Chancellor for University Advancement shall receive and review all recommendations prior to forwarding naming proposals to the Chancellor. The Chancellor, as he or she deems appropriate, may make recommendations to the Development Committee of the Board of Trustees. The Development Committee shall review recommendations from the Chancellor and select those to be recommended to the Board of Trustees for final approval.
CALL TO ORDER
Reading of the State Government Ethics Act

1. CONSENT AGENDA
   • Approval of Minutes from February 17, 2011 Meeting 8.1A
   
     ***END OF CONSENT AGENDA ITEMS***

2. INFORMATIONAL REPORTS
   
   • Introduction of Newly Elected Student Government Leaders
     Tom Stafford, Vice Chancellor for Student Affairs

   • Staff Senate Report
     Update on Staff Senate activities
     Randy Colby, Chair, Staff Senate 8.2B

   • Vice Chancellor’s Update on Student Life
     Tom Stafford, Vice Chancellor for Student Affairs

3. CLOSED SESSION
   
   • One Student Appeal ✓
   • Approval of Minutes from February 17, 2011 Meeting
   • Approval of Minutes from March 28, 2011 Meeting

RECONVENE OPEN SESSION

ADJOURN

✓Will require full Board action if decision is overturned
The Student and Campus Affairs Committee met at 3:15 p.m. on February 17, 2011 in the Chancellor’s Conference Room.

Committee members present:
Ms. Barbara Mulkey, Chair
Ms. Kelly Hook
Mr. John Sall
Mr. Steve Warren

Chair Barbara Mulkey called the meeting to order. Chair Mulkey reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State of North Carolina’s Government Ethics Act. Chair Mulkey inquired as to whether there were any known conflicts or appearances of conflict with respect to any matters coming before the committee. Hearing none, Chair Mulkey continued with the agenda.

Trustee John Sall made a motion to approve the minutes of the November 18, 2010 meeting, which was seconded by Trustee Warren, and approved by general consent.

Debbie Yow, Athletics Director, and David Horning, Senior Associate Athletics Director, presented proposed changes to the policy on Drug Education, Screening and Counseling Program for student athletes. An overview of the current policy was given with recommendations to update and revise the policy in order to streamline the process and to change the appeal process. The major change is to have the appeals heard by the Vice Chancellor for Student Affairs rather than the Director of Athletics. The question was raised and affirmed that performance enhancing drugs as well as illegal drugs are covered in this policy. Trustee Warren made a motion that the Committee recommend the proposed changes to the full Board, and it was seconded by Trustee Sall. The Committee voted unanimously to recommend the proposed changes to Policy 09.00.2.

Student Body President Kelly Hook gave a report on recent activities in Student Government. The student website is being revamped for the purpose of reaching out to more students with an emphasis on interactivity, collecting feedback, and communicating information. Three professors have been chosen from over 300 nominees for the Distinguished Professor Lecture Series. Student Government has hosted three sustainability town halls and is working closely with the Office of Sustainability during the launch of the Climate Action Plan and Sustainability Strategic Plan. They are working with the Office of Information Technology to remarket the central calendar system through the student website. Topics of student concern such as the budget situation, student ticketing, and academic advising are being addressed.
Vice Chancellor Stafford gave the Committee an update on additional student life activities such as:

- 17 Alternative Service Break trips are planned for spring break all over the world involving 246 student participants;
- Polar Plunge is planned for February 26;
- This year’s Krispy Kreme Challenge had a record of 7,500 participants and raised $100,000 for NC Children’s Hospital;
- Board of Governors approved NC State’s Board recommended tuition and fees;
- Student Government election process will begin in March

The Committee moved into Closed Session to hear one student appeal and then moved back into Open Session.

With no further business to discuss, Chair Mulkey adjourned the meeting at 4:15 pm.

