FULL BOARD MEETING, HOOD BOARD ROOM, PARK ALUMNI CENTER
4:30 p.m.

■ Call to Order and Ethics Statement
   Barbara Mulkey, Chair of the Board

■ Roll Call

■ Approval of Minutes
   - April 19, 2013, Meeting of the Full Board
   - April 19, 2013, Closed Session of Full Board

■ Election of Officers for 2013-2014
   Nominating Committee slate:
   Ben Jenkins, Chair
   Jim Owens, First Vice Chair
   Jimmy Clark, Second Vice Chair
   Gayle Lanier, Secretary
   PJ Teal, Assistant Secretary

■ Chair’s Report
   - Oath of Office for New Members
   - Trustee Bylaws Revision

■ Chancellor’s Report
   W. Randolph Woodson, Chancellor

■ Committee Report – University Affairs

■ ADJOURN

■ Requires Full Board Approval
The North Carolina State University Board of Trustees met in regular session in the Hood Board Room of the Dorothy and Roy Park Alumni Center on Centennial Campus, Raleigh, NC, on Friday, April 19, 2013. 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
Randall C. Ramsey
John P. Sall
E. Norris Tolson
Susan P. Ward
Andy Walsh, ex officio

Chair Mulkey called the meeting to order at 9:25 a.m. She reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the board at this meeting. Mr. Sall and Mr. Walsh both recused themselves from a matter involving Reedy Creek Investments, LLC that will come before the board in the Buildings and Property Committee report. Chair Mulkey then called on Assistant Secretary PJ Teal for the roll call.

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

MINUTES
Mr. Clark made the motion, seconded by Mr. Cozort, to approve the open and closed session minutes of the February 22, 2013 meeting of the full board. The motion carried.

CHAIR'S REPORT-BARBARA H. MULKEY
Chair Mulkey began her report by introducing Matthew Williams, the Student Body President-elect. Matt is a junior history major and a transfer student from NC A&T. Ms. Mulkey thanked the Trustees for participating in the self-assessment on Thursday. The self-assessment went very well, and recommendations from the session will be drafted and sent to the board.
Chair Mulkey stated that the Board of Trustees of the Endowment Fund bylaws call for six members to be elected by the Board of Trustees to three-year terms with two members to be elected each year. She recommended that Blas Arroyo be reappointed to a three-year term ending June 30, 2016. She also recommended Lawrence Davenport fill the seat being vacated by Lonnie Poole. Ms. Lanier made the motion, seconded by Mr. Clark, to approve these two appointments. Lawrence Davenport recused himself from voting. The motion carried.

Chair Mulkey reported that every four years NC State University, through the Board of Trustees, has the opportunity to recommend two appointments to the Centennial Authority. One recommendation is to the North Carolina Senate, and the other is to the House of Representatives. Ray Rouse is our House of Representatives appointment, and his current term expires on June 30, 2013. Our Senate appointment expires in 2015. Ray Rouse has served the university well, and Chancellor Woodson is recommending his reappointment. Mr. Davenport made the motion, seconded by Mr. Ramsey, to recommend to the NC House of Representatives that Ray N. Rouse III be reappointed to the Centennial Authority. The motion carried.

Chair Mulkey said that Spring Commencement will be held on Saturday, May 11, and Phil Freelon will be our speaker. Indra Nooyi and Michael Wingfield will receive honorary degrees. The summer meeting of the Board of Trustees will be held on July 10. The summer meeting will follow the new Trustee orientation. All Trustees are invited to participate in the orientation.

Chair Mulkey closed by reflecting on the end of the academic year and year as chair. Much has been accomplished including the first joint meeting of the NC State and UNC-CH Boards of Trustees and the jointly sponsored Public Policy Forum, “Preparing for a Globally Competitive Future: North Carolina, the South, and the Nation.” The Board of Trustees guided discussions to implement the university’s strategic plan, “The Pathway to the Future,” as well as the strategic realignment. And the Board most recently finished their self-assessment which involved an all-day retreat in January. She thanked the Trustees for the opportunity to serve as chair for the past two years.

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

Chancellor Woodson began by thanking Barbara Mulkey for her service as chair for the past two years. He also thanked Lawrence Davenport and Andy Walsh who are attending their final meeting as Trustees. Chancellor Woodson reflected on the past year and reported on our strategic planning process. Several strategic initiatives have been implemented and strategic plan metrics are helping to measure success in achieving the five goals of the strategic plan.

**Goal 1 – Student Success**

Successes include the largest applicant pool in history: 20,000 prospective students. 4,316 freshmen arrived this fall; we accepted fewer than 50 percent for the first time. The average SAT score of our freshman class was 1,219, and their average high school weighted GPA was 4.37. Our freshman class represents 99 of North Carolina’s 100 counties; 41 states and 20 foreign countries are represented.
Student service and outreach includes a record-setting blood drive, the Krispy Kreme Challenge, Service Raleigh, Shack-a-thon and the inaugural dance marathon. NC State had four Goldwater and two Udall Scholars, and 22 students were named National Science Foundation Graduate research follows.

Goal 2: Scholarship and Research
Chancellor Woodson updated Trustees on the Chancellor’s Innovation Fund and the University Faculty Scholars program. Faculty member Carl Koch was elected to the National Academy of Engineering, and Joe DeSimone was elected to the National Academy of Sciences. Faculty also earned other awards including the North Carolina Award, the state’s highest civilian award; the Early Career Faculty Award from NASA; seven National Science Foundation Career Awards; and the Governor’s Award for Excellence.

Goal 3: Interdisciplinary Scholarship Addressing Grand Challenges
Examples provided by Chancellor Woodson were the Eastman Chemical Company Center of Excellence and Eastman Innovation Center which will be supported by a minimum of $10 million in grants by Eastman over the next six years, the College of Textiles Protection and Comfort Center (T-PACC) that helped create fire protection turnout suits that can withstand up to 1,000-degree heat and are three times lighter than typical turnout gear, and the Chancellor’s Faculty Excellence Program that will hire 38 new faculty in 12 selected multidisciplinary cluster areas.

Goal 4: Organizational Excellence
Chancellor Woodson stated that the new College of Sciences will launch on July 1 and will replace the College of Physical and Mathematical Sciences. This strategic move brings NC State in line with national best practices. He called upon Dean Dan Solomon from the College of Physical and Mathematical Sciences and Associate Dean Sam Pardue from the College of Agriculture and Life Sciences to speak from a college perspective regarding the reorganization.

Student Affairs and Undergraduate Academic Programs merged and became the Division of Academic and Student Affairs. This new unit improves services to students and increases our efficiency.

Chancellor Woodson discussed our 2014 accreditation review by the Southern Association of Colleges and Schools (SACS)-Commission on Colleges. By the September Trustee meeting, we will have submitted 92 compliance reports and more than 2,000 pieces of documentation that demonstrate our compliance with the standards and policies of the commission. We will also be circulating a draft Quality Enhancement Plan (QEP) for campus comment.

Fiscal year 2011-12 was a record breaking year for NC State fund raising. Gifts and new commitments totaled $111.4 million, exceeding the fiscal year 2012 goal of $110 million. Gift receipts totaled $100.3 million, surpassing the goal of $97.8 million. Annual Giving raised $1.9 million, an increase of 34.5%. Fiscal year 2012-13 looks to be much stronger than last year. As of January 30, gifts and new commitments are up 77% year to date.
Goal 5: Engagement and Partnerships
Chancellor Woodson gave as examples the Center for Advanced Self-Powered Systems of Integrated Sensors and Technologies (ASSIST) that develops self-powered health monitoring devices, the FREEDM Systems Center that is developing smart-grid technology, and the $10 million naming gift from the Prestage family to create the Prestage Family Department of Poultry Science.

NC State was named to the 2012 President’s Higher Education Community Service Honor Roll with distinction. NC State was issued 120 patents and boasted 274 invention disclosures. Our focused marketing communications strategy has resulted in 70 different ad placements across more than 25 unique print and digital outlets.

Chancellor Woodson remarked that even during this difficult economy, NC State is expanding our campus facilities. New facilities and those under construction include the James B. Hunt, Jr. Library, the Carol Johnson Poole Club House and the Talley Student Center. He discussed our legislative and budget efforts. Both need-based financial aid and management flexibility funds were received to restore earlier reductions, and funding for faculty recruitment and retention was approved.

Chancellor Woodson said that NC State has been continually recognized as a world-class institution and premiere research university. Ten graduate programs placed in the top 30 in new rankings released by U.S. News and World Report.

