The North Carolina State University Board of Trustees met in regular session in the Dorothy and Roy Park Alumni Center on Centennial Campus, Raleigh, NC, on Thursday, January 24, 2013. The purpose of the meeting was to prepare for the board’s 2013 self-assessment. Chair Barbara Mulkey presided.

Members present: Barbara H. Mulkey, Chair  
Jimmy D. Clark  
Jack L. Cozort  
Lawrence Davenport  
Benjamin P. Jenkins III  
Gayle S. Lanier  
Robert L. Mattocks II  
James W. Owens  
John P. Sall  
E. Norris Tolson  
Susan P. Ward  
Andy Walsh, ex officio

Chair Barbara Mulkey called the meeting to order at 10:00 a.m. She 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, Ms. Mulkey 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  
Chair Mulkey called for a motion to approve the open and closed session minutes of the November 16, 2012, meeting of the full board. Mr. Clark made the motion, seconded by Dr. Owens. The motion carried.

CHAIR’S REMARKS-BARBARA MULKEY  
Chair Mulkey welcomed the group and thanked them for making this meeting a priority. The board has not had a retreat in several years after the practice was discontinued due to budgetary reductions. Today’s retreat will be very useful as the board prepares for its upcoming self-assessment. The last self-assessment was done in 2009, and they are to be done every four years.
Chair Mulkey congratulated Trustee Jimmy Clark who is being recognized with a 2012 College of Engineering Distinguished Alumni Award. She then noted that Randy Ramsey was not in attendance at this meeting due to the recent death of his father.

Chair Mulkey reported that the afternoon session would be the first formal joint meeting of the NC State Trustees and the UNC-Chapel Hill Trustees. There are wonderful opportunities for our two universities to work together through cutting-edge research and academic innovation. It is critical that our boards and administrative leadership contribute to these collaborative efforts by coming together to talk about strategic partnerships.

**CHANCELLOR’S REMARKS-W. RANDOLPH WOODSON**
Chancellor Woodson welcomed the Trustees and stated that the self-assessment is a great opportunity to focus on both the impact and the “nuts and bolts” functionality of the board. UNC-Charlotte Chancellor Emeritus Jim Woodward will facilitate our self-assessment in April.

Chancellor Woodson then provided thoughts on the afternoon joint session with the UNC-Chapel Hill Trustees. The afternoon session will focus on current partnerships existing between the two institutions as well as future collaborations we plan to explore. At this time in our history, it is more important than ever to foster collaborations between our institutions, using our individual strengths to achieve more than what can be accomplished individually. These discussions on strategic collaborations are consistent with the discussion and draft proposals coming from the UNC General Administration Strategic Plan.

**TRUSTEE ROLES AND RESPONSIBILITIES**
General Counsel Eileen Goldgeier gave a presentation on the duties, responsibilities and delegated authority of the Board of Trustees. She explained the differences in a public board such as the Board of Trustees and a corporate or non-profit board.

Ms. Goldgeier stressed that the Board of Trustees is chiefly a governing and advising board, and the Chancellor and senior administrators who are authorized to act on behalf of NC State are responsible for the administration and management of the university. Trustees should always act with the duties of good faith, loyalty and due care with the best interests of NC State in mind. Effective trusteeship as a board is vital to the continuing success and accreditation of NC State.

**COMMITTEE DELEGATIONS/ANNUAL CALENDAR**
Chancellor Woodson discussed current committee structure, how that translates to an annual calendar and provided a brief comparison to selected system universities. Our Board of Trustees now operates with five committees which was a result of 2009 self-assessment outcomes. He compared our committee structure with four UNC system schools: UNC-Chapel Hill, UNC-Charlotte, UNC-Wilmington and ECU.

**REVIEW OF BOARD/COMMITTEE STRUCTURE**
Chair Mulkey asked if there are better ways to structure our committees. Dr. Owens discussed the Audit, Finance and Planning Committee related to risk management and compliance. Dr. Owens feels that the committee could be more effective if members did not have to spend so
much time on reports and planning aspects. He asked if planning matters could be re-distributed to other applicable committees and not be solely under the purview of the Audit Committee.

Chancellor Woodson reiterated that compliance issues as well as risk management are the responsibility of all committees.

**2009 SELF-ASSESSMENT SURVEY INSTRUMENT AND OUTCOMES**

Chair Mulkey discussed the 2009 self-assessment and outcomes. Operational changes were made in response to the assessment. She asked that the Trustees review the draft timeline for the April 2013 self-assessment as well as the draft survey document. It is important that the Trustees carefully consider the survey instrument. Trustees discussed the frequency of the self-assessment as well as the schedule for committee meetings.

At 12:55 p.m., with no further business in open session, Dr. Owens made the motion, seconded by Mr. Cozort, to go into closed session according to the North Carolina General Statute 143-318.11 (a)(6) to consider the qualifications, competence, performance and conditions of appointment of a public officer or employee or prospective public officer or employee. The motion carried.

At 1:45 p.m., the board came out of closed session. With no further business to conduct, Mr. Tolson made the motion, seconded by Ms. Ward, to adjourn. The motion carried. Chair Mulkey adjourned the meeting at 1:50 p.m.

Respectfully submitted,

_________________________    ________________________
Assistant Secretary                        Secretary

Approved:

_________________________
Chair of the Board
The North Carolina State University and UNC-Chapel Hill Boards of Trustees met in open session in the Hood Board Room of the Dorothy and Roy Park Alumni Center on Centennial Campus, Raleigh, NC, on Thursday, January 24, 2013. Chairs Barbara Mulkey and Wade Hargrove presided.