Respectfully Submitted:

_________________________
Nancy P. Jenkins
Executive Assistant

Approved:

_________________________
Barbara H. Mulkey, Student and Campus Affairs Committee
North Carolina State University
Staff Senate
Board of Trustees Report

March 29, 2011

Honorable Trustees,

This will be my final report to the Board of Trustees as Chair of the Staff Senate. It has been an honor to represent the Staff of NC State and I am humbled by how graciously you all have welcomed the news from the Staff Senate. The Staff Senate continues to seek sources, and resources, of information that are of critical importance to our constituents. In February a webinar was presented by Marie Salinas on the Faculty and Staff Assistance Program (FASAP) that is provided through the Deer Oaks Behavioral Health Organization. This service offers employees and their dependents confidential professional assessment and referral services if they are experiencing personal or work-related problems. Deer Oaks FASAP can provide support for many issues including:

- Depression and anxiety
- Family or marriage problems
- Financial, health or legal difficulties

Many of these services are available to employees for a free consultation and then a 25% reduced rate for further services.

In March we welcomed Chancellor Randy Woodson and Provost Warwick Arden. Chancellor Woodson announced that a draft of the Strategic Plan will be posted (3/2) for review and welcomed feedback from the campus community. Chancellor Woodson also highlighted that NC State is 9th in Best Overall Public University Value according to the Princeton Review.

Provost Arden provided a budget update, including an overview of the University's current operating budget, sources of revenue, and the 2011-2012 Budget Reduction Scenarios. Much of the reduction will depend upon legislative outcomes.

I would like to highlight some of the recent activities in which the Staff Senate has been engaged. Throughout the month of February the Staff Senate participated in the “Have a Heart Campaign”. The Campaign involves the Staff from all UNC System schools collecting needed items for the Food Bank of Central and Eastern North Carolina. This year I am happy to report that NC State collected 2090 lbs of items which is 4 times what we collected last year! On March 9th members of the Staff Senate volunteered to help with Employee Appreciation Day. From my observations this was by far one of the most successful Employee Appreciation Days to date.
I would be irresponsible as Chair of the Staff Senate if I did not report there is an elevated sense of anxiety among the Staff at NC State. Three items are contributing to that anxiety. The first would be the overall budget picture we are entering in the next 2 years. There is no way this budget picture will not have a negative impact on our staff. The second item would be the Strategic Realignment the Chancellor announced on March the 14th. Given the circumstances Chancellor Woodson faces, along with the drafting of the Strategic Plan, I feel the Strategic Realignment is a bold and prudent necessity. But we as staff know that such an initiative will result in job losses if it is indeed successful. The 3rd item that has recently created more anxiety would be the UNC GA’s proposal of “Personnel Flexibility.” This proposal is to consolidate personnel management for the University of North Carolina by placing the governing authority for all University employees under the UNC Board of Governors. Although the Staff is being reassured that such a move could be in their best interest, many remain skeptical until they can see what is actually proposed. Again, I feel it is my duty as Staff Senate Chair to report on such issues.

Lastly, I would again like to thank the Board of Trustees for allowing me to present on behalf of the NC Staff Senate. It has been an extremely rewarding experience that I will never forget. I have found that all of you share what I share and that is a deep love for this fine University. I wish all of you the best and GO WOLFPACK!

Best Regards,

Randy R. Colby
Staff Senate 2010-2011
NC State University
BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY

Nominating Committee
11:00 a.m., Thursday, April 21, 2011
Room 12, Holladay Hall
Chancellor’s Conference Room
Mr. Jim Owens, Chair,
(Cozort, Jenkins, Lanier, Sall)

AGENDA

CALL TO ORDER AND ETHICS STATEMENT

1. Review of Nominating Committee Guidelines
   Mr. Jim Owens, Chair

2. Recommendations for Board Officers
   Chair
   First Vice Chair
   Second Vice Chair
   Secretary
   Assistant Secretary

ADJOURN
I. Duties of the Nominating Committee for Officers of the Board

Section 1.3.5 of the Bylaws of the Board of Trustees addresses the duties of the Nominating Committee:

1.3.5 A Nominating Committee shall be appointed each year by the Chair and shall consist of not less than three nor more than five members of the Board. The Chair shall not serve as a member of the Nominating Committee. The Nominating committee shall be responsible for presenting a slate of nominees to the Board at its last meeting before the beginning of each University fiscal year. The slate of nominees shall contain at least one nominee for each of the offices of Chair, First Vice Chair, Second Vice Chair, and Secretary.