NC State student-athletes continue to excel in the classroom. In the spring of 2012, NC State named a record number 381 Scholar Athletes and had 186 student-athletes make the Dean’s List. Sixty-nine Wolfpack student-athletes were named to ACC All-Academic teams and six were named Academic All-Americans. And three Wolfpack student-athletes were inducted into Phi Beta Kappa. Chancellor Woodson reported that in October 2012, NC State inducted the inaugural class of our Athletic Hall of Fame that included David Thompson and coaches Jim Valvano and KayYow. NC State hired Dave Doeren as the new head football coach in December, and we recently hired Wes Moore as our new women’s head basketball coach.

Chancellor Woodson closed his remarks by saying that it has been a very busy 12 months. We will continue to focus on the strategic plan that will help chart our course in the years ahead.

**COMMITTEE REPORTS**

**Audit, Finance and Planning Committee-Chair James W. Owens**
Dr. Owens said that the University Treasurer reported on the stable credit ratings recently received by both Moody’s and Standard and Poor’s. The Treasurer also reported on the university debt portfolio which included information about the mix of outstanding debt, highlighted recent activities impacting the debt portfolio, and the ten-year capital borrowing plan. The committee received information to satisfy the annual Associated Entity review required by the Board of Governors. The committee discussed the need to certify conveyance of associated entities of non-financial responsibilities.
The Director of Internal Audit provided a quarterly update on Internal Audit activity and presented the fiscal year 2014 audit plan for the university. After extensive discussion, the committee approved the audit plan for the coming year.

Dr. Owens stated that the committee also approved a recommendation from Vice Chancellor Lomax to revise Policy 10.00.02 – Research Policy. The current version overlaps and contradicts other NC State policies and regulations; it no longer aligns with UNC Board of Governors and federal policies and was redundant and overly complex. Dr. Owens made the motion, seconded by Mr. Tolson, to approve the revision to Policy 10.00.02 – Research Policy as presented. The motion carried.

Dr. Owens reported that the committee received an update on budget and legislative activities. The Governor’s budget proposal includes funding increases for new enrollment and building operations, as well as an increase for UNC Strategic Plan recommendations. It also includes a 1% salary increase for state employees. There are reductions in funding proposed for the UNC system, tuition increase, and an increase in non-resident tuition that would replace state appropriations. We will not know the actual impacts to NC State until a final budget is passed by the legislature.

Dr. Owens said that the committee was updated on information-technology security including potential threats and mitigation techniques employed by the Office of Information Technology. The committee was also given an update on regulatory compliance, contingency plans and staffing.

**Buildings and Property Committee-Chair Gayle Lanier**

Ms. Lanier reported that the committee reviewed and approved four property matters. The first property matter requires full board approval. The property matter is disposition by deed of approximately 80 acres at Trenton and Trinity Roads, Raleigh, NC, by means of a land exchange of equal or greater value of multiple parcels to be identified by NC State as highly strategic properties to be acquired by Reedy Creek Investments, LLC, for the exchange. Mr. Sall and Mr. Walsh recused themselves from discussion and voting on this matter. Ms. Lanier made the motion, seconded by Mr. Cozort, to approve this property matter. The motion carried.

The other three property matters that required committee approval only were:

- Acquisition by lease of approximately 17,000 square feet on Centennial Campus for DELTA for a term of up to five years at a rate to be negotiated, but not to exceed $33.31 per square foot full-service rent or a total initial rent of approximately $560,000 annually.
- Acquisition by lease of approximately 22,500 square feet from Capital Associates in the proposed Flex Laboratory Building on the Centennial Biomedical Campus for use by the College of Veterinary Medicine for interdisciplinary research including additional colleges. The lease would be for a term of ten years.
- Disposition by severance of four modular office units located at 1509 Varsity Drive measuring approximately 3,450 square feet in total. The units were constructed in 1982.
and obtained from the USDA. The units are non-code compliant and are no longer suitable for their intended use. The university will arrange for their demolition.

Ms. Lanier said that the committee approved 11 designer selections and accepted six completed projects with a combined value of $2.3 million. The committee approved the proposed revision to Policy 7.60.1 Parking and Transportation Ordinances 2013-2014 that required full board approval. Ms. Lanier made the motion, seconded by Mr. Ramsey, to approve the proposed revision to Policy 7.60.1. The motion carried.

Ms. Lanier stated that the committee received the annual update to the Physical Master Plan. They approved nine plans and specifications of formal projects each costing less than $2 million and received an update on Centennial Campus development, capital projects, projects in planning and a detailed briefing about the sustainability program. She reported that the committee went into closed session to approve closed session minutes from the last meeting and to instruct university staff concerning the position to be taken in negotiating the acquisition of real property by exchange.

Ms. Lanier was asked about the status of renovations to Reynolds Coliseum. She will provide more information about the project at a future board meeting.

**University Advancement Committee-Chair Ben Jenkins**

Mr. Jenkins reported that the committee was updated on capital projects and fund raising progress through March 31, 2013. Fund raising is up 31% year-to-date, and we will exceed our $120 million fund raising goal for the year.

The committee received a report on University Communications that focused particularly on how strategic efforts have laid the groundwork for a successful brand-refresh process. Educational Marketing Group is partnering with the university on the rebranding effort, and representatives from the group shared preliminary results of their market research study. The one area that appears to be the most important to all who participated in the survey was the university’s reputation for high academic quality. The consultants also conducted a brand audit. There will be an all-day session on April 30 to discuss branding and create the core NC State brand platform.

Mr. Jenkins stated that in closed session, the committee reviewed and approved three proposals to name specific university facilities. These naming opportunities will be considered in closed session following this meeting.

**University Affairs Committee-Chair Norris Tolson**

Mr. Tolson said the committee received an annual report from the Director of Scholarships and Financial Aid on the list of recognized entities awarding full scholarships to undergraduates and the number of students receiving full scholarships from each entity. The Director of Undergraduate Admissions gave a report on the special consideration process of undergraduate admissions and the performance of students previously admitted through that process. The purpose of this process is to provide a mechanism to admit students with exceptional talents in areas important to the university community.
Mr. Tolson reported that the committee approved the 2013-14 salary ranges for all Tier Two senior academic and administrative officers (SAAO). UNC General Administration determines the ranges for all SAAO Tier One positions (Chancellor and Vice Chancellors). The committee recommended approval of revisions to Policy 09.00.02: Drug Education, Screening and Counseling Program. The policy has been divided into two documents, the policy and the program. Revisions to the policy include Board of Trustees retaining oversight of the policy which provides updated definitions, purposes, goals, mandates and prohibitions on the use of NCAA banned substances. The Chancellor will acquire oversight of the Drug Education, Screening, Counseling, and Deterrence Program which pertains to the procedural components of the current policy. The policy is to be effective July 1, 2013. Mr. Tolson made the motion, seconded by Ms. Ward, to approve the revisions to Policy 09.00.02. The motion carried.

Mr. Tolson said that the committee approved the updated bonus schedule for women’s basketball staff to mirror the categories in the new head coaching agreement. The committee received updates from the Chair-elect of the Faculty and the Chair of the Staff Senate. The Provost’s update included details on the College of Sciences and the strategic planning processes to determine the organization and vision for the new college based on significant faculty and stakeholder input. They were also notified of progress being made with the Chancellor’s Faculty Excellence Program which will ultimately hire 38 new faculty in 12 cluster areas.

The Provost’s report also included information about a new leadership position, Senior Vice Provost for Institutional Planning and Analysis, for which a national search is underway. The position of Senior Vice Provost for Academic Strategy and Resource Management has been offered to Dr. Duane Larick who has been leading this initiative for the past year. The Provost also said that in accordance with the UNC Policy on the Employment of Related Persons (Anti-Nepotism Policy), NC State does not have any reported employees out of compliance.

Mr. Tolson closed by stating that in closed session, the committee approved conferral of tenure to ten new faculty hires and to 49 faculty members who were reviewed during the annual promotion and tenure process. They approved an appointment to a distinguished professorship supported by the Distinguished Professorship Endowment Trust Fund, a non-salary compensation request and the employment agreement for the head women’s basketball coach. The committee recommended for approval by the Board of Governors salary increases that are greater than 15% and $10,000 from each employee’s previous June 30 salary. They also endorsed honorary degree nominations which will be considered by the full board in closed session following this meeting.

