NORTH CAROLINA STATE UNIVERSITY
BOARD OF TRUSTEES
PRE SELF-ASSESSMENT RETREAT
JANUARY 24, 2013
TAB WILLIAMS RECEPTION ROOM
PARK ALUMNI CENTER

9:30 – 10:00 a.m.  Continental Breakfast
                   Tab Williams Reception Room

10:00 a.m.  □ Call to Order – Reading of the State Government Ethics Act
            Barbara Mulkey
            Chair of the Board

□ Roll Call

□ Approval of Minutes  TAB 1
  □ November 16, 2012 Full Board Meeting
  □ November 16, 2012 Closed Session of the Full Board

□ Chairs Welcome and Overview of Retreat

□ Trustee Roles and Responsibilities

□ Committee Delegations / Annual Calendar

□ Review of Board/Committee Structure

□ 2009 Self Assessment Survey Instrument and Outcomes

□ Lunch and Informal Discussion

□ Closed Session

1:45 PM  □ Adjourn
NORTH CAROLINA STATE ETHICS COMMISSION

SAMPLE 1
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 2 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.
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, November 16, 2012. First Vice Chair Norris Tolson presided.

Members present: Jimmy D. Clark
Jack L. Cozort
Lawrence Davenport
Gayle S. Lanier
Robert L. Mattocks II
James W. Owens
Randall C. Ramsey
John P. Sall
E. Norris Tolson
Susan P. Ward
Andy Walsh, ex officio

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

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

MINUTES
Mr. Tolson called for a motion to approve the open and closed session minutes of the September 21, 2012, meeting of the full board. Mr. Clark made the motion, seconded by Mr. Sall. The motion carried.

FIRST VICE CHAIR’S REPORT—E. NORRIS TOLSON
Mr. Tolson welcomed the Trustees and updated them on campus activities. Chancellor Woodson recently held his annual Fall Forum and delivered his State of the University address. His speech gave an impressive overview of all the work that has been accomplished throughout the past year. Mr. Tolson reported that December graduation will be held on Saturday, December 15, and Doc Hendley will be our speaker. Mr. Hendley is an alumnus, a 2009 CNN Hero and the President/Founder of the organization Wine to Water. Dr. James Woodward will receive an honorary degree.

Mr. Tolson announced that on January 24, the NC State Board of Trustees will have a morning meeting and will be joined by the UNC-Chapel Hill Board of Trustees for an afternoon session to
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discuss collaborations. President Tom Ross and Board of Governors Chair Peter Hans will also be invited to the afternoon session. He also announced that the board will meet for two full days in April, beginning on Thursday, April 18. At that meeting, we will be conducting our self-assessment; our last assessment was done in April 2009. Once we have completed our assessment, Chancellor Woodson and Chair Mulkey will submit a summary report to President Ross and the Board of Governors.

**CHANCELLOR’S REPORT-W. RANDOLPH WOODSON**

Chancellor Woodson began his remarks by congratulating Barbara Mulkey on her induction into the Leadership Raleigh Hall of Fame. He also recognized Dr. Mary Watzin, our new dean of the College of Natural Resources. He announced that we have selected 24 faculty for our first group of University Faculty Scholars, a new annual program designed to recognize and reward our emerging academic leaders. Each individual will, for a five-year period, carry the title University Faculty Scholar and receive a $10,000 annual supplement which may be used for supplemental salary or programmatic support. Funds for this initiative are from private gifts.

Chancellor Woodson also congratulated Vice Chancellor Charlie Leffler for having the work of his division recognized with three Sir Walter Raleigh Awards and Vice Chancellor Marc Hoit for being recognized as Chief Information Officer of the Year in the Public Sector category by Triangle Business Journal. In addition, Staff Senate Chair Susan Colby has been elected chair-elect of the UNC Staff Assembly.

Chancellor Woodson praised our student leadership for being proactive in responding almost immediately to a recent incident at the Free Expression Tunnel. Additionally, students organized an election night event at the tunnel to celebrate our country and to foster positive discourse and expression. With support from the Alumni Association, our students recently pulled off the most successful week of Homecoming festivities in NC State’s history. As part of Service NC State, students will pack 125,000 meals later in November to be distributed by Stop Hunger Now. Students also partnered with Facilities to turn a frequently muddy patch of ground behind Lee residence hall into an attractive and sustainable rain garden. And Tate Rogers, a graduate student in Environmental Engineering, has developed a device to improve sanitation in developing countries. His idea to retrofit an auger to improve sewage management in a cost-effective way began as a class assignment and has landed him a $100,000 first-phase grant from the Bill and Melinda Gates Foundation to design, produce and test the technology.

Chancellor Woodson said that for the first time in 61 years, NC State is generating its own electricity with our new cogeneration plant. This facility is twice as efficient as regional power plants, reduces campus greenhouse gas emissions by eight percent and will save the university $4.6 million in the first year alone.

Chancellor Woodson closed his remarks by reporting on some of his recent engagement activities. He traveled to Asia in October and hosted an alumni event there. He participated in a White House panel sponsored by the US Department of Commerce entitled “The Innovative and Entrepreneurial University: Higher Education, Innovation and Entrepreneurship in Focus.” He also attended the *Time Magazine* Summit on Higher Education co-sponsored by the Carnegie
Corporation and the Bill and Melinda Gates Foundation. Chancellor Woodson was part of NPR’s Marketplace Live broadcast which focused on business and the economy. The show is broadcast by more than 500 public radio stations across the US and heard by more than nine million weekly listeners. He was asked to speak on the value of a college education in today’s economy. Other speaking engagements include a keynote address for the BASF Chemical Company, the annual conference of the Society of College and University Planners, and an upcoming event at SAS in December.

COMMITTEE REPORTS

Audit, Finance and Planning Committee-Chair Jim Owens
Dr. Owens reported that Chancellor Woodson gave the committee an overview of the recommendations presented by the Tuition Review Advisory and the Fee Review Committees. The Chancellor recommended an in-state tuition increase of only $290 for both undergraduate and graduate students and $580 for out-of-state undergraduate and graduate students. He also recommended premium tuition for the graduate certificate in biosciences management in the Poole College of Management and the master’s degree program in financial mathematics in the College of Physical and Mathematical Sciences as well as a premium increase in the College of Design. Chancellor Woodson also said that about 62% of the tuition increase will improve quality and accessibility by adding seats and sections, about 25% will support need-based financial aid, about 8.6% will provide funding to the graduate student support plan and about 4.2% will support promotional increases for faculty. The Chancellor also recommended increasing fees by $128.60 for all students in the 2013-2014 academic year. The fee increase would support multiple campus programs including indebtedness fees for the new Talley Student Center and the improvements to the Carmichael Gym complex. The committee discussed the recommendations on tuition and fees and voted to recommend approval of the Chancellor’s recommendation to the full board. Dr. Owens made the motion, seconded by Ms. Lanier, to approve the 2013-2014 campus-initiated tuition increases as outlined in Chancellor Woodson’s recommendations and the proposed uses of the increases. The motion carried. Dr. Owens made the motion, seconded by Mr. Walsh, to approve the continuations and changes to student fees as outlined in Chancellor Woodson’s recommendations. The motion carried.

Dr. Owens stated that the committee received the Endowment Fund annual report and the quarterly performance report for the NC State Investment Fund. The committee also heard an update on Centennial Campus activities. They were given a report on recent technology transfer and commercialization activities that included a peer comparison, new initiatives and results for fiscal year 2012. The committee also heard the results of an external assessment of the Office of Internal Audit that reported no significant comments or recommendations as well as a report on recent internal audit activities.

Buildings and Property Committee-Chair Gayle Lanier
Ms. Lanier stated that the committee reviewed and approved five property matters, and two of the matters require full board approval. They are:

- Land exchange of approximately 32 acres in Mills River, Henderson County, NC and part of the Mountain Horticultural Crops Research and Extension Center for acreage of
equal value immediately contiguous to the research station with Sierra Nevada Brewing Company or one of its subsidiaries. The acreage to be acquired in the exchange will be determined by the appraisals of both properties to be equal in value and may include granting additional easements to NC State University. The proposed exchange benefits CALS by increasing utility acreage and reducing floodplain impacts over the previous land while benefiting the development of a brewery and distribution center.

- Disposition by lease of approximately 2200 usable square feet to Mann+Hummel in Research Building II, Suite 1600, at first year rate of approximately $19.27 per usable square feet base rent with annual escalation and approximately $10.02 per usable square feet additional rent the first year. Additional rent will be adjusted annually in arrears.

Ms. Lanier made the motion, seconded by Mr. Clark, to approve these two property matters. The motion carried. The three other property matters that required committee approval only are:

- Disposition by lease of approximately 769 usable square feet to Gridbridge, Inc. in Research Building II, Suite 200, for a term of three years. The all-inclusive rent for the second year of approximately $15,000 and third year of approximately $21,600 options of the lease will require committee approval due to annual rates above the Chancellor’s delegated authority. The first-year lease at approximately $13,200 rent will be executed by the Chancellor.

- Disposition by lease of approximately 1,000 usable square feet to Hanesbrands, Inc. in Partners I, Suite 2100, for a term up to five years including renewal options. Initial rate of approximately $19.27 per usable square feet base rent with annual escalation and approximately $10.02 per usable square feet of additional rent adjusting annually at actual expense.

- Demolition of two modular offices at 3220 Ligon Street (West Research Annex) of building numbers 165C and 165D. Each structure is approximately 500 gross square feet. Both were constructed in 1981 and are in poor condition.

