NORTH CAROLINA STATE ETHICS COMMISSION

SAMPLE
ETHICS AWARENESS & CONFLICT OF INTEREST REMINDER
(to be read by the Chair or his or her designee at the beginning of each meeting)

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.

Rev. 1-16-07

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.
Sepideh (Sepi) S. Asefnia
Sepi Asefnia, PE, is Owner and President of SEPI Engineering Group, Inc. (SEPI) in Raleigh, NC. Her firm, founded in 2001, specializes in Roadway and Structure Design; Transportation Planning; Traffic Engineering and Operations; Water Resources; Permitting/Natural Resources; Wetland Stream Mitigation; Site/Civil Design; Surveying, and Construction Management. SEPI currently employs 40 individuals working in North and South Carolina. Ms. Asefnia holds a bachelor’s degree in both Civil and Agricultural Engineering from NC State University and is a registered Professional Engineer in eight states. Prior to forming her own firm, she spent over 16 years in the field of transportation engineering design and management of which she worked approximately 12 years with the North Carolina Department of Transportation in Highway Design and Traffic Engineering. Her current day-to-day responsibilities include managing firm’s projects in North and South Carolina, financial and administrative management, and business development. Ms. Asefnia is very active in the community and is serving on the Executive Board for Raleigh Chamber of Commerce and Commercial Real Estate Women (CREW); past president of Women’s Transportation Seminar (WTS); and Board of Directors for the American Council of Engineering Companies of North Carolina (ACEC/NC); Friends of the North Carolina Museum of Natural Sciences, and NC State University Board of Visitors. She was inducted into the YWCA Academy of Women in the category of Science and Technology and serves on the Board Advisory Council of the Women’s Center of Wake County.

Larry A. Bowman
Larry Bowman is a Consultant/Private Investor. He graduated from NC State with a B.S. in Industrial Engineering in 1973 and earned his MBA from Wake Forest University in 1983. His career has been spent in the telecommunications industry. He was a founder, principal and President of Prodelin Corporation, a manufacturer of satellite communications equipment, now General Dynamics Satcom Division. Mr. Bowman is a member of the NC State College of Engineering Foundation Board of Directors. He serves on the Board of Directors of the YMCA of Catawba Valley and he is Chair of the SALT (Science, Arts, Literature Together) Block Foundation Board of Directors in Catawba County. He is also serves on the advisory board of the North Carolina Agency for Public Telecommunications and Future Forward, a regional economic development initiative for western North Carolina.

Tommy Bunn
Jessie Thomas Bunn (Tommy) is CEO and General Manager of Flue-Cured Tobacco Cooperative Stabilization Corporation. The Cooperative is grower-owned and grower-governed and markets leaf tobacco and tobacco products in domestic and international markets. He graduated from NC State in 1966 with a degree in Agricultural Business-Crop Science. He is currently Vice Chairman and Committee Chairman of the Golden Leaf Foundation which provides grants to economically distressed rural areas of North Carolina. He is also Co-Chair of the Secretary of Agricultures and the U.S. Trade Representatives Technical Advisory Committee on Tobacco Trade Policy (ATAC) and has served on a number of other boards and committees.
**Henry Campen**
Throughout his legal career, Henry Campen has helped emerging industries and high-tech companies establish and expand across the Southeast. Mr. Campen represents clients on permitting and regulatory matters with a focus on renewable energy development. His clients include wind, solar and biomass companies. Mr. Campen currently serves as Managing Partner for Parker Poe’s Raleigh Office and is a member of the Firm’s Board of Directors. In addition, he is a member of the Board of Advisors for the College of Management at North Carolina State University; the Wake Forest University Alumni Council; the Board of Directors for SAFEchild, and the Board of Advisors for YMCA Camp Sea Gull/Camp Seafarer. Mr. Campen received his JD, summa cum laude, 1986 from North Carolina Central University, his MPA, 1978 from American University and his BA, 1971 from Wake Forest University.

**Kathryn A. Council**
As Vice President of Publications, Kathy Council oversees development and delivery of online and printed documentation and information products that support SAS products globally. SAS Press, an in-house publishing organization that produces a family of retail publications written by authors on topics of interest to SAS users and developers is also a part of the Publications division. Vice President since 1985, Council has headed the Publications unit since originally joining SAS in 1977. She has a bachelor's degree in mathematics from the University of North Carolina at Greensboro and a master's degree in statistics from North Carolina State University in Raleigh, NC.

**William H. Culpepper**
William H. Culpepper is a native of Nash County, NC and is the Founder, President and CEO of SePRO Corporation, a leading specialty agrichemical company with offices in Carmel, IN and research facilities in Whitakers, NC. Prior to the formation of SePRO Corporation in 1994, he spent more than 25 years with Eli Lilly and DowElanco in a variety of sales, marketing and management roles. Mr. Culpepper is a co-founder and board member of several leading industry organizations including Responsible Industry for Sound Environment (RISE), the Washington, D.C.-based trade association representing the specialty chemical industry; the RISE Aquatic Working Group; the Aquatic Ecosystem Restoration Foundation; and he is a board member of Crop Life America, another Washington, D.C.-based trade association representing the agrichemical industry. In addition to industry associations, Mr. Culpepper also serves on various community development boards including the BioCrossroads Advisory Board. BioCrossroads is a privately funded organization that is dedicated to fully leveraging Indiana's existing world-class life science assets. Mr. Culpepper graduated from NC State in 1966 with a B.S. in Agronomy. He is a member of the NC State Campaign Steering Committee promoting the Achieve! Campaign and was named CALS Outstanding Alumnus for 2005.

**Martha E. Emrich**
Martha Emrich is the Vice President of Sales and Business Development for Emrich Enterprises, LLC, a private company that provides professional services in sales, product development, and plasma technology applications primarily for industrial carpeting and for fabrics used in performance/activewear apparel, automotive headliners, and military applications. Originally from Belmont, NC, her career in textiles started at a young age following in her Father's footsteps. Since graduating from NC State University with a B.S. in Textiles, she has worked in various capacities and for various companies within the textile industry including Navy Cothing and Textile Research Facility and Guilford Mills, Inc. prior to establishing Emrich Enterprises with her husband, John. Mrs. Emrich is a long time member of the NC State Alumni Association.
and Wolfpack Club. She also currently serves on the Board of the College of Education for NC State University.

**Charles A. Flink, Chair**

Charles A. "Chuck" Flink is founder and president of Greenways Incorporated, an environmental planning and landscape architecture company established in 1986 and based in Durham, NC. He is a Fellow in the American Society of Landscape Architects and the 2006 Distinguished Alumnus for the College of Design at NC State. Flink is an award winning author, planner and landscape architect, having completed project work in more than 200 communities and 5 countries. He has been featured in National Geographic, Landscape Architecture China, Triangle Business Journal, Landscape Architecture, Walking, American Planning, Good Housekeeping, Southern Living and American City County. He is a 1982 graduate of NC State’s College of Design and served as an Adjunct Professor of Landscape Architecture for five years. He is a Lifetime Member of the NC State Alumni Association. He served three consecutive terms as Chairman of the Board for American Trails, Washington, DC; as a member of the North Carolina Greenways Advisory Panel, established by Governor James Martin; and is currently serving his 5th term as Chairman of the Board of Trustees for the East Coast Greenway, a 3,000-mile urban trail that extends from Maine to Florida.

**Edwin G. Foulke, Jr.**

Edwin G. Foulke, Jr. is a partner with Fisher & Phillips LLP, a leading national labor and employment law firm. Mr. Foulke works with the firm’s Workplace Safety and Catastrophe Management Practice Group in its Atlanta, Georgia office. Prior to joining Fisher & Phillips, Mr. Foulke was the Assistant Secretary of Labor for Occupational Safety and Health. Named by President George W. Bush to head OSHA, he served from April, 2006 to November 2008. During his tenure at OSHA, workplace injuries, illnesses and fatalities rates dropped to their lowest level in recorded history. For approximately thirty (30) years, Mr. Foulke has worked in the labor and employment area, specializing in occupational safety and health issues, workplace violence risk assessment and prevention, whistleblower protection, and accident and fatality prevention. Mr. Foulke also served on the Occupational Safety and Health Review Commission in Washington, DC, chairing the Commission from March 1990 to February, 1994. Mr. Foulke, a native of Perkasie, PA, graduated from North Carolina State University with a BA degree in Political Science (with honors) in 1974. He earned his law degree from Loyola University – New Orleans in 1978 and a Master of Law (Labor) degree from Georgetown University Law School in 1993.

**David Fox**

David Fox, an Olympic Gold Medalist in swimming, received a B.S. in Civil Engineering from NC State University in 1994. While a swimmer for NC State, he won seven ACC titles, one NCAA title, and was the recipient of the Alumni Association Athletic Trophy in 1993. Following his swimming career, Mr. Fox attended UNC-Chapel Hill where he earned a Master’s in Business Administration in 1999 and served as the assistant swimming coach for the varsity swimming team for three years. Following business school, he spent 6 years in Private Wealth Management at Goldman Sachs & Co., in Philadelphia, PA where he was a Vice President. In January 2006, Mr. Fox was named Regional Manager of the firm’s Atlanta office, responsible for a 10 state territory in the Southeast, including North Carolina.
**Judi Grainger**

Judi Grainger earned her MEd in Education from NC State in 1972, after earning a BA degree from East Carolina University in 1968. She was a teacher at the Governor Morehead School for the Blind for 3 years, and later founded two travel agencies and enjoyed a 32 year career in the travel industry. She currently works at Tritest, Inc., an environmental testing laboratory. Mrs. Grainger is the immediate past President of the NCSU Alumni Association Board of Directors, and has served 12 years on the board. She also serves on the NCSU College of Education Advisory Board, The State Club Board of Directors, and is a past member of the Greater Raleigh Convention & Visitors Bureau Board, and currently a member of The Conference Table, an advocacy group for the Wake County visitor industry. She served on the Park Alumni Center Campaign for Excellence committee, as well as the NCSU Official Class Ring committee, and is currently serving on the 125th Anniversary committee. Mrs. Grainger is in her second term on the Centennial Authority, currently serving as the secretary.

