THURSDAY, NOVEMBER 21

11:30 a.m. – 12:45 p.m.  Trustee Luncheon: “Capital Projects Update” by Vice Chancellor Charles Leffler and Associate Vice Chancellor Kevin MacNaughton
Winslow Hall Conference Room
(All Trustees and EOs)

1:00 – 2:30 p.m.  Audit, Risk Management and Finance Committee
Winslow Hall Conference Room
Jim Owens, Chair
Cabaniss, Murphy, Parker, Sall, Ward

1:00 – 2:30 p.m.  Advancement and External Affairs Committee
Chancellor’s Conference Room 12, Holladay Hall
Jimmy Clark, Chair
Lanier, Mattocks, Mulkey, Prestage, Ramsey

2:30 – 2:45 p.m.  Break

2:45 – 4:15 p.m.  Buildings and Property Committee
Primrose Hall Conference Room
Gayle Lanier, Chair
Clark, Mattocks, Murphy, Ramsey, Sall

2:45– 4:15 p.m.  University Affairs Committee
Winslow Hall Conference Room
Susan Ward, Chair
Cabaniss, Mulkey, Owens, Parker, Prestage
NORTH CAROLINA STATE UNIVERSITY
BOARD of TRUSTEES
NOVEMBER 22, 2013
DOROTHY AND ROY PARK ALUMNI CENTER
AGENDA
Parking Will Be Available in Dorothy and Roy Park Alumni Center Parking Lot

7:00 – 8:00 a.m.  Executive Committee Meeting
Mattocks Room (119), Park Alumni Center
Ben Jenkins, Chair
Clark, Lanier, Mulkey, Owens

8:30 – 9:15 a.m.  Dean’s Briefing
Ira Weiss, Dean, Poole College of Management
Hood Board Room

FULL BOARD MEETING
Alumni Center, Hood Board Room

9:00 a.m.  ■  Call to Order – Reading of the State Government Ethics Act
Ben Jenkins
Chair of the Board

■  Roll Call

■  Approval of Minutes  TAB 1
✔  — September 20, 2013 Full Board Meeting
✔  — September 20, 2013 Closed Session of the Full Board

■  Chair’s Report  TAB 2
Chair Jenkins

✔  — Resolution for Exclusion of Certain Directors or Officers
— Update of Activities and Topics of Interest to the Board

■  Chancellor’s Report  TAB 3
Chancellor W. Randolph Woodson
— Update of Activities and Topics of Interest to the Board

COMMITTEE REPORTS:
■  Audit, Risk Management and Finance Committee  TAB 4
Jim Owens, Chair
On the Agenda: Board, Committee Approvals and Informational Reports
— Board of Governors Financial Management
— Budget Update and Strategic Resource Management
— Enterprise Risk Management and Compliance Update
— Internal Audit Update
— Institutional Trust Funds Investment Guidelines
Buildings and Property Committee  
Gayle Lanier, Chair  
On the Agenda: Board, Committee Approvals; Informational Reports  
— Property Matters  
— Disposition by Lease: ±2.6 acres to CBC Flex Lab LLC (Capital Associates), a private entity, for the development of a for-lease laboratory and office building on Centennial Biomedical Campus. The term of the ground lease will be 65 years and include cross access easements for the same.  
— Designer Selections  
— Ricks Hall Third Floor Renovation – North Campus  
— Athletic Indoor Practice Facility Design/Build – West Campus  
— Approval of Designer Selections Less Than $500,000  
— Acceptance of Completed Buildings and Projects  
— Site Review and Approval  
— Athletic Indoor Practice Facility – West Campus  
— Plan Review  
— Athletic Indoor Practice Facility – West Campus  
— Plan Approval  
— Approval of Plans and Specifications of Formal Projects less than $2M  
— Informational Reports  
— Vision for Centennial Campus  
— The 2013 Physical Master Plan Update  
— Capital Projects Update  
— Status of Projects in Planning

University Advancement & External Affairs Committee  
Jimmy Clark, Chair  
On the Agenda: Board, Committee Approvals; Informational Reports; and Closed Session  
— Informational Reports  
— Fund Raising Report – First Quarter FY ’14  
— Topics for Discussion  
— Dairy Facilities Naming Plan  
— Indoor Practice Facility Naming Plan  
— Alumni Engagement  
— Campaign Priorities  
— Closed Session

University Affairs Committee  
Susan Ward, Chair  
On the Agenda: Board, Committee Approvals; Discussion and Informational Items; and Closed Session  
— Preparing for NC State’s Accreditation Review  
— Academic Planning and Program Review  
— Consideration of Campus Initiated Tuition Increase and Student Fees

Requires Full Board Approval
— Request for Authorization to Plan New Degree Programs:
  Ph.D. in Forensic Sciences and Master of Science in Forensic Sciences
— Request for Authorization to Discontinue Degree Programs:
  Master of Immunology, Master of Science in Immunology and Ph.D. in Immunology
— Faculty Senate Report
— Staff Senate Report
— Annual Report on Management Flexibility
— Provost Update on activities in Academic Affairs including Leadership and Program Reviews; Faculty Retention Data; and Strategic Budget Process
— Closed Session

■ Board of Visitors Report  TAB 8
  Charles Flink, Chair

■ Student Body President Report  TAB 9
  Alex Parker, President

■ Items of Interest to Members of the Board

■ Motion to Go Into Closed Session

■ CLOSED SESSION (Honorary Awards, Including Facilities Namings and Watauga Medals)

■ Reconvene in OPEN SESSION for Any Additional Items to Come Before the Board

11:00 a.m. * ■ Adjourn

* Ending time is approximate

✓ Requires Full Board Approval
AGENDA

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
Leadership Profile

Vice Chancellor for University Advancement

CONFIDENTIAL

Prepared by

Emanuel Berger
Alice Miller

October 2013

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
The 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 fundraiser;
• 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/
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.
Provost Warwick Arden, PhD, DVM

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
University Advancement
Senior Leadership

Vacant
Vice Chancellor

Liza Martina
Principal Gift Coordinator

Hilda Renfrow
Executive Assistant

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

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

Raleigh/Wake County Rankings

2013

- #3 Best City for College Grads
  Raleigh, NC
  Forbes | July 2013
- #7 Best City for Healthy Living
  Raleigh, NC
  U.S. News & World Report | March 2013
- #8 Best City for Small Business
  Raleigh, NC
  Forbes | March 2013
- #8 Best City for Business
  Raleigh, NC
  Forbes | March 2013
- #9 Best City for Retirees
  Raleigh, NC
  SeniorCitizen.com | March 2013
- #9 Best City for Young Professionals
  Raleigh/Cary, NC
  FastCompany.com | March 2013
- #10 Best City for Business
  Raleigh, NC
  Entrepreneur.com | March 2013
- #11 Best City for Small Business
  Raleigh, NC
  Forbes | March 2013

Raleigh/Wake County Rankings

2014

- #3 Best City for College Grads
  Raleigh, NC
  Forbes | July 2014
- #7 Best City for Healthy Living
  Raleigh, NC
  U.S. News & World Report | March 2014
- #8 Best City for Small Business
  Raleigh, NC
  Forbes | March 2014
- #8 Best City for Business
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  Forbes | March 2014
- #9 Best City for Retirees
  Raleigh, NC
  SeniorCitizen.com | March 2014
- #9 Best City for Young Professionals
  Raleigh/Cary, NC
  FastCompany.com | March 2014
- #10 Best City for Business
  Raleigh, NC
  Entrepreneur.com | March 2014
- #11 Best City for Small Business
  Raleigh, NC
  Forbes | March 2014

