CALL TO ORDER
Reading of Conflicts of Interest
Ben Jenkins, Chair

CHAIR’S REPORT
Chair Jenkins

CLOSED SESSION

RECONVENE IN OPEN SESSION

UPDATE ON VICE CHANCELLOR FOR ADVANCEMENT SEARCH
Chancellor Woodson

ADJOURN
Members present: Benjamin P. Jenkins III, Chair; James W. Owens; Jimmy D. Clark; Gayle S. Lanier; and Barbara H. Mulkey

Others present: Randy Woodson, Chancellor; Eileen Goldgeier, Vice Chancellor and General Counsel; and PJ Teal, Assistant Secretary

Chair Jenkins called the meeting to order at 7:00 a.m. 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 board at this meeting. There being none, Chair Jenkins 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.

CHAIR’S REPORT
Chair Jenkins asked Trustee Mulkey to give a report on her plans for the compensation committee. Ms. Mulkey stated that it is important for this committee to be fully aware of the trends in higher education compensation, especially among peer institutions. She stated that Chancellor Woodson is working with Human Resources to develop an overarching strategic compensation philosophy for the institution’s employee groups, including faculty, administrators, professionals, and support staff. Most of our faculty and staff have gone years without a meaningful raise. The Committee looks forward to receiving additional information at future meetings, and in particular, regarding the Vice Chancellor for University Advancement.

UPDATE ON VICE CHANCELLOR FOR ADVANCEMENT SEARCH
Chancellor Woodson reported that he has moved very quickly on the search for the Vice Chancellor for University Advancement. He has appointed and met with the nomination committee. In addition, he has secured the services of Witt Keifer to assist with the search and has met with the search consultants. The Chancellor expressed confidence that we would be able to locate a top-notch individual to fill this position.

With no further business for the Executive Committee, Chair Jenkins adjourned the meeting at 8:00 a.m.

Respectfully submitted: Approved:

_________________________    ________________________
Assistant Secretary           Chair
This Leadership Profile is intended to provide information about North Carolina State University and the position of Vice Chancellor for University Advancement. It is designed to assist qualified individuals in assessing their interest in this position.
The Opportunity

North Carolina State University (NC State University), a top public, land-grant, research institution and a nationally recognized leader in science, technology, engineering and agriculture, seeks a new vice chancellor for university advancement (vice chancellor) to build upon its strengths in advancement, leverage and enhance its regional, national and international reputation, deepen relationships with its alumni, and increase the breadth and substance of its philanthropic support.

Working in close partnership with Chancellor Randy Woodson, a chancellor who is highly regarded and who has been a champion for the University Advancement division, the vice chancellor will direct an integrated advancement effort, including development, constituent/alumni relations, communications, and public affairs. He or she will optimize a wide array of centralized and college based resources to promote significant university-wide initiatives and objectives for colleges and programs spanning agriculture and life sciences, design, education, engineering, humanities and social sciences, management, natural resources, sciences, textiles, and veterinary medicine. Having completed the successful $1B "Achieve - the Campaign for North Carolina State" in 2008 (nineteen months ahead of schedule) with a total of $1.36B raised, the new vice chancellor will play an executive role in orchestrating the next campaign.

The successful candidate will be a direct report to the Chancellor and a member of his highly cohesive executive leadership team. He or she must manifest a deep interest in and appreciation for the values and mission of NC State University. The new vice chancellor will have the leadership skills and requisite experience to nurture a strong, diverse set of relationships; inspire professionals and volunteers toward ambitious goals; and create exciting synergies among the central advancement organization and constituent groups in pursuit of collaborative, strategic outcomes. The successful candidate will also bring innovative thinking, coupled with proven managerial and fundraising skills gained in a comparable first-tier institution of higher education.

For information on how to refer potential candidates, to express personal interest, or to obtain additional information about the position, please see the section entitled “Procedure for Candidacy” near the end of this document.

The campus website is www.ncsu.edu
North Carolina State University is an EO/AA Employer
Overview of North Carolina State University

NC State University is a national center for teaching, research, and service in the sciences and engineering, in business and management, in the humanities and social sciences, and in a range of professional programs including veterinary medicine and design.

It is the largest academic institution in North Carolina, with over 34,000 students and 8,000 employees, including more than 2,000 full-time faculty. Its historic strengths in agriculture, engineering, science, and technology are supported by its commitment to excellence in a comprehensive range of fields, and its research strength is complemented by its extensive community engagement. Distinguished faculty include members of the National Academy of Sciences, the National Academy of Engineering, the Institute of Medicine, and fellows in a large number of professional associations.

Since 1887, the University has served its students, the people of North Carolina, and the nation, and its reach is increasingly global. The University is organized into 10 colleges that offer the baccalaureate degree in more than 110 fields, master's degrees in more than 100 fields, and doctoral degrees in 61 fields. The student body is approximately 18 percent minority and 44 percent female. Students come from 54 U.S. states and territories, as well as 117 foreign countries, with an international enrollment of 9 percent. The University has extensive, rapidly growing distance education programs offered in many formats. Over 8,300 degrees were conferred during the 2012-13 academic year.