**Ken Maxwell**

Ken Maxwell received his B.S. in Agricultural Education from NC State in 1984 and Executive MBA from UNC-Chapel Hill in 1998. He is the General Manager in Western North Carolina for Frontier Communications where he oversees the Fortune 500 telecommunication company's operations for more than 100,000 customers. He has spent his career in business development, marketing, management and international trade. Mr. Maxwell currently serves on the Board of Directors for the YMCA of Western North Carolina and the Asheville-Buncombe Technical College Foundation. He is a long time member of the NC State Alumni Association and Wolfpack Club. He is a Caldwell Fellows alum and has been actively involved in the Park scholarship program.

**John McCarter**

John McCarter retired from GE after more than thirty years, serving in corporate officer roles in GE’s Energy business and its corporate region management. In his final position with GE, he was President and Region Executive, GE Power Systems Sales Europe. He was responsible for commercial activities across the portfolio of GE’s business units dealing with electrical energy production and management, as well as the oil and gas energy industry. For more than five years prior to this posting, McCarter served as President and CEO of GE Latin America, responsible for growing the spectrum of GE’s business lines in South and Central America as well as the Caribbean. McCarter graduated in 1973 with a Bachelor of Science in nuclear engineering from NC State University, and volunteered as GE’s executive liaison for State for more than a decade. He served for many years on the North Carolina State Engineering Foundation board, including two years as President, and was also honored as 2000 Distinguished Engineering Alumnus, NCSU. In addition, he has extensive board experience with various organizations shaping economic, trade and social policy across the Americas.

**Dan K. McNeill**

Upon the completion of a Bachelor of Science and ROTC instruction, Gen. Dan McNeill (retired) graduated from NC State University and received a commission as an infantry officer in the US Army in 1968. During his 40 years of active service, he enjoyed a myriad of stateside and overseas assignments. In recent years, he served successively as commander of the 82nd Airborne Division, XVIII Airborne Corps, US Army Forces Command, and NATO's International Security Assistance Force. A native of the Duplin County town of Warsaw, Dan now resides in Fayetteville, NC. Since his retirement from the US Army on July 31, 2008, he has begun a second career of service to the community and part-time work in both the private and defense sectors.
**Dell Murphy**  
Dell Murphy is Founder and President of Murphy Family Ventures LLC, a management company that provides professional services to its clients, particularly focused on swine production and real estate development. His latest venture has been in the portable storage industry where he is an owner of 1-800-PACKRAT franchise stores. Mr. Murphy attended Appalachian State University and is a 1990 graduate from NC State University with a degree in Swine Management. He currently serves on the NC Wildlife Commission, the Wolfpack Club Board, and has recently been appointed to serve on the NC Ag and Life Science Research Foundation Board.

**Linda J. Noble**  
Linda J. Noble graduated magna cum laude from the School of Design at NC State University in 1983 with a Bachelor of Environmental Design in Product Design. She is a member of Phi Kappa Phi Honor Society, a member of the NC State University College of Design Guild, a lifetime member of the NC State Alumni Association, and a member of the R. Stanhope Pullen Society. Linda has had a full-time freelance graphic design practice for 25 years.

**John Palmour, PhD**  
Dr. John W. Palmour, Chief Technology Officer – Power & RF, directs and conducts all Power Device and Microwave device development at Cree, Inc. He was one of the co-founders of Cree in 1987, and served on the Board of Directors for the company from 1995 to 2010. Dr. Palmour has been a leader in SiC and GaN electronic device development for the last 25 years, and has demonstrated numerous firsts in these technology areas. He has been responsible for the development of high voltage, high temperature 4H-SiC power diodes and transistors, as well as high frequency GaN HEMTs and MMICs. He also manages the Company's government contract research programs. During his career, he has authored or co-authored more than 300 publications and is a co-inventor on 47 U.S. patents and 158 corresponding foreign patents. Dr. Palmour received his B.S. and Ph.D degrees from North Carolina State University, Raleigh, in 1982 and 1988, respectively, where his major was in Materials Science and Engineering.

**Michael Peirson**  
Michael Peirson received his B.S. in biology from Delaware Valley College in 1970. He worked at the Virginia Institute of Marine Science from 1972 to 1974 in bivalve mollusk research. From 1974 to 1979 he was employed at the research division of the Rohm & Haas Company and was responsible for environmental testing of new agricultural herbicides. In 1979 he enrolled in the doctoral program at NC State University’s College of Physical and Mathematical Sciences (PAMS) under a Sea Grant Fellowship and received his degree in 1983. Later that year, he was hired by the Ballard Fish & Oyster Company to start Cherrystone Aqua-Farms, which has become one of the biggest producers of farm-raised littleneck clams in the country. Dr. Peirson has served on the Virginia Aquaculture Advisory Board, the Farm Bureau Aquaculture Commodity Committee and numerous other state advisory boards. He served as President of the Northampton County (Virginia) Sustainable Development Task Force and represented the County on the state Sustainable Development Board. He served on NC States’s PAMS Foundation Board for 12 years and on the Finance Committee for most of those years.
Dr. Freda Porter is President and CEO of Porter Scientific, an Environmental and Information Technology solutions company. She holds a B.S. in Applied Mathematics from the University of North Carolina at Pembroke, an M.S. in Applied Mathematics with a Computer Science focus, from North Carolina State University and a Ph.D. in Computational and Applied Mathematics from Duke University. Dr. Porter (Lumbee) is one of few American Indian women who have earned a doctorate in Mathematical Sciences. Some of her achievements were featured in the 1995 PBS documentary - Breakthrough: The Changing Face of Science in America. She serves on numerous boards and committees including the Board of Trustees of the Smithsonian National Museum of the American Indian, the Board of Trustees of the University of North Carolina at Pembroke, the NC Advisory Commission on Military Affairs, and the Board of Directors for ASCENT: Leading Multicultural Women to the Top.

Ray N. Rouse
Ray N. Rouse is vice chairman of RN Rouse Construction and a 1972 graduate of North Carolina State University with a BS degree in Engineering. He is past chairman and current member of the Centennial Authority and past president and current member of the NC State Student Aid Association (Wolfpack Club). He lived in Goldsboro, NC until 2005 where he served as chairman of the board of trustees of Wayne Community College, chairman of the board of trustees of Wayne Country Day School and chairman of the Wayne County Economic Development Commission. He has served on search committees for a NC State Chancellor, a NC State athletics director and a NC State football coach. He currently lives in Cary, NC, and is married and has four children and four grandchildren.

Jo Anne Sanford
Jo Anne Sanford is a sole practitioner in the Sanford Law Office and is a partner in Blount Street Advisors, a governmental consulting firm in Raleigh. She served on the NC Utilities Commission in the Hunt and Easley administrations from 1995 through 2006, leading it as Chair for ten years of her tenure. She is a nationally recognized expert in regulated utilities, served on numerous state and national boards, and is regularly requested to speak on matters concerning regulatory policy and requirements. Her current professional focus is on regulatory and governmental policies that support sustainability in a low-carbon environment, infrastructure investment, and broadband deployment. Current board service includes the State Employees Credit Union, Sustainable North Carolina, Burning Coal Theatre, Trinity United Methodist Church trustees, Microcell, and NC State’s Graduate School Board of Advisors and SPIA Board. A 1972 graduate of NCSU (Political Science) and a 1975 graduate of the UNC-CH School of Law, she worked from 1975-1995 with the North Carolina Attorney General’s Office in the fields of environmental, insurance, energy and utilities law.

Harold H. Schmitz, PhD
Harold Schmitz is Chief Science Officer for Mars, Incorporated, and a role he has held since 2005. Previously, he held positions within Mars in Scientific and Regulatory Affairs, Fundamental Research, Analytical and Applied Sciences, and Corporate Staff. Before joining Mars in 1993, Dr. Schmitz was a United States Department of Agriculture National Needs research fellow in the Department of Food Science at North Carolina State University. Dr. Schmitz’s professional interests are focused on the food production value chain and its influence on human and companion animal health, and ecological, environmental, social, and cultural sustainability. He has particular interests in understanding the metabolism and function of dietary carotenoids and flavonoids in the context of human health and nutrition, and has authored and co-authored numerous peer-reviewed publications and invited book chapters that reflect this
interest (see below for selected citations). Dr. Schmitz has a keen interest in the contributions that science and technology can make to global society, and especially the essential role that cross-sector collaboration and innovation plays in enabling these contributions. In this context he presently serves on the Executive Committee of the Government-University-Industry Research Roundtable at The National Academies in the United States, and has worked in partnership with the Nobel Prize Winners foundation based in Lindau, Germany since 2007.

