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**BOARD OF TRUSTEES  
NORTH CAROLINA STATE UNIVERSITY  
TELEPHONE MEETING  
CALL WILL ORIGINATE FROM SUITE A, HOLLADAY HALL  
WEDNESDAY, JULY 11, 2012**

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**AGENDA**

**FULL BOARD MEETING**

**11:00 a.m. ■ Call to Order and Ethics Statement**  
Barbara H. Mulkey  
Chair of the Board

■ **Roll Call**

■ **Approval of Minutes**

- ✓ — April 20, 2012 meeting of the Full Board
- ✓ — April 20, 2012 Closed Session of Full Board

■ **Chair's Report**  
Barbara Mulkey

■ **Chancellor's Report**  
Randy Woodson

- ✓ ■ **Election of Officers for 2012-2013**  
At the April 18, 2012, meeting of the Nominating Committee, Chaired by Jim Owens, the following Slate of Officers was recommended for 2012-2013:

Chair	Barbara Mulkey
1 <sup>st</sup> Vice Chair	Norris Tolson
2 <sup>nd</sup> Vice Chair	Ben Jenkins
Secretary	Jack Cozort
Asst. Secretary	PJ Teal

■ **Closed Session**

**11:30 a.m. \* ■ ADJOURN**

- ✓ **Requires Full Board Approval**
- \* **Ending time for the meeting is approximate.**

**Board of Trustees**  
**North Carolina State University**  
**Raleigh, North Carolina**  
**April 20, 2012**

The North Carolina State University Board of Trustees met in regular session in the Hood Board Room of the Dorothy and Roy Park Alumni Center on Centennial Campus, Raleigh, NC, on Friday, April 20, 2012. Chair Barbara Mulkey presided.

Members present:                   Barbara H. Mulkey, Chair  
                                          Jimmy D. Clark  
                                          Jack L. Cozort  
                                          Lawrence Davenport  
                                          Philip G. Freelon  
                                          Benjamin P. Jenkins III  
                                          James W. Owens  
                                          Randall C. Ramsey  
                                          John P. Sall  
                                          E. Norris Tolson  
                                          Susan P. Ward  
                                          Chandler Thompson, *ex officio*

Chair Mulkey called the meeting to order at 9:20 a.m. She reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the board at this meeting. There being none, the Chair called on Assistant Secretary PJ Teal for the roll call.

**ROLL CALL**

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

**MINUTES**

Mr. Tolson made the motion, seconded by Ms. Thompson, to approve the open and closed session minutes of the February 17, 2012 meeting of the full board. The motion carried.

**CHAIR'S REPORT-BARBARA H. MULKEY**

Chair Mulkey stated that the Board of Trustees of the Endowment Fund bylaws call for six members to be elected by the Board of Trustees to three-year terms with two members to be elected each year. She nominated Suzanne Gordon and Jim Peden to be reappointed to a three-year term ending June 30, 2015. Mr. Jenkins made the motion, seconded by Mr. Cozort, to approve these two reappointments. The motion carried.

Chair Mulkey reported that the Board of Visitors bylaws state that "Board members are appointed by the chancellor with the advice and consent of the Board of Trustees of North Carolina State University." For informational purposes, brief biographical sketches of the Board of Visitors members have been provided to the Board of Trustees. Chair Mulkey announced that Spring Commencement will be held on Saturday, May 12, and Philip Rivers will be the Commencement speaker. The Honorable Bob Jordan and David Murdock will receive honorary

degrees. The summer meeting of the Board of Trustees will be held on July 11 at 11:00 a.m. as a conference call.

Chair Mulkey reflected on the end of the academic year and her year as chair. It has been a busy year as we began implementation of a strategic plan and university realignment, tackled the difficult conversation about tuition and reviewed how we compare to our new peers. She has connected with a large number of groups and individuals this year and appreciates the opportunity the board has afforded her.