Raleigh/Wake County Rankings

2015

- #3 Best City for College Grads
  Raleigh, NC
  Forbes | July 2015
- #7 Best City for Healthy Living
  Raleigh, NC
  U.S. News & World Report | March 2015
- #8 Best City for Small Business
  Raleigh, NC
  Forbes | March 2015
- #8 Best City for Business
  Raleigh, NC
  Forbes | March 2015
- #9 Best City for Retirees
  Raleigh, NC
  SeniorCitizen.com | March 2015
- #9 Best City for Young Professionals
  Raleigh/Cary, NC
  FastCompany.com | March 2015
- #10 Best City for Business
  Raleigh, NC
  Entrepreneur.com | March 2015
- #11 Best City for Small Business
  Raleigh, NC
  Forbes | March 2015
- #6 U.S. Destination for a Value Vacation (Raleigh, NC) Hotwire | March 2013
- #11 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) NerdWallet | February 2013
- #9 Best City to Call Home (Raleigh, NC) Improvment Center | February 2013
- #2 Place to Start a Business in 2013 (Raleigh, NC) National Federation of Independent Businesses | February 2013
- #4 Life Sciences Cluster Metro in U.S. (Raleigh-Durham, NC) Jones Lang LaSalle | February 2013
- #4 Best City for Small Business (Raleigh-Cary, NC) The Business Journals February 2013
- #4 City Winning the Battle for America’s Biggest Growth Sector (Raleigh-Cary, NC) Forbes | February 2013
- #6 Best Value in Public Education (North Carolina State University) Princeton Review/USA Today February 2013
- #8 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
- #11 Healthiest City for Women (Raleigh, NC) Women’s Health | January 2013
- #1 City for Biggest Gains in Home Sales In 2012 (Raleigh-Durham, NC) Remax | January 2013
- #1 Best Metro for 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
- #4 Fastest Growing City in America (Raleigh-Cary, NC) Forbes | January 2013
- #10 Best City in Eastern U.S. (Raleigh, NC) GCR’s Eastern Journal | January 2013
- #12 Best City for Young Professionals (Raleigh, NC) Business Insider | January 2013
- #1 Place to Raise Kids in North Carolina (Holly Springs, NC) Bloomberg Businessweek December 2012
- #7 Best Place in North Carolina for Veterans (Raleigh-Cary, NC) USA & Military.com November 2012
- #7 Best City for Job Growth (Raleigh-Cary, NC) New Geography | November 2012
- #2 Growth Among Large Community Colleges (Wake County, NC) Community College Week November 2012
- #11 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
- #13 Largest Share of College Grads in Metro Area (Durham-Chapel Hill, NC) Atlantic Cities | January 2013
- #2 in Population Growth from 1990 - 2011 (Raleigh-Cary, NC) Federal Deposit Insurance Corp January 2013
- #22 Best Performing City for Creating & Sustaining Jobs & Economic Growth (Raleigh-Cary, NC) Milken Institute | January 2013
- #4 Largest Growth Increase in Private-Sector Employment Since Recession (Raleigh-Durham-Chapel Hill, NC) Atlantic Cities | 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) Census Bureau | December 2012
- #1 Place to Raise Kids in North Carolina (Holly Springs, NC) Bloomberg Businessweek December 2012
- #7 Best Place in North Carolina for Veterans (Raleigh-Cary, NC) USA & Military.com November 2012
- #7 Best City for Job Growth (Raleigh-Cary, NC) New Geography | November 2012
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- #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
- #13 Largest Share of College Grads in Metro Area (Durham-Chapel Hill, NC) Atlantic Cities | January 2013

For additional rankings, please call 919.664.7066.
North Carolina Rankings (as of 03/15)

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
- #4 State for Biofuels
  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
- #8 Lowest Tax Burden in the U.S.
  Site Selection Magazine | May 2013
- #5 Competitive State of 2012
  Site Selection Magazine | May 2013
- Silver Shovel Award for Economic
  Development and 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
- #5 Fastest Growing State
  from 2010 - 2012
  U.S. Census | January 2013
- #6 Increase in Green Economy
  Jobs 2003 - 2010
  Brookings Institution | January 2013
- #2 State in Net Inward Migration
  Atlas Van Lines | January 2013

2012
- #4 Best State for Business
  Forbes | December 2012
- #1 Top Business Climate
  Site Selection Magazine | November 2012
- #7 State for 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 Growth 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
- #2 Best Labor Supply
  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 Bio-Technology 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 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

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY09</td>
<td>$90,904,310</td>
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<tr>
<td>FY10</td>
<td>$89,438,521</td>
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<td>$111,364,891</td>
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<tr>
<td>FY13</td>
<td>$198,214,355</td>
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Five Year Results: Gift Receipts

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY09</td>
<td>$89,685,060</td>
</tr>
<tr>
<td>FY10</td>
<td>$77,963,313</td>
</tr>
<tr>
<td>FY11</td>
<td>$94,756,666</td>
</tr>
<tr>
<td>FY12</td>
<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/)
Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm’s values are infused with a passion for excellence, personalized service and integrity.
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, September 20, 2013. Chair Benjamin P. Jenkins presided.

Members present: Benjamin P. Jenkins III, Chair  
Thomas E. Cabaniss  
Jimmy D. Clark  
Gayle S. Lanier  
Robert L. Mattocks II  
Barbara H. Mulkey  
Wendell H. Murphy  
James W. Owens  
Ronald W. Prestage  
Randall C. Ramsey  
John P. Sall  
Susan P. Ward  
Alexander J. Parker, ex officio

Chair Jenkins called the meeting to order at 9:25 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 appearance of conflict with respect to any matters coming before the board at this meeting. Chair called on Assistant Secretary PJ Teal for the roll call.

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

MINUTES  
Mr. Clark made the motion, seconded by Ms. Ward, to approve the open and closed session minutes of the July 10, 2013, meeting of the full board. The motion carried.

OATH OF OFFICE FOR NEW MEMBERS  
Chair Jenkins introduced Paul C. Ridgeway, a superior court judge in Wake County, NC, to execute the oath of office to new members, Wendell Murphy and Alex Parker. Mr. Ridgeway is an NC State University alumnus.

CHAIR’S REPORT  
Chair Jenkins welcomed Wendell Murphy back to the board, who has twice served before. He also welcomed Alex Parker, Student Body President, to the board. He mentioned that Alex is a Raleigh native, a Caldwell and NC Teaching Fellow and a Spanish major. Chair Jenkins introduced Alex’s parents, David and Cindi Parker.

Chair Jenkins reported that the Atlantic Coast Conference annually requires its member institutions’ board of trustees to certify that authority for the administration of intercollegiate athletics has been delegated to the chancellor. Mr. Ramsey made the motion, seconded by Mr.
Clark, to approve the ACC Governing Board Certification for 2013-14 (Attachment A). The motion carried.