**Bing Sizemore**

Bing Sizemore is a Senior Institutional Consultant with Morgan Stanley Smith Barney in Raleigh where he heads the Sizemore Group. The focus of the Sizemore Group is assisting institutional and high net worth individuals achieve their financial objectives. Bing received a BS in Textile Chemistry from NC State in 1971 and then worked in textiles with Cone Mills and Burlington Industries until 1983 when he entered the financial services industry. He currently serves on the Board of Trustees for the North Carolina Symphony, The State Club, Friends of ARTS NC State Advisory Board and the College of Humanities and Social Sciences Advisory Board. He is a life member of the NC State Alumni Association and an avid Wolfpack Club supporter.

**James A. Stewart**

James A. Stewart (Jim) is Owner and President of Stewart Investment Properties, Inc., located in Durham, NC. His firm, founded in 1997, specializes in commercial real estate brokerage and investments. Mr. Stewart earned a B.S. in Mechanical Engineering (1970) and a MBA (2009), both degrees from NC State University. Prior to becoming active in real estate, Mr. Stewart was employed by IBM Corporation serving in many varied capacities in the telecommunications industry from engineering to marketing. He also served for four years on active duty in the U.S. Army. Mr. Stewart is active with the university and in the community. He currently serves as chairman of the board of directors of Mechanics and Farmers Bank and its parent company, M&F Bancorp, Inc. He also serves as chairman of Triangle Community Foundation’s Real Estate Board and has served on the board of the YMCA of the Triangle and the board of advisors of the YMCA of Durham. He currently serves as chairman of the NC State Chancellor’s African American Advisory Council, is a life member of the NC State Alumni Association and is a member of both the Wolfpack Club and the Leonidas Lafayette Polk Society.

**Larry Sykes**

Larry M. Sykes is a native of Franklin County, North Carolina and earned three degrees from the Biological and Agricultural Engineering Department at NC State University: a bachelor’s in 1966, a master’s in 1968 and a doctorate in 1971. Upon completion of his Ph.D. degree he was employed by Philip Morris USA in Richmond, VA where he held various positions until his retirement in early 2004 as Director of Agricultural Programs in the Leaf Department. In this capacity he directed and initiated liaison with the U. S. tobacco production industry concerning tobacco production technology, tobacco production policy and public issues. He oversaw Philip Morris’ grants programs in support of research, extension and academic programs at seven land-grant universities in the southeastern United States. Larry has served as President of the North Carolina 4-H Development Fund and President of the North Carolina Tobacco Foundation where he currently is Chair of the Investment Committee. He is a lifetime member of the NC State Alumni Association and has served as a member of that organization’s Board of Directors. He also was co-chair of the recently completed CALS Capital Campaign as a part of N. C. State’s Achieve Campaign. In 2004 he was recognized as a Distinguished Alumnus by CALS and in 2007 as the Biological and Agricultural Engineering Department’s Outstanding Alumnus.
Dewayne Washington
Dewayne Washington received his B.A. degree from NC State in 2001. While at NC State, Dewayne was a member of the football team from 1990-1993 and was later drafted in the first round by the Minnesota Vikings in 1994. After retiring from the NFL with 12 years of service, Dewayne has participated in various real estate projects assisting with the revitalization of downtown Durham, NC. In 2009 he started Carolina Skills Academy to bring the most comprehensive year-round football skills academy to the Triangle. Currently he is involved in many community activities such as the Durham YMCA Board, NC State Alumni Board, Union Baptist Trustee Board, 100 Black Men Organization and a volunteer coach for Pop Warner football. Dewayne is married to NC State graduate Adama Washington and is the proud father of three children.

Kirsten Weeks
Kirsten Weeks is Sr. Community Relations Manager for Cisco, overseeing the company’s Community Relations programs at several U.S. and global locations, including Research Triangle Park, NC. Prior to joining Cisco in February 2007, Weeks served in multiple communications roles during her four-year tenure with the North Carolina Department of State Treasurer. Prior to joining the Treasurer’s office, Weeks worked for the North Carolina Department of Commerce, and as assistant press secretary for North Carolina Governor Jim Hunt. She also worked as press secretary for the National Partnership for Women and Families (formerly the Women’s Legal Defense Fund), a non-profit advocacy organization in Washington, DC. Weeks is a native North Carolinian. She holds an undergraduate degree in Mass Communication from North Carolina State University. She also holds a master’s degree in Journalism and Mass Communication from the University of North Carolina at Chapel Hill where she was a Roy H. Park Fellow and a master’s degree in Business Administration from Kenan-Flagler Business School. Kirsten, her husband Chris and son John live in Raleigh, NC.

Stephen (Steve) P. Zelnak
Steve Zelnak is Chairman and CEO of Martin Marietta Materials, Inc. He is a graduate of Georgia Tech and received his M.B.A. from University of Alabama. Mr. Zelnak is completing a three-year term on the College of Management Board of Advisors. He has been active in many community organizations and is well known in Raleigh area business circles. He formerly was Chair of North Carolina Citizens for Business and Industry (NCCBI), past Chairman of the NC Department of Community Colleges Foundation, and is on the President's Advisory Committee at Georgia Tech.
Randy Woodson took office as North Carolina State University’s 14th chancellor on April 5, 2010. The chancellor has made key advances through strengthened academic programs, increased research and improved academic reputation, new initiatives, new hires and a new fundraising focus on endowment. Under his leadership, the university has completed a strategic planning process, undertaken an organizational realignment and developed stronger communication throughout the institution.

As a community of teachers and scholars, NC State continues to increase its visibility as a model problem-solving university that is capable of addressing the grand challenges of the people of North Carolina and around the world. The following is a summary of NC State’s most significant achievements under Chancellor Woodson’s leadership, beginning with the goals established in the new strategic plan and followed by accomplishments under each goal.

**Strategic Planning**

The strategic plan conversation began in the fall, when the chancellor launched a campuswide planning process led by Provost Warwick Arden and Faculty Senate Chair Margery Overton. In order to accomplish the task of creating a robust plan, more than 140 university staff, faculty, students and alumni were appointed to nine task forces.

Adopted by the Board of Trustees in April 2011, this strategic plan outlines strategies through which NC State will consider investments, prioritize its commitments and make decisions. The plan identifies five goals and sets accountability guidelines by which the university will measure its growth and success. The goals include:

- **Goal 1**: Enhance the success of our students through educational innovation
- **Goal 2**: Enhance scholarship and research by investing in faculty and infrastructure
- **Goal 3**: Enhance interdisciplinary scholarship to address the grand challenges of society
- **Goal 4**: Enhance organizational excellence by creating a culture of constant improvement
- **Goal 5**: Enhance local and global engagement through focused strategic partnerships

Shortly after the strategic planning began, Chancellor Woodson began a process to realign university operations for greater efficiency and effectiveness. The resulting plan, based on tenets established in the strategic plan process, consolidates several business units, eliminates under-enrolled classes and majors and led to a review of how the sciences – one of NC State’s core strengths – will be taught.
Underscoring those two tasks are budget preparations that have been ongoing for the last two years in anticipation of shrinking state budgets. Chancellor Woodson not only established planning and review teams, but also a core working team designed to manage the procedural aspects of these initiatives as well as communications to the campus, media and general public.

Goal 1: Student Success

As a land-grant university with a mission of developing global leaders, NC State takes great pride in providing its students with a world-class education, both inside and outside the classroom. Students were involved in cutting-edge research, community leadership and service learning. In addition, it is clear that NC State’s national reputation for being a “best value” in higher education (a combination of quality and affordability) continues to attract students in record numbers.

- Although NC State took steps to limit the size of its freshman class, the university received more than 19,000 freshman applications for admission – the largest number of applications in its history. A freshman class of more than 4,500 increased the student body to more than 34,000. The newest class boasted an average high school GPA of 4.23 and an average SAT score of 1187 (1746 with the writing portion). Approximately 43 percent of the freshmen were in the top 10 percent of their high school class. The class represents 97 of the state’s 100 counties, as well as 42 states and 23 countries.

- NC State awarded 85 associate’s, 3,394 bachelor’s, 1,255 master’s, 170 doctoral and 77 doctor of veterinary medicine degrees during its spring 2011 commencement exercises. When combined with the 3,041 degrees awarded in the fall, 2011 became the largest graduating class in university history.

- Students embraced NC State’s dedication to service starting with the first week of fall classes with events connected to Wolfpack Welcome Week. They packaged more than 405,000 meals for Haitian earthquake victims and donated almost 600 pints of blood to the American Red Cross. In February, about 7,500 people participated in the student-led Krispy Kreme Challenge, which raised $100,000 for the NC Children’s Hospital.

- It’s not unusual for students to come from great distances for an NC State education, but Saul Flores took an unusual approach to getting to the campus. Over the summer, Flores, a senior in graphic design and business administration, completed his “Walk of the Immigrants.” Beginning in Ecuador, he hitchhiked his way through 10 Latin American countries, spanning more than 5,000 miles to raise awareness of the struggles many immigrants face while immigrating to the United States. Flores received significant local and national media attention and was honored by the local Latin community.

- Undergraduates and graduates are involved in significant research at NC State. As a part of a senior design project, a group of biomedical engineering undergraduates was awarded first place in a national biomedical engineering competition for a special hybrid contact lens they created. In response to a charge to observe a real-world problem and
find a way to address it, the group designed and engineered special contact lenses for victims of paralysis, which fits over the eye to hold moisture in. An interdisciplinary effort involving aerospace and textile engineering students tackled life-support challenges that the aerospace industry has been grappling with for decades and creating a “tent” that would aid in survival should humans reach Mars. Their story appeared in several national and international publications.