NC State University is a flagship among the 17 institutions of the University of North Carolina system, which is led by System President Tom Ross and governed by a 32-member Board of Governors appointed by the North Carolina General Assembly. NC State University is led by Chancellor W. Randolph Woodson and governed by a 13-member Board of Trustees. The University has a current annual budget of approximately $1.3 billion and an endowment valued at approximately $750 million. The endowment has been growing rapidly due to both improved fundraising results and favorable market conditions.
NC State University has more than 50 interdisciplinary centers and institutes across a comprehensive array of disciplines. The University is ranked seventh in industry-funded research; has launched over 100 startups which have created more than 6,500 jobs worldwide; and more than 400 products based on NC State discoveries have been introduced to the marketplace. It ranks ninth nationally in research expenditures among public universities without medical schools. Expenditures for research and sponsored programs exceed $400 million annually. The most recent annual licensing income from patents and technologies resulting from the research enterprise totaled more than $6.8 million. The continuing growth of research and the associated expansion of doctoral programs is a high priority. Core interdisciplinary research areas include health and well-being, energy and environment, safety and security, and educational innovation.

The University’s campuses in Raleigh consist of 257 major buildings on almost 2,100 acres. Nearby are research farms, biology and ecology sites, and forests. The Centennial Campus, established 25 years ago as a visionary academic enterprise and internationally recognized as a leading-edge model, houses faculty and programs from every college -- as well as more than 70 corporate and government partners -- organized into educational neighborhoods that stimulate creativity and innovation. Collaborative projects take on some of the most significant scientific and technological challenges of our time.

NC State University is one of the three universities, along with Duke University and the University of North Carolina at Chapel Hill, that comprise the conceptual “points” of the 7,000-acre Research Triangle Park (RTP) that lies at the region’s center. RTP is the largest and longest-operating research and development park in the U.S., with 170 research organizations. The three universities cooperate through the Triangle Universities Center For Advanced Studies, Inc. (TUCASI), the Board of Governors of RTI International, Inc, the North Carolina Supercomputing Center and the North Carolina Research and Education Network (NCREN), the National Institute of Statistical Sciences, the Statistical and Applied Mathematical Sciences Institute, the North Carolina Biotechnology Center, and the National Humanities Center. Their shared facilities include the Triangle Universities Library Network, the North Carolina Network Initiative, and Sigma Xi.

**NC State University’s Mission**

The mission of NC State University is to serve its students and the people of North Carolina as a doctoral/research-extensive, land-grant university. Through the active integration of teaching, research, extension, and engagement, NC State University creates an innovative learning environment that stresses mastery of fundamentals, intellectual discipline, creativity, problem solving, and responsibility. Enhancing its historic strengths in agriculture, science, and
engineering with a commitment to excellence in a comprehensive range of academic disciplines, the University provides leadership for intellectual, cultural, social, economic, and technological development within the state, the nation, and the world.

**Vision and Planning**

Chancellor Woodson began his service at NC State University on April 1, 2010. He appointed Warwick Arden, PhD and DVM and former Dean of the College of Veterinary Medicine to the position of Provost in December, 2010. See Appendix I for their bios.

The Chancellor and the Provost have undertaken a broadly inclusive strategic planning process resulting in: *The Pathway to the Future: North Carolina State University Strategic Plan 2011-2020* which seeks to enhance the success of our students through educational innovation:

- Enhance scholarship and research by investing in faculty and infrastructure
- Enhance interdisciplinary scholarship to address the grand challenges of society
- Enhance organizational excellence by creating a culture of constant improvement
- Enhance local and global engagement through focused strategic partnerships

These strategies are anchored by NC State University’s vision and values. The University’s vision statement says that “NC State University will emerge as a preeminent technological research university recognized around the globe for its innovative education and research addressing the grand challenges of society.”

Consonant with the University’s history, mission, and vision, NC State University affirmed these core values as part of the planning process:

- Integrity – in the pursuit, creation, application, and dissemination of knowledge
- Freedom – of thought and expression
- Respect – for cultural and intellectual diversity
- Responsibility – for individual actions and service to society
- Stewardship – in sustaining economic and natural resources
- Excellence – in all endeavors

**The Community**

By any measure of competitive success, the city of Raleigh and the Research Triangle region of North Carolina are consistently ranked among the best places in the world to live, work, and do business. The region and city have been voted #1 for education (*Forbes*); the #1 place to live and work (*Employment Review*); the #1 region for biotechnology (Milken Institute); the #1 boomtown in America (*Business 2.0*); the #1 high-tech region (Silicon Valley Leadership Group); the #4 strongest economy (Policom); the #5 Leading Life Sciences Clusters in the U.S. (Raleigh-Durham, NC) (Milken Institute); the #1 city where Americans are relocating (*Forbes*);
#1 Best Place for Business and Careers (Forbes); and #1 Fastest-Growing Metropolitan Area in the Country (Raleigh-Cary) (US Census).

Education is highly valued. More than 47 percent of the adult population in the area holds at least a bachelor’s degree. One in nine holds graduate, professional, or Ph.D. degrees.

Raleigh is the second-largest city in North Carolina, with more than 420,000 residents; there are over a million people in the Raleigh-Durham-Chapel Hill metropolitan region. A collaborative, supportive climate for business, vibrant clusters of innovation, world-renowned research universities, and a highly skilled workforce are a few of the many reasons people and businesses choose the Research Triangle region.

Located in the central Piedmont region of North Carolina, Raleigh is situated between the Great Smoky Mountains to the west and the Atlantic Ocean to the east. A trip to the mountains takes about three hours, and great beaches are about two hours away. The region has a temperate climate with four distinct seasons. The mild climate makes outdoor recreation possible all year. Many of Raleigh’s 200 major parks are connected by the city’s 41-mile greenway system, which provides walking, jogging, hiking, and biking trails.