Chair Jenkins gave a report on the Endowment Board activities from Thursday morning’s meeting, stating that gifts of $1,298,397 had been received since the last meeting. The annual report was accepted by the board and an investment performance report for the fiscal year ending June 30, 2013 was received. The NC State Investment Fund, Inc. returned 11.9% for the 12 months that ended as compared to the UNCMC composite benchmark of 10.5%.

Chair Jenkins reported that he had met with Lowry Caudill, the new chair of the UNC Board of Trustees. He talked about four areas of focus for both universities and how they are parallel, giving opportunities for both boards to work together.

Chair Jenkins stated that there will be a statewide Board of Trustees meeting November 6 which NC State will host. He reminded everyone that there will be an announcement related to advancement the afternoon of September 27.

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

Chancellor Woodson began by giving an update of the strategic plan, pointing out that progress is being achieved in key areas. He mentioned the UNC System cut to the appropriated budget, which will lead to a campus wide 5% cut.

Chancellor Woodson reported that the Budget Office is reviewing unit-level plans for budget reductions and this will be submitted to GA at the end of the month. He stated that increasing tuition is not an option and that the university needs to find new opportunities and resources to move the strategy forward.

Chancellor Woodson stated that the availability of federal research grants is shrinking, but fund raising has been growing.

Chancellor Woodson reported that 4,200 freshmen were welcomed this year and have the highest SAT average the university has had. He stated that Talley Student Center will open Phase I by the end of the year and that Phase I of Wolf Ridge Apartments has opened.

Chancellor Woodson said that three professors published novels this summer: Jill McCorkle, Wilton Barnhardt and Elaine Orr. He also reported that Dr. Rob Dunn in the College of Sciences is taking the lead on a five-year grant to get middle school students involved with scientific discovery.

Chancellor Woodson mentioned that NC State was named the 4th “Best Bang for the Buck” among national universities by Washington Monthly. He congratulated Benny Suggs, Executive Director for Alumni Relations, for the award won by the Student Alumni Association Ambassadors.

Chancellor Woodson reported that this year NC State University will undergo its decennial accreditation review by the Southern Association of Colleges and Schools Commission on
Colleges (SACS). SACS will make a final decision about the university’s continued accreditation in December 2014 following off-site and on-site reviews.

Chancellor Woodson announced that, in accordance with institutional policy, Vice Chancellor Marc Hoit will have his five-year review this fall.

**COMMITTEE REPORTS**

**Audit, Risk Management and Finance Committee–Chair James Owens**

Dr. Owens reported that a resolution was presented to authorize NC State University to request the Board of Governors to issue one or more series of bonds to be known as North Carolina State University Obligation Bonds. The proceeds will be applied to the improvements related to the Carmichael Locker Room Renovation. Dr. Owens made a motion to approve the special obligation bond and Ms. Ward seconded. The motion carried.

Dr. Owens stated that the Internal Audit Charter was reviewed and the committee was provided a quarterly update on Internal Audit activity.

Dr. Owens reported that information regarding the 2013-2014 budget and state appropriations was presented. The university’s share for the 2014 fiscal year of the UNC reduction is $21.1 million in recurring cuts. There were no salary increases for employees. Other financial impacts include a tax overhaul resulting in maintaining a tax exempt status for the university, but NC State must now charge tax on meal plans and ticket sales. The committee was educated on Institutional Trust Funds and how they support the university as a whole.

Dr. Owens said that Chancellor Woodson and General Counsel Eileen Goldgeier discussed the University’s Organization Compliance Program and Clery Act Compliance.

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

Ms. Lanier reported that the committee reviewed responsibilities and the 2013-2014 plan of work.

Ms. Lanier stated that the committee reviewed one property matter, which was the demolition of a trailer at 3227 Ligon Street. The trailer is in poor condition, no longer serving the university. The university will arrange for demolition.

Ms. Lanier said that the committee approved eighteen designer selections and one construction manager at risk selection.

Ms. Lanier reported that 15 completed projects were accepted with a combined value of $56.8 million. The list includes acceptance of Wolf Ridge Tower Hall and Wolf Ridge Lakeview Hall at a cost of $44 million.

The committee approved the site plan for the renovation of Reynolds Coliseum as well as 27 Plans and Specifications of Formal Projects, each costing less than $2 million.

Ms. Lanier stated that the committee received an update on Centennial Campus development, capital projects, projects in planning and the annual report on the Facilities Condition Assessment Program. A video, *The All-Encompassing Classroom: A Facilities Division*
Initiative, which was a collaborative effort with 2013 graduate, Nicole Benson, was presented. It highlighted the many ways that Facilities works with students and faculty to provide real world teaching opportunities.

University Advancement and External Affairs Committee-Chair Jimmy Clark
Mr. Clark stated that the committee was updated on fund raising progress through June 30, 2013. New commitments and gifts totaled $198.2 million, setting a fund raising record for the university. Annual giving was slightly less than its $2 million goal, but did raise over $1.9 million.

Mr. Clark reported that the committee was given an overview of the 2013 Legislative Session. The committee was informed that there were a number of significant policy issues that could have wide-ranging impact on the university.

In closed session, the committee reviewed and approved seven proposals to name specific university facilities. A motion will be made at the end of this meeting to go into closed session to consider these naming opportunities.

University Affairs Committee-Chair Susan Ward
Ms. Ward stated that the committee received a review of their responsibilities and the 2013-2014 plan of work.

Ms. Ward reported that information was provided from the annual report to the Board of Governors on Intercollegiate Athletics as required by UNC policy. The report highlighted the student-athlete exceptions to the minimum course requirements set by the Board of Governors; the student-athlete profiles for admitted student athletes including SAT/ACT scores and high school GPA; information about the majors chosen by student-athletes.

The committee recommended approval of revision to Policy 11.35.01: Code of Student Conduct. Revisions are being proposed to bring the Code into compliance with the State’s Regulatory Reform Act and Congressional changes to the Violence Against Women Act. Ms. Ward made a motion for approval. Dr. Owens seconded and the motion carried.

The committee recommended approval of revisions to the Equal Opportunity and Non-Discrimination Policy 04.25.05. The revisions and updates to this policy are made based on recent changes to state and federal law as well as regulatory guidance. Ms. Ward made a motion for approval. Ms. Mulkey seconded and the motion carried.

The committee recommended revisions to the Appointment, Reappointment, Promotion and Permanent Tenure Policy 05.20.01 in order to document our compliance with the Southern Association of Colleges and Schools (SACS) accreditation guidelines for faculty teaching credentials. Ms. Ward made a motion for approval. Mr. Cabaniss seconded and the motion carried.

The committee recommended approval of revisions to Policy 04.20.06 on Interpersonal Relationships. This policy has not been revised since 2007 and revisions and updates are needed to bring the policy into alignment with current practices on campus. Ms. Ward made a motion for approval. Mr. Ramsey seconded and the motion carried.
The committee recommended a change in degree title from BS in Wood Products to BS in Sustainable Materials Technology. While the core of the program will still cover the traditional areas of wood products, there is an expansion of the curriculum to include areas such as life cycle analysis, industrial ecology and other sustainability topics. Ms. Ward made a motion for approval. Dr. Prestage seconded and the motion carried.