- Students also added to the number of significant national scholarships with a Goldwater and a Udall. Our students have received 36 Goldwater scholarships.

We supported student success in a variety of ways, including identifying and removing barriers that prevent students from maximizing their achievement potential and making progress toward graduation.

- Summer START was piloted successfully. Summer START is designed to assist new freshmen with the transition from high school to college. Program objectives were met; students from several at-risk groups achieved academic and social success which contributed to overall success in their first college year.

- The Preparing Future Leaders (PFL) program offered 136 events, workshops and seminars with a total attendance of 3016: 2263 graduate students, 535 postdoctoral scholars and 218 other participants. PFL serves both graduate students and postdoctoral scholars in three focus areas: career skills, teaching and mentoring and responsible conduct in research.

- Distance Education (DE) provides students an additional option for credit hours and relieves some of the burden on university facilities. DE enrollments increased by 10 percent, with 87,307 student credit hours delivered. More than 2,100 courses and sections were offered through Distance Education, with 25 new courses and 20 new faculty added to the Flexible Access program. As part of the strategic realignment, we are taking steps to make DE even more compatible with student needs and to bolster their progress toward graduation.

- NC State received grants totaling $1.7 million from the North Carolina Energy Office, providing undergraduate and graduate students the opportunity to engage in hands-on experience and training for jobs in North Carolina’s economy through “green” internships and fellowships.

- In addition to green internships and fellowships, the NC State Cooperative Education program (Co-op) maintained formal agreements with more than 600 private and public sector employers in North Carolina and throughout the nation. About 500 students experienced paid internships in companies and potential offers of permanent positions.
Goal 2: Scholarship & Research

The heart of an outstanding university is its faculty. As a solution-driven university, it is imperative that NC State grow excellence in its faculty to enable researchers to think entrepreneurially and drive their research to the market. In 2010-11, faculty achievement has been evident across the university.

- Trudy Mackay and Fred Gould were elected into the National Academy of Sciences. MacKay holds a distinguished place among members of the genetics community for her groundbreaking research. Gould studies the ecology and genetics of insect pests to improve food production and human and environmental health.

- Sarah Ash, Bob Beichner and Michael Walden received awards from the Board of Governors.

- The American Statistical Association (ASA) welcomed its newest class of fellows. Included among these 53 distinguished fellows were Subhashis Ghoshal and John Monahan. Dean Daniel Solomon received an ASA Founders Award. Marie Davidian was elected president of ASA. Davidian also was part of a collaboration with colleagues from Duke and UNC at Chapel Hill that received a $12.5 million grant from the National Cancer Institute to find ways to develop new-and-improved methods for the design and analysis of cancer clinical trials.

- Sastry Pantula was named director of the National Science Foundation’s Division of Mathematical Sciences.

- Dean Louis Martin-Vega was honored with the Institute of Industrial Engineers’ UPS Award for Minority Advancement.

- Jay Levine and his community partners were awarded the C. Peter Magrath Award, a national recognition of an institution’s commitment to community engagement. With the help of faculty and students, Levine worked with the community of Jacksonville to turn a wastewater treatment plant into a science learning center, an aquacultural development site and a community park.

- Craig Sullivan and David Threadgill, were elected Fellows of the American Association for the Advancement of Science (AAAS).

- Natasha Olby received the Hero of Medicine award from the American College of Veterinary Internal Medicine for her work in discovering a gene responsible for a fatal brain disease in American Staffordshire Terriers.

- Maxine Atkinson received the American Sociology Association's 2011 Distinguished Contributions to Teaching Award. This is the society’s highest award for teaching.
• NC State was awarded the Howard Hughes Medical Institute Research University Award for undergraduate and K-12 teaching and research. The grant, which seeks to strengthen creative methods of teaching in science and technology, totals $1.5 million. NC State was one of 50 research universities to receive this award.

• As might be expected of an institution that houses the first university-run nuclear reactor, several nuclear research projects are being carried out, including 11 faculty members working with the Consortium for Advanced Simulation of Light Water Reactors (CASL). They will use computer models to create innovative approaches to nuclear power, which should result in safer and more cost-effective energy. Meanwhile, NC State researchers have developed a foam material with the potential to remove radioactive contaminants from drinking water. This foam could clean the water without the need for electricity, completely changing the way we safeguard the world’s drinking water supply.

• In a state with a significant military presence, NC State has several research partnerships with various branches of the armed services. A Department of Defense grant will support the creation of a HazMat boot for firefighters and other emergency personnel to use when hazardous materials are present. NC State will partner with the Walter Reed Institute of Research to further test the effectiveness of particular molecules, which could potentially fight off antibiotic-resistant infections such as MRSA and MDRAB, which commonly afflict military personnel. The Army Research Office awarded a grant to engage in a cross-disciplinary project to develop rapid response, minimal footprint, military base-camp design systems, for in-theater use by the United States Army.

Goal 3: Interdisciplinary Scholarship Addressing Grand Challenges

There are numerous opportunities at the intersection of NC State’s disciplines and professional fields. We continue to strengthen interdisciplinary programs and lower barriers between disciplines and departments.

• As part of the Entrepreneurship Initiative, NC State, with support from Red Hat, launched The Garage, a facility for students engaged in entrepreneurial endeavors. The 2,000-square-foot incubator space will provide a community for students to work within the context of real-world problems and find solutions through critical thinking, creative problem-solving and new-business creation.

• The US Department of Interior chose NC State to house one of eight federal hubs for climate change research in the Southeast. The Climate Science Center received $1.5 million in initial funding and will bring as many as a dozen federal employees to the area. It is estimated that the center will provide university scientists with as much as $7.5 million a year in research funding. Six of the university’s 10 colleges will be involved with the center.
• The Edible Schoolyard in Greensboro opened as a landmark effort to transform the way that we learn about and interact with our food by promoting outdoor learning among children in North Carolina.

• NC State veterinarians assisted in the recovery of wildlife following the massive BP oil spill still affecting parts of the Gulf. The team spent several weeks rescuing pelicans and other sea life as a part of their work with the International Wildlife Rehabilitation Council.

• Plant breeding researchers are developing superior plants and germplasms with greater adaptability, reduced need for pesticides, improved environmental quality and greater value for growers and consumers.

• NC State established a B.S. in Fashion and Textile Design program. The unique focus of the program builds on the arts and science foundations at NC State, while addressing the needs of our global textile complex in the design, development and marketing of textile products to meet the global competitiveness challenges of the industry.

Goal 4: Organizational Excellence

As a leading land-grant university, NC State plays a special role in the state’s vitality. Our goal is to create a shared vision for NC State that will enable the university to be more deliberate in its approach to its core academic mission and our capacity to innovate. To enable this work, we identified a number of changes.

• To provide the environment and resources needed to enhance the university’s capacity for research and innovation, the Office of Research & Innovation was created from the previously existing Office of Research and Graduate Studies. Similarly, the reporting structures for the chancellor; provost; vice chancellor for extension, engagement and economic development; and vice chancellor for research and innovation were realigned. The changes were designed to improve relationships between scholarship and research, between the classroom and the lab and improve university communication.

• The chancellor established regular, formal meetings for open communication with university leaders and the campus community. Administrative Leadership Meetings were held every other month to engage campus administration in a discussion of emerging topics, such as student success, faculty excellence, organizational excellence, research and the budget. Additionally, several Chancellor Forums were open to the entire campus.

• At the chancellor’s direction, Provost Warwick Arden and Vice Chancellor Charles Leffler led a university realignment for greater efficiency and effectiveness. Implementation began in March and is ongoing.

• Organizational excellence also extends to facility management. NC State opened two significant buildings in 2010-11. Engineering Building III (EB III), a 248,000-square-
foot facility opened, with state-of-the-art laboratories and two wind tunnels, as well as the campus’ first green roof. EB III will house two academic departments: the joint NC State-UNC Department of Biomedical Engineering and the Department of Mechanical and Aerospace Engineering. The new Randall B. Terry, Jr. Companion Animal Veterinary Medical Center, 110,000-square-foot facility, is a national model for excellence in companion animal medicine. The center offers cutting-edge technologies for imaging, cardiac care, cancer treatments, internal medicine and surgery. The Terry Center will accommodate more than 20,000 cases that are referred to the College of Veterinary Medicine every year. The hospital was funded by a $20-million gift from the R.B. Terry Charitable Foundation and $38 million in state appropriated funds. The college remains the only U.S. academic facility offering canine bone marrow transplants and continues to pioneer osseointegrated implants and custom prosthetics in collaboration with the College of Engineering.

**Goal 5: Engagement and Partnerships**

Recognizing the unique role that NC State plays as a driver of economic development for North Carolina, Chancellor Woodson led the effort to encourage, promote and enhance engagement efforts at the statewide and national levels.

- In order to become more acquainted with North Carolina and NC State’s economic reach, Chancellor Woodson traveled across the state last summer, meeting with business leaders and members from all seven of the state’s economic development partnerships. In the spring, he traveled to California, Washington D.C., Georgia, Florida, Virginia and New York, reconnecting with alumni and meeting potential partners and donors.

- In September, North Carolina was awarded $400 million as a “Race to the Top” grant recipient with the help of key university faculty and staff members working in cooperation with the governor’s office.

- The NC State Economic Development Partnership continued to play a prominent role in helping North Carolina capture the 430-job IEM corporate headquarters in RTP, as well as facilitated the continued growth and development of the 225-job HCL America regional headquarters in Regency Cary Park.