Nomination Committee-Chair Susan Ward
Ms. Ward reported that the Nominating Committee met on Thursday, April 18. After reviewing the Nominating Committee guidelines, the committee recommended the following slate of officers for 2013-2014:

- Ben Jenkins, Chair
- Jim Owens, First Vice Chair
- Jimmy Clark, Second Vice Chair
Chair of the Board of Visitors Report-Charles A. Flink  
Mr. Flink reported on the April 5, 2013 meeting of the Board of Visitors held at the James B. Hunt, Jr. Library. Representative Nelson Dollar attended the luncheon and provided a brief update on legislative matters relevant to NC State. Chancellor Woodson gave a campus update, specifically with regard to the incoming freshman class; he also discussed the Governor’s budget proposal. Barbara Mulkey gave an update from the Board of Trustees, and Provost Arden discussed strategic resource priorities.

The Board of Visitors also received reports regarding University Communications as well as the essential role of research funds. The board also went on a tour of the Hunt Library.

Student Government Report-Student Body President Andy Walsh  
Mr. Walsh discussed his four goals for Student Government this past year: increasing communications between committees, focusing on large events, taking advantage of the 125th anniversary, and advocating in the best interests of students. Executive consultant Josh Privette reported on signature events such as Packapalooza and Campout and highlighted Student Government activities such as the Talley project, Coaches’ Corner and early voting on campus. Student Body President-elect Matt Williams briefly discussed plans for next year.

Presentation of Walter Hines Page Award  
Chancellor Woodson and Chair Mulkey presented Order of Walter Hines Page certificates to Lawrence Davenport and Andy Walsh in appreciation of their dedicated service to the board and to the university. Chair Mulkey discussed the legacy of Walter Hines Page and explained that these awards are presented solely to former Trustees.

Chancellor Woodson noted that this was also Jack Cozort’s last meeting as a Trustee. He thanked Mr. Cozort and noted that we would celebrate his service to the Board of Trustees in the fall.

With no further business in open session, the board went into closed session at 11:45 a.m. to prevent the premature disclosure of an honorary award, to consult with an attorney in order to preserve the attorney-client privilege between the attorney and the public body, and to consider the qualifications, competence, performance, conditions of appointment of a public officer or employee or prospective public officer or employee, under NC General Statute, section 143-318.11 (a)(2)(3)(6).

The Board of Trustees returned to open session at 12:50 p.m. With no further business, Ms. Ward made the motion, seconded by Ms. Lanier, to adjourn the meeting at 12:55 p.m. The motion carried.
Respectfully submitted,

______________________     ______________________
Assistant Secretary    Secretary

Approved:

_____________________
Chair of the Board
NORTH CAROLINA STATE ETHICS COMMISSION

SAMPLE

ETHICS AWARENESS & CONFLICT OF INTEREST REMINDER

(to be read by the Chair or his or her designee at the beginning of each meeting)

In accordance with the State Government Ethics Act, it is the duty of every [Board] member to avoid both conflicts of interest and appearances of conflict.

Does any [Board] member have any known conflict of interest or appearance of conflict with respect to any matters coming before the [Board] today?

If so, please identify the conflict or appearance of conflict and refrain from any undue participation\(^2\) in the particular matter involved.

Rev. 1-16-07

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\(^1\) N.C.G.S. §138A-15 (e): “At the beginning of any meeting of a board, the chair shall remind all members of their duty to avoid conflicts of interest and appearances of conflict under [Chapter 138A].” There is no set language required by the Act. Specific language can and should be tailored to fit the needs of each covered board as necessary.

\(^2\) “A public servant shall take appropriate steps, under the particular circumstances and considering the type of proceeding involved, to remove himself or herself to the extent necessary, to protect the public interest and comply with this Chapter, from any proceeding in which the public servant’s impartiality might reasonably be questioned due to the public servant’s familial, personal, or financial relationship with a participant in the proceeding.” See N.C.G.S. §138A-36 (c). If necessary, the Chairman or individual member involved should consult with his ethics liaison, legal counsel, or the State Ethics Commission to help determine the appropriate response in a given situation.

Related Policies:
- UNC Code Section 402B – Meetings
- UNC Code Section 607 - Faculty Grievance Committee for Constituent Institutions
- UNC Policy 200.1 - Dual Memberships and Conflicts of Interest
- UNC Policy 300.1.1 - Senior Academic and Administrative Officers
- UNC Policy 300.1.6[R] - Regulations on Administrative Separation and/or Retreat to a Faculty Position
- UNC Policy 300.2.14 - Nonsalary and Deferred Compensation
- UNC Policy 400.5[R] - Planning, Establishing, and Reviewing Centers and Institutes in The University of North Carolina
- UNC Policy 600.2.3 - Distinguished Professors Endowment Trust Fund
- UNC Policy 600.3.4C(1) - Granting of Management Flexibility to Appoint and Fix Compensation
- UNC Policy 1100.3 - Head Coaches' and Athletic Directors' Contracts
- NCSU POL05.20.01 - Appointment, Reappointment, Promotion and Permanent Tenure

Additional References:
- Section 103 of the Internal Revenue Code of 1986
- Section 1.150-2 of the Treasury Regulations
- NC General Statute § 143 – State Departments, Institutions, and Commissions
- NC General Statute § 146 – State Lands

1. ORGANIZATION

1.1 Membership

1.1.1 North Carolina State University at Raleigh shall have a Board of Trustees composed of thirteen persons chosen as follows:

1.1.1.a Eight elected by the Board of Governors of The University of North Carolina,

1.1.1.b Four appointed by the Governor, and
1.1.1.c The President of the Student Body, ex officio.

1.1.2 In every odd-numbered year, the Board of Governors shall elect four persons to the Board of Trustees and the Governor shall appoint two persons to the Board of Trustees; and the term of office of all such elected or appointed trustees (excluding the officio trustee) shall be four years or until successors are elected or appointed commencing on July 1 of such odd-numbered year.

1.1.3 Whenever any vacancy shall occur in the membership of the Board of Trustees among those appointed by the Governor, it shall be the duty of the Assistant Secretary of the Board of Trustees to inform the Governor of the existence of such vacancy, and the Governor shall appoint a person to fill the unexpired term, and whenever any vacancy shall occur among those elected by the Board of Governors, it shall be the duty of the Assistant Secretary of the Board of Trustees to inform the Board of Governors of the existence of the vacancy, and the Board of Governors shall elect a person to fill the expired term. Whenever a member shall fail, for any reason other than ill health or service in the interest of the State or nation, to be present for three successive regular meetings of the Board of Trustees, that member's place shall be deemed vacant.

1.1.4 Any person who has served two full four-year terms in succession as a member of the Board of Trustees shall, for a period of one year, be ineligible for election or appointment to the Board.

1.1.5 No member of the General Assembly or officer or employee of the State or of any constituent institution of The University of North Carolina or spouse of any such member, officer or employee shall be eligible for election or appointment as a member of the Board of Trustees. Any trustee who is elected or appointed to the General Assembly or who becomes an officer or employee of the State or of any constituent institution of The University of North Carolina or whose spouse is elected or appointed to the General Assembly or becomes such officer or employee shall be deemed thereupon to resign from membership on the Board of Trustees.

1.1.6 No person may serve simultaneously as a member of the Board of Trustees and as a member of the Board of Governors. Any trustee who is elected or appointed to the Board of Governors shall be deemed to have resigned as a trustee effective as of the date that the person's term commences as a member of the Board of Governors.

1.2 Officers

1.2.1 At the first meeting after June 30 of each year, the Board of Trustees shall elect from its membership a Chair, a First Vice Chair, a Second Vice Chair and a Secretary, each of whom shall serve for a term of one year and until a successor is elected. 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. If a vacancy occurs in any of these officers, the Board of Trustees shall elect a person to serve for the remainder of the unexpired term. These officers shall perform the duties prescribed by these Bylaws and by the parliamentary authority adopted by the Board of Trustees.
1.2.2 The Board of Trustees may also elect an Assistant Secretary, from among the members of the Chancellor's staff as recommended by the Chancellor. Copies of all minutes, papers and documents of the Board of Trustees may be certified by its Assistant Secretary with the same force and effect as though such certification were made by the Secretary of the Board.

1.3 Committees

1.3.1 The Board of Trustees shall have the following standing committees: University Affairs Committee, Audit, Risk Management and Finance and Planning Committee, Buildings and Property Committee, University Advancement and External Affairs Committee, University Affairs Committee, and Executive Committee. The Board may create such other committees as it deems appropriate. The Chair of the University Advancement Committee shall serve ex officio as a member of the Board of Trustees of the Endowment Fund.

