THURSDAY, SEPTEMBER 15, 2011

Reserved Parking will be Available at the Memorial Bell Tower

Noon – 1:00 p.m.  Lunch Presentation: “Our New Peers”
Winslow Hall Conference Room
All Trustees and Executive Officers

1:00 – 2:30 p.m.  Audit, Finance and Planning Committee
Winslow Hall Conference Room
Jim Owens, Chair
Ramsey, Sall, Thompson, Tolson, Ward

1:00 – 2:30 p.m.  University Advancement Committee
Chancellor’s Conference Room (12 Holladay)
Ben Jenkins, Chair
Cozort, Davenport, Freelon, Lanier, Mattocks

2:30 – 2:45 p.m.  Break

2:45 – 4:15 p.m.  Buildings and Property Committee
Primrose Hall Conference Room
Jack Cozort, Chair
Jenkins, Lanier, Mattocks, Ramsey, Sall

2:45 – 4:15 p.m.  University Affairs Committee
Winslow Hall Conference Room
Norris Tolson, Chair
Davenport, Freelon, Owens, Thompson, Ward
8:30 – 9:15 a.m.  Dean’s Briefing  
College of Management  
Hood Board Room  
Ira Weiss, Dean

FULL BOARD MEETING  
DOROTHY AND ROY PARK ALUMNI CENTER BOARD ROOM

9:00 a.m.*  ■ Call to Order – Reading of the State Government Ethics Act  
Barbara Mulkey  
Chair of the Board

■ Roll Call

■ Approval of Minutes  
- June 23, 2011, Meeting of the Executive Committee
- June 23, 2011, Closed Session of the Executive Committee
- July 13, 2011, Meeting of the Full Board
- July 13, 2011, Closed Session of Full Board

■ Chair’s Report – Barbara Mulkey  
- Oath of Office for New Member
- Endowment Board Report
- Delegation of Authority for Athletics to Chancellor as Required by Atlantic Coast Conference
- Update of Activities and Topics of Interest to the Board

■ Chancellor’s Report – W. Randolph Woodson  
- Update of Activities and Topics of Interest to the Board

COMMITTEE REPORTS:
■ Audit, Finance and Planning Committee  
Jim Owens, Chair  
On the Agenda: Committee, Board Approvals; Informational Items and Closed Session
- Review of Committee Responsibilities  
Audit, Finance and Planning Committee Authority
Audit, Finance and Planning Committee (continued)

- Approval of Special Obligation Bonds Resolution
- NC State Budget Status
- Strategic Plan Implementation
- Realignment Update
- Athletics Financial Report
- Update on Data Security
- Internal Audit Update
- Fall 2011 Enrollment Report

Buildings and Property Committee

Jack Cozort, Chair

On the Agenda: Committee, Board Approvals; Informational Reports

- Property Matters
  - Delegation of Authority: NC General Statute Chapter 143-64.06 enacted July 1, 2011 delegates to the NCSU Board of Trustees the approval authority to harvest and sell timber directly without the involvement of the State Surplus Property Agency.
  
  - Acquisition by Reallocation: For the mutual benefit of NC State University and NC Department of Agriculture and Consumer Services (NCDA&CS) to include Acquisition of ±358 acres of NCDA&CS lands adjoining NC State’s Lake Wheeler Road Field Lab, Acquisition of ±9 acres of NCDA&CS lands along the north side of Trinity Road and adjoining NC State’s Carter-Finley Stadium complex, and Disposition of ±64 acres of NC State lands at the southwesterly corner of Reedy Creek Road and Edwards Mill Road. NC State will retain access to and use of the ±64 acre tract for a term to be determined.
  
  - Acquisition by Lease: ± 6,000 sf of expansion space for the Institute for Advanced Analytics in immediate proximity to their current location in Venture II at a rate and in a location to be determined for a term of up to 8 years.
  
  - Disposition by Lease: ± 611 acres and improvements of the Williamsdale Farm in Duplin County to Biofuels Center of North Carolina, Inc. for a term of up to 12 years.
  
  - Disposition by Lease: ± 1,100 sf of space in Suite 1100, Partners I to SunGard Public Sector Inc. for a term of 2 years with 1 one-year renewal.

- Designer, Commissioning, Developer, and Construction Manager at Risk (CMR) Selections and Designer Selections Less Than $500,000
* **Buildings and Property Committee (continued)**
  - Broughton Hall Renovation and Addition – CMR – North Campus
  - Gregg Museum of Art and Design – Commissioning – North Campus
  - 2011 Yarbrough Chiller Plant Capacity Expansion – North Campus
  - 2011 Yarbrough Chiller Plant Capacity Expansion – Commissioning – North Campus
  - Burlington Reactor Cooling System Upgrade – North Campus
  - Lee and Sullivan Residence Halls Renovation – Central Campus
  - Reynolds Coliseum Window Replacement – Central Campus
  - N-1 Residential Project – Developer – Centennial Campus
  - Council Building Renovation – Centennial Campus
  - Early College High School – Commissioning – South Campus
  - Approval of Designer Selections Less Than $500,000

  - Acceptance of Completed Buildings and Projects
  - Committee Responsibilities and Procedures
  - Plan Approval
  - Approval of Designer Selections Less Than $500,000
    - Centennial Campus Student Housing
    - The Greens at Centennial Campus
    - Approval of Plans and Specifications of Formal Projects less than $2 Million

  - Informational Reports
    - Centennial Campus Status Report
    - Capital Projects Update
    - Hillsborough Street Update
    - Status of Projects in Planning

* **University Advancement Committee**

  - Ben Jenkins, Chair
  - On the Agenda: Board, Committee Approvals; Informational Reports
  - Review of University Advancement Committee Responsibilities
  - Capital Projects
  - Fund Raising Reports FY 2011 and YTD 2012
  - Annual Giving Reports FY 2011 and YTD 2012
  - University Advancement Goals 2011-2012
  - **Closed Session**: Request for Naming of University Facilities
University Affairs Committee
Norris Tolson, Chair
On the Agenda: Committee Approvals; Informational Reports
— Review of Committee Responsibilities
— Annual Report on Intercollegiate Athletics
✓ — Revision to Policy 05.20.02: Emeritus/Emerita Status for Faculty and Senior Administrative Officers
✓ — Repeal Policy 05.15.02: Emeritus/Emerita Status for Senior Academic Administrative Officers
✓ — Revision to Policy 01.30.1: Holladay Medal for Excellence
✓ — Repeal Policy 11.00.2: Student Radio Station
— December 2011 Commencement Speaker
— Student Body President Report
— Provost Update
✓ Closed Session: Personnel Matters and Honorary Awards

Faculty Senate Report
Hans Kellner, Chair

Staff Senate Report
David DeFoor, Chair

Items of Interest to Members of the Board

Motion to go into Closed Session

CLOSED SESSION

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

11:00 a.m.* Adjourn
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 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.
The Executive Committee of the NC State University Board of Trustees met in open session in a telephone conference meeting on Thursday, June 23, 2011. All Committee members were present. Also present were Chancellor W. Randolph Woodson, Vice Chancellor Eileen Goldgeier, Secretary of the University PJ Teal, and Associate Vice Chancellor for Human Resources Barbara Carroll.

Chair Lawrence Davenport called the meeting to order at 4:00 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 in open session. There being none, the Chair called on Assistant Secretary PJ Teal for roll call. Ms. Teal called roll and certified that a quorum was present.

Mr. Jordan made the motion, seconded by Mr. Warren, to approve the open session minutes of the May 26, 2011 meeting of the Executive Committee. The motion carried. Mr. Jordan made the motion, seconded by Mr. Warren, to approve the closed session minutes of the May 26, 2011 meeting of the Executive Committee. The motion carried.

With no further business in open session, Chair Davenport called for a motion at 4:05 p.m. to go into closed session to consider the qualifications, competence, performance, conditions of appointment of a public office or employee or prospective public officer or employee, under NC General Statute, section 143-318.11 (a)(6) and to consider a student matter that is confidential under the Family Educational Rights and Privacy Act, 20 U.S.C. section 1232g., as allowed under NC General Statute section 143-318.11(a)(1). Mr. Warren made the motion, seconded by Ms. Mulkey. The motion carried.

The Executive Committee returned to open session at 4:50 p.m. Chair Davenport called for a motion at 4:55 p.m. to go into closed session to consider the qualifications, competence, performance, conditions of appointment of a public office or employee or prospective public officer or employee, under NC General Statute, section 143-318.11 (a)(6) and to consider a student matter that is confidential under the Family Educational Rights and Privacy Act, 20 U.S.C. section 1232g., as allowed under NC General Statute section 143-318.11(a)(1). Mr. Warren made the motion, seconded by Mr. Jordan. The motion carried.

Respectfully submitted,

____________________                  ____________________
Assistant Secretary                          Chair
The North Carolina State University Board of Trustees met in regular session in the Hood Board Room of the Dorothy and Roy Park Alumni Center on Centennial Campus, Raleigh, NC, on Wednesday, July 13, 2011. Chair Lawrence Davenport presided.

Members present: Lawrence Davenport, Chair
Jack L. Cozort
Philip G. Freelon
Gayle S. Lanier
Barbara H. Mulkey
James W. Owens
Randall C. Ramsey
John P. Sall
E. Norris Tolson
Susan P. Ward
Steve F. Warren
Chandler Thompson, *ex officio*

Chair Davenport called the meeting to order at 9:07 a.m. The chair reminded all members of their duty to avoid conflicts of interest and appearance 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 conflicts with respect to any matters coming before the board at this meeting. There being none, Chair Davenport 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.

**MINUTES**
Mr. Davenport called for a motion to approve the open session minutes of the April 22, 2011, full board meeting. Mr. Tolson made the motion, seconded by Mr. Ramsey, to approve the minutes. The motion carried. Mr. Ramsey made the motion, seconded by Mr. Tolson, to approve the closed session minutes of the April 22, 2011 meeting of the full board. The motion carried.

**CHAIR’S REPORT—LAWRENCE DAVENPORT**
Chair Davenport began his report by congratulating Trustee Randy Ramsey on his recent marriage. He thanked the Board of Trustees and the NC State administration for allowing him to serve as chair for the past two years. He stated that “the 21st century is our time.” Chair Davenport called on Trustee Jack Cozort who administered the oath of office to our new Trustees, Phil Freelon and Susan Ward.

**CHANCELLOR’S REPORT—W. RANDOLPH WOODSON**
Chancellor Woodson began his report by thanking Lawrence Davenport for his service as chair. Under Mr. Davenport’s leadership, much was accomplished over the past two years, including an intensive review of personnel policies and the restructuring of committees.

Chancellor Woodson gave highlights of the past year which are attached (Appendix A).
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**POLICY REVISIONS**
Chair Davenport called on Provost Warwick Arden who presented information regarding the repeal of Policy 01.05.11: Student Appeals to BOT and Policy 11.40.1: Uniform Grievance Procedure for Students and a revision to Policy 10.00.1: Patent Policy.

Mr. Tolson made the motion, seconded by Mr. Sall, to repeal Policy 01.05.11: Student Appeals to BOT; the motion carried. Mr. Warren made the motion, seconded by Mr. Sall, to repeal Policy 11.40.1: Uniform Grievance Procedure for Students; the motion carried. Ms. Mulkey made the motion, seconded by Mr. Ramsey, to approve the revision to Policy 10.00.1: Patent Policy; the motion carried.

**INTENT TO PLAN: REQUEST AUTHORIZATION TO ESTABLISH**
Provost Arden presented information regarding the establishment of a Bachelor of Science degree in Fashion and Textile Design. This proposed program would capitalize on the strengths of the College of Textiles and the College of Design with an “art and science” holistic approach to fashion and textile design. Mr. Tolson made the motion, seconded by Mr. Owens, to approve the request to establish this new program. The motion carried.

**COMMITTEE REPORT**
Buildings and Property Committee-Chair Randy Ramsey
Mr. Ramsey reported that the committee reviewed and approved three property matters, and two of them require full board approval. The first item is the disposition by lease of approximately 28,000 square feet on the first floor of Corporate Research I to ABB Inc. for a term of three years at a rental rate of approximately $18.25 per square foot with annual escalation and a proportional share of operating expenses. The second item is the termination of lease for Corporate Research I with MeadWestVaco Corporation (MWV). Conditional approval is sought to engage in negotiations for the cancellation of the remaining term in exchange for a termination fee to be paid to the university. The fee will be determined based on negotiations and would return control of the building to the university now that MWV has vacated the property. Mr. Tolson made the motion, seconded by Mr. Freelon, to approve these two property matters. The motion carried.

Mr. Ramsey said that the third property matter requires committee approval only. This matter is acquisition by lease of approximately 2,300 square feet of office space for the Small Business and Technology Development Center in Asheville, NC. The location and rental rate will be determined at a later date. The committee also approved the site and design plans for the Kappa Delta house in Greek Village and for The Greens at Centennial Campus. They approved the design plans for the Talley Student Center renovation and the Carol Johnson Poole Clubhouse.

**ELECTION OF OFFICERS**
Chair Davenport presented the following slate of officers:

- Barbara Mulkey, Chair
- Norris Tolson, First Vice Chair
- Ben Jenkins, Second Vice Chair
- Gayle Lanier, Secretary
- PJ Teal, Assistant Secretary
NC State Board of Trustees  
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Chair Davenport called for nominations from the floor. There being none, Mr. Owens made the motion to approve the slate of officers as presented; Mr. Warren seconded the motion. The motion carried.

Incoming Chair Mulkey thanked the nominating committee and the Board of Trustees for their support. She also thanked Mr. Davenport for his guidance.

There being no further business in open session, the board went into closed session at 10:00 a.m. 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, section 143-318.11 (a)(6).

At 10:45 a.m., the board came back into open session. The board discussed the closed session process. University Counsel Goldgeier explained the nine specific reasons for going into closed session and what can and cannot be discussed in closed session.

At 11:00 a.m., with no further business to discuss, Mr. Sall made the motion, seconded by Mr. Davenport, to adjourn. The motion carried.

Respectfully submitted,

______________________                      _____________________  
Assistant Secretary                                   Secretary

Approved:

______________________                          
Chair of the Board
As Chairman of the Governing Board at North Carolina State University, I attest that:

1) Responsibility for the administration of the athletics program has been delegated to the Chief Executive Officer of the Institution.

2) The Chief Executive Officer has the mandate and support of the board to operate a program of integrity in full compliance with NCAA, ACC and all other relevant rules and regulations.

3) The Chief Executive Officer, in consultation with the Faculty Athletics Representative and the Director of Athletics, determines how the institutional vote shall be cast on issues of athletic policy presented to the NCAA and the ACC.

Date Presented to the Governing Board: ____________________________

Signed: __________________________________________________
(Chairman of the Governing Board)

Signed: __________________________________________________
(CEO of Member Institution)

Please return completed form before October 14, 2011 to:

Commissioner John D. Swofford
Atlantic Coast Conference
4512 Weybridge Lane
Greensboro, NC 27407
The Chancellor’s Report  
September 2011  

Campus Comes Alive and Welcomes New Students  
NC State’s fall semester, and a new academic year, began Wednesday, August 17. The university received 19,726 freshman applications, and welcomed a freshman class of 4,550, as well as 1,000 transfer students. The new arrivals bring NC State’s student body to more than 33,000. The class has a weighted high school grade point average of 4.28, an average SAT score of 1191 in critical reading and math and 1754 when the writing portion is included. Forty-eight students had perfect scores on the math portion of the SAT, while 19 students had perfect critical reading scores. Forty-four percent of the expected freshmen were in the top 10 percent of their high school class, and 73 percent of the incoming class were in the top 20 percent. The class hails from 98 of North Carolina’s 100 counties, as well as 44 states and 45 countries. Engineering, First Year College and biological sciences are the three most popular programs for incoming freshmen.

$25 Million Awarded for Treating the Norovirus  
NC State will use a $25 million grant from the U.S. Department of Agriculture to lead a national team of researchers in a study of the human norovirus across the food supply chain in order to find effective control measures. Human noroviruses are the most common cause of food-borne disease, responsible for more than five million cases in the United States each year. The grant is the USDA's largest ever for food safety and will be used by the team to find ways to reduce the number of cases in the U.S. every year. Dr. Lee-Ann Jaykus, a professor in the Department of Food, Bioprocessing and Nutrition Sciences at NC State, is the lead investigator for the five-year project. Her group, called the USDA-National Institute of Food and Agriculture Food Virology Collaborative, consists of a team of more than 30 collaborators from academia, industry and government.

First Recipients of Chancellor’s Innovation Fund Announced  
Established last year, the Chancellor’s Innovation Fund (CIF) is an NC State development mechanism to assist faculty, staff and students with additional proof-of-concept research or technology/product development needed to strengthen the commercial potential of intellectual property and more quickly bring them to market. After a competitive selection process, four projects were chosen to be the first to receive funding. These include: microbiologist Dr. Hosni Hassanand and poultry scientist Dr. Matt Koci’s work on a vaccine that prevents Salmonella, chemical engineer Dr. Greg Parsons and textile engineer Dr. Jesse Jur’s work on coatings that protect fabrics from ultraviolet rays, biomedical engineer Dr. Elizabeth Loboa and fiber and polymer scientist Dr. Benham Pourdeyhimi’s research on bandages that release medication to improve wound healing and entomologist Dr. Colby Schal’s improved bed bug control system.

NC State Research Launched into Space by Nasa  
A microgravity plant study prepared by an NC State research team led by Dr. Imara Perera was launched into orbit this summer aboard the final flight of space shuttle Atlantis. Though the shuttle program is ending, research at the International Space Station continues to explore the frontiers of long-distance space travel. Without gravity to tell plants which end is up, normal
growth is disrupted—a problem for long-term space missions where plants could be used to clean the air, purify the water and provide food. Perera’s research project explores how plants adapt to changes in gravity at the molecular level. NC State’s project includes the insertion of a mammalian gene into plants to help them adjust to the weightlessness of microgravity. Once the seedlings have grown for six days, astronauts will remove and freeze them so that researchers can look for molecular changes back on earth, building both agricultural and space knowledge.

Engineering and Textiles Students Partner to Live on Mars
To protect future space travelers, NC State students from the College of Engineering and the College of Textiles have designed a 1,900-square-foot inflatable living environment for four to six astronauts. It’s made with advanced textiles, including layers of radiation-shielding materials like those in nuclear safety suits, a polyurethane substrate to hold in air and a metallic film to reflect UV rays. The inflatable dome could deflect meteor showers, which are common on the Red Planet. Students also tackled another major challenge for a manned mission to Mars: water. They’ve redesigned the Sabatier reactor, which uses gases to produce water in space, to make it lighter and more compact. Textile engineering professor and former aerospace engineer, Dr. Warren Jasper, and Dr. Andre Mazzoleni, associate professor of mechanical and aerospace engineering, served as the faculty sponsors.

Art + Design Students Unveil Massive Downtown Project
Three NC State Art + Design students have designed a 20,000-square-foot pin-up to cover a downtown Raleigh parking deck. Embedded in the 15 panels of the collage they call "The Fantastic Sky Race" are nearly a dozen images referencing Raleigh, Wake County or North Carolina. The pin-up adorns two sides of a two-year-old parking deck at the corner of McDowell and Davie streets in downtown Raleigh. Jordan Deva, Joe Lawson and Justin Phillips designed the banners this past spring. They were selected from among several teams that participated in a contest to bring the drab parking deck to life; design professor Charles Joyner, Associate Professor Pat Fitzgerald and Assistant Professor McArthur Freeman led the process. “The Fantastic Sky Race” runs from a cool, blue-hued coastal environment through temperate, grassy landscapes and a pair of arctic vistas to the warmer climates of an arid desert, grassland and a cloud city, rendered in orange, pink and purple shades.

NC State Alumna Is First Woman named “Engineer of the year”
NC State alumna and assistant vice chancellor Dr. Terri Helmlinger Ratcliff is the first woman to receive an “Engineer of the Year” award from the National Society of Professional Engineers. Ratcliff is also the first female executive director of NC State’s Industrial Extension Service and the first woman to be elected NSPE president, serving in 2003-04. The award was first presented in 1949 to President Herbert Hoover, a former mining engineer. Previous recipients have been part of milestones such as the Manhattan Project and the space program from Mercury to Apollo missions. Ratcliff is the third North Carolinian to receive the award, joining Larry Nixon of Raleigh and William States Lee III of Charlotte. A registered professional engineer, Ratcliff is president of the PENC Educational Foundation. She joined the board of directors of Mulkey Engineers and Consultants last year.
BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY

Audit, Finance and Planning Committee
1:00 – 2:30 p.m, September 15, 2011
Winslow Conference Room
Jim Owens, Chair

AGENDA

CALL TO ORDER
Reading of Conflicts of Interest Inquiry

1. CONSENT AGENDA TAB 4.1
   * Approval of Minutes from April 21, 2011 meeting 4.1A

***END OF CONSENT AGENDA ITEMS***

2. RESPONSIBILITIES OF THE COMMITTEE TAB 4.2
   * Audit, Finance and Planning Committee
     Delegated Authority
     Finance and Business
     Kathryn S. Hart, Associate Vice Chancellor for Finance and Business
     and University Treasurer

3. REQUESTED ACTION TAB 4.3
   ✓ * Approval of Special Obligation Bonds Resolution 4.3A
     Finance and Business
     Kathryn S. Hart, Associate Vice Chancellor for Finance and Business
     and University Treasurer

4. INFORMATIONAL REPORTS TAB 4.4
   * NC State Budget Status 4.4A
     Finance and Business
     Charles D. Leffler, Vice Chancellor for Finance and Business
     Office of Provost
     Dr. Warwick Arden, Provost and Executive Vice Chancellor

✓ Denotes full Board approval required
* Strategic Plan Implementation 4.4B
Office of Provost
Dr. Warwick Arden, Provost and Executive Vice Chancellor
Dr. Margery Overton, Co-Chair Strategic Planning Committee

* Realignment Update 4.4C
Office of Provost
Dr. Warwick Arden, Provost and Executive Vice Chancellor
Finance and Business
Charles D. Leffler, Vice Chancellor for Finance and Business

* Athletics Financial Report 4.4D
Athletics
Deborah A. Yow, Director
Finance and Business
Charles D. Leffler, Vice Chancellor for Finance and Business

* Update on Data Security 4.4E
Office of Information Technology
Dr. Marc I. Hoit, Vice Chancellor

* Internal Audit Update 4.4F
Internal Audit
Cecile Hinson, Director, Internal Audit

* Fall 2011 Enrollment Report 4.4G
University Planning and Analysis
Karen Helm, Director

ADJOURN
Agenda Item / Issue: 4.1A

Approval of Minutes from April 21, 2011 Meeting

Requested / Required Action:

Committee Approval

Suggested Motion:

Approve minutes as presented
Meeting of Audit, Finance and Planning Committee
North Carolina State University
Board of Trustees
April 21, 2011

Chair Ben Jenkins was unable to attend the meeting, and Steve Warren acted as chair in his absence. Mr. Warren opened the meeting at 1:05 p.m. in the Winslow Hall Conference Room. Committee members present for the meeting were:

Mr. Steve Warren, acting Chair
Ms. Kelly Hook
Mr. Bob Jordan
Mr. Jim Owens
Mr. John Sall

Others present were:

Chancellor W. Randy Woodson
Dr. Warwick Arden, Interim Provost and Executive Vice Chancellor
Mr. Jack Colby, Assistant Vice Chancellor for Facilities Operations and Co-Chair of CEST
Mr. Lawrence Davenport, Chair, Board of Trustees
Ms. Tracy Dixon, Sustainability Director
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
Dr. Marc Hoit, Vice Chancellor, Office of Information Technology
Mr. Kevin Howell, Assistant to the Chancellor, External Affairs
Dr. Hans Kellner, Chair-elect, Faculty Senate
Dr. Duane Larick, Dean, Graduate School
Mr. Charles Leffler, Vice Chancellor for Finance and Business
Dr. Terri Lomax, Vice Chancellor for Research and Innovation
Dr. Margery Overton, Chair, Faculty Senate
Ms. Marielle Pocan, Assistant to the Provost for Internal Communications
Dr. Thomas Stafford, Vice Chancellor for Student Affairs
Ms. Marilyn Stieneke, Director of Planning and Communications, Finance and Business
Ms. PJ Teal, Secretary of the University and Assistant to the Chancellor
Dr. William Winner, Professor of Forestry and Environmental Resources and Co-Chair of CEST

Mr. Warren 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 February 17, 2011 meeting were approved unanimously.
Provost Arden and Dr. Margery Overton brought forward the Strategic Plan and revised Mission Statement for endorsement by the Committee. Kudos were given to the Strategic Plan Committee for all of their hard work. The Committee fully endorses the Plan and Mission Statement and it will be sent to the Full Board for approval.

Ms. Cecile Hinson presented the Internal Audit Annual Audit Plan for Fiscal Year 2012. The plan is derived from the Division's Continuous Risk Assessment Process which identifies areas of high risk across the University throughout the year. The Continuous Risk Assessment Process facilitates both the development of the Audit Plan and and subsequent adjustments to it. In addition, the process is utilized in relation to each audit and consulting engagement and is also critical in the identification and analysis of emerging areas of risks. The Committee unanimously approved the FY 2012 Audit Plan.

Ms. Cecile Hinson also provided the Committee an update on the Internal Audit activities during the past two months including the issues related to lack of internal controls noted in the FY 2011 audit of the Friends of Baseball ("Rally Club") and other audit and consulting engagements. In addition, her report included information on the Division's hosting a student "shadow" from the Poole College of Management interested in learning more about the profession of internal auditing and preliminary information on a proposed new web-based audit management system that will greatly enhance the efficiency of audit engagement management and provide management data and trending reports.

Provost Arden and Vice Chancellor Leffler discussed the Strategic Realignment Plan. Implementation teams will be established. The timeline for action items will vary, with some being effective July 1, 2011 and continuing for the next two to three years. NC State will emerge from this as an even stronger, more vital university.

Provost Arden and Vice Chancellor Leffler’s budget report included an update on the State’s economy and revenues and budget by program areas. They noted the major priorities of the UNC System including funding for enrollment growth abilities, building reserves, continued use of management flexibility for reductions, and campus-initiated tuition increases. They discussed a possible 15% budget reduction and the impact to campus. The Strategic Realignment Plan will influence future budget allocation decisions.

Provost Arden provided additional information to the Committee on the Wake NC State STEM Early College High School program and the status of the Memorandum of Agreement with the Board of Education. The school will open in the Creative Services Building and an open house will be held in May. The Cherry Building is scheduled to be ready for permanent residency in December of 2012. He also briefly outlined the responsibilities for Wake County Public School System (through Department of Public Instruction) and NC State.
Dr. Duane Larick presented the plans to establish a new Master of Science degree in Electric Power Systems Engineering. The program will provide students with a thorough understanding of the tools, methods and practice of electric power engineering. The Department of Energy has identified a need for this academic degree program, and in July 2010, awarded NC State a three year grant to facilitate the development and delivery of this program.

Mr. Jack Colby and Dr. William Winner, co-chairs of the campus environmental sustainability team (CEST), presented the University Sustainability Strategic Plan. They discussed the climate action plan and energy management planning. Five-year strategies include academics and research, engaging the community, reducing energy and water uses, green development and transportation. The committee found the content of the Plan to be consistent with the direction that NC State should be taking and supported initiatives it prescribed.

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

Submitted by ___________________________________
Secretary to the Committee

Approved _____________________________________
Chair of the Committee
Audit, Finance and Planning Committee Delegated Authority

Requested / Required Action:
None required.

Suggested Motion:
None required.

Responsible University Unit:
Finance and Business

University Presenter/Contact:
Kathryn S. Hart, Associate Vice Chancellor for Finance and Business and University Treasurer
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.

*Items i through viii above are evidenced by:*

- Annual presentation of audit plan by Director of Internal Audit for approval
- Twice yearly updates regarding progress against the audit plan
- Special reports on audit issues or findings
4.2A

- Quarterly reports include discussion of significant audit issues or findings. Significant findings are brought to Board’s attention in a timely manner.
- Internal Auditor performs continuous risk assessment process year-round which results in twice yearly updated audit plan presented to Committee.
- Internal Auditor reports annually to the Committee the results of the University’s Assessment of Internal Controls over Financial Reporting letter and summary report which are provided to the State Controller. Further, the Chancellor certifies the institution’s self-assessment activities and results in his annual compliance letter to the President.
- Annual presentation of audited financial statement and management letter

ix. Review audit reports of University-associated entities.

Evidenced by:
- Annual report to AF&P Committee

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.

Evidenced by:
- Updates on legislative budget situation
- Information about overall university budget and periodic budget status updates
- Advisory role regarding specific budget issues

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).

Evidenced by:
- Approval request for campus initiated tuition increases and student fees

c. Planning

i. Review and recommend to the Board of Trustees for approval changes in the university’s mission statement.
Evidenced by:

- Advisory role regarding University strategic planning
- Periodic updates regarding enrollment data
- Informational reports about intent to plan new degree programs
- Special reports on campus initiatives

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

Evidenced by:

- Special requests by Chancellor for review of specific plan development

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

Evidenced by:

- Routine approval of establishment of Centers and Institutes
- Periodic approval for continuation of Centers and Institutes

iv. Review reports from the Board of Visitors.

Evidenced by:

- Request for presentations of reports impacting committee. Full Board of Trustees receives Board of Visitor reports

d. Policy Development

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

Evidenced by:

- Quarterly updates on investment performance of NC State Investment Fund, Inc.
- Centennial Campus updates
- Advisory role regarding debt management
- Approval of special obligation bond issuance
- Periodic reports on auxiliary operations

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.

Evidenced by:

- Approval of tuition collection procedures – ex. approved student (Tuition Management Systems) monthly payment plan
- Periodic review of billing and collection efforts
iii. Recommend to the Board of Trustees for approval policies regarding acceptance of obligations in lieu of cash from students in payment of tuition and fees; and requirements for collateral security.

    *Evidenced by:
    * Advisory role regarding financial aid status

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

    *Evidenced by:
    * Reports to AF&P Committee as needed
Agenda Item / Issue: 4.3A

Approval of Special Obligation Bonds Resolution

Requested / Required Action:

Committee and Full Board Approval

Suggested Motion:

Move to approve Special Obligation Bonds Resolution as presented.

Responsible University Unit:

Finance and Business

University Presenter/Contact:

Kathryn S. Hart, Associate Vice Chancellor for Finance and Business and University Treasurer
RESOLUTION OF THE BOARD OF TRUSTEES OF NORTH CAROLINA STATE UNIVERSITY AT RALEIGH APPROVING THE ISSUANCE OF SPECIAL OBLIGATION BONDS

WHEREAS, under Article 3, Section 116D General Statues of North Carolina (the “Act”) the Board of Governors (the “Board of Governors”) of the University of North Carolina (the “University”) may issue special obligation bonds and bond anticipation notes, in anticipation of the issuance of special obligation bonds, payable from obligated resources to pay the costs of acquiring, constructing or providing a special obligation project at one of the constituent institutions of the University or refunding any obligations previously issued by the Board of Governors;

WHEREAS, North Carolina State University at Raleigh (“NC State”) may request the Board of Governors to issue one or more series of bonds to be known as “North Carolina State University General Revenue Bonds” (the “Bonds”), the proceeds of which will be applied to the (a) renovation, expansion and improvement of the Lee and Sullivan Residence Halls and (b) the construction, acquisition and equipping of the Centennial Campus Housing Complex (collectively, the “Special Obligation Projects”);

WHEREAS Section 116D-26(b) of the Act requires the Board of Trustees of North Carolina State University at Raleigh to approve the issuance of Bonds for the Special Obligation Projects;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of North Carolina State University at Raleigh as follows:

Section 1. Approval of Issuance of Bonds. The issuance of Bonds for the Special Obligation Projects is approved.

Section 2. Effective Date. This Resolution is effective immediately.

ADOPTED AND APPROVED this ___ day of September, 2011.

THE BOARD OF TRUSTEES OF NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

By: ________________________________
    Assistant Secretary
Agenda Item / Issue: 4.4A

NC State Budget Status

Requested / Required Action:

None required.

Suggested Motion:

None required.