- The university continued to grow its relationships with colleges and universities locally, nationally and internationally.

  - NC State announced two new dual-degree programs with nearby Campbell Law School – a joint J.D. and Master’s of Public Administration and a joint J.D. and Master’s of Business Administration. This partnership created the state’s first dual JD/MPA program offered from two separate institutions of higher education.
In January, NC State welcomed SKEMA, one of France’s top business schools, to Centennial Campus. Within the next three years, SKEMA hopes to occupy 30,000 to 40,000 square feet of academic space on Centennial Campus. NC State will explore opportunities for joint academic and study abroad programs.

- Agriculture industry support takes many shapes at NC State. NC MarketReady served 32 farm businesses and 4 cooperatives. NC MarketReady serves as a Rural Cooperative Development Center that helps farmers structure their business to better take advantage of value-added markets by providing cooperative board member training, technical assistance in the form of feasibility studies and equipment funding.

- As part of our work to be more intentional in the pursuit of innovation and job creation, NC State launched the Springboard Innovation Partnership Portal. The goal is to double the number of startup companies it launches annually by 2012.

- Companies continued to turn to NC State for economic recovery. Industrial Extension Service (IES) documented more than 2,000 jobs saved or created, increased sales of $190 million and a $20 million added investment by these businesses. IES also celebrated North Carolina manufacturing with a statewide tour. The tour was the culmination of the 1B4NC initiative in which we promised to produce $1 billion in economic impact for the state and reached the goal one year early.

- In July 2010, the Keystone Centennial Science Center opened, offering tenants a high-tech, low-risk place to commercialize innovative ideas. The facility features a two-story, 72,000-square-foot laboratory and office space.

- As a result of NC State technology and a state grant, Empire Foods, Inc. announced that it would bring 200 jobs to Halifax County. The food processing company, which uses a technology licensed from NC State, plans to create 200 more jobs and invest $2.5 million over the next five years.

- In his first year as chancellor, Woodson worked extensively to continue developing and growing the university’s relationships with current and potential donors. He declared increasing the endowment as the university’s top fund-raising priority. In December, the university announced the largest donation in NC State’s history, $40 million to endow the College of Management, given by Lonnie and Carol Johnson Poole.

- Our economic development partnerships certainly extend to other North Carolina institutions. For example, a partnership with the North Carolina Community College System (NCCCS) delivered Lean Six Sigma training throughout the state. The NCCCS held 22 courses using materials created by NC State faculty and staff. Lean Six Sigma projects completed through this program resulted in more than $8.7M economic impact to the state of NC.
Facilities

While the Higher Education Bond Referendum, authorized in 2000, was completed in 2009, NC State has continued to have an active capital program funded from a widening variety of sources including state appropriations in the form of cash and debt issuance, gifts, debt supported from student fees, receipts and energy savings. Highlights include:

- Engineering Building III
  - Completed 7/2/2010

- Randall B. Terry Companion Animal Veterinary Medical Center
  - Completed 5/4/2011 (Move-in underway)

- James B. Hunt, Jr. Library
  - Under Construction (Anticipated completion 9/14/2012)

- Early College High School
  - In Design (Anticipated completion 2/25/2013)

- Greek Village Phase I Infrastructure
  - Completed 5/25/2010 (First house to start Fall 2011)

- Centennial Campus Student Housing
  - In Design (Construction starts Fall 2011)

- Talley Student Center Addition & Renovation
  - Under Construction (Anticipated completion 11/21/2014)

- The Point
  - Under Construction (Anticipated completion 9/15/2011)

- Carol Poole Golf Clubhouse
  - In Design (Anticipated completion 12/31/2012)

Legislative and Budget Efforts

Chancellor Woodson built strong relationships with the state’s elected leadership during his first year. Through regular visits with North Carolina’s General Assembly and congressional delegation, he has been a champion of the needs and opportunities for NC State, particularly at a time of budget cuts. Additionally, the chancellor has been committed to providing open communication across campus regarding budget decisions through emails, homepage messages and forums.
NC State continued to rank among the nation’s best universities during the first year of Chancellor Woodson’s tenure as measured by a number of organizations and publications.

- NC State was ranked one of the top 25 colleges by recruiters as a part of a *Wall Street Journal* study. Placing 19th, NC State was the highest-ranking North Carolina institution and was also named the best value on the list.

- *Forbes Magazine* released a list of the 10 most innovative business school classes offered in the nation. Listed along with universities like John Hopkins and Georgetown, NC State was represented by its “Product Innovation Lab.” The course brings business, engineering and industrial design professionals together with MBA students to work on sponsored projects from private companies.

- The smart solid-state transformer being developed by the FREEDM Systems Center at NC State was named to *Technology Review*’s 2011 list of the world’s 10 most important emerging technologies. Smart transformers are more efficient and adaptive than transformers commonly used on the power grid today. The devices could allow electric vehicles to be charged more quickly and utilities to incorporate large amounts of solar and wind power into the grid without blackouts or power surges.

- In spring 2011, NC State was recognized as a “Model of Efficiency” by *University Business* magazine. Only 11 colleges and universities nationwide received this honor.

- The North Carolina Committee for Employer Support of the Guard and Reserve recognized NC State for its outstanding support of the National Guard and Reserve.


- Other significant rankings included:
  - **National Science Foundation, 2010**
    - 7th in Industry Research Funding (among universities w/o medical schools)
    - Ranking of Web of World Universities, 2010 (Released in Winter)
    - 27th in Web Presence
  - **U.S. News & World Report, Undergraduate 2011 (Released in Fall 2010)**
    - 3rd among colleges of Veterinary Medicine
    - 6th Best Overall Public University Value
    - Nine graduate programs among top 30 public universities

**Athletic Excellence**
This past year was a successful year for NC State athletics. With a new athletics director, the Wolfpack made huge strides on and off the field.

- In November, the men’s soccer program welcomed Kelly Findley as head coach. He replaced veteran coach George Tarantini, who retired after 25 years.

- The football program won more games than any Wolfpack team since 2002, finishing the season ranked 25th in the Associated Press poll after defeating West Virginia in the 2010 Champs Sports Bowl.

- NC State continues to lead the Atlantic Coast Conference in the number of student-athletes who have received postgraduate scholarships. Three more student-athletes earned these awards. Gymnast Britney Vontz, women’s basketball forward Brittany Stratchan and men’s soccer defender Lucas Carpenter – were named recipients of the Weaver-James-Corrigan Award, an honor bestowed on student-athletes who have performed with distinction in the classroom, community and in their respective sports.

- NC State’s Academic Support Program for Student-Athletes is a leader not only in the region but also the state. Staff presented at regional and national conferences during the past academic year and remains active at the national level, serving on the board and various committees of the National Association of Academic Advisors for Athletics (N4A). Further, NC State remains the administrative home of the N4A National Office.

- Mixed Rifle, Men’s Basketball and Men’s Cross Country were publicly recognized for their 2006-2010 Academic Progress Rate (APR). These teams’ APR scores were in the top ten percent of the country in their respective sports.

- NC State welcomed new men’s basketball coach Mark Gottfried, who quickly assembled a highly experienced coaching staff.

Leadership Changes

During the 2010-2011 academic year, NC State welcomed several new department heads, student leaders and administrators committed to advancing the mission of the university.

- After serving in an interim role for more than 18 months and following a national search, Warwick Arden was officially named Provost and Executive Vice Chancellor.

- NC State Athletics welcomed new Athletics Director Debbie Yow, the first woman to hold the position.

- Jayne Fleener, who was previously dean of Louisiana State University’s College of Education, was named Dean of the College of Education.
Benny Suggs (’69) was named Executive Director of the NC State Alumni Association.

Selected Presentations

During his first year as chancellor, Chancellor Woodson made numerous appearances at university and community functions and traveled extensively including hosting Alumni events in 13 cities in North Carolina and across the country. Below is a partial list of the many presentations he made during his first year in office. This list does not include numerous speaking engagements and presentations at university events.

- Charlotte Business Leaders Breakfast, Charlotte, NC, April 2010
- Eastern Region Economic Development Partnership Board Meeting, Kinston, NC, May 2010
- Piedmont Triad Business Leaders Meeting, Greensboro, NC, May 2010
- Southeast Region Economic Development Partnership Board Meeting, Elizabethtown, NC, June 2010
- Research Triangle Region Economic Development Partnership Board Meeting, Raleigh, NC, June 2010
- National Agents Alliance Convention, Raleigh, NC, July 2010
- Charlotte Regional Partnership Meeting, Concord, NC, July 2010
- Northeast Region Economic Development Partnership Board Meeting, Edenton, NC, July 2010
- Chamber Leadership Conference, Greensboro, August 2010
- United States-Brazil Innovation Summit, Washington, D.C., September 2010
- Park Foundation Board, Raleigh, NC, September 2010
- Hillsborough Street Grand Opening, September 2010
- Social Innovation Healthcare Dinner, September 2010
- Scholarship of Engagement Symposium, Raleigh, NC, September 2010
- Borlaug Lecture, Raleigh, NC, October 2010
- National Outreach Scholarship Conference, Raleigh, NC, October 2010
- Downtown Raleigh Alliance, Raleigh, NC, November 2010
- Farm Bureau Annual Conference, Greensboro, NC, December 2010
- Council on Competitiveness, Washington, D.C., December 2010
- Food and Agricultural Leadership Workshop, Washington, D.C., December 2010
- Eastern 4-H Center Building Dedication, Columbia, NC, January 2011
- Kings Mountain Rotary Club Presentation, Kings Mountain, NC, January 2011
- Crop Improvement Foundation Seed Luncheon, McKimmon Center, Raleigh, NC, January 2011
- Rotary Club of West Raleigh Presentation, Raleigh, NC, February 2011
- CASE District 3 Student Ambassador Conference, Raleigh, NC, February 2011
- Emerging Issues Forum, Raleigh, NC, February 2011
- Raleigh Host Lions Club, Raleigh, NC, February 2011
- Hispanic Educational Summit, Raleigh, NC, March 2011
- Science Coalition Roundtable, Washington, D.C., March 2011
- Wake County Phi Beta Kappa, Raleigh, NC, April 2011
- Downtown Raleigh Rotary Club, Raleigh, NC, May 2011
- Downtown Raleigh Alliance Breakfast, Raleigh, NC, May, 2011
- Crosby Scholars Invitational, Bermuda Run, NC, May 2011
- North Raleigh Rotary, Raleigh, NC, June 2011
- Engineering Summit for Minority Women Dinner, Raleigh, NC, June 2011
Randy Woodson took office as North Carolina State University’s 14th chancellor on April 5, 2010. In this capacity, he oversees North Carolina’s largest university with over 34,000 students and a budget exceeding $1.3 billion.