### **CHANCELLOR'S REPORT-W. RANDOLPH WOODSON**

Chancellor Woodson began his remarks by recognizing and commending several individuals who will be retiring soon: Vice Chancellor for Student Affairs Tom Stafford, Dean of Undergraduate Academic Programs John Ambrose, Dean of the College of Natural Resources Bob Brown, Dean of the College of Agriculture and Life Sciences Johnny Wynne and University Treasurer Kathy Hart. In addition, this is David DeFoor's last Trustee meeting as chair of the Staff Senate.

Chancellor Woodson reported that he recently reached his two-year mark as chancellor. He reflected on the agenda he outlined in his installation speech and covered some of the highlights of our progress. The three main themes of his installation speech were student and faculty success, engagement and economic development, and organizational effectiveness.

He stated that student success is our reason for existence. We are attracting the best and the brightest students with our average SAT score at 1247 and weighted GPA average at 4.37. We are in the process of merging Undergraduate Academic Programs with Student Affairs to create the Division of Academic and Student Affairs and are currently searching for a dean.

Chancellor Woodson said that four NC State students were awarded Goldwater Scholarships and two students were awarded Udall Scholarships. NC State students were also commended for their excellent service with the President's Higher Education Community Service Honor Roll and Presidential Award. Out of 1,700 nominations, we were one of five recipients of the award. And in an effort to improve the climate for student success, the university removed the additional fee for taking one or more distance-education classes for on-campus students.

Regarding faculty success, Chancellor Woodson reported on the Faculty Excellence Program and the University Faculty Scholars Program. Both are new initiatives focused on hiring and assisting innovative, creative and committed faculty. NC State faculty have won prestigious awards this year: Jay Baliga won the National Medal of Technology and Innovation, Michael Escuti won the Presidential Early Career Award for Scientists and Engineers, Trudy Mackay won the North Carolina Award in Science and Fred Gould won the O. Max Gardner Award. The O. Max Gardner Award is the most distinctive honor given by the UNC Board of Governors, and NC State has had 10 winners in the past 17 years.

Chancellor Woodson reported on initiatives that are assisting our engagement and economic development efforts. The Chancellor's Innovation Fund was launched to provide short-term funding to enhance the commercial value of NC State research and to provide funding for activities to make technology more marketable. The first round of funding went to four projects: 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. In addition, we have made major changes to the Office of Technology Transfer by streamlining the process whereby we develop agreements for intellectual property related to externally funded projects.

Chancellor Woodson said that he has been appointed chair of the Association of Public and Land-Grant Universities' Council on Innovation and Economic Prosperity and a member of the Council on Competitiveness Steering Committee. These appointments solidify NC State's reputation as a thought leader in innovation and economic development.

Our engagement efforts have resulted in alumni events being held all over the world. At the end of fiscal year 2011, the undergraduate alumni giving participation rate was 12.1%, up from 10.5% the previous year.

Chancellor Woodson discussed our initiatives to improve organizational effectiveness, and he is most proud of our strategic planning and realignment efforts. As a result of the strategic realignment recommendations, the Academic Science Program Task Force was formed and charged to determine the best ways to enhance natural synergies between the science programs and to promote interdisciplinary collaboration and research while reducing administrative overhead. The provost reviewed the report and made final recommendations to the chancellor who has accepted those recommendations. As a result, the College of Physical and Mathematical Sciences (PAMS) will be replaced by a broader, more comprehensive College of Sciences. As part of this new structure, the undergraduate biology program will move from the College of Agriculture and Life Sciences (CALS) to the new College of Sciences. Bringing these disciplines together under a single organizational umbrella is the transformative change that better positions NC State to advance these programs through outstanding multidisciplinary research, teaching and service. CALS will retain its name and maintain its life sciences disciplines and programs that best support its key mission and focus areas. These changes will take effect July 1, 2013. The College of Natural Resources (CNR) will remain a separate college.

Chancellor Woodson closed by thanking the Board of Trustees for their courage and leadership as we worked through reorganization. The changes we have made will improve NC State.