Responsible University Unit:

Finance and Business
Office of Provost

University Presenter/Contact:

Charles D. Leffler, Vice Chancellor for Finance and Business
Dr. Warwick Arden, Provost and Executive Vice Chancellor
### NC State University Agenda

#### UNC-GA Flex Budget Reduction Allocation

#### 2011-12 State Appropriated Funds Budget Base Class 212 & 215 (Excludes Premium Tuition Programs 101,106,110,142,151,162,160,170,180 (Excludes Appropriated Receipts & Financial Aid))

#### Budget Reduction Calculation

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Acad Affairs</th>
<th>Ag Research</th>
<th>Coop Ext</th>
<th>University</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>$422,977,031</td>
<td>$92,239,461</td>
<td>$43,593,609</td>
<td>$252,796,101</td>
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<td>UNC-GA Reduction Distribution</td>
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<td>$7,393,484</td>
<td>$5,355,372</td>
<td>$17,294,895</td>
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<tr>
<td>Code Reduction limited to 12.3% Research Stations limited to 10% Kannapolis limited to 0%</td>
<td>$7,393,484</td>
<td>($202,160)</td>
<td>($86,427)</td>
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<tr>
<td>Allowable Reduction to Ag Codes $6,241,826</td>
<td>$5,355,372</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Adjusted Reduction Allocation to limits ($237,880)</td>
<td>$67,975,841</td>
<td>$7,393,484</td>
<td>$5,355,372</td>
<td>$17,294,895</td>
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<tr>
<td>Revised Allocation Amounts</td>
<td>$67,975,841</td>
<td>$7,393,484</td>
<td>$5,355,372</td>
<td>$17,294,895</td>
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<tr>
<td>Balance available from 09-10 Reduction Plan</td>
<td>($14,303,472)</td>
<td>($1,100,000)</td>
<td>($17,003,472)</td>
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<tr>
<td>Personnel Benefits Reduction</td>
<td>($3,169,675)</td>
<td>($3,169,675)</td>
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<td></td>
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<tr>
<td>Preliminary Reduction Plan Allocation</td>
<td>($41,288,410)</td>
<td>($4,641,826)</td>
<td>($25,355,372)</td>
<td>($50,188,608)</td>
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<tr>
<td>Ag Code Limits allocated to 16030</td>
<td>($3,896,205)</td>
<td>($3,896,205)</td>
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<td></td>
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<td>Campus Reduction Plan Allocation</td>
<td>($45,184,615)</td>
<td>($4,641,826)</td>
<td>($25,355,372)</td>
<td>($54,081,810)</td>
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</table>

<table>
<thead>
<tr>
<th>OUC Description</th>
<th>Continuing Percentage</th>
<th>Reduction Percentage</th>
<th>Allocation</th>
<th>2011-12 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>02 Vice Chancellor/Provost</td>
<td>11.25%</td>
<td>11.25%</td>
<td>($3,436,829)</td>
<td>10.10%</td>
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<td>0297 Academic Strategic Reserve</td>
<td>9.00%</td>
<td>0.00%</td>
<td>1,308,159</td>
<td>0.09%</td>
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<tr>
<td>04 Graduate School</td>
<td>9.00%</td>
<td>0.00%</td>
<td>2,236,383</td>
<td>0.00%</td>
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<tr>
<td>05 Student Affairs</td>
<td>11.25%</td>
<td>11.25%</td>
<td>4,819,158</td>
<td>10.10%</td>
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<tr>
<td>22 Housing Service</td>
<td>11.25%</td>
<td>11.25%</td>
<td>147,380</td>
<td>10.10%</td>
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<tr>
<td>25 NC State Libraries</td>
<td>6.00%</td>
<td>6.00%</td>
<td>24,420,145</td>
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<tr>
<td>12 Undergraduate Academic Program</td>
<td>9.00%</td>
<td>9.00%</td>
<td>3,987,747</td>
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<tr>
<td>32 Division of Enrollment Management</td>
<td>11.25%</td>
<td>0.00%</td>
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<tr>
<td>35 Distance Education &amp; Learning</td>
<td>11.25%</td>
<td>0.00%</td>
<td>16,269,457</td>
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<tr>
<td>36 Diversity and Inclusion</td>
<td>11.25%</td>
<td>11.25%</td>
<td>1,047,440</td>
<td>11.25%</td>
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<tr>
<td>38 Equal Opportunity &amp; Equity</td>
<td>11.25%</td>
<td>11.25%</td>
<td>977,696</td>
<td>11.25%</td>
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<tr>
<td>39 Office of International Affairs</td>
<td>11.25%</td>
<td>11.25%</td>
<td>1,568,441</td>
<td>11.25%</td>
</tr>
</tbody>
</table>

**Total Provost/Vice Provost Units**

<table>
<thead>
<tr>
<th>OUC Description</th>
<th>Continuing Percentage</th>
<th>Reduction Percentage</th>
<th>Allocation</th>
<th>2011-12 %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Colleges</strong></td>
<td>9.00%</td>
<td>9.00%</td>
<td>($22,068,740)</td>
<td>($4,690,831)</td>
</tr>
<tr>
<td><strong>Total Provost and Colleges</strong></td>
<td>9.00%</td>
<td>9.00%</td>
<td>($28,948,313)</td>
<td>($6,845,966)</td>
</tr>
</tbody>
</table>

### Other Institutional Support

<table>
<thead>
<tr>
<th>OUC Description</th>
<th>Continuing Percentage</th>
<th>Reduction Percentage</th>
<th>Allocation</th>
<th>2011-12 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 Chancellor’s Unit</td>
<td>11.25%</td>
<td>11.25%</td>
<td>$3,184,351</td>
<td>11.25%</td>
</tr>
<tr>
<td>06 Research &amp; Innovation</td>
<td>0.00%</td>
<td>0.00%</td>
<td>1,180,531</td>
<td>0.00%</td>
</tr>
<tr>
<td>08 University Advancement</td>
<td>0.00%</td>
<td>0.00%</td>
<td>7,554,515</td>
<td>0.00%</td>
</tr>
<tr>
<td>09 Extension, Engagement &amp; Econ Dev</td>
<td>11.25%</td>
<td>11.25%</td>
<td>2,412,058</td>
<td>11.25%</td>
</tr>
<tr>
<td>27 Office of General Counsel</td>
<td>11.25%</td>
<td>11.25%</td>
<td>1,200,317</td>
<td>11.25%</td>
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<tr>
<td>4X Finance &amp; Business</td>
<td>11.25%</td>
<td>11.25%</td>
<td>7,630,947</td>
<td>11.25%</td>
</tr>
<tr>
<td>51 Office of Information Technology</td>
<td>11.25%</td>
<td>11.25%</td>
<td>23,578,585</td>
<td>11.25%</td>
</tr>
<tr>
<td>5X Utilities</td>
<td>0.00%</td>
<td>0.00%</td>
<td>32,577,650</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

**Total Other Institutional Support**

<table>
<thead>
<tr>
<th>OUC Description</th>
<th>Continuing Percentage</th>
<th>Reduction Percentage</th>
<th>Allocation</th>
<th>2011-12 %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Other Institutional Support</strong></td>
<td>9.17%</td>
<td>9.17%</td>
<td>($12,360,097)</td>
<td>($1,527,942)</td>
</tr>
<tr>
<td><strong>Sub-Total Academic</strong></td>
<td>9.17%</td>
<td>9.17%</td>
<td>($14,240,018)</td>
<td>($8,173,308)</td>
</tr>
<tr>
<td>Ag Code Limits allocated to 16030</td>
<td>9.17%</td>
<td>9.17%</td>
<td>($3,896,205)</td>
<td>($3,896,205)</td>
</tr>
<tr>
<td>Personnel Benefits Reduction</td>
<td>9.17%</td>
<td>9.17%</td>
<td>81,431,500</td>
<td>9.17%</td>
</tr>
<tr>
<td>Balance from 2009-10 Reduction</td>
<td>9.17%</td>
<td>9.17%</td>
<td>14,303,472</td>
<td>9.17%</td>
</tr>
<tr>
<td><strong>Total Academic</strong></td>
<td>9.17%</td>
<td>9.17%</td>
<td>($64,961,722)</td>
<td>($8,910,071)</td>
</tr>
<tr>
<td>Agricultural Research Service</td>
<td>6.53%</td>
<td>6.53%</td>
<td>$71,126,852</td>
<td>6.53%</td>
</tr>
<tr>
<td>Cooperative Extension Service</td>
<td>7.11%</td>
<td>7.11%</td>
<td>$59,880,569</td>
<td>7.11%</td>
</tr>
<tr>
<td>Balanced from 2009-10 (1603 &amp; 32)</td>
<td>9.17%</td>
<td>9.17%</td>
<td>2,700,000</td>
<td>9.17%</td>
</tr>
<tr>
<td><strong>Total University</strong></td>
<td>9.17%</td>
<td>9.17%</td>
<td>$67,965,143</td>
<td>$8,910,071</td>
</tr>
</tbody>
</table>

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1. Agriculture Research and Cooperative Extension reductions will be allocated proportionately to CALS and CNR.
2. Personnel Benefits budget reduction estimates the percentage of the reductions that will be in permanent personnel budget lines.
3. Ag Research and Cooperative Extension reductions limited to 12.3%. Ag Research Station budget (program 123) reduction limited to 12%; and NCRC (Kannapolis) to be exempt from any reduction. CALS to not allocate any reduction. The Additional reduction to 16030 resulting from the Appropriation Bill limits in reductions to the Ag Budget codes is allocated on a prorata basis to the campus units.
4. The Graduate School budget does not include the GSSP budget; the Provost has also committed an additional $1.8 million recurring for 2011-12.
5. 09 EEDC reduction is not to include savings from eliminating the VC and 2.75 admin support positions in VC’s office ($179,139 in 2011-12 and $358,278 in 2012-13)
6. Personnel Benefits for the Strategic Reinvestment allocations will have to be allocated from the relevant reserves to the Benefits Budget as noted in Footnote 2.
BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY

Committee: Audit, Finance and Planning Committee

Meeting Date: September 15, 2011

Agenda Item / Issue: 4.4B

Strategic Plan Implementation

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
Dr. Margery Overton, Co-Chair Strategic Planning Committee
THE PATHWAY TO THE FUTURE
NORTH CAROLINA STATE UNIVERSITY
STRATEGIC PLAN
2011-2020
CONTENTS

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NC State's Strategic Planning Process ............................................................................................................................. 3
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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
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 the 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.

---

**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 work force 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 and 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 whether 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 multifaceted, high-quality experiences.
COLLABORATION AND PARTNERSHIPS

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 multidisciplinary 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.
BOARD OF TRUSTEES  
NORTH CAROLINA STATE UNIVERSITY  

Committee: Audit, Finance and Planning Committee  
Meeting Date: September 15, 2011

Agenda Item / Issue: 4.4C

Realignment Update

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
## 1. ADMINISTRATIVE CONSOLIDATION

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Action Items and Status</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(A) Discontinuation of Office of Extension, Engagement and Economic Development</strong></td>
<td>Office will be discontinued with Vice Chancellor retiring</td>
<td>December 31, 2011</td>
</tr>
<tr>
<td><strong>Economic Development</strong></td>
<td>Economic development activities have moved to the renamed Office of Research, Innovation and Economic Development</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Extension Operations Council is being reconfigured to form Extension and Engagement Council co-chaired by Provost and Vice Chancellor for Research, Innovation and Economic Development</td>
<td>December 14, 2011 (final meeting of fall semester)</td>
</tr>
<tr>
<td><strong>McKimmon Center</strong></td>
<td>Operational placement in Campus Enterprises is being evaluated</td>
<td>November 1, 2011</td>
</tr>
<tr>
<td><strong>Continuing Education</strong></td>
<td>Continuing Education programs have moved to the Office of the Provost under Alice Warren as Vice Provost for Continuing Education</td>
<td>Complete</td>
</tr>
<tr>
<td><strong>Engagement and Outreach</strong></td>
<td>Programs have been moved to Office of the Provost (Ed. Outreach, Military Ed., Shelton Leadership, etc.) under Jose Picart as Special Assistant</td>
<td>Complete</td>
</tr>
<tr>
<td><strong>(B) Consolidation of Student Programs</strong></td>
<td>Student Affairs and DUAP are merging to form new division within Office of the Provost, with Jo-Ann Cohen as chair of Implementation Team</td>
<td>Plan-December 15, 2011 Implementation - July 1, 2012</td>
</tr>
<tr>
<td><strong>(C) Consolidation of Equity and Diversity Offices</strong></td>
<td>OEO and Diversity offices have merged to form new Office of Institutional Equity and Diversity, including Student Affairs diversity activities, with Joanne Woodard as head of new unit</td>
<td>Complete</td>
</tr>
</tbody>
</table>

## 2. ACADEMIC PROGRAMS

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Action Items and Status</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(A) Review of Academic Science Programs</strong></td>
<td>Study group led by Margery Overton is reviewing administrative structure and developing an implementation strategy</td>
<td>December 31, 2011</td>
</tr>
<tr>
<td><strong>(B) Review of Academic Programs</strong></td>
<td>Study group led by Duane Larick and John Ambrose will develop metrics and evaluate data pertaining to current undergraduate and graduate programs</td>
<td>May 31, 2012</td>
</tr>
<tr>
<td></td>
<td>Study group will make recommendations for optimal resource allocation</td>
<td>May 31, 2012</td>
</tr>
<tr>
<td><strong>(C) Modification of Academic Planning Approval Process</strong></td>
<td>Dean’s Council has taken ownership of academic planning</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Dean’s Council will develop a new academic planning structure</td>
<td>May 31, 2012</td>
</tr>
</tbody>
</table>
## 2. ACADEMIC PROGRAMS

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Action Items and Status</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(D) Review of Summer and Distance Education Programs</strong></td>
<td>Study group led by Tom Miller and Steve Keto has reviewed Distance Education and developed recommendations that have been posted for campus review and feedback</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Distance Education recommendations will be implemented</td>
<td>Fall, 2012</td>
</tr>
<tr>
<td></td>
<td>Study group led by Jo-Ann Cohen and Louis Hunt has reviewed Summer Education and developed recommendations that have been posted for campus review and feedback</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Summer Education recommendations will be implemented</td>
<td>Summer, 2012</td>
</tr>
</tbody>
</table>

## 3. BUSINESS SERVICES

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Action Items and Status</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(A) Modification of Reporting Lines</strong></td>
<td>Reporting lines of lead college/division representatives for financial and HR transactional activities have been realigned under Finance and Business</td>
<td>Complete</td>
</tr>
<tr>
<td><strong>(B) Creation of Business Operations Centers</strong></td>
<td>Don Patty has been selected as Interim Director of Business Operations</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Implementation Steering Team has been finalized and charged</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>New Director of Business Operations position is being created and filled</td>
<td>October 1, 2011</td>
</tr>
<tr>
<td></td>
<td>Work Activity Analysis will be done to determine effort committed to financial and HR activities</td>
<td>October 1, 2011</td>
</tr>
<tr>
<td></td>
<td>Optimal number and staffing of Business Operations Centers will be determined considering type and volume of transactions</td>
<td>January 1, 2012</td>
</tr>
<tr>
<td></td>
<td>College/division reporting lines are being restructured to align with new reporting structure for financial and HR transactions</td>
<td>January 1, 2012</td>
</tr>
<tr>
<td></td>
<td>First-phase centers will be implemented</td>
<td>July 1, 2012</td>
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</table>

## 4. ORGANIZATIONAL BUREAUCRACY

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Action Items and Status</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(A) Review of all policies, regulations, and rules</strong></td>
<td>Executive Officers are reviewing policies, regulations and rules within their respective divisions</td>
<td>December 31, 2011</td>
</tr>
<tr>
<td><strong>(B) Review of Administrative Processes for Efficiency</strong></td>
<td>Administrative Process Review Committee, led by Terri Helmlinger-Ratcliff, has been charged</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Administrative Process Review Committee has begun to identify new opportunities for process simplification, efficiency improvement, and cost reduction</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
Agenda Item / Issue: 4.4D

Athletics Financial Report

Requested / Required Action:

None required.

Suggested Motion:

None required.

Responsible University Unit:

Athletics
Finance and Business

University Presenter/Contact:

Deborah A. Yow, Director
Charles D. Leffler, Vice Chancellor for Finance and Business
NC State University
Department of Athletics
Board of Trustees: September, 2011

**Athletics History of NC State University**
Since the first football game in 1892, North Carolina State University has won 2 NCAA Men’s Basketball national championships, 2 AIAW (Association for Intercollegiate Athletics for Women) titles in Cross Country and 29 individual national championships. We’ve also produced Olympic medalists in swimming, as well as 26 individual NCAA and AIAW national champions in a variety of sports. State is a founding member of the Atlantic Coast Conference. State was the first ACC institution to integrate athletics (1956). In 1988, our head coach for women’s basketball, Kay Yow, served as the head coach for the USA Olympic Basketball team and won the gold medal in Seoul, Korea.

**2010-11 Year in Review**
- Number of Student Athletes: 550
- Number of Sports: 23
- Conferences:
  - Atlantic Coast Conference
  - Eastern Athletic Gymnastics League
  - Southeastern Air Rifle Conference

**Competitive Highlights**
- 5 Teams finished in the Top 30 nationally
  - Men’s Cross Country (20)
  - Women’s Cross Country (24)
  - Football (25)
  - Women’s Tennis (27)
  - Men’s Golf (30).
- Learfield Director’s Cup Standing: Improved 22 spots in the 2010-11 national standings from 89th to 67th.

**Academic Superlatives**
- 213 State student-athletes were selected to the ACC Academic Honor Roll for the 2010-11 academic year, the highest number of State Student Athletes in the 55 year history of the ACC Honor Roll. The Honor roll consists of student-athletes that participated in a varsity-level sport and registered a GPA of 3.0 or higher for the full academic year. State’s ACC Honor Roll honorees included student-athletes from every sport.
- The 2010-11 academic year graduation rate of 69% was our all-time best since the NCAA began keeping such records.
260 State Scholar Athletes, a record number, were honored for obtaining a 3.0 or higher GPA in the Spring, 2011 semester. In addition, three student athletes earned post graduate scholarships from the ACC to complete advanced degrees.

**Operation Metrics**
- Number of Employees: 185 Full-time and approximately 90 part-time
- 2010-11 Athletic Operating Revenue: $40,540,030
- 2010-11 Athletic Operating Expenses: $40,532,896
- 2010-11 Net Revenue: $7,134
- Scholarship transfer $8,074,335.
- Total Operating Budget: $48.6 million
- Primary Revenue Sources: Tickets, ACC Conference Distributions, Student Fees, Multi-rights media payments, RBC Suite revenue, Concessions & Bookstores commissions.
- Per sport expenditures for 2009-10 reflect State as 9th out of 12 ACC universities, as measured by the Equity in Athletics Disclosure Act of the Department of Education.
- Expenses paid to campus are up 51% from FY10 to FY12. (Largely due to tuition increases and administrative fee charges).
- MUST generate additional unrestricted revenue for operational expenses.

**Capital Metrics**
- State Athletics operates and maintains 8 indoor facilities and 8 outdoor venues, as well as utilize the RBC Center at an annual cost of $5.85 million for 2010-11.
- Currently spending approximately $7.2 million in unrestricted revenue and assigned student fees for facility improvement payments annually.

**Wolfpack Club**
- Mission Statement: To provide financial support for athletic scholarships and facilities for NC State University.
- Founded: September 5, 1936
- Membership: 19,202 (Calendar Year 2010)
- Scholarship Funding:
  - 2009-10 (Actuals) $5.41 million
  - 2010-11 (Actuals) $8.074 million
  - 2011-12 (Projected) $9.08 million
Agenda Item / Issue: 4.4E

Update on Data Security

Requested / Required Action:

None required.

Suggested Motion:

None required.

Responsible University Unit:

Office of Information Technology

University Presenter/Contact:

Dr. Marc I Hoit, Vice Chancellor
Agenda Item / Issue: 4.4F

Internal Audit Update

Requested / Required Action:

None required.

Suggested Motion:

None required.

Responsible University Unit:

Internal Audit

University Presenter/Contact:

Cecile Hinson, Director
Annual Report

NC State University
Internal Audit Division

Fiscal Year 2010 – 2011
(Data as of June 10, 2011)

Annual Report Highlights:
Mission & General Overview ................................................................. 2
Significant Accomplishments of 2010-2011 ........................................ 3
Audit & Consulting Engagements ......................................................... 4-5
Additional Audit Activities ................................................................. 6
Vision for the Future .......................................................................... 7
The mission of the NCSU Internal Audit Division (IAD) is to support the University's successful achievement of its strategic goals. We accomplish this by serving as a partner to executive management, faculty, and staff in identifying and balancing their units’ risks through objective, flexible, and proactive audit and consultation services.

This year has been one of rapid change at our University as our leadership has set new directions for the University as a whole. Those positive changes, unfortunately, have been accompanied by external pressures related to the state budget and the general economy. This changing and sometimes uncertain environment resulted in IAD experiencing an increased volume of unscheduled investigations and special requests for audits and consulting. Adding to the challenges, IAD experienced turnover of several staff who left the University for lucrative opportunities in the Federal and private sectors. This left us with only 4.75 permanent audit staff, including the Director, and 1.5 temporary employees (1 temporary FTE newly hired into the Administrative Assistant position and a .5 temporary FTE working against a vacant auditor position). Unfortunately, budget constraints have prevented our 3 vacant positions from being fully and permanently filled as of the writing of this report.

These challenges, along with new risks emerging throughout the year requiring our immediate attention, resulted in 6 audits from the 2011 Audit Plan (Plan) being incorporated back into our continuous risk assessment process. Those audits were reassessed and reprioritized against other potential audits and risks and considered for inclusion in future Plans with the same scope, a new scope, or, if the risk was deemed to have been mitigated, they were removed from the risk data.

(Continued on page 3)
Nonetheless, despite constrained resources and a challenging environment, IAD has accomplished much this year.

**Significant Accomplishments of 2010–2011**

- Successfully passed our first internal, formal Quality Assessment Review (QAR). This review was performed by an independent audit consultant and was conducted in accordance with The Institute of Internal Auditors’ International Professional Practices Framework and the State of North Carolina's Internal Audit Act. The review serves as the final preparatory step for the external portion of the QAR which will be conducted in fiscal year 2012 by the State of North Carolina Office of Internal Audit.
- Advised the Executive Vice Chancellor and Provost regarding Federal A-21 requirements and audit trends in relation to Office of Inspector General audits of summer salary payments from Federal research contracts and grants; made best practice and compliance recommendations for University processes and provided input for campus communications.
- Internally developed a new website that focuses on providing useful tools to campus units: self-assessments for their financial and HR processes and procedures, a variety of educational presentations on best practices for several high-risk processes on campus, and flow charts of our audit processes to enhance transparency and campus understanding of what we do.
- An ethics Hotline was a well-received addition to our new website allowing for anonymous reporting of misuse, mismanagement, or other ethical concerns directly to the Director of Internal Audit.
- Security Assessment Consulting Projects conducted in University Planning and Analysis and the Office of General Counsel resulted in significantly improved security relating to information technology (IT), data, and physical security. Leadership in both organizations expressed appreciation for our efforts and implemented our recommended improvements immediately.
- IAD Management and staff increased their knowledge, skills, and experience by cross-training to enable more in-depth integration of operational and IT audit engagements. Cross-training was achieved through on-the-job training and formal classroom training. This enabled staff to audit outside their traditional areas of expertise and increased IAD’s ability to respond rapidly to University needs.
- The management team acted as independent chair-persons on several successful task forces or committees including: the University IT Governance Initiative’s Security and Compliance Taskforce and the Search Committee for the Deputy General Counsel.
- IA Director presented at the Institute for Internal Auditors (IIA) Student Night at NCSU enhancing student’s awareness of the internal audit profession. This presentation resulted in a student requesting and subsequently shadowing the IAD staff.
- Significantly revised our interview process by switching to the Behavioral Based Method for hiring new employees into the auditor and administrative assistant positions.
Audit & Consulting Engagements

Audit engagements arise directly from our continuous risk assessment and analysis process. Each year in April, the Board of Trustees reviews and approves a new Plan for the coming fiscal year. That Plan is a “snapshot in time” of the current risks as of February 1 (the end of our planning year). It is subject to change as our on-going risk analysis weighs emerging areas of risk, management requests, and potential investigations received throughout the year against the audits on the approved Plan. The impact of this is that some audits on the Plan will be replaced or postponed by new audits that carry higher or more immediate risk. The result is a more responsive, comprehensive process.

In addition to audits, we perform numerous consulting engagements each year, partnering with units to create an awareness of internal controls, reinforce the importance of compliance to Federal, State, and University requirements, and increase efficiency and effectiveness. It is our philosophy that consulting “up front” or immediately upon identifying a risk is more valuable, timely, and cost beneficial than conducting an “after the fact” audit. Consulting engagements are typically separated into two general categories: major consulting projects have a duration of several weeks to several months or more and minor consulting projects last less than one week. Consulting projects arise on an almost daily basis through a variety of sources and are added to our work load based on the resources available. Overall, the goal for our consulting engagements is to help the units, colleges, faculty, and staff effectively achieve their goals while still remaining compliant to the requirements that relate to their work.
Examples of Major Consulting Engagements:

- Consulted on a theft of controlled substances. Advised on additional controls, training, and enhanced procedures to manage any future occurrences.
- Addressed concerns related to misuse of grant funding for personal benefit of a family member.
- Provided guidance related to volunteer fund handler fiscal responsibilities and liabilities.
- Advised several college and central units on use of personal computers and other devices for University business.
- Raised awareness and recommended guidelines on outsourcing of University data storage.
- Consulted on preventative measures to limit risk of recurrence of credit card related fraud.
- Provided guidance on procedures for purchasing iTunes/AppStore applications.

Minor Consulting Engagements:

IAD receives requests every week from colleges, business units, centers, institutes, and remotely located sites seeking consultative audit input on their projects, new initiatives, or for proper handling of problems encountered. We classify these as minor consulting engagements. This year we handled over 55 minor consulting engagements lasting 1 week or less. These minor activities dealt with security, financial, research, and personnel matters and resulted in recommendations related to compliance, efficiency, security and privacy, or provided general audit related information to campus.
Additional Audit Activities

Everyone in IAD attends a variety of regularly scheduled state, UNC system, and University meetings or focus groups as an attendee, participant, presenter or, when not a conflict of interest, a committee member. It is common for topics addressed at these forums to relate to current, future, or potential audit or consulting work and, thus, these play a critical role in our continuous risk assessment process. IAD’s participation in these gatherings often present us with the opportunity to point out, early in the process, the unexpected impact of decisions being made. In addition, these meetings allow us to educate the campus on the value we can provide, the tools and information available on our website, current trends in the issues noted across campus, and address special topics of interest to each group in an informal training environment.

**University Level Meetings:**
- University IT Committee
- Administrative Systems Steering and Management Teams
- NCSU Research Support Council
- Enterprise Resource Planning Systems
- Business Connections
- Personnel Connections
- Vice Chancellor for Finance and Business Staff Meetings
- Research Administrators Q&A
- Internal Control Assessment Committee
- Annual Research Retreat
- Quickstart Training

**Committee Membership:**
- University Council
- Office of Information Technology’s Identity and Access Management Teams
- NC State Records Retention Schedule Revision Committee
- PRR Taskforce: Ad hoc meetings regarding streamlining the PRR process and PRR website improvements

**UNC – System Level Meetings:**
- UNC Finance Improvement and Transformation (FIT) Team
- UNC FIT Audit Advisory Team
- UNC Auditor’s Association

**State Level Meetings:**
- NC Council of Internal Audits
- NC Internal Audit Alliance

**Professional Organization Meetings:**
- Information Systems Audit and Control Association - included a leadership role as Director for the local chapter of this IT audit professional’s associations
- Institute of Internal Auditors - included presenting at Student Night and serving on the panel for the Raleigh-Durham Chapter
Vision for the Future

We continue to work diligently on these in-process engagements and plan to complete them in an acceptable time frame given our current restrictions in human resources and the impending budget reductions. At the beginning of the new fiscal year, in keeping with our continuous risk assessment process, we will re-analyze the fiscal year 2012 Plan approved in April 2011 and adjust it as necessary to ensure appropriate coverage of those high risk items in relation to our resources.

With an eye to the future, IAD will continue to focus on quality improvement in our Division:

- Peer Review: the State’s Internal Audit Act requires a formal external review in accordance with the Institute of Internal Auditors’ requirements to obtain a quality assessment review by your peers (trained by the IIA); our external review is currently scheduled with the State Office of Internal Audit for Fall 2011
- IA management system implementation: TeamMate will increase productivity of the IAD audit, consulting, risk identification, and reporting processes by ensuring a more organized, streamlined, and web-based method for all our activity. It facilitates reporting and trending of key performance indicators and leverages the internationally accepted professional audit framework
- Continuous improvement to audit processes: we have significantly revised our existing standardized audit processes, created new ones, and regularly enhance all our processes and templates to ensure maximum consistency, efficiency, and effectiveness in our work and work products
- University self-assessment tools: we will complete development of remaining customer self-assessment tools; these will facilitate units in developing or assessing their own IT governance processes, controls, and compliance levels in their systems
- IAD staff are committed to continual professional development and the majority are currently pursuing additional audit related professional certifications
- Community Service: we will continue with, and research opportunities to increase, our team’s volunteer activities in the local community. Each year IAD identifies and performs volunteer activities in the community in an effort to give back to those who have sacrificed for others or to provide help to others in need. This year we volunteered at the Boxes for Soldiers Organization, packing “care packages” for our soldiers in the Middle East

**Engagements in process as of June 10, 2011**

- Audits: 7
- Follow-ups: 8
- Major Consulting Engagements: 9
### Internal Control Testing and/or Review Audits

<table>
<thead>
<tr>
<th>Activity Type and Unit Audited</th>
<th>Included in FY11 Audit Plan?</th>
<th>Status</th>
<th>Material Reportable Condition*</th>
<th>Auditor Comments</th>
</tr>
</thead>
</table>

### Departmental Audits and/or Reviews

<table>
<thead>
<tr>
<th>Activity Type and Unit Audited</th>
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</thead>
<tbody>
<tr>
<td>College of Agriculture and Life Sciences, Cooperative Extension Service (CES) - Granville County</td>
<td>No</td>
<td>Complete</td>
<td>No</td>
<td>Review of business and finance practices at County CES office. Report published 9/1/10. Issues related to minor non-compliances with University requirements and best practice improvements.</td>
</tr>
<tr>
<td>College of Agriculture and Life Sciences, Cooperative Extension Service (CES) - Harnett County</td>
<td>No</td>
<td>Complete</td>
<td>No</td>
<td>Review of business and finance practices at County CES office. All issues were minor and were adequately corrected and verified by Internal Audit prior to completion of audit report; therefore, a management letter issued 06/09/2011 documenting the issues and their successful resolution. Audit is considered to be closed.</td>
</tr>
</tbody>
</table>
## Activity Type and Unit Audited

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<tr>
<td>College of Engineering, Electrical and Computer Engineering Department</td>
<td>Yes</td>
<td>Canceled</td>
<td>n/a</td>
<td>Review of general internal controls over business operations and business office; will include work to follow-up on FY'09 audits: Faculty Performance Review; Contracts &amp; Grants; Misuse Investigation. Audit canceled due to comprehensive self-audit being performed by the College's Business Office. Collaborative agreement reached between College and Internal Audit. The College will perform audit using Internal Audit's self-assessment tools. Audit in subject department will include detailed follow-up of the documented audit issues. Internal Audit will then review and judgementally retest as deemed necessary to ensure all issues adequately addressed (see Follow-Ups listed pgs. 7-8). Collaboration reported to the BOT Audit, Planning, and Finance Committee at the April 21, 2011 meeting.</td>
</tr>
<tr>
<td><strong>Performance Audits</strong></td>
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<tr>
<td>College of Agriculture and Life Sciences - Distance Education and Learning Technology Applications (DELTA) Funded Distance Education Program</td>
<td>No</td>
<td>Complete</td>
<td>No</td>
<td>Chancellor and Provost request; investigation of allegations related to management of the Distance Education Program at CALS. Report issued 7/2010. Issues related to budgeting and projection processes, miscommunications, and inappropriate communications.</td>
</tr>
<tr>
<td><strong>Financial Statement Audits</strong></td>
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<tr>
<td>The Friends of N.C. State Baseball, L.L.C. (&quot;Rally Club&quot;)</td>
<td>Yes</td>
<td>Complete</td>
<td>No</td>
<td>Audit of the Associated Entity's financial statements and related internal control practices. Issues related to continued non-compliance with Operating Agreement and continued lack of basic internal controls over accounts, expenditures, and monetary deposit processes. These issues had been noted in the reports issued in fiscal years 2009 and 2010 but not corrected by the Rally Club. Report issued 03/30/2011.</td>
</tr>
<tr>
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<tr>
<td>IT General Controls - Distance Education and Learning Technology Applications (DELTA)</td>
<td>Yes</td>
<td>Canceled</td>
<td>n/a</td>
<td>General IT controls and processes. Canceled 3/2011 due to a University Strategic Planning Team being tasked to review and recommend comprehensive improvements to distance education processes.</td>
</tr>
<tr>
<td>IT General Controls - Student Affairs</td>
<td>No</td>
<td>Complete</td>
<td>No</td>
<td>General IT controls and processes. Report published 6/24/11. Issues related to efficiency and effectiveness, strategic planning for Students Affairs IT, project and change management, and minor weaknesses in security in some departments within Student Affairs.</td>
</tr>
<tr>
<td>College of Agriculture and Life Sciences, Cooperative Extension Service - IT General Controls</td>
<td>Yes</td>
<td>Canceled</td>
<td>n/a</td>
<td>General IT controls and processes. Replaced 2/2011 with Audit of Financials System based on Internal Audit Continuous Risk Assessment mid-year risk update and re-analysis process.</td>
</tr>
<tr>
<td>Office of Information Technology (OIT) – Infrastructure, Systems, and Operations – University Virtual Computing Services</td>
<td>Yes</td>
<td>Canceled</td>
<td>n/a</td>
<td>Review of University virtual computing services architectural design, operation, and compliance. Canceled due to resource constraints on 06/07/2011.</td>
</tr>
<tr>
<td>Office of Information Technology - Enterprise Application Services and Financial and Business Division - Financial Services (Controller's Office) - Audit of the Financials System</td>
<td>No</td>
<td>In-process</td>
<td>n/a</td>
<td>Detailed application system control review</td>
</tr>
<tr>
<td><strong>Integrated Audits</strong></td>
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<tr>
<td>Human Resources Division - Human Resources Information System</td>
<td>Yes</td>
<td>Canceled</td>
<td>n/a</td>
<td>Integrated audit to assess general IT and business process controls and data integrity. Canceled due to resource constraints, 6/7/2011.</td>
</tr>
<tr>
<td><strong>Special Investigations (i.e. Misuse or Misappropriation of Assets)</strong></td>
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<tr>
<td>College of Agriculture and Life Sciences, Cooperative Extension Service (CES) - Gates and Hertford Counties</td>
<td>No</td>
<td>In-process</td>
<td>n/a</td>
<td>OSA Hot Line delegation: investigate allegations of funds mismanagement in the Gates County CES and Hertford County CES Offices. Report in draft.</td>
</tr>
<tr>
<td>Student Affairs, University Housing - Warehouse and Upholstery Shop Investigation</td>
<td>No</td>
<td>In-process</td>
<td>n/a</td>
<td>OSA Hot Line delegation: investigate allegations related to retaliation, performance management, working conditions, and working environment; repeat of previous allegations. Report in draft.</td>
</tr>
<tr>
<td>College of Agriculture and Life Sciences, Cooperative Extension Service (CES) - Cumberland County 4-H Investigation</td>
<td>No</td>
<td>In-process</td>
<td>n/a</td>
<td>Investigation of internally reported allegations of funds mismanagement involving 4-H accounts. Report in draft.</td>
</tr>
<tr>
<td>College of Physical and Mathematical Sciences, Department of Chemistry - Electronic Instrumentation Shop Investigation</td>
<td>No</td>
<td>In-process</td>
<td>n/a</td>
<td>Internally reported investigation regarding employee working secondary employment during University work hours and potential misuse of assets. Report in draft.</td>
</tr>
</tbody>
</table>