1.3.2 The officers of the Board plus the immediate past Chair shall constitute the Executive Committee, which shall be chaired by the Board Chair. In the event there is no immediate past Chair, the Chair shall nominate for the Board's approval one Trustee to serve at-large on the Executive Committee. The Executive Committee shall be empowered to act for the Board between Trustee meetings with the responsibility to report on its actions at the next Board meeting.

1.3.3 At the first meeting after June 30 of each year, the newly elected Chair shall appoint the members of the standing committees and designate a chair for each committee. The Board Chair will appoint half of the membership to serve on the Audit, Risk Management and Finance and Planning Committee and half on the University Advancement and External Affairs Committee. The Board Chair will assign each Trustee to serve on another standing committee such that all Trustees shall serve on two committees (excluding the Executive Committee) each year. In making assignments, the Board Chair will balance Trustees’ interests, expertise and experience on the committees. The goal will be for a balance of new and returning Trustees on each committee, with a rotation of committee leadership to provide all Trustees the opportunity to serve on multiple committees during a four year term. The Chair of the Board shall be an ex officio member of all standing committees except the Nominating Committee and shall count for purposes of determining whether a quorum is present at a committee meeting.

1.3.4 The Board of Trustees may delegate to its committees such of its powers as it deems appropriate except for those powers which are expressly delegated to the Board of Trustees by the Board of Governors without the power to sub-delegate. Each committee shall present to the Board for its approval a description of committee responsibilities and such descriptions shall be reviewed and updated as the Board deems appropriate. The delegated authority, responsibilities and assignments of each committee are contained in Appendix 1 to these Bylaws.

1.3.5 A Nominating Committee shall be appointed each year by the Chair and shall consist of not less than three nor more than five members of the Board. The Chair shall not serve as a member of the Nominating Committee. The Nominating committee shall be responsible for presenting a slate of nominees to the Board at its last meeting before the beginning of each University fiscal year. The slate of nominees shall contain at least one nominee for each of the
2. MEETINGS

2.1 Regular Meetings

There shall be not fewer than three regular meetings of the Board of Trustees each year. Meetings are usually held the third Thursday and Friday in February, April, September and November. A summer meeting may be held on a mutually agreeable date. A notice specifying the time and place of each regular meeting of the Board shall be mailed by the Assistant Secretary on the Board of Trustees' homepage. If the date of a regular meeting is changed, the Assistant Secretary shall change the posting and notify each member of the Board at least ten (10) calendar days in advance of the meeting date. Any matter of business may be considered at a regular meeting.

2.2 Special and Emergency Meetings

2.2.1 A special meeting of the Board of Trustees or of a Standing Committee with delegated authority may be called by the Board Chair or by the Chancellor. A special meeting of the Board of Trustees may also be requested upon the written request of not fewer than six (6) members of the Board, directed to the attention of the Assistant Secretary, who shall note a meeting upon receipt of the sixth written request. A notice specifying the time and place of a special meeting shall be communicated by mail, e-mail, fax or telephone by the Assistant Secretary to each member of the Board so that it is received at least three (3) calendar days in advance of the meeting date; but forty-eight (48) hours notice may be given by telephone, fax, or e-mail when, in the opinion of the Board Chair or by the Chancellor, an emergency exists. Any matter of business may be considered at a special meeting.

2.2.2 When deemed necessary by the Board Chair or by the Chancellor, the Board Chair may conduct an emergency meeting of the Board without prior immediate notice. Only business connected with the emergency may be considered at the meeting.

2.2.3 A special or emergency meeting may be conducted by electronic means provided that the arrangements for such meeting comply with the applicable State laws concerning the conduct of electronic meetings of public bodies. A special meeting requested by members under section 2.2.2 to be called by the Secretary or Assistant Secretary shall be held within three (3) calendar days of receipt by the Secretary or Assistant Secretary of the sixth written request for such special meeting. Any matter of business may be considered at a special meeting.

2.2.4 A special meeting of the Board of Trustees may be requested upon the written request of not fewer than six members of the Board directed to the attention of the Assistant Secretary.

2.3 Agenda
2.3.1 At least seven (7) days prior to each regular meeting of the Board of Trustees, a copy of the agenda, including (insofar as is practicable) copies of all reports and other written materials to be presented to the meeting, shall be mailed to each member of the Board by the Assistant Secretary. Insofar as is practicable, a copy of the agenda of each special meeting of the Board shall be mailed to each member of the Board at least seven (7) days in advance of the special meeting; however, if such advance mailing is not practicable, the agenda for a special or an emergency meeting may be presented to the members of the Board as the first order of business at the meeting. No items may be considered at a special meeting except as contained on the agenda.

2.3.2 The agenda for every meeting of the Board shall be prepared by the Chancellor in consultation with the Chair. Every request for inclusion of an item on the agenda of a meeting shall be put in writing and filed, together with any supporting documents, with the Chancellor sufficiently far in advance of the meeting to permit a determination to be made by the Chancellor with respect to the propriety and practicability of including that item on the agenda for the meeting.

2.3.3 Any member of the Board of Trustees may present to any regular meeting of the Board any item whether or not the same is on the agenda of the meeting, but no final action shall be taken on an item not on the agenda except by unanimous consent.

2.4 Conduct of Business

2.4.1 A quorum of the Board shall consist of a majority of the members of the Board.

2.4.2 The Chair shall preside over all regular and special meetings of the Board of Trustees. In the absence of the Chair, the First Vice Chair will preside. In the absence of the First Vice Chair, the Second Vice Chair will preside. In the absence of the Chair and both Vice Chairs, a presiding officer shall be elected by and from the membership of the Board of Trustees.

2.4.3 All members of the Board of Trustees may vote on all matters coming before the Board for consideration. No member may vote by proxy.

2.4.4 Except as modified by specific rules and regulations enacted by the Board of Trustees, Robert's Rules of Order Newly Revised (latest edition) shall constitute the rules of the parliamentary procedure applicable to all meetings of the Board of Trustees and its several committees.

2.4.5 Between regular meetings of the Board, routine matters of business within the authority of any committee of the Board may be dealt with by written ballot and without a meeting if such is deemed appropriate by the Chair of the committee. Any action taken by this method must be reported to the Board at its next regular meeting and the written ballots made available for public inspection.

2.5 Minutes
2.5.1 The Secretary or Assistant Secretary shall take minutes of all meetings of the Board of Trustees; shall file, index, and preserve all minutes, papers, and documents pertaining to the business and proceedings of the Board; shall be custodian of all records of the Board; when required the Secretary or Assistant Secretary, shall attest the execution of all legal documents and instruments of North Carolina State University at Raleigh.

2.5.2 Within a reasonable period after each meeting of the Board of Trustees, the Secretary or Assistant Secretary shall transcribe the minutes of the meeting and mail provide a copy to each member of the Board.

2.6 Executive Session

2.6.1 By vote of a majority of the members present at any meeting of the Board of Trustees, the meeting may be closed to the public, subject to the requirements of State law concerning access to such meetings.

2.7 Keeping Board of Governors Informed

2.7.1 The Assistant Secretary of the Board of Trustees shall keep the Board of Governors, through the Secretary of The University of North Carolina, fully and promptly informed concerning activities of the Board of Trustees, including notice of any changes in the membership of the Board or in its committee structure or bylaws, notices of meetings and a copy of the minutes of all meetings.

3. POWERS AND DUTIES

3.1 General Powers and Duties

3.1.1 The Board of Trustees shall promote the sound development of North Carolina State University at Raleigh within the functions prescribed for it, helping it to serve the people of the State in a way that will complement the activities of the other institutions and aiding it to perform at a high level of excellence in every area of endeavor. The Board of Trustees shall serve as advisor to the Board of Governors on matters pertaining to North Carolina State University at Raleigh and shall also serve as advisor to the Chancellor concerning the management and development of the institution. The Chancellor shall be the official medium of communication between the Board of Trustees and all individuals, officials, agencies and organizations, both within and without the institution.

3.2 Other Powers and Duties

3.2.1 The Board of Trustees shall have such other powers and duties, not inconsistent with provisions of The Code of The University of North Carolina or with applicable provisions of State law, as are specified in said Code or as shall be defined and delegated by the Board of Governors.