Ms. Lanier reported that the committee approved six designer selections and accepted three completed projects with a combined value of $114.6 million. The committee reviewed and approved the design plan for North Shore Residential, Phase I on Centennial Campus. They postponed review of the design plan for the Gregg Museum of Art and Design relocation pending review and approval by the campus design review panel. They also received reports on the status of Centennial Campus projects and projects in planning and were updated on the physical master plan that was begun this year.

**University Advancement Committee-Jimmy Clark**

Mr. Clark reported that the committee was updated on capital projects and fund raising through October 31, 2012. New gifts and commitments are up 36% year-to-date, totaling $34.5 million. The university is currently on track to achieve our $120.3 million annual goal. Annual Giving has raised $546,000, 55% more than last year at this time, and is well on its way to surpass the $2 million goal.
Mr. Clark said the committee approved a campaign plan for the Memorial Bell Tower with naming opportunities totaling $4.1 million. The lead gift of $2 million would name the bell tower plaza. The committee also heard results of the campaign feasibility study conducted by Bentz Whaley Flessner. The firm recommended NC State plan and conduct a phased, comprehensive campaign with a goal of $1.5 billion in gift commitments over eight years in support of its strategic priorities and initiatives. Their study suggests that the university can be ready to launch the pre-public phase on July 1, 2013, and should be ready to publicly announce the campaign in fall 2016. Other recommendations were made regarding volunteer leadership, a case statement, staffing and training.

Mr. Clark said that in closed session, the committee reviewed five candidates for the Watauga Medal and voted to bring three names to the full board for consideration and approval. The committee also reviewed and approved 11 proposals to name specific university facilities and programs. A motion will be made at the end of this meeting to go into closed session to consider nominations and naming opportunities.

**University Affairs Committee-Susan Ward**

Ms. Ward stated that the committee recommended approval of three distance education degree programs from the College of Education for which on-campus programs already exist. They are Master of Education in Technology Education (delivery mode: internet), Master of Education and Master of Science in Elementary Education (proposed delivery site: West Johnston High School), and Master of Education and Master of Science in Curriculum and Instruction with a concentration in new literacies and global learning (deliver mode: 50% on-line and 50% face-to-face). By creating distance education versions of these degrees, access will be extended to working educators, particularly those in rural locations. Ms. Ward made the motion, seconded by Mr. Mattocks, to approve these three programs. The motion carried.

Ms. Ward said that the committee was updated on Faculty Senate activities which included the October General Faculty meeting that focused on faculty well-being and the September UNC Faculty Assembly meeting with President Ross and Board of Governors chair Peter Hans to discuss the system-wide strategic planning process. Professor Trudy Mackay will be NC State’s faculty representative in this important initiative.

The committee also heard a report on Staff Senate activities. The Staff Senate is collaborating with many university organizations to offer low-to-no cost educational opportunities and service activities. Chair Susan Colby was elected chair-elect of the UNC Staff Assembly. Her term as Staff Assembly chair will begin in October 2013.

Ms. Ward reported that the committee was updated on the University Faculty Scholars Program. The inaugural class of 24 scholars has been selected and represents all ten colleges. The scholars will, for a five-year period, carry the title of University Faculty Scholar and receive a $10,000 annual supplement which may be used for salary or programmatic support. The committee was also notified of the progress being made regarding the Chancellor’s Faculty Excellence Program; searches are currently underway for hiring faculty in 12 cluster areas with most hires to be on campus by fall 2013.
Ms. Ward stated that the implementation of the College of Sciences (COS) remains on schedule for July 1, 2013. The committee was updated on which academic programs will be transitioning to the new college and how many FTEs will be transferred from the College of Agriculture and Life Sciences to COS. The committee was also notified that a comprehensive leadership and program review of the Office for Institutional Equity and Diversity is scheduled to take place this academic year.

In closed session, the committee approved the conferral of tenure to four new faculty hires and two appointments to distinguished professorships supported by the Distinguished Professorship Endowment Trust Fund. They also approved the new employment agreement for the Director of Athletics and a salary increase request for a SAAO Tier I employee. They recommended for approval by the UNC Board of Governors four salary increases that are greater than 15% and $10,000 from each employee’s previous June 30 salary. They were notified of successful retention offers made from the UNC General Administration Faculty Recruiting and Retention Fund. The committee endorsed two honorary degree nominations which will be considered by the full board in closed session at the conclusion of this meeting.

**Board of Visitors Report-Chair Charles Flink**

Mr. Flink reported on the October 5 meeting of the Board of Visitors. He stated that Chancellor Woodson gave a presentation on the value of research universities. The board also received reports on university rankings and NC State’s enrollment management. Head men’s basketball coach Mark Gottfried discussed the upcoming season and the expectations and goals for the team. Following the meeting, Chancellor Woodson hosted the board for lunch at the Point.

**Student Body President Report-Andy Walsh**

Mr. Walsh reported on Student Government initiatives and projects during the fall semester. They have focused on creating signature student events, representing the student voice and gathering student feedback across campus. Initiatives included the first ever basketball campout at the PNC Arena. Over 1,200 students camped out inside the PNC Arena following the “Prime Time with the Pack” event. Student Government also played an important role in revamping Homecoming. There were 12 new Homecoming week events this year and an exciting Pack Howl Homecoming concert.

Mr. Walsh stated that Student Government is also focusing on completing the second phase of the Coaches’ Corner with statues of coaches Everett Case, Norm Sloan, and Jim Valvano. Student Government also hosted the first Arts on the Brickyard event. The goal of the event was to spread the word about the many arts opportunities available to students. Over 16,000 people voted early at Talley Student Center, and an event to celebrate our democratic process was held at the Free Expression Tunnel on election night.

Mr. Walsh thanked Chancellor Woodson and Provost Arden for their support during the tuition and fees process. Mr. Walsh and Provost Arden co-chaired the Tuition Review Advisory Committee, and Student Senate President Regan Gatlin and Vice Chancellor Mike Mullen co-chaired the Fee Advisory Committee. Another subject that has been of interest to our students is the drop/add policies, and students have voiced their opinions on proposed changes in our
policies. The 2013 Bowers Medal of Arts will be awarded to the students of NC State. The Friends of ARTS NC State Board of Directors awards this to individuals and groups who have provided significant support to ARTS NC State. Mr. Walsh reported that he gave the first “State of the Students” remarks prior to introducing Chancellor Woodson at the annual “State of NC State” address.

At 10:15 a.m., with no further business in open session, Ms. Lanier made the motion, seconded by Mr. Sall, to go into closed session according the North Carolina General Statute 143-318.11 (a)(2)(3)(5) to prevent the premature disclosure of an honorary award, to consult with our attorneys to preserve attorney-client privilege, and to establish or to instruct the public body’s staff or negotiating agents concerning the position to be taken by or on behalf of NC State in negotiating the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange or lease. The motion carried.

At 10:45 a.m., the board came out of closed session. With no further business to conduct, Mr. Sall made the motion, seconded by Ms. Lanier, to adjourn. The motion carried. Vice-Chair Tolson adjourned the meeting at 10:50 a.m.

Respectfully submitted,

________________________                ________________________
Assistant Secretary       Secretary

Approved:

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Chair of the Board
Appendix 1

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

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

a. Audit

i. Provide oversight of the internal audit function.

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

iii. Receive quarterly activity reports from the internal auditor.

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

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

vi. Provide oversight of the annual financial statement audit.

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

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

ix. Review audit reports of University-associated entities.

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

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

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

c. Planning

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

ii. Advise the chancellor on the development of plans to carry out the university’s mission.
iii. Review and approve the establishment and continuation of Centers and Institutes as required by UNC Policy 400.5[R].

iv. Review reports from the Board of Visitors.

d. Policy Development

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

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

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

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

II. Buildings and Property Committee Delegated Authority and Assignments

a. Buildings and Real Property

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

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

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

iv. Approve building sites.

v. Approve plans and specifications.

vi. Accept all completed buildings and projects.

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

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

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

III. Executive Committee Delegated Authority and Assignments

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

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

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

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

IV. University Advancement Committee Delegated Authority and Assignments

a. Development and Advancement Activities

i. Approve all university fundraising campaigns.

ii. Advise the chancellor and vice chancellor for university advancement on the formation of campaign steering committees.

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

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

v. Advise the chancellor in all areas pertaining to development, advancement services, university communications and alumni relations.
vi. Receive nominations for the Watauga Medals and recommend nominees for approval to the Board of Trustees.

b. Policy Development

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

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

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

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

V. University Affairs Committee Delegated Authority and Assignments

a. EPA Personnel - on the recommendation of the chancellor

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

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

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

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

v. Review and approve any administrative separation or retreat rights subject to Board of Trustees approval under UNC Policy 300.1.6[R]. “Retreat rights” are those conditions of employment that would apply should the administrator leave his/her administrative position.
vi. Confer permanent tenure consistent with NCSU POL05.20.01 - Appointment, Reappointment, Promotion and Permanent Tenure.

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

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

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

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

b. Employee Appeals

i. Discharge and Suspensions of Employees.

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

ii. Disposition of Employee Grievances.