Section 1.2. addresses the officers of the Board and states:

1.2 Officers

1.2.1 At the first meeting after June 30 of each year, the Board of Trustees shall elect from its membership a Chair, a First Vice Chair, a Second Vice Chair, and a Secretary, each of whom shall serve for a term of one year and until a successor is elected.

1.2.2 The Board of Trustees may also elect an Assistant Secretary from among the members of the Chancellor's staff as recommended by the Chancellor. Copies of all minutes, papers and documents of the Board of Trustees may be certified by its Assistant Secretary with the same force and effect as though such certification were made by the Secretary of the Board.

Board Policy 01.05.10 provides the following Nominating Committee Guidelines concerning the procedures of the Committee:

4.0 Nominating Committee Guidelines

4.1 The Nominating Committee should select one or more nominees for Chair from Board members in their second consecutive (and last) term of appointment.
4.2 Where possible, the Nominating Committee should attempt to ensure that each nominee for Chair corresponds to the guideline of limited continuity of leadership: A Chair who is serving a second consecutive year as Chair is ineligible for reappointment as Chair until one year has elapsed from the end of the second consecutive year of service.

4.3 These procedures are provided for guidance only.

4.4 The Chair shall provide each member of the Committee a copy of the guidelines prior to the meeting at which nominees are selected.

II. **Current Board of Trustees Officers**

Chair: Lawrence Davenport  
First Vice Chair: Cassius Williams  
Second Vice Chair: Barbara Mulkey  
Secretary: Steve Warren  
Assistant Secretary: P.J. Teal
Welcome and Remarks – Chancellor’s Reception Room

Jimmy Clark, Chair of the Board of Visitors

Lunch Speaker

As a part of her visit to NC State, Congresswoman Renee Ellmers will join us for lunch during which we will learn more about her background and hear her insights into what she hopes to accomplish during the 112th session of Congress.

Congresswoman Renee Ellmers, US House of Representatives, 2nd District of NC

Senator David Rouzer will be another of our honored guests for lunch and will share his remarks when we reconvene in the Board Room.

Break

Call to Order – Hood Board Room

Reading of the State Ethics Awareness and Conflict of Interest Reminder

Jimmy Clark, Chair of the Board of Visitors

Legislative Update

Senator David Rouzer will update BOV members on the current happenings at the NC General Assembly and share his outlook on this legislative session.

Senator David Rouzer, NC General Assembly

Chancellor’s Update - Strategic Realignment and Budget

The state's universities have been asked to prepare for budget cuts as North Carolina attempts to make up for a $3.7 billion budget deficit. For NC State, that translates into almost 80 million dollars. NC State has completed a review process led by Provost Warwick Arden and Vice Chancellor for Finance and Business, Charlie Leffler, designed to help the university identify places to consolidate and streamline to gain greater efficiency and reduce costs. Chancellor Woodson will share some of the proposed changes and solicit further input from the board.

Chancellor Randy Woodson
Strategic Plan Draft Discussion

After five months of hard work across campus and with your invaluable input, a draft strategic plan has been prepared for final review. This plan will guide NC State’s decision-making for the next 10 years as well as establish goals and strategies that will provide a roadmap by which progress can be measured along the journey. The plan also includes proposed new mission and vision statements. The Provost will solicit feedback on the plan from members of the BOV and will share next steps with the group.

Warwick Arden, Provost and Executive Vice Chancellor
Margery Overton, Chair of the Faculty

Facilities & Administrative (F&A) Costs Overview

NC State research directly contributes to North Carolina by responding to local needs and addressing real-world challenges. We do this by building partnerships and facilities to educate a new generation of innovators and to transfer breakthrough solutions that create value for North Carolina’s economy, environment, and the well-being of its people. NC State depends on Facilities and Administrative (F&A) funds to provide a solid research foundation. Vice Chancellor Lomax will describe the process by which F&A rates are negotiated with the federal government, the amount of F&A recovered, how the funds are used and their impact on the University and North Carolina.