4. AMENDMENT OF BYLAWS
4.1 Amendment of Bylaws

4.1.1 These bylaws may be amended at any regular or special meeting of the Board of Trustees by an affirmative vote of a majority of the members of the Board if the substance of the amendment has been filed in writing with the Secretary or Assistant Secretary and a copy has been mailed to each member of the Board at least seven days prior to the meeting at which the amendment is to be voted upon.

5. SUBORDINATION TO UNIVERSITY CODE

5.1 Subordination to University Code

To the extent that any of these bylaws may be inconsistent with The Code of The University of North Carolina, as the same may be amended from time to time, said Code shall control.

Appendix 1

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

I. Audit, Risk Management and 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 Risk Management**

   i. Provide oversight of the risk management and compliance functions.

   ii. Receive annual reports on risk management, compliance and legal issues.

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

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

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

   vi. 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.

e. Serve as the Compensation Committee of the Board of Trustees.

i. Review and recommend compensation for the Chancellor to the President and/or the Board of Governors.

ii. Upon recommendation of the Chancellor, appoint and fix the salary and non-salary compensation for all vice chancellors consistent with the salary ranges and policies of the Board of Governors and regulations and guidelines established by UNC General Administration.

IV. University Advancement and External Affairs 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.

vii. Receive regular reports on University Communications and NC State Alumni Association activities and initiatives.

b. External Affairs

iii. Receive regular reports on the activities of the state legislature.

cb. 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. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies regarding the awarding of the Watauga Medal.

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 other than Vice Chancellors 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.

iiv. 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.

iv. Review and approve any administrative separation or retreat rights subject to Board of Trustees approval under UNC Policy 300.1.6[R] and NC State POL 05.15.01. “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.

viiiix. 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. Student Affairs

i. 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).

ed. 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. 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).

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 grievance when the applicable policies allow such appeals. ¹

f. 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].

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

viii. 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

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¹ On July 13, 2011, the Board of Trustees repealed POL01.05.11, 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.
and intercollegiate athletics, subject to general provisions as may be prescribed by the Board of Governors.

vi. Upon recommendation of the Chancellor, recommend to the Board of Trustees for approval policies related to centers and institutes.

he. 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

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 of 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.
Class of 2013 Graduation
More than 5,300 students graduated from NC State this May. At the ceremony, Jessica Ekstrom, the founder of Headbands of Hope, offered encouraging insight as the student speaker. The Commencement Address was delivered by architect and NC State Alumnus Philip Freelon. During the event, NC State conferred honorary degrees upon Michael Wingfield, a world-renowned expert on forest pathology, and on Indra Nooyi, the CEO and Chairperson of PepsiCo. Between last December and this May, NC State conferred a total of 7,862 Degrees during this academic year.

New Facilities Enhance Student Experience this Fall
Two of this summer’s major construction projects will change the way that students experience NC State next year. The opening of Wolf Ridge means that students will not just learn and work on Centennial Campus, but live there in the midst of research and innovation. Phase I of the renovated Talley Student Center will also open by the end of the year, creating a new hub for student life on main campus where students can eat, relax, and work together.

NC State Tops list as No 1. Land Grant University in STEM Education
U.S. News & World Report recently ranked NC State as the No. 1 land-grant institution in STEM (science, technology, engineering and math) education. The survey ranked top national colleges and universities by the percentage of bachelor’s degrees in the STEM fields. In 2012, NC State conferred 48 percent of its degrees in those fields. The ranking establishes NC State 17th overall and seventh among public universities on the list.

NC State’s Online Graduate Programs Rank High for Veterans
US News & World Report ranked NC State’s Engineering Online Graduate Program as the best in the country for military personnel and veterans. NC State’s Online Education Graduate Program was also recognized, ranking #3 in the country for military and veterans. To be ranked, an online degree program had to participate in four key programs that offer many educational benefits to those with military service. This recognition follows the announcement of three NC State graduate programs being ranked in the Top 30 in the nation and 10 on-site graduate programs being listed in the Top 30.

NC State One of the Top Places for Postdocs to Work
NC State was recognized by The Scientist as one of the top 25 places for postdoctoral scholars to work. A variety of factors ranging from the amount of funding to the quality of treatment to the potential for career advancement were considered in determining the rankings. NC State was specifically recognized for having good communication between postdocs and their coworkers. Ranked at #24, NC State has moved up six spots from its previous position at #30, reflecting the progress we have made in the past year.
NC State Recognized for Fundraising and Public Relations Efforts
In June, the Council for Advancement and Support of Education announced that NC State earned a 2013 CASE Educational Fundraising award. This honor is given to educational institutions that demonstrate superior fundraising each year. The award that NC State received reflects the hard work put into improving fundraising efforts over the last three years, naming NC State one of the nation’s most improved universities in terms of fundraising. Last year NC State received a record $111.4 million in gifts and pledges and increased the endowment by more than $36 million.

CASE also honored NC State with a gold award for its 125th anniversary video and a bronze award for its institutional message website, recognizing the effort NC State puts into making the university accessible to students, alumni, and other interested parties. The awards come on the heels of more than a dozen other awards lauding the efforts of University Communications in the past 12 months.

NC State Researchers Create New Drug Delivery Method
Doctoral student Xu Zhang and Engineering Professor Chi-Hao Chang are working on a project that holds promise as a new method of drug delivery. Their work involves creating “nano-volcanoes” by shining various colors of light through a nanoscale “crystal ball” of synthetic polymer. The resulting volcanoes can be used to release precise amounts of medicine over varying periods of time, are relatively inexpensive to make, and could be produced on a large scale. If they are successful in the next step of their research, determining the rates at which different sized volcanoes would release specific drugs, their work could have a large impact on the field of medicine.

Center for Environmental Farming Systems Featured on HBO
An HBO series on obesity in the US, “Weight of the Nation,” featured the work of the Center for Environmental Farming Systems, which was established by NC State and NC A&T University. The piece highlighted CEF’s youth food systems leadership development program called SWARM and how a student member of the group convinced her high school to bring in a salad bar. Work like this is a wonderful example of how CEFs brings education and innovation together to help people throughout North Carolina.

College World Series
For only the second time in Wolfpack history, NC State’s baseball team competed in the College World Series this year. Heading into the series, the team had already tied the school record for most wins in a season when it defeated Rice in 17 innings, the longest super-regional game NCAA history.

The achievements of the baseball team make up just one part of a very successful NC State athletic program. NC State was one of only five schools nationally to have its football team play in a bowl game, its men’s basketball team reach the NCAA Tournament, and its baseball team advance to the NCAAAA Super Regionals.
CALL TO ORDER
Susan Ward
Chair of the Committee

ROLL CALL

READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT

1. AGENDA
   A. Approval of April 18, 2013 Minutes

2. INFORMATIONAL REPORT
   A. Provost’s Update
      a. Graduate Certificate in Nanobiotechnology
      b. Graduate Certificate in Upstream Biomanufacturing
      c. Graduate Certificate in Downstream Biomanufacturing
      d. Graduate Certificate in Professional Communication and Managerial Skills
      e. Chancellor’s Faculty Excellence Program Update
      f. College of Sciences Update

3. PERSONNEL MATTERS*
   Executive Summary of All Personnel Actions Requiring Approval
   A. To consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer or employee or prospective public officer or employee.
   B. To establish or to instruct the staff or agent concerning the amount of compensation and other material terms of an employment contract or proposed employment contract.

ADJOURN
* Discussed in Closed Session
The University Affairs Committee of the Board of Trustees of North Carolina State University met April 18, 2013 at 2:45 p.m. in the Winslow Hall Conference Room.

Members Present: Norris Tolson, Committee Chair  
Ben Jenkins  
Bob Mattocks  
Jim Owens  
Andy Walsh  
Susan Ward  
Barbara Mulkey, Board Chair

Others Present: Randy Woodson  
Warwick Arden  
Barbara Carroll  
Susan Colby  
Krista Domnick  
Eileen Goldgeier  
Tommy Griffin  
Kevin Howell  
Amy Jinnette  
Sarah Lannom  
Duane Larick  
Michael Lipitz  
Robert Murphy  
Marielle Pocan  
Becky Rufty  
Christy Scheid  
Dan Solomon  
PJ Teal  
Shawn Troxler  
Debbie Yow  
David Zonderman

Chair Tolson called the meeting to order. A quorum was present.

He reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the University Affairs Committee at this meeting. Hearing none, Chair Tolson proceeded with the Committee agenda.

A motion was made by Mr. Owens and seconded by Ms. Ward to approve minutes from the open and closed sessions of the February 21, 2013 meeting as distributed. The motion carried.