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

c. Academic Programs

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

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

d. Honorary Degrees, Awards and Distinctions

i. Receive and review nominations for Honorary Degrees and Holladay Medals and recommend nominees for approval to the Board of Trustees.
ii. Provide advice in the chancellor’s selection of a Commencement speaker.

e. Student Appeals

i. In a manner consistent with the Board of Trustees’ Policies and Procedures, and with applicable policies of the Board of Governors, hear appeals of expelled or suspended students from actions taken by the university or student grievances when the applicable policies allow such appeals.¹

f. Policy Development

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

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

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

g. Responsibilities

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

VI. Nominations Committee Guidelines

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

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

VII. Chancellor Delegated Authority

a. EPA Personnel - which may be further delegated

¹ On July 13, 2011, the Board of Trustees repealed POI.01.05.11, which allowed student disciplinary decisions resulting in the sanction of suspension or expulsion and student grievances to be appealed to the Board of Trustees. Therefore, the Board of Trustees will only hear appeals of student matters filed before July 13, 2011 where applicable. All student matters, including grievances, filed or heard after July 13, 2011, cannot be appealed to the Board of Trustees.
i. Take final action on all EPA personnel actions, except those contained in UNC Policy 600.3.4C(1) and UNC Policy 1100.3 which are retained by the Board of Trustees

b. Student Matters - which may be further delegated

i. Determine, after consultation with the faculty, whether an individual student shall be entitled to receipt of a particular degree.

ii. Establish admission policies and resolve individual admission questions for all schools and divisions within the university.

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

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

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

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

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

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

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

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

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

i. Sign and execute agreements, contracts, leases, and other official documents (all herein referred to corporately as agreements) with institutions, agencies, corporations, partnerships,
individuals and other legal entities, said agreements including all such agreements not required by law or administrative regulation to be otherwise executed.

ii. Agreements shall comply with (1) the law of North Carolina, especially North Carolina General Statutes, Chapters 143 and 146, when applicable, and (2) with The Code and with policies determined by the Board of Governors or the Board of Trustees.

d. Acquisition and Disposition of Real Property by Lease

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

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

e. Authority to Award Emeritus Status

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

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

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

VIII. Vice Chancellor for Business and Finance Delegated Authority

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

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

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

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

b. Trademark registration and licensing program – or designee
i. Register such marks, symbols and other indicia of the University in the various states and with the U.S. Patent and Trademark Office as he deems appropriate.

ii. Enter into an agreement with an agent for the licensing of North Carolina State University's marks, symbols, and indicia in a manner deemed consistent with the purposes and needs of the University.

c. Internal Revenue Service Reimbursement Resolutions – or designee

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

d. Business Signatures – or designee

i. Establish Imprest Checking Accounts.

ii. Approve Tax Related Documents necessary for the University.

iii. Approve Trust Fund Authorities and Related Changes.

iv. Approve University Receipt Centers.
## Agenda

Trustee Committee Delegations at Selected UNC System Universities

<table>
<thead>
<tr>
<th>NC State</th>
<th>UNCH</th>
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<th>UNC-C</th>
<th>ECU</th>
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<tbody>
<tr>
<td><strong>Audit, Finance and Planning Committee Delegated Authority and Assignments</strong></td>
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<tr>
<td><em>a. Audit</em></td>
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<tr>
<td>i. Provide oversight of the internal audit function.</td>
<td>Budget Finance and Audit</td>
<td>Audit</td>
<td>Executive and Audit</td>
<td>Audit</td>
</tr>
<tr>
<td>ii. Review and approve the annual internal audit plan at the beginning of the audit cycle.</td>
<td>Budget Finance and Audit</td>
<td>Audit</td>
<td>Executive and Audit</td>
<td>Audit</td>
</tr>
<tr>
<td>iii. Receive quarterly activity reports from the internal auditor.</td>
<td>Budget Finance and Audit</td>
<td>Audit</td>
<td>Executive and Audit</td>
<td>Audit</td>
</tr>
<tr>
<td>iv. Receive direct verbal and/or written reports from the university's internal auditor regarding out of the ordinary reviews and findings that may involve senior level university employees, trustees or affiliates.</td>
<td>Budget Finance and Audit</td>
<td>Audit</td>
<td>Executive and Audit</td>
<td>Audit</td>
</tr>
<tr>
<td>v. Review a comparison of the annual internal audit plan to the actual internal audits performed.</td>
<td>Budget Finance and Audit</td>
<td>Audit</td>
<td>Executive and Audit</td>
<td>Audit</td>
</tr>
<tr>
<td>vi. Provide oversight of the annual financial statement audit.</td>
<td>Budget Finance and Audit</td>
<td>Audit</td>
<td>Executive and Audit</td>
<td>Audit</td>
</tr>
<tr>
<td>vii. Assure that the university is performing self-assessments of operating risks and evaluations of internal controls on a regular basis.</td>
<td>Budget Finance and Audit</td>
<td>Audit; also, Business Affairs</td>
<td>Executive and Audit</td>
<td>Audit</td>
</tr>
<tr>
<td>viii. Meet with representatives of the State Auditor’s Office to review the annual state auditor’s report and the university’s corrective action, if any.</td>
<td>Budget Finance and Audit</td>
<td>Audit</td>
<td>Executive and Audit</td>
<td>Audit</td>
</tr>
<tr>
<td>ix. Review audit reports of University-associated entities.</td>
<td>Budget Finance and Audit</td>
<td>Audit; also, Business Affairs</td>
<td>Executive and Audit</td>
<td>Audit</td>
</tr>
<tr>
<td><em>b. Budget Development, Execution and Administration Delegated Authority and Assignment</em></td>
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</tr>
<tr>
<td>i. Advise the Chancellor with respect to the development of budget estimates for the university, and with respect to the execution and administration of the budget as approved by the General Assembly and the Board of Governors.</td>
<td>Budget Finance and Audit</td>
<td>Educational Planning &amp; Programs; Business Affairs</td>
<td>Executive and Audit Committee</td>
<td></td>
</tr>
<tr>
<td>ii. Upon the recommendation of the chancellor, review and recommend to the Board of Trustees the approval of campus initiated tuition increases and the approval of student fees (proposed new fees as well as adjustments to existing fees).</td>
<td>Budget Finance and Audit</td>
<td>Board of Trustees</td>
<td>Executive and Audit</td>
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</table>
## Trustee Committee Delegations at Selected UNC System Universities

<table>
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<tr>
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<tr>
<td><strong>c. Planning</strong></td>
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<tr>
<td>i. Review and recommend to the Board of Trustees for approval changes in the university's mission statement.</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive and Audit Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. Advise the chancellor on the development of plans to carry out the university's mission.</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive and Audit Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. Review and approve the establishment and continuation of Centers and Institutes as required by UNC Policy 400.5[R].</td>
<td>Educational Planning &amp; Programs</td>
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<tr>
<td>iv. Review reports from the Board of Visitors.</td>
<td>Budget Finance and Audit</td>
<td>External Affairs</td>
<td>N/A</td>
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<tr>
<td><strong>d. Policy Development</strong></td>
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</tr>
<tr>
<td>i. Recommend to the Board of Trustees for approval policies regarding the preservation, maintenance and management of institutional trust funds.</td>
<td>Budget Finance and Audit</td>
<td>Business Affairs</td>
<td>Not assigned to any committee</td>
<td></td>
</tr>
<tr>
<td>ii. Recommend to the Board of Trustees for approval policies regarding the collection of tuition, fees and other monies to be collected from students, as approved by the Board of Governors.</td>
<td>Budget Finance and Audit</td>
<td>Business Affairs</td>
<td>Executive and Audit</td>
<td></td>
</tr>
<tr>
<td>iii. Recommend to the Board of Trustees for approval policies regarding acceptance of cash obligations in lieu of cash from students in payment of tuition and fees; and requirements for collateral security.</td>
<td>Budget Finance and Audit</td>
<td>Business Affairs</td>
<td>Executive and Audit</td>
<td></td>
</tr>
<tr>
<td>iv. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the maintenance of campus security.</td>
<td>University Affairs</td>
<td>Business Affairs</td>
<td>Executive and Audit</td>
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</table>
## Trustee Committee Delegations at Selected UNC System Universities

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<tbody>
<tr>
<td><strong>Buildings and Property Committee Delegated Authority and Assignments</strong></td>
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<tr>
<td><strong>a. Buildings and Real Property</strong></td>
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<tr>
<td>i. Maintain a master plan for the physical development of the university.</td>
<td>Buildings and Grounds</td>
<td>Business Affairs; Educational Planning &amp; Programs</td>
<td>Facilities and Physical Properties</td>
<td></td>
</tr>
<tr>
<td>ii. Select architects or engineers for buildings and improvements requiring such professional services.</td>
<td>Buildings and Grounds</td>
<td>Business Affairs</td>
<td>Facilities and Physical Properties</td>
<td>Finance</td>
</tr>
<tr>
<td>iii. Select construction managers at risk for buildings and improvements requiring such professional services.</td>
<td>Buildings and Grounds</td>
<td>Business Affairs</td>
<td>Facilities and Physical Properties</td>
<td>Finance</td>
</tr>
<tr>
<td>vii. Approve all proposals involving acquisition or disposition of any interest in real property and for which authority has not been delegated to the chancellor, provided that if the proposal involves an interest in real property valued at $50,000 or more, the matter shall be recommended by the committee to the Board of Trustees for its approval and forwarding to the Board of Governors.</td>
<td>Buildings and Grounds</td>
<td>Business Affairs</td>
<td>Facilities and Physical Properties</td>
<td>Finance</td>
</tr>
<tr>
<td><strong>b. Policy Development</strong></td>
<td></td>
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</tr>
<tr>
<td>i. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies applicable to the control, operation and supervision of buildings and property pursuant to applicable provisions of State law and policies of the Board of Governors.</td>
<td>Buildings and Grounds</td>
<td>Business Affairs</td>
<td>Facilities and Physical Property</td>
<td>Finance</td>
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</tbody>
</table>
Trustee Committee Delegations at Selected UNC System Universities

<table>
<thead>
<tr>
<th>NC State</th>
<th>UNC-CH Buildings and Grounds</th>
<th>UNC-W Business Affairs</th>
<th>UNC-C Facilities and Physical Property</th>
<th>ECU</th>
</tr>
</thead>
<tbody>
<tr>
<td>ii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval changes to campus parking and traffic policies.</td>
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</tbody>
</table>
## Executive Committee Delegated Authority and Assignments