Chancellor Woodson is a nationally recognized leader in bridging the gap between vision and action. This recognition most recently was demonstrated through his election to the executive committee of the Association of Public and Land-grant Universities, the national research and advocacy organization of public research universities, land-grant institutions and state university systems. A review of his first two years at NC State demonstrates this leadership through the development and implementation of a strategic plan to enhance NC State’s position as a preeminent technological research university, recognized around the globe for its innovative education and research addressing the grand challenges of society.

Chancellor Woodson has exemplified steady and purposeful leadership in the midst of budget challenges, initiating a realignment of the university for greater efficiency and effectiveness to ensure continued success. Following is a review of the chancellor’s accomplishments from July through December 2011.

**Strategic Planning and Realignment**

Since the final strategic plan was approved at the Board of Trustees meeting in April 2011, the implementation team has been working to follow and assess progress toward goals. The group has been gathering data to establish benchmarks, laying the foundation for how progress will be tracked and measured. This report is organized around the plan’s five strategic goals.

Announced by the chancellor in March 2011, the purpose of the strategic realignment is to recommend changes that will align with and be supported by the strategic plan, position NC State for greater strength, effectiveness and efficiency and help respond to state budget reductions. The recommendations included the reviews of several areas of the university. With the input and committee service of individuals from across campus, the university has been diligently reviewing key areas of improvement and making progress towards recommendations. Examples include reorganization of extension, engagement and economic development activities, consolidation of equity and diversity offices, a review of academic programs, the realignment of business operations, a complete review of policies and regulations and the implementation of an ongoing process to review administrative processes for improved efficiency and effectiveness. These actions are reflected in this document under the strategic plan goal with which they correspond.
Strategic Goal 1: Student Success

In fall 2011, NC State welcomed a freshman class of 4,550, as well as 1,000 transfer students. 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 was 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 most popular programs for incoming freshmen.

Students demonstrated a commitment to service starting off the fall semester giving back. As part of the annual Service NC State event, students donated 1,032 units of blood and packaged 103,506 meals for Stop Hunger Now. Additionally, in September, students participated in Shack-A-Thon to raise money for Habitat for Humanity. The event raised more than $18,400 for Habitat, while also raising awareness of housing and homelessness issues.

In August, the university celebrated the groundbreaking on the Talley renovation and expansion project. This project is a much-needed step in providing adequate space for students on campus. The current center was built in 1972 when the student population was 13,000. NC State now has more than 34,000 students.

To provide a regularly scheduled time for students to ask questions and voice concerns, the chancellor initiated a monthly “Chat with the Chancellor.” Monthly chats were held at various locations across campus in areas convenient for students and provided an informal opportunity for them to interact with the chancellor. This effort has improved communication and visibility with students, allowing them to learn more about the chancellor and how he manages his leadership role.

The National Survey of Student Engagement demonstrated that NC State students give back, rank faculty better than the national average and are prepared for the real world. Among the survey results, 88 percent of seniors reported talking about career plans often with a faculty mentor. Fifty-seven percent of first year students reported getting prompt feedback on academics, and 30 percent of students by their senior year reported working with a faculty member on a research project other than coursework. By their senior year, 68 percent of NC State students have participated in some form of practicum, internship, field experience, co-op or clinical assignment. Additionally, by the time they are seniors, 71 percent of NC State students have participated in community service or volunteer work.

To protect future space travelers, NC State students from the College of Engineering and the College of Textiles designed a 1,900-square-foot inflatable living environment for four to six astronauts. It is 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. Students also tackled another major challenge for a manned mission to Mars: water. They have redesigned the Sabatier reactor, which uses gases to produce water in space, to make it lighter and more compact.
Three NC State Art and Design students 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 covers two sides of a two-year-old parking deck at the corner of McDowell and Davie streets in downtown Raleigh.

In response to the strategic realignment recommendations and task force findings, **the Division of Undergraduate Academic Programs is merging with Student Affairs**. The new leadership of this unit will include a Vice Chancellor and Dean for Academic and Student Affairs, for which a search will occur in 2012. The new unit consists of four main divisions: Academic Programs and Services, Arts NC State, Residential Life, and Student Development, Health and Wellness. The merger streamlines student services for more effective mechanisms for student success.

The university broke ground on the **Centennial Campus Housing Student Housing and Dining project**. The project will provide 356 units (1195 beds) in six buildings. It advances the founding concept that Centennial Campus would be a collaborative, living-learning environment. In addition to the much-needed housing, the project will provide the Centennial Campus community with a full-service dining facility.

Construction continued on the $110,000,000 **James B. Hunt, Jr. Library on Centennial Campus**, scheduled for completion in late 2012. This 205,000 square-foot facility will include library study, stack and service space, as well as office, meeting and gallery space for the Institute for Emerging Issues.

In December, NC State awarded degrees to more than 3,437 new graduates. With the 4,822 degrees conferred in May, the university awarded a total of **8,259 degrees in 2011**. To celebrate the achievements of faculty and students, NC State alumnus and Nobel Prize Laureate Dr. Rajendra Pachauri delivered the commencement address.

### Strategic Goal 2: Scholarship & Research

The chancellor established the **Chancellor’s Innovation Fund** to provide short-term funding to enhance the commercial value of NC State research. The fund provides an average of $500,000 to $75,000 for activities to make technology more marketable, such as providing critical data, conducting market research and developing prototypes. The first round of funding went to four projects, which included a vaccine that prevents *Salmonella*, coatings that protect fabrics from UV rays, bandages that release medication to improve wound healing and better bed bug bait.

President Barack Obama recognized two outstanding faculty members. NC State Distinguished University professor of electrical and computer engineering Dr. Jay Baliga was awarded the **National Medal of Technology and Innovation**, the nation’s highest honor for technological achievement. Dr. Baliga is the founding director of the Power Semiconductor Research Center at NC State. This distinguished recognition was made in honor of his work in inventing, developing and commercializing the Insulated Gate Bipolar Transistor (IGBT), which improves energy efficiency by more than 40 percent in an array of products.
Additionally, the White House awarded Dr. Michael Escuti, associate professor of electrical and computer engineering, with the **Presidential Early Career Award for Scientists and Engineers**. This awards program honors researchers for working at the frontiers of science and technology and serving the community through scientific leadership, public education or outreach. Dr. Escuti was honored for his pioneering development of liquid crystal polarizing gratings. He also was recognized for educating students through collaborations with international academic teams and industries, as well as for outreach work in underserved communities.

Dr. Bob Beichner, professor of physics, was honored with the **2011 Harold W. McGraw Jr. Prize in Education** for his contributions as a digital education pioneer. Dr. Beichner was recognized for changing how students learn science in classrooms at more than 100 universities that use his SCALE-UP approach (Student-Centered Activities for Large Enrollment Undergraduate Programs).

Dr. Trudy Mackay, professor of genetics, received the **North Carolina Award for Science**, the state’s highest civilian honor. She was recognized for her contributions to the understanding of health concerns such as diabetes, cancer, alcohol abuse and high blood pressure, among others.

Dean of the College of Engineering Dr. Louis Martin-Vega was inducted into the **National Hall of Fame for Outstanding Hispanic American Science and Technology Professionals**.

Dean of the Poole College of Management Ira Weiss was elected **President of the International Partnership on Business Schools**. This partnership creates a collaborative model for developing a cross-cultural international community of business and management students, alumni and professional staff. IPBS provides a network for sharing and increasing professional knowledge, skills and understanding through international exchange programs.

Dr. Michael Steer, the Lampe Distinguished Professor of electrical and computer engineering, was recognized by *The Oxford American* as one of “**The Most Creative Teachers in the South**.” This recognition highlights a method developed by Dr. Steer for detecting the cell-phone triggers used to detonate roadside bombs.

NC State was awarded a $1.3 million grant to guide the continuing participation of the Raleigh postsecondary partnership in a three-year demonstration funded by the **Bill & Melinda Gates Foundation**. The Partners for Postsecondary Success initiative is part of the Gates Foundation’s postsecondary strategy to double the number of young adults who earn postsecondary credential with labor market value by 2025. NC State is the lead agency for the partnership.