The committee recommended the Request for Authorization to Plan a Professional Doctorate in Design. The Doctor of Design will target practicing design professionals who wish to develop a high level of expertise to support their existing and future design activities and professionals who see the program as a way to structure and enhance their internship period. The program will build off the strengths of the professional programs in the college and provide a new forum for connecting design research to the needs of society. Ms. Ward made a motion for approval. Dr. Prestage seconded and the motion carried.

Chancellor Woodson reported on the progress to secure a December commencement speaker.

Ms. Ward stated that the committee was notified of a new undergraduate graduate certificate in Nano-Systems Engineering and a dual degree between NC State and the SKEMA Business School. Information was also received about the 2013-2014 faculty salary ranges, the SACS reaffirmation process, the Chancellor’s Faculty Excellence Program and the University Faculty Scholars Program.

**Chair of the Faculty Report-Chair-David A. Zonderman**

Dr. Zonderman reported that the Faculty Senate expected to use the first meetings of the academic year to prioritize the following issues: budget cuts and strategic planning, capital campaign, distance education and e-Learning, enrollment planning, shared business services and UNC System’s strategic plan.

Dr. Zonderman stated that Faculty have concerns about declining student response rates on class evaluations, the alignment of endowment with teaching and research mission, as well as building stronger links between Centennial and Main Campus.

Dr. Zonderman stated that the Faculty Senate expects to review progress on the university’s Quality Enhancement Plan (QEP) focused on critical and creative thinking, a requirement for reaffirmation of accreditation.

**Chair of the Staff Senate Report-Chair Ryan Hancock**

Mr. Hancock reported that Staff Senate began the academic year with the annual retreat with the theme, “Change and Evolution.” Guest speakers supported the theme with information about the changing face of the State Legislature, Board of Governors and changes to the State budget and how each will affect the university. The new Onboarding Center was presented at the retreat and it was explained how it will effectively and more efficiently provide resources for new employees.

Mr. Hancock said that the retreat culminated in a tour of the James B. Hunt Jr. Library to see first-hand the change and evolution taking place at NC State.
Mr. Hancock reported that Staff Senate will continue to engage with on-campus organizations and community partners to promote positive change with events such as Support the Troops Campaign which provides care boxes to soldiers overseas.

Mr. Hancock stated that future Staff Senate meetings will continue to educate and share with staff changes that affect them such as the State Health Plan.

With no further business in open session, Ms. Ward made the motion, seconded by Mr. Clark, at 10:35 a.m. to go into closed session to prevent the premature disclosure of an honorary award and to present an exception to the emeritus policy.

The motion carried.

At 11:30 a.m., the board came out of closed session. Ms. Ward made the motion to approve an exception being made to Policy 05.20.02, Emeritus/Emerita Status for Faculty and Senior Administrators, to award Dean Emerita status to Dr. Kathryn Moore, effective September 20, 2013. The motion was seconded by Ms. Mulkey and the motion carried. With no further business, Chair Jenkins adjourned the meeting at 11:35 a.m.

Respectfully submitted,

_______________________              _____________________
Assistant Secretary    Secretary

Approved:

_______________________
Chair of the Board
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.

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.
NORTH CAROLINA STATE UNIVERSITY
Resolution for Exclusion of Certain Directors or Officers of North Carolina State University

I, Gayle S. Lanier, do hereby certify that I am the Secretary of the Board of Trustees of North Carolina State University, a state agency organized and existing under the laws of the State of North Carolina, and that the following is a true and correct copy of the resolution adopted by the Board of Trustees of the university at a meeting held on November 22, 2012 at the Dorothy and Roy Park Alumni Center in Raleigh at which time a quorum was present.

WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Chancellor of North Carolina State University, the Vice Chancellor for Research, Innovation, and Economic Development and the Facility Security Officer of North Carolina State University meet the personnel clearance requirements established for a contractor’s facility clearance; and

WHEREAS, said Department of Defense Regulations permit the exclusion from the personnel clearance requirements of certain members of the Board of Trustees of North Carolina State University and other officers, provided that this action is recorded in the corporate minutes.

NOW THEREFORE BE IT DECLARED that the Chancellor, the Vice Chancellor for Research, Innovation, and Economic Development, and the Facility Security Officer described above do at the present time possess, or will be processed for, the required security clearance; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Chancellor, the Vice Chancellor for Research, Innovation, and Economic Development, and Facility Security Officer of North Carolina State University, such individual shall immediately make application for the required security clearance.

NOW, THEREFORE, BE IT RESOLVED FURTHER that the following members of the Board of Trustees and other University officers, shall not require, shall not have, and can be effectively excluded from access to CLASSIFIED information in the possession of the corporation.

<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benjamin Plato Jenkins III</td>
<td>Chairman, Board of Trustees</td>
</tr>
<tr>
<td>Thomas Edward Cabaniss</td>
<td>Member, Board of Trustees</td>
</tr>
<tr>
<td>Jimmy Dean Clark</td>
<td>Second Vice Chair and Member, Board of Trustees</td>
</tr>
<tr>
<td>Gayle Seawell Lanier</td>
<td>Secretary and Member, Board of Trustees</td>
</tr>
<tr>
<td>Robert Lynwood Mattocks II</td>
<td>Member, Board of Trustees</td>
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<tr>
<td>Barbara Hill Mulkey</td>
<td>Member, Board of Trustees</td>
</tr>
<tr>
<td>Wendell Holmes Murphy</td>
<td>Member, Board of Trustees</td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
</tr>
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</tr>
<tr>
<td>James Wilson Owens</td>
<td>First Vice Chair and Member, Board of Trustees</td>
</tr>
<tr>
<td>Ronald William Prestage</td>
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<td>Randall Clark Ramsey</td>
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<td>John Phillip Sall</td>
<td>Member, Board of Trustees</td>
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<td>Susan Parrott Ward</td>
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<td>Alexander J. Parker</td>
<td>Student Body President, Board of Trustees</td>
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<tr>
<td>Warwick Andrew Arden</td>
<td>Provost and Executive Vice Chancellor</td>
</tr>
<tr>
<td>Jeffery Paul Braden</td>
<td>Dean, College of Humanities and Social Sciences</td>
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<td>Robert Dale Brown</td>
<td>Dean, College of Natural Resources</td>
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<tr>
<td>Mattie Jayne Fleener</td>
<td>Dean, College of Education</td>
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<td>Albert Blanton Godfrey</td>
<td>Dean, College of Textiles</td>
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<tr>
<td>Eileen Sue Goldgeier</td>
<td>Vice Chancellor and General Counsel</td>
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<tr>
<td>Marc Ira Hoit</td>
<td>Vice Chancellor for Information Technology</td>
</tr>
<tr>
<td>Kevin Dwan Howell</td>
<td>Assistant to the Chancellor for External Affairs</td>
</tr>
<tr>
<td>Nevin Eugene Kessler</td>
<td>Vice Chancellor for Development and Alumni Affairs</td>
</tr>
<tr>
<td>Duane Kent Larick</td>
<td>Senior Vice Provost for Strategic Initiatives</td>
</tr>
<tr>
<td>Charles Duain Leffler</td>
<td>Vice Chancellor for Finance and Business</td>
</tr>
<tr>
<td>Richard Howard Linton</td>
<td>Dean, College of Agriculture and Life Sciences</td>
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<tr>
<td>David Paul Lunn</td>
<td>Dean, College of Veterinary Medicine</td>
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<tr>
<td>Marvin John Malecha</td>
<td>Dean, College of Design</td>
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<tr>
<td>Louis Anthony Martin-Vega</td>
<td>Dean, College of Engineering</td>
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<tr>
<td>Michael David Mullen</td>
<td>Vice Chancellor, Dean for Academic and Student Affairs</td>
</tr>
<tr>
<td>Rebeca Chancon Rufty</td>
<td>Interim Dean, Graduate School</td>
</tr>
<tr>
<td>Daniel Lester Solomon</td>
<td>Dean, College of Physical and Mathematical Sciences</td>
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<tr>
<td>Patricia J. Teal</td>
<td>Secretary of the University and Assistant to the Chancellor</td>
</tr>
<tr>
<td>Mary Catherine Watzin</td>
<td>Dean, College of Natural Resources</td>
</tr>
<tr>
<td>Ira Richard Weiss</td>
<td>Dean, College of Management</td>
</tr>
<tr>
<td>Deborah Ann Yow</td>
<td>Director of Intercollegiate Athletics</td>
</tr>
</tbody>
</table>