<table>
<thead>
<tr>
<th>NC State</th>
<th>UNC-CH</th>
<th>UNC-W</th>
<th>UNC-C</th>
<th>ECU</th>
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</thead>
<tbody>
<tr>
<td>a. Act for the full Board of Trustees between meetings with the responsibility to report on its actions at the next Board meeting.</td>
<td>Executive Committee</td>
<td>Educational Planning &amp; Programs</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive Committee</td>
</tr>
<tr>
<td>b. Review and take final action on proposed contracts of $10,000 or more that may constitute a potential conflict of interest under the Dual Memberships and Conflicts of Interest Policy of the Board of Governors, UNC Policy 200.1.</td>
<td>Conflicts of Interest</td>
<td>Executive Committee</td>
<td>Not assigned to a committee but covered under Article V of bylaws.</td>
<td></td>
</tr>
<tr>
<td>c. Review and make recommended findings to the Board of Trustees regarding allegations of violation of UNC Policy 200.1.</td>
<td>Conflicts of Interest</td>
<td>Educational Planning &amp; Programs</td>
<td>Not assigned to a committee but covered under Article V of bylaws.</td>
<td></td>
</tr>
<tr>
<td>d. If a member of the Executive Committee has a substantial interest in an entity that is intending to contract with the university, as defined in UNC Policy 200.1, the Chair of the Board of Trustees may assign the matter to another standing committee of the Board of Trustees or appoint an ad hoc committee of no less than three members of the Board of Trustees to handle the matter. If the Chair of the Board of Trustees has a substantial interest or is alleged to have violated UNC Policy 200.1, the First Vice Chair of the Board of Trustees will assign or appoint the committee.</td>
<td>Conflicts of Interest</td>
<td>NA</td>
<td>Not assigned to a committee but covered under Article V of UNC-C bylaws.</td>
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</tbody>
</table>
## Trustee Committee Delegations at Selected UNC System Universities

<table>
<thead>
<tr>
<th>University Advancement Committee Delegated Authority and Assignments</th>
<th>NC State</th>
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<th>UNC-C</th>
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<tbody>
<tr>
<td><strong>a. Development and Advancement Activities</strong></td>
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<tr>
<td>i. Approve all university fundraising campaigns.</td>
<td>External Relations and Advancement</td>
<td>External Affairs</td>
<td>Not assigned to any committee</td>
<td>Advancement</td>
<td></td>
</tr>
<tr>
<td>ii. Advise the chancellor and vice chancellor for university advancement on the formation of campaign steering committees.</td>
<td>External Relations and Advancement</td>
<td>External Affairs</td>
<td>Not assigned to any committee</td>
<td>Advancement</td>
<td></td>
</tr>
<tr>
<td>iii. Advise the chancellor and vice chancellor for university advancement on the priority, timing, direction, funding and management of capital and other fundraising campaigns.</td>
<td>External Relations and Advancement</td>
<td>External Affairs</td>
<td>Not assigned to any committee</td>
<td>Advancement</td>
<td></td>
</tr>
<tr>
<td>iv. Recommend to the Board of Trustees for approval the naming of all facilities and programs, owned, operated or controlled by the university.</td>
<td>Budget Finance and Audit</td>
<td>External Affairs</td>
<td>Executive and Audit</td>
<td>Advancement</td>
<td></td>
</tr>
<tr>
<td>v. Advise the chancellor in all areas pertaining to development, advancement services, university communications and alumni relations.</td>
<td>External Relations and Advancement</td>
<td>External Affairs</td>
<td>Not assigned to any committee</td>
<td>Advancement</td>
<td></td>
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<tr>
<td>vi. Receive nominations for the Watauga Medals and recommend nominees for approval to the Board of Trustees.</td>
<td>NA</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td><strong>b. Policy Development</strong></td>
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<tr>
<td>i. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the relationship between the university and its affiliated foundations and the coordination of all fundraising activities intended to benefit the university.</td>
<td>External Affairs</td>
<td>Not assigned to any committee</td>
<td>Advancement</td>
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<tr>
<td>ii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies including but not limited to such matters as the conduct of fundraising campaigns, and the use and application of privately donated funds for any activity whose sponsorship may implicate or obligate the university.</td>
<td>External Affairs</td>
<td>Executive and Audit</td>
<td>Advancement</td>
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<tr>
<td>iii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies regarding fundraising activities intended to benefit the Endowment Fund and various affiliated foundations.</td>
<td>Budget Finance and Audit</td>
<td>External Affairs</td>
<td>Not assigned to any committee</td>
<td>Advancement</td>
<td></td>
</tr>
<tr>
<td>iv. Recommend naming guidelines for endowed funds, and facilities and programs funded in whole or in part by private monies.</td>
<td>External Affairs</td>
<td>Executive and Audit</td>
<td>Advancement</td>
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<tr>
<td>NC State</td>
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<tr>
<td><strong>University Affairs Committee Delegated Authority and Assignments</strong></td>
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</tr>
<tr>
<td>a. EPA Personnel - <em>on the recommendation of the chancellor</em></td>
<td>Compensation</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive and Audit</td>
<td>Executive</td>
<td></td>
</tr>
<tr>
<td>i. Appoint and fix the salary for all vice chancellors and other &quot;Tier I&quot; Senior Academic and Administrative Officers (SAAOs as defined in Section I.A. of UNC Policy 300.1.1) consistent with the salary ranges and policies of the Board of Governors and regulations and guidelines established by UNC General Administration.</td>
<td>Compensation</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive and Audit</td>
<td>Executive</td>
<td></td>
</tr>
<tr>
<td>ii. Fix the non-salary compensation of all employees who are exempt from the State Personnel Act in accordance with UNC Policy 300.2.14.</td>
<td>Compensation</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive and Audit</td>
<td>Executive</td>
<td></td>
</tr>
<tr>
<td>iii. Establish salary ranges, based on available relevant market data for deans and other senior academic and administrative officers that are not established by UNC General Administration.</td>
<td>Compensation</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive and Audit</td>
<td>Executive</td>
<td></td>
</tr>
<tr>
<td>iv. Recommend for Board of Governors' approval any salary increase for an EPA employee that exceeds the established salary range or results in a salary that is at least 15% and at least $10,000 above the previous June 30th salary.</td>
<td>Compensation</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive and Audit</td>
<td>Executive</td>
<td></td>
</tr>
<tr>
<td>v. Review and approve any administrative separation or retreat rights subject to Board of Trustees approval under UNC Policy 300.1.6[RJ]. &quot;Retreat rights&quot; are those conditions of employment that would apply should the administrator leave his/her administrative position.</td>
<td>University Affairs</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive and Audit</td>
<td>Executive</td>
<td></td>
</tr>
<tr>
<td>vi. Confer permanent tenure consistent with NCSU POL05.20.01 - Appointment, Reappointment, Promotion and Permanent Tenure.</td>
<td>University Affairs</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive and Audit</td>
<td>University Affairs</td>
<td></td>
</tr>
<tr>
<td>vii. Designate particular Distinguished Professorships, including Distinguished Scholar, and Distinguished Fellow, as time limited pursuant to UNC Policy 600.2.3.</td>
<td>University Affairs</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive and Audit</td>
<td>University Affairs</td>
<td></td>
</tr>
<tr>
<td>viii. Review and approve the appointment of faculty to distinguished professorships supported by the Distinguished Professorship Endowment Trust Fund.</td>
<td>University Affairs</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive and Audit</td>
<td>University Affairs</td>
<td></td>
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<tr>
<td>ix. Confer emeritus status to an individual with an SAAO Tier I appointment at retirement.</td>
<td>University Affairs</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive and Audit</td>
<td>University Affairs</td>
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<tr>
<td>NC State</td>
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<tr>
<td>10. Appoint or extend the contract of the athletic director and head coaches with employment contracts in accordance with UNC Policy 1100.3. Recommend contracts for Board of Governors' approval in circumstances where the proposed contract terms require such approval under UNC Policy 1100.3.</td>
<td>University Affairs</td>
<td>Educational Planning &amp; Programs</td>
<td>Athletics / Executive and Audit</td>
<td>Athletics / Executive</td>
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<tr>
<td>b. Employee Appeals</td>
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<tr>
<td>i. Discharge and Suspensions of Employees</td>
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</tr>
<tr>
<td>1. In a manner consistent with the Board of Trustees' Policies and Procedures, with applicable policies of the Board of Governors, and with State law, hear appeals of discharged or suspended employees from actions taken by the chancellor when the applicable policies allow such appeals.</td>
<td>University Affairs</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive and Audit</td>
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<tr>
<td>ii. Disposition of Employee Grievances</td>
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</tr>
<tr>
<td>1. Hear and render a decision on appeals in UNC Code Section 607 grievances, where neither the relevant administrative respondent nor the chancellor made an adjustment recommended by the grievance committee in favor of the grievant.</td>
<td>University Affairs</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive and Audit</td>
<td>University Affairs</td>
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<tr>
<td>c. Academic Programs</td>
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<tr>
<td>i. Review academic degree proposals requiring approval by the Board of Governors or UNC General Administration (including new degree programs, distance education delivery versions of approved academic programs, new distance education sites, discontinuation of degrees, and changes in degree program titles) and, upon the recommendation of the chancellor, to recommend such programs and proposals to the Board of Trustees.</td>
<td>University Affairs</td>
<td>Educational Planning &amp; Programs</td>
<td></td>
<td>University Affairs</td>
<td></td>
</tr>
<tr>
<td>ii. Receive notification on behalf of the Board of Trustees of other academic program proposals (including new certificates, concentrations and minors).</td>
<td>University Affairs</td>
<td>Educational Planning &amp; Programs</td>
<td>Academic and Student Affairs</td>
<td>University Affairs</td>
<td></td>
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<tr>
<td>d. Honorary Degrees, Awards and Distinctions</td>
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</tr>
<tr>
<td>i. Receive and review nominations for Honorary Degrees and Holladay Medals and recommend nominees for approval to the Board of Trustees.</td>
<td>University Affairs</td>
<td>External Affairs</td>
<td>Executive and Audit</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>ii. Provide advice in the chancellor's selection of a Commencement speaker.</td>
<td>N/A</td>
<td>NA</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>e. Student Appeals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Trustee Committee Delegations at Selected UNC System Universities