In addition to NC State’s own 23 NCAA Division I intercollegiate athletic teams, Raleigh is home to the 2006 NHL Stanley Cup champion Carolina Hurricanes. Two of minor league baseball’s most recognizable teams -- the Durham Bulls, a triple-A affiliate of Tampa Bay, and the Carolina Mudcats, a double-A affiliate of the Florida Marlins -- also call the region home. Raleigh has a diverse art scene, featuring Broadway shows, the N.C. Symphony, the Opera Company of North Carolina, the Carolina Ballet, and ARTS NCSTATE. Raleigh is also home to major state museums of art, history, and natural science.

The region offers a unique combination of city life and college-town charm. NC State shares the city of Raleigh with Meredith College, Peace College, St. Augustine’s College, and Shaw University. UNC-Chapel Hill, NC Central University, and Duke University are all located within a 30-minute drive of NC State University.

A complete list of Raleigh/Wake County/North Carolina rankings are attached as Appendix III.
University Advancement

Reporting to the vice chancellor for university advancement are associate vice chancellors for Development, Alumni Relations, Advancement Services, and University Communications, as well as a Director for Finance and Business Administration, a principal gift coordinator and an executive assistant.

Advancement Services provides the full range of development support functions, including donor relations, gift administration, research and prospect development, and constituent records management.

Development is responsible for institutional fundraising activities, including major gifts, planned giving, the annual fund and gifts to the eight college-related foundations.

Alumni Relations incorporates the University’s “friend-raising” initiatives, including building and sustaining a network of highly effective alumni, parent, community, corporate, foundation, student and volunteer relations through the Alumni Association.

University Communications provides direction for NC State’s strategic branding, marketing, public relations, and strategic communications activities. It oversees institutional marketing, news services, media and community relations, publications, internal campus communications, and web presence.

Additional information on University Advancement can be found at: http://giving.ncsu.edu/about-us/
The Role

The vice chancellor for university advancement serves as the University’s senior advancement officer and chief executive of the North Carolina State Foundation. The vice chancellor reports directly to Chancellor Woodson and serves as a core member of the executive management team, providing innovative leadership for the institution’s development, constituent/alumni relations and communications activities. The vice chancellor also interacts closely and frequently with the University’s and Foundation’s Boards of Trustees.

The vice chancellor directs the work of approximately 225 professionals and support staff: a centralized staff of 125 and 100 additional staff who are located in their respective colleges and institutes. The annual budget of University Advancement is in excess of $15 million. The vice chancellor and central staff maintains close and collaborative working relationships with the deans and other division heads, assisting them in guiding and maximizing the efforts of the alumni, development, and communications officers. The senior most advancement professional in each college or institute has a dual reporting relationship to both their Dean and to the Associate Vice Chancellor for Development.

Sailplanes visit the Engineering complex, Centennial Campus
Leadership Opportunities and Expectations

Lead NC State to the next level of achievement in institutional advancement

During the past decade, much significant work has been completed in cultivating a “culture of philanthropy” at the University. This has resulted in significant increases in both fundraising and alumni involvement. Please see Appendix IV for University Advancement Highlights.

The University has just launched the silent phase of its new $1.5 billion campaign. The case statement for the campaign will be based upon the University’s strategic plan referenced earlier in this document. Preparing the organization for success in this campaign will be a key focus of the new vice chancellor.

Preparation for the campaign will include developing system and staff capacity; positioning executive and volunteer leadership for their roles; galvanizing the deans, faculty and key stakeholders; and generating an expanded pool of prospects necessary to complete a campaign of significant magnitude. Recently, NC State announced a $50 million gift from Park Foundation, the largest single donation in the University’s history.

Further integrate campus wide advancement activities

The advancement operation has evolved to mirror the richness and complexity of the University as a whole, presenting its new leader with a highly matrixed organization. With considerable staff resources distributed throughout the institution, the vice chancellor must reach out, listen, and demonstrate understanding to engender the trust of leadership outside of advancement, and strategically collaborate for win-win opportunities through partnership in outreach to the University’s external constituencies.

The vice chancellor will work to build effective relationships with all campus leadership and thus weave together a program for dynamic and opportunistic success in advancement. The athletics
department has already developed a history of successful fund raising through the Student Aid Association and is a focal point of alumni enthusiasm.

Best practices are being adopted in central advancement. An improved donor database, performance metrics, and regular reporting from each unit will foster and enhance the use of best practices throughout the University.

Perhaps no resource available to the vice chancellor will be as valuable in this regard as the time, energy, and vision of the two executives at the forefront of the organization – the chancellor and the provost. Both of these senior leaders will dedicate time and attention to the business of advancement, and both have the passion and commitment to be successful in motivating prospects.

**Leverage corporate relationships to enhance resources**

With the University’s leading work in public/private partnerships and its highly successful Centennial Campus, many opportunities exist to expand the involvement of the corporate sector in philanthropy and entrepreneurial pursuits. The vice chancellor will work creatively and proactively to find ways of leveraging corporate recruiting, internships, and research needs to augment university resources. The advisory boards of the various colleges, corporate tenants, and regional industry/employers offer an existing network that has not been fully capitalized. Currently, there is a leadership vacancy in corporate relations and the new vice chancellor will have the opportunity to strategically configure and staff this area, such that it can achieve optimal success in the upcoming campaign.