**WITNESS WHEREOF** I have hereunto set my hand and affixed the seal of North Carolina State University on this 22<sup>nd</sup> day of November, 2013.

__________________________
Gayle S. Lanier, Secretary
North Carolina State University
Board of Trustees
NC State Ranked
NC State received some new rankings in comparison to national and world universities. National Taiwan University’s “Performance Ranking of Scientific Papers for World Universities” listed NC State in the Top 25 schools worldwide for Agriculture-Focused Publications. The Academic Ranking of World Universities also featured NC State in the Top 200 universities worldwide this year, highlighting our Engineering Program as #27 in the world. Finally, PayScale’s College Salary Report listed NC State in the Top 20 US Schools for the earning power of its physical science majors, making it the highest ranked NC School on the list.

Raleigh Named Best City in which to Live
Business Week named Raleigh the best large city in which to live, in part because of NC State. The ranking was made based upon educational and business opportunities, park acreage, crime rates, and the amount of available restaurants, museums, and other attractions. NC State contributed to several of these components and was specifically mentioned as one of the reasons behind Raleigh’s high rating.

LexisNexis Moves to Centennial Campus
NC State recently welcomed LexisNexis to Centennial Campus. The company is moving its Business of Law Software Solutions Division from Cary to the former Red Hat building, after searching the entire Triangle and concluding that Centennial Campus is the best fit. They will have access to researchers and students, and it will be a win-win partnership, because they, like NC State, are committed to innovation.

Mann+Hummel Innovation Center Joins Centennial
Also new to Centennial Campus is the Mann+Hummel NC Innovation Center in the Partners I building. Mann+Hummel is a world leader in filtration manufacturing, and this partnership will allow the company to work closely with the Nonwovens Institute on new filtration technology. The new partnership will also allow Mann+Hummel to work side-by-side with university researchers in developing the latest technology, while NC State benefits from having an industry partner committed to creating and maintaining a culture of innovation on campus.

NC State Receives “Citizen Science” Grant
NC State University is taking the lead on a five-year, $7.3 million “citizen science” initiative founded by the National Science Foundation. The goal of the program, being led by biology professor Rob Dunn, is to give science teachers and students the opportunity to engage in meaningful scientific research while improving the educational success of both teachers and students. The project will also include the Kenan Fellows Program, the Friday Institute, the North Carolina Museum of Natural Sciences, and school districts across the state.
NC State Professor Receives Grant for Studying Wearable Robots
Greg Sawicki, assistant professor of biomedical engineering and director of the Human Physiology of Wearable Robotics lab in Biomedical Engineering, has received a five-year $750,000 grant from the National Institutes of Health to compare different robotic ankle devices to assist people with stroke-related mobility impairments. Sawicki will collaborate with Dr. Steven Collins, a mechanical engineering professor at Carnegie Mellon University. The grant is part of the National Robotics Initiative, which is meant to develop robots that work beside, or cooperatively, with people.

NC State Wins Funding to Expand Rural School Leadership Program
NC State also received a $4.7 million grant to expand its Northeast Leadership Academy, which offers specialized instruction in school administration, a weeklong summer institute, and expert executive coaches for principles in rural school systems. The program aims to help equip academic leaders to take on challenges they might face in these hard-to-staff systems. This grant will allow the program to enroll two new cohorts of 15 educators in a two-year curriculum, through which they will complete an internship, earn a master’s degree in school administration, and then work in one of the rural northeastern school districts after completing the program.

Alumnus and Assistant Professor Justin LeBlanc Finalist on Project Runway
Justin LeBlanc, an NC State alumnus and assistant professor in the College of Design, took the national stage in Lifetime’s Project Runway TV competition, where he was one of the last three designers in the competition. For his final collection, LeBlanc represented NC State’s innovative spirit using 3D-printing to create a new type of accessory and using pipet tips to create an unconventional “Test-Tube” dress.

Student Innovators Compete
In a true display of NC State’s innovative spirit, students are tackling real-world issues and receiving recognition for their work. Alexander Richter, a graduate student in Chemical Engineering, has been selected as a finalist in the 2013 Collegiate Inventors Competition. His project focuses on the creation of Silver Nanoparticles without metal, which allow for the creation of antimicrobial nanoparticles that are biodegradable.

Jenkins MBA student Eric Flood is also representing NC State’s creative thinking as a finalist in the Fast Company Innovation by Design Competition. Flood’s project, called Capitl, is a tablet and smartphone based application that allows users to aggregate highly credible objective political articles that can be annotated and fact-checked using the application itself. The application tracks user preference, becoming aware of how one’s political leanings form and change over time. Ultimately, Capitl allows the user to make sure they get the most accurate, fair version of political news.

NC State Shack-A-Thon Breaks Record Again
The annual Shack-A-Thon event, which has been a school tradition since 1991, was again held in the Brickyard this September. The event is hosted by NC State’s collegiate chapter of Habitat for Humanity and involves organizations and departments from all over campus working together in friendly competition to raise money for Habitat. Together these organizations raised $33,005 for the cause – the largest amount to date.
AGENDA

CALL TO ORDER

Reading of Conflicts of Interest Inquiry

Introductions

1. CONSENT AGENDA

   * Approval of Minutes from September 19, 2013 meeting
     Committee members will act on a motion to approve minutes as presented.