**Special Assignments**

**Compliance Audits**

<table>
<thead>
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<tbody>
<tr>
<td>University Wide, Contracts and Grants - Effort Reporting</td>
<td>Yes</td>
<td>Canceled</td>
<td>n/a</td>
<td>Review of compliance to Federal Office of Management and Budget (OMB) A-21 requirements and effectiveness of processes. Canceled and replaced with special request by Provost and Vice Chancellor for Finance and Business to perform an audit of summer salary grant effort certifications, the related processes, and compliance to A-21.</td>
</tr>
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<tr>
<td>Office of the Provost, Enrollment Management and Services – Scholarships and Financial Aid</td>
<td>Yes</td>
<td>In-process</td>
<td>n/a</td>
<td>Compliance review of Financial Aid processes; audit steps from Federal OMB A-133 audit procedures.</td>
</tr>
<tr>
<td>Previous Years Audit Findings Follow-up</td>
<td></td>
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</tr>
<tr>
<td>College of Engineering, Electrical and Computer Engineering Department - Faculty Performance Review Audit</td>
<td>Yes</td>
<td>In-process</td>
<td>No</td>
<td>A comprehensive self-assessment audit including the Electrical and Computer Engineering Department is being performed by the College’s Business Office. Collaborative agreement reached between College and Internal Audit such that the College will perform self-assessment in Department that includes detailed follow-up of the audit issues. Internal Audit will then review and judgementally retest as deemed necessary to ensure all issues adequately addressed. Collaboration reported to the BOT Audit, Planning, and Finance Committee at the April 21, 2011 meeting.</td>
</tr>
<tr>
<td>College of Engineering, Electrical and Computer Engineering Department - Contracts and Grants Audit</td>
<td>Yes</td>
<td>In-process</td>
<td>Yes</td>
<td>A comprehensive self-assessment audit including the Electrical and Computer Engineering Department is being performed by the College’s Business Office. Collaborative agreement reached between College and Internal Audit such that the College will perform self-assessment in Department that includes detailed follow-up of the audit issues. Internal Audit will then review and judgementally retest as deemed necessary to ensure all issues adequately addressed. Collaboration reported to the BOT Audit, Planning, and Finance Committee at the April 21, 2011 meeting.</td>
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<tr>
<td>College of Engineering, Electrical and Computer Engineering Department - Special Review of Internal Allegations of Misuse of State Property/Assets</td>
<td>No</td>
<td>In-process</td>
<td>Yes</td>
<td>A comprehensive self-assessment audit including the Electrical and Computer Engineering Department is being performed by the College's Business Office. Collaborative agreement reached between College and Internal Audit such that the College will perform self-assessment in Department that includes detailed follow-up of the audit issues. Internal Audit will then review and judgementally retest as deemed necessary to ensure all issues adequately addressed. Collaboration reported to the BOT Audit, Planning, and Finance Committee at the April 21, 2011 meeting.</td>
</tr>
<tr>
<td>Office of Information Technology (OIT) - Administrative Data Back-up</td>
<td>No</td>
<td>Complete</td>
<td>No</td>
<td>Follow-up issues in prior Internal Audit report; all were fully and successfully implemented. Audit is closed.</td>
</tr>
<tr>
<td>College of Natural Resources - IT General Controls</td>
<td>No</td>
<td>In-process</td>
<td>No</td>
<td>Follow-up issues in prior Internal Audit report. Internal Audit following up on corrective action implementation; significant progress has been already been made in correcting issues. Additional follow-up activities pending Internal Audit resources in FY2012.</td>
</tr>
<tr>
<td>College of Textiles - Information Technology Department</td>
<td>No</td>
<td>In-process</td>
<td>No</td>
<td>Follow-up issues in prior Internal Audit report. Internal Audit following up on corrective action implementation; significant progress has been already been made in correcting issues. Additional follow-up activities pending Internal Audit resources in FY2012.</td>
</tr>
<tr>
<td>College of Engineering - Office of the State Auditor (OSA) Engineering Foundation</td>
<td>No</td>
<td>Complete</td>
<td>No</td>
<td>Follow-up on issues in OSA report per GA and state requirements; GA closed the 90 day corrective action implementation period on April 30, 2010 based on completed corrective actions and significant progress made on those not complete. Internal Audit follow-up continued until actions fully and successfully implemented. Audit is closed.</td>
</tr>
</tbody>
</table>

*Material Reportable Condition* indicates whether the condition is material reportable. The status column indicates the status of the audit as of June 30, 2011.
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<tr>
<td>Facilities Division - Power Systems Investigation</td>
<td>No</td>
<td>Complete</td>
<td>No</td>
<td>OSA Hot Line delegation; allegation of timesheet and personal time falsifications. Allegations were substantiated. Followed-up on corrective actions; all were fully and successfully implemented. Audit is closed.</td>
</tr>
<tr>
<td>Chancellor's Unit - Compliance with Retreat Rights</td>
<td>No</td>
<td>In-process</td>
<td>Yes</td>
<td>Chancellor request fiscal year 2010: investigation into retreat rights agreements for SAAO employees; significant issues relating to non-compliance, lack of process, and policy inconsistencies. Report issued 08/09. Two of five issues closed as satisfactorily resolved based on Internal Audit follow-up review. Significant progress noted on the remaining three. Additional follow-up activities pending Internal Audit resources in FY2012.</td>
</tr>
<tr>
<td>College of Agriculture and Life Sciences, Cooperative Extension Service (CES) - Warren County</td>
<td>No</td>
<td>In-process</td>
<td>No</td>
<td>Review of business and finance practices at County CES office. Internal Audit to follow-up on corrective actions.</td>
</tr>
<tr>
<td>College of Veterinary Medicine, Veterinary Teaching Hospital - Pharmacy</td>
<td>No</td>
<td>Complete</td>
<td>Yes</td>
<td>Theft of controlled substances; improved security and monitoring efforts implemented and pharmacy staff increased to support more active oversight. Follow-up verified all corrective actions were fully and successfully implemented. Audit is closed.</td>
</tr>
<tr>
<td>Office of Finance and Business, Campus Enterprises - University Dining</td>
<td>No</td>
<td>In-process</td>
<td>No</td>
<td>Review of Departmental business and finance activities including IT systems in use. Financial (reconciliation, billing, non-salary income) and IT issues. Internal Audit following up on corrective action implementation; significant progress has been already been made in correcting issues. Additional follow-up activities pending Internal Audit resources in FY2012.</td>
</tr>
<tr>
<td>Activity Type and Unit Audited</td>
<td>Included in FY11 Audit Plan?</td>
<td>Status</td>
<td>Material Reportable Condition*</td>
<td>Auditor Comments</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-----------------------------</td>
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<td>------------------</td>
</tr>
<tr>
<td>NC State Alumni Association</td>
<td>No</td>
<td>In-process</td>
<td>Yes</td>
<td>Chancellor request; audit of finance and business operations, internal controls, compliance; internal control weaknesses throughout all processes, and minor misuse of state property. Internal Audit following up on corrective action implementation; significant progress has been already been made in correcting issues. Additional follow-up activities pending Internal Audit resources in FY2012.</td>
</tr>
<tr>
<td>Other (Consulting)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>College of Agriculture and Life Sciences, Cooperative Extension Service (CES)</td>
<td>Yes</td>
<td>Complete</td>
<td>n/a</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. Consulting at District Meetings. Major consulting efforts completed; may be later small projects, as needed.</td>
</tr>
<tr>
<td>Associated Entities</td>
<td>Yes</td>
<td>Complete</td>
<td>n/a</td>
<td>Oversight, review, and follow-up responsibilities related to external financial statement audits, as appropriate and necessary.</td>
</tr>
<tr>
<td>College of Veterinary Medicine, Veterinary Teaching Hospital - Theft of Controlled Substance</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Second occurrence of theft of controlled substances; theft discovered early because of corrective actions put in place after first theft (see investigation reported above). Additional controls and training implemented based on results of investigation by CVM (Internal Audit consulting only due to lack of audit staff). Report of results provided to Internal Audit by CVM and reviewed. CVM corrective actions included further enhancement of procedures to detect and prevent future occurrences and improved physical security in new pharmacy location within the new hospital opened in May 2011.</td>
</tr>
<tr>
<td>Activity Type and Unit Audited</td>
<td>Included in FY11 Audit Plan?</td>
<td>Status</td>
<td>Material Reportable Condition*</td>
<td>Auditor Comments</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------------------</td>
<td>------------------------------</td>
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<td>------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Office of the General Counsel - IT Security Consultation</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Special request from the management of the Office of the General Counsel to review security over their data and computer systems, including desktops and laptop computers and other data processing devices.</td>
</tr>
<tr>
<td>University Planning and Analysis (UPA) - IT Security Consultation</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Special request from the management of UPA during a risk assessment meeting for review of data security over highly sensitive data.</td>
</tr>
<tr>
<td>Campus Police - Fraud Awareness Training</td>
<td>Yes</td>
<td>Canceled</td>
<td>n/a</td>
<td>Presentation of training to NCSU Campus Police on fraud awareness during investigations</td>
</tr>
<tr>
<td>College of Engineering Finance and Human Resources Personnel Retreat</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>August 2010 Presentation at the College of Engineering Finance and Human Resources Personnel Retreat on the use of IA self-assessment tools.</td>
</tr>
<tr>
<td>College of Education - Department of Leadership, Policy and Adult and Higher Education</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Consulting on reporting and correction of concerns related to unallowable grant expenses.</td>
</tr>
<tr>
<td>Staff Senate Computer Loan Program</td>
<td>No</td>
<td>Canceled</td>
<td>n/a</td>
<td>Consulting on program's compliance to State Surplus regulations and potential exemption in order to continue providing benefit to employees. Discontinued after initial consultative efforts with program and University administration due to resource constraints, immateriality, and low risk.</td>
</tr>
<tr>
<td>College of Agricultural and Life Sciences, Department of Family and Consumer Sciences - 4-H Fund Reporting</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>July 2010 document review followed by consulting meeting with 4-H to discuss volunteer leadership’s fiscal responsibilities and accountability.</td>
</tr>
<tr>
<td>Activity Type and Unit Audited</td>
<td>Included in FY11 Audit Plan?</td>
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<td>Auditor Comments</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------------------------</td>
<td>-----------------------------</td>
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<td>-------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>College of Agriculture and Life Sciences, Cooperative Extension Service (CES) - Use of Personal Computing Devices</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Consulting on CES employees use of personal computers and other devices, email, for University business. Provided recommendations to CES (May 10, 2011); CES developing guidance for employees.</td>
</tr>
<tr>
<td>Office of Information Technology, Cloud Computing</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Consulting on outsourcing of University data storage to cloud computing service providers and others - Management letter issued with recommendations to Vice Chancellor for IT on 12/2/2010.</td>
</tr>
<tr>
<td>Office of the Provost, McKimmon Center - Credit Card Refund Fraud</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Consulting with McKimmon Center on preventative measures to limit risk of recurrence of credit card refund fraud.</td>
</tr>
<tr>
<td>Office of Finance and Business, Purchasing: iTunes/AppStore</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Consulting with Purchasing, DELTA, OIT and others re: procedures/guidance for purchasing iTunes/AppStore apps. Purchasing to implement resolution to concerns; creating consistent process and guidance.</td>
</tr>
<tr>
<td>University-wide - College IT Disaster Recovery Plan</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>College IT Directors requested consulting and facilitation for work with Office of Information Technology and Business Continuity Department in relation to college IT DR planning strategy.</td>
</tr>
<tr>
<td>Office of Finance and Business, Facilities Division - Facilities Management System</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Consulted on access and other security controls related to the new Facilities Management System.</td>
</tr>
<tr>
<td>College of Textiles - Potential Vendor Kickback Scheme</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Consulted with Campus Police and College of Textiles regarding allegations; allegations unsubstantiated.</td>
</tr>
<tr>
<td>College of Engineering, Institute for Maintenance Science and Technology - Effort Reporting Concern</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Consulted with Contracts and Grants and the College of Engineering administration; participated in ensuring compliance with federal regulations related to employee effort reporting.</td>
</tr>
<tr>
<td>Activity Type and Unit Audited</td>
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<tr>
<td>------------------------------------------------------------------------------------------------</td>
<td>----------------------------</td>
<td>------------</td>
<td>-------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>College of Agriculture and Life Sciences, Cooperative Extension Service (CES) - Carteret County CES 4-H</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Consulted with Department of 4-H Youth Development and Family and Consumer Sciences and the Office of General Counsel regarding concerns related to the financial management of funds by a 4-H volunteer leader.</td>
</tr>
<tr>
<td>University-wide - Summer Salary Certification Process</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Consulted with Provost and Office of Finance and Business units regarding process for summer salary effort reporting on grants. Consulting project led to a management request for an audit which will begin July 2011.</td>
</tr>
<tr>
<td>College of Humanities and Social Sciences, History Department - History Donation</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Consulted with Assistant Dean of College, History Department Department Head, Finance and Business units, and Foundations Accounting personnel regarding a donation made to the department.</td>
</tr>
<tr>
<td>UNC System-wide, UNC Finance Improvement and Transformation (FIT) Team</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Director on FIT Internal Audit Advisory Team and also participates in GA monitoring visits and follow-up on any issues reported as needed.</td>
</tr>
<tr>
<td>University-wide, University IT Committee (UITC)</td>
<td>Yes</td>
<td>On-going</td>
<td>n/a</td>
<td>Participation in UITC including security subcommittee and college Academic IT Directors meetings; consulting on university PRR's, IT standards, and best practices</td>
</tr>
<tr>
<td>University-wide, Administrative Systems Steering and Management Teams</td>
<td>Yes</td>
<td>On-going</td>
<td>n/a</td>
<td>Consulting on IT standards, best practices, and PRRs</td>
</tr>
<tr>
<td>NCSU Research Support Council (RSC)</td>
<td>Yes</td>
<td>Complete</td>
<td>n/a</td>
<td>July 2010 Presentation to RSC regarding common trends, in University research administration oversight, best practices, and issues noted in both internal and external audit activities.</td>
</tr>
<tr>
<td>Office of Information Technology, Enterprise Application Systems - PeopleSoft FIN Upgrade</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Consulting with EAS on PeopleSoft FIN 9.1 workflow upgrade.</td>
</tr>
<tr>
<td>Identity and Access Management (IAM)</td>
<td>Yes</td>
<td>On-going</td>
<td>n/a</td>
<td>Participation on OIT strategic IAM initiative; consulting on IAM standards and best practices</td>
</tr>
</tbody>
</table>
## Activity Type and Unit Audited

<table>
<thead>
<tr>
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<th>Status</th>
<th>Material Reportable Condition*</th>
<th>Auditor Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>University IT Governance Initiative</td>
<td>Yes</td>
<td>Complete</td>
<td>n/a</td>
<td>Audit Manager facilitated University Security &amp; Compliance Taskforce.</td>
</tr>
<tr>
<td>Internal Control Assessment Committee</td>
<td>No</td>
<td>Complete</td>
<td>n/a</td>
<td>Director serves on committee.</td>
</tr>
</tbody>
</table>

*UNC GA defines "material reportable condition as: 1. a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis, or 2. any instances of fraud, illegal acts unless they are inconsequential within the context of the audit objectives, significant violations of provisions of contracts or grant agreements, and significant abuse that have occurred or are likely to have occurred.

**The Office of the State Auditor has determined that the materiality level for the Fiscal Year 2011 NCSU Balance Sheet is $12 million.
Agenda Item / Issue: 4.4G

Fall 2011 Enrollment Report

Requested / Required Action:

None required.

Suggested Motion:

None required.

Responsible University Unit:

University Planning and Analysis

University Presenter/Contact:

Karen Helm, Director
### NC State University
### Preliminary Total Headcount Enrollment
### 2007 - 2011

<table>
<thead>
<tr>
<th>Cohort Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Freshmen</td>
<td>4,792</td>
<td>4,692</td>
<td>4,638</td>
<td>4,558</td>
<td>4,563</td>
</tr>
<tr>
<td>New Transfers</td>
<td>1,035</td>
<td>1,087</td>
<td>1,097</td>
<td>1,141</td>
<td>1,031</td>
</tr>
<tr>
<td>New Agricultural Institute (Fr+Tr)</td>
<td>149</td>
<td>141</td>
<td>134</td>
<td>147</td>
<td>134</td>
</tr>
<tr>
<td><strong>Total New Undergrad</strong></td>
<td>5,976</td>
<td>5,920</td>
<td>5,869</td>
<td>5,846</td>
<td>5,728</td>
</tr>
<tr>
<td>New Master's</td>
<td>1,521</td>
<td>1,613</td>
<td>1,775</td>
<td>1,909</td>
<td>2,005</td>
</tr>
<tr>
<td>New Doctoral</td>
<td>495</td>
<td>590</td>
<td>508</td>
<td>529</td>
<td>615</td>
</tr>
<tr>
<td>New DVM</td>
<td>80</td>
<td>81</td>
<td>79</td>
<td>78</td>
<td>81</td>
</tr>
<tr>
<td><strong>Total New Grad &amp; Prof.</strong></td>
<td>2,096</td>
<td>2,284</td>
<td>2,362</td>
<td>2,516</td>
<td>2,701</td>
</tr>
</tbody>
</table>

### College Enrollment

<table>
<thead>
<tr>
<th>College Enrollment</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture &amp; Life Sciences</td>
<td>5,323</td>
<td>5,592</td>
<td>5,816</td>
<td>5,947</td>
<td>5,877</td>
</tr>
<tr>
<td>Design</td>
<td>701</td>
<td>736</td>
<td>759</td>
<td>801</td>
<td>833</td>
</tr>
<tr>
<td>Education</td>
<td>1,699</td>
<td>1,791</td>
<td>1,962</td>
<td>2,036</td>
<td>2,033</td>
</tr>
<tr>
<td>Engineering</td>
<td>7,829</td>
<td>8,151</td>
<td>8,368</td>
<td>8,476</td>
<td>8,751</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>1,286</td>
<td>1,363</td>
<td>1,459</td>
<td>1,596</td>
<td>1,703</td>
</tr>
<tr>
<td>Humanities &amp; Social Sciences</td>
<td>4,588</td>
<td>4,742</td>
<td>4,944</td>
<td>5,091</td>
<td>5,017</td>
</tr>
<tr>
<td>Physical &amp; Mathematical Sciences</td>
<td>1,604</td>
<td>1,591</td>
<td>1,539</td>
<td>1,602</td>
<td>1,684</td>
</tr>
<tr>
<td>Textiles</td>
<td>1,008</td>
<td>1,042</td>
<td>1,095</td>
<td>1,091</td>
<td>1,107</td>
</tr>
<tr>
<td>Veterinary Medicine</td>
<td>391</td>
<td>398</td>
<td>403</td>
<td>397</td>
<td>393</td>
</tr>
<tr>
<td>Management</td>
<td>2,939</td>
<td>3,109</td>
<td>3,196</td>
<td>3,115</td>
<td>3,166</td>
</tr>
<tr>
<td>First Year College + Transition Program</td>
<td>1,495</td>
<td>1,531</td>
<td>1,417</td>
<td>1,418</td>
<td>1,531</td>
</tr>
<tr>
<td>Provost Office (Analytics)</td>
<td>33</td>
<td>70</td>
<td>39</td>
<td>36</td>
<td>38</td>
</tr>
<tr>
<td>Non-Degree Seeking</td>
<td>2,896</td>
<td>2,755</td>
<td>2,822</td>
<td>2,770</td>
<td>2,701</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>31,792</td>
<td>32,871</td>
<td>33,819</td>
<td>34,376</td>
<td>34,834</td>
</tr>
</tbody>
</table>

### Status

<table>
<thead>
<tr>
<th>Percent of Degree-Seeking in Distance Ed</th>
<th>2.3%</th>
<th>2.6%</th>
<th>2.8%</th>
<th>3.3%</th>
<th>4.0%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of Non-Degree-Seeking Distance Ed</td>
<td>44.6%</td>
<td>50.4%</td>
<td>41.5%</td>
<td>59.6%</td>
<td>58.7%</td>
</tr>
<tr>
<td>Percent of Degree Seeking at Graduate Level</td>
<td>23.7%</td>
<td>24.1%</td>
<td>24.6%</td>
<td>25.7%</td>
<td>26.7%</td>
</tr>
</tbody>
</table>

### Gender

<table>
<thead>
<tr>
<th>Male</th>
<th>55.6%</th>
<th>55.8%</th>
<th>55.5%</th>
<th>55.5%</th>
<th>55.9%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>44.4%</td>
<td>44.3%</td>
<td>44.5%</td>
<td>44.5%</td>
<td>44.1%</td>
</tr>
</tbody>
</table>

### Ethnicity

<table>
<thead>
<tr>
<th>White</th>
<th>74.9%</th>
<th>74.0%</th>
<th>72.7%</th>
<th>71.7%</th>
<th>70.3%</th>
</tr>
</thead>
<tbody>
<tr>
<td>African-American</td>
<td>8.7%</td>
<td>8.6%</td>
<td>8.1%</td>
<td>8.0%</td>
<td>7.6%</td>
</tr>
<tr>
<td>Native American</td>
<td>0.6%</td>
<td>0.5%</td>
<td>0.5%</td>
<td>0.4%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Asian</td>
<td>5.1%</td>
<td>4.9%</td>
<td>4.6%</td>
<td>4.8%</td>
<td>4.7%</td>
</tr>
<tr>
<td>Native Hawaiian or Pacific Islander</td>
<td>N/A</td>
<td>N/A</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>2.5%</td>
<td>2.4%</td>
<td>2.8%</td>
<td>3.1%</td>
<td>3.3%</td>
</tr>
<tr>
<td>International</td>
<td>6.1%</td>
<td>6.8%</td>
<td>7.7%</td>
<td>7.8%</td>
<td>9.1%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>N/A</td>
<td>N/A</td>
<td>0.5%</td>
<td>1.1%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Not Reported</td>
<td>2.1%</td>
<td>2.7%</td>
<td>3.2%</td>
<td>2.9%</td>
<td>3.0%</td>
</tr>
</tbody>
</table>

### Residency

<table>
<thead>
<tr>
<th>In-State</th>
<th>85.7%</th>
<th>84.7%</th>
<th>85.0%</th>
<th>83.2%</th>
<th>81.3%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Out-of-State</td>
<td>8.2%</td>
<td>8.4%</td>
<td>7.3%</td>
<td>9.4%</td>
<td>10.1%</td>
</tr>
<tr>
<td>International</td>
<td>6.1%</td>
<td>7.0%</td>
<td>7.7%</td>
<td>7.4%</td>
<td>8.6%</td>
</tr>
</tbody>
</table>

### Sources and Notes:
- 2011 data from preliminary census; prior years from Student Data Files and admissions files
- Includes on-campus and off-campus (Distance Ed) non-duplicated enrollment
# NC State University Undergraduate Admissions 2007 - 2011

<table>
<thead>
<tr>
<th>Cohort Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Freshmen</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applied</td>
<td>16,437</td>
<td>17,661</td>
<td>18,782</td>
<td>19,514</td>
<td>19,960</td>
</tr>
<tr>
<td>Admitted</td>
<td>9,869</td>
<td>10,371</td>
<td>10,252</td>
<td>10,530</td>
<td>10,460</td>
</tr>
<tr>
<td>Admit/Apply %</td>
<td>60.0%</td>
<td>58.7%</td>
<td>54.6%</td>
<td>54.0%</td>
<td>52.4%</td>
</tr>
<tr>
<td>Enrolled</td>
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**Sources and Notes:**

2011 data from preliminary census; prior years from Student Data Files and undergraduate admissions files

Community college transfers include students whose last transfer institution was a NC Community College

Includes on-campus and off-campus (Distance Ed) non-duplicated enrollment
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<td>Native Hawaiian or Pacific Islander</td>
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<tr>
<td>Hispanic</td>
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<td>27.5%</td>
<td>25.9%</td>
<td>29.0%</td>
</tr>
</tbody>
</table>

**Sources and Notes:**

2011 data from preliminary census; prior years from Student Data Files and Graduate Admissions Files

Includes on-campus and off-campus (Distance Ed) non-duplicated enrollment
BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY

Buildings and Property Committee
Time: 2:45-4:15 p.m., September 15, 2011
Primrose Hall Conference Room
Cozort, Chair
Members: Jenkins, Lanier, Ramsey, Sall, Warren

AGENDA

CALL TO ORDER
Reading of the State Government Ethics Act

1. CONSENT AGENDA

Minutes

• Approval of July 13, 2011 meeting minutes 5.1.A

Property Matters

✓ Delegation of Authority: NC General Statute Chapter 143-64.06 enacted July 1, 2011 delegates to the NCSU Board of Trustees the approval authority to harvest and sell timber directly without the involvement of the State Surplus Property Agency. Consistent with that statute, we seek delegation to the Vice Chancellor for Finance & Business that would allow further delegation in certain circumstances. 5.1.B.1

✓ Acquisition by Reallocation: For the mutual benefit of NC State University and NC Department of Agriculture and Consumer Services (NCDA&CS) to include Acquisition of ±358 acres of NCDA&CS lands adjoining NC State’s Lake Wheeler Road Field Lab, Acquisition of ±9 acres of NCDA&CS lands along the north side of Trinity Road and adjoining NC State’s Carter-Finley Stadium complex, and Disposition of ±64 acres of NC State lands at the southwesterly corner of Reedy Creek Road and Edwards Mill Road. NC State will retain access to and use of the ±64 acre tract for a term to be determined. 5.1.B.2

✓ Acquisition by Lease: ± 6,000 sf of expansion space for the Institute for Advanced Analytics in immediate proximity to their current location in Venture II at a rate and in a location to be determined for a term of up to 8 years 5.1.B.3

• Disposition by Lease: ± 611.7 acres and improvements of the Williamsdale Farm in Duplin County to Biofuels Center of North Carolina, Inc. for a term of up to 5 years The tenant would fund and operate the farm and

✓ Requires full board approval

Material will be distributed to committee members at the meeting
provide research opportunities and conference facilities for the College of Agriculture & Life Sciences as consideration for the lease.

- Disposition by Lease: ± 1,100 sf of space in Suite 1100, Partners I to SunGard Public Sector Inc. for a term of 2 years with 1 one-year renewal. The rental rate proposed is +$19.27/sf base rent and +$10.74/sf of operating costs adjusted annually to reflect actual expense.

### Designer, Commissioning, Developer, and Construction Manager at Risk (CMR) Selections and Designer Selections Less Than $500,000

- Broughton Hall Renovation and Addition – CMR – North Campus 5.1.C.1
- Gregg Museum of Art and Design – Commissioning – North Campus 5.1.C.2
- 2011 Yarbrough Chiller Plant Capacity Expansion – North Campus 5.1.C.3
- 2011 Yarbrough Chiller Plant Capacity Expansion – Commissioning – North Campus 5.1.C.4
- Burlington Reactor Cooling System Upgrade – North Campus 5.1.C.5
- Lee and Sullivan Residence Halls Renovation – Central Campus 5.1.C.6
- Reynolds Coliseum Window Replacement – Central Campus 5.1.C.7
- N-1 Residential Project – Developer – Centennial Campus 5.1.C.8
- Council Building Renovation – Centennial Campus 5.1.C.9
- Early College High School – Commissioning – South Campus 5.1.C.10
- Approval of Designer Selections Less Than $500,000 5.1.C.11

### Acceptance of Completed Buildings and Projects

- 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 April 21, 2011 meeting.

***END OF CONSENT AGENDA ITEMS***

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

3. COMMITTEE RESPONSIBILITIES AND PROCEDURES TAB 3

- Recommended Change in Criteria for Selection of Designers Open-ended Design Service Agreement 5.3.A

☑ Requires full board approval

Material will be distributed to committee members at the meeting
4. PLAN APPROVAL  
   • Centennial Campus Student Housing 5.4.A.1  
   • The Greens at Centennial Campus 5.4.A.2  
   • Approval of Plans and Specifications of Formal Projects less than $2 Million 5.4.A.3  

5. INFORMATIONAL REPORTS  
   • Centennial Campus Status Report 5.5.A.1  
   • Capital Projects Update 5.5.A.2  
   • Hillsborough Street Update 1(5.5.A.3)  
   • Status of Projects in Planning 5.5.A.4  

ADJOURN
Agenda Item / Issue: Consent Agenda

Requested / Required Action: Approval of the items contained in the Consent Agenda to include committee meeting minutes for July 13, 2011, property matters, designer, commissioning, developer, and Construction Manager at Risk (CMR) 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
STATE GOVERNMENT ETHICS ACT
At the beginning of the meeting, Chair Ramsey 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 Ramsey asked whether there were any questions or comments about the April 21, 2011
meeting minutes. There being none, Ramsey called for a motion to approve the minutes. Dr.
Owens made the motion, which was seconded by Ms. Lanier and carried.

Chair Ramsey asked Mr. Recchie to address the property matters. Recchie asked to present two
related property matters together even though one was received after the Full Board mailing.
Both require Full Board approval. The committee agreed to the joint presentation.

The first of the two related property matters is the disposition by lease of approximately 28,000
square feet on the 1st floor of Corporate Research I Building to ABB, Inc. for a term of 3 years at
a rental rate of approximately $18.25/square feet with annual escalation and a proportional share
of operating expenses.

The related property matter is a request for termination of the lease for Corporate Research I
Building with MWV (MeadWestvaco Corporation). Conditional approval is sought to engage in
negotiations for the cancellation of the remaining term of the lease in exchange for a termination
fee to be paid to the University. The fee would be determined based on negotiations and would
return control of the building to the University now that MWV has vacated the property. Full
negotiation and approval authority would be delegated to the Vice Chancellor for Finance &
Business.

Chair Ramsey asked whether MWV is still paying the lease. Mr. Leffler affirmed they were. Ms.
Lanier asked how much time remains on the lease. The answer was, three years. Dr. Owens said
he was comfortable with the arrangement, but asked for assurance that the University has
approval authority on all lease matters. Leffler provided the assurance. Owens suggested that the
University consider requiring MWV to continue paying, rather than terminating the lease. Leffler
responded that it is in the interest of the University to terminate the lease in order to allow the
University to freely negotiate leases for Corporate Research I with other entities.

The third property matter that requires committee approval only is the acquisition by lease of
approximately 2,300 square feet of office space for the Small Business and Technology
Development Center in Asheville, North Carolina. Location and rental rate would be based on
competitive bids.

Chair Ramsey called for a motion to approve the three property matters. Mr. Cozort made the
motion, which was seconded by Dr. Owens and carried.