More information about the Centennial Campus and NC State’s corporate partners in research and development can be found at:

http://centennial.ncsu.edu/
Qualities and Qualifications

The vice chancellor for university advancement will first and foremost possess the attributes of a seasoned fundraiser. He or she will be able to demonstrate a proven track record of success in development, with an acute sense of strategy at the individual donor level.

The vice chancellor will have the compelling personal qualities of integrity, outstanding communications skills – especially as characterized by the ability to listen carefully – exceptional judgment and taste, and an entrepreneurial nature. He or she will be a superb strategist, able to embrace the mission of the University and effectively articulate it with passion in multiple settings.

At the same time, the vice chancellor will demonstrate expertise in organizing a complex operation for success. The selected candidate will have experience analyzing and assessing the strengths and weaknesses of diverse units within organizations, a strong sense of both technical and functional best practices nationally, and the ability to motivate teams to work in new and innovative ways toward ambitious goals.

Individual initiative, self-confidence, creativity, vision, and a high energy level are essential, as is the willingness and ability to advocate for the resources and structure necessary for success. In short, the vice chancellor must provide leadership in a culture that values tradition, personal relationships, diplomacy, and a strong sense of stability.

In addition, the ideal candidate will possess:

- a minimum of 10 years of experience and success in university advancement, preferably with a significant portion of experience in development and alumni relations at a large public research university;
- experience with and knowledge of public relations is strongly preferred; a solid track record of success in coaching and staffing key leadership, including presidents, provosts, trustees, deans, and other key volunteers;
- experience in planning, implementing, and managing large comprehensive campaigns;
- proven and consistent ability to close on principal gift solicitations (seven-figures and above);
- the ability to think and act strategically on at least three levels – institutionally as a member of the executive management team, departmentally as leader of a complex customer service delivery division, and individually as a major and principal gift fund raiser;
• proven management and administrative skills, as demonstrated by experience in successfully leading a large staff;
• superior communication skills;
• the ability to work collaboratively, engage and inspire others, and develop a rapport with many diverse people and groups, including faculty, staff, students and alumni;
• the ability to build a local network of relationships with key constituents;
• the passion to assist the chancellor in enhancing the University’s reputation and resources;
• a strong work ethic and a positive “can do” attitude;
• a sense of humor; and
• a relevant bachelor’s degree, with an advanced degree preferred.

Additional information is available at the NC State University web site: www.ncsu.edu

Specific information relevant to this position may be found at sites listed below:

University Advancement
www.ncsu.edu/univ_relations/univadv.html

Most current audited financial statement
www.fis.ncsu.edu/controller/financial_reports/default.asp

University Planning and Analysis
http://upa.ncsu.edu/

Graduate students work in the lab
Procedure for Candidacy

Referrals, nominations, expressions of interest, and applications must be submitted confidentially via email to Manny Berger and Alice Miller, the Witt/Kieffer consultants assisting NC State:

NCSUVCUA@wittkieffer.com

Candidates must provide a cover letter describing their interest in and qualification for the position, along with a curriculum vitae or resume. All materials will be treated as confidential. Recruitment will continue until the position is filled.

Confidential inquiries may be made by emailing to the above address or by calling:

Alice Miller 678-302-1565 or Manny Berger 617-536-6171

NC State University is an equal opportunity and affirmative action employer. All qualified applicants will receive consideration for employment without regard to race, color, national origin, religion, sex, age, veteran status, or disability. In addition, NC State University welcomes all persons without regard to sexual orientation. Individuals desiring accommodation in the applicant process should contact the search consultants at NCSUVCUA@wittkieffer.com or 678-302-1565.

The material presented in this position profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from NC State University documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Discover Thought Leadership at www.wittkieffer.com
APPENDIX I: Leadership Biographies

Chancellor Randy Woodson, PhD

Dr. Randy Woodson is the 14th chancellor of North Carolina State University. A nationally recognized leader in bridging the gap between vision and action, he has led the development and implementation of the University’s strategic plan to improve student success, faculty excellence, and engagement and economic development. In addition to this transformative plan, Woodson has led a strategic realignment to mold the University for greater efficiency and effectiveness in the face of decreasing resources. His reputation for consensus-building has given voice to a diverse university community, creating opportunities for multi-disciplinary collaboration and unifying university constituents to focus on enhancing student success and the value of an NC State degree. These shifts will continue to guide the University as it unites and adapts a cherished tradition with the constantly evolving landscape of higher education.

During his tenure Woodson has overseen the largest private gift in university history. Through the creation of the Faculty Excellence Fund Woodson has inspired inventive faculty research rewarding creativity and entrepreneurship. Under his leadership, NC State remains the 3rd best value among public universities in the U.S. and, according to a Wall Street Journal study, ranks 19th overall by recruiters for nearly 500 public and private corporations, non-profits and federal agencies across the nation.

Woodson arrived at NC State from Purdue University, where he served as executive vice president for academic affairs and provost. He took on the role of provost in 2008, after serving nearly four years as the Glenn W. Sample Dean of Agriculture. Prior to that, Woodson was the associate dean of agriculture and director of the Office of Agricultural Research Programs at Purdue from 1998 to 2004.

Woodson’s career has been shaped by the land-grant university system, receiving a B.S. in Horticulture from the University of Arkansas and a M.S. and Ph.D. in Plant Physiology from Cornell University. He joined the Purdue faculty in 1985 as an assistant professor in the Department of Horticulture. Prior to his administrative appointments, Woodson also served as head of the Department of Horticulture and Landscape Architecture at Purdue and was a visiting scholar at the École Nationale Supérieure Agronomique de Toulouse in France.