<table>
<thead>
<tr>
<th>NC State</th>
<th>UNC-CH University Affairs</th>
<th>UNC-W Educational Planning &amp; Programs</th>
<th>UNC-C Academic and Student Affairs</th>
<th>ECU University Affairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>University Affairs</td>
<td>Educational Planning &amp; Programs</td>
<td>Executive and Audit</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>University Affairs</td>
</tr>
<tr>
<td>f. Policy Development</td>
<td></td>
<td></td>
<td></td>
<td>Athletics</td>
</tr>
<tr>
<td>i. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval personnel policies not otherwise prescribed by State law, the UNC Code or policies of the Board of Governors, for personnel in all categories of university employment.</td>
<td>University Affairs</td>
<td>Educational Planning &amp; Programs</td>
<td>Academic and Student Affairs</td>
<td>Athletics</td>
</tr>
<tr>
<td>ii. Recommend to the Board of Trustees for approval policies for administration of scholarships and other financial aid to students.</td>
<td>University Affairs</td>
<td>Educational Planning &amp; Programs</td>
<td>Academic and Student Affairs</td>
<td>University Affairs</td>
</tr>
<tr>
<td>iii. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the provision of student services and activities, including student government and intercollegiate athletics, subject to general provisions as may be prescribed by the Board of Governors.</td>
<td>University Affairs</td>
<td>Educational Planning &amp; Programs; External Affairs</td>
<td>Academic and Student Affairs</td>
<td>Athletics</td>
</tr>
<tr>
<td>g. Responsibilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. Receive and hear reports at committee meetings from the Chair of the Faculty Senate, the Chair of the Staff Senate, and the Student Body President.</td>
<td>University Affairs</td>
<td>Educational Planning &amp; Programs</td>
<td>Not assigned to any committee; reports are made to the full BoT</td>
<td>University Affairs</td>
</tr>
</tbody>
</table>
NC STATE BOARD OF TRUSTEES
ANNUAL CALENDAR

September
Accept Completed Buildings and Projects (NC State Pol 01.05.1, App 1.II.a.vi)
Acquisition and Disposition of Interests in Real Property (UNC Pol. Ch. 100.1, App.1 (VI)), (NC State Pol 01.05.1, App 1.II.a.vii)
Alumni Engagement Update (NC State Pol 01.05.1, App. 1. IV.a.v)
Approval of Bonds / Debts (NC State Pol 01.05.01.Appendix 1.Ia.di) (as needed)
Architect Selection (NC State Pol 01.05.1, App 1, II.ii)
Athletics Financial Report
Budget Outlook / Legislative Priorities (as needed)
Budget Update (UNC Pol, Ch. 100.1, App 1 (V) (NC State Pol 01.05.1, App 1, I.b.i)
Building Site, Plan and Specification Approval (NC State Pol 01.05.1, App 1, III.iv.v)
Centers and Institutes Requests (UNC Pol. 400.5 (R) (NC State Pol 01.05.1 App. 1, II.c.iii) (every 2 years)
Capital Projects Update (UNC Pol. Ch. 100.1, App.1 (VI))
Construction Managers at Risk Selection (NC State Pol 01.05.1, App 1, II.iii)
December Commencement Speaker
Delegation of Authority for Athletics to Chancellor (Required by Atlantic Coast Conference)
Endowment Board Report (§ 116-36)
Faculty Senate Report
Fall Enrollment Report / Progress Toward Enrollment Planning (NC State Pol 01.05.1.App 1.I.ci)
Fund Raising Reports and Fund Raising Campaign Approval (NC State Pol 01.05.1, App. 1, IV.a.i.iii)
Internal Audit Update (NC State Pol 01.05.1, App 1, I.a iii)
Investment Fund Update (NC State Pol 01.05.1, App 1, I.di)
Namings (NC State Pol. 01.05.1, App1.IV.a.iv)
Pending Honorary Degree Recommendations (UNC Pol. Ch. 10C.1, Appendix 1 (IV), NC State Pol01.0.1.v.d.iiii)
Pending Intent to Plan / Authorization to Establish a New Degree Program (NC State Pol. 01.05.1, APP1, v.c.i.ii)
Pending Personnel Requests (NC State Pol 01.05.1, App 1.V.a.i.. iii.iv.v.vi.vii.viii.ix.b.ii)
Pending Student Appeals (NC State Pol.01.0.1.v.e.i)
Policy Approvals
Review of Committee Responsibilities
Staff Senate Report
Status of Projects in Planning

11/13/2012
Student Body President Report

November
Accept Completed Buildings and Projects (NC State Pol 01.05.1, App 1.II.vi)
Acquisition and Disposition of Interests in Real Property (UNC Pol. Ch. 100.1, App.1 (VI)), (NC State Pol 01.05.1, App 1.II.vi)
Approval of Bonds / Debts (NC State Pol 01.05.01, Appendix 1, I.a di) (as needed)
Architect Selection (NC State Pol 01.05.1, App 1, II.ii)
Board of Visitors Report (NC State Pol 01.05.1 App. 1, ii.c.iv)
Building Site, Plan and Specification Approval (NC State Pol 01.05.1, App 1, III.iv.v)
Budget Update (UNC Pol, Ch. 100.1, App 1 (V) (NC State Pol 01.05.1, App 1, I.b.i)
Campus Initiated Tuition Increase and Student Fees (UNC Pol. 100.11, II, 3.A. iii) (NC State Pol. 01.05.1, Appendix 1, I.b.ii)
Capital Projects (UNC Pol., Ch. 100.1, App.1 (VI))
Centennial Campus Update
Centers and Institutes Requests (UNC Pol. 400.5 (R) (NC State Pol 01.05.1 App. 1, ii.c.iii)
Construction Managers at Risk Selection (NC State Pol 01.05.1, App 1, II.iii)
Enterprise Risk Management Update (NC State Pol 01.05.1, Appendix 1, I.a vii)
Faculty Senate Report
Fund Raising Reports Fund Raising Campaign Approval (NC State Pol 01.05.1, App. 1, IV.a.i.iii)
Internal Audit Update (NC State Pol. 01.05.1, Appendix 1, I.a. iii)
Investment Fund Update (NC State Pol 01.05.1, App 1, I.dii)
Namings (NC State Pol. 01.05.1, App1.IV.a.iv)
Pending Honorary Degree Recommendations (UNC Pol. Ch. 100.1, Appendix 1 (IV), NC State Pol.01.0.1.v.d.i.ii)
Pending Intent to Plan / Authorization to Establish a New Degree Program (NC State Pol. 01.05.1, APP1, v.c.i.ii)
Pending Personnel Requests (NC State Pol 01.05.1, App 1.V.a.i.ii.iii.iv.vi.vii.viii.ix.b.i.ii)
Pending Student Appeals (NC State Pol.01.0.1.v.e.i)
Policy Approval
Staff Senate Report
Strategic Planning Update (NC State Pol 01.05.1, App 1, I.ci)
Status of Projects in Planning
Student Body President Report
Watauga Medal Recommendations (NC State Pol. 01.05.1, App 1.IV.a.vii) (NC State Pol. 01.30.03)
Faculty Retention Report (in lieu of Exit Interview Data Results Report)
February

Academic Progress Rate for Student Athletes
Accept Completed Buildings and Projects (NC State Pol 01.05.1, App 1.II.vi)
Acquisition and Disposition of Interests in Real Property (Policy Manual, Ch. 100.1, App.1 (VI)), (NC State Pol 01.05.1, App 1.II.vi)
Annual Financial Report (600.2.4, II, H) (NC State Policy 01.05.1, Appendix 1, I.a viii)
Annual Report on Intercollegiate Athletics (§ 116-143.6(a))
Architect Selection (NC State Pol 01.05.1, App 1, II.iii)
Budget Update (UNC Pol, Ch. 100.1, App 1 (V) (NC State Pol 01.05.1, App 1, I.b.i)
Building Site, Plan and Specification Approval (NC State Pol 01.05.1, App 1, III.iv.v)
Capital Projects Update (Policy Manual, Ch. 100.1, App.1 (VI))
Centers and Institutes Requests (UNC Pol. 400.5 (R) (NC State Pol 01.05.1 Appen 1, ii.c.iii)
Construction Managers at Risk Selection (NC State Pol 01.05.1, App 1, II.iii)
Endowment Board Report (§ 116-36)
Faculty Senate Report
Fall Graduation Report
Fund Raising Reports Fund Raising Campaign Approval (NC State Pol 01.05.1, App. 1, IV.a.i.iii)
Internal Audit Report (as required by BOG)
Internal Audit Update (NC State Policy 01.05.1, Appendix 1, I.a i)
Investment Fund Update
Namings (NC State Pol. 01.05.1, App1.IV.a.iv)
Nominating Committee Appointments
Pending Honorary Degree Recommendations (UNC Pol Ch. 100.1, Appendix 1 (IV), NC State Pol.01.0.1.v.d.i.iii)
Pending Intent to Plan / Authorization to Establish a New Degree Program (NC State Pol. 01.05.1, APP1, v.c.i.iii)
Pending Personnel Requests (NC State Pol 01.05.1, App 1.V.a.i.iii.iv.v.vi.vii.viii.ix.b.i.ii)
Pending Student Appeals (NC State Pol.01.0.1.v.e.i)
Fund Raising Reports
Policy Approval
Projects in Planning Status
Reappointment, Promotion and Tenure Process
Staff Senate Report
Student Body President Report
Strategic Planning Update
Holladay Medal Recommendations