SITE PLAN REVIEW AND APPROVAL
Ms. Johnson presented the Kappa Delta House site plan for review and approval. The 16,000 gross
square foot (GSF) building will house 40 members in a combination of one, two, and three student
bedrooms. The grade change from front to back is 10-12 feet. Resident parking will be behind the
house. There will be a water feature in the back courtyard to buffer vehicle noise. Johnson said it
was important to get the first house built to encourage other fraternities and sororities to build.
Infrastructure for this house and future Phase I houses was put in as part of the Greek Village Phase I infrastructure development. All houses in the village will face towards a large open green space to help create a sense of community.

Ms. Johnson presented The Greens at Centennial Campus site plan for review and approval. The 272,700 GSF market rate apartment complex will have 292 units in three buildings. The buildings will vary in height from 3-5 stories depending on topography and location. Each building will have a central courtyard joined by an exterior covered space that can be used by tenants for leisure or social events. The units will be 1 and 2 bedrooms and efficiencies. A business center, pool, and 60 detached garage structures are included. The garages will help make up the 479 total parking spaces for the site.

The Greens will have a lot of open green space around the perimeter of the site. Large topography changes will create architectural interest as the buildings step down the site. Access to The Greens will be via Main Campus Drive and Achievement Drive. The Greens will enrich the diversity of people living on Centennial Campus while contributing to the University’s obligation to provide 3 million square feet of housing on Centennial as required by the City of Raleigh zoning agreement.

Dr. Owens asked whether the apartments would be open to the public. Mr. Harwood affirmed that would be the case. To rent an apartment, renters must have their own credit. Chair Ramsey asked how confident the developers are in getting financing approved. Harwood said they are quite confident.

Chair Ramsey called for a motion to approve the two site plans. Dr. Owens made the motion which was seconded by Ms. Lanier and carried.

PLAN REVIEW
Ms. Johnson presented The Greens at Centennial Campus design plan for review. On the 10 acre site, there are a variety of unit plans. The 2 bedroom units provide wooded views and the 1 bedroom units provide courtyard views. The clubhouse provides views of the lake and golf course.

Exteriors are trademark NC State brick for the base with painted siding on the upper portions of the buildings. Units will have balconies, which have been enlarged from the original plan based on recommendations from the Campus Design Review Panel (CDRP). The 60 detached garages along the perimeter are designed to look more like site walls than garages. Some might be moved to other perimeter locations so as not to block views of the lake.

Dr. Owens asked about the timeframe for construction. Mr. Harwood said it would depend on whether the developer receives HUD or commercial financing. HUD financing would take longer – typically 12 months.

Owens asked what the University would get out of it. Harwood replied the project would enrich the campus by creating community and providing the opportunity for faculty and staff to live on
campus. The University would receive a fee on the sale, if the property is sold, and would receive ground rent for 65 years.

PLAN APPROVAL
Ms. Johnson presented the Talley Student Center Addition & Renovation design plan for approval. This $120 million project will provide 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. The project will make Talley a true crossroads for the entire campus community.

Johnson focused her presentation on the seven March 2011 CDRP comments:

- **Comment 1.** A major pedestrian path will be constructed on the north side reminiscent of the Dunn Avenue road that will be removed behind Talley as part of the project.
- **Comment 2.** The planned covered canopy on the north side near Reynolds was deleted since it conflicted with the historic Reynolds entrance.
- **Comment 3.** The storm water inlet in the new open green space has been removed and a rain garden has been added on the southeast side of the campus green for drainage. This will allow the green to be better utilized for a variety of events.
- **Comment 4.** More planting/green space has been added to the plans along the Talley edge to enhance the space between Talley and Reynolds.
- **Comment 5.** Consider alternatives for the one-story addition south of Stewart Theater.
  - Interior spaces have been reconfigured to decrease the width of the building to provide a wider pedestrian path along Cates Avenue and to allow better views of the main building entrance.
  - The windows on the addition have been re-proportioned and terra cotta tiles have been added above the windows, replacing the metal panels. Terrace rooftop rail was changed from glass to metal.
  - The undulating canopy on terrace that looked similar to the old Bookstore has been changed to three separate canopies tying to the playful roof design of the dining pavilions.
  - There will be a green roof on a portion of the one-story addition, adjacent to the terrace.
- **Comment 6.** Brick and terra cotta tiles were added to the center portion of the south elevation (entrance/atrium area) to better tie the three parts of the south elevation together. The brick base along the curved wall on the southeast wing has been increased to give the building a more substantial base. Ms. Lanier remarked that the new design will make the building THE place where students and parents will come and feel welcome. She also noted that the redesigned entrance is more inviting than the previous design.
- **Comment 7.** The design for the Talley technology tower and the pedestrian bridge connecting the North and Central campus will be reviewed and approved separately from the Talley Building design. The pedestrian bridge is being designed as part of the Talley project (through the design development phase). The bridge will be constructed as part of the Broughton Renovation project.
Johnson showed samples of various building materials. Exterior pavers will be a combination of brick and concrete pavers. Closer to the building, the pavers will be similar to those used at SAS Hall. The building itself will be constructed of brick, terra cotta tiles, aluminum, and four different kinds of glass: clear vision, spandrel glass, frit glass (for sustainability), and opaque glass.

Chair Ramsey remarked that the designer has responded very well to all the CDRP comments and suggestions. Ramsey called for a motion to approve the design plan. Ms. Lanier made the motion, which was seconded by Dr. Owens and carried.

Ms. Johnson presented the Carol Johnson Poole Clubhouse design plan for approval. She showed the committee the plans for both levels of the building. Primary occupied spaces include dining and lounge areas, pro shop, locker rooms, academic/classroom space, office and meeting space, and space for the NC State Golf Teams. The outdoor terrace dining provides nice views of the downtown skyline.

As recommended by the CDRP, the entrance was redesigned to provide a grander entry and the tacked-on stairs to the pro shop on the front of the building were moved to the west side of the building, out of sight of the front entrance. The structure will have a brick base, painted siding, asphalt shingles and a standing seam metal roof at the main entrance and cupola.

Mr. Leffler indicated that he had checked in to be sure Lonnie Poole was satisfied with the plans. Leffler affirmed that was the case and added that University officials would be sharing the plans with the Pooles once again.

Leffler told the group that the other half of the money still needs to be raised. Construction will not begin until all funds are raised. Dr. Owens asked about the projected start date. Leffler thought construction might begin next year.

Chair Ramsey called for a motion to approve the design plan. Mr. Cozort made the motion, which was seconded by Ms. Lanier and carried.

Ms. Johnson presented the Kappa Delta House design plan for approval. The sorority plans to have the house completed for the 2012 fall term. Due to the grade change from front to rear, the front will be 2 stories and the rear 3 stories. The private courtyard space in the rear will be surrounded by black rod iron rail. The structure will be mainly standard NC State red brick with painted white trim and white window frames.

This sorority is new to campus. Their house is being financed by their national organization. Greek Life has established guidelines for the new Greek Village homes and is involved with the planning for all of the homes. Several other fraternities and sororities have put down deposits for their lots but do not yet have financing.
Chair Ramsey called for a motion to approve the design plan. Mr. Cozort made the motion, which was seconded by Dr. Owens and carried.

There being no additional business, the meeting adjourned at 8:59 a.m.

Respectfully submitted,

Original Signature on File
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
Agenda Item / Issue: Proposed additional delegation for approval for timber severance on lands allocated to NC State.

Requested/Required Action: Approval of Delegation of Authority.

Suggested Motion: NC General Statute Chapter 143-64.06 enacted July 1, 2011 delegates to the NCSU Board of Trustees the approval authority for the harvest and sale of timber directly without the involvement of the State Surplus Property Agency. Consistent with that statute, we seek delegation to the Vice Chancellor for Finance & Business that would allow further delegation in certain circumstances, to approve the severance and sale of timber on lands allocated to NC State University.

Responsible University Unit
Office of Finance & Business

University Presenter/Contact: Kevin J. MacNaughton, Associate Vice Chancellor, Facilities
REALLOCATION
OF REAL PROPERTY

GRANTOR
North Carolina Department of Agriculture and Consumer Services

GRANTEE
North Carolina State University

LOCATION
Acquisition of ±358 acres of NCDA&CS lands adjoining NC State’s Lake Wheeler Road Field Lab.

Acquisition of ±9 acres of NCDA&CS lands along the north side of Trinity Road and adjoining NC State’s Carter-Finley Stadium complex.

Disposition of ±64 acres of NCSU lands at the southwesterly corner of Reedy Creek Road and Edwards Mill Road – NC State will retain access to and use of the ±64 acre tract for a term to be determined.

COMPENSATION
Benefits

TERM
N/A

USE
NC State’s College of Agriculture and Life Sciences will utilize the ±358 acres adjoining the Lake Wheeler Road Field Lab for expansion of the facility and consolidation of other off-campus operations.

The ±9 acre tract along the north side of Trinity Road and adjoining the Stadium complex will be utilized for expansion of stadium-related infrastructure and facilities.

The ±64 acre tract will be utilized by NCDA&CA for parking during the NC State Fair. NC State University will utilize the tract during the remaining eleven months of the year for agricultural and equine purposes.
STATE OF NORTH CAROLINA  
DEPARTMENT OF ADMINISTRATION  
RALEIGH  

* ACQUISITION OF REAL PROPERTY

Institution or Agency: North Carolina State University  
Date: August 23, 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): Reallocation

This Property is needed for the following reasons and purposes: (attach additional sheets if necessary). Reallocation for the mutual benefit of NC State and NC Department of Agriculture and Consumer Services:

Name and Address of Present Owner: State of North Carolina

Description of Property: (attach additional sheets if necessary)

Acquisition of ±358 acres of NCDA&CS lands adjoining NC State’s Lake Wheeler Road Field Lab

Acquisition of ±9 acres of NCDA&CS lands along the north side of Trinity Road and adjoining NC State’s Carter-Finley Stadium complex

Disposition of ±64 acres of NCSU lands at the southwesterly corner of Reedy Creek Road and Edwards Mill Road – NC State will retain access to and use of the ±64 acre tract for a term to be determined

Term: N/A

Rental price (if applicable): N/A

Funds for the acquisition of this property are available in our budget under Code:

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.

Action, recommending the above request, was taken by the Board of Trustees and is recorded in the minutes thereof on _____________ (Date).

Signature: Original Signature on File  
Chancellor

* The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
Dix Tract
+/- 358 Acres
ACQUISITION
OF REAL PROPERTY

Lease

LESSEE  State of North Carolina for North Carolina State University

LESSOR  Venture Center, LLC

LOCATION  4th floor, Venture II Building, 920 Main Campus Drive, Raleigh, NC

SIZE  ±5,693 rentable sq. ft. (±5,083 net sq. ft.) of office and classroom space

RATE  ±$23.50 per rentable sq. ft. (initial year), 3% annual increases

TERM  Coterminal with existing lease; October 2018

USE  The University’s Institute for Advanced Analytics is located in Suite 530 on the 5th floor of the Venture II Building on NC State’s Centennial Campus. This lease is needed to provide additional office and classroom space. The Master of Science in Analytics program currently has a limited enrollment of 40. The additional area will support the doubling of the program’s enrollment beginning in May 2012.
STATE OF NORTH CAROLINA  
DEPARTMENT OF ADMINISTRATION  
RALEIGH

* ACQUISITION OF REAL PROPERTY

Institution or Agency: North Carolina State University  
Date: August 22, 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). The University’s Institute for Advanced Analytics is located in Suite 530 on the 5th floor of the Venture II Building on NC State’s Centennial Campus. A new, 2nd lease, is needed to provide additional office and classroom space. The Master of Science in Analytics program currently has a limited enrollment of 40. The additional area will support the doubling of the program’s enrollment beginning in May 2012.

Name and Address of Present Owner: Venture Center, LLC  
100 River Place Drive, Suite 300  
Detroit, MI 48207

Description of Property: (attach additional sheets if necessary). ±5,693 rentable square feet (±5,083 net sq. ft.) of office and classroom space located on the 4th floor of the Venture II Building, 920 Main Campus Drive, Raleigh, NC

Term: Coterminous with existing lease; October, 2018

Rental price (if applicable): ±$23.50 per rentable sq. ft. (initial year), 3% annual increases

Funds for the acquisition of this property are available in our budget under Code: Acct. No: 54120  
Project Name and No.: SAS Analytics Gift, Project 761307  
Advanced Analytics Premium Tuition Funds, Project 349835

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 Board of Trustees and is recorded in the minutes thereof on ________________ (Date).

Signature: Original Signature on File  
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 North Carolina State University

LESSEE Biofuels Center of North Carolina, Inc., an NC non-profit corporation

LOCATION ±611.7 acre Williamsdale Farm Agricultural Extension and Research Facility, NC Hwy 41, Wallace, NC, Duplin County

RATE Benefits

TERM Up to five years

USE Agricultural and biofuels research. Under a separate cooperative agreement, the Center will manage and operate the facility in order to support and to carry out agricultural research that furthers its mission of promoting the establishment and expansion of the biofuels industry in North Carolina. NC State’s College of Agriculture and Life Sciences has been operating the Biofuels Field Laboratory at this location and will continue to conduct research at the facility.
STATE OF NORTH CAROLINA  
Department of Administration  
*DISPOSITION OF REAL PROPERTY*

Institution or Agency: North Carolina State University  
Date: August 16, 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: Lease to Biofuels Center of North Carolina, Inc., a North Carolina non-profit corporation, at NC State’s Williamsdale Farm Agricultural Extension and Research Facility in Duplin County. Under a separate cooperative agreement, the Center will manage and operate the facility in order to support and to carry out agricultural research that furthers its mission of promoting the establishment and expansion of the biofuels industry in North Carolina. NC State’s College of Agriculture and Life Sciences has been operating the Biofuels Field Laboratory at this location and will continue to conduct research at the facility.

Description of Property: ±611.7 acres and associated improvements, NC Hwy 41, Wallace, Duplin County, NC

Term: Up to 5 years

Estimated value: N/A

Where deed is filed, if known: Duplin County Book 1499, Page 792

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

Rental income, if applicable, and suggested terms: N/A

Funds from the disposal of this property are recommended for the following use:

Action recommending this transaction was taken by the Buildings and Property Committee of the Board of Trustees at its meeting held on ________________.

Signature: Original Signature on File  
Chancellor

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

LEASE

LESSEE      SunGard Public Sector Inc.

LESSOR      State of North Carolina for North Carolina State University.

LOCATION    Partners I, 1017 Main Campus Dr. Suite 1100, Centennial Campus.

SIZE        ±1,100 square feet of space.

RATE        ±$19.27 /USF/Year base rent with annual escalation and a ±$10.74 /USF/Year additional rent adjusted annually to actual expenses

TERM        2 year lease with 1 one-year renewal option

USE         This is a replacement lease for an existing and significant corporate partner on Centennial Campus.
STATE OF NORTH CAROLINA  
Department of Administration  
*DISPOSITION OF REAL PROPERTY

Institution or Agency: North Carolina State University  
Date: August 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: Disposition by Lease: ± 1,100 s.f. of space in Suite 1100, Partners I to SunGard Public Sector Inc. for a term of 2 years with 1 one-year renewal. The rental rate proposed is ±$19.27/s.f. base rent and ±$10.74/s.f. of operating costs adjusted annually to reflect actual expense.

Description of Property: Partners I Building, 1017 Main Campus Dr., Centennial Campus

Term: 2 year lease with 1 one-year renewal option.

Estimated value: ±$19.27 /USF/Year base rent with annual escalation and ±$10.74 /USF/Year in additional rent adjusted annually based on actual expenses.

Where deed is filed, if known: Wake Co., N.C.

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

Rental income, if applicable, and suggested terms: N/A

Funds from the disposal of this property are recommended for the following use. Centennial Campus Trust Fund for continued development of the Centennial Campus.

Action recommending this transaction was taken by the Buildings and Property Committee of the Board of Trustees at its meeting held on ________________.

Signature: Original Signature on File  
Chancellor

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
## Broughton Hall Renovation and Addition - CMR

Total Project Scope $90,000,000 (Appropriation)

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>01/30/11</td>
<td>Advertised in NC Purchase Directory</td>
</tr>
<tr>
<td>02/25/11</td>
<td>Closing date for submittals</td>
</tr>
<tr>
<td></td>
<td>(12 proposals received)</td>
</tr>
<tr>
<td>03/03/11</td>
<td>Appointment of Selection Committee</td>
</tr>
<tr>
<td></td>
<td>By Kevin MacNaughton, Secretary – Buildings and Property Committee</td>
</tr>
<tr>
<td>03/10/11</td>
<td>Short list recommendation by Selection Committee:</td>
</tr>
<tr>
<td></td>
<td>Clancy &amp; Theys – and Brasfield Gorrie – Raleigh, NC (Joint Venture)</td>
</tr>
<tr>
<td></td>
<td>DPR Construction – Morrisville, NC</td>
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<td>Skanska – Durham, NC</td>
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<tr>
<td>03/10/11</td>
<td>Short list approved by Randall C. Ramsey</td>
</tr>
<tr>
<td>03/21/11</td>
<td>Pre-interview briefing of design firms</td>
</tr>
<tr>
<td>04/04/11</td>
<td>Firms interviewed. Recommendation in priority order:</td>
</tr>
<tr>
<td></td>
<td>Clancy &amp; Theys – and Brasfield Gorrie – Raleigh, NC (Joint Venture)</td>
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<td>Skanska – Durham, NC</td>
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<tr>
<td></td>
<td>DPR Construction – Morrisville, NC</td>
</tr>
</tbody>
</table>

**Those involved:**
- Randall C. Ramsey, Trustee
- David Hammock, Capital Project Management
- Cameron Smith, Capital Project Management
- Charlie Marshall, Capital Project Management
- Carolyn Axtman, Capital Project Management
- Lisa Johnson, Office of the University Architect
- Chris Gould, College of Physical & Mathematical Sciences
- Laura Sremaniak, Department of Chemistry
Gregg Museum of Art and Design – Commissioning
Total Project Scope $7,500,000 (Debt/Gifts)

04/14/11  Advertised in NC Purchase Directory

04/28/11  Closing date for submittals
          (21 proposals received)

04/12/11  Appointment of Selection Committee
          By Kevin MacNaughton, Secretary – Buildings and Property Committee

04/12/11- Selection Committee review:
05/18/11  Rachel Patrick, Capital Project Management
          Eric Jaskolka, Capital Project Management
          David Hammock, Capital Project Management
          Marvin Williams, Capital Project Management
          Cameron Smith, Capital Project Management
          Allen Boyette, Building Maintenance and Operations

      Firms Direct Selected. Recommendation in priority order:
          System WorCx –Charlotte, NC
          EEI – Raleigh, NC
          Affiliated Engineers – Chapel Hill, NC

Those involved:
      Rachel Patrick, Capital Project Management
      Eric Jaskolka, Capital Project Management
      David Hammock, Capital Project Management
      Marvin Williams, Capital Project Management
      Cameron Smith, Capital Project Management
      Allen Boyette, Building Maintenance and Operations
2011 Yarbrough Chiller Plant Capacity Expansion
Total Project Scope $3,700,000 (Non-General Fund)

05/16/11 Advertised in NC Purchase Directory

06/03/11 Closing date for submittals
(13 proposals received)

04/12/11 Appointment of Selection Committee
By Kevin MacNaughton, Secretary – Buildings and Property Committee

04/12/11- Selection Committee review:
06/28/11 NA, Trustee
David Hammock, Capital Project Management
Erik Hall, Central Utility Plant Zone 1
Alan Daeke, Utilities and Engineering Services
David Setser, Capital Project Management
Lisa Johnson, Office of the University Architect
Others who assisted in review and short listing process
Jeff Hightower, Facilities
Carolyn Axtman, Capital Project Management
Cameron Smith, Capital Project Management

06/06/11 Short list recommendation by Selection Committee:
Affiliated Engineers – Chapel Hill, NC
RMF Engineering – Raleigh, NC
United Engineering Group, Inc. – Raleigh, NC

06/16/11 Short list approved by Randall C. Ramsey

06/22/11 Pre-interview briefing of design firms

06/28/11 Firms interviewed. Recommendation in priority order:
United Engineering Group, Inc. – Raleigh, NC
RMF Engineering – Raleigh, NC
Affiliated Engineers – Chapel Hill, NC

Those involved:
David Hammock, Capital Project Management
Carolyn Axtman, Capital Project Management
Alan Daeke, Utilities and Engineering Services
David Setser, Capital Project Management
Lisa Johnson, Office of the University Architect
Cameron Smith, Capital Project Management
2011 Yarbrough Chiller Plant Capacity Expansion - Commissioning
Total Project Scope $3,700,000 (Non-General Fund)

05/16/11 Advertised in NC Purchase Directory

06/03/11 Closing date for submittals
(18 proposals received)

04/12/11 Appointment of Selection Committee
By Kevin MacNaughton, Secretary – Buildings and Property Committee

04/12/11- Selection Committee review:
06/29/11 NA, Trustee
David Hammock, Capital Project Management
Cameron Smith, Capital Project Management
Marvin Williams, Capital Project Management
Alan Daeke, Utilities and Engineering Services
Stephen Szymczyk, Repair and Renovation

06/29/11 Firms Direct Selected. Recommendation in priority order:
Sebestas Blomberg – Arlington, VA
Affiliated Engineers, Inc. – Chapel Hill, NC
RMF Engineering, Inc. – Raleigh, NC

Those involved:
David Hammock, Capital Project Management
Cameron Smith, Capital Project Management
Lisa Johnson, Office of the University Architect
Alan Daeke, Utilities and Engineering Services
**Burlington Reactor Cooling System Upgrade**

Total Project Scope $1,100,000 (Nuclear Engineering Trust)

- **01/06/11** Advertised in NC Purchase Directory
- **01/31/11** Closing date for submittals
  - (5 proposals received)
- **04/12/11** Appointment of Selection Committee
  - By Kevin MacNaughton, Secretary – Buildings and Property Committee
- **04/12/11** Selection Committee review:
  - Lisa Johnson, University Architect
  - Don Ferree, Design & Construction Services
  - Lisa Maune, Design & Construction Services
  - Scott Lassell, Nuclear Reactor Program
  - Andrew Cook, Nuclear Reactor Program
  - Ayman Hawari, Nuclear Engineering
  - Others who assisted in review and short listing process
    - Andy Snead, Design & Construction Services
- **03/21/11** Short list recommendation by Selection Committee:
  - AREVA NP – Charlotte, NC
  - Enercon Services Inc. – Kennesay, GA
  - Integral Group – Morrisville, NC
- **03/22/11** Short list approved by Randall C. Ramsey
- **04/06/11** Pre-interview briefing of design firms
- **04/15/11** Firms interviewed. Recommendation in priority order:
  - Enercon Services Inc. – Kennesay, GA
  - AREVA NP – Charlotte, NC
  - Integral Group – Morrisville, NC

**Those involved:**
- Lisa Johnson, Office of the University Architect
- Don Ferree, Design & Construction Services
- Lisa Maune, Design & Construction Services
- Scott Lassell, Nuclear Reactor Program
- Andrew Cook, Nuclear Reactor Program
- Ayman Hawari, Nuclear Engineering
Lee and Sullivan Renovation
Total Project Scope $6,000,000 (Debt)

03/02/11  Advertised in NC Purchase Directory

03/18/11  Closing date for submittals
           (32 proposals received)

03/03/11  Appointment of Selection Committee
           By Kevin MacNaughton, Secretary – Buildings and Property Committee

03/03/11- Selection Committee review:
04/29/11   NA, Trustee
           Steve Bostian, Capital Project Management
           Carolyn Axtman, Capital Project Management
           J. Kala Bullett, University Housing
           Barry Olson, University Housing
           Scott Sherer, University Housing
           Jake Terrell, Capital Project Management
           Lisa Johnson, Office of the University Architect
           Others who assisted in review and short listing process
           Marvin Williams, Capital Project Management
           Brian Jones, Capital Project Management
           Pete Fraccaroli, University Housing
           Cameron Smith, Capital Project Management

03/31/11  Short list recommendation by Selection Committee:
           IBI Group of NC, PC – Raleigh, NC
           New City Design – Raleigh, NC
           Roughton Nickelson De Luca – Durham, NC

04/02/11  Short list approved by Randall C. Ramsey

04/08/11  Pre-interview briefing of design firms

04/29/11  Firms interviewed. Recommendation in priority order:
           Roughton Nickelson De Luca – Durham, NC
           IBI Group of NC, PC – Raleigh, NC
           New City Design – Raleigh, NC

           Those involved:
           Steve Bostian, Capital Project Management
           Barry Olson, University Housing
           Scott Sherer, University Housing
           Jake Terrell, Capital Project Management
           Lisa Johnson, Office of the University Architect
Reynolds Coliseum Windows Replacement
Total Project Scope $700,000 (Debt)

02/11/11  Advertised in NC Purchase Directory

03/07/11  Closing date for submittals
          (29 proposals received)

03/03/11  Appointment of Selection Committee
          By Kevin MacNaughton, Secretary – Buildings and Property Committee

03/03/11- Selection Committee review:
04/11/11  NA, Trustee
          Angela Lord, Design & Construction Services
          Andy Snead, Design & Construction Services
          Willy Yamamoto, Design & Construction Services
          Lisa Maune, Design & Construction Services
          Lisa Johnson, Office of the University Architect

03/21/11  Short list recommendation by Selection Committee:
          310 Architecture & Interiors, PA – Raleigh, NC
          HagerSmith Design, PA – Raleigh, NC
          Rotman Architecture, PA – Raleigh, NC

03/22/11  Short list approved by Randall C. Ramsey

03/30/11  Pre-interview briefing of design firms

04/11/11  Firms interviewed. Recommendation in priority order:
          Rotman Architecture, PA – Raleigh, NC
          HagerSmith Design, PA – Raleigh, NC
          310 Architecture & Interiors, PA – Raleigh, NC

          Those involved:
          Angela Lord, Design & Construction Services
          Andy Snead, Design & Construction Services
          Willy Yamamoto, Design & Construction Services
          Lisa Maune, Design & Construction Services
          Lisa Johnson, Office of the University Architect
03/23/10 Advertised in NC Purchase Directory

04/26/10 Closing date for submittals
(5 proposals received)

03/10/10 Appointment of Selection Committee
By Kevin MacNaughton, Secretary – Buildings and Property Committee

03/10/10-10 Selection Committee review:
02/14/11 Jack Cozort, Trustee
Mike Harwood, AVC Centennial Campus Development
Harlan Stafford, Centennial Campus Development Office
Lisa Johnson, University Architect
Kathryn Hart, University Treasurer
Kevin MacNaughton, AVC for Facilities
Ralph Recchie, Real Estate

08/20/10 Short list recommendation by Selection Committee:
The Lundy Group – Raleigh, NC
The Reynolds Companies – Raleigh, NC
White Oak Properties – Raleigh, NC

08/22/10 Short list approved by Randall C. Ramsey

02/09/11 Pre-interview briefing of design firms

02/14/11 Firms interviewed. Recommendation in priority order:
White Oak Properties – Raleigh, NC
The Lundy Group, Inc. – Raleigh, NC

Those involved:
Jack Cozort, Trustee
Mike Harwood, AVC Centennial Campus Development
Harlan Stafford, Centennial Campus Development Office
Lisa Johnson, University Architect
Kathryn Hart, University Treasurer
Kevin MacNaughton, AVC for Facilities
Ralph Recchie, Real Estate
Council Building Renovation
Total Project Scope $2,500,000 (Debt)

03/10/11 Advertised in NC Purchase Directory

04/07/11 Closing date for submittals
(41 proposals received)

04/12/11 Appointment of Selection Committee
By Kevin MacNaughton, Secretary – Buildings and Property Committee

04/12/11- Selection Committee review:
05/09/11 Jack Cozort, Trustee
Rachel Patrick, Capital Project Management
Brian Jones, Centennial Campus Development
Lisa Johnson, Office of the University Architect
Mike Harwood, Centennial Campus Development
Cameron Smith, Capital Project Management
Others who assisted in review and short listing process
Rudy Lopez, Capital Project Management
Carolyn Axtman, Capital Project Management
Marvin Williams, Capital Project Management
David Hammock, Capital Project Management

04/22/11 Short list recommendation by Selection Committee:
Fanning Howey – Cary, NC
Neighboring Concepts – Charlotte, NC
Swanson + Stewart Architects, PA – Raleigh, NC

04/25/11 Short list approved by Randall C. Ramsey

05/02/11 Pre-interview briefing of design firms

05/09/11 Firms interviewed. Recommendation in priority order:
Swanson + Stewart Architects, PA – Raleigh, NC
Fanning Howey – Cary, NC
Neighboring Concepts – Charlotte, NC

Those involved:
Jack Cozort, Trustee
Rachel Patrick, Capital Project Management
Brian Jones, Centennial Campus Development
Lisa Johnson, Office of the University Architect
Mike Harwood, Centennial Campus Development
Carolyn Axtman, Capital Project Management
Cameron Smith, Capital Project Management
Rudy Lopez, Capital Project Management
Early College High School – Commissioning
Total Project Scope $3,500,000 (Carry Forward)

03/30/11 Advertised in NC Purchase Directory

04/20/11 Closing date for submittals
(21 proposals received)

04/12/11 Appointment of Selection Committee
By Kevin MacNaughton, Secretary – Buildings and Property Committee

04/12/11- Selection Committee review:
05/11/11 NA, Trustee
Rachel Patrick, Capital Project Management
Cameron Smith, Capital Project Management
David Hammock, Capital Project Management
Charlie Marshall, Capital Project Management

05/11/11 Firms Direct Selected. Recommendation in priority order:
Griffen – Morrisville, NC
Hanson – Chapel Hill, NC
EEI – Raleigh, NC

Those involved:
Rachel Patrick, Capital Project Management
Cameron Smith, Capital Project Management
David Hammock, Capital Project Management
Charlie Marshall, Capital Project Management
### 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 April 21, 2011.