Over his decades-long career in higher education, Dr. Woodson has contributed a substantial body of knowledge to the field of plant science, which has been published in over 100 journal articles and book chapters. His research has covered topics such as plant genetics, molecular biology, biotechnology and sustainable bioproducts development, spanning the gap between the detailed science of plant physiology and the practical application of this knowledge in the field of horticulture. His research has been featured in stories published in BusinessWeek, The Futurist, and Discover.

Woodson has received a number of professional honors during his career, including the Purdue University Agriculture Research Award, the American Society for Horticultural Science Outstanding Researcher Career Award and the Sagamore of the Wabash Award, the highest award presented by the governor of Indiana for service. He is a fellow of the American Society for Horticultural Science.
Dr. Arden was appointed Provost and Executive Vice Chancellor of NC State University in December 2010. He is the Chief Academic Officer of the University, reports to the Chancellor, and collaborates with Vice Provosts, Executive Officers, and College Deans in the administration of all academic and student affairs aspects of the University.

Dr. Arden had served as Interim Provost since 2009 and prior to that as Dean of NC State’s College of Veterinary Medicine from 2004 to 2009. Dr. Arden has extensive experience in veterinary surgery, having served as Department Head and Professor for the Department of Veterinary Clinical Medicine, University of Illinois at Urbana-Champaign; Associate Professor of Surgery and Physiology and Director, Surgical Research Program at the University of Kentucky College of Medicine; and Assistant Professor of Surgery at both the University of Kentucky College of Medicine and Michigan State University College of Veterinary Medicine. Dr. Arden has led an NIH-funded vascular biology research program and has published over 100 scientific articles, abstracts, and book chapters. He has given approximately 60 scientific and invited presentations and has been a visiting professor at nine institutes.

Dr. Arden has also maintained an active interest in educational research. He is a member of several professional veterinary organizations and previously served as President of the Association of American Veterinary Medical Colleges.
APPENDIX II: Organizational Charts

NC STATE UNIVERSITY
Organization Chart of North Carolina State University – September 2013

Board of Governors
The University of North Carolina

President
The University of North Carolina

Chancellor

Board of Trustees

Vice Chancellor
Finance & Business

General Counsel

Vice Chancellor
Information Technology

Provost & Executive
Vice Chancellor

Vice Chancellor
Research, Innovation &
Economic Development

Vice Chancellor
University Advancement

Senior Vice Provost
Academic Strategy &
Resource Management

Senior Vice Provost
Academic Outreach &
Entrepreneurship

Vice Chancellor & Dean
Academic & Student
Affairs

Senior Vice Provost
Institutional Research &
Planning

Vice Provost & Director
NCSU Libraries

Dean
The Graduate School

Dean
College of Agriculture &
Life Sciences

Dean
College of Design

Dean
College of Education

Dean
College of Engineering

Dean
College of Humanities &
Social Sciences

Dean
College of Natural
Resources

Dean
Poole College of
Management

Dean
College of Sciences

Dean
College of Textiles

Dean
College of Veterinary
Medicine

Athletics
External Affairs
Internal Audit
Park Scholarships
Special Events
University Advancement
Senior Leadership

Vacant
Vice Chancellor

Liza Martina
Principal Gift Coordinator

Benny Suggs
Associate Vice Chancellor & Executive Director
Alumni Relations & Alumni Association

Laurie Reinhardt-Plotnik
Associate Vice Chancellor
University Development

Kushal Dasgupta
Interim Associate Vice Chancellor
Advancement Services

Brad Bohlander
Associate Vice Chancellor & Chief Communications Officer
University Communications

Hilda Renfrow
Executive Assistant

Taylor Jeffreys
Director
Finance & Business Administration
APPENDIX III: Raleigh/Wake County/NC Rankings

Raleigh/Wake County Rankings (as of 8/30/12)