11/13/2012
May Commencement Speaker

April
Accept Completed Buildings and Projects (NC State Pol 01.05.1, App 1.ii.vi)
Acquisition and Disposition of Interests in Real Property (Policy Manual, Ch. 100.1, App.1 (VI)). (NC State Pol 01.05.1, App 1.II.vi)
Architect Selection (NC State Pol 01.05.1, App 1, II.iii)
Associated Entities Review (NC State Policy 01.05.1, Appendix 1, I.a ix)
Athletics Director and/or Coaches Contracts (NC State Pol. 01.05.1, App. 1, V.a.x)
Board of Visitors Report (NC State Pol 01.05.1 App. 1, ii.c.iv)
Budget Outlook / Legislative Priorities (as needed)
Budget Update (UNC Pol, Ch 100.1, App 1 (V) (NC State Pol 01.05.1, App 1, I.b.i)
Building Site, Plan and Specification Approval (NC State Pol 01.05.1, App 1, III.iv.v)
Capital Projects Update (Policy Manual, Ch. 100.1, App.1 (VI))
Centers and Institutes Requests (UNC Pol. 400.5 (R) (NC State Pol 01.05.1 Appen 1, ii.c.iii)
Construction Managers at Risk Selection (NC State Pol 01.05.1, App 1, II.iii)
Chancellor’s Review, every four years after second Spring (200.2 IV)
Chancellor’s Comprehensive Review, every four years after fourth Spring (200.3 IV)
Chancellor’s Annual Report on Goals and Accomplishments (200.4, IV)
Endowment Board Appointments
Faculty Senate Report
Fund Raising Reports Fund Raising Campaign Approval (NC State Pol 01.05.1, App. 1, IV.a.i.iii)
Internal Audit Yearly Plan Review (NC State Policy 01.05.1, Appendix 1, I.a.ii, iv)
Internal Audit Update (NC State Policy 01.05.1, App. 1, I.a.iii, v)
Namings (NC State Pol. 01.05.1, App1.IV.a.iv)
Nepotism Report (300.4.2)
Nominating Committee Report
Parking and Transportation Ordinances (NC State Pol 07.60.01), (NCGS §116-44.4, §20-137.7)
Pending Honorary Degree Recommendations (UNC Pol. Ch. 100.1, Appendix 1 (IV), NC State Pol.01.0.1.v.d.iiii)
Pending Intent to Plan / Authorization to Establish a New Degree Program (NC State Pol. 01.05.1, APP1, v.c.i.ii)
Pending Personnel Requests (NC State Pol 01.05.1, App 1.V.a.i.ii.iiiii.iv.v.vi.vii.viii.ix.b.i.iiii)
Pending Student Appeals (NC State Pol.01.0.1.v.ii.e.i)
Physical Master Plan Update (UNC Pol. Ch. 100.1, App 1 (VI)),(NC State Pol. 01.05.1, App 1, II.a.i)
Policy Approval
Residency for Full Scholarship Undergraduate Students
Staff Senate Report
Status of Projects in Planning
Strategic Planning Update (as needed)
Student Body President Report
Students Requiring Special Consideration
Salary Ranges for Senior Academic and Administrative Officers (SAAO) (NC State Pol 01.05.1, App. 1, V.a.iii)
Trustee Self-Assessment, every four years (UNC Policy Manual 200.4.II)
University Debt Update (NC State Pol 01.05.1, App 1, I.d.i)
University Communications Update (NC State Pol 01.05.1, App. 1, IV.a.v.)
Walter Hines Page Award for Outgoing Trustee(s)

July
Election of Officers
New Trustee Orientation
April 28, 2009

President Erskine Bowles
The University of North Carolina
General Administration
P.O. Box 2688
Chapel Hill, NC 27515

Dear President Bowles:

On April 16, 2009, the NC State Board of Trustees conducted their self-assessment review as required by the UNC Board of Governors. This meeting provided members with an opportunity to reflect upon individual and group-oriented goals for the upcoming term. All but two of our trustee members were present (Bob Jordan was ill; John Sail was out-of-the-country.)

We were pleased to have Dr. James Woodward, Chancellor Emeritus of UNC-Charlotte guide the process, which included a survey sent to all trustees. The questionnaire, developed by Dr. James Woodward, drew heavily from a similar survey used for a mutual fund board and also consisted of input from Chancellor Oblinger, Dr. Nancy Welchel of NC State University Planning and Analysis and Ms. PJ Teal, Secretary of NC State University. The questionnaire focused on an overall assessment of the Board (e.g., organization, meetings/operations, trustee orientation and effectiveness) and a self-assessment of the trustees themselves.

Results from the questionnaire revealed a high degree of satisfaction among the trustees with the Board’s organization, procedures and their relationship to the Chancellor.

I believe that participants found the survey and review a worthwhile use of the Board’s time. Thank you for your support of our trustees as they work hard to create positive impact for NC State and our university system.

Sincerely,

D. McQueen Campbell III
Chair, North Carolina State Board of Trustees

cc: NC State Board of Trustees
James L. Oblinger, Chancellor
PJ Teal, Secretary of the University
Research Methods
Purpose
UNC Board of Governors policy requires that each Board of Trustees (BOT) conduct a review of its current organization and effectiveness every four years. Results from the 2009 BOT Self-Assessment Survey, in conjunction with further discussion of summary results by the NC State BOT under the guidance of UNC-Charlotte Chancellor Emeritus James Woodward, are to form the basis of the required review.

Instrument Development
The questionnaire was heavily modeled after one used for a mutual fund board, with input from Dr. James Woodward, Dr. Nancy Whelchel (University Planning and Analysis), and PJ Teal (Assistant to the Chancellor). The questionnaire focuses on both an overall assessment of the Board (e.g., organization, meetings/operations, trustee orientation, effectiveness) and a self-assessment of the trustees themselves.

Survey Population
The survey population consisted of all current members of the NC State Board of Trustees (N=13). (See Appendix A)

Administration
The 2009 BOT Survey was administered online in March, 2009. Trustees were sent a pre-notification email about the upcoming survey on March 11, an email announcement with the survey URL when the survey went live on March 19, and follow-up reminder emails on March 24 and March 26. (See Appendix B) The survey closed at 8:00 A.M. March 30.

To control access, each board member was assigned a unique ID to log on to the survey. IDs were not attached to individual survey records.

Results
Survey responses were received from 12 of the 13 board members. Overall results are provided in Appendix C. This “annotated questionnaire” provides exact wording for each survey question and corresponding response options, along with the frequency (number) of trustees giving each response. (Due to the small number of respondents, it is more meaningful to present frequencies rather than the percentage of trustees giving each response.) Verbatim comments from open-end questions on the survey are presented in Appendix D.
Appendix A: 2008-2009 NC State University Board of Trustees Members

D. McQueen Campbell, III (Chair)
Derick Close
S. Lawrence Davenport
Suzanne Gordon (Second Vice Chair)
Bob B. Jordan (First Vice Chair)
Gayle S. Lanier
Bob L. Mattocks, II
Burley B. Mitchell, Jr.
Barbara Mulkey
John Sall
Steve F. Warren (Secretary)
Cassius Williams
Jay Dawkins
Appendix B: Survey Announcements

1) Pre-notification email (March 11, 2009)

From: PJ Teal
Subject: Trustee Self Assessment

Trustees: Just a heads up to you . . . Board of Governors policy requires that each Board of Trustees conduct a review of its current organization and effectiveness. You will be engaging in this process from 9:30 - noon, on Thursday, April 16. Materials associated with the self assessment will be sent to you separately from your BOT notebooks.

Integral to the process will be your completion of an on-line questionnaire. Responses from this questionnaire will help produce a composite picture of how you perceive your effectiveness as a board and as individual trustees. These results will provide a basis for the discussion Thursday morning. Chancellor Emeritus James Woodward (UNC-Charlotte) has assisted with the preparation of the survey and will also facilitate your discussion of the summary results.

It is extremely important that ALL TRUSTEES complete the confidential on-line questionnaire, which should take approximately 20 minutes. Please look for an email from Chair Campbell on or around March 19 with additional information and instructions. The deadline for submitting the survey is March 27.

Thank you.

PJ
2) Announcement email (March 11, 2009)

From: D. McQueen Campbell III
Subject: Trustee Survey – Time Sensitive Request

NAME: Consistent with Board of Governors policy, I have asked that we commit ourselves to conduct a review of the Board’s current organization and effectiveness. An overview of responses from a questionnaire will help produce a composite picture of how we perceive our effectiveness as a board and as individual trustees. This will provide a basis for the discussion Thursday morning, April 16, 2009. Attached is a short resume for Chancellor Emeritus James Woodward (UNC-Charlotte), who has assisted with the preparation of the survey and who will facilitate our discussion of the summary results.

The survey, which should take less than 20 minutes to complete, is available online now until 8:00 A.M. March 27 at

http://www2.acs.ncsu.edu/UPA/survey/BOTsurvey.htm

When you go to the URL above you will be prompted for your ID:

ID: [unique ID]

You have been randomly assigned this unique ID to protect your identity and enable you to access the survey on a secure web server. This ID will also allow us to check your name off the list when your survey is submitted. The ID will not in any way be connected to your specific survey responses. INDIVIDUAL RESPONSES WILL BE ANONYMOUS.