During the period July to December 2011, Sponsored Programs and Regulator Compliance (SPARCS) administered **1,362 proposals totaling $435,864,630**. During this same period, 1,655 awards totaling $164,085,891 were handled. SPARCS ensures regulatory compliance and complies with reporting mandates of all these proposals and awards.
The Office of Technology Transfer and Innovation celebrated research success. The NC State research community filed 184 new invention disclosures, the US Patent and Trademark Office issued 78 new patents to NC State and five new start-ups were launched based on NC State research. As of December 31, 2011 cumulative impacts of NC State research included 157 products launched, 82 start-ups formed and 6,978 jobs created.

The Research Development Office’s Proposal Development Unit assisted with the following proposals that were awarded funding or granted a site visit: the USDOD - Pilot Language Training Center Initiative; the ARPA-E - Camelina to Jetfuel: A Systems Approach; the USDA AFRI - Building a Biofuels Industry (reverse site visit); the NSF IGERT - Genetic Engineering & Society: The Case of Transgenic Pests; and the NSF - Nanotechnology ERC (site visit).

Additionally, the Research Development Office awarded research and innovation seed funding, which assists in developing new and innovative pilot programs that have the potential for future support from government agencies and others, to three interdisciplinary projects in fall 2011. Those projects included the “Evaluation of the Skin-implant Interface in Transdermal Osseointegrated Protheses,” the “Evaluation of the Cytotoxicity and Antibacterial Efficacy of Electrically Generated Silver Ions for Potential Applications in Orthopedic Implants,” and the “Gemetoc Analysis of Medieval Parchment Manuscripts.”

To increase extramural funding from Department of Defense agencies, NC State research personnel developed a plan, which includes tactics such as building strong fundamental research programs to reduce security risks resulting from uncertainty, conducting translational research for technology transfer and considering educational program with national security emphasis.

As part of a recommendation of the strategic realignment, the Office of Extension Engagement and Economic Development was discontinued. Economic development merged to form the Office of Research, Innovation and Economic Development (ORIED). Units within ORIED were re-organized to optimize the use of resources and create synergy among and between units. Additionally, ORIED has partnered with University Communications to create a more unified and integrated strategy for communicating the value and impact of NC State research.

**Strategic Goal 3: Interdisciplinary Scholarship Addressing Grand Challenges**

To complement the outstanding faculty at NC State and recruit additional outstanding faculty to the university, the chancellor established the Chancellor’s Faculty Excellence Fund. The concept blends all five goals of the strategic plan and established a $5 million fund to partner with colleges to bring either individual scholars or small groups (up to three) of scholars selected around strategically important areas to NC State. Emphasis is given to scholars who have diverse disciplinary skills representing more than one academic department and college. Priority is given to tenured or tenure-track faculty engaged in active research and undergraduate or graduate programs, cluster hires of individuals who can share resources and physical infrastructure, a senior investigator capable of leading a field of study across campus, hires aligned with strategic research priorities, as well as areas that are interdisciplinary in nature and demonstrate significant cost savings across units.
NC State received a **$25 million grant from the US 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. 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 US 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.

Dr. Caterina Gallippi, biomedical engineering professor, received a five-year **National Institutes of Health grant** for muscular dystrophy research. Dr. Gallippi will receive up to $300,000 per year to study changes in muscle composition in Duchenne muscular dystrophy monitoring muscle degeneration from early to late stages of the disease. He will collaborate with professors from UNC who are part of the joint NC State-UNC biomedical engineering department.

A microgravity plant study prepared by an NC State research team led by Dr. Imara Perera was launched into orbit **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. Dr. Perera’s research project explores how plants adapt to changes in gravity at the molecular level.

NC State is playing a lead role in a new multi-disciplinary center that focuses on soft matter research, a branch of materials science with practical applications, from organic solar cells to tissue implants. Recognizing that some of the leading scientists and engineers involved in soft matter research are located in the Research Triangle area, the National Science Foundation has provided a six-year, $13.6 million grant to establish the **Soft Matter Research Center**.

As part of the strategic realignment, a **review of academic science programs** was conducted to determine improved strategies to enhance the natural synergies between the university’s science programs, promote interdisciplinarity and reduce administrative overhead. The review task force was asked to make recommendations for the overall quality and delivery of NC State science programs at the undergraduate and graduate levels as well as in university research and extension activities. The task force identified several problem areas in its preliminary report, including mission and vision disconnects at different levels in science programs, perceived misalignment of resources within mission, a lack of shared or core research facilities, limited support for graduate students, inefficient use of scarce start-up dollars, lack of credit or support for cross-department/college work, curriculum stagnation and proximity of faculty to one another. Preliminary recommendations include keeping existing colleges, exploring suggested departmental realignments, nurturing and allowing biological sciences to flourish at NC State, and responding to needed organizational and cultural shifts (flow of resources and support for interdisciplinary collaboration).
Strategic Goal 4: Organizational Excellence

An academic program review was initiated to make recommendations for strengthening academic programs by considering topics such as program consolidation, focus changes, needs for support and phasing out. As part of this process, a task force has developed and proposed metrics for measuring and tracking effectiveness of current programs. The process included opportunity for campus review and comment. Currently, pilot departments are using proposed metrics to test their functionality. As the task force examines these metrics, it also will be looking for an instrument for ongoing evaluation of program health.

The strategic realignment recommendations included realigning reporting relationships and accountability for management of campus financial and human resources transactions. A business operations realignment and steering team worked diligently to review business operations at the university, completing a work activity analysis. The analysis looked at four major support services: general management and administration, human resources, finance and budget, and contracts and grants. The university welcomed a new Director of Business Operations, Scott Inkley, who will oversee this unit moving forward as staffing and the restructuring of service centers is determined and implemented.

The university reconstituted the administrative process review committee to oversee the review of administrative processes on a sustained basis. Established in August, the committee identified more than 400 “pain points” where bureaucracy could be improved and/or eliminated. These included targets such as facilities modification process, implementation of electronic invoices to financial systems and travel authorization, among others. The committee reviewed the pain points to separate symptoms from core issues and identify and prioritize problematic processes.

The Office of General Counsel is leading a close examination of the university’s policies, rules and regulations after direction from the chancellor to reduce organizational bureaucracy. At the beginning of the process, the university had 613 PRRs, with 55 policies, 364 regulations and 194 rules. As a result of the review, a total of 129 PRRs have been repealed (17 policies, 106 regulations and 6 rules), and approximately 25 included regulations changed to rules. Revisions have been made to 107 (18 policies, 75 regulations and 14 rules), and 37 new PRRs have been established (1 policy, 8 regulations and 28 rules). The current total of PPRs is down to 521 (39 policies, 266 regulations and 216 rules). All PRRs have been reviewed by the appropriate units and have been either revised, consolidated, repealed or determined that no action was needed.

The Office of Equal Opportunity merged with the Office of Diversity and Inclusion to form the Office of Institutional Diversity and Inclusion. This newly merged unit also includes the GLBT Center, Multicultural Student Affairs and the Women’s Center.

In September, the university hosted a visit from President Obama as he promoted his jobs bill. Students, faculty and staff worked efficiently and effectively to deliver a very successful event.

This fall, the university hosted a faculty and staff appreciation tailgate to honor NC State faculty and staff. The event boosted morale in a time when employees have not seen a raise in several years.
The chancellor continued **Administrative Leadership Meetings** once every other month with campus administration. At each meeting, data sheets are distributed to update members of the university’s current progress in strategic areas. Focal topics continued to be areas of interest and importance to the university.

The chancellor also continued **Chancellor Forums** for the entire campus community, providing an opportunity for open communication about events and issues concerning the university.

Additionally, the chancellor continued **annual visits to each college** on campus, meeting with its students, faculty, staff and leadership. These meetings provide an opportunity for the colleges to update the chancellor on their current work and initiatives, as well as share concerns or issues.

Each month, the chancellor communicates to campus and beyond through a **homepage letter**, discussing topics important to university life.

NC State faculty and staff ended 2011 in a giving spirit, raising $586,581 to help those in need through the 2011 **Wolfpack Gives Back Campaign**. The university surpassed its giving total for 2010 and had the most university participants and the highest per capita giving among UNC system schools.

As a campus community, NC State continues to advance substantially toward making sustainability an integral part of the university’s educational and research missions, the campus culture and institutional business decisions. The **Sustainability Strategic Plan** provides a foundation to guide the more effective use of energy, water, and other resources, while inviting students, faculty and staff to work together to advance sustainability. Successes are being realized in the form of an eight percent reduction in campus energy usage compared to last year and 10 percent compared to the 2002-03 baseline; a 47 percent drop in water consumption in 2010-11 compared to the 2001-02 baseline; exponential growth of the Environmental Science Academic Program; investment in Leadership in Energy and Environmental Design (LEED) projects; and nearly $280,000 in avoided landfill costs and recycled material revenue in 2010-11. NC State is involved in a project to upgrade its utility plants and allow the university to generate its own power. This project is funded through performance-based contracting, a financial mechanism for building renewal projects whereby utility bill savings that result from the installation of new building systems pay for the cost of the project. This combined heat and power system will pay for itself through energy savings over 17-20 years and is the largest performance contracting project in North Carolina history.