2013

- #15: Mid-Sized Metro for College Students (Raleigh-Cary, NC)
  American Institute for Economic Research 
  August 2013
- #9: High Tech Market in the U.S. (Raleigh-Durham, NC) 
  Jones Lang LaSalle | August 2013
- #13: Best U.S. City for Tech Startups (Raleigh-Cary, NC) 
  Engines and Living Marion Kaufman Foundation 
  August 2013
- #9 Best Place to Live (Raleigh, NC) 
  Money Magazine | August 2013
- #1: Metro with the Highest Concentration of Engineering and Engineering Technology Degrees (Raleigh-Cary, NC) 
  New Geography | August 2013
- #3: Best Place for Business and Careers (Raleigh, NC) 
  Forbes | August 2013
- #8: Information Technology Employment Leader (Raleigh, NC) 
  Business Facilities | August 2013
- #1: Fastest Growing City (Raleigh, NC) 
  Fastest Growing City | August 2013
- #5: Most Aspirational City in the U.S. (Raleigh, NC) 
  The Daily Beast | July 2013
- #14: City for Employment Satisfaction (Raleigh-Durham, NC) 
  Glassdoor | June 2013
- #5: Most Hopeful City in the U.S. (Raleigh, NC) 
  The Daily Beast | July 2013
- #9: Best City for Entry-Level Jobs (Raleigh, NC) 
  Internships.com | July 2013
- #9: City for College Graduates (Raleigh, NC) 
  HSNI | July 2013
- #15: Most Inventive City in the World (Raleigh, NC) 
  Organization for Economic Co-operation and Development | July 2013
- #5: Best City to Get Rich (Raleigh, NC) 
  Credit Donkey | June 2013
- #7: City of America (Raleigh, NC) 
  National Civic League | June 2013
- #5: Best City for Recent College Graduates (Raleigh, NC) 
  Apartments.com | June 2013
- #7: Best City for Small Business Growth (Raleigh, NC) 
  Convoy South | June 2013
- #6: Best City for New疼痛s to Live and Work in (Raleigh, NC) 
  Forbes | May 2013
- #9: Best City to Raise a Family in America (Raleigh, NC) 
  Money Magazine | May 2013
- #15: Fittest City in the U.S. (Raleigh, NC) 
  American College of Sports Medicine | May 2013
- #1: Life Science Cluster in the U.S. (Raleigh-Durham, NC) 
  Jones Lang LaSalle | May 2013
- #2: Big City Winning the Battle for Information Jobs (Raleigh-Cary, NC) 
  Forbes | May 2013
- #8: Best Big City for Women in the Workforce (Raleigh-Cary, NC) 
  NerdWallet | May 2013
- #1: Best City for Jobs in 2013 (Raleigh-Cary, NC) 
  Forbes | May 2013
- #9: Largest Increase in Jobs from 2011–2012 (Raleigh-Cary, NC) 
- #1: City for Temporary Job Growth (Raleigh-Cary, NC) 
  CareerBuilder and Economic Modeling Specialists, Inc. | April 2013
- #5: American Boomtown (Raleigh-Cary, NC) 
  Bloomberg | April 2013
- #4: Best City for Young Entrepreneurs (Raleigh, NC) 
  NerdWallet | April 2013
- #2: Best City to Start a Business (Raleigh, NC) 
  NerdWallet | April 2013
- #7: Best Regional Airport in North America (Raleigh-Durham International Airport) 
  World Airport Awards | April 2013
- #1: City for Business in 2013 (Raleigh-Durham, NC) 
  Thumback.com | April 2013
- #5: City People Are Moving To (Raleigh-Cary, NC) 
  The Fiscal Times | April 2013

- #1: Fastest Growing City in America in 2012 (Raleigh, NC) 
  U-Haul | April 2013
- #10: City for Business Growth in 2012 (Raleigh, NC) 
  MarketWatch | The Wall Street Journal | April 2013
- #9: Mid-Sized American City of the Future for 2013–14: Economic Potential (Raleigh, NC) 
  FDI Intelligence | April 2013
- #2: Mid-Sized American City of the Future for 2013–14: Human Resources (Raleigh, NC) 
  FDI Intelligence | April 2013
  FDI Intelligence | April 2013
- #10: Small American City of the Future 2013–14: Human Resources (Cary, NC) 
  FDI Intelligence | April 2013
- #2: Safest Major Metro in the U.S. (Raleigh-Cary, NC) 
  Gallup | April 2013
- #3: Business-Friendly Metro in U.S. (Raleigh-Durham, NC) 
  U.S. Census Bureau | April 2013
- #10: Best Place for Young Adults (Raleigh, NC) 
  U.S. News & World Report | March 2013
- #1: Healthiest County in NC (Wake County, NC) 
  CountyHealthRankings.org | March 2013
- #1: Fastest Growing City in the U.S. (Raleigh, NC) 
  U.S. News & World Report | March 2013
- #2: Medium-Sized City for Young Entrepreneurs (Raleigh, NC) 
  under30secrets.com | March 2013
- #7: Best Cities for New College Grads 2013 (Raleigh, NC) 
  Rent.com | March 2013
- #3: Fastest Growing Large Metro (Raleigh, NC) 
  The Atlantic Cities | March 2013
- #13: Fastest Growing Metro (Raleigh-Cary, NC) 
  U.S. Census Bureau | March 2013
- #4: City for Life Science Companies (Raleigh-Durham, NC) 
  Area Development Magazine | March 2013

Witt Kieffer
Leaders Connecting Leaders

C-1
#6 U.S. Destination for a Value Vacation
(Raleigh, NC) Hotelier | March 2013

#1 Least Congested Major Metro in the U.S.
(Raleigh-Durham, NC) Texas A&M Transportation Institute February 2013

#8 City for Women Entrepreneurs
(Raleigh, NC) Nerd Wallet | February 2013

#9 Best City to Call Home
(Raleigh, NC) Improvement Center | February 2013

#2 Place to Start a Business in 2013
(Raleigh, NC) National Federation of Independent Business | February 2013

#4 Life Sciences Cluster Metro in U.S.
(Raleigh-Durham, NC) Jones Lang LaSalle | February 2013

#6 City Winning the Battle for the Fastest Growing High-wage Sector in U.S.
(Raleigh-Cary, NC) New Geography | February 2013

#4 Best City for Small Business
(Raleigh-Cary, NC) The Business Journals February 2013

#4 City Winning the Battle for America’s Largest Growth Sector
(Raleigh-Cary, NC) Forbes | February 2013

#10 Best Value in Public Education
(North Carolina State University) Princeton ReviewUSA Today February 2013

#1 Best Patenting Rate
(Raleigh-Cary, NC) Brookings Metropolitan Policy Program | February 2013

#1 Best Public College Value
(University of North Carolina at Chapel Hill) Kiplinger’s Personal Finance January 2013