<table>
<thead>
<tr>
<th>Project</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aquatic Center Feasibility Study</strong></td>
<td>$22,000</td>
</tr>
<tr>
<td>Designer: Corley Redfoot Zack, Chapel Hill, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td><strong>Graduate School Space Planning Study</strong></td>
<td>$6,440</td>
</tr>
<tr>
<td>Designer: Roughton Nickelson DeLuca, Durham, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td><strong>Joyner Visitor Center Interior Improvements</strong></td>
<td>$30,300</td>
</tr>
<tr>
<td>Designer: Gallagher &amp; Associates, Silver Spring, MD</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td><strong>Method Road Field Toilet Building</strong></td>
<td>$36,435</td>
</tr>
<tr>
<td>Designer: Dan Huffman Architecture, Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
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</tr>
<tr>
<td><strong>Reynolds Coliseum - Strength, Training, and Conditioning Area</strong></td>
<td>$18,696</td>
</tr>
<tr>
<td>Designer: Davis Kane Architects, Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td><strong>Slocum Camp - New Cabins</strong></td>
<td>$18,700</td>
</tr>
<tr>
<td>Designer: LAMBERT Architecture + Interiors, Winston-Salem, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
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<tr>
<td><strong>Slocum Camp - New Classroom</strong></td>
<td>$21,598</td>
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<tr>
<td>Designer: HagerSmith Design, PA, Raleigh, NC</td>
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<tr>
<td>Fund Source: Departmental</td>
<td></td>
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<tr>
<td><strong>Varsity Drive Sidewalk</strong></td>
<td>$9,375</td>
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<tr>
<td>Designer: JDavis Architects, PLLC, Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental/ADA/Safety</td>
<td></td>
</tr>
<tr>
<td><strong>Weisiger Brown/Dail Basketball Entry Study</strong></td>
<td>$7,000</td>
</tr>
<tr>
<td>Designer: JDavis Architects, PLLC, Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
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<tr>
<td><strong>Witherspoon Exterior/Entry Study</strong></td>
<td>$12,800</td>
</tr>
<tr>
<td>Designer: JDavis Architects, PLLC, Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
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</tbody>
</table>
## Buildings and Property Committee
### Board of Trustees
### Acceptance of Completed Buildings and Projects

<table>
<thead>
<tr>
<th>Code/Item</th>
<th>Project#</th>
<th>Location</th>
<th>Title</th>
<th>Project Cost</th>
<th>University Acceptance</th>
</tr>
</thead>
<tbody>
<tr>
<td>NA / NA</td>
<td>201012042</td>
<td>Ellis House Museum Millstone 4 H Camp</td>
<td>Upgrades</td>
<td>$116,647</td>
<td>2/1/2011</td>
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<tr>
<td>NA / NA</td>
<td>200811001</td>
<td>Corporate Research Parking Deck</td>
<td>Repairs</td>
<td>$131,398</td>
<td>2/28/2011</td>
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<tr>
<td>40724 / 307</td>
<td>200820012</td>
<td>Student Health Center</td>
<td>Additions</td>
<td>$7,466,567</td>
<td>3/7/2011</td>
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<tr>
<td>40624 / 356</td>
<td>200920001</td>
<td>CBC Infrastructure</td>
<td>15 to 23 KV Conversion</td>
<td>$1,344,369</td>
<td>3/25/2011</td>
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<tr>
<td>40724 / 308</td>
<td>200820009</td>
<td>ES King Village</td>
<td>Fire Protection Systems</td>
<td>$3,690,000</td>
<td>4/1/2011</td>
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<tr>
<td>NA / NA</td>
<td>201011074</td>
<td>Holladay Hall Suites</td>
<td>B12 &amp; B14 Renovations</td>
<td>$125,413</td>
<td>4/10/2011</td>
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<tr>
<td>40124 / 317</td>
<td>01-05798-03A</td>
<td>Randall B. Terry Jr., Companion Animal Veterinary Medical Center</td>
<td>New Building</td>
<td>$50,779,652</td>
<td>4/12/2011</td>
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<tr>
<td>40887 / 302</td>
<td>200911104</td>
<td>Sertoma 4H Cheshire Hall</td>
<td>Kitchen / Dining Renovation</td>
<td>$479,337</td>
<td>4/14/2011</td>
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<tr>
<td>40924 / 370</td>
<td>200820013</td>
<td>13 Buildings</td>
<td>Performance Contract</td>
<td>$19,700,703</td>
<td>5/2/2011</td>
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<tr>
<td>40887 / 301</td>
<td>200820010</td>
<td>Centennial Campus Parking Deck</td>
<td>New Building</td>
<td>$7,200,000</td>
<td>5/4/2011</td>
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<tr>
<td>40254 / 312</td>
<td>082067</td>
<td>Facilities Operations Support Space</td>
<td>Office / Service Bays / Warehouse</td>
<td>$2,275,000</td>
<td>5/16/2011</td>
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<tr>
<td>40254 / 312</td>
<td>082067</td>
<td>Facilities Operations Support Space</td>
<td>Pole Barn</td>
<td>$148,000</td>
<td>5/16/2011</td>
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<tr>
<td>40824 / 313</td>
<td>200813015</td>
<td>Harrelson Hall</td>
<td>Ground Floor Upfit</td>
<td>$1,313,896</td>
<td>5/31/2011</td>
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<tr>
<td>10921 / 302</td>
<td>201020021</td>
<td>Innovation Café</td>
<td>Infrastructure Project</td>
<td>$510,240</td>
<td>6/7/2011</td>
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<tr>
<td>NA / NA</td>
<td>201111027</td>
<td>The Point Chancellors Residence</td>
<td>Concrete Walkway &amp; Lighting</td>
<td>$115,700</td>
<td>6/15/2011</td>
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<tr>
<td>NA / NA</td>
<td>201111032</td>
<td>McTear Residence Hall</td>
<td>Replacement of 430 Windows</td>
<td>$226,816</td>
<td>6/16/2011</td>
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<tr>
<td>NA / NA</td>
<td>201011085</td>
<td>DH Hill Library</td>
<td>Southside Terrace Renovation</td>
<td>$304,206</td>
<td>7/19/2011</td>
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<tr>
<td>40724 / 307</td>
<td>200820012</td>
<td>Student Health Center</td>
<td>Student Health Center Addition and Renovation</td>
<td>$6,400,000</td>
<td>8/4/2011</td>
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<tr>
<td>NA / NA</td>
<td>201111033</td>
<td>Formerly Creative Services Building</td>
<td>Renovation for Temporary Home for Early College High School</td>
<td>$260,900</td>
<td>8/5/2011</td>
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<tr>
<td>40824 / 311</td>
<td>200920006</td>
<td>Atrium Food Court</td>
<td>Renovation</td>
<td>$4,630,508</td>
<td>8/5/2011</td>
</tr>
<tr>
<td>40924 / 309</td>
<td>072102</td>
<td>North Residence Hall</td>
<td>Improvements</td>
<td>$1,960,000</td>
<td>8/8/2011</td>
</tr>
<tr>
<td>40887 / 312</td>
<td>200911046</td>
<td>Derr Track</td>
<td>Improvements</td>
<td>$2,604,419</td>
<td>8/10/2011</td>
</tr>
<tr>
<td>40824 / 306</td>
<td>200820027</td>
<td>West Lot Parking Deck</td>
<td>New Structure</td>
<td>$9,900,000</td>
<td>8/12/2011</td>
</tr>
</tbody>
</table>

**TOTAL** $122,069,559

* Cost included with building acceptance on 7/2/2010
**Agenda Item / Issue:** Proposed Amendment to Criteria for Selection of Designers Open-ended Design Service Agreement

**Requested/Required Action:** Approval of Amendment

**Suggested Motion:** Move approval of the attached Amendment, which deletes language about the State’s policy on this matter since the State no longer has a stated policy. It also changes the not to exceed cumulative contract fee from $300,000 to $500,000. These changes are in line with the North Carolina Administrative Code (NCAC), Title 01, Subchapter 30D Section .0300 – Selection of Designers or Consultants. Section .0304 states “the UNC system shall establish its own procedures for final designer or consultant selection… If campuses wish to establish open-end agreements for projects up to $500,000, they may do so by following the customary advertising and designer selection processes. Open-end agreements are not subject to any limitations on the fee for a single project or for cumulative fees paid to a single firm for the duration of the agreement. Open-end agreements may be solicited for a one-year period, a one-year period with the option to extend to a second year, or a two-year period.” While there is no State limit on fees, the University has set $500,000 as the limit in line with the State limit for open-end agreements.

**Responsible University Unit**
Office of Finance & Business

**University Presenter/Contact:**
Kevin J. MacNaughton, Associate Vice Chancellor, Facilities
Criteria for Selection of Designers
Open-ended Design Service Agreement
Trustees’ Building and Property Committee
North Carolina State University
Approved February 15, 2007

I. General
The intent of the Open-ended Agreement pool of pre-selected designers is to help distribute the University’s Design Service Contracts through the design community, and enable small or urgent projects to be accomplished quickly. The State’s policy on these Open-ended Design Service Agreements stipulates that no cumulative contract fee shall exceed $300,000 - $500,000, nor shall any single project cost exceed $500,000. Contracts may be established for a one to three-year term. (Confer NC State Law 1997-412, dated August 25, 1997) (Confer 01 North Carolina Administrative Code (NCAC) 30D.0302 (f), which was approved by State Building Commission on December 12, 2006)

II. Criteria:

A. The qualifications and experience of a designer are the most important considerations for selection; past performance, individual and firm experience, workload, and staffing status are important also.

B. There are highly specialized and repetitive aspects of construction activities on Campus which imply the need for “specialty” designers who possess the specialized skills to effectively design the projects without “on the job training.”

C. In keeping with the goal of expediting small and urgent projects, the issue of proximity is of more than usual concern. Time cost and travel to the project should be so minimal that the designer will have little reservation to visit the job.

D. The use of smaller and younger, developing design firms is encouraged to provide more opportunities.

III. Procedure
Following a statement of need of an Open-ended Designer from the Facilities Division, an advertisement for adding a designer to the pool will be made in the North Carolina Purchase Directory. Potential designers will respond by submitting a Letter of Interest. Based on a recommendation from the Facilities Division staff, the Trustees’ Buildings and Property Committee will approve designers for the prescribed term.

Approved: November 20, 1997
Amended: September 21, 2000
Amended: February 15, 2007
Amended: September 15, 2011
5.4.A.1

BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY

Committee: Buildings and Property

Meeting Date: September 15, 2011

Agenda Item / Issue:  5.4.A.1 Plan Approval Centennial Campus
Student Housing – Centennial Campus

Requested / Required Action: Approval

Functions: The new student housing complex will provide 1195-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: $ 11,000,000 Design/Consultant Costs
$ 105,000,000 Construction
$ 13,000,000 Contingency/Other Project Costs
$ 129,000,000 Total Project Budget

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 July 27, 2011 and Trustee’s on July 13, 2011.

**Suggested Motion:** Move approval of the plan 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
VIEW OF BUILDING 1 FROM HUNT LIBRARY
VIEW OF BUILDING 4 FROM GREEN
5.4.A.2

BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY

Committee: Buildings and Property

Meeting Date: September 15, 2011

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Agenda Item / Issue: 5.4.A.2 Plan Approval/The Greens at Centennial Campus – Centennial Campus

Requested / Required Action: Approval

Functions: This will be a new 272,700 SF market rate apartment style complex with 292 units. A business center, pool, and detached garage structures are included. The 60 garages will help make up the 479 total parking spaces for the site. The units will be 1 & 2 bedrooms, and the buildings will vary in height from 3-5 stories depending on the topography and location. Each building will have a central courtyard joined by a covered outdoor space that can be used by the tenants for leisure or social events.

Project Scope:

- $2,800,000 Design/Consultant Costs
- $28,000,000 Construction
- $2,200,000 Contingency/Other Project Costs
- $33,000,000 Total Project Budget

Design Team:

- Capital Associates – Developer
- Humphreys & Partners Architects, LP – Lead Designer
- Piedmont Land Design – Landscape Architect

Master Plan Summary: This project provides housing options to help enrich the diversity of people living on Centennial Campus while contributing to the University’s obligation to provide 3 million SF of housing on Centennial required by the City of Raleigh Zoning Regulations. The project will strengthen pedestrian connectivity and will promote the concept of walking communities with the proximity to the future Town Center. This project will be an Energystar sustainable community.
5.4.A.2


Suggested Motion: Move approval of the Plan for The Greens at Centennial Campus

Funding Source: Private Funding

**Responsible University unit**: Office of Finance and Business, Facilities Division

**University Presenter/Contact**: Lisa Johnson, University Architect
The Greens at Centennial Campus

Main Campus Drive and Achievement Drive
Raleigh, North Carolina

Campus Design Review Panel

July 27, 2011
Exhibit A - Site Plan
Exhibit B – Garage Elevations
Exhibit C – Sample of Permeable Pavers
Exhibit D
Planned Green and Sustainable Features and Practices

• Energy Star Certification [Efficient HVAC, Energy Star qualified Thermostat, Ductwork, Envelope, Windows, Water Heater, Lighting and Appliances] This community will be the first such certification in the local market.

• Include a “demonstration” apartment in each building offering new finishes, possibly environmental monitors, as well as unique features. These will be designed and managed in conjunction with the University. For these mini test apartments, the resident would be asked to provide feedback to the University. [Contact: Dave Tilotta]

• Include one or more plug-in stations for electric cars.

• Install a substantial bio-retention feature with appropriate planting at the corner of Main Campus Drive and the new Main Campus Drive Extension. This could be similar to the basins and planting at the NC Wildlife HQ and BTEC Building.

• Use indigenous and low water plants in landscaping and minimize irrigation. Include shade trees in parking lots.

• Use salt water in the swimming pool.
Exhibit D (cont’d.)
Planned Green and Sustainable Features and Practices

• Recycle materials during construction. Keep trees out of landfill.

• Use recycled, sustainable, and healthy materials in the units and the clubhouse. These may include carpeting, cabinets, countertops, paints, etc. Use low VOC paints throughout.

• Use low-E glass and white membrane roofs.

• Use regionally manufactured brick.

• Provide convenient recycling bins for residents.

• Provide bike racks and bike storage.

• Use electric golf carts as maintenance vehicles.

• Provide one or more electric cars for sharing among residents, or provide Zip Car depot.
Exhibit D (cont’d.)
Planned Green and Sustainable Features and Practices

• Use recycled paper for marketing brochures and office needs.

• Use environmentally friendly, green certified, cleaning supplies.

• Use environmentally sensitive pest and disease control.

• Use solar panels to heat hot water in the Clubhouse, or other visible technology.

• Install CFL lamps in the apartment units.

• Coordinate with Progress Energy to utilize new programs that may come available.
Exhibit E – Sample Courtyards
Exhibit F – Sample of a “Cave”
Exhibit I – Views from Achievement Drive
Exhibit J
Site Section – Achievement Drive
Exhibit L – Sample Retaining Walls
Exhibit M – Apartment Elevations

BUILDING I&II - WEST ELEVATION

BUILDING I&II - EAST ELEVATION
Exhibit M (Cont’d.) – Apartment Elevations

BUILDING I&II - SOUTH ELEVATION

BUILDING I&II - NORTH ELEVATION
Exhibit M (Cont’d.) – Apartment Elevations
Exhibit M (Cont’d.) – Apartment Elevations
Exhibit N - Renderings
Exhibit N (Cont’d.) - Renderings
Exhibit O – Clubhouse Elevations
Exhibit O (Cont’d.) - Clubhouse Elevations
**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 April 21, 2011 meeting.

<table>
<thead>
<tr>
<th>Project</th>
<th>Construction Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate Research I</strong></td>
<td>$1,884,630</td>
</tr>
<tr>
<td>Building HVAC and Central Utility</td>
<td></td>
</tr>
<tr>
<td>Designer: Bass, Nixon, &amp; Kennedy</td>
<td></td>
</tr>
<tr>
<td>Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Centennial Trust</td>
<td></td>
</tr>
<tr>
<td><strong>J.W. Isenhour Tennis Complex</strong></td>
<td>$500,000</td>
</tr>
<tr>
<td>Weight Room Addition</td>
<td></td>
</tr>
<tr>
<td>Designer: WHN Architects</td>
<td></td>
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<tr>
<td>Charlotte, NC</td>
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</tr>
<tr>
<td>Funding Source: Departmental</td>
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<tr>
<td><strong>College of Textiles</strong></td>
<td>$450,000</td>
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<tr>
<td>Dynamic Burn Chamber Room 3340</td>
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<tr>
<td>Designer: The Wooten Company</td>
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<tr>
<td>Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Funding Source: Departmental</td>
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<tr>
<td><strong>Poe Hall</strong></td>
<td>$120,000</td>
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<tr>
<td>Renovate Delta Classroom</td>
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<tr>
<td>Designer: Ratio Architects</td>
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<tr>
<td>Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Funding Source: Departmental</td>
<td></td>
</tr>
</tbody>
</table>
Centennial Campus and Biomedical Campus Project Status Report
Board of Trustees – Building and Property Committee September 15, 2011
(Actions since February 17, 2011 Report)

RANDALL B. TERRY, JR.
ANIMAL COMPANION
VETERINARY MEDICAL CENTER

Scope: 115,000 GSF Companion Animal Veterinary Medical Center
Developer: None
Designer: Small Kane Architects
Budget: $72,000,000
Funding: $34,000,000 in private funds and $38,000,000 in appropriated funds
Status: Completed
Construction Start: Early release site package: January 2008
Completion: February 2011

INNOVATION CAFÉ
TEMPORARY FOOD SERVICE

Scope: Innovation Cafe
Designer: New City Designs
Budget: TBD
Funding: University Dining Receipts
Status: Completed
Construction Start: December 2010
Completion: April 2011
JAMES B. HUNT JR. LIBRARY
Scope: 264,000 GSF (Library, Institute for Emerging Issues, Parking Deck, Infrastructure)
Designer: Pearce Brinkley Cease + Lee (Library)
Hayes Seay Mattern & Mattern (Parking Deck)
Budget: $115,400,000
Funding: Appropriated
Status: Parking deck is complete. Infrastructure is 79% complete. Building skin almost complete. Interior work underway.
Construction Start: Fall 2009
Completion: Deck completed April 2011
Fall 2012 for the Library

ALLIANCE ONE BUILDING
Scope: 150,000 s.f. mixed use with structured parking.
Developer: Craig Davis Properties
Designer: Jenkins-Peer Architects
Budget: Approximately $37,000,000
Funding: Private Developer
Status: Soil borings completed. Re-design of parking deck underway.
Construction Start: November 2011
Completion: June 2013

EXECUTIVE CONFERENCE CENTER
Scope: Conference Center with Hotel on south shore of Lake Raleigh.
Developer: Concord Eastridge, Inc.
Designer: Cooper Carry Architects
Budget: Approximately $50,000,000
Funding: Private Developer
Status: Ground lease and Master Development Agreement have been executed. Finalizing operating agreement and establishing design meetings.
Construction Start: Fall 2012
Completion: Spring 2014
RESIDENTIAL – THE SHORES AT CENTENNIAL CAMPUS

Scope: The Shores at Centennial Campus
Developer: White Oak Properties
Designer: J. Davis Architects
Budget: TBD
Funding: Private Developer
Status: Waiting on resolution of legal issues before commencing
Construction Start: TBD
Completion: Multi-phase with the first phase of construction being townhouses.

RESIDENTIAL – MULTI–FAMILY RENTAL “R-2”

Scope: Market-Based Multi-Family Residential Rental Housing Development
Developer: Capital Associates
Designer: Humphries & Partners
Budget: TBD
Funding: Private Developer
Status: Capital Associates is interested in partnering to make this complex a sustainable Energy Star community.
CDRP approved design at July meeting.
Construction Start: TBD
Completion: TBD

STUDENT HOUSING

Scope: Student apartments, 1190 beds
Designer: LS3P Associates
Budget: $120,000,000
Funding: Housing Receipts
Construction Start: Spring 2012 for early site package
Completion: Summer 2013 for Phase I
Summer 2014 for Phase II
THE POINT

Scope: 8,500 s.f. Chancellor’s Residence
Developer: TBD
Designer: Marvin Malecha, FAIA
Budget: $3,000,000
Funding: Private Funds
Status: Final landscaping and interior finishes underway. First event is November 2011.
Construction Start: Spring 2010
Completion: November 2011

T OWN CENTER

Scope: Town Center Planning Effort
Developer: TBD
Designer: TBD
Budget: TBD
Funding: Private Developer
Status: University Planning completed the draft report in May 2011. Planning for next steps is underway.
Construction Start: TBD
Completion: TBD

FLEX BUILDING
CENTENNIAL
BIOMEDICAL CAMPUS

Scope: 44,500 s.f. Flexible Laboratory Building for CVM & Partner Occupancy
Developer: Capital Associates
Designer: Jenkins Peer
Budget: $10,300,000
Funding: Private Developer
Status: Developer selected. Ground lease and space lease negotiations concluded. Zoning issues with the City of Raleigh resolved.
Construction Start: TBD
Completion: TBD
## North Carolina State University

**Bid 2011**

**Bid 2012**

**Bid 2013**

### In Construction

<table>
<thead>
<tr>
<th>Code/Item</th>
<th>Project Name</th>
<th>Status</th>
<th>Bid</th>
<th>Expected</th>
<th>Acceptance</th>
<th>Remarks</th>
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</thead>
<tbody>
<tr>
<td>41024 303</td>
<td>Alternate Communications Route - Permanent</td>
<td>In Design</td>
<td>DD Review Underway</td>
<td>Funding for Design Only</td>
<td></td>
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<tr>
<td>41024 306</td>
<td>Broughton Hall</td>
<td>In Design</td>
<td>Design Only</td>
<td>CD Review Underway</td>
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<td></td>
</tr>
<tr>
<td>40824 312</td>
<td>J.W. Isenhour Tennis Complex Weight Room</td>
<td>In Design</td>
<td>Design Only</td>
<td>Requesting contract</td>
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<tr>
<td>40824 314</td>
<td>CRC Facilities Zone Shop - Site Work</td>
<td>In Design</td>
<td>8/18/11</td>
<td>11/18/11</td>
<td>Awaiting revised construction drawings</td>
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<tr>
<td>40824 318</td>
<td>Centennial Campus Student Housing</td>
<td>In Design</td>
<td>10/3/11</td>
<td>7/1/14</td>
<td>Bid date shown is for early site</td>
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</tr>
<tr>
<td>40824 311</td>
<td>Slocum Forestry Camp - 4 New Cabins</td>
<td>Bid 10/19/11</td>
<td>1/27/12</td>
<td>SD/DD Production Underway</td>
<td></td>
<td></td>
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<tr>
<td>40824 307</td>
<td>Partners I &amp; Research IV Interior Renovation</td>
<td>In Design</td>
<td>1/11/10</td>
<td>6/19/11</td>
<td>SD/DD/DD Production Underway</td>
<td></td>
</tr>
<tr>
<td>40824 313</td>
<td>Slocum Forestry Camp - New Classroom</td>
<td>In Design</td>
<td>12/6/11</td>
<td>3/30/12</td>
<td>SD/DD Production Underway</td>
<td></td>
</tr>
<tr>
<td>40824 313</td>
<td>Slocum Forestry Camp - Kitchen Dining Facility</td>
<td>In Design</td>
<td>12/6/11</td>
<td>3/30/12</td>
<td>SD/DD Production Underway</td>
<td></td>
</tr>
<tr>
<td>40824 309</td>
<td>Early College High School</td>
<td>In Design</td>
<td>12/16/11</td>
<td>2/25/13</td>
<td>DD Production Underway</td>
<td></td>
</tr>
<tr>
<td>40824 312</td>
<td>Lee &amp; Sullivan Residence Halls Room Renovations</td>
<td>In Design</td>
<td>3/8/12</td>
<td>8/2/13</td>
<td>SD/DD Production Underway</td>
<td></td>
</tr>
<tr>
<td>40824 305</td>
<td>Sullivan Substation Redundancy</td>
<td>In Design</td>
<td>3/13/12</td>
<td>5/13/13</td>
<td>SD/DD Production Underway</td>
<td></td>
</tr>
<tr>
<td>40624 315</td>
<td>Yarbrough Chiller Plant Capacity Expansion</td>
<td>In Design</td>
<td>4/9/12</td>
<td>12/17/12</td>
<td>Negotiating Design Fee</td>
<td></td>
</tr>
<tr>
<td>40124 311</td>
<td>Method Road Lower Field Renovation</td>
<td>In Construction</td>
<td>8/31/11</td>
<td>85% Construction complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40824 313</td>
<td>Gregg Museum</td>
<td>In Design</td>
<td>9/14/12</td>
<td>12/19/13</td>
<td>SD/DD Production Underway</td>
<td></td>
</tr>
<tr>
<td>40824 302</td>
<td>Carter Finley Stadium - N. End Zone Video Board</td>
<td>In Construction</td>
<td>8/25/11</td>
<td>95% Construction complete</td>
<td></td>
<td></td>
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<tr>
<td>40824 307</td>
<td>Butler Communication - News Services</td>
<td>In Construction</td>
<td>8/31/11</td>
<td>97% Construction complete</td>
<td></td>
<td></td>
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<tr>
<td>40824 312</td>
<td>Case Aquatic Ctr. - Entrance Renovation &amp; Addition</td>
<td>In Construction</td>
<td>8/31/11</td>
<td>60% Construction complete</td>
<td></td>
<td></td>
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<tr>
<td>40824 315</td>
<td>Miller Field Lighting</td>
<td>In Construction</td>
<td>9/15/11</td>
<td>80% Construction complete</td>
<td></td>
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<tr>
<td>40824 309</td>
<td>Western Blvd./Varsity Drive Intersection Improvements</td>
<td>In Construction</td>
<td>9/15/11</td>
<td>83% Construction complete</td>
<td></td>
<td></td>
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<tr>
<td>40824 315</td>
<td>J.W. Isenhour Tennis Complex Expansion</td>
<td>In Construction</td>
<td>11/4/11</td>
<td>22% Construction complete</td>
<td></td>
<td></td>
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<tr>
<td>40024 303</td>
<td>Corporate Research I - HVAC &amp; Central Utility Connect</td>
<td>In Construction</td>
<td>11/4/11</td>
<td>78% Construction complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40624 306</td>
<td>Non-Wovens Institute - Partners I Upfit - Centennial Camp</td>
<td>In Construction</td>
<td>11/18/11</td>
<td>Notice to Proceed to be Determined Contract Executed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40624 314</td>
<td>Dairy Milking Parlor</td>
<td>In Construction</td>
<td>2/28/12</td>
<td>Construction of metal building is complete. Upfit to be complete 2/28/12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40824 315</td>
<td>Virtual Research I - HVAC &amp; Central Utility Connect</td>
<td>In Construction</td>
<td>3/6/12</td>
<td>Bids were opened on 8/11/11</td>
<td></td>
<td></td>
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<tr>
<td>40824 312</td>
<td>Hunt Library Complex</td>
<td>In Construction</td>
<td>9/14/12</td>
<td>20% Construction complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40824 313</td>
<td>(Cogen) Cates &amp; Yarbrough Plants - Boiler Replacement</td>
<td>In Construction</td>
<td>5/20/13</td>
<td>20% Construction complete</td>
<td></td>
<td></td>
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<tr>
<td>40824 313</td>
<td>Talley Student Center Addition and Renovation</td>
<td>In Construction</td>
<td>3/29/12</td>
<td>11/27/14</td>
<td>DD Review Underway</td>
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<tr>
<td>40824 311</td>
<td>Atrium Food Court Renovation</td>
<td>Complete</td>
<td>Acceptance 8/5/11</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40824 312</td>
<td>Derr Track Improvements</td>
<td>Complete</td>
<td>Acceptance 8/10/11</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>40924 309</td>
<td>North Hall Improvements</td>
<td>Complete</td>
<td>Acceptance 8/5/11</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>40924 307</td>
<td>Student Health Services Center - Addition and Renovation</td>
<td>Complete</td>
<td>Acceptance 8/4/11</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>40824 308</td>
<td>West Lot Parking Deck</td>
<td>Complete</td>
<td>Acceptance 8/1/11</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>40924 307</td>
<td>Greek Village Townhomes</td>
<td>On Hold</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40924 307</td>
<td>Greek Infrastructure Phase II</td>
<td>On Hold</td>
<td></td>
<td></td>
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<tr>
<td>40624 320</td>
<td>NCSU Bell Tower Masonry Repairs, Waterproof, &amp; Tuckpoint</td>
<td>On Hold</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40724 306</td>
<td>Schaub Food Science Building - Dairy Retail Facility</td>
<td>On Hold</td>
<td></td>
<td></td>
<td>Fundraising underway in Jan. 2010; business plan not yet approved</td>
<td></td>
</tr>
<tr>
<td>SUBMITTAL</td>
<td>PROJECT_NAME</td>
<td>SCOPE</td>
<td>DESIGNER</td>
<td>ARCHITECT</td>
<td>PHYSICAL ENVIRONMENT</td>
<td>TRUSTEE'S RPC</td>
</tr>
<tr>
<td>-----------</td>
<td>--------------</td>
<td>-------</td>
<td>----------</td>
<td>-----------</td>
<td>-----------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>017</td>
<td>Conference Center Hotel Centennial Campus</td>
<td>$50,000,000</td>
<td>Concord Eastside</td>
<td>Cooper Cary Architects</td>
<td>09/10/08</td>
<td>10/27/08</td>
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<tr>
<td>114</td>
<td>Centennial Campus Student Housing</td>
<td>$229,000,000</td>
<td>LS3P Associates, Ltd.</td>
<td>10/19/10</td>
<td>11/15/10</td>
<td>12/20/10</td>
</tr>
</tbody>
</table>

Upcoming Projects

- Gregg Museum of Art and Design | $7,500,000 | Freeman & Associates | 2/18/11 |
- Method Road Field House | $450,000 | Dan Huffman Architects | 8/31/11 |
- Non-Wovens Pilot Facility | $30,500,000 | Clark Nexsen | 10/23/09 |

Approved Projects

- Center for Marine Sciences & Technology (CMAST) Guest House | $1,500,000 | Maune Beal Perry Faulkberry Architects | 3/19/05 | 4/26/05 | 4/27/05 |
- The Point (Chancellor’s Residence) | $3,360,000 | Dixon Warden Architects PA | 2/19/05 | |

- Centennial Biomedical Campus Flex Building | $10,000,000 | Capital Associates Jenkens-Peer Architects | 4/18/07 | 5/13/07 | 9/20/07 |
- Greek Village - Sigma Nu House | $3,000,000 | Grimshaw Architects | 6/27/08 | 9/13/08 |
- Alliance Center | $27,500,000 | Craig Davis Properties Jenkens-Peer Architects | 3/19/04 | 2/28/09 | 3/12/09 | 9/16/10 | 11/20/11 |
- Student Health Center Addition | $10,000,000 | BBH Design | 6/12/08 | 2/18/08 | 5/30/09 | 4/16/09 | 3/28/09 | 5/27/09 | 4/16/09 | 9/15/09 | May, 2010 | 8/25/11 |
- Shaub Dairy Retail Facility | $2,400,000 | Cherry Huffman Architects | 8/27/08 | 5/27/09 |
- The Atrium Renovation | $4,000,000 | Moser Mayer Phoenix Associates | 6/4/09 | N/A | N/A | 11/18/09 | 1/27/10 | 2/18/10 | 11/18/10 | 2/18/10 | 11/18/10 | 8/25/11 |
- JW Isenhour Tennis Complex | $2,229,000 | Woolpert NC | 7/16/09 | 3/18/10 | 5/6/10 | 2/18/10 | 2/24/10 | 11/18/10 | 2/24/10 | 3/19/10 | 4/15/10 | 08/11/10 | 11/04/11 |
- Yates Mill Multipurpose Building | $290,000 | J.G. Craig, Architects | 2/18/10 | 2/18/10 | 2/18/10 | 2/18/10 |
- Dunn Track Improvements | $2,450,000 | WHI Architects | 7/16/09 | 4/22/10 | 5/6/10 | 2/18/10 | 3/31/10 | 1/27/10 | 3/19/10 | 2/19/10 | 4/15/10 | 10/25/10 | 08/05/11 |
- North Hall Improvements | $2,400,000 | Swanson + Stewart | 4/6/10 | 9/16/10 | 9/16/10 | 7/28/10 | 7/22/10 | 2018/10 | 2018/10 | 2018/10 | 4/11/11 | 7/31/11 |

Page 1 of 2
Updated August 22, 2011
| SUBMITAL-JOB  | REQUEST/NAME               | SCOPE     | DESIGNER                                      | PHYSICAL ENVIRONMENT COMMITTEE | TRUSTEE’S BPC SITE SELECTION | TRUSTEE’S BPC PLAN REVIEW | DESIGNER'S SUBMITTAL NUMBER | PROJECT NAME | SCOPE | CONSTRUCTION | DURATION | TRUSTEE’S BPC | DATE | REVIEW | APPROVAL | REVIEW | RECOMMENDATION | APPROVAL | REVIEW | APPROVAL | DURATION | CONSTRUCTION | DATE | REVIEW | APPROVAL | DATE | REVIEW | APPROVAL | DATE | REVIEW | APPROVAL | DATE | REVIEW | APPROVAL | DATE |
|--------------|-----------------------------|-----------|----------------------------------------------|--------------------------------|--------------------------------|----------------------------|---------------------------|---------------------------|-------------|-------|--------------|----------|---------------|------|--------|----------|--------|----------------|----------|--------|----------|----------|--------------|------|--------|----------|--------|--------|----------|--------|--------|----------|--------|--------|----------|--------|
| 113          | Dan Allen Gateway           | $171,000  | OBS Landscape Architects and Planners       | 12/16/10                      | N/A                            | N/A                        | 3/30/11                   | 3/30/11                  | On Hold     |          |                |          |                | 12/16/10 |        |          |        |                |         |        |          |        |                |      |        |          |        |                |      |
| 115          | Isenhower Tennis Center Weightroom Addition | $500,000  | WYN Architects                              | 1/12/11                       | N/A                            | N/A                        | 3/30/11                   | 3/30/11                  | On Hold     |          |                |          |                | 1/12/11  |        |          |        |                |         |        |          |        |                |      |        |          |        |                |      |
| 116          | Carol Johnson Poole Clubhouse | $5,000,000 | Cline Design Associates                     | Fall, 2009                    | 2/17/11                        | 3/3/11                     | 4/21/11                   | 4/21/11                  | 7/13/11     | Summer, 2011 | Fall, 2012 |          |                | Fall, 2009 |        |          |        |                |         |        |          |        |                |      |        |          |        |                |      |
| 117          | Kappa Delta Sorority House  | $4,000,000 | Winstead Wilkinson Architects                | Spring, 2011                  | N/A                            | N/A                        | 7/13/11                   | 7/13/11                  | August, 2011 | August, 2012 |          |          |                | Spring, 2011 |        |          |        |                |         |        |          |        |                |      |        |          |        |                |      |
| 118          | Terry Memorial Artwork      | $150,000  | Jim Santona                                  | 1/21/11                       | N/A                            | N/A                        | 4/27/11                   | 4/27/11                  | 7/13/11     |          |                |          |                | 1/21/11  |        |          |        |                |         |        |          |        |                |      |        |          |        |                |      |
BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
Chancellor’s Conference Room – Holladay Hall
University Advancement Committee
1:00 – 2:30 p.m., September 15, 2011

Ben Jenkins, Chair
Members: Cozort, Davenport, Freelon, Lanier, Warren

AGENDA

CALL TO ORDER – Chair Jenkins reads script re: State Government Ethics Act

1. CONSENT AGENDA Tab 6.1
   A. Approval of April 21, 2011 Minutes*

2. REVIEW – UNIVERSITY ADVANCEMENT COMMITTEE Tab 6.2

3. INFORMATIONAL REPORTS Tab 6.3
   A. Capital Projects
   B. Fund Raising Reports FY 2011
   C. Annual Giving Reports FY 2011

4. TOPIC FOR DISCUSSION Tab 6.4
   A. University Advancement Goals – 2011-12

5. CLOSED SESSION Tab 6.5
   A. Approval of April 21, 2011 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 S. Lanier, Chair  
Lawrence Davenport, Board of Trustees, Chair  
W. Randolph Woodson, Chancellor  
Jack L. Cozort  
Barbara H. Mulkey  
Randy C. Ramsey  
E. Norris Tolson  
Cassius S. Williams

Others Present: Nevin E. Kessler, Vice Chancellor for University Advancement  
Ken Sigmon, Associate Vice Chancellor for University Development  
Benny Suggs, Associate Vice Chancellor, Alumni Relations  
John Taylor, Associate Vice Chancellor, Advancement Services  
Judy Curry, Associate General Counsel  
Susan Nutter, Vice Provost, D. H. Hill Libraries  
Hilda Renfrow, Executive Assistant, University Advancement

Chair Gayle Lanier called the session to order and read the State of North Carolina’s Government Ethics Act.