Ms. Krista Domnick, Director of Scholarships and Financial Aid, provided an annual report on the list of recognized entities awarding full scholarships to undergraduates and the number of students receiving full scholarships from each entity. Per North Carolina General Statute, students who receive full scholarships from the list of recognized entities will be considered to be residents of North Carolina and will receive the resident tuition benefit. There are a total of 70 new and continuing students benefitting from this provision. Of these 70 students, 60 are Park Scholars.

Mr. Tommy Griffin, Director of Undergraduate Admissions, gave a report on the special consideration process of undergraduate admissions and the performance of students previously admitted through that process. The purpose of this process is to provide a mechanism to admit students with exceptional talents in areas important to the university community. The overriding criterion in all
admissions decisions is the potential for academic success. This process is governed by REG 02.10.4, "Identification and Performance Monitoring of Selected Students Requiring Special Consideration for Admissions", which requires an annual update to the Board of Trustees.

Ms. Barbara Carroll, Associate Vice Chancellor for Human Resources, explained that as a condition of management flexibility delegated by the UNC Board of Governors, the BOT (delegated to the University Affairs Committee) establishes pay ranges for senior academic and administrative officer (SAAO) "Tier Two" positions. UNC-General Administration determines the ranges for all SAAO-Tier One positions (the Chancellor and Vice Chancellors). The proposed SAAO Tier II salary ranges have been updated for FY 2013-14 for the first time in several years. The primary salary survey resource is CUPA-HR, which surveys almost 1,900 colleges and universities annually. Mr. Jenkins made a motion, seconded by Mr. Walsh, to approve the salary ranges as presented. The motion carried.

Director of Athletics Debbie Yow provided an overview of the proposed revisions to Policy 09.00.02 – Drug Education, Screening and Counseling Program. The Policy has been split into two documents, The Policy and The Program. Revisions to the Policy include Board of Trustees retains oversight of The Policy which provides updated definitions, purposes, goals, mandates and prohibitions on the use of NCAA banned substances. The Chancellor will acquire oversight of The Drug Education, Screening, Counseling, and Deterrence Program which pertains to the procedural components of the current policy. Removing The Program from a PRR will permit the university to be more flexible in amending these components should NCAA policies or drug testing procedures change. The proposed revised Policy adds a statement of prohibition (in Policy Sections 1&3), as the current Policy does not state that student athletes are prohibited from using illegal or performance enhancing drugs. The Policy is to be effective July 1, 2013. Mr. Mattocks moved to recommend the policy revisions to the full board for approval. Mr. Jenkins seconded the motion. The motion carried.

Director Yow presented the proposed Department of Athletics Women’s Basketball Bonus Structure Guidelines that require the committee’s approval per Non-Salary and Deferred Compensation Policy 05.15.03. The new bonus structure is for women’s basketball staff and is aligned with Coach Moore’s contract bonus categories. The award achievements are more closely aligned with the Department of Athletics strategic plan. Ms. Ward made a motion, seconded by Mr. Jenkins, to approve the bonus structure guidelines. The motion carried.

Chair-Elect of the Faculty, Dr. David Zonderman, delivered the Faculty Senate report. Dr. Zonderman described a number of campus initiatives that have begun or been revamped this semester, including discussions about updating the salary equity study which was not done during the period when state guidelines prohibited equity salary adjustments; discussions among stakeholders to discuss the future vision of Centennial Campus; and on-going work on the Quality Enhancement Program for the SACS reaccreditation process. He also noted that the General Faculty meeting was held on April 2 and included remarks by President Tom Ross, Chancellor Woodson and Provost Arden.

Ms. Susan Colby, Chair of the Staff Senate, reported on current and upcoming Staff Senate activities including a new effort launched to recognize staff for the work they do on a daily basis. The new “Give a Shout Out to Staff” campaign was established as a program mirroring the “Thank a Teacher” program and designed to recognize staff who, daily, make NC State a great place to work and deserve additional praise for going above and beyond the realm of their job.

Provost Arden provided an update on strategic initiatives including strategic plan metric goals; the College of Sciences implementation and new academic departments in the College of Sciences and the College of Agriculture and Life Sciences; the Chancellor’s Faculty Excellence Program; and new leadership positions. The university is developing high-level aspirational goals that will be used to assess our progress with the strategic plan implementation. These goals will be shared at an upcoming Board meeting. The details of the College of Sciences transition are being finalized for July 1, 2013 implementation. Both Deans Solomon and Linton have been working on strategic planning processes to determine the organization and vision for the two colleges based on significant
faculty and stakeholder input. To that end, two proposals to create new academic departments and one request to change an existing department name have been vetted in the two colleges and comment has been requested from campus. The proposals are to establish a Department of Biological Sciences in the College of Sciences, a Department of Applied Ecology in the College of Agriculture and Life Sciences and to change the name of the Department of Plant Biology to the Department of Plant and Microbial Biology in the College of Agriculture and Life Sciences. Progress continues to be made with the Chancellor’s Faculty Excellence Program, which will ultimately hire 38 new faculty in 12 cluster areas. To date, there have been 12 acceptances and 9 offers are pending. Eight of the twelve clusters have hired at least one person, and interviewing continues. A new leadership position, Senior Vice Provost for Institutional Planning and Analysis, has been established and a national search is underway. The Office of University Planning and Analysis will be expanded into a more robust Office of Institutional Research and Planning led by the Senior Vice Provost. The position description was shared with the committee. Provost Arden has offered the position of Senior Vice Provost for Academic Strategy and Resource Management to Dr. Duane Larick who has been leading this initiative over the past year. Dr. Larick will continue to provide the strategic planning and resource management necessary to support successful implementation of the academic components of the University’s strategic plan. The position description was shared with the committee. As a result of his new role, Dr. Larick will be stepping down as dean of the Graduate School. Dr. Rebecca Rufty has agreed to continue to serve as interim dean. A national search will be conducted to identify the next dean of the Graduate School. Finally, in accordance with the UNC Policy on the Employment of Related Persons (Anti-Nepotism Policy), Provost Arden reported that NC State does not have any reported employees out of compliance with the policy.

A motion was made by Mr. Tolson to go into closed session to consider the qualifications, competence, performance, condition of appointment of a public officer or employee or prospective public officer or employee according to North Carolina General Statute, Section 143-318.11(a)(6), to establish or instruct the staff or agent concerning the negotiations of the amount of compensation or other terms of an employment contract according to North Carolina General Statute, Section 143-318.11(a)(5), and to prevent the premature disclosure of an honorary award or scholarship according to North Carolina General Statute, Section 143-318.11(a)(2).” Ms. Ward seconded the motion. The motion carried.

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

Mr. Walsh made a motion, seconded by Mr. Jenkins, to approve the personnel actions discussed in Closed Session related to conferral of tenure to 10 new faculty members, conferral of tenure to 49 faculty members reviewed during the annual reappointment, promotion and tenure process, approval of an appointment to a distinguished professorship supported by the Distinguished Professorship Endowment Trust Fund, approval of a non-salary compensation request and approval of a head coach employment agreement. The motion carried.

With no further business, Chair Tolson announced the meeting adjourned at 4:29 p.m.

______________________________
Norris Tolson, Chair
Proposal for a
"Graduate Certificate in Nanobiotechnology"

Sponsoring Department or Unit Name: Department of Biomedical Engineering

First Term the Certificate Would be Offered: Fall 2013

Primary Contact Name: Roger Narayan, Biomedical Engineering

Address and CB #: 4204 D Engineering Building 3, 911 Oval Dr., Raleigh, NC 27695-7115

Phone Number: (919) 513-7622/(919) 696-8488 Email: roger_narayan@ncsu.edu

Overview:

This is a proposal to establish a new Graduate Certificate in Nanobiotechnology (GCNT). This new program will prepare graduates for careers in the region's growing nanobiotechnology industry. Tremendous advances in development of nanoscale, nanostructured, and nano-enabled materials for biotechnology applications are currently taking place. In particular, the development of advanced materials (e.g., electronic materials, optical materials, biologically-derived materials, and nanoscale materials) will allow for the development of next generation systems for use in medicine, homeland defense, and agriculture. These systems will provide integration of multiple functions, miniaturization of devices, an increase in stability, and a decrease in cost. In order for universities, companies, and governmental agencies to pursue this highly specialized work, students must be trained at the graduate level to perform work at the interface of nanoscale science and biotechnology. The proposed nanobiotechnology certificate is aligned with the need for highly trained professionals to nurture rapid growth of nanobiotechnology infrastructure in North Carolina. The keystone of the proposed GCNT is a required nanobiotechnology course (BME 540, 3 credit hours) and three additional elective courses. Lectures, open discussion, and student presentations will be used to introduce students to this area of study. Groups of four-six students will investigate nanobiomaterial selection, processing, characterization, packaging, reliability, and function for a given application; one case study will be provided to the students each week over the eleven-week course. The participants will also acquire teamwork skills by working together in group activities. Public speaking (e.g., mock scientific presentations) and scientific writing activities will be integrated into BME 540 activities in order to provide students with appropriate skills for working on scientific issues in academic, industrial, or government environments. Students will consider societal and financial factors that guide nanobiotechnology-based device development during BME 540. In addition, case studies on ethical
research conduct will be integrated within the lecture and the case study components of BME 540.