#1 Healthiest City for Women
(Raleigh, NC) Women’s Health | January 2013

#1 City for Biggest Gains in Home Sales In 2012
(Raleigh-Durham, NC) RE/MAX | January 2013

#1 Metro for Housing Construction Permits in 2012
(Raleigh-Cary, NC) U.S. Census Bureau | Trulia January 2013

#9 Hot City for IT Jobs in 2013
(Raleigh, NC) Modis | January 2013

#10 Best City to Find an IT Job
(Raleigh, NC) CIO.com | January 2013

#7 Best Run City in America
(Raleigh, NC) 24/7 Wall Street | January 2013

#1 Family Friendly City in U.S.
(Raleigh, NC) Human Life Project | January 2013

#14 Fastest Growing City in America
(Raleigh-Cary, NC) Forbes | January 2013

#1 Metro with the Largest Share of College Graduates in the Center City
(Raleigh-Durham-Chapel Hill, NC) Atlantic Cities | January 2013

#2 in Population Growth from 1980-2011
(Raleigh-Cary, NC) Federal Deposit Insurance Corp | January 2013

#3 Best Performing City for Creating & Sustaining Jobs & Economic Growth
(Raleigh-Cary, NC) Milken Institute | January 2013

#8 Largest Growth Increase in Private Sector Employment Since Recession
(Raleigh, NC) U.S. Bureau of Labor Statistics | January 2013

#5 Metro with the Largest Share of College Graduates in Suburbs
(Raleigh-Durham-Chapel Hill, NC) Atlantic Cities | January 2013

#10 Overall Jobs Increase in Private Sector Employment Since Recession
(Raleigh, NC) U.S. Bureau of Labor Statistics | January 2013

#2 Increase in Clean Economy Jobs 2003-2010
(Raleigh, NC) Brookings Institution | January 2013

#5 America’s New Tech Hot Spots
(Raleigh-Cary, NC) Forbes | January 2013

#14 Best City for Man
(Raleigh, NC) Men’s Health | January 2013

2012

#1 Increase in Population of Children Under Age 18 from 2000-2010
(Raleigh-Cary, NC)

#1 Place to Raise Kids in North Carolina
(Raleigh-Cary, NC) Bloomberg Businessweek December 2012

#1 Best Place in North Carolina for Veterans
(Raleigh-Cary, NC) USAFA & Miltary.com November 2012

#7 Best City for Job Growth
(Raleigh-Cary, NC) New Geography | November 2012

#2 Growth among Large Community Colleges
(Raleigh-Cary, NC) Community College Week November 2012

#2 Fastest Growth Rate of Largest Metros
(Raleigh-Cary, NC) New Geography | November 2012

#10 in Private Sector Employment Gain Last Five Years
(Raleigh, NC) Bizjournals.com | November 2012

#4 Youngest Housing Stock
(Raleigh-Cary, NC) U.S. Census Bureau November 2012

#16 U.S. City that is Growing Right Now
(Raleigh, NC) Business Insider/ Brookings Global MetroMonitor November 2012

#3 Easiest City to Find a Job
(Raleigh, NC) Forbes | November 2012

#4 Best Job Market
(Raleigh, NC) Indeed.com | November 2012

#5 Increase in Private Sector Employment
(Raleigh, NC) Bizjournals.com | November 2012

#9 Competitive City
(Raleigh-Cary, NC) TheAtlantaCities.com November 2012

#7 City for Job Growth
(Raleigh, NC) Business Insider | October 2012

#14 Best City for Working Mothers
(Raleigh, NC) Forbes | October 2012

#8 Mid-Sized Metro for College Students
(Raleigh-Cary, NC) American Institute of Economic Research College Destinations Index October 2012

#4 Large Metro with Highest Rate of Economic Growth, 2001-2010
(Raleigh-Cary, NC) The Atlantic Cities | October 2012

#8 Hot Spot for Technology Jobs
(Research Triangle, NC) Bright Labs | October 2012

#2 Telecommuting City
(Raleigh-Cary, NC) New Geography | September 2012

#3 Best City in America
(Raleigh, NC) Bloomberg Businessweek September 2012

#1 Market for Retail Job Growth
(Raleigh, NC) American City Business Journal September 2012

#10 Large Metro
(Raleigh-Cary, NC) The Daily Beast | August 2012

#2 Smartest City
(Raleigh-Durham, NC) The Daily Beast | August 2012

#4 “Tech-Twenty” City
(Raleigh-Durham, NC) CBRE | August 2012

#3 U.S. Cities Getting Smarter the Fastest
(Raleigh, NC) Forbes | August 2012

#1 Best Quality of Life
(Raleigh, NC) Business Facilities Magazine July/August 2012

#2 Fastest Growing City
(Raleigh, NC) Business Facilities Magazine July/August 2012

For additional rankings, please call 919.664.7066.

www.raleigh-wake.org
North Carolina Rankings (as of 8.39.13)