Terri Lomax, Vice Chancellor for Research and Innovation

Adjournment

Jimmy Clark, Chair of the Board of Visitors

The next Board of Visitors Meeting will be at 8:30 a.m. Friday, October 7, 2011
2010-2011 Year in Review

INITIATIVES CREATED AND IMPLEMENTED:

- **Distinguished Professor Lecture Series** – honors three “student favorite” professors each year and gives them the chance to speak about any topic they wish.
- **Diversity week**. “Howl for Diversity”
- **The College Cup** – unifies our University through a competition between the colleges
- **Chancellor’s Ice Cream Dream event** – over 1,000 students attended
- **Brickyard Booth** every Wednesday from 10:15a-1:30p
- **Student Body President**
- **Student Success Forum**
- **Student Centered Moodle Pages**
  - CALS
  - Engineering
- **Sustainability Workshop**
  - Held **Strategic Planning Sustainability Town Hall**
- **Top 54 Deck of Cards** to reinforce NC State traditions
- **Tuition and Fee Forum**
- **Wolfpack Student Discounts**

STUDENT ADVOCACY

- Developed communication strategy with College Deans regarding budget issues and asked that Deans reach out to their students. **Take a look**
- Advocated for NC State University students at the General Assembly
  - Personally met with, called and wrote Representatives and Senators
- Worked with Provost Arden to make sure Dead Weeks are actually “dead.”
  - “My office will send a memo to faculty members reminding faculty about the "dead week" regulation.” - Provost Warwick Arden
- Attended and Advocated on behalf of students at:
  - All **University Standing Committees**
  - **Athletic Director Search committee**
  - **Provost search committee**
  - **Strategic Planning**
    - Undergraduate Student Success **Task Force**
  - **Trustee Meetings**
  - and **Fee Committees**
- Worked with Athletics to address the plethora of ticketing issues. - **Letter from Assoc. AD**
- Identified academic advising Issues: Found that the majority of students are satisfied with advising, except in CHASS. CHASS created an **Academic Support Initiative** as a result
Check out the Chancellor’s Liaison to see all the issues we addressed throughout the year.

Urged Administration to eliminate extraneous DELTA fees for students
  ○ “Regarding reducing fees for full-time students taking DELTA/Online classes, I have appointed a working group to look at all aspects of DELTA course offerings, including discrepancies in tuition and fees between on-campus and online classes. I anticipate that the group will make its recommendations sometime before fall semester, 2011.” –Provost Warwick Arden

Worked with transportation to create “10 things you need to know about transportation.”

Asked administrators to provide constant updates to students online and begin video messaging.

ADDITIONAL COMPLETED PROJECTS:

- Sponsored 326 Student Organizations through Appropriations
- Revised and Distributed The Brick to Freshman
- Organized with Record turnout for Reynolds (2125 students)
  ○ Created competitions focused on NC State traditions
  ○ Partnered with Campus Rec to give away 200 Hurricanes tickets
  ○ Created 3v3 Basketball Tournament to support Jimmy V. Foundation
- Expedited the arrival of and
- Expedited new Centennial Campus options
- Distributed free blue books and pencils to students during exams
- Provided free transportation for students attending home Football and Men's Basketball games (Red Terror Transit)
- Hosted Nightwalk
  will become the standard for online courses. | UPDATE

ATHLETICS:

- Responded to record student demand for limited tickets.
  ○ Secured an extra 1,000 seats per game (valued at $250,000) to help accommodate record student demand.
  ○ Handled Physical distribution of extra tickets to students.
  ○ Responded to make in-season change to guest ticket policy in order to allow all students to receive tickets before guest tickets could be requested. This increased the number of seats going to students.
- Provided students free transportation to NC State’s Bowl Game in Florida
- Created committee and redesigned student ticketing policy to begin fall 2011. New policy improves efficiencies and corrects flaws from previous policies while responding to student demand to add other features to policy.
- Worked with NC State Athletics to move entire student section into the lower bowl -- closer to the field to make Carter-Finley even more loud and give us a better home field advantage.
- Designed and implemented promotion for the nationally televised Thursday night game against Florida State. Red and white checkerboard pattern of SG designed t-shirts distributed to entire 9,000 student seats.
● Provided more access to student parking gates at RBC to decrease wait time on Trinity road.
● Created the Dominos Student Appreciation Nights promotion to reward students who attend non-revenue sporting events. Free pizza was given to students at men's and women's soccer games, volleyball games, women's basketball games, gymnastic meets, and softball games.
● Created and implemented the first SG Meet the Pack Student Autograph Session with the Men's and Women's Basketball teams in Reynolds.
● Worked with athletics and RBC Center staff to open more lines for students to enter the RBC Center faster and more efficiently.
● Coordinated and designed "Block S" t-shirt promotion during the home UNC men's basketball game.
● Created the SG Student Attendance Raffle for softball and baseball games.