## **COMMITTEE REPORTS**

### **Buildings and Property Committee-Chair Jack L. Cozort**

Mr. Cozort reported that the committee reviewed and approved seven property matters. Six of the property matters require full board approval. They are as follows:

- Acquisition by lease of approximately 7,000 square feet at a location and rental rate to be determined by bid for the Small Business and Technology Development Center
- Acquisition by lease of approximately 7,000 square feet at a location and rental rate to be determined by bid for the Ergonomics Center
- Acquisition by lease of approximately 4,000 square feet at a location and rental rate to be determined by bid for the Athletics Ticket Office
- Disposition by deed for the sale of the Sertoma 4-H Camp, approximately 717 acres in Stokes County, NC at a market price to be determined by a full appraisal with the proceeds benefitting the 4-H program in the College of Agriculture and Life Sciences

- Disposition by lease for up to six separate ATM locations with lending institutions and at rental rates to be determined by bid. Locations to be selected in coordination with the university architect
- Disposition by easement of approximately 0.083 acres on State Forest Road in Durham County to the NC Department of Transportation for the replacement of the Flat River Bridge

Mr. Cozort made the motion, seconded by Mr. Freelon, to approve these six property matters. The motion carried.

Mr. Cozort stated that the final property matter required committee approval only. It was the demolition of nine buildings along Varsity Drive. The buildings are in poor condition and no longer serve a useful purpose. Demolition of these buildings will facilitate development of the recreational sports complex and development of Greek Village. The committee received an informational report concerning the delegation of authority to reflect newly authorized delegation from the UNC Board of Governors for acquisition by lease and new approval thresholds. The committee approved five designer selections, one performance contracting selection and the 2012-2014 open-ended service agreement. The committee accepted four completed projects with a combined value of \$2.7 million. This list included acceptance of the new fire suppression systems in Greek houses #1, 5, 6 and 11. Completion of this project means that all Residence Life housing facilities on campus have fully operational sprinkler systems.

Mr. Cozort reported that the committee approved repeal of Policy 04.20.03, Curator of Alcohol that requires full board approval. The information will be restated in Regulation 04.20.2. Mr. Cozort made the motion, seconded by Mr. Clark, to repeal Policy 04.20.03. The motion carried. Mr. Cozort also stated that the committee approved the proposed revision to Policy 7.60.1, Parking and Transportation Ordinances 2012-2013, that requires full board approval. Mr. Cozort made the motion, seconded by Mr. Davenport, to approve the proposed revision to Policy 7.60.1. The motion carried.

Mr. Cozort said that the committee received the annual update to the physical master plan, approved plans and specifications of two formal projects that each cost less than \$2 million, received reports on the status of capital projects and projects in planning, and took a guided walking tour of north campus following the meeting.

#### **Audit, Finance and Planning Committee-Chair James W. Owens**

Dr. Owens reported that the financial audit was presented in February, but the state auditor and her team reported to the committee at this meeting. The university was complimented on its clean audit opinion, healthy financial position as of June 30, 2011 and the efforts of institutional staff in these accomplishments. The committee heard the quarterly update on Internal Audit activity and the fiscal year 2013 plan for the Office of Internal Audit for approval by the committee. The committee unanimously approved the plan as presented.

The committee heard highlights of the 2020 enrollment plan that endorses an enrollment growth strategy targeting 37,000 students by 2020. They were also given reports on budget and legislative priorities, the role of NC State's centers and institutes, and the university debt portfolio.

**University Advancement Committee-Chair Benjamin P. Jenkins III**

Mr. Jenkins reported that the committee heard an update on capital fund raising projects and fund raising results for the third quarter of fiscal year 2012. As of March 31, we are running 10% ahead of year-to-date totals for gifts and new commitments. The total reported for the year is \$88.5 million towards a goal of \$110 million for the year. Annual giving has raised \$1.44 million toward the goal of \$1.5 million, with an end-of-fiscal-year projection of reaching \$1.7 million. Year-to-date, alumni giving is up 29.3%, and the number of alumni donors is up 14%. As of April 9, we are 86% of the way to the 125<sup>th</sup> Anniversary Challenge goal established by a \$125,000 matching gift from a donor.