**Strategic Goal 5: Engagement and Partnerships**

The chancellor continued to stay engaged with **alumni**, holding first-time alumni events in Asia, Dallas, Texas and New Bern, North Carolina, as well as return visits to Asheville, Charlotte and Greensboro. These trips provided a great opportunity for the chancellor to stay engaged with alumni networks, keeping them up-to-date on current events at their alma mater and encouraging them to stay plugged into the university.
In September, Ginni Rometty, CEO of IBM, visited NC State, providing an opportunity to explore partnership opportunities. NC State has a long history of partnership with IBM that dates back nearly 50 years. Through this partnership, the university has been able to collaborate on numerous research and outreach initiatives. As a result, many NC State graduates have gone on to successful careers at IBM. Indeed, according to IBM, NC State places more graduates at IBM than any other university in the world.

NC State met with CISCO in order to expand our partnership and find areas to grow the collaboration. Discussions focused on how NC State is the largest source of talented students hired by their company.

In October, the chancellor led an NC State delegation to Hong Kong, China and South Korea. The trip included alumni engagement, as well as meetings with corporate leaders and university officials to develop partnerships that expand the impact of an NC State education. With more than 32 partnerships and 44 different memorandums of understanding already in place, NC State’s collaborative efforts in China and South Korea are imperative to meeting the university’s strategic goals in global engagement.

The doors officially opened to the new chancellor’s residence in November. The facility, funded by private donors, will serve as a tool for university events and cultivation opportunities. The new home was designed by the Dean of the College of Design, Marvin Malecha, and promotes sustainable design and North Carolina products.

NC State and the Hillsborough Street Partnership were awarded the 2011 Marvin Collins Planning Award for outstanding project implementation in a large community. This recognition honored the collaborative work on the Hillsborough Street renovation project.

The chancellor led President Ross on his tour of the eastern part North Carolina. As part of this visit, they visited many places in which NC State has a strong presence, including the Cunningham Agriculture Research Station, the Naval Air Systems Command at Cherry Point and the Center for Marine Science and Technology.

NC State hosted a joint education forum with SAS and the Greater Raleigh Chamber of Commerce called “Building a Culture of Innovation through Education.” The forum brought together thought leaders in an opportunity to discuss the future of education in America and North Carolina. Speakers stressed and explored the importance of creativity, discussing how to inspire creativity and innovation among students.

Led by UNC GA, NC State helped to successfully launch all UNC institutions in the Research, Engagement and Capabilities Hub of North Carolina (REACH NC) to facilitate interdisciplinary research and location of subject matter experts across the state.
A new partnership between NC State and the Wake County Public School System is putting students on a fast track to college and solving some of the world’s most pressing problems. The Wake NC State Early College High School opened this past fall with an inaugural class of 55 students specializing in science, technology, engineering and mathematics (STEM) fields. Part of the school’s mission is to address disparities in STEM fields by attracting students from populations traditionally under-represented in STEM jobs such as minorities, females and the economically challenged. The school offers a five-year program during which students can earn college credit and receive substantial exposure to the resources and opportunities of a university community.

NC State’s Economic Development Partnership (EDP) worked to bring and expand companies and jobs to North Carolina. Semprius, an advanced manufacturing semiconductor enterprise, committed to an expansion of $89.7 million in capital investment and the creation of 256 jobs at an average annual wage rate of $45,565. The tax base expansion and employment generation will ensue at both the Durham headquarters and research and development facility as well as at a new production facility currently under construction in Henderson. The EDP staff collaborated over an 18-month span with the NC Solar Center, the NC Department of Commerce, the Henderson-Vance County Chamber of Commerce, the Vance County Economic Development Commission and the Research Triangle Regional Partnership to convince Semprius officials to grow their dynamic renewable energy firm in North Carolina.

Lord Corporation announced a $20 million, 117-job expansion of their headquarters/research facility in Cary. The positions have an average annual compensation of $81,487. Lord Corp. has engaged NC State in collaborating with faculty members on a number of joint ventures (NSF Industry-University Cooperative Research Center planning for a Composite Materials Sustainment Center and other collaborative efforts) to promote a wide array of academic/business/governmental program and project partnerships.

The EDP unit connected with the NC Solar Center and NC Department of Commerce to attract Greenspring Energy, a Timonium, Maryland-based clean/efficient energy enterprise, to Charlotte, with 35 new jobs and a $5 million investment.

As a result of the discontinuance of the Office of Extension Engagement and Economic Development, extension activities remain with the respective colleges with university-wide coordination in the provost’s office. Continuing Education moved to the office of the provost. Outreach, engagement and leadership programs moved to the office of the provost.

Six new partners were added to Centennial Campus.

At the conclusion of fiscal year 2011, the university’s undergraduate alumni giving participation rate was 12.1 percent, a significant increase over the 10.5 percent in the previous year.
**Athletic Excellence**

Student-athletes continued to excel in the classroom. Among the ACC Honor Roll honorees were 213 NC State students. This was the most selections for NC State in the 55-year history of the ACC Honor Roll. Requirements for making the list include participation in a varsity-level sport and a GPA of 3.0 or higher.

The football program made a successful appearance in the 2011 Belk Bowl in Charlotte, defeating the University of Louisville. Quarterback Mike Glennon was named MVP and cornerback David Amerson set a new ACC record with 13 interceptions in a single season, two of which came during the bowl game.

The NC State Men’s Cross Country team won both the conference and regional team championship titles, as well as finished 10th in the nation at the NCAA Championships. The Wolfpack had two All-Americans, senior Ryan Hill and redshirt sophomore Andrew Colley. Additionally, Coach Rollie Gieger was named ACC Men’s Cross Country Coach of the Year. Counting five awards as ACC Coach of the Year in track and field, he has been named ACC Coach of the Year 33 times.

The NC State Women’s Cross Country team placed second in regionals and 23rd in the nation.

The Professional Golf Management program finished first at the PGA Jones Cup. The PGA Jones Cup, presented by Golf Pride, is named for the first PGA Golf Management Program Director at Mississippi State University, Dr. S. Roland Jones. The event serves as a platform for participants to demonstrate professionalism, integrity, character and camaraderie, all characteristics of Dr. Jones.

**Rankings and Recognition**

U.S. News and World Report ranked NC State at 3rd Best Value among all national public universities.

Glassdoor, a jobs website, ranked NC State number 10 in a list of “Best Colleges to Work For.” Rankings were based on employee sentiment.

Bloomberg BusinessWeek ranked NC State’s Poole College of Management’s Jenkins Part-time MBA Program 30th in the nation. The ranking was based on student satisfaction, academic quality and post-graduation outcomes. In the south alone, the program ranked 5th.

NC State ranked 99th among U.S. universities for the impact of its scientific research according to the Leiden Rankings. Leiden University in the Netherlands, one of Europe’s foremost research universities, has been collecting data and ranking universities for over 25 year. This ranking measures the scientific performance of 500 major universities worldwide --- specifically the scientific impact of universities and their involvement in scientific collaboration. Additionally, we ranked 49th among US universities for scientific output, which is measured by the number of research papers published in the sciences and social sciences. Of the 50 US universities with the highest publication output, NC State ranked 23rd for the extent of its collaborative research.
Leadership Changes

Barbara Mulkey was appointed Chair of the Board of Trustees.

Philip Freelon was appointed by the Board of Governors to the Board of Trustees.

Jimmy Clark replaced Gayle Lanier as a member of the Board of Trustees.

Bob Mattocks replaced Steve Warren as a member of the Board of Trustees.

Dr. Paul Lunn was named Dean of the College of Veterinary Medicine. He will officially begin in February 2012.

Dr. James Zuiches retired in December after serving since March 2006 as NC State’s Vice Chancellor for Extension, Engagement and Economic Development.

The deans of the Colleges of Agriculture and Life Sciences and Natural Resources, Dean Johnny Wynne and Dean Robert Brown, announced their retirement to be effective in 2012.

Selected Presentations

- New Bern Alumni Event, New Bern, NC, July 2011
- New Bern Business Leaders Luncheon, New Bern, NC, July 2011
- Asheville Alumni Event, Asheville, NC, July 2011
- Charlotte Alumni Event, Charlotte, NC, August 2011
- GEM Consortium President’s Roundtable, Washington, DC, August 2011
- Greensboro Alumni Event, Greensboro, NC, August 2011
- UNC-CH Chancellor’s Retreat, Chapel Hill, NC, August 2011
- 9/11 Memorial Event, Raleigh, NC, September 2011
- President Obama’s Jobs Bill Visit Welcome, Raleigh, NC, September 2011
- US/Brazil Innovation Learning Lab, Raleigh, NC, September 2011
- Triangle Area Research Directors Council, Raleigh, NC, September 2011
- Park Foundation Board, Raleigh, NC, September 2011
- Urban Land Institute Forum, Raleigh, NC, September 2011
- IBM Forum and Luncheon, Raleigh, NC, September 2011
- Wake Education Partnership Education Summit, Raleigh, NC, October 2011
- US-India Higher Education Summit, Washington, DC, October 2011
- Industry Leaders Breakfast, Hong Kong, China, October 2011
- Hong Kong Alumni Event, Hong Kong, China, October 2011
- Shanghai Alumni Event, Shanghai, China, October 2011
- Seoul Alumni Event, Seoul, Korea, October 2011
- SAS/NC State Creativity Conference, Raleigh, NC, November 2011
- APLU Plenary Session Keynote Address, San Francisco, CA, November 2011
- NCSU/UNC Public Forum, Cary, NC, November 2011
- Dallas Alumni Event, Dallas, TX, December 2011
• Cary Rotary Club, Cary, NC, December 2011