**VOLUNTEER/COMMUNITY SERVICE INITIATIVES:**
● Campus-Wide competition for the Ronald McDonald House through collecting pop tabs
  ● Fall Color Explosion/ Breast Cancer Awareness Vigil- NC State students, faculty and staff worked with NC State Grounds Crew to plant flowers around campus in honor of Breast Cancer Awareness month.
● Helped promote and provide volunteers for Service NC State
  ● Howlin’ for Hunger Food Drive- 1102 lbs of food were collected at the NC State vs. Georgia Tech Men’s Basketball game
● Operation Christmas Child- worked with College of Management and CSLEPS to make Christmas possible for the youth of Haven House
● Participated in Shack-a-Thon with IRC and NRHH to raise $1534.74 at Shack-a-Thon (2nd highest amount raised before fees)
● Raised $1125.00 for the Jimmy V. Foundation
● Relay for Life team- currently have raised $450.00
1. ORGANIZATION

1.1 Membership

1.1.1 North Carolina State University at Raleigh shall have a Board of Trustees composed of thirteen persons chosen as follows:

1.1.1.a Eight elected by the Board of Governors of The University of North Carolina,

1.1.1.b Four appointed by the Governor, and

1.1.1.c The President of the Student Body, ex officio.

1.1.2 In every odd-numbered year, the Board of Governors shall elect four persons to the Board of Trustees and the Governor shall appoint two persons to the Board of Trustees; and the term of office of all such elected or appointed trustees (excluding the officio trustee) shall be four years or until successors are elected or appointed commencing on July 1 of such odd-numbered year.

1.1.3 Whenever any vacancy shall occur in the membership of the Board of Trustees among those appointed by the Governor, it shall be the duty of the Assistant Secretary of the Board of Trustees to inform the Governor of the existence of such vacancy, and the Governor shall appoint a person to fill the unexpired term, and whenever any vacancy shall occur among those elected by the Board of Governors, it shall be the duty of the Assistant Secretary of the Board of Trustees to inform the Board of Governors of the existence of the vacancy, and the Board of Governors shall elect a person to fill the expired term. Whenever a member shall fail, for any reason other than ill health or service in the interest of the State or nation, to be present for three
successive regular meetings of the Board of Trustees, that member's place shall be deemed vacant.

1.1.4 Any person who has served two full four-year terms in succession as a member of the Board of Trustees shall, for a period of one year, be ineligible for election or appointment to the Board.

1.1.5 No member of the General Assembly or officer or employee of the State or of any constituent institution of The University of North Carolina or spouse of any such member, officer or employee shall be eligible for election or appointment as a member of the Board of Trustees. Any trustee who is elected or appointed to the General Assembly or who becomes an officer or employee of the State or of any constituent institution of The University of North Carolina or whose spouse is elected or appointed to the General Assembly or becomes such officer or employee shall be deemed thereupon to resign from membership on the Board of Trustees.

1.1.6 No person may serve simultaneously as a member of the Board of Trustees and as a member of the Board of Governors. Any trustee who is elected or appointed to the Board of Governors shall be deemed to have resigned as a trustee effective as of the date that the person's term commences as a member of the Board of Governors.

1.2 Officers

1.2.1 At the first meeting after June 30 of each year, the Board of Trustees shall elect from its membership a Chair, a First Vice Chair, a Second Vice Chair and a Secretary, each of whom shall serve for a term of one year and until a successor is elected. A Chair who is serving a second consecutive year as Chair is ineligible for reappointment as Chair until one year has elapsed from the end of the second consecutive year of service. If a vacancy occurs in any of these officers, the Board of Trustees shall elect a person to serve for the remainder of the unexpired term. These officers shall perform the duties prescribed by these Bylaws and by the parliamentary authority adopted by the Board of Trustees.