Mr. Jenkins stated that the committee participated in a discussion about the strategic direction of communications at NC State. University Communications is utilizing the 125<sup>th</sup> anniversary celebration to help lay the groundwork for a university-wide brand refresh and ongoing strategic communications that will raise NC State's profile and move the institution toward achieving its goals. They will target four key areas in order to transform communications: defining University Communications' focus; building a comprehensive NC State brand platform; reorganizing University Communications and adjusting its processes to best serve the institution; and implementing a campus-wide system of collaborative, quality communications.

Mr. Jenkins said that in closed session, the committee reviewed and approved three proposals to name specific university facilities. These proposals will be considered in closed session following the full board meeting.

**University Affairs Committee-Chair E. Norris Tolson**

Mr. Tolson stated that the committee received an annual report from the Office of Scholarships and Financial Aid on the list of recognized entities awarding full scholarships to undergraduates and the number of students receiving full scholarships from each entity. Regulation 02.70.3, Residency for Full Scholarship Undergraduate Students, requires this annual update to the Board of Trustees. In addition, the committee heard a report on the special consideration process of undergraduate admissions and the performance of students previously admitted through that process. Regulation 02.10.4, Identification and Performance Monitoring of Selected Students Requiring Special Consideration for Admissions, requires this annual update to the Board of Trustees.

Mr. Tolson reported that the committee approved the 2012-13 salary ranges for all tier two senior academic and administrative officers. The salary ranges for 2012-13 will be unchanged from the 2011-12 ranges. A few new positions and position title changes were added. The committee recommended approval of revisions to Policy 11.35.1, Student Code of Conduct. These revisions have been vetted widely among student leadership, faculty and administrators. The revised code will take effect the first day of the first summer session. Mr. Tolson made the motion, seconded by Mr. Owens, to approve the revisions to Policy 11.35.1. The motion carried.

Mr. Tolson said that the committee received updates on Faculty Senate and Staff Senate activities. The Provost reported on items including an update on the new, long-range enrollment plan, the University Faculty Scholars Program, the Chancellor's Faculty Excellence Program and leadership position searches.

Mr. Tolson stated that in closed session, the committee approved the conferral of tenure for seven new faculty hires and the conferral of tenure to six untenured associate professors and 45 assistant professors who are being promoted. The committee approved appointment to a distinguished professorship supported by the Distinguished Professorship Endowment Trust Fund. The committee approved awarding emeritus status to three SAAO Tier I employees upon retirement, a non-salary compensation request and the employment agreements for the head women's tennis coach and the head men's wrestling coach. The committee recommended for approval by the Board of Governors salary increases that are greater than 15% and \$10,000 from each employee's previous June 30 salary. The committee also endorsed an honorary degree nomination that will be considered by the full board in closed session at the conclusion of this meeting.

#### **Nominating Committee-Chair James W. Owens**

Mr. Owens reported that the Nominating Committee met on Wednesday, April 18, 2012, and reviewed the board's Nominating Committee guidelines as outlined in the bylaws. All Trustees were polled regarding next year's slate of officers. John Sall made the motion, seconded by Bob Mattocks, to nominate the following slate of officers for 2012-2013:

- Barbara Mulkey, Chair
- Norris Tolson, First Vice Chair
- Ben Jenkins, Second Vice Chair
- Jack Cozort, Secretary
- P.J. Teal, Assistant Secretary

The committee voted unanimously in favor of the motion.