Cassius Williams made a motion to approve the minutes of the February 17, 2011 meeting, seconded by Norris Tolson. The motion was approved by general consent.

Vice Chancellor Nevin Kessler provided an update on capital projects and a progress report on fund raising through the third quarter of FY’11. Year to date comparisons are very favorable. Even when we discount the Poole gift from the totals, gifts and new pledge activity is up 12% year to date. The University is well positioned to exceed its goal of raising $102 million in gifts and new pledges this year.

The committee reviewed and discussed the new recommended endowment minimums for the University. The biggest change is increasing the minimum endowment from $15,000 to $25,000. Individual entities can continue to accept $15,000 endowments until July 1, 2013, which is the proposed beginning of the next campaign when that option will go away. The Chief Development Officers reviewed the proposed minimums in staff meetings and understand the plan to set $25,000 as the minimum endowment for the next campaign. It
allows the flexibility during this transition period. Norris Tolson made a motion to accept the
recommended endowment minimum levels, seconded by Barbara Mulkey, and the motion
was approved by general consent.

The committee discussed procedures for accepting and counting conservation easements as
gifts received by the University. Members of the committee asked for additional
information. The topic will be revisited at our fall committee meeting.

The committee also reviewed and approved changes to Policy 03.00.1: Coordination of
Fundraising Activities and Acceptance of Private Donations and repealed Policy 03.00.3:
University Acceptance of Private Donations as it was combined with Policy 03.00.1. This
revised policy combines two policies that are related, and removes unnecessary bureaucracy
that wasn’t adding any value to the fund raising programs across campus.

Randy Ramsey made a motion to recommend approval of changes to Policy 03.00.1 and the
repeal of Policy 03.00.3 as shown in Tab 7.3 of the board material to the full board, seconded
by Barbara Mulkey and the vote carried by general consent.

The committee also reviewed and approved changes to Policy 03.00.2: Criteria and
Procedures for Naming Facilities and Programs. Among other things, this revised policy sets
new financial thresholds for naming facilities, and creates policy and procedures for
changing and/or removing names from buildings and programs. Jack Cozort made a motion
to recommend approval to the full board, seconded by Randy Ramsey, and the voted carried
by general consent.

Randy Ramsey moved that the committee go into Closed Session to discuss the naming
opportunities of specific university facilities under North Carolina General Statutes §143-
318.11(a) (2). Cassius Williams seconded the motion and it was approved by general
consent.

Jack Cozort made a motion to return to open session, seconded by Randy Ramsey, and the
meeting reconvened to open session.

Cassius Williams made a motion to approve all actions in closed session, seconded by
Barbara Mulkey and the motion was approved.

Respectfully submitted

____________________________________
Gayle S. Lanier, Chair
UNIVERSITY ADVANCEMENT COMMITTEE

September 15, 2011
University Advancement

University Development
  Entity-based fundraisers

Alumni Association

University Communications
  Campus-wide communicators

Advancement Services
University Advancement Goals
FY 2010-11

• Implement a Long-Range Funding Plan

• Emphasize Major Gift Fund Raising Endowment
  - Increase gifts and new commitments by 14%
  - Increase gift receipts by 3%

• Drive Growth in Alumni Participation

• Implement a Best Practices Corporate and Foundation Relations Program

• Strengthen Presence of NC State in Targeted Regions
University Advancement Goals
FY 2010-11

- Increase Membership in Alumni Association by 3%
- Implement New Messaging to Support NC State’s Strategic Plan
- Develop a New Student Philanthropy Program
- Plan for 125th Anniversary
Key Issues for Discussion in Coming Years

- Campaign Planning
  - Timing/Length
  - Campaign Counting Guidelines
  - Volunteer Structure
  - Goal Setting

- Fund Raising Priorities

- Messaging/Branding
Delegated Authority and Assignments

• Development and Advancement Activities

- Approve all NC State fundraising campaigns
- Advise on the formation of campaign steering committees
- Advise on priority, timing, direction, funding and management of fundraising campaigns
Delegated Authority and Assignments

• Development and Advancement Activities

- Recommend approval of the naming of all facilities (buildings, rooms, interior spaces, streets, courts, athletic fields, open spaces, forests, and all other areas owned, operated or controlled by NC State)

- Recommend approval of the naming of all programs (colleges, departments, institutes, centers, and other units)

- Receive nominations for the Watauga Medals and recommend nominees for approval to the Board of Trustees

- Advise in all areas pertaining to development, advancement services, university communications, and alumni relations
Delegated Authority and Assignments

• Policy Development

- Relationship between the University and its affiliated entities and the coordination of fundraising activities

- Conduct of fund raising campaigns, and use of privately donated funds for any activity whose sponsorship may implicate or obligate the University

- Fund raising activities intended to benefit the Endowment Fund and various affiliated entities

- Naming guidelines for endowed funds, and facilities and programs
University Advancement Committee

Work Plan

September 15, 2011
University Advancement Goals 2011-2012

November 17, 2011
125th Anniversary Celebration – Review of Plans

February 16, 2012
Campaign Planning

April 19, 2012
Branding NC State

Other Topics
Recommend Watauga Medal Winners
Approve facility and program naming
### 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>
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</thead>
<tbody>
<tr>
<td>Chancellor’s Residence (Note 1)</td>
<td>$4,170,000</td>
<td>$3,720,181</td>
<td>$214,842</td>
<td>$3,935,023</td>
<td>94%</td>
<td>0</td>
<td>3</td>
<td>$124,000</td>
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<tr>
<td>Lonnie Poole Golf Course (Note 2)</td>
<td>$18,100,000</td>
<td>$10,951,549</td>
<td>$3,604,787</td>
<td>$14,556,336</td>
<td>80%</td>
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<td>7</td>
<td>$2,050,000</td>
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<td>Campaign for the Gregg Museum of Art &amp; Design</td>
<td>$4,500,000</td>
<td>$275,000</td>
<td>$275,000</td>
<td>$275,000</td>
<td>6%</td>
<td>4</td>
<td>5</td>
<td>$425,000</td>
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<tr>
<td>Campaign for the Hunt Library</td>
<td>$6,000,000</td>
<td>$1,795,206</td>
<td>0</td>
<td>$1,795,206</td>
<td>30%</td>
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<td>17</td>
<td>$1,615,000</td>
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<td>NC State University Club: A Bright Future Ahead (Note 3)</td>
<td>$1,700,000</td>
<td>$495,909</td>
<td>0</td>
<td>$495,909</td>
<td>29%</td>
<td>82</td>
<td>78</td>
<td>$410,000</td>
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<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>
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<td>4</td>
<td>$2,700,000</td>
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<tr>
<td>NC 4-H: Campaign for the Clover</td>
<td>$11,500,000</td>
<td>$7,621,295</td>
<td>$139,608</td>
<td>$7,760,903</td>
<td>67%</td>
<td>22</td>
<td>26</td>
<td>$2,920,000</td>
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<tr>
<td>Dairy Campaign for Excellence (Note 4)</td>
<td>$2,500,000</td>
<td>$986,396</td>
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<td>$986,396</td>
<td>39%</td>
<td>3</td>
<td>3</td>
<td>$85,000</td>
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<tr>
<td>Randall B. Terry, Jr. Companion Animal Veterinary Medical Center (Note 5)</td>
<td>$34,000,000</td>
<td>$32,561,789</td>
<td>$378,945</td>
<td>$32,940,734</td>
<td>97%</td>
<td>6</td>
<td>8</td>
<td>$345,000</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 concept.
4. New architectural plans are now complete, and fundraising has begun.
5. Does not include the Terry Foundation Challenge Match of $5MM
## NC State University

**Gifts and New Commitments by Gift Source**

(Outright Gifts and New Commitments - No Pledge Payments)

**July 1, 2010 to June 30, 2011**

<table>
<thead>
<tr>
<th>Source</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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</thead>
<tbody>
<tr>
<td>College of Agriculture and Life Sciences</td>
<td>$3,061,623</td>
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<td>$3,315,703</td>
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<td>$23,990,556</td>
<td>$21,573,565</td>
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</tr>
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<td>$24,915</td>
<td>$224,744</td>
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<td>$104,027</td>
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<td>$308,613</td>
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<td>$759,725</td>
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<td>$15,283</td>
<td>$346,470</td>
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<td>$9,902</td>
<td>$536,596</td>
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<td>-7%</td>
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<td>$0</td>
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<td>$0</td>
<td>$8,120</td>
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<td>$792,518</td>
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<td>$242,757</td>
<td>$11,143,131</td>
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<td>10%</td>
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</tr>
<tr>
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<td>$2,175,217</td>
<td>$10,623,943</td>
<td>$20,992,250</td>
<td>$10,494,514</td>
<td>$8,451,486</td>
<td>$96,096,634</td>
<td>$67,062,196</td>
<td>43%</td>
<td>$67,062,196</td>
</tr>
<tr>
<td>Athletics</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<td>$8,451,486</td>
<td>$106,853,332</td>
<td>$89,438,521</td>
<td>19%</td>
<td>$89,438,521</td>
</tr>
</tbody>
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Prepared by Advancement Services
## NC State University

### Gifts and New Commitments by Gift Type

(Outright Gifts and New Commitments - No Pledge Payments)

July 1, 2010 to June 30, 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>
</tr>
</thead>
<tbody>
<tr>
<td>College of Agriculture and Life Sciences</td>
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</tr>
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<td>$0</td>
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<td>$326,781</td>
<td>$326,781</td>
<td>184%</td>
<td>$326,781</td>
</tr>
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</tr>
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<tr>
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<td>$4,289</td>
<td>$0</td>
<td>$100,000</td>
<td>$471,465</td>
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<td>$1,092,105</td>
<td>$1,092,105</td>
<td>11%</td>
<td>$1,092,105</td>
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<tr>
<td>College of Veterinary Medicine</td>
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<td>$5,200,001</td>
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<td>$9,417,576</td>
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<td>$0</td>
<td>$0</td>
<td>$119,910</td>
<td>$536,596</td>
<td>$579,887</td>
<td>-7%</td>
<td>$579,887</td>
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<tr>
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<td>$2,284,124</td>
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<tr>
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<td>$0</td>
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<td>$36,007</td>
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<tr>
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<td>$11,143,131</td>
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</tr>
<tr>
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<td>$12,174,374</td>
<td>$22,658,969</td>
<td>$96,096,634</td>
<td>$67,062,196</td>
<td>43%</td>
<td>$67,062,196</td>
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<tr>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$866,793</td>
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<td>$106,853,332</td>
<td>$89,438,521</td>
<td>19%</td>
<td>$89,438,521</td>
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</table>
## NC State University

### Gifts and New Commitments by Gift Use

*(Outright Gifts and New Commitments - No Pledge Payments)*

_July 1, 2010 to June 30, 2011_

<table>
<thead>
<tr>
<th>College</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>YTD Period % Change FY10/FY11</th>
<th>Year End FY '10 Totals</th>
</tr>
</thead>
<tbody>
<tr>
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<td>$23,990,556</td>
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<td>$86,030</td>
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<td>$530,230</td>
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<td>$1,026</td>
<td>$927,872</td>
<td>$326,781</td>
<td>184%</td>
<td>$326,781</td>
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<td>$1,502,013</td>
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<td>$1,211,701</td>
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<td>$579,887</td>
<td>-7%</td>
<td>$579,887</td>
</tr>
<tr>
<td>ARTS NC State</td>
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<td>$3,000</td>
<td>$200,425</td>
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<td>$587,124</td>
<td>289%</td>
<td>$587,124</td>
</tr>
<tr>
<td>Graduate School</td>
<td>$6,120</td>
<td>$2,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$8,120</td>
<td>$36,007</td>
<td>-77%</td>
<td>$36,007</td>
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<tr>
<td>Libraries</td>
<td>$363,740</td>
<td>$36,321</td>
<td>$146,548</td>
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<td>$1,773,866</td>
<td>$2,320,474</td>
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<td>$4,196,993</td>
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<td>$24,922,278</td>
<td>$7,942,822</td>
<td>$106,853,332</td>
<td>$89,438,521</td>
<td>19%</td>
<td>$89,438,521</td>
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</table>
### NC State University

**Gift Receipts by Gift Source**  
(Includes Gift Receipts and Pledge Payments)  
**July 1, 2010 to June 30, 2011**

<table>
<thead>
<tr>
<th>College</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>
</tr>
</thead>
<tbody>
<tr>
<td>College of Agriculture and Life Sciences</td>
<td>$2,602,284</td>
<td>$7,388</td>
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<td>$9,167,661</td>
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<td>$15,876,295</td>
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<td>$15,876,295</td>
</tr>
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<td>$85,340</td>
<td>$1,272</td>
<td>$5,833</td>
<td>$25,460</td>
<td>$224,969</td>
<td>$673,077</td>
<td>$143,936</td>
<td>$1,159,887</td>
<td>$475,626</td>
<td>144%</td>
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<td>$6,162</td>
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<td>$108,892</td>
<td>$413,313</td>
<td>$124,661</td>
<td>$788,850</td>
<td>$334,646</td>
<td>136%</td>
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<td>$19,897</td>
<td>$103,713</td>
<td>$5,562,174</td>
<td>$1,294,324</td>
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<td>$69,021</td>
<td>$33,414</td>
<td>$208,190</td>
<td>$119,286</td>
<td>$859,121</td>
<td>$789,312</td>
<td>9%</td>
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<td>$11,398</td>
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<td>$27,520</td>
<td>$812,130</td>
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<td>$782,861</td>
<td>$309,624</td>
<td>$825,035</td>
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<td>$3,182</td>
<td>$22,940</td>
<td>$17,960</td>
<td>$439,045</td>
<td>$501,968</td>
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<td>$1,204,224</td>
<td>$1,182,263</td>
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<td>$16,345</td>
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<td>$1,045,897</td>
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<td>$181,086</td>
<td>$8,414,278</td>
<td>$6,488,586</td>
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<td>$2,275</td>
<td>$86,186</td>
<td>$204,358</td>
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<td>$9,902</td>
<td>$733,863</td>
<td>$836,095</td>
<td>-12%</td>
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</tr>
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<td>$75,359</td>
<td>$400</td>
<td>$38,075</td>
<td>$288,545</td>
<td>$46,087</td>
<td>$143,150</td>
<td>$5,355</td>
<td>$596,971</td>
<td>$632,497</td>
<td>-6%</td>
<td>$632,497</td>
</tr>
<tr>
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<td>$0</td>
<td>$0</td>
<td>$1,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$8,120</td>
<td>$41,007</td>
<td>-80%</td>
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<td>$2,520</td>
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</tr>
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<td>$646,364</td>
<td>$2,417,504</td>
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<td>$242,757</td>
<td>$9,818,478</td>
<td>$10,384,334</td>
<td>-5%</td>
<td>$10,384,334</td>
</tr>
<tr>
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<td>$7,662,499</td>
<td>$21,582,228</td>
<td>$15,067,178</td>
<td>$7,420,438</td>
<td>$79,495,766</td>
<td>$62,873,756</td>
<td>26%</td>
<td>$62,873,756</td>
</tr>
<tr>
<td>Athletics</td>
<td>$15,260,900</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<td>$15,260,900</td>
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<tr>
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<td>$94,756,666</td>
<td>$77,959,944</td>
<td>22%</td>
<td>$77,959,944</td>
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</tbody>
</table>
## NC State University
Gift Receipts by Gift Type
(Includes Gift Receipts and Pledge Payments)
July 1, 2010 to June 30, 2011

<table>
<thead>
<tr>
<th>College of Agriculture and Life Sciences</th>
<th>Cash Gifts</th>
<th>Gifts-In-Kind</th>
<th>Matching Gifts</th>
<th>PG Life Income</th>
<th>Realized Bequests</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>
</tr>
</thead>
<tbody>
<tr>
<td>College of Design</td>
<td>$1,144,217</td>
<td>$14,395</td>
<td>$1,275</td>
<td>$0</td>
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<td>$475,626</td>
<td>144%</td>
<td>$475,626</td>
</tr>
<tr>
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<td>$2,713</td>
<td>$0</td>
<td>$0</td>
<td>$788,650</td>
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<td>136%</td>
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</tr>
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<td>$859,121</td>
<td>$789,312</td>
<td>9%</td>
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<td>$73,799</td>
<td>$16,541,560</td>
<td>$0</td>
<td>$18,446,996</td>
<td>$5,157,867</td>
<td>258%</td>
<td>$5,157,867</td>
</tr>
<tr>
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<tr>
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<td>$38,017</td>
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<td>$4,672,377</td>
<td>$4,672,377</td>
<td>-37%</td>
<td>$4,672,377</td>
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<tr>
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<td>$4,289</td>
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<td>$1,182,263</td>
<td>$1,182,263</td>
<td>2%</td>
<td>$1,182,263</td>
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<tr>
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<td>$11,652</td>
<td>$9,002</td>
<td>$115,450</td>
<td>$8,414,278</td>
<td>$6,488,586</td>
<td>30%</td>
<td>$6,488,586</td>
</tr>
<tr>
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<td>$699,933</td>
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<td>$33,930</td>
<td>$0</td>
<td>$0</td>
<td>$733,863</td>
<td>$836,095</td>
<td>-12%</td>
<td>$836,095</td>
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<tr>
<td>ARTS NC State</td>
<td>$409,097</td>
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<td>$596,971</td>
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<td>$632,497</td>
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<tr>
<td>Graduate School</td>
<td>$8,120</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$8,120</td>
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<tr>
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<td>$9,818,478</td>
<td>$10,384,334</td>
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<tr>
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<td>$3,097,811</td>
<td>$79,495,766</td>
<td>$62,873,756</td>
<td>26%</td>
<td>$62,873,756</td>
</tr>
<tr>
<td>Athletics</td>
<td>$15,260,900</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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</tr>
<tr>
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<td>Current Operations Restricted</td>
<td>Current Operations Unrestricted</td>
<td>Endowment Restricted</td>
<td>Endowment Unrestricted</td>
<td>Facilities</td>
<td>Year-to-date FY '11 Totals</td>
<td>Year-to-date FY '10 Totals</td>
<td>YTD Period % Change FY10/FY11</td>
<td>Year End FY '10 Totals</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------------------------------</td>
<td>--------------------------------</td>
<td>----------------------</td>
<td>------------------------</td>
<td>------------</td>
<td>--------------------------</td>
<td>--------------------------</td>
<td>-----------------------------</td>
<td>--------------------------</td>
</tr>
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<td>$524,511</td>
<td>$20,514,219</td>
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</tr>
<tr>
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<td>$9,527,900</td>
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<td>$106,574</td>
<td>$18,446,996</td>
<td>$5,157,867</td>
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<tr>
<td>College of Natural Resources</td>
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<td>$13,998</td>
<td>$1,992,502</td>
<td>$1,282,484</td>
<td>55%</td>
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<td>$2,928,719</td>
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<td>$37,900</td>
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<td>2%</td>
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</tr>
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<td>College of Veterinary Medicine</td>
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<td>$8,414,278</td>
<td>$6,488,586</td>
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<td>$23,000</td>
<td>$254,662</td>
<td>$596,971</td>
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<td>$0</td>
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<td>$8,120</td>
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<td>$2,501,839</td>
<td>$2,115,507</td>
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</tr>
<tr>
<td>University-wide</td>
<td>$6,105,610</td>
<td>$245,846</td>
<td>$420,388</td>
<td>$6,000</td>
<td>$3,040,634</td>
<td>$9,818,478</td>
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<td>-5%</td>
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<tr>
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<td>$4,598,279</td>
<td>$10,648,207</td>
<td>$21,632,278</td>
<td>$6,887,732</td>
<td>$79,495,766</td>
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<td>26%</td>
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<tr>
<td>Athletics</td>
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<td>$500,228</td>
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<td>$4,870,766</td>
<td>$15,260,900</td>
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<td>$11,758,498</td>
<td>$94,756,666</td>
<td>$77,959,944</td>
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### Overall Performance

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<th>FY10</th>
<th>Chng</th>
<th>% Chng</th>
<th>FY11</th>
<th>FY10</th>
<th>Chng</th>
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<th>FY11</th>
<th>FY10</th>
<th>Chng</th>
<th>% Chng</th>
<th>FY11</th>
<th>FY10</th>
<th>Chng</th>
<th>% Chng</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>YTD Total</strong></td>
<td>$1,105,185</td>
<td>$729,901</td>
<td>$375,284</td>
<td>51.42%</td>
<td>$1,385,375</td>
<td>$979,031</td>
<td>$406,344</td>
<td>41.50%</td>
<td>10,432</td>
<td>7,105</td>
<td>3,327</td>
<td>46.83%</td>
<td>13,437</td>
<td>9,256</td>
<td>4,181</td>
<td>45.17%</td>
</tr>
<tr>
<td><strong>$1,000+ household donors (Primary donors only)</strong></td>
<td>$130,669</td>
<td>$108,283</td>
<td>$22,387</td>
<td>20.67%</td>
<td>$191,745</td>
<td>$154,608</td>
<td>$37,137</td>
<td>24.02%</td>
<td>100</td>
<td>74</td>
<td>26</td>
<td>35.14%</td>
<td>132</td>
<td>107</td>
<td>25</td>
<td>23.36%</td>
</tr>
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### Progress to Goals

<table>
<thead>
<tr>
<th></th>
<th>FY11 Goals</th>
<th>Surpassed Goal by</th>
<th>FY11 % To Goal</th>
<th>FY10 Rpt Date to 6/30/10</th>
<th>Final</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Dollars</strong></td>
<td>$1,200,000</td>
<td>$185,375</td>
<td>115.45%</td>
<td>0</td>
<td>$1,385,375</td>
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<tr>
<td>(FY10 = $979,031)</td>
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<tr>
<td><strong>Total Donors</strong></td>
<td>10,000</td>
<td>3,437</td>
<td>134.37%</td>
<td>0</td>
<td>13,437</td>
</tr>
<tr>
<td>(FY10 = 9,256)</td>
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### Average Gift

<table>
<thead>
<tr>
<th></th>
<th>FY11</th>
<th>FY10</th>
<th>Chng</th>
<th>% Chng</th>
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<tbody>
<tr>
<td><strong>$78</strong></td>
<td></td>
<td></td>
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<td>4.00%</td>
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### Corporate Matching Gifts

<table>
<thead>
<tr>
<th></th>
<th>FY11</th>
<th>FY10</th>
<th>Chng</th>
<th>% Chng</th>
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</thead>
<tbody>
<tr>
<td><strong>$80,723</strong></td>
<td></td>
<td></td>
<td></td>
<td>8.73%</td>
</tr>
</tbody>
</table>

**FY10 final numbers adjusted to match FY10 final reports**
### FY11 YTD Monthly Progress and College Comparison Report

**As of June 30, 2011**

#### Page 2

<table>
<thead>
<tr>
<th>Academic Unit Detail - Mailable Alumni</th>
<th>Gift Dollars No Match</th>
<th>Donors No Match</th>
<th>Average Gift*</th>
<th>Average Gift*</th>
<th>Corporate Matching</th>
<th>Total Gifts and Matching</th>
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<tbody>
<tr>
<td>FY11 FY10 Chng % Chng FY11* FY10* Chng % Chng FY11 FY10 FY11 FY10 FY11 FY10</td>
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<tr>
<td>CALS - 33,873 169,803 $112,753 50.6% 1,881 1,263 48.93% 81 $80 $7,160 $7,775</td>
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<tr>
<td>CHASS - 29,771 71,124 $38,802 83.3% 1,026 598 71.57% 57 $52 $3,224 $2,620</td>
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<tr>
<td>Design - 5,859 40,828 $22,208 83.8% 397 233 70.39% 85 $75 $475 $275</td>
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<tr>
<td>Education - 12,348 46,259 $29,040 59.3% 621 397 56.42% 68 $66 $613 $628</td>
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<tr>
<td>Engineering - 49,737 352,463 $237,320 48.5% 3,608 2,439 47.93% 89 $88 $3,265 $3,168</td>
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<tr>
<td>Management - 20,776 75,656 $44,018 71.9% 973 599 62.44% 69 $64 $7,520 $5,138</td>
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<tr>
<td>Natural Resources - 8,438 68,057 $48,251 41.0% 525 312 68.27% 84 $75 $3,069 $1,675</td>
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<tr>
<td>PAMS - 11,751 63,647 $46,092 38.1% 659 385 60.78% 93 $108 $6,587 $4,430</td>
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<tr>
<td>Textiles - 7,969 35,235 $21,892 61.0% 456 281 62.28% 86 $63 $2,776 $850</td>
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<tr>
<td>Vet Med - 2,082 (709 = undergrad) 19,786 $23,275 ($3,489) (15.0%) 146 137 6.57% 111 $139 $1,160 $700</td>
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<tr>
<td>Arts NC State 9,505 $11,460 ($1,955) (17.1%) 70 68 2.94% 69 $81 $973 $315</td>
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<tr>
<td>First Year College 6,738 $5,409 $1,328 24.6% 40 55 ($15) ($27.25)% 150 $97 $50 (15)</td>
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<tr>
<td>Graduate School 7,020 $3,175 $3,845 121.1% 25 17 8 47.06% 270 $187 0 $0 7,020 $3,175</td>
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<tr>
<td>Library 20,922 $14,121 $6,801 48.2% 118 103 15 14.56% 49 $39 $773 $168</td>
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<tr>
<td>Parents’ Fund 108,508 $100,648 $7,861 7.8% 2,276 1,871 21.65% 46 $52 $4,951 $5,626</td>
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<tr>
<td>Senior Class Gift 11,744 $24,523 ($12,779) (52.1%) 204 459 ($255) (55.56)% 55 $50 $990 $225</td>
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<tr>
<td>University’s Greatest Needs Fund 120,169 $62,933 $57,236 90.9% 837 475 76.21% 133 $119 $5,934 $4,247</td>
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<tr>
<td>Other/University-wide 77,186 $47,742 $29,444 61.7% 492 340 44.71% 100 $85 $1,200 $7,404</td>
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<tr>
<td>TOTAL $1,304,652 $893,662 $410,989 46.0% 13,437 9,517 41.19% 78 75 $80,723 $74,243</td>
<td></td>
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</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.
Memorandum

TO:       W. Randy Woodson, Chancellor
FROM:     Nevin E. Kessler
DATE:     August 25, 2011
RE:       2011-12 Goals for University Advancement

Consistent with NC State’s recently approved strategic plan, The Pathway to the Future, University Advancement is recommending the following strategic goals and tactics for FY 2011-12.

1) Prepare the University for the successful quiet launch of its next comprehensive campaign on July 1, 2013.
   a. Hire campaign counsel to conduct a campaign readiness audit and feasibility study.
   b. Develop a campus-wide fund raising needs assessment process for identifying priorities for the campaign.
   c. Increase the number of rated major gift donors and potential donors by 3,000, bringing the total research rated prospects in the alumni and friends database to over 16,000.
   d. Implement a principal gift program that focuses on individual donors who have the capacity to give $5 million or more, and corporations and foundations that have the capacity to give $1 million or more.
   e. Build a technology platform that can support the next campaign
      i. Complete conversion to web-accessed donor, alumni, and prospect management database
      ii. Institute a new reporting tool to allow more effective data-driven decision-making.
      iii. Stream-line the processing of gifts on the on-line giving system, and help migrate all Foundations at NC State to one system.
   f. Unify communications across University Advancement (led by University Communications, and including Development Communications and Donor Relations,
and Alumni Relations) in support of the campaign, and in alignment with institutional messaging.

g. Begin to identify volunteer leadership for the next campaign.

h. Working closely with the NC State Foundation, convene the college-based foundations on a regular basis to identify opportunities and issues for collaboration.

2) Engage a larger number of alumni and friends in the University, in ways that are meaningful to alumni and the University.

   a. Strengthen the regional alumni program with the re-introduction of the Annual Network and Constituency Leadership Conference, designed to bring the volunteer leadership of the regional and constituency programs to campus to learn and share best practices in alumni programming.

   b. Focus efforts to develop stronger networks in Tier 1 regions where the University has both large numbers of alumni, and large numbers of major gift donors and potential donors. Those in-state regions include the Triangle, Charlotte, Greensboro/Winston-Salem, Asheville, and Wilmington. Out of state regions include Washington, DC, Baltimore, New York City, Richmond, Norfolk, San Francisco, Silicon Valley, Atlanta, and cities in Asia.

   c. Increase the number of face to face calls with major donors and potential major donors by 39%, from 3,750 in FY’11 to 5,200 in FY’12. Put special emphasis on discovery calls – face-to-face visits with alumni and friends who have never been visited before.

   d. Encourage the colleges and other fund raising units to identify opportunities for major gift donor and potential donor engagement, with focus on activities other than service on advisory and fiduciary boards.

   e. Working with the Wolfpack Club, accurately calculate the alumni participation rate, for the first time in the history of the University, and apply tactics through the Annual Giving program to increase it.

   f. Implement a revised Senior Class Gift program to substantially increase the percent of students who make gifts to their areas of interest/passion.

3) Increase private financial support.

   a. Increase gifts and new commitments by 3% to $110 million and gift receipts by 3% to $97.8 million

   b. Increase the number of Chancellor Circle members through Annual Giving initiatives by 38%
c. Increase private support through the Annual Giving program by 8%

d. Achieve $40 million in new gifts and commitments for endowment

e. Close at least one eight-figure gift

f. Hold everyone at the University accountable for achieving their fund raising goals

4) Increase membership in NC State Alumni Association by 3%

5) Create a cohesive messaging architecture that advances the University’s mission

   a. Establish tone, focus and direction for messaging with NC State’s annual 30-second half-time commercial

   b. Working with faculty, staff and student leaders, direct central university channels and messaging to improve internal awareness, pride, trust and enthusiasm for NC State

   c. Improve collaboration among the NC State network of communications professionals

   d. Support strategic recruitment efforts focused on out-of-state and international students

   e. Enhance NC State’s visibility through increased media coverage, as measured by hits in targeted national and regional publications

   f. Refresh the alumni magazine content and design; develop a business plan for expanding the magazine to six issues per year

   g. Implement communications measurement best practices to evaluate effectiveness, influence, and return on investment

6) Plan and implement the 125th Anniversary Celebration

7) Achieve diversity goals as articulated in University Advancement’s Equal Opportunity Plan
# Agenda

**UNIVERSITY AFFAIRS COMMITTEE**  
**NORTH CAROLINA STATE UNIVERSITY**  
September 15, 2011

**BOARD OF TRUSTEES**  
**NORTH CAROLINA STATE UNIVERSITY**  
**AGENDA**

University Affairs Committee  
2:45 p.m. – 4:15 p.m.  September 15, 2011  
Winslow Hall Conference Room

Norris Tolson, Chair  
Members: Lawrence Davenport, Phil Freelon, Jim Owens, Chandler Thompson, Susan Ward

## CALL TO ORDER
Norris Tolson, Committee Chair

## ROLL CALL

## READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT

### 1. AGENDA

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
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<tbody>
<tr>
<td>7.1A</td>
<td>Approval of April 21, 2011 Academic Affairs and Personnel Committee Minutes</td>
</tr>
<tr>
<td>7.1B</td>
<td>Approval of April 21, 2011 Student and Campus Affairs Committee Minutes</td>
</tr>
</tbody>
</table>

### 2. DISCUSSION ITEMS

#### A. Review of Committee Responsibilities

Overview of University Affairs Committee responsibilities as outlined in Board of Trustees Bylaws, Policy 01.05.1.  
*Presenter: Warwick A. Arden, Provost and Executive Vice Chancellor*

#### B. Annual Report on Intercollegiate Athletics

The 2011 Intercollegiate Athletics Report is a UNC General Administration report that responds to scholarship student-athlete reports published by the NCAA and also adds additional information for all recruited student athletes.  
*Presenters: Deborah Yow, Director of Athletics and Carrie Leger, Director of Academic Support Program for Student-Athletes/Associate AD for Academics*

### 3. REQUESTED ACTION

#### A. Revision to Policy 05.20.02: Emeritus/Emerita Status for Faculty and Senior Administrative Officers

*Reason for Revision: To combine two related policies and move procedures to SOPs, which are more process than policy and can be revised more easily if the procedure changes. As part of this revision, REG 05.20.6, Emeritus/Emerita Faculty Status Procedure, has been repealed.*

#### B. Repeal Policy 05.15.02: Emeritus/Emerita Status for Senior Academic Administrative Officers

*Reason for Revision: Information combined into revised Policy 05.20.02.*
C. Revision to Policy 01.30.1: Holladay Medal for Excellence

Reason for Revision: The procedure for submitting Holladay nominations is on a website maintained by the Office of Faculty Development on behalf of the Provost. Since submission dates and other details about the submission process may change, it is easier to keep the procedures up to date and simpler for nominators to find complete information on submissions if they are maintained on a webpage rather than in a regulation. As part of this revision, REG 01.30.1, Holladay Medal for Excellence Procedure for Nominating Recipients, has been repealed.