2. INFORMATIONAL REPORTS

   * Finance and Budget Update

     Board of Governors Financial Management
     Office of the Chancellor
     Randy Woodson, Chancellor
     Office of the University Treasurer
     Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and Business and University Treasurer

     Budget Update and Strategic Resource Management
     Office of the Provost
     Warwick A. Arden, Provost and Executive Vice Chancellor
     Office of Finance and Business
     Charles D. Leffler, Vice Chancellor for Finance and Business

   * Enterprise Risk Management and Compliance Update
     Office of General Counsel
     Eileen Goldgeier, General Counsel

   * Internal Audit Update
     Office of Internal Audit
     Cecile Hinson, Director, Internal Audit

✓ Denotes full Board approval required
3. COMMITTEE DISCUSSION  

4. REFERENCE MATERIALS  

* Institutional Trust Funds Investment Guidelines  
Office of the University Treasurer  
Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and Business and University Treasurer  

ADJOURN
Agenda Item / Issue:  4.1A

Approval of Minutes from September 19, 2013 Committee Meeting

Presenter(s):

James Owens, Chair

Requested / Required Action:

Committee Approval

Suggested Motion:

Approve minutes as presented
Chair Owens opened the meeting at 1:25 p.m. in the Winslow Hall Conference Room. Committee members present for the meeting were:

Mr. James Owens, Chair  
Mr. Tom Cabaniss  
Mr. Wendell Murphy  
Mr. Alex Parker  
Mr. John Sall  
Ms. Susan Ward

Others present were:

Chancellor Randy Woodson  
Dr. Warwick Arden, Provost and Executive Vice Chancellor  
Dr. Kyle Dell, Provost Office  
Ms. Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and Business and University Treasurer  
Ms. Eileen Goldgeier, General Counsel, Office of General Counsel  
Ms. Tabitha Groelle, University Program Specialist, Treasurer’s Office  
Ms. Cecile Hinson, Director of Internal Audit  
Dr. Marc Hoit, Vice Chancellor, Office of Information Technology  
Ms. Lori Johnson, Director, Strategic Debt Management  
Mr. Charles Leffler, Vice Chancellor for Finance and Business  
Dr. Terri Lomax, Vice Chancellor for Research, Innovation and Economic Development  
Mr. Jack Moorman, Chief of Police, NCSU Campus Police Department  
Mr. Michael Poterala, Deputy General Counsel, Office of General Counsel  
Mr. David Rainer, Associate Vice Chancellor for Environmental Health and Public Safety  
Ms. PJ Teal, Secretary of the University and Assistant to the Chancellor  
Mr. Clifton Williams,, University Records Officer, Office of General Counsel

Chair Owens 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 Committee at this meeting. Being none, the meeting continued.

Susan Ward made a motion to approve the minutes from the April 18, 2013 open session meeting as presented. John Sall seconded. They were approved unanimously.

Mary Peloquin-Dodd briefly reviewed the Committee responsibilities. She noted the changes to the responsibilities as established in the revised Bylaws. She referred to the information in the provided materials.
Chair Owens referred the Committee to the agenda and plan of work that has been established for the Committee. He explained that this is a work in progress, and would be adjusted during the year as needed.

Ms. Cecile Hinson reviewed the Internal Audit Charter, which had a minor revision, reflecting the committee name change to Audit, Risk Management and Finance. A motion was made by Jim Owens to accept this change. Susan Ward seconded, and the revised Internal Audit Charter was approved.

Ms. Peloquin-Dodd then brought forth the Special Obligations Bonds Resolution for approval. The proceeds of the special obligations bond would be applied to improvements related to the Carmichael Locker Room Renovation. John Sall made a motion to recommend to the full Board the approval of the resolution. Tom Cabaniss seconded. The motion carried.

Cecile Hinson provided statistics relating to the completion of the Fiscal Year 2013 (FY13) Audit Plan and the summary of engagements as of the end of FY13 which was included in the Committee's materials. She then updated the Committee on audit engagements and activities completed or in progress since July 1, 2013 (FY14). She also discussed organizational changes resulting from the recent reduction in the Internal Audit budget as illustrated in the new Internal Audit Organizational Chart effective July 1, 2013 (also provided in the Committee's materials).

Charles Leffler discussed the University 4.4% budget reductions of $21.1 million for fiscal year 2014 and projected reductions of $4.9 million for fiscal year 2015, which have not yet been allocated. The reduction impacted management flexibility, operational and instructional efficiencies. He pointed out that NC State does its best to protect academics as much as possible, so this fiscal year’s budget reduction included a $2 million larger cut from the administrative units to help protect the university’s core mission and strategic objectives. The continuation budget has limited new funds in areas of enrollment, repair and renovations, and building operations.

Mr. Leffler highlighted budgetary and legislative successes, which included NC State being only one of two universities in the system to be exempt from non-resident tuition increases and Faculty and Staff being granted five special leave days, among others. He also spoke of the setbacks, which included the tax overhaul and no salary increases. NC State is exempt from paying sales tax; however, we must now charge sales tax on items including meal plans and ticket sales. A one percent increase for salaries was proposed but voted down.

Looking forward, budget reductions are projected to continue. Mr. Leffler reviewed revenue trends for the past five years and forecasting through 2020. The expectation is that state and federal appropriations will continue to decline, and increases in contracts and grants, gifts sales and services will be slight. Looking forward there is a need to identify new revenue sources and expand current ones, increase efficiencies and utilize existing resources most effectively. The upcoming campaign has a $1.5 billion goal, but the monies are tagged for specific purposes and won’t bridge the gap. As a result, NC State will examine strategic resource management with a
long-term perspective as it relates to budgetary trends and support of the university’s strategic plan to maintain momentum and continue achievement of the plan’s objectives.

The Committee heard a brief explanation of Institutional Trust Funds by Charles Leffler. Institutional Trust Funds include revenues such as gifts, contracts and grants, including facilities and administrative receipts, endowment spending from University-held endowments and self-supporting units such as Campus Enterprises, Housing and other Auxiliary Enterprises. The Committee was also referred to the section in their materials referred to as reference for information regarding the NC State Investment Fund performance and update.

Chancellor Woodson informed the Committee of important developments in the University’s organizational compliance program. The program will now be led by a University Compliance Steering Committee (UCSC), which is made up of five executive officers. The mission of the UCSC is to promote excellence in all of NC State’s compliance efforts to assure integrity and compliance with legal, regulatory and ethical responsibilities. A number of administrators with significant compliance experience and responsibilities are also being appointed to a new Compliance Officials Working Group. Deputy General Counsel Michael Poterala will chair the Working Group, and will lead the Office of General Counsel’s support of the UCSC.

Michael Poterala shared and reviewed a new Compliance Matrix with the Committee as another new tool available to administrators to help manage compliance activities across the university.

Eileen Goldgeier informed the Committee about the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. Enacted in 1990, it is a unique compliance requirement of higher education intended to inform students, parents, employees and others about campus safety. Ms. Goldgeier discussed the requirements and main components of Clery: Data is collected from “Campus Security Authorities”, CSA’s, who in turn are required to report crimes. She also discussed who at NC State are identified as CSA’s, who is exempt from reporting, what constitutes a reportable crime both as to location and type of crime. She mentioned that the Annual Security Report is due every October, which is communicated to the campus community and linked to our admissions and hiring websites. In addition to crime reporting and alerts, the university has developed key victim assistance programs and works together with outside agencies. Ms. Goldgeier explained the continual organizational efforts to remain compliant throughout the year and recognized Chief Jack Moorman for his leadership.

With no further business, the Committee adjourned at 2:45 p.m.

Submitted by ___________________________________
Secretary to the Committee

Approved ___________________________________
Chair of the Committee
Agenda Item / Issue: 4.2A1

Board of Governors Financial Management

Presenter(s):

Office of the Chancellor
Randy Woodson, Chancellor

Office of the University Treasurer
Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and Business and University Treasurer

Requested / Required Action:

None

Suggested Motion:

None
UNC Board of Governors
Areas of Financial Focus
To be presented by Chancellor Woodson

- Financial transparency
  - Understanding campus financial statements
  - Financial Ratios and comparison to Rating Peers
- General fund (appropriations and tuition) budget trends
  - UNC System enrollment funding formula
- Public Private Partnerships
- Efficiency efforts
  - Shared services
  - Energy performance contracting
- Outsourcing / privatization
## North Carolina State University at Raleigh, NC

### Enrollment

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2012 Medians</th>
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<tbody>
<tr>
<td>Total Headcount Enrollment</td>
<td>32,872</td>
<td>33,819</td>
<td>34,376</td>
<td>34,767</td>
<td>34,340</td>
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<td>Full time Equivalent Enrollment (FTE)</td>
<td>28,886</td>
<td>29,912</td>
<td>30,436</td>
<td>30,453</td>
<td>28,924</td>
<td>42,497</td>
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### Operations

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<th>2012</th>
<th>2012 Medians</th>
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<tbody>
<tr>
<td>Total Operating Revenues ($000)</td>
<td>1,095,766</td>
<td>1,104,152</td>
<td>1,144,229</td>
<td>1,216,300</td>
<td>1,247,268</td>
<td>1,965,326</td>
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<td>State Operating Appropriations ($000)</td>
<td>487,744</td>
<td>463,006</td>
<td>491,931</td>
<td>499,075</td>
<td>466,082</td>
<td>293,747</td>
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<tr>
<td>As % of Total Operating Revenues</td>
<td>44.5%</td>
<td>41.9%</td>
<td>43.0%</td>
<td>41.0%</td>
<td>37.4%</td>
<td>14.9%</td>
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<tr>
<td>State operating appropriations per FTE</td>
<td>16,884</td>
<td>15,479</td>
<td>16,163</td>
<td>16,388</td>
<td>16,114</td>
<td>6,912</td>
</tr>
<tr>
<td>Net Tuition Revenue ($000)</td>
<td>147,233</td>
<td>156,418</td>
<td>150,764</td>
<td>175,499</td>
<td>198,453</td>
<td>248,960</td>
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<tr>
<td>As % of Total Operating Revenues</td>
<td>13.4%</td>
<td>14.2%</td>
<td>13.2%</td>
<td>14.4%</td>
<td>15.9%</td>
<td>17.8%</td>
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<td>Grants and contracts ($000)</td>
<td>211,990</td>
<td>217,498</td>
<td>246,183</td>
<td>269,903</td>
<td>286,885</td>
<td>372,768</td>
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<tr>
<td>As % of Total Operating Revenues</td>
<td>19.3%</td>
<td>19.7%</td>
<td>21.5%</td>
<td>22.2%</td>
<td>23.0%</td>
<td>19.0%</td>
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<tr>
<td>Total Annual Operating Expenses ($, in millions)</td>
<td>1084.06</td>
<td>1103.85</td>
<td>1042.34</td>
<td>1153.77</td>
<td>1162.37</td>
<td>1911.52</td>
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<td>Operating Gain/Loss</td>
<td>11,706</td>
<td>302</td>
<td>101,889</td>
<td>62,530</td>
<td>84,898</td>
<td>53,806</td>
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<tr>
<td>Operating Cash Flow ($000)</td>
<td>75,600</td>
<td>68,294</td>
<td>167,119</td>
<td>130,157</td>
<td>154,228</td>
<td>268,543</td>
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<tr>
<td>Income before Capital Items</td>
<td>-14,263</td>
<td>-46,305</td>
<td>92,611</td>
<td>53,421</td>
<td>59,510</td>
<td>31,074</td>
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### Assets

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<th>2012</th>
<th>2012 Medians</th>
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</thead>
<tbody>
<tr>
<td>Total Cash &amp; Investments ($, in millions)</td>
<td>550.02</td>
<td>533.9</td>
<td>660.61</td>
<td>662</td>
<td>700.41</td>
<td>1798.25</td>
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<tr>
<td>Property, plant and equipment (net) ($000)</td>
<td>1,279,287</td>
<td>1,385,632</td>
<td>1,451,693</td>
<td>1,587,196</td>
<td>1,713,820</td>
<td>1,855,873</td>
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<td>Unrestricted Financial Resources ($, in millions)</td>
<td>143.16</td>
<td>147.49</td>
<td>166.35</td>
<td>177.83</td>
<td>214.42</td>
<td>727.35</td>
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<tr>
<td>Total temporarily restricted net assets ($000)</td>
<td>126,142</td>
<td>108,457</td>
<td>116,907</td>
<td>140,829</td>
<td>147,406</td>
<td>514,017</td>
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<tr>
<td>Total Net Assets ($000)</td>
<td>1,439,443</td>
<td>1,428,962</td>
<td>1,514,253</td>
<td>1,629,802</td>
<td>1,744,907</td>
<td>3,085,121</td>
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### Debt

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<th>2012</th>
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<tbody>
<tr>
<td>Total Direct Debt ($, in millions)</td>
<td>324.56</td>
<td>332.62</td>
<td>387.77</td>
<td>438.59</td>
<td>432.07</td>
<td>862.93</td>
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<tr>
<td>Commercial Paper Outstanding</td>
<td></td>
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### Ratios

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<th>2012</th>
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<tr>
<td>Debt service to operations (%)</td>
<td>2.12</td>
<td>1.74</td>
<td>2.29</td>
<td>2.17</td>
<td>2.66</td>
<td>3.39</td>
</tr>
<tr>
<td>Age of plant (#, in years)</td>
<td>9.5</td>
<td>10</td>
<td>11.1</td>
<td>11.5</td>
<td>11.2</td>
<td>11.9</td>
</tr>
<tr>
<td>Cash and investments to annual operating expenses</td>
<td>0.51</td>
<td>0.48</td>
<td>0.63</td>
<td>0.57</td>
<td>0.60</td>
<td>0.94</td>
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<tr>
<td>Expendable net assets to annual operating expenses</td>
<td>0.25</td>
<td>0.23</td>
<td>0.27</td>
<td>0.28</td>
<td>0.31</td>
<td>0.65</td>
</tr>
<tr>
<td>Unrestricted Net Assets to annual operating expenses</td>
<td>0.13</td>
<td>0.13</td>
<td>0.16</td>
<td>0.15</td>
<td>0.18</td>
<td>0.38</td>
</tr>
<tr>
<td>Unrestricted Net Assets to current total debt</td>
<td>0.44</td>
<td>0.44</td>
<td>0.43</td>
<td>0.41</td>
<td>0.50</td>
<td>0.84</td>
</tr>
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</table>

Source: Moody's Investor Services - Analyst Adjusted Data
Budget Update and Strategic Resource Management

Presenter(s):

Office of the Provost
Warwick A. Arden, Provost and Executive Vice Chancellor
Office of Finance and Business
Charles D. Leffler, Vice Chancellor for Finance and Business

Requested / Required Action:

None

Suggested Motion:

None
Budget Update & Strategic Resource Management

Board of Trustees
Audit, Risk Management, & Finance Committee
November 21, 2013
Budget Update
• FY 2013-14 Budget reduction
• FY 2013-14 Budget

Strategic Resource Management
• Budget reduction trends
• Strategy moving forward
Budget Update
Budget Reduction: Overview

• Implemented 5% continuing reduction for FY 2013-14

• Retroactively effective July 1
Budget Reduction: Highlights

- $21.1 million reduction (recurring)
- Non-academic units $2 million larger share of cut
- 187.0 FTE reduction
State Appropriations: 3 Buckets

Academic Affairs (16030)
Agricultural Research Service (16031)
Cooperative Extension Service (16032)

Source: NC State Division of Finance and Resource Management
Budget Reduction: By Bucket

Academic Affairs (16030)

↓ **138.1 FTE:** 70.3 Teaching, 67.8 Support and Administrative

↑ **Faculty workload:** 19.2%*

↓ **Section offerings:** 13.3%* undergraduate sections of 20-29

↑ **Section size:** 23.7%* undergraduate course sections of 100+

* From Fall 2010-2013.
Source: NC State Division of Finance and Resource Management
Budget Reduction: By Bucket

Agricultural Research Service (16031)

↓ 19.2 FTE:
  0 Teaching,
  19.2 Support and Administrative

Source: NC State Division of Finance and Resource Management
Budget Reduction: By Bucket

Cooperative Extension Service (16032)

↓ 29.7 FTE:
  0 Teaching,
  29.7 Support and Administrative

Source: NC State Division of Finance and Resource Management
FY 2013-14 Projected Budget: By Revenue Source

$1.35 Billion

Note: In $ Million.
Source: NC State Division of Finance and Resource Management
Revenue Trends: FY 2008-14

*2013-14 Projected. All other years are Actual.
Source: NC State Division of Finance and Resource Management
FY 2013-14 Projected Budget: By Expense Type

$1.35 Billion

- Salaries & Benefits: $795.0, 58.9%
- Supplies & Materials: $154.0, 11.4%
- Services: $232.0, 17.2%
- Scholarships & Fellowships: $56.0, 4.1%
- Utilities: $40.0, 3.0%
- Depreciation: $73.0, 5.4%

Note: In $ Million.
Source: NC State Division of Finance and Resource Management
FY 2013-14 Projected Budget:

By Program

$1.35 Billion

- Instruction: $410.0, 30.4%
- Organized Research: $246.0, 18.2%
- Public Service: $135.0, 10.0%
- Academic/Student Support: $113.0, 8.4%
- Institutional/Facilities Support: $171.0, 12.7%
- Auxiliary Enterprises: $150.0, 11.1%
- Depreciation: $73.0, 5.4%
- Student Financial Aid: $52.0, 3.9%

Note: In $ Million.
Source: NC State Division of Finance and Resource Management
Budget Update
• FY 2013-14 Budget reduction
• FY 2013-14 Budget

Strategic Resource Management
• Budget reduction trends
• Strategy moving forward
Strategic Resource Management
Budget Reduction Trends:

FY 2008-14

Source: NC State Division of Finance and Resource Management
Budget Reduction Trends

In the past 10 years, we have had to administer $163 million in recurring cuts.
Recent Budget Trends

2008-09 Revenue
$1.09 B

Projected 2013-14 Revenue
$1.35 B

Source: NC State Division of Finance and Resource Management
Future Budget Trends?

**Projected 2013-14**
Revenue $1.35 B

- Tuition & Fees: $252.0, 18.7%
- Federal Appropriations: $18.0, 1.3%
- State Appropriations: $476.0, 35.3%
- Contracts and Grants: $292.0, 21.6%
- Sales and Services: $210.0, 15.6%
- Gifts & Other Sources: $102.0, 7.6%

**Projected 2019-20**
Revenue $1.60 B

- Tuition & Fees: $252.0, 18.7%
- Federal Appropriations: $18.0, 1.3%
- State Appropriations: $476.0, 35.3%
- Contracts and Grants: $292.0, 21.6%
- Sales and Services: $210.0, 15.6%
- Gifts & Other Sources: $102.0, 7.6%

Source: NC State Division of Finance and Resource Management
Strategy Moving Forward

• Cost containment
• Reallocation
• New revenue growth
Projected Endowment Spending - Conservative

ASSUMPTIONS:
- $43.75 million in “cash” endowment gifts annually for total of $300 million by June 30, 2023
- 7% average annual net investment return
- 4% programmatic spending rate and 1% assessment rate
- No underwater endowments
- **IGNORES:** 5-year period for paying pledged gifts and gifts received late in FY2013 that will count toward campaign goal

Source: NC State Office of the Treasurer
Strategic Resource Process

• Responding to Chancellor’s charge
• Engaging campus
• Convened working group
Agenda Item / Issue: 4.2B

Enterprise Risk Management and Compliance Update

Presenter(s):

Office of General Counsel
Eileen Goldgeier, General Counsel

Requested / Required Action:
None

Suggested Motion:
None
NC STATE COMPLIANCE REPORTING CALENDAR

JANUARY

Advancement
20 U.S.C. § 1011f (See also July)
By January 31st or July 31st of each year, whichever is sooner depending on the time of the gift, a postsecondary institution must file a disclosure report about ownership or control by, or contracts with or gifts from foreign sources. The institution shall file a disclosure report with the Department of Education for gifts and contracts of $250,000 or more received within a calendar year.

Athletics
NCAA Financial Report
NCAA Division I Manual
Report must be submitted by January 15th to the NCAA. The report accounts for all revenues provided/raised and expenditures incurred by the ICA for the fiscal year ending June 30. An annual financial audit of this report is conducted by an outside firm per NCAA Bylaw 6.2.3.

Controller
Internal Revenue Code: W-2 Forms
26 CFR § 31.6051-1
By January 31st of the year succeeding the calendar year in which wages were paid to an employee, the employer must furnish the tax return copy and the employee's copy of Form W-2.

Internal Revenue Code
Annual reporting is required for payments:
• Of $600 or more made for non-payroll purposes
• Of $10 or more made for royalties
• Made to attorneys not performing services under a contract with the university
Reporting is done on Form 1099-MISC. Deadline for reporting payments to recipients is January 31st. Deadline for reporting to the IRS is February 28th.

• 1098 Forms (see above) (CASAQ)
• 1099 Forms (Accounts Payable)
• 26 C.F.R. § 1.6041-1.
• By January 31st of each year, shall make an information return for the previous calendar year with respect to payments made of fixed or determinable income in excess of $600.00.
• Transmit Federal Tax and FICA Tax (monthly) (Payroll)
• 941 Reconciliation to Internal Revenue Service (quarterly) (Payroll)
• 403(b) Universal Availability Notice (Benefits)
IRS requires the institution to make this form available to every eligible employee.

Internal Revenue Code
26 CFR § 31.6011(a)-4
Any organization which withholds federal income tax (including backup withholding) from nonpayroll payments must file Form 945, Annual Return of Withheld Federal Income Tax. Deadline for filing is January 31st of the year following the calendar year being reported on.

Tuition Payment Credit Reporting Requirements
An institution or insurer must furnish a statement to each individual for whom it is required to file a Form 1098-T, on or before **January 31st** of the year following the calendar year in which payments were received, or amounts were billed, for qualified tuition and related expenses, or reimbursements, refunds, or reductions of such amounts were made.

NC Department of Revenue