#### **Chair of the Board of Visitors Report-Chair Chuck Flink**

Mr. Flink reported on the March 29, 2012 meeting of the Board of Visitors held at the Park Alumni Center. There are seven new members of the Board of Visitors. Highlights of the meeting include a strategic update by Director of Athletics Debbie Yow, an overview of the 125<sup>th</sup> anniversary communications plan, and updates on the Chancellor's Faculty Excellence Fund, Park Scholarships and strategic realignment. After the meeting, a reception for the Board of Visitors was hosted by the Woodsons at The Point. Mr. Flink announced that Trustee Phil Freelon is this year's Design Guild Award recipient.

#### **Student Government Report-Student Body President Chandler Thompson**

Ms. Thompson presented the Student Government 2011-2012 year in review. Initiatives created and implemented include the tradition keeper program, the creation of a Google calendar for student events, Red Fridays and the renaming of the Wolfpack Student Initiative to the Thomas H. Stafford, Jr. Student Leadership Scholarship Endowment. Student Government organized Campout 2012 at Reynolds Coliseum, a campout for President Obama's visit to campus and the second annual College Cup. Communication efforts include the Student Body President blogs as well as Twitter and Facebook pages.

Ms. Thompson discussed ways in which Student Government advocated on behalf of our students. Student Government sponsored approximately 200 student organizations, revised and

distributed *The Brick* to freshmen and hosted the 17<sup>th</sup> annual Nightwalk. The number of student tickets for both football and basketball was increased, and the ticketing policy was improved based on input from students. Student Government was very involved in community service initiatives including an effort to help local colleges affected by tornados in April 2011 and the Fall Color Explosion and Pack 4 Pink in honor of breast cancer awareness month. Ms. Thompson closed by thanking Trustees for the opportunity to work with them and serve the students during the past year.

**Presentation of Walter Hines Page Award**

Chancellor Woodson and Chair Mulkey presented the Order of Walter Hines Page certificate to Chandler Thompson in appreciation of her dedicated service to the board and to the university. Chair Mulkey discussed the legacy of Walter Hines Page and explained that these awards are presented solely to former Trustees.

**Student Body President Oath of Office**

Trustee Jack Cozort, former NC Court of Appeals judge, administered the oath of office to Andy Walsh. Mr. Walsh is a rising senior from Pittsboro majoring in Political Science.

With no further business in open session, the board went into closed session at 11:00 a.m. to prevent the premature disclosure of an honorary award; to consider the qualifications, competence, performance, conditions of appointment of a public officer or employee or prospective public officer or employee; and to consult with our attorneys to preserve the attorney-client privilege under NC General Statute, section 143-318.11(a)(2)(3)(6).

The Board of Trustees returned to open session at 12:15 p.m. With no further business, Chair Mulkey adjourned the meeting at noon.

Respectfully submitted,

\_\_\_\_\_  
Assistant Secretary

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Secretary

Approved:

\_\_\_\_\_  
Chair of the Board

**North Carolina State University  
Board of Trustees  
NOMINATING COMMITTEE  
April 18, 2012  
Meeting Minutes**

The Nominating Committee met via telephone on Wednesday, April 18, 2012. Chair Owens called the meeting to order at 4:30 p.m.

Members present: Jim Owens, Chair; John Sall; and Bob Mattocks. Also in attendance were Chancellor Randy Woodson, Vice Chancellor and General Counsel Eileen Goldgeier, and Assistant Secretary P.J. Teal.

Chair Owens reminded all members of their duty to avoid conflicts of interest and appearance of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the board at this meeting. Dr. Owens also ensured that all members had reviewed and understood the board's Nominating Committee guidelines.

John Sall made a motion seconded by Bob Mattocks to nominate the following slate of officers for 2012-2013:

Barbara Mulkey, Chair  
Norris Tolson, First Vice Chair  
Ben Jenkins, Second Vice Chair  
Jack Cozort, Secretary  
P.J. Teal, Assistant Secretary

The committee unanimously voted in favor of the motion.

The meeting adjourned at 4:45 p.m.

Respectfully submitted:

  
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P.J. Teal  
Assistant Secretary