D. Repeal Policy 11.00.2: Student Radio Station

Reason for Revision: This policy deals with the operational responsibilities of the student radio station, WKNC 88.1FM. Oversight for the radio station is under the responsibility of Student Media Advising within the Division of Student Affairs. Our intent is to replace this policy with a regulation that will address the operational responsibilities of the station with regard to the station’s FCC license.

4. INFORMATIONAL REPORTS

A. December, 2011 Commencement Speaker

Presenter: Chancellor W. Randolph Woodson

B. Student Body President Report

Presenter: Chandler E. Thompson, Student Body President

C. Provost Update

Activities in Academic Affairs since the April 21, 2011 Board Meeting

Presenter: Warwick A. Arden, Provost and Executive Vice Chancellor

a. University Certificate in Computer Programming

   (Distance Education – only)

b. University Certificate in Fundamentals of Entomology

   (On-campus and Distance Education)

c. BOG Approved Salary Adjustments

5. PERSONNEL MATTERS AND HONORARY AWARDS*

Executive Summary of All Personnel Actions Requiring Approval

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

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.

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

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 April 21, 2011 at 2:45 p.m. in the Winslow Hall Conference Room.

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

Others Present: Randy Woodson
                Warwick Arden
                John Ambrose
                Betsy Brown
                Barbara Carroll
                Eileen Goldgeier
                Marc Hoit
                Louis Hunt
                Amy Jinnette
                Hans Kellner
                Duane Larick
                Julie Mallette
                Diane Moose
                Keith Nichols
                Margery Overton
                Marielle Pocan
                Christy Scheid
                PJ Teal
                Debbie Yow

Chair Tolson called the meeting to order. A quorum was 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. Williams and seconded by Mr. Jordan to approve minutes from the open and closed sessions of the February 17, 2011 and March 18, 2011 meetings as distributed. The motion carried.

Ms. Julie Mallette, Associate Vice Provost and Director of Scholarships and Financial Aid, provided an annual report on the list of recognized entities awarding full scholarships to undergraduates and the number of students receiving full scholarships from each entity. Effective July 1, 2010, the General Assembly rescinded the ability to include athletes as eligible for this benefit which has reduced the number of students benefiting from this provision from 205 last year to 70 this year. Of these 70 students, 54 are Park Scholars. This process is governed by REG 02.70.3, “Residency for Full Scholarship Undergraduate Students”, which requires an annual update to the Board of Trustees.

Dr. Louis Hunt, Vice Provost and University Registrar, gave a report on the special consideration process of undergraduate admissions and the performance of students previously admitted through that process. This process is governed by REG 02.10.4, "Identification and Performance Monitoring of Selected Students Requiring Special Consideration for Admissions", which requires an annual update to the Board of Trustees. The presentation examined the number of students admitted through this process; their previous academic performance; and, their persistence, performance, and graduation rates. Provost Arden commended both Dr. Hunt and Ms. Mallette for the work that they do in the
Enrollment Management and Services unit and noted that Dr. Hunt has just successfully completed his five-year leadership and program review.

Ms. Barbara Carroll, Associate Vice Chancellor for Human Resources, explained that 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. Ms. Carroll presented the recommended pay ranges for the 2011-12 year, which are the same as the current year's ranges. Based on data and market review, no changes are being recommended for the coming year. Mr. Williams made a motion to approve the ranges as submitted. Mr. Jordan seconded the motion. The motion carried.

Athletic Director Deborah Yow reminded the committee that last fall, the AAPC was asked to approve the bonus guidelines developed by the previous athletic director to avoid changing the guidelines in the middle of the year and to allow time for Director Yow to develop a new bonus structure. Director Yow reviewed the new bonus guidelines that will go into effect the beginning of the 2011-12 academic year. She explained the guidelines were developed to mirror those of head coaches and to tie to the federal graduation rate instead of the graduation success rate. In the Women's Basketball guidelines, Director Yow requested an amendment to remove the assistant coach bonus of $10,000 for graduation rates greater than or equal to 55% (while keeping in place the bonus for graduation rates greater than or equal to 70% per Federal Graduation Rate). Incorporating the requested amendment, Mr. Williams made a motion, seconded by Mr. Jordan, to approve the 2011-12 Department of Athletics Championship and Post-Season Compensation Guidelines. The motion carried.

Provost Arden reviewed the recommended revisions made to Policy 01.30.2: Honorary Degrees. The revisions were initiated by the AAPC working group on honorary degrees and by the faculty committee on honorary degrees in order to more clearly articulate the criteria for awarding these degrees. The revisions also remove procedural information from the policy allowing this more detailed information to be posted to the Honorary Degree web site. Mr. Williams made a motion, seconded by Mr. Jordan, to recommend the revised policy to the full board for approval. The motion carried.

Dean Duane Larick discussed the new Master of Science in Electric Power Systems Engineering degree proposal. The Department of Energy has identified a need for this academic program, and in July 2010, awarded NC State a three-year grant to facilitate the development and delivery of this program. Mr. Jordan made a motion, seconded by Mr. Davenport, to recommend this new degree proposal to the full board for approval. The motion carried.

Chair of the Faculty Margery Overton provided a summary of Faculty Senate activity including an update on the faculty and EPA non-faculty grievance and hearing activity. Dr. Overton introduced Dr. Hans Kellner, Professor of English and Chair-Elect of the Faculty. Chair Tolson thanked Dr. Overton for her leadership and service as Faculty Chair. Provost Arden also thanked Dr. Overton for her role co-chairing the strategic planning process and announced that she will be leading two processes in the coming year: development of an implementation plan for the initiatives associated with the strategic plan and chairing the Task Force on Academic Science Programs.

Chancellor Woodson shared that Mr. James E. Rogers, Chairman, President and Chief Executive Officer of Duke Energy, will deliver the May 2011 commencement address.

In the Provost’s update, Dean Larick notified the committee of two degree program discontinuations and of a new graduate certificate in mathematics. Provost Arden gave an update on the Early College High School Memorandum of Agreement between Wake County Public School System and NC State. The UNC regulations require an Agreement between the two educational entities, which sets forth each party’s obligations, responsibilities, and relationship to each other. NC State has been negotiating the Agreement with Wake County’s Board of Education and has come to terms except for a few matters. The UNC Regulation requires approval and signing of the Agreement by each respective Board. Once finalized by both parties, the final version of this MOA will be presented to the
Board of Trustees for approval. Provost Arden notified the committee that a nomination committee has been charged to search for the next dean of the College of Veterinary Medicine and will be chaired by Dean Larick. This search will be national and international in scope. A copy of the job description was made available to committee members. Finally, the Provost reported that NC State does not have any reported employees out of compliance with the UNC Policy on anti-nepotism.

A motion was made by Mr. Tolson 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. Davenport seconded the motion. The motion carried.

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

Mr. Williams made a motion, seconded by Mr. Jordan, to approve the personnel actions discussed in Closed Session including conferral of tenure to 3 new faculty members, conferral of tenure to 45 faculty members reviewed during the annual reappointment, promotion and tenure process, approval of 7 non-salary compensation requests for temporary housing allowance and approval of a head coach employment agreement. The motion carried.

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

Norris Tolson, Chair
MINUTES
Student and Campus Affairs Committee
BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY

April 21, 2011

The Student and Campus Affairs Committee of the Board of Trustees of North Carolina State University met at 2:45 p.m. on April 21, 2011 in the Chancellor’s Conference Room.

Committee members present:
Barbara Mulkey, Chair
Kelly Hook
John Sall
Steve Warren

Chair Barbara Mulkey called the meeting to order. Chair Mulkey reminded all members of their duty to avoid conflicts of interest and appearance 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 Warren made a motion to approve the minutes of the February 17, 2011 meeting, which was seconded by Trustee Sall, and approved by general consent.

Vice Chancellor Stafford reported that the newly elected Student Body President is Chandler Thompson and then he introduced and welcomed her and Student Senate President, Ethan Harrelson. Chandler is a junior from High Point, NC majoring in Economics, and Ethan is a senior from Rockingham majoring in Human Biology. Student Body Treasurer, Buddy Bryson and Student Chief Justice Ashley Trobaugh were unable to attend.

Randy Colby, Staff Senate Chair, gave highlights on some of the recent activities including participation in the “Have a Heart Campaign”. The Campaign involved staff from all the schools in the UNC System collecting canned goods for the Food Bank of Central and Eastern North Carolina. NC State collected four times what was collected last year. At the March meeting Chancellor Woodson and Provost Arden met with the Staff Senate, reviewed the Strategic Plan, and welcomed feedback. Employee Appreciation Day was held on March 9 and was a huge success. Mr. Colby reported that the overall state of the budget as well as the strategic realignment announced by the Chancellor on March 14 are areas of concern for the staff. Since this was Mr. Colby’s final meeting as Chair of the Staff Senate, the Committee thanked him for his outstanding service to the staff and NC State University, and look forward to working with Mr. David Defoor.

Vice Chancellor Stafford then gave the Committee an update on student life activities including:
- The 2011 edition of the Agromeck yearbook is now available.
A documentary video in support of the GLBT community was released in March. The video “It Gets Better” was filmed, edited, and produced by an NC State student.

Student Health Center updates include: the retirement of long time director, Dr. Jerry Barker; the system wide insurance program is in its second year, and premiums will be increased by 12% due to the number of claims submitted far exceeding the prediction; an addition to the Student Health Center has increased the square footage by 24,000 sq. ft.

Students have been actively involved in fundraising on behalf of the Japan Disaster Relief and fundraising and volunteer efforts for the NC storm victims.

End of the year activities will culminate with Commencement and Commissioning on May 14.

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.

Respectfully Submitted:

______________________________
Nancy P. Jenkins
Executive Assistant

Approved:

______________________________
Barbara Mulkey, Student and Campus Affairs Committee
Board of Trustees - University Affairs Committee

Delegated Authority and Assignments
Based on Board of Trustees Bylaws - POL 01.05.1, Appendix 1, Section V

EPA Personnel

Appointment and salary of all Vice Chancellors and the Provost

Non-salary compensation (ex. moving expenses, vehicle expenses, club memberships)

Salary issues
- Establish salary ranges for deans and other senior officers
- Recommend EPA salary increases for Board of Governors’ approval that exceed established salary range or result in a salary that is at least 15% and at least $10,000 above previous June 30th salary

Administrative separation and retreat rights

Conferral of permanent tenure
- New faculty hires (usually tenured at a previous institution)
- Faculty candidates reviewed through annual reappointment, promotion, and tenure process

Distinguished Professorships
- Appointment of faculty to distinguished professorships supported by the Distinguished Professorship Endowment Trust Fund
- Designation of particular Distinguished Professorships as time limited

Conferral of Emeritus status to SAAO Tier I employees

Appoint or extend the contract of the Athletic Director and Head Coaches with Employment Contracts

Employee Appeals

Hear appeals of discharged or suspended employees

Hear and render a decision on appeals from the disposition of grievances

Academic Programs

Review and recommend academic degree proposals to Board of Trustees

Receive notification of other academic program proposals (ex. certificates, concentrations, and minors)

Honorary Degrees, Awards and Distinctions

Honorary Degrees and Holladay Medals
- Receive and review nominations
- Recommend nominees to Board of Trustees for approval
Provide advice in Chancellor’s selection of a commencement speaker

Policy Development

Recommend policies to Board of Trustees for approval
- Personnel
- Administration of scholarships and other financial aid to students
- Provision of student services activities, including government and intercollegiate athletics

Reports

Hear reports from the Chair of Faculty Senate, Chair of Staff Senate, and Student Body President

Hear other miscellaneous reports
- Exit interview data results
- Counter offers
- Athletic Academic Progress Rates
- Graduation statistics
- Residency for full scholarship undergraduate students
- Students requiring special consideration
Annual Report to BOG on Intercollegiate Athletics

Debbie Yow, Director of Athletics
Carrie Leger, Director, Academic Support Program for Student-Athletes

Annual Reporting Requirement

- Policy 1100.1, Intercollegiate Athletics requires that "the chancellors shall submit an annual report to the Board of Trustees of the constituent institution with a copy to the President who will report to the Board of Governors."

- Report on the 2009-10 cohort was reported to General Administration in August, 2011.
Exception to UNC Minimum Course Requirements (MCR)

All Freshmen and Recruited Freshman Student-Athletes
Fall 2009 and Spring 2010

<table>
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<tr>
<th>Institution</th>
<th>NCAA Division</th>
<th>Conference</th>
<th>All Freshmen</th>
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Profile of Recruited Freshman Student-Athletes in Revenue Sports

Fall 2009 and Spring 2010

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<th>Institution</th>
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<td>Average SAT/ACT</td>
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<td>1012</td>
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Majors of Student-Athletes
(at least a Junior Academic Standing)

- Top 5 Majors:
  - Parks, Recreation, & Tourism: 51
  - Business: 33
  - Engineering: 26
  - Social Sciences: 19
  - Biological Sciences: 16

**Table included in report - Attached

NCAA Division I Academic Progress Rates (APR)

- Multiyear rate (2006-10) reported in May '11
- Team(s) below 925:
  - Wrestling (924)
- Team(s) subject to penalty:
  - Wrestling (scholarship reduction)
NCAA Academic Progress Rate
Public Recognition Awards

• Men’s Basketball
  – Recognized ’09, ’10, ’11
• Mixed Rifle
  – Recognized ’09, ’10, ’11
• Men’s Cross Country
  – Recognized ’10, ’11

QUESTIONS?
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<td>31 - PARKS, RECREATION, LEISURE AND FITNESS STUDIES</td>
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<td>43 - HOMELAND SECURITY, LAW ENFORCEMENT, FIREFIGHTING AND RELATED PROTECTIVE SERVICES</td>
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Page 1

Policies, Regulations and Rules

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<td>Contact Info</td>
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**Rationale:** To combine two related policies and move procedures to SOPs, which are more process than policy and can be revised more easily if the procedure changes.

**Review Process:**

12/1/10 Chancellor requests PRR review

03/09/11 Provost approves repealing POL 05.15.2 Emeritus/Emerita Status for Senior Administrators and combining it with this POL, repealing REG 05.20.6 Emeritus/Emerita Faculty Status Procedures, and creating SOPs on the Provost’s website for emeritus/a nominations.

4/28/11 Council of Deans (& Department Heads) review

4/12/11 Faculty Senate review

5/3/11 General Counsel final review

5/17/11 EOM approval (repeal of POL 05.15.2)

9/16/11 Board of Trustees (approval)

______ University Council (notification)

**History:** First Issued: April 27, 1995. Last Revised: July 15, 2010. Additional History Information. [add to History combining of 2 E/E policies and creation of SOPs]

**Related Policies:**

- NCSU POL05.15.2 – Emeritus/ Status for Senior Administrators (repealed)
- NCSU REG05.20.6 – Emeritus Faculty Status Procedure (repealed)
- NCSU POL05.20.1 – Appointment, Reappointment, Promotion and Permanent Tenure Academic Tenure Policy
I. EMERITUS/EMERITA FACULTY STATUS

1.1 Upon approval of the Chancellor, emeritus/emerita status is granted to retiring full-time faculty in recognition of dedicated service at NC State University upon approval of the Chancellor. It is an earned rank and as such entitles its holders to commensurate rights and privileges.

1.2 The University is grateful for the past service and numerous contributions of its retired faculty, recognizes their potential as a continuing valuable resource, and is committed to fostering an active, ongoing relationship with them. Retired faculty members are encouraged to engage in service to NC State University in whatever ways are found to be satisfying and mutually beneficial. In particular, the University, as an appreciative beneficiary of their scholarly pursuits and of the academic reputations they earn, will facilitate their efforts by making available its academic resources and other services wherever feasible and legally permissible.

2. ELIGIBILITY

12.1 Any tenured full-time faculty member who has served for ten or more years in a faculty position at NC State University is eligible for emeritus/emerita status. (NCSU POL05.20.1 - Appointment, Reappointment, Promotion and Permanent Tenure, Academic Tenure Policy)

12.2 Any full-time non-tenure track special faculty member who has served for ten or more years in a faculty position at NC State University is eligible for emeritus/emerita status. Non-tenure track Special faculty ranks are described in NCSU REG05.20.34 — Non-Tenure Track Special Faculty Ranks and Appointments.

12.3 Upon recommendation of the Chancellor, the Board of Trustees, upon recommendation of the Chancellor, may make exceptions to these eligibility requirements and grant emeritus/emerita status in cases of exceptional distinguished service.

23. EMERITUS/EMERITA FACULTY RESPONSIBILITIES AND PRIVILEGES
32.1 Emeritus/emerita status, for faculty with academic rank, being earned and established at the academic rank held upon retirement, for faculty with academic rank, provides membership in the General Faculty. Emeritus/emerita faculty remain in their pre-retirement constituency, as provided by the NCSU General Faculty Bylaws Article II Section 2.

32.2 As members of the General Faculty, Emeritus/emerita faculty are encouraged to continue engagement with the University’s function, with rights and responsibilities associated therewith, including eligibility for election to the Faculty Senate, service on university committees, retaining graduate faculty status as held pre-retirement, and listing in the University Directory.

32.3 Emeritus/emerita faculty who have accepted duties and responsibilities assigned by an NC State administrative unit are to be provided office space and support consistent with those responsibilities and duties. For those who wish to remain active in scholarly or other creative work and/or in service to the University without accepting assigned duties and responsibilities, efforts should be made to provide office space and all generally available services.

32.4 Emeritus/emerita whose professional service requires University financial support (beyond the support described in 32.3) should develop a statement of goals and objectives with the department head addressing expected activities and the disposition of any funds associated with faculty research or discretionary accounts. These faculty should submit an annual report to the department head documenting their professional activities and achievements that will serve as the basis for decisions related to continuation or changes to their duties and responsibilities.

32.5 Emeritus/emerita faculty are not Departmental Voting Faculty and may not vote on any personnel decisions (appointment, reappointment, promotion and tenure, or post-tenure review). This does not preclude their participation in other appropriate departmental and university functions.

3. PROCEDURES

Procedures for granting emeritus/emerita faculty status are available through the Office of the Provost.

II. EMERITUS/EMERITA STATUS FOR SENIOR ADMINISTRATORS

As delegated by the Board of Governors, conferral of emeritus/emerita status is an honor that may be granted by the Board of Trustees upon retirement of a University employee who has provided dedicated and distinguished service to the University. The Board of Trustees

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1 Departmental Voting Faculty are defined in specific policies and regulations pertaining to the decision being made, eg. NCSU POL05.20.1 - Appointment, Reappointment, Promotion and Permanent Tenure Academic Tenure Policy, NCSU REG05.20.34 Non-Tenure Track Special Faculty Ranks and Appointments.
approves emeritus/emerita status for Senior Academic Administrative Officers Tier I and
delegates to the Chancellor the authority to approve emeritus/emerita status for Senior
Academic Administrative Officers Tier II.

1. ELIGIBILITY

1.1 Individuals serving at the time of retirement as Senior Academic Administrative Officer
Tier I or Tier II and having ten or more years of service to NC State University are eligible for
emeritus/emerita status. (See POL 05.15.1 Employees Exempt from the State Personnel Act
(EPA) Policy Sections 1.2.3 and 1.2.4)

1.2 Upon recommendation of the Chancellor, the Board of Trustees may make exceptions to
these eligibility requirements and grant emeritus/emerita status in cases of exceptional
distinguished service.

2. CRITERION

Evidence of extraordinary and meritorious contributions to the fulfillment of program and
university mission.

3. PROCEDURES

Procedures for granting emeritus/emerita status are available through the Office of the
Provost.
Standard Operating Procedure for Granting Emeritus/Emerita Faculty Status

Contact: Vice Provost for Faculty Affairs (513-7741)

History: First Issued as NCSU REG 05.20.6 April 27, 1995; last revised November 20, 2009. Regulation repealed and Standard Operating Procedure established --/--/2011.

Related Policies:
NCSU POL05.20.2 - Emeritus/Emerita Status for Faculty and Senior Administrators

1. ELIGIBILITY
Eligibility criteria for Emeritus/Emerita status are contained in the NCSU POL05.20.2, Emeritus/Emerita Status for Faculty and Senior Administrators

2. PROCEDURE

A. Upon notification of retirement, the department head initiates the request for approval of the appropriate emeritus/emerita title concurrently with the personnel action notifying the University administration of the retirement. Phased Retirement Program (PRP) participants may request that the Department Head initiate the approval process for emeritus/emerita faculty status upon PRP entry or completion.

B. The department head submits a letter of recommendation to the dean [create link] documenting that the faculty member meets the criteria for emeritus/emerita status.

C. The dean submits the letter of recommendation to the Office of Provost.

D. The Office of the Provost coordinates submission of the recommendation for faculty emeritus/emerita status to the Chancellor.

E. Upon notification of Chancellor's approval, the department enters the corresponding personnel action into the Human Resource personnel system.

F. The faculty member submits an updated resume (or concise career summary) to University Archives.

3. EXCEPTIONS

Upon recommendation of the Chancellor, the Board of Trustees may make exceptions to these eligibility requirements and grant emeritus/emerita status in cases of exceptional distinguished service.
Standard Operating Procedure for Granting Emeritus/Emerita Status to Senior Administrators

Contact: Vice Provost for Faculty Affairs (513-7741)

History: First Issued as NCSU POL05.15.02, April 28, 1995. Last Revised: November 20, 2009. Policy combined with NCSU POL05.20.2 Emeritus/Emerita Faculty Status and Involvement and Standard Operating Procedure created --/--/2011.

Related Policies:
NCSU POL05.20.2 - Emeritus/Emerita Status for Faculty and Senior Administrators

1. ELIGIBILITY

Eligibility criteria for emeritus/emerita status are contained in the NCSU POL05.20.2, Emeritus/emerita Status for Faculty and Senior Administrators.

2. PROCEDURES

A. Upon notification of retirement, the Board of Trustees, Chancellor, Provost and Executive Vice Chancellor, or immediate supervisor may initiate the recommendation for emeritus/emerita status of SAAO Tier I employees.

B. Upon notification of retirement, the immediate supervisor may initiate the recommendation for Emeritus/Emerita status of SAAO Tier II employees.

C. The nominator submits a letter of recommendation documenting that the faculty member meets the eligibility and criteria for emeritus/emerita status to the Chancellor.

D. Emeritus/emerita status is awarded to SAAO Tier II employees upon the approval of the Chancellor. Emeritus/emerita Status to SAAO Tier I employees is awarded by the Board of Trustees upon the recommendation of the Chancellor.

E. Emeritus/emerita status is awarded with the title held at the time of retirement.

3. EXCEPTIONS

Upon recommendation of the Chancellor, the Board of Trustees may make exceptions to these eligibility requirements and grant emeritus/emerita status in cases of exceptional distinguished service.
PROPOSED REPEAL OF: POL 05.15.2

**Rationale:** Provost approves repealing POL 05.15.2 Emeritus/Emerita Status for Senior Administrators and combining it with POL 05.20.2, and creating SOPs on the Provost’s website for emeritus/a nominations.

**Review Process:**

12/1/10 Chancellor requests PRR review

03/09/11 Provost approves repealing POL 05.15.2 Emeritus/Emerita Status for Senior Administrators and combining it with POL 05.20.2, repealing REG 05.20.6 Emeritus/Emerita Faculty Status Procedures, and creating SOPs on the Provost’s website for emeritus/a nominations.

4/28/11 Council of Deans (& Department Heads) review

4/12/11 Faculty Senate review

5/3/11 General Counsel final review

5/17/11 EOM approval (repeal of POL 05.15.2)

9/16/11 Board of Trustees (approval)

_____ University Council (notification)

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1. INTRODUCTION

As delegated by the Board of Governors, conferral of Emeritus/Emerita status is an honor that may be granted by the Board of Trustees upon retirement of a University employee who has provided dedicated and distinguished service to the University. The Board of Trustees approves Emeritus/Emerita status for Senior Academic Administrative Officers Tier I and delegates to the Chancellor the authority to approve Emeritus/Emerita status for Senior Academic Administrative Officers Tier II. This policy describes eligibility, criteria, and procedures for conferring Emeritus/Emerita status to senior academic administrative officers.

2. ELIGIBILITY

2.1 Individuals serving at the time of retirement as Senior Academic Administrative Officer Tier I or Tier II and have ten or more years of service to NC State University.

2.2 The Board of Trustees may make exceptions to these eligibility requirements.

3. CRITERIA

Evidence of extraordinary and meritorious contributions to the fulfillment of program and university mission.

4. PROCEDURES

4.1 The Board of Trustees, Chancellor or Provost and Executive Vice Chancellor may initiate the recommendation for Emeritus/Emerita status of SAAO Tier I employees upon notification of retirement.

4.2 The immediate supervisor may initiate the recommendation for Emeritus/Emerita status of SAAO Tier II employees upon notification of retirement.

4.3 Recommendations for Emeritus/Emerita status shall be forwarded to the Chancellor and must include the following information:

4.3.1 Nominee's name and position

4.3.2 Beginning and ending dates of employment
4.3.3 Brief description of the extraordinary and meritorious contributions to the fulfillment of program and university mission (2-page limit).

4.4 Emeritus/Emerita status is awarded to SAAO Tier II employees, upon the approval of the Chancellor. Emeritus/Emerita Status to SAAO Tier I employees is awarded by the Board of Trustees upon the recommendation of the Chancellor.

4.5 Emeritus/Emerita status is awarded with the title held at the time of retirement.
Rationale: The procedure for submitting Holladay nominations is on a website maintained by the Office of Faculty Development on behalf of the Provost. Since submission dates and other details about the submission process may change, it is easier to keep the procedures up to date and simpler for nominators to find complete information on submissions if they are maintained on a webpage rather than in a regulation.

Review Process:

12/1/10 Chancellor requests PRR review

03/09/11 Provost approves repeal of REG 01.30.1 “Procedure to nominate’ and putting this information on the Holladay Medal web site.

04/28/11 Council of Deans (Heads) review

04/12/11 Faculty Senate review

05/05/11 General Counsel final review

5/17/11 EOM approval (repeal of REG01.30.1)

9/16/11 Board of Trustees (approval)

_____ University Council (notification)


Related Policies:
NCSU REG 01.30.1 – Procedure for Nominating Recipients for the Holladay Medal for Excellence
UNC Code: Appendix Section IV

Additional References: Alexander Quarles Holladay Medal for Excellence (Nomination Procedures)
1. INTRODUCTION

The Alexander Quarles Holladay Medal for Excellence recognizes the contributions to the university of Alexander Q. Holladay, who served as its first Professor of History and first President. The purpose of this award is to recognize members of the faculty who have made outstanding contributions to the university. This is the highest award made by the university in recognition of faculty career achievements.

2. ELIGIBILITY AND CRITERIA

2.1. Full-time faculty. Nominations must be received prior to a faculty member's retirement date, unless nominee retires by July 1 following the academic year during which the nomination was initially submitted. A nominated faculty member will remain eligible for the entire period that nominations are held active, even if retirement occurs during this period.

2.2. Employed at NC State University at least ten years

2.3. Sustained outstanding contributions to the university through achievements in teaching and mentoring students, discovery of knowledge through discipline-guided inquiry, creative artistry and literature, technological and managerial innovation, extension and engagement with constituencies outside the university or service in professional societies and within the university itself.

3. PROCEDURES

3.1. The Chancellor or designee is authorized to establish a procedures for the solicitation and review of nominations for the Holladay Medal; the Chancellor has delegated responsibility for maintaining these procedures to the Provost and Executive Vice Chancellor. These procedures will include faculty input and the following.

3.1.1. The process of review shall include faculty input.

3.1.2. The procedure will define the documentation required for a nomination and the number of years nominations will remain active.

3.2 A faculty nominating committee will provide up to ten nominees to the Academic Affairs and Personnel Committee.

3.2.1. Nominations may also be 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 the submissions for the Chancellor and Provost and Executive Vice Chancellor for Academic Affairs.

3.3.1. The Academic Affairs and Personnel Committee shall make recommendations to the Board of Trustees, who may –
3.3 The Board of Trustees shall select zero to five award recipients in any given academic year.

4. AWARD RECOGNITION

4.1. The award will consist of a medal and a framed certificate presented at an appropriate academic event as prescribed by the chancellor or designee.

4.2. Award recipients will be announced in appropriate campus media.

4.3. A permanent plaque inscribed with the recipients' names will be displayed in a public place to be identified by the chancellor.
PROPOSED REPEAL OF: POL 11.00.2 Student Radio Station

**Rationale:** This policy deals with the operational responsibilities of the student radio station, WKNC 88.1FM. Oversight for the radio station is under the responsibility of Student Media Advising within the Division of Student Affairs. Our intent is to replace this policy with a regulation that will address the operational responsibilities of the station with regard to the station’s FCC license.

**Consultation Process:**

5/13/11 Vice Chancellor for Student Affairs review

5/27/11 General Counsel preliminary review

7/29/11 Vice Chancellor for Student Affairs final review

7/29/11 General Counsel final review, if changes have been made

8/09/11 EOM, or official with delegated authority to review PRR

9/16/11 Board of Trustees approval

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**History:** First Issued: April 17, 1998.

**Additional Reference:** UNC Code, Appendix XII

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1. Introduction
The Board of Trustees recognizes that the educational mission of North Carolina State University is served by the existence of a student radio station. This policy sets forth the overall operational responsibilities of the student radio station WKNC to ensure that the Board of Trustees’ responsibilities as the licensee holder of WKNC are met.

2. Administrative structure

2.1 The Vice Chancellor for Student Affairs is responsible for ensuring that the student radio station WKNC is operated in compliance with this policy.

2.2 The student radio station shall be operated by Board of student program directors who shall be appointed by the General Manager. This Board of Directors shall have responsibility for the overall programming and editorial decisions consistent with state and federal law, FCC regulations, University of North Carolina and North Carolina State University policies, administrative regulations and procedures.

2.3 The Student Media Authority, a student organization elected by the student body to be responsible for student media activities that are funded by student activities fees, shall have authority to approve the annual operating budget of the radio station and shall recommend annually to the Board of Trustees the appointment of a General Manager of the station. The General Manager shall be a student who shall serve at the pleasure of the Student Media Authority and Board of Trustees.

2.4 The Department of Student Development shall ensure that all students who work at the radio station shall receive appropriate training and education regarding pertinent FCC regulations and University policies regarding the responsible operation of a student radio station.

3. Administrative Procedures

3.1 The Vice Chancellor for Student Affairs is responsible for ensuring that a procedural manual is created for operation of the radio station and implementing this policy. The manual shall cover the daily operations of a radio station, personnel and business procedures and other operational details for the station to effectively operate.

3.2 The General Manager shall provide a written report to the Board of Trustees each semester. The report shall include information on station programming, how the Board’s policies are being carried out, training and personnel issues, a listing of public affairs efforts, certification that the public file is being maintained in accordance with FCC requirements, and any other significant activities and improvements at the station. Additionally, the General Manager shall keep the Board of Trustees apprised of any substantial changes to the procedures manual and relevant FCC issues.
STUDENT BODY PRESIDENT REPORT
SBP REPORT TO THE BOARD OF TRUSTEES

September 15, 2011

Student Government is working hard to improve the NC State experience and communicate better with the student body. Our summer has been incredibly busy and full of changes and improvements.

STUDENT GOVERNMENT INITIATIVES AND PROJECTS

FOCUS ON TRADITIONS
- 6,000 copies of *The Brick*, a book of history and traditions at NC State, were distributed to new and transfer students.
- The Tradition Keeper Program is a Student Government partnership with the Alumni Association; any student who completes 40 out of the 50+ traditions in *The Brick* will receive a medal to wear at graduation, recognized as an official Tradition Keeper.
- Decks of cards called *54 Things to Do at NC State* were distributed to students for the second year.

COACHES CORNER MEMORIAL PLANS
- Student Government has taken the lead on finishing the Coaches’ Corner with busts of Coach Everett Case, Coach Norm Sloan, and Coach Jim Valvano. They will join the Kay Yow Memorial outside Reynolds Coliseum.
- Student Government created a committee of students and faculty for the arts acquisitions process. The total estimated cost is $168,000, to be funded through private donations.

WOLFPACK STUDENT DISCOUNTS
- There is now a website (www.students.ncsu.edu/deals) and a Facebook page (www.facebook.com/WSDiscouints) indicating nine current discounts available to NC State students with a student ID. Some businesses have started displaying the “WSD” logo on their window.
- Student Government developed a partnership with a local company, ZSpotCard. Students have the option to purchase the ZSpotCard, giving them access to many local discounts, for $10, discounted from the typical $40 cost of the card. Additionally, ZSpotCard will donate a portion (at least 10%) of each $10 card purchase to the Coaches’ Corner Project.