NC State University members present: Barbara H. Mulkey, Chair  
Jimmy D. Clark  
Jack L. Cozort  
Lawrence Davenport  
Benjamin P. Jenkins III  
Gayle S. Lanier  
Robert L. Mattocks II  
James W. Owens  
John P. Sall  
E. Norris Tolson  
Susan P. Ward  
Andy Walsh, ex officio

UNC-Chapel Hill members present: Wade Hargrove, Chair  
Lowry Caudill  
Don Curtis  
Alston Gardner  
Barbara Hyde  
Kel Landis  
Steve Lerner  
Sallie Shuping-Russell  
John Townsend  
Felicia Washington  
Will Leimenstoll, ex officio

Chair Barbara Mulkey called the meeting to order at 2:00 p.m. She 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 were none.

Chairs Mulkey and Wade Hargrove welcomed the group. Chancellor Holden Thorp stated that this is a very important and historic meeting. Both universities are looking forward to showcasing how they work together. Chancellor Randy Woodson said that because our
institutions are very different, it is to our benefit to collaborate. He welcomed UNC President Tom Ross.

**IMPROVING THE WORLD THROUGH STRATEGIC PARTNERSHIPS**

Provosts Warwick Arden and Bruce Carney highlighted the impacts of current collaborations between the two institutions. They began by discussing grants and faculty collaborations. Together, NC State and UNC-CH have been subcontractors on 616 awards for a total of $37 million. Two large projects with subcontracts between the two universities are the NSF Science and Technology Center for Environmentally Responsible Solvents and Processes and the Cooperative Institute for Climate and Satellites. UNC-CH is NC State’s number one co-publication partner with 688 joint publications. NC State is UNC-CH’s number five co-publication partner, but the top four all have medical schools.

The Provosts discussed our R&D expenditures by source of funds and by field. As partners, NC State and UNC-CH rival Johns Hopkins. We have 23 US-issued joint patents and a number of joint start-up companies. Our academic connections include the joint Department of Biomedical Engineering and a Master of Public Health with a concentration in Veterinary Epidemiology.

Centers and Institutes with affiliate members from NC State and UNC-CH include the NC State Center for Comparative Medicine and Translational Research (CCMTR), the NC State Center for Environmental Farming Systems (CEFS), the Center for Developmental Science (CDS) and the UNC Frank Porter Graham (FPG) Child Development Institute. Key partnerships between UNC-CH and NC State (some with additional partners) include the Blackstone Entrepreneurs Network, the National Evolutionary Synthesis Center, Renaissance Computing Institute, Statistical and Applied Mathematical Sciences Institute and the Triangle Research Libraries Network.

Non-academic collaborations and connections include a joint enterprise services initiative that resulted in a shared understanding of business processes and University Targeted Staffing, a temporary staffing partnership between the two schools. In closing, Provost Carney stated that NC State and UNC-CH can and do work well together and have a grand opportunity to make a difference to the state.

**MEETING THE GRAND CHALLENGES OF TOMORROW**

Chancellors Holden Thorp and Randy Woodson discussed future partnership opportunities between NC State and UNC-CH. While there are many areas of existing complementary strengths between the two schools, they identified several areas where they believe that joint strategic initiatives that infuse engineering and physical sciences with the life and health sciences will provide benefits far beyond the sum of the individual institutions. Three of the most promising initiatives are Pharmacoengineering, Data Sciences and Systems Biology.

Chancellor Thorp said that, guided by requests from the pharmaceutical industry to provide a workforce educated on engineering approaches to therapeutics, UNC-CH and NC State propose to develop a joint program in Pharmacoengineering, the science behind the development of materials and technologies to improve the delivery of therapeutic and diagnostic agents. The
pharmacoengineering effort will lead to new generations of drugs, drug delivery systems, and novel means to assess drug safety and efficacy, and will take over a critical role that large pharmaceutical companies have been shedding.

Chancellor Woodson stated that nearly every sector of the U.S. economy is struggling with growing data volumes resulting in “Big Data” becoming an increasingly important research field. With national leadership in complementary data science disciplines at NC State and UNC-CH, both institutions have already explored how to grow a stronger presence in the important research area through collaborations. An initiative in Systems Biology will stimulate research to translate discoveries in human disease to the bedside, discoveries in plant science to the farm and table, and discoveries in population genetics to the community by building on strengths in life science and computational science at both universities. The chancellors discussed ways to increase faculty interactions through investments in seed funding, equipment and infrastructure.

Chancellor Woodson closed by saying that we must encourage our faculty to collaborate. Our patent numbers are too small, and we need to find ways to stimulate growth in this area.

President Ross briefly talked about the UNC Strategic Plan and how it is an economic package as well as an educational package. The collaborations discussed at this meeting are consistent with the discussion and draft proposals for the Strategic Plan. Chairs Mulkey and Hargrove thanked the Trustees for attending the meeting and stressed the importance of our relationship to both schools.

With no further business to conduct, Mr. Tolson made the motion, seconded by Ms. Lanier, to adjourn. The motion carried. Chair Mulkey adjourned the meeting at 3:50 p.m.

Respectfully submitted,

________________________         ________________________
Assistant secretary   Secretary

Approved:

________________________
Chair of the Board