1.2.2 The Board of Trustees may also elect an Assistant Secretary, from among the members of the Chancellor's staff as recommended by the Chancellor. Copies of all minutes, papers and documents of the Board of Trustees may be certified by its Assistant Secretary with the same force and effect as though such certification were made by the Secretary of the Board.

1.3 Committees

1.3.1 The Board of Trustees shall have the following standing committees: Academic Affairs and Personnel Committee, Audit Finance and Planning Committee, Buildings and Property Committee, Development Committee, Executive Committee, and Student and Campus Affairs Committee. The Board may create such other committees as it deems appropriate. The Chair of the Development Committee shall serve ex officio as a member of the Board of Trustees of the Endowment Fund.
1.3.2 The officers of the Board plus the immediate past Chair shall constitute the Executive Committee, which shall be chaired by the Chair. In the event there is no immediate past Chair, the Chair shall nominate for the Board's approval one Trustee to serve at-large on the Executive Committee. The Executive Committee shall be empowered to act for the Board between Trustee meetings with the responsibility to report on its actions at the next Board meeting.

1.3.3 At the first meeting after June 30 of each year, the newly elected Chair shall appoint the members of the standing committees and designate a chair for each committee. The Chair of the Board shall be an ex officio member of all standing committees except the Nominating Committee.

1.3.4 The Board of Trustees may delegate to its committees such of its powers as it deems appropriate except for those powers which are expressly delegated to the Board of Trustees by the Board of Governors without the power to sub-delegate. Each committee shall present to the Board for its approval a description of committee responsibilities and such descriptions shall be reviewed and updated as the Board deems appropriate.

1.3.5 A Nominating Committee shall be appointed each year by the Chair and shall consist of not less than three nor more than five members of the Board. The Chair shall not serve as a member of the Nominating Committee. The Nominating committee shall be responsible for presenting a slate of nominees to the Board at its last meeting before the beginning of each University fiscal year. The slate of nominees shall contain at least one nominee for each of the offices of Chair, First Vice Chair, Second Vice Chair, and Secretary.

2. MEETINGS

2.1 Regular Meetings

There shall be not fewer than three regular meetings of the Board of Trustees each year. These meetings shall be scheduled on such dates as determined by the Board. A notice specifying the time and place of each regular meeting of the Board shall be mailed by the Assistant Secretary to each member of the Board at least ten (10) calendar days in advance of the meeting date. Any matter of business may be considered at a regular meeting.

2.2 Special Meetings

2.2.1 A special meeting of the Board of Trustees or of a Standing Committee with delegated authority may be called by the Board Chair or by the Chancellor. A notice specifying the time and place of a special meeting shall be communicated by mail, e-mail, fax or telephone by the Assistant Secretary to each member of the Board so that it is received at least three (3) calendar days in advance of the meeting date; but forty-eight (48) hours notice may be given by telephone, fax, or e-mail when, in the opinion of the Board Chair or by the Chancellor an emergency exists. When deemed necessary by the Board Chair or by the Chancellor, the Board Chair may conduct an emergency special meeting of the Board without prior notice via electronic means provided that the arrangements for such meeting comply with the applicable State laws concerning the conduct of electronic meetings of public bodies. A special meeting...
requested by members under section 2.2.2 to be called by the Secretary or Assistant Secretary shall be held within three (3) calendar days of receipt by the Secretary or Assistant Secretary of the sixth written request for such special meeting. Any matter of business may be considered at a special meeting.

2.2.2 A special meeting of the Board of Trustees may be requested upon the written request of not fewer than six members of the Board directed to the attention of the Assistant Secretary.

2.3 Agenda

2.3.1 At least seven (7) days prior to each regular meeting of the Board of Trustees, a copy of the agenda, including (insofar as is practicable) copies of all reports and other written materials to be presented to the meeting, shall be mailed to each member of the Board by the Assistant Secretary. Insofar as is practicable, a copy of the agenda of each special meeting of the Board shall be mailed to each member of the Board at least seven (7) days in advance of the special meeting; however, if such advance mailing is not practicable, the agenda for a special meeting may be presented to the members of the Board as the first order of business at the meeting. No items may be considered at a special meeting except as contained on the agenda.