CENTRAL STUDENT CALENDAR
- Started a trial run of the “for students by students” calendar as a Google Calendar (http://Go.NCSU.edu/studentcalendar).
- Students can submit student events to Student Government to be posted on the calendar.
ADVISING SURVEY

- The Academics Commission is creating an advising survey for students to evaluate their advisors each semester, in conjunction with or similar to the ClassEval survey for professors each semester. The survey is targeted for implementation in the fall 2012.

ATHLETICS INITIATIVES

RED TERROR TRANSIT CHANGES

- Reached partnership between Transportation/Athletics where they will provide all funding and SG will serve as the liaison between the students. Student Government has covered the cost since its inception in 2008.

IMPROVEMENTS TO STUDENT TICKETING SYSTEM

- The ticket policy was changed and consolidated to one page, easier for students to understand.
- Now entirely based on an individual’s loyalty points, rather than the previous group loyalty system.
- Students in the top 20% of loyalty points are guaranteed tickets; the remaining 80% are entered into a weighted lottery in order to promote better equity and fairness.
- Seating for basketball games was changed to general admission, similar to football student seating.
- Students now have the option to buy tickets to away games through the student ticket site (up to 100 tickets per game).

STUDENT LIFE AND CAMPUS EVENTS

UNIVERSITY DINING CHANGES

- New Atrium seating area is open for students.
- Later dining hours at Atrium instituted: it is now open until 10 p.m. instead of 4 p.m.
- “4th meal” dining option in process of implementation for Fall 2012.
- The Bragaw C-store is the first 24 hour C-store on campus and has been open for 24 hours each day since August 15th. The C-Store celebrated with a t-shirt giveaway at 2:00am.

TALLEY STUDENT CENTER CHANGES

- The University Bookstore was demolished this summer and has been temporarily relocated to Harrelson Hall.
- Student Government also moved to Harrelson Hall in July, along with the GLBT Center, the UAB, and the SORC office. Other Student Affairs groups will move into Harrelson in December.
- The Groundbreaking ceremony for the new Talley Student Center was held on August 16th, 2011.

“RESPECT THE PACK” EVENT

- A new tradition initiated by Student Government in partnership with the GLBT Center, IRC, UAB, CSLEPS, Hillsborough Street Community Service Commission, and many other campus organizations was held on Tuesday, August 16 from 8 – 10pm with over 300 participants.
- Filling a void, “Respect the Pack” is a Wolfpack Welcome Week event at the Free Expression tunnel celebrating the values of equality and mutual respect for all people in our diverse community of scholars. Students committed to NC State’s values by placing their handprint on the tunnel wall.

NEW WOLFLINE ROUTE

- The Route 10 Southside Circulator Wolfline bus route takes students to the Centennial Campus disc golf course, the Park Alumni Center, Lonnie Poole Golf Course, the new Chancellor's Residence, Centennial Middle School, and Thistledown Road, all previously not accessible via Wolfline. This request has been in process for several years and students are relieved that it is in place.
COMMUNICATION PROJECTS

SOCIAL MEDIA
- Daily communication through Student Government Facebook and Twitter sites.
- “Wolfpack Students” Facebook group provides a timely and easy way to communicate with many NC State students at once, also allowing them to ask questions to Student Government, the student body in general, or directly to the Student Body President. As of August 18, 2011 there are 2,810 members of the group.
- Daily communication through Student Body President’s Twitter Account with 769 followers as of August 18, 2011.

STUDENT BODY PRESIDENT BLOGS
- Weekly blogging through “Student Voices’ on www.ncsu.edu/features/tag/chandler-thompson/

ON CAMPUS
- iPhone and iPad location-based application for campus is being Beta tested now, allowing greater access for all.
- Student Government is assisting University Communications Department with the testing and calendar aspect of the application.

STUDENT FEEDBACK

REPRESENTING STUDENTS
- Staying true to our mission, Student Government has provided the student voice in a variety of important negotiations throughout the summer. From the Chief of Police Search and the Talley Building Committee, to the Chief Communications Officer Search to Welcome Week planning, Student Government has consistently provided valuable feedback on behalf of the student body.
- Student representation on the new Values and Ethics Advisory Committee charged by the Provost.
- Six student members were appointed to 125th Anniversary Celebration Committee.
- All Standing Committee student appointments have been filled for the year, ahead of schedule.

MONTHLY STUDENT SURVEYS
- Every bi-monthly HOWL email to students this year includes a survey asking for student input. Topics include concert interest, website feedback and general suggestions.

Board of Trustees, thank you for your time. I look forward to working with you over the next year. Please do not hesitate to contact me with any questions or thoughts about how we can better work together for the good of NC State!

Spirit, Pride, Tradition, WOLFPACK!

Chandler Thompson
Student Body President, 2011-2012

sbp@ncsu.edu
336-687-0095 [C]
919-513-4002 [O]
350 Harrelson Hall “The Satellite Student Center”
Campus Box 7306
Raleigh, NC 27695-7318
PROVOST UPDATE
N. C. STATE UNIVERSITY
UNIVERSITY UNDERGRADUATE CERTIFICATE PROGRAM FORM

COLLEGE/DEPARTMENT/PROGRAM NAME:
College of Engineering/Computer Science Dept

CERTIFICATE TITLE:
Computer Programming

CIP DISCIPLINE#: 11.0201

PROPOSED OR CURRENT PROGRAM CODE: CPC

CERTIFICATE TYPE: Distance only  X  (PBS students)

PROPOSED EFFECTIVE DATE: Spring 2012  APPROVED EFFECTIVE DATE:

ATTACHMENTS TO BE INCLUDED:
☒ 1. Statement of Justification for Program
☒ 2. Statement of Program Objectives
☒ 3. Proposed Revision(s) with Reasons
☒ 4. List of Program Requirements (use attached Format B)
☒ 5. Catalog Description of Proposed Certificate
☒ 6. Number of Certificate recipients in the past Five Years
☒ 7. Projected Enrollment
☒ 8. Admission Requirements
☒ 9. Statement on Other Departments Likely to be Affected and Summary of Consultations with those Departments
☒ 10. Signature Page (see attached)
☒ 11. Routing Form (see attached)
Statement of Justification

The Department of Computer Science, in conjunction with Engineering Online, the College of Engineering's Distance Education program, has offered a Computer Programming Certificate (CPC) for post-baccalaureate students (PBS) since at least 1979. The first student graduated from this program in 1980. This program is useful for those who have a bachelor's degree in any field other than computer science or computer engineering and need to fulfill prerequisites for a master's degree program in computer science, as well as those who are considering a career change or who are seeking to enhance their professional credentials.

Although the CPC courses are identical in content to those offered on campus, the CPC is solely a distance education program. The typical instructor is either a full-time CSC faculty or an approved adjunct who has been through training and orientation. Instructor turnover is low.

We emphasize that this program is not truly new. The cover page indicates it is new solely because the university has mandated new paperwork, for reasons mostly related to SACS and UNC-GA.

Statement of Program Objectives

By longstanding (1984) university policy, non-degree certificate programs have as their purpose the provision of educational opportunities for non-degree seeking adults interested in regular academic course offerings to meet their vocational, career, and other needs, and systematic guidance for lifelong education students by packaging courses in appropriate sequences in given subject areas.

The program objectives of the CPC are:

1. To teach the fundamentals of computer programming to students who have a Bachelor's degree.
2. To enable students to achieve a variety of professional goals.
3. To help students who have a Bachelor's degree change careers, enhance their professional credentials, or simply learn more about computer programming.
List of Program Requirements (see also Format B, attached)

MA 121 Introduction to Calculus (or any college calculus course)

Please note that students who intend to pursue graduate study after completion of the CPC need MA 141, not MA 121.

MA 121 or 131 or 141 Calculus I (3 cr)
CSC 116 Introduction to Computing – Java (3 cr)
CSC 216 Programming Concepts (3 cr)
CSC 226 Discrete Mathematics (3 cr)
CSC 230 C and Software Tools (3 cr)
CSC 236 Computer Organization and Assembly Language (3 cr)
CSC 246 Concepts and Facilities of Operating Systems (3 cr)
CSC 316 Data Structures (3 cr)

** The Department of Computer Science waives the pre/co-requisite of MA 121 or 131 or 141 so students interested in the CPC may begin by taking CSC 116. However, a Calculus I class remains a requirement for the CPC program. E115 is waived as a prerequisite for CSC 116 since this is a DE program and E 115 material is not needed for student success. See Format B.

Catalog Description of Proposed Curriculum

The Computer Science Department offer the Computer Programming Certificate (CPC) to Post-Baccalaureate Students to enable them to change careers, enhance their professional credentials, or simply learn more about computer programming. The focus of the required courses is the theory and practice of the basics of Computer Science and computer programming. Rather than teach applications and a single skill set, the program focuses on higher order analytical skills that are crucial to mastery of an ever-changing field.

Number of Certificate Recipients in the Past Five Years

<table>
<thead>
<tr>
<th>A/Y</th>
<th>Enrollment</th>
<th>Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-2006</td>
<td>75-80</td>
<td>15</td>
</tr>
<tr>
<td>2006-2007</td>
<td>75-80</td>
<td>19</td>
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<td>2007-2008</td>
<td>75-80</td>
<td>9</td>
</tr>
<tr>
<td>2008-2009</td>
<td>75-80</td>
<td>15</td>
</tr>
<tr>
<td>2009-2010</td>
<td>75-80</td>
<td>17</td>
</tr>
</tbody>
</table>

Enrollment is very fluid. Students often take breaks of up to one year or more, and students are not required to declare intent until after completing CSC 116.

Since the CPC courses are time-intensive, students are formally advised to take only one course per semester if they are employed full-time.
Since 2005, 190 students (non-duplicated head count) have taken CPC courses.

Projected Enrollment

We anticipate that future enrollment will be about the same as past enrollment. Currently allocated resources are sufficient to meet the need.

Admission Requirements

Although anyone with the prerequisites can take CSC classes offered through the CPC Program, the CPC is a distance-only program for PBS students. Students must complete CSC 116 before enrolling in the program. The certificate is awarded to students completing the required courses with a grade point average of 2.0 or above.

Engineering Online and the Department of Computer Science jointly maintain and distribute a written description for interested prospective students. The Director of Advising for the Department of Computer Science coordinates with Registration & Records in issuing of certificates.

All course descriptions are identical to regular courses: http://www2.acs.ncsu.edu/reg_records/crs_cat/dircsc.html

Students may enroll for classes through Engineering Online: http://www.ncsu.edu/project/engonline/index.php

Current tuition information may be found at: http://distance.ncsu.edu/tuition/undergraduate-tuition.php

The Director of the Computer Programming Certificate is Dr. Dennis Bahler (bahler@ncsu.edu). The Director of Engineering Online is Dr. Linda Krute (linda_krute@ncsu.edu)

Statement on Other Departments

This is not a new program. Current resources are sufficient to implement the proposed changes. Current schedules contain the required listings. No other departments are affected.
## Format B

**List of University Undergraduate Certificate Program Requirements**

**University Certificate Title and Code:** Computer Programming (CPC)

<table>
<thead>
<tr>
<th>Certificate Requirements:</th>
<th></th>
<th>Credit hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>List any required pre-requisites for the Certificate courses</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Required Courses:</strong></td>
<td><em>Pre-requisites</em></td>
<td></td>
</tr>
<tr>
<td>Prior to admission: CSC 116 (C- or better)</td>
<td>(MA 121 or 131 or 141)</td>
<td>3</td>
</tr>
<tr>
<td>MA 121 or 131 or 141 if not taken prior to admission</td>
<td>(C- or better in MA 107 or 111)</td>
<td>3</td>
</tr>
<tr>
<td>CSC 216 - Programming Concepts – Java (C- or better)</td>
<td>(C- or better in CSC 116)</td>
<td>3</td>
</tr>
<tr>
<td>CSC 226 - Discrete Math for Computer Scientists (C- or better)</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>CSC 230 – C and Software Tools</td>
<td>(C- or better in CSC 216)</td>
<td>3</td>
</tr>
<tr>
<td>CSC 236 – Computer Organization &amp; Assembly Language for Computer Scientists</td>
<td>(C- or better in CSC 216)</td>
<td>3</td>
</tr>
<tr>
<td>Co-req: CSC 246</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSC 246 – Concepts and Facilities of Operating Systems for Computer Scientists</td>
<td>Pre-req: CSC 230</td>
<td>3</td>
</tr>
<tr>
<td>Co-req: CSC 236</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSC 316 - Data Structures for Computer Scientists</td>
<td>(C- or better in CSC 216 and CSC 226)</td>
<td>3</td>
</tr>
</tbody>
</table>

**Total hours required for Certificate:** 24
N. C. STATE UNIVERSITY
UNIVERSITY CERTIFICATE PROGRAM FORM

COLLEGE/DEPARTMENT/PROGRAM NAME:
CALS/Entomology

CERTIFICATE TITLE:
University Certificate in Fundamentals of Entomology

CIP DISCIPLINE#: 260702

PROPOSED OR CURRENT PROGRAM CODE: 11ENTCRT

COURSE COMPONENTS: On-campus □ Distance □ On-campus & Distance □

PROPOSED EFFECTIVE DATE: 08/2011 APPROVED EFFECTIVE DATE:

ATTACHMENTS INCLUDED:
☒ 1. Statement of Justification for Program
☑ 2. Statement of Program Objectives
☒ 3. Proposed Revision(s) with Reasons
☒ 4. List of Program Requirements (use attached Format B)
☒ 5. Catalog Description of Proposed Certificate
☒ 6. Number of Certificate recipients in the past Five Years
☒ 7. Projected Enrollment
☒ 8. Admission Requirements
☒ 9. Statement on Other Departments Likely to be Affected and Summary of Consultations with those Departments

REQUIRED SIGNATURES:

[Signatures]

Date

Head, Department/Program

Date

Chair, College Curriculum Committee

Date

College Dean

Date

Chair, University Courses & Curricula Committee

Date

Dean, Undergraduate Academic Programs

Date
North Carolina State University

This request to establish or discontinue a New Undergraduate Degree or University Certificate Program or Change the Title for an Existing Degree/Certificate Program has been reviewed and approved by the appropriate campus committees and authorities.

Certificate in Fundamentals of Entomology

Title of Degree/Certificate

Endorsed By:
George Kennedy
Head, Department/Program
4/7/2011

Recommended By:
Chad Jordan
Chair, College Curriculum Committee
4/15/2011

Endorsed By:
Kenneth Eshenshade
College Dean
4/18/2011

Recommended By:
Vice Provost, DELTA (if DE degree/certificate)
6/20/2011

Recommended By:
Chair, University Courses & Curricula Committee
5/11/11

Approved By:
Dean of Undergraduate Academic Programs
7/11/11

Recommended By:
Dean's Council

Approved By:
Provost

Approved By:
Chancellor
University Certificate Program Form


   a. The need for the certificate program in terms of otherwise unmet needs and interests of NC State University students and potential students

   Insects are by far the single most diverse group of organisms on earth. Their unique characteristics have given them the ability to evolve and occupy a vast number of niches in nearly every terrestrial and fresh water habitat on earth. Insects occupy every trophic level above the primary producer level in the simplest to the most complex ecological food chains. In so doing, they are key components for the stability of all life on earth as we know it. The niches they fill, the roles that they play in Nature today, include those that make them both beneficial to mankind, and, in a small but important percentage of species, detrimental to the health and well-being of mankind. Thus there is a need to study insects from these and other perspectives, and the audience to which this certificate program is directed is broad.

   The required course and sufficient numbers of elective courses in this certificate program are available through both classroom and distance education formats, so that both campus-based and non-campus-based students, whether traditional or non-degree seeking students (NDS), will be able to enroll in this program. Such students can include those for whom the certificate provides simply personal satisfaction, but also those currently working in science related fields for whom this certificate would enhance job knowledge and salary or promotional benefits. Resident, degree seeking students from NCSU who meet the requirements for the certificate in Fundamentals of Entomology will have the option of earning this certificate or of completing a minor in Entomology, which requires additional coursework, but may not earn both. Finally, students in other North Carolina institutions, as well as institutions outside the State, at which this subject material is not available, will be able to add an in-depth introduction to entomology through this Certificate Program to their degree programs. Students in biology, education or science education, horticulture and agriculturally related fields in institutions that do not offer these courses will find this certificate program of particular value.

   b. Relationship to other programs offered by NCSU

   There is no similar program at NCSU. The Department of Entomology does not offer an undergraduate degree. It offers a Minor in Entomology that requires 15 credit hours of study and is by definition designed to be part of baccalaureate degree programs in other disciplines. The Department of Entomology also participates with the Department of Plant Pathology in offering the interdepartmental University Certificate Program in Plant Pests, Pathogens and People, a DE certificate program focusing on protection of plants from pests and diseases.
c. **Career opportunities for participants completing the certificate program**

While completion of this Certificate Program will not in itself lead directly to specific job opportunities, it should enhance employability and advancement opportunities for persons working or seeking work in the biological sciences, regulatory sciences, agricultural extension, horticultural sciences, insect rearing, museums, zoos, and similar areas. It should enhance ability to compete for positions as K-12 science teachers and should provide a means for teachers of biology in community colleges and four year colleges with no entomology course offerings to gain the knowledge to teach more effectively and to add an effective course or courses in entomology at such institutions.

d. **Additional justification as appropriate**

The general population includes life-long learners who have an intense and specific desire to learn more about insects through directed learning opportunities. The Certificate Program will provide an opportunity for such individuals to do so and to gain a greater appreciation of the world in which they live and a greater appreciation for life on earth.

2. **Statement of Program Objectives**

   a. To provide an appreciation for all forms of life on earth and how the study of the biological sciences and of insects in particular can enhance that appreciation.
   
   b. To provide a knowledge base of the science of entomology that can be used as a basis for more advanced study of entomology or related subjects.
   
   c. To provide the student with sufficient knowledge of entomology to enhance his/her ability to compete for jobs in biology education and in the biological and agricultural sciences or to add value to those already employed in such jobs.
   
   d. To provide students with a fundamental knowledge base on insect diversity, ecological importance, biology (form, physiology, behavior, specialized adaptations), historic and contemporary beneficial importance to mankind (with special emphasis on the honeybee) and importance as pests with an introduction to how they can be managed if pestiferous.
   
   e. To provide the student with practical training in insect identification and diversity through development of a collection, use of proper curating techniques, and an understanding of how insects are identified to various levels of classification.
   
   f. To give the student an appreciation for how insects impact them in their everyday lives, and make them more aware of the importance of the biological sciences.

3. **Proposed Revision(s) with Reasons**

N/A
4. **List of Program Requirements**

a. **Program course requirements (See Program B, page 7)**

The Program will require completion of 12 credit hours. ENT425, General Entomology, will be required of all students. The remaining nine hours can be taken from the list of additional entomology course electives. Students who have not yet earned at least 60 semester hours of college credit or equivalent must select elective courses from 200, 300 and 400 level courses. Upper division undergraduate students and students who have earned baccalaureate degrees may select from the complete list of electives with consent of individual instructors. A few elective courses have prerequisites other than entomology courses and may not be suitable for all students. Students will select from these courses in consultation with the Department of Entomology Certificate Administrator who is appointed by the Department Head.

b. **Other requirements (comprehensive exams, oral presentations, external learning experiences)**

None

c. **Requirements for student performance (overall GPA, specific course performance standards)**

All courses taken to satisfy the certificate requirements must be completed with a combined GPA of 2.0 or higher. Only courses completed with a grade of “C-” or better will be considered for the certificate.

5. **Undergraduate Catalogue Description and URL for Website (if applicable)**

The Certificate Program in Fundamentals of Entomology is a non-degree program offered through the Department of Entomology by distance education, by on-campus regular classroom course enrollment, or by a combination of the two. The program is designed to increase personal knowledge about insects, the most diverse group of animals on earth, and their importance to mankind and our environment. It will allow the student to appreciate the role of insect biology and diversity in relation to all forms of animal life. The Certificate Program is open to all NC State undergraduate majors and to students who are enrolled as Non-Degree Studies (NDS) students. Students who complete this Program should be better prepared to teach in the field of science education, work in many fields of animal and plant science including the agricultural sciences, and have a better appreciation of the world in which they live. The Program consists of 12 credit hours of entomology courses of which 3 are required and 9 are electives. Enrollment in 500 or higher numbered elective courses is limited to upper division undergraduates with consent of the instructor or to students who have already earned an undergraduate degree.
6. **Number of Certificate recipients in the past Five Years**

N/A (New proposed program)

7. **Projected Enrollment**

Minimum projected enrollment is estimated to be 25 students. Projected numbers of certificate enrollees during the first five years are: Year one- 4, Year two- 8, Year three-12, Year four- 18, Year five- 25.

Basis for the projection: Numbers will be low initially, but advertising and word of mouth of availability are anticipated to increase Certificate Program enrollment to these numbers as minimums. The projection assumes that 8% of students enrolled in entomology DE courses will enroll in the certificate program. The required Entomology course in the proposed Program is already offered regularly and with excellent enrollment, so success of the certificate program will not be dependent on making minimal enrollments in it.

8. **Admission Requirements**

Enrollment in NC State University in a baccalaureate degree program or as a Non-Degree Studies (NDS) student.

9. **Statement on Other Departments Likely to be Affected and Summary of Consultations with those Departments**

The single required course in this Program, ENT425, General Entomology, has a prerequisite of either of two courses offered by the Department of Biological Sciences, specifically BIO 140 or BIO 181 (or equivalent with permission of instructor). The Undergraduate Coordinator of the Department of Biological Sciences has indicated by e-mail with copies to the Department Heads of both departments (see next page) that this action is acceptable to their Department.
Jane,

Many thanks for your positive reply and indication that we should be good
to go with this issue.

Best,
Jim

> Jim,
> > Thank you for the courtesy of a consultation. We do not anticipate any
> > problems with inclusion of ENT 425 as a requirement and the use of one of
> > those three BIO courses as a prerequisite. Currently, both BIO 140 and
> > BIO 181 are available as online course offerings, which should help some
> > students complete the certificate.
> > > Best,
> > > jane
> > >
> > > Jane L Lubischer, Ph.D.
> > Director of Undergraduate Programs
> > Department of Biology ( http://harvest.cals.ncsu.edu/biology/ )
> > NC State University
> > Campus Box 7617
> > Raleigh, NC 27695-7617
> > 919-515-2587
> > Biology Undergraduate Resources:
> > http://harvest.cals.ncsu.edu/biology/index.cfm?pageID=1388
> > also http://thebioguru.wordpress.com/
Format B

List of University Undergraduate Certificate Program Requirements

University Certificate Title and Code: Fundamentals of Entomology, 11ENTCRT

<table>
<thead>
<tr>
<th>Certificate Requirements:</th>
<th>Pre-requisites</th>
<th>Credit hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>List any required pre-requisites for the Certificate courses</em></td>
<td>BIO 181 or BIO 140</td>
<td>(3)¹</td>
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<table>
<thead>
<tr>
<th>Required Courses:</th>
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<tbody>
<tr>
<td>ENT 425 General Entomology</td>
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</table>

<table>
<thead>
<tr>
<th>Elective Courses:</th>
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<tbody>
<tr>
<td>ENT 201 Insects and People</td>
<td>(3)¹</td>
</tr>
<tr>
<td>ENT 203 Introduction to the Honey Bee and Beekeeping</td>
<td>(3)¹,²</td>
</tr>
<tr>
<td>ENT 207 Insects and Human Disease</td>
<td>(3)¹</td>
</tr>
<tr>
<td>ENT 305 Introduction to Forensic Entomology</td>
<td>(3)</td>
</tr>
<tr>
<td>ENT 401 Honey Bee Biology and Management</td>
<td>ENT 201 or ENT 203 or ENT 425 or BIO 105 or PB 200 (3)¹</td>
</tr>
<tr>
<td>ENT (FOR) 402 Forest Entomology</td>
<td>Junior Standing (3)</td>
</tr>
<tr>
<td>ENT (PP) 450 Challenges in Plant Resource Protection</td>
<td>ENT 425 or CS 414 or PP 315</td>
</tr>
<tr>
<td>ENT (PP) 460 Fundamentals of (Pest) Risk Analysis</td>
<td>(1)</td>
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</table>
### Certificate Requirements:

*List any required pre-requisites for the Certificate courses*

<table>
<thead>
<tr>
<th>Course Description</th>
<th>Requirement</th>
<th>Credits</th>
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<tbody>
<tr>
<td>ENT (PP) 490 Critical Issues In Plant Protection</td>
<td></td>
<td>(1)</td>
</tr>
<tr>
<td>ENT 492 External Learning Experience</td>
<td>Sophomore standing</td>
<td>(1-3)²,³,⁴</td>
</tr>
<tr>
<td>ENT 493 Special Problems in Entomology</td>
<td>Sophomore standing</td>
<td>(1-3)²,³,⁴</td>
</tr>
<tr>
<td>ENT 501 Advanced Beekeeping</td>
<td>ENT 203</td>
<td>(3)¹,²,⁵</td>
</tr>
<tr>
<td>ENT 502 Insect Diversity</td>
<td>ENT 425</td>
<td>(4)⁵</td>
</tr>
<tr>
<td>ENT 503 Insect Morphology and Physiology</td>
<td>CH 221, 223 and</td>
<td>(4)⁵</td>
</tr>
<tr>
<td></td>
<td>ENT 425</td>
<td></td>
</tr>
<tr>
<td>ENT (ZO) 509 Ecology of Stream Invertebrates</td>
<td>BIO 140 or 402 and PB 360 or BIO 260</td>
<td>(3)⁵</td>
</tr>
<tr>
<td>ENT 550 Fundamentals of Insect Control</td>
<td>ENT 425</td>
<td>(3)⁵</td>
</tr>
<tr>
<td>ENT (BIO) 582 Medical and Veterinary Entomology</td>
<td>ENT 425 or graduate standing</td>
<td>(3)⁵</td>
</tr>
</tbody>
</table>

1. Courses that are offered through classroom and asynchronous Distance Education formats
2. Credit not allowed for both ENT 401 and ENT 501
3. Certificate students may take a maximum of 3 hours in either of these courses or in a combination of the two
4. Sophomore standing requires 30 hours of college credit
5. 500 level courses may be taken with consent of instructor by students who have earned 60 credit hours or hold a baccalaureate degree

**Other:**
**Certificate Requirements:**

*List any required pre-requisites for the Certificate courses*

| Total hours required for Certificate: | 12 |
The academic year of the Faculty Senate has hardly begun, and it is clear that events will drive much of the year’s activity. This report was drafted well before the first meeting of the Senate, so much of it is projection of future activities. At the first Senate meeting, I, as Chair of the Faculty, will ask the Senators to write out issues that they believe are important. The Executive Committee and I will review these and proceed accordingly in shaping the year’s meetings.

This year’s Senate is remarkable in a number of ways. Our members include several University Distinguished Professors, and two recently appointed Department Heads. We have tenured, untenured, and non-tenure track faculty, a nuclear engineer and an authority on 19th century Boston labor history, a poultry scientist and a poet. The fact that strikes me most about this year’s Senate is this: when this year’s Senate is meeting, we have in the room people who come from six continents (at least, when the Provost is attending). We are, I think, the most globally diverse group on campus. This is an elected group that the University should take pride in.

The Minutes of the Faculty Senate are a chronicle of the life of this university; they extend back for decades, and the last 15 years are on-line at the Senate website.
never look into the minutes without learning something, so I browse them whenever I can. Above all, I have learned how much of value – ideas, plans, initiatives -- simply lapses, in time, from forgetfulness. It is my hope to do some useful remembering this year. I have invited to our first meeting all the Past Chairs of the Faculty to be recognized. Since this position was created in 1997, there have been eight chairs, following 5 ½ decades of annually elected Chairs of the Faculty Senate.

An important part of this year's agenda will be forging connections with other groups on campus and throughout the system. I have attended a meeting of the Staff Senate dealing with the business reorganization, a matter that affects us all, although it certainly affects them most. Staff Chair DeFoor and I will discuss what campus issues affect both faculty and staff, and, separately, act accordingly. In the same spirit, I shall attend the Student Senate and meet with Trustee Thompson.

I have also contacted the Chair of the Faculty Council at Chapel Hill, Jan Boxill, and we hope to revive the connections between the Executive Committees of our respective groups. In past years, The Executive Committees in Chapel Hill and NC State met each semester for dinner, which was very useful to all of us. Our two universities have a unique role in the UNC system as major research universities; we have differences, but much in common.

On 29 November, Chair Mulkey will visit the Senate, as Chair Davenport did last year. And I would like to extend a standing invitation to any Trustee who may find himself or
herself on campus on those Tuesday afternoons when the Senate is meeting. I promise
that you will be welcomed and given a chance to speak

The General Faculty Meeting for the fall semester has been scheduled for 4 October
from 3 to 5 pm in the Talley Center ballroom. The tentative theme of it will be "Change
at NC State," including the implementation of the Strategic Plan, the Strategic
Realignment, the Business Reorganization, and the Academic Science Program Task
Force -- a full agenda.

Our first several meetings are planned as welcomes. In recognition of NC State’s
notable military tradition, and the fact that so many of our students turn up once a week
in camouflage, the first meeting will welcome the new army ROTC commander and
feature a discussion of the academic aspects of the military program at the University.
The second meeting will focus on athletics, with Athletic Director Yow introducing the
new basketball coach, Mark Gottfried. Sam Pardue, chair of the Athletic Council, has
also agreed to speak about faculty oversight of academic integrity in athletics.

Some Senate developments:

We now have a discretionary account. So when you make your annual
contributions to NC State, you can designate a tiny part of that to the Faculty
Senate.
Agenda

We are beginning an Organization of Former Faculty Sentors -- the OFFS.

When I began this job, Immediate Past Chair Margery Overton warned me that the toughest job might be making all the many faculty appointments to committees at all levels. She was right, and I spend my time trying to persuade people that the library and honorary degrees and lifelong faculty involvement need their unique insights. Here the OFFS, a group which is experienced and generally willing to serve if asked, has already helped me. It is voluntary, with no meetings, no bylaws, no officers. Next year is an important election year – I refer to the election of a Chair-Elect of the Faculty. The Senate will do what it can to raise faculty awareness about this important event. The OFFS can help.

Finally, a word about the final Senate meeting of last spring. At this meeting, a fine tradition was carried forward when Associate Vice Chancellor of Alumni Relations Benny Suggs presented Margery Overton with an NC State rocking chair on behalf of the Alumni Association. She certainly deserves it, and I am fortunate to have her services this year as Immediate Past Chair.

Respectfully submitted,

Hans D. Kellner
Professor of English
Chair of the NC State Faculty
Honorable Trustees:

The NC State University Staff Senate is off to an excellent start for 2011-2012. Our July retreat at McKimmon Center was a thorough success, with presentations from Chancellor Woodson, Vice Provost Betsy Brown, Assistant to the Chancellor Kevin Howell, and Associate Vice Chancellors Barbara Carroll and Steve Keto. Though the information these administrators shared with us might be construed as grim, themes of hope, encouragement, and community for staff, faculty, and students were evident with each speaker. Members of the Staff Senate are grateful for the opportunity to hear honest assessments of the University’s fiscal prospects, strategic goals, strategic restructuring, and relationships with state legislators.

Also part of the retreat was the first-ever orientation for new members of the Staff Senate. The processes and procedures of the Senate were explained, as well as the committee structure through which most of the actual accomplishments of the Staff Senate are achieved. New members heard about the work of our Resource and Environment Committee, Diversity, Human Resources, Governance, Public Relations, and Elections Committees. These committees have already elected leaders and begun to set goals and priorities for this year.

One of the goals already percolating to the surface is extending our reach and enhancing our ability to communicate with the University staff, and to serve as a conduit of information from the staff to our administrators. We’ve made great strides toward more consistent communication with staff in recent years, and we will continue to build on those successes. Our relationships with the Chancellor, the Provost and other administrators are strong, and we will build this year upon those good foundations to convey the concerns of the staff to an Administration that cares what we think and listens to what we have to say.

Among the most pressing concerns for all of the staff is the course of Strategic Restructuring, especially as it relates to business operations. At our August meeting we heard about how those plans are proceeding from Vice Chancellor Leffler and Chair of the Business Operations Realignment Steering Team Don Patty. Though many decisions remain to be made, some information is better than none, and their presentation helped alleviate some anxieties.

The University’s Strategic Planning process has entered a productive phase. Staff Senate members were part of the process from the beginning in July 2010 when newly named Chancellor Woodson encouraged us all to dream big. Those dreams turned into goals, and now
teams are developing plans to implement those goals. Staff members have been part of the process all the way, and are eager to continue to help set the future course of the University.

The year is young, but hopes and energy are high for this year’s Staff Senate. Though these may be difficult days, the Staff Senate appreciates leadership that is strong, transparent, and eager to face the future.

Respectfully Submitted,

David M. DeFoor
Chair, Staff Staff Senate 2011-2012