2013
- #10 Best State Business Climate Business Facilities | August 2013
- #5 State for Installed Solar Power Capacity Business Facilities | August 2013
- #6 State for Nuclear Power Generation Business Facilities | August 2013
- #8 State for Biotechnology Business Facilities | August 2013
- #9 State for Biotechnology Employment Business Facilities | August 2013
- #4 State for Biotechnology (Drugs & Pharmaceuticals) Business Facilities | August 2013
- #3 Best State for Business Chief Executive | May 2013
- #10 Best State for Road Quality U.S. Chamber of Commerce May 2013
- #8 Best State Legal Environment U.S. Chamber of Commerce May 2013
- #4 Best State for Academic Research & Development Intensity U.S. Chamber of Commerce May 2013
- #9 Lowest Tax Burden in the U.S. Site Selection Magazine May 2013
- #5 Innovative State of 2012 Site Selection Magazine | May 2013
- Silver Shovel Award for Economic Development & Job Creation Area Development | April 2013
- #3 In Growth of Women-Owned Businesses American Express | April 2013
- #2 State for Clean Energy Job Announcements Environmental Entrepreneurs March 2013
- #7 State for Number of New Facilities and Expansions Site Selection Magazine March 2013
- #1 Lowest Rate of Unionization 24/7 Wall Street | February 2013
- #1 State for Job Growth Staffing Industry Analysts February 2013
- #1 Fastest Growing State for Job Growth in Biosciences since 2001 Battelle Technology Partnership Practice | January 2013
- #4 Highest Inbound Migration Rate in 2012 United Van Lines | January 2013
- #6 State with Highest Population Growth Over the Past 10 Years U.S. Census Bureau | February 2013
- #2 State in Jobs from Foreign Investments IBM Institute of Business Value January 2013
- #3 Fastest Growing State from 2010 - 2012 U.S. Census Bureau | January 2013
- #6 Increase in Clean Economy Jobs 2003 - 2010 Brookings Institution | January 2013
- #2 State in Net Inward Migration Attila Vans | January 2013

2012
- #4 Best State for Business Forbes | December 2012
- #1 Top Business Climate Site Selection Magazine November 2012
- #7 Best in Total Personal Income Growth BizJournals.com October 2012
- #2 U.S. Region to Secure a Biotech Job Genetic Engineering & Biotechnology News October 2012
- #5 State for Doing Business Area Development Magazine October 2012
- #7 Fastest State in Growth of Green Jobs Mother Nature Network September 2012
- #1 State of the Year Southern Business & Development August 2012
- #5 Best State for Female Entrepreneurs TheHuffingtonPost.com | July 2012
- #4 Top State for Business CNBC | July 2012
- #5 Best Workforce CNBC | July 2012
- #9 Best Technology and Innovation CNBC | July 2012
- #8 Most Business Friendly CNBC | July 2012
- #5 Best Business Climate Chief Executive Magazine | May 2012
- #4 State with Most New and Expanding Corporate Projects in 2011 Site Selection Magazine March 2012

2011
- #3 Top 10 States for Business MSN Money | December 2011
- #1 Best Regulatory Environment Forbes.com | November 2011
- #2 Best Business Costs Forbes.com | November 2011
- #3 Best State for Business and Careers Forbes.com | November 2011
- #3 Best State to Live Forbes.com | November 2011
- #3 Top 10 State Business Climates Site Selection Magazine November 2011
- #1 State for Workforce Training Business Facilities | August 2011
- #5 Strongest Biotechnology Industry Business Facilities | August 2011
- #5 State for Corporate Relocations Atlas Van Lines | August 2011
- #6 State for Venture Capital BizJournals.com | August 2011
- #10 State for Solar Energy Generation Business Facilities | August 2011
- #4 State for Cost-Efficient Manufacturing American Institute for Economic Research | July 2011
- #1 Most Profitable Biotech Industry Ernst & Young | June 2011
- #3 Top State for Business CNBC | June 2011
- #2 Best Business Climate Chief Executive Magazine | May 2011
- #4 Economic Development Success in 2010 Site Selection Magazine | May 2011
- #10 State for Long Term Economic Growth American City Business Journals May 2011
- #3 State for Smart Grid Vendors Duke University | April 2011
- #6 State in 2010 for New and Expanding Businesses Site Selection Magazine | March 2011
- #3 State for In-migration United Van Lines | January 2011
- #13 State for Technology and Science Milken Institute | January 2011

2010
- #1 Top Business Climate in 2010 Site Selection Magazine November 2010
APPENDIX IV: University Advancement Highlights

FY 13 Highlights

- Gifts & new commitments total $198.2 million, setting a new record, and outpacing our FY'12 total of $111.4 million by 78%.

- Gift receipts total $127.6 million, a record since the university adopted industry standards for gift accounting in FY'09. Receipts outpaced the FY'12 total of $100.3 million by 27%.

- Fund raising for endowment was off the charts, with $129.7 million in gifts and new commitments, and $60.3 million in gift receipts designated for endowment. These kinds of results help us make great progress towards our goal of a billion dollar endowment no later than FY'19.

- We received three eight figure gifts and pledges this fiscal year. Two of them are anonymous, and support merit and need based endowed scholarships. The third is the gift from Prestage Farms, endowing and naming our Department of Poultry Science in CALS.

- Our Annual Giving program experienced another year of growth by raising $1.97 million, almost 7% more than was raised in FY'12.

Five Year Results: Gifts and New Commitments

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<th>Year</th>
<th>Amount</th>
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<td>$198,214,355</td>
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Five Year Results: Gift Receipts

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<th>Year</th>
<th>Amount</th>
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<td>$100,323,833</td>
</tr>
<tr>
<td>FY13</td>
<td>$127,577,165</td>
</tr>
</tbody>
</table>

- [http://bulletin.ncsu.edu/2013/08/giving-breaks-records-again/](http://bulletin.ncsu.edu/2013/08/giving-breaks-records-again/)
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