Rounding out the program are nine credit hours of nanoscience, materials characterization, and
biotechnology courses that will provide students with a well-rounded understanding of important issues in the
area of nanobiotechnology. To encourage the GCNBT students to build relationships with research activities
related to nanobiotechnology on both campuses, attendance at relevant campus seminars will be required;
seminar attendance will be confirmed using a procedure that is currently in use by the BME department.
Graduates may choose to receive their Certificates at the BME department's Spring graduation ceremony.
The North Carolina Biotechnology Center is providing startup funding ($20,000) to initiate this program.

Beneficiaries:
A certificate program is necessary due to the interdisciplinary nature of nanobiotechnology.
Graduate students in the Department of Biomedical Engineering on both campuses will be the primary
beneficiaries. However, students and faculty in other departments in the College of Engineering at NC
State and the College of Arts and Sciences at UNC will also benefit. The proposed nanobiotechnology
certificate will be open to all students regardless of their home department or school. Opportunities for such
structured interactions on topics at the interface of nanoscale science and biotechnology are currently very
restricted. For example, neither UNC nor NCSU currently offers any graduate degrees in
nanobiotechnology.

In addition, we anticipate that this program will generate significant positive publicity; modern
technology solutions to important health problems commonly get regional and national coverage. As a
sponsor of this new program, the North Carolina Biotechnology Center and its affiliates will benefit from
this project because its success will add to their long list of achievements. In addition, the North Carolina
Center of Innovation for Nanobiotechnology is a strong supporter of the proposed certificate program. The
North Carolina Center of Innovation for Nanobiotechnology has offered to commit resources in order to
ensure the development and successful launch of the certificate, which they describe as a "high-value
educational offering." The Director of Innovation Projects with the North Carolina Center of Innovation for
Nanobiotechnology has also offered to promote the development of this educational offering with the
reality of industry needs in mind.

Program Requirements:

Credit hours: Twelve, from approved listing of required and elective courses

Courses:

Required Course. 3 credit hours:

Biomedical Engineering (BME 540) Nanobiotechnology Processing 3 credit hours. Topics at the interface
of nanoscale and biotechnology will be discussed. Chemical, physical, and biological properties of
nanostructured biomaterials, devices and systems. Lectures and problem-based learning will be used to
present development of nanobiotechnology-enhanced materials and devices.

Elective Courses. Select 9 credit hours from:

Biomanufacturing (BEC/CHE) 562. Fundamentals of Bio-Nanotechnology. Three Credit hours. Concepts of
nanotechnology are applied in the synthesis, characterization, recognition and application of biomaterials on
the nanoscale. Emphasis will be given to hands-on experience with nanostructured biomaterials; students
will also be familiarized with the potential impact of these materials on different aspects of society and
potential hazards associated with their preparation and application.

Chemistry (CH) 747. Nanobiotechnology. Three Credit hours. An introduction to nanobiotechnology, with
a focus on biological applications such as bioimaging and biosensing. Principles underlying methods of
nanomaterials fabrication and characterization will be introduced, and major characterization techniques

NCSU Graduate Certificate in Nanobiotechnology
will be discussed. Au nanoparticles, quantum dots, and carbon nanotubes will be used as representative examples of novel nanomaterials with unique properties. The strengths and weaknesses of various nanomaterials in biological applications will be compared through in-class discussions.

Biotechnology (BIT) 501. Ethical Issues in Biotechnology. One Credit Hour. Students investigate and discuss current controversial issues in biotechnology. This course emphasizes thinking about new technologies in a rational and thoughtful way.

Biomedical Engineering (BME) 510. Biomaterials. Three Credit Hours. Chemical, physical engineering and biocompatibility aspects of materials, devices or systems for implantation in or interfering with the body cells or tissues. Food and drug administration and legal aspects. Web enrollment currently available.

Biomedical Engineering (BME) 566. Polymeric Biomaterials Engineering. Three Credit Hours. In-depth study of the engineering design of biomedical polymers and implants. Polymeric biomaterials, including polymer synthesis and structure, polymer properties as related to designing orthopedic and vascular grafts. Designing textile products as biomaterials including surface modification and characterization techniques. Biodegradable polymers. Web enrollment to be made available.

Materials Engineering (MSE) 539. Advanced Materials. Three Credit Hours. Introduces production/structure/property/function relation and application of a number of materials mainly for biomedical, mechanical and aerospace applications. Topics include ultra light materials (production, processing and application of cellular solids), biomaterials (classes and application of materials in medicine and dentistry), composites (classes and application), refractory materials and coatings for high temperature applications, thin film shape memory alloys for micro-electro mechanical systems (MEMS).

With approval from the GCNBT coordinator, three credit hours of other related courses at NCSU or from UNC Chapel Hill. Initial list of UNC Chapel Hill courses include-


Biology (BIOL) 631. Advanced Molecular Biology I. Three Units. DNA structure, function, and interactions in prokaryotic and eukaryotic systems, including chromosome structure, replication, recombination, repair and genome fluidity.

Biology (BIOL) 632. Advanced Molecular Biology II. Three Units. RNA structure, function and processing in biological systems including transcription, gene regulation, translation and oncogenes. Three lecture hours a week.

Biomedical Engineering (BMME) 510. Biomaterials. Three Units. Chemical, physical engineering and biocompatibility aspects of materials, devices or systems for implantation in or interfering with the body cells or tissues. Food and drug administration and legal aspects. Web enrollment currently available.

Pharmacology (PHCO) 701. Introduction To Molecular Pharmacology. Two Units. A first-year pharmacology course outlining the basic of molecular pharmacology, including molecular biology, drug/receptor interactions, receptors and ion channels, regulation of second messengers and drug metabolism.

Pharmacology (PHCO) 715. The Molecular Pharmacology Of Cancer. Two Units. This course deals with the molecular and cellular basis of anticancer and antiviral chemotherapy, with emphasis on novel
approaches including immunotherapy, antisense oligonucleotides and gene therapy. The course includes faculty lectures and student presentations.

Pharmacology (PHCO) 738. Nanomedicine. Two Units. This course offers an introduction to the nascent interdisciplinary field of nanomedicine for students with physical/biological science backgrounds; course will be based on student-led discussions of current literature.

Minimum grade to receive course credit: C
Credit-only courses: Not allowed
Transfer credit: None allowed from universities other than UNC and NC State inter-institutional registration program
Seminar attendance: Ten seminars from an approved list
Presentation: A project seminar to both campuses using BME’s teleconference facilities
Time limit: Four calendar years
Overall GPA Required: 3.0

Administration:
The program will be administered by the GCNBT Coordinator (appointed by the Deans of Engineering and Medicine) and the GCNBT Program Committee (composed of representatives of the UNC/NCSU Department of Biomedical Engineering). The committee currently includes Sean Washburn (College of Arts & Sciences, UNC-CH), Behnam Pourdeyhimi (College of Textiles, NCSU), Ibraheem T. Badejo (Research Fellow, Ethicon Biosurgery R & D, Raleigh), and Brooks Adams (Executive Director & President, NC Center of Innovation in Nanobiotechnology). The Coordinator will nominate candidates for the Program Committee with approval of the Deans of Engineering and Medicine. The initial GCNBT Coordinator will be R. J. Narayan.

Other than the required course (BME 540), the certificate will not require the creation of any additional courses; it will operate within the usual academic activities of the associated faculty. Students will be able to draw from a wide range of graduate level courses that are already offered by faculty at UNC and NCSU. This certificate is designed in such a way that additional supervisory work for faculty will not be created. The administrative load for this program will consist of meetings with prospective students and bimannual meetings to review applications. No additional staff or resources will be required.