A summary of the responses will be sent to you in advance of April 16. It is my hope that this process will provide an opportunity for the Board to carefully consider how we can continue and improve upon a tradition of excellent service to NC State. Thank you in advance for your prompt response.

If you have any questions about the survey or problems accessing it on the web, please call PJ Teal (919-515-1115) or Nancy Whelchel (919 515-4184) or email nancy_whelchel@ncsu.edu.

Sincerely,

D. McQueen Campbell III
Chair
3) Reminder email (March 24 & March 26)

From: PJ Teal
Subject: BOT Self Assessment Survey

NAME: Just a reminder to complete your BOT Self Assessment survey by this Friday, March 27, at 8:00 a.m. The URL for the survey is:

http://www2.acs.ncsu.edu/UPA/survey/BOTsurvey.htm

Your username is:

[unique ID]

Thank you.

PJ
Appendix C: Annotated Questionnaire
### SECTION A: ORGANIZATION OF THE BOARD

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree strongly</th>
<th>Agree somewhat</th>
<th>Disagree somewhat</th>
<th>Disagree strongly</th>
<th>Not applicable/Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Board has an adequate number of standing committees.</td>
<td>10</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2. The composition of the committees is appropriate.</td>
<td>10</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3. The scope of each committee's charge is appropriate.</td>
<td>10</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4. The information flow from each committee is appropriate.</td>
<td>7</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5. The Trustees have the experience and expertise to carry out their duties.</td>
<td>10</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6. The Board policies and practices provide sufficient opportunity for rotating membership within committees and for rotating leadership positions.</td>
<td>8</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### SECTION B: MEETING ORGANIZATION AND OPERATION

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree strongly</th>
<th>Agree somewhat</th>
<th>Disagree somewhat</th>
<th>Disagree strongly</th>
<th>Not applicable/Don't know</th>
<th>Missing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Board meets with sufficiency frequency.</td>
<td>9</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2. The length of each Board meeting is adequate.</td>
<td>10</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3. The process used to set the agenda is satisfactory.</td>
<td>8</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4. The Board meeting time is appropriately allocated among agenda items and between administration presentations and Board discussion.</td>
<td>8</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5. The Board materials are adequate to permit the Trustees to understand and act on agenda items.</td>
<td>10</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6. The Board materials are distributed sufficiently in advance of a meeting to permit Trustees time to prepare.</td>
<td>10</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>7. Open communications and meaningful discussions by Trustees and administration are encouraged at Board meetings.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>8. The minutes of the meetings accurately reflect the deliberations and decisions of the Board.</td>
<td>10</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>9. The Board is accessible to the administration between formal meetings.</td>
<td>10</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
SECTION C: ORIENTATION AND EDUCATION

<table>
<thead>
<tr>
<th></th>
<th>Agree strongly</th>
<th>Agree somewhat</th>
<th>Disagree somewhat</th>
<th>Disagree strongly</th>
<th>Not applicable/Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Trustees receive an orientation that properly prepares them for their responsibilities.</td>
<td>6</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2. There is an adequate process in place to keep Trustees abreast of major issues that affect, or potentially affect, the ability of NC State to carry out it's mission.</td>
<td>10</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

SECTION D: BOARD EFFECTIVENESS

<table>
<thead>
<tr>
<th></th>
<th>Agree strongly</th>
<th>Agree somewhat</th>
<th>Disagree somewhat</th>
<th>Disagree strongly</th>
<th>Not applicable/Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Board works to ensure that it's decisions reflect the long-term interests of the public.</td>
<td>11</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2. The Board is provided an adequate opportunity to understand and influence the administration's long-term goals for the institution and the strategies for pursuing those goals.</td>
<td>6</td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3. The Trustees understand and support the difference between their policymaking and oversight role and the administration's operating role.</td>
<td>9</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4. The Board works well as a team.</td>
<td>11</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
### SECTION E: INDIVIDUAL TRUSTEE SELF-ASSESSMENT

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree strongly</th>
<th>Agree somewhat</th>
<th>Disagree somewhat</th>
<th>Disagree strongly</th>
<th>Not applicable/Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I understand the mission of NC State.</td>
<td>12</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2. I understand the principal challenges confronting the institution as it pursues its mission.</td>
<td>10</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3. I keep abreast of principal higher education trends and issues, and public policy developments.</td>
<td>6</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4. I understand my responsibilities as a Trustee.</td>
<td>10</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5. I attend Board meetings on a regular basis.</td>
<td>11</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6. I am well prepared for Board meetings.</td>
<td>7</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>7. I actively participate in Board meetings.</td>
<td>10</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>8. I work well with other Trustees.</td>
<td>10</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>9. I am accessible to address matters that may need my attention between meetings.</td>
<td>12</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>10. I take advantage of opportunities to meet and talk with trustees and representatives from other institutions.</td>
<td>7</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>11. I take advantage of opportunities to promote NC State to state policy makers.</td>
<td>9</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>12. I take advantage of opportunities to promote NC State to other opinion makers and possible supporters.</td>
<td>11</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>13. I am sensitive to the interests and concerns of students, faculty, staff, and alumni.</td>
<td>9</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>14. I inform the administration of any important interaction I might have with internal groups and individuals.</td>
<td>10</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>15. I know the institution's key administrators and key student, faculty, staff, and alumni leadership.</td>
<td>9</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>16. I am aware of the scope and quality of NC State's educational, research, and service programs.</td>
<td>8</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>17. I understand the physical facilities needs of NC State.</td>
<td>10</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>18. I consider myself to be an effective trustee.</td>
<td>10</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>19. I have introduced a person or organization with financial means to the University, and assisted the University in developing an engaged relationship with the person or organization.</td>
<td>9</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Response</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>9</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
</tr>
<tr>
<td>Missing</td>
<td>1</td>
</tr>
</tbody>
</table>
**SECTION F: INDIVIDUAL TRUSTEE INFORMATION**

1. For how many years have you served as a Trustee?
   - 5 More than four years
   - 7 Four years or less

2. From the following list, please indicate your strongest areas of expertise based on your background and personal experience, and your primary areas of interest (mark all that apply).

<table>
<thead>
<tr>
<th>Expertise</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>(mark all that apply)</td>
<td>(# saying 'Yes')</td>
</tr>
<tr>
<td>a. Budget/Finance</td>
<td>6</td>
</tr>
<tr>
<td>b. Investments</td>
<td>3</td>
</tr>
<tr>
<td>c. Management</td>
<td>8</td>
</tr>
<tr>
<td>d. Planning</td>
<td>4</td>
</tr>
<tr>
<td>e. Legal affairs</td>
<td>1</td>
</tr>
<tr>
<td>f. Plant management</td>
<td>3</td>
</tr>
<tr>
<td>g. Real estate</td>
<td>7</td>
</tr>
<tr>
<td>h. Insurance risk management</td>
<td>2</td>
</tr>
<tr>
<td>i. Student affairs</td>
<td>6</td>
</tr>
<tr>
<td>j. Faculty affairs</td>
<td>1</td>
</tr>
<tr>
<td>k. Fund-raising</td>
<td>3</td>
</tr>
<tr>
<td>l. Public relations</td>
<td>4</td>
</tr>
<tr>
<td>m. Marketing</td>
<td>6</td>
</tr>
<tr>
<td>n. Government relations</td>
<td>5</td>
</tr>
<tr>
<td>o. Education</td>
<td>4</td>
</tr>
<tr>
<td>p. Health policies</td>
<td>0</td>
</tr>
<tr>
<td>q. Other (please specify)</td>
<td>1</td>
</tr>
</tbody>
</table>

3. Other than Board meetings, how many campus events have you attended within the past year?
   - 0 None
   - 6 1-2
   - 0 3-5
   - 1 6-10
   - 10 More than 10

4. How often do you read campus news publications such as the Technician, etc.?
   - 7 Regularly
   - 2 Often
   - 3 Sometimes
   - 0 Seldom
   - 0 Never

5. How often do you read minutes from meetings of faculty or student organizations?
   - 1 Regularly
   - 1 Often
   - 4 Sometimes
   - 5 Seldom
   - 1 Never

6. I have made a personal financial commitment to the Achieve Campaign during my service on the Board of Trustees.
   - 10 Yes
   - 2 No
SECTION G: CONCLUSIONS (See Appendix D: Open-end Comments)

1. How can your service as a Trustee be made more effective and satisfying?

2. Please use this space to share any additional comments and suggestions about NC State and about your service as a Trustee.
Appendix D: Open-end comments

Note: In the verbatim comments below, references to specific information that could compromise the anonymity of the respondent have been revised. Revisions are noted by italicized, bracketed text (e.g., [year])

<table>
<thead>
<tr>
<th>G1: How can your service as a Trustee be made more effective and satisfying?</th>
</tr>
</thead>
<tbody>
<tr>
<td>create opportunities for trustees to have more open and honest input and</td>
</tr>
<tr>
<td>take their collective advice to heart as they are the stakeholders of our</td>
</tr>
<tr>
<td>institutions with many many years of experience and service</td>
</tr>
<tr>
<td>More closed sessions with management to get more honest and open</td>
</tr>
<tr>
<td>feedback within the board.</td>
</tr>
<tr>
<td>Upcoming planned meetings may do the trick.</td>
</tr>
<tr>
<td>I have been very pleased with my [N] years on the board and will miss</td>
</tr>
<tr>
<td>the great people and especially the students. I plan to stay involved</td>
</tr>
<tr>
<td>through other boards.</td>
</tr>
<tr>
<td>work harder to advance NCSU, continue to be educated in all phases of</td>
</tr>
<tr>
<td>NCSU</td>
</tr>
<tr>
<td>I am a servant leader. I do not promote myself or self-interest and I</td>
</tr>
<tr>
<td>serve at the discretion of the Chair and the Chancellor. I care very</td>
</tr>
<tr>
<td>much about our students, faculty, staff and administrative team and our</td>
</tr>
<tr>
<td>university. I care about higher education in general and helping people</td>
</tr>
</tbody>
</table>
2. Please use this space to share any additional comments and suggestions about NC State and about your service as a Trustee.

great board, great leaderships from chancellor, need to make some changes in some key leadership to give chancellor more help in taking the entire university to the next level in every arena we participate in.