2.3.2 The agenda for every meeting of the Board shall be prepared by the Chancellor in consultation with the Chair. Every request for inclusion of an item on the agenda of a meeting shall be put in writing and filed, together with any supporting documents, with the Chancellor sufficiently for in advance of the meeting to permit a determination to be made by the Chancellor with respect to the propriety and practicability of including that item on the agenda for the meeting.

2.3.3 Any member of the Board of Trustees may present to any regular meeting of the Board any item whether or not the same is on the agenda of the meeting, but no final action shall be taken on an item not on the agenda except by unanimous consent.

2.4 Conduct of Business

2.4.1 A quorum of the Board shall consist of a majority of the members of the Board.

2.4.2 The Chair shall preside over all regular and special meetings of the Board of Trustees. In the absence of the Chair, the First Vice Chair will preside. In the absence of the First Vice Chair, the Second Vice Chair will preside. In the absence of the Chair and both Vice Chairs, a presiding officer shall be elected by and from the membership of the Board of Trustees.

2.4.3 All members of the Board of Trustees may vote on all matters coming before the Board for consideration. No member may vote by proxy.

2.4.4 Except as modified by specific rules and regulations enacted by the Board of Trustees, Robert's Rules of Order Newly Revised (latest edition) shall constitute the rules of the parliamentary procedure applicable to all meetings of the Board of Trustees and its several committees.
2.5 Minutes

2.5.1 The Secretary or Assistant Secretary shall take minutes of all meetings of the Board of Trustees; shall file, index, and preserve all minutes, papers, and documents pertaining to the business and proceedings of the Board; shall be custodian of all records of the Board; when required the Secretary or Assistant Secretary, shall attest the execution of all legal documents and instruments of North Carolina State University at Raleigh.

2.5.2 Within a reasonable period after each meeting of the Board of Trustees, the Secretary or Assistant Secretary shall transcribe the minutes of the meeting and mail a copy to each member of the Board.

2.6 Executive Session

By Vote of a majority of the members present at any meeting of the Board of Trustees, the meeting may be closed to the public, subject to the requirements of State law concerning access to such meetings.

2.7 Keeping Board of Governors Informed

The Assistant Secretary of the Board of Trustees shall keep the Board of Governors, through the Secretary of The University of North Carolina, fully and promptly informed concerning activities of the Board of Trustees, including notice of any changes in the membership of the Board or in its committee structure or bylaws, notices of meetings and a copy of the minutes of all meetings.

3. POWERS AND DUTIES

3.1 General Powers and Duties

The Board of Trustees shall promote the sound development of North Carolina State University at Raleigh within the functions prescribed for it, helping it to serve the people of the State in a way that will complement the activities of the other institutions and aiding it to perform at a high level of excellence in every area of endeavor. The Board of Trustees shall serve as advisor to the Board of Governors on matters pertaining to North Carolina State University at Raleigh and shall also serve as advisor to the Chancellor concerning the management and development of the institution. The Chancellor shall be the official medium of communication between the Board of Trustees and all individuals, officials, agencies and organizations, both within and without the institution.

3.2 Other Powers and Duties

The Board of Trustees shall have such other powers and duties, not inconsistent with provisions of The Code of The University of North Carolina or with applicable provisions of State law, as are specified in said Code or as shall be defined and delegated by the Board of Governors.

4. AMENDMENT OF BYLAWS
4.1 Amendment of Bylaws

These bylaws may be amended at any regular or special meeting of the Board of Trustees by an affirmative vote of a majority of the members of the Board if the substance of the amendment has been filed in writing with the Secretary or Assistant Secretary and a copy has been mailed to each member of the Board at least seven days prior to the meeting at which the amendment is to be voted upon.

5. SUBORDINATION TO UNIVERSITY CODE

5.1 Subordination to University Code

To the extent that any of these bylaws may be inconsistent with The Code of The University of North Carolina, as the same may be amended from time to time, said Code shall control.