Students who have completed the program will fill out an online exit survey and be interviewed by certificate program director. The interviews will allow the program director to evaluate how the students felt about their experiences in the program. We will also track the future activities of students in order to evaluate the impact of this program on professional development. The program committee will meet once a year to discuss the results of the exit surveys and interviews.

Admissions Requirements:
Applications will be evaluated using the graduate admissions criteria of the BME department. Initially, only enrolled graduate students at UNC and NCSU will be admitted. In future years, the program might be expanded to include non-UNC, non-NCSU graduate students in a fee-based executive education program. However, such an expansion is not part of this initial proposal.

Application Process & Fees:
Students will apply online through a website hosted by the UNC-NCSU Department of Biomedical Engineering. The GCNBT Program Committee will evaluate and rank applicants. The GCNBT Coordinator will determine the number of new students who can enter each spring. Standard university tuition and application fees will be charged for the program.

Enrollment Projections:
During its initial offering in Fall 2011, the required course enrolled 9 students. By Spring 2014, the annual enrollment should grow to 16-24 students.

NCSU Graduate Certificate in Nanobiotechnology
Participants

The initial participants will be the faculty and students of the Department of Biomedical Engineering (BME). In year two, additional departments will be added. Candidates include UNC Biology, UNC Chemistry, UNC Pharmacology, UNC Physics, NCSU Chemistry, NCSU Chemical and Biomolecular Engineering, NCSU Materials Science and Engineering, NCSU Mechanical and Aerospace Engineering, and NCSU Textiles Engineering. Participants will be expected to maintain a minimum overall GPA of 3.00.

Assessment statement

An assessment plan will be developed for the certificate.

Timeline

The timetable for launching the GCNBT is shown below:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Semester</th>
<th>Activities</th>
<th>Milestones &amp; Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>Spring 2013</td>
<td>Submit to the NCSU Graduate School</td>
<td>NCSU campus approval</td>
</tr>
<tr>
<td></td>
<td>Spring 2013</td>
<td>Revise proposal as needed; advertise across both campuses students for Fall 2013</td>
<td>Approved GCNBT</td>
</tr>
<tr>
<td>Launch</td>
<td>Spring 2014</td>
<td>Offer nanobiotechnology required course (BME 540); begin publicity for certificate</td>
<td>First GCNBT students enter the program</td>
</tr>
<tr>
<td>Sustaining</td>
<td>Fall 2014</td>
<td>Admission is open to students from other departments at UNC and NCSU; open admission to executive education students</td>
<td>Funding for the program assumed by BME</td>
</tr>
</tbody>
</table>

Measures of Success

Specific measures that will be reported each year are:

- Number of enrolled students
- Number of departments who participate
- Student and faculty evaluation surveys
- Department chairs’ feedback

Sustainability

Once the North Carolina Biotechnology Center startup funding for the GCNBT is exhausted, the BME department will continue the program. The Chair of this department is committed to improving the infrastructure for nanobiotechnology education at UNC and NC State. The nanobiotechnology required course (BME 540) will become a standard BME department offering. BME will provide the instructor for the required course. Support for student internships, plant visits, and seminars will be sought from the local industry as well as private foundations.
Graduate Certificate in Nanobiotechnology
North Carolina State University

This request has been reviewed and approved by the appropriate campus committees and authorities.

Endorsed By: Nancy Allbritton MD, PhD 4/17/13
Head, Department/Director of Graduate Program

Recommended By: 4/18/2013
Chair, College Graduate Studies Committee

Endorsed By: 4/18/13
College Dean

Recommended By:
Vice Provost, DELTA (if DE degree)

Approved By: 5/9/13
Dean of the Graduate School

Recommended By:
Dean's Council

Approved By:
Provost

Approved By:
Chancellor

(revised August 2010)

The proposed Graduate Certificate In Upstream Biomanufacturing is designed for qualified post-baccalaureate students who wish to develop a graduate level understanding of upstream biomanufacturing without enrolling in a graduate biomanufacturing degree program. Graduate students from a variety of graduate programs completing a non-thesis MR, option B Masters program would also be eligible to earn the certificate.

2. Administration of the Certificate Program

The BTEC Director of Graduate Programs (DGP) and the Graduate Academics Program Coordinator will be responsible for the administration of the certificate program. Prof. Michael C. Flickinger is currently the BTEC DGP and Christopher Smith is currently the BTEC Graduate Programs Coordinator.

3. Requirement for admission to the certificate program in Upstream Biomanufacturing, the applicant must apply to the Graduate School http://www.ncsu.edu/grad/applygrad.htm. Those applicants who are currently enrolled in an NC State graduate program need only provide the Graduate Student Certificate Plan Data Entry forms, http://ncsu.edu/grad/faculty-and-staff/docs/grad-cert-plan-data-entry.pdf. An application for acceptance into a certificate program is required for all new applicants once the student has:
   a. graduated with a baccalaureate degree in a science or engineering discipline with a minimum GPA of 3.0 or
   b. have complete one or more 500+ level EEC courses which satisfy the certificate requirement with a grade of B- or better on the first enrollment in every course completed.

4. Certificate program administration process

Each semester the BTEC DGP will review new applications and make admission decisions for the Upstream biomanufacturing certificate program.

5. Application fee

New applicants will pay a $25 application fee to the Graduate School.

6. Requirement for faculty membership in the Certificate program

Certificate faculty are members of Graduate Faculty in Biomanufacturing.
1. Statement of justification for the Graduate Certificate in Downstream Biomanufacturing

The proposed Graduate Certificate in Downstream Biomanufacturing is designed for qualified post-baccalaureate students who wish to develop a graduate level understanding of downstream biomanufacturing without enrolling in a biomanufacturing graduate degree program. Graduate students from a variety of graduate programs completing a non-thesis MR, option B Masters program would also be eligible to earn the certificate.

2. Administration of the Certificate Program

The BTEC Director of Graduate Programs (DGP) and the Graduate Academics Program Coordinator will be responsible for the administration of the certificate program. Prof. Michael C. Flickinger is currently the BTEC DGP and Christopher Smith is currently the BTEC Graduate Programs Coordinator.

3. Requirement for admission to the certificate program in Downstream Biomanufacturing, the applicant must apply to the Graduate School http://www.ncsu.edu/grad/applygrad.htm. Those applicants who are currently enrolled in an NC State graduate program need only provide the Graduate Student Certificate Plan Data Entry forms, http://ncsu.edu/grad/faculty-and-staff/docs/grad-cert-plan-data-entry.pdf. An application for acceptance into a certificate programs is required for all new applicants once the student has:

   a. either have graduated with a baccalaureate degree in a science or engineering discipline with a minimum GPA of 3.0 or
   b. have complete one or more 500+ level BEC courses which satisfy the certificate requirement with a grade of B- or better on the first enrollment in every course completed.


Each semester the BTEC DGP will review new applications and make admission decisions for the Downstream Biomanufacturing certificate program.

5. Application Fee

New applicants will pay a $25 application fee to the Graduate School.

6. Requirement for faculty membership in the Certificate program

Certificate faculties are members of Graduate Faculty in Biomanufacturing.
Proposal for a
Graduate Certificate in Professional Communication and Managerial Skills
July 2013
North Carolina State University
College of Humanities and Social Sciences
Poole College of Management

The Colleges of Management and Humanities and Social Sciences propose the creation of a Graduate Certificate in Professional Communication and Managerial Skills. The certificate program is designed to be a centerpiece in NC State University’s efforts to expand its professional masters programs. The program will be open to all graduate students, whether enrolled in a campus or distance education Master’s program. The rationale for the program is as follows:

1. The certificate dovetails with University of North Carolina System Wide Professional Science Master’s Program Initiative.
2. The certificate supports a key investment priority of the University’s Strategic Plan, namely “enhancing the success of our students through educational innovation.”
3. The certificate will enable graduate students and working professionals in the sciences to obtain the management and communication training that will allow them to transfer success in the laboratory to success in the marketplace, thereby contributing to economic development in the state and nation.

Description: This certificate program is designed to provide students in professional science masters programs with a common platform of courses that will enhance their communication skills and professional development. The following on-line courses are available to enable students to achieve these goals (three credit hours per course):

BUS 590 Management Foundations
MBA 554 Project Management
COM 521 Communication and Globalization
COM 527 Seminar in Organizational Conflict Management
COM 530 Interpersonal Communication in Science/Technology Organizations

We anticipate that over time, other courses may be developed and offered as well.