NCState continues to have the most potential on any institution within North Carolina and the ACC. We do only a fair job telling our story (which we have been struggling for years to improve). Additionally, athletics and our physical plant (mainly student life and the social side of NCState) continue to cast a shadow over the outstanding areas we excel in.

When the administration is doing a good job the BOT job is easier. Some people feel like the Board should do more but to me that is needed when the administration is not doing their job. We presently have a board that works very well together.

Has been very rewarding to interact with faculty and staff as well as fellow trustees. I continue to be impressed with the dedication of the NCSU family. I am amazed by the education programs available so please continue to expose trustees to students and faculty.

I have always done what I have been asked to do in a professional and an effective manner. My record at NC State since [year] to the present is testimony to it. I don't have anything more to offer except to serve to the best of my ability when I am asked.

I love NCS and all its people and I love serving as a trustee. It has been a wonderful experience. We have a great Chancellor and I look forward to continuing to serve. GO PACK!!

I am honored to serve as a Trustee of the University and hope to continue to represent the University well.

This is the most organized, well-led board on which I have served.

The board chairs need to find a way to make their reports a little less like read-from-the-script. Chancellor Oblinger is wonderful.

I've thoroughly enjoyed my time on the board and have a great deal of faith in each of its members and supporters!
Self-Assessment Actions  
NC State Board of Trustees  
April 16, 2009

Section A: Organization of the Board

- We should revisit process of information flow from committees to full board. Look at other campuses and how they structure their committees.

Section B: Meeting Organization and Operation

- We should consider sending out a survey or check list following Trustee meetings. Ask Trustees what they would have liked to have spent more time discussing.
- We should send the draft meeting agenda to all Trustees and ask for feedback.
- We should consider revisiting the Open Meetings Law. Ask other institutions how they handle this law. Do we have any flexibility?

Section C: Orientation and Education

- We should share our draft campus orientation agenda with Trustees and ask for feedback.
- We should include current Trustees in new-Trustee orientation.
- We should include media training for student Trustees.

Section D: Board Effectiveness

- As NC State makes plans to begin the next strategic planning process (within approximately 3-5 years), we should discuss the role of the Board of Trustees and ways the board can be more engaged in the process.

Section E: Individual Trustee Self-Assessment

- We should look for more opportunities to mix with other Boards of Trustees and others in higher education.
- We should consider adding “big” or national topics/trends as agenda items.

Section F: Individual Trustee Information

- We should be mindful of the interests and expertise of board members and use this information to add value to the board.
NC State Board of Trustees Self-Assessment
Spring 2013
Schedule & Reporting

January 24: Trustee Pre Self-Assessment Meeting (All Trustees, Woodson, Teal)

February 13: Survey instrument and associated assessment materials are finalized (Mulkey, Woodson, Teal)

February 20: Pre-notification email to Trustees (alerting them about the upcoming survey) (Teal)

February 27: Survey goes live. Email survey invitation to Trustees (Whelchel ["from" Teal])

March 7: Email reminder 1 to Trustees (non-respondents only) (Whelchel ["from" Teal])

March 13: Email reminder 2 to Trustees (non-respondents only) (Whelchel ["from" Teal])

March 15: Survey closes

March 15-29: Data analysis and report preparation (Whelchel)

April 1: Survey results sent to Woodson, Mulkey and Teal): (Whelchel)
1) An 'annotated' copy of the questionnaire. This Word document will be an exact copy of the questionnaire, as seen by the respondents when doing it online, providing the frequency (number) of respondents giving each response to each question. Due to the small number of trustees, we will not include percentages on this document.

2) A Word document with tables of results for each question (Ns only, no percents), including both overall results and results broken down by the length of time the trustee has served on the board (a dichotomous variable - 'more than four years' or 'four years or less')

3) A Word document for each open-end question, listing verbatim comments.

4) A Word document for each open-end question, listing verbatim comments with the length of time information attached to each comment.

5) A very brief summary of the research methods used to administer the survey.

April 10: Meeting materials, including sent to BOT

April 19: BOT meeting: Self-assessment

TBD: Mulkey, Woodson meet with President Ross to Review Self Assessment Results
NC State University
2013 Board of Trustees Self-Assessment Survey

(Unless otherwise noted, response options for all questions are:
agree strongly, agree somewhat, disagree somewhat, disagree strongly, not applicable/don’t know)

A. ORGANIZATION OF THE BOARD
1. The Board has an adequate number of standing committees.
2. The composition of the committees is appropriate.
3. The scope of each committee’s charge is appropriate.
4. The information flow from each committee is appropriate.
5. The Trustees have the experience and expertise to carry out their duties.
6. The Board policies and practices provide sufficient opportunity for rotating membership within committees and for rotating leadership positions.

B. MEETING ORGANIZATION AND OPERATION
1. The Board meets with sufficiency frequency.
2. The length of each Board meeting is adequate.
3. The process used to set the agenda is satisfactory.
4. The Board meeting time is appropriately allocated among agenda items and between administration presentations and Board discussion.
5. The Board materials are adequate to permit the Trustees to understand and act on agenda items.
6. The Board materials are distributed sufficiently in advance of a meeting to permit Trustees time to prepare.
7. Open communications and meaningful discussions by Trustees and administration are encouraged at Board meetings.
8. The minutes of the meetings accurately reflect the deliberations and decisions of the Board.
9. The Board is accessible to the administration between formal meetings.

C. ORIENTATION AND EDUCATION
1. The Trustees receive an orientation that properly prepares them for their responsibilities.
2. There is an adequate process in place to keep Trustees abreast of major issues that affect, or potentially affect, the ability of NC State to carry out its mission.

D. BOARD EFFECTIVENESS
1. The Board works to ensure that its decisions reflect the long-term interests of the public.
2. The Board is provided an adequate opportunity to understand and influence the administration’s long-term goals for the institution and the strategies for pursuing those goals.
3. The Trustees understand and support the difference between their policymaking and oversight role and the administration’s operating role.
4. The Board works well as a team.

E. INDIVIDUAL TRUSTEE SELF-ASSESSMENT
1. I understand the mission of NC State.
2. I understand the principal challenges confronting the institution as it pursues its mission.
3. I keep abreast of principal higher education trends and issues, and public policy developments.
4. I understand my responsibilities as a Trustee.
5. I attend Board meetings on a regular basis.
6. I am well prepared for Board meetings.
7. I actively participate in Board meetings.
8. I work well with other Trustees.
9. I am accessible to address matters that may need my attention between meetings.
10. I take advantage of opportunities to meet and talk with trustees and representatives from other institutions.
11. I take advantage of opportunities to promote NC State to state policy makers.
12. I take advantage of opportunities to promote NC State to other opinion makers and possible supporters.
13. I am sensitive to the interests and concerns of students, faculty, staff, and alumni.
14. I inform the administration of any important interaction I might have with internal groups and individuals.
15. I know the institution's key administrators and key student, faculty, staff, and alumni leadership.
16. I am aware of the scope and quality of NC State's educational, research, and service programs.
17. I understand the physical facilities needs of NC State.
18. I consider myself to be an effective trustee.

19. I have introduced a person or organization with financial means to the University, and assisted the University in developing an engaged relationship with the person or organization (yes/no).

F. INDIVIDUAL TRUSTEE INFORMATION
1. For how many years have you served as a Trustee?
   - More than four years
   - Four years or less.

2. From the following list, please indicate your strongest areas of expertise based on your background and personal experience, and your primary areas of interest. (mark all that apply)
   [Note: there will be 2 columns with check box for responses, one with the header 'expertise' and the other 'interest']
   
   a. Budget / Finance
   b. Investments
   c. Management
   d. Planning
   e. Legal affairs
   f. Plant management
   g. Real estate
   h. Insurance risk management
   i. Student affairs
   j. Faculty affairs
   k. Fund-raising
   l. Public relations
   m. Marketing
   n. Government relations
   o. Education
   p. Health policies
   q. Other (please specify)
3. Other than Board meetings, how many campus events have you attended within the past year?
   - None
   - 1-2
   - 3-5
   - 6-10
   - More than 10.

4. How often do you read campus news publications such as the Technician, etc.?
   - Regularly
   - Often
   - Sometimes
   - Seldom
   - Never

5. How often do you read minutes from meetings of faculty or student organizations?
   - Regularly
   - Often
   - Sometimes
   - Seldom
   - Never

6. I have made a personal financial commitment to the Achieve Campaign during my service on the Board of Trustees. (yes/no)

G. CONCLUSIONS

1. How can your service as a Trustee be made more effective and satisfying?
   (text box for open-end question)

2. Please use this space to share any additional comments and suggestions about NC State and about your service as a Trustee.
   (text box for open-end question)

Submit (usual message...)

*************************** THANK YOU PAGE ********************

Thank you.
Results from the survey will be discussed at the April 19 Board of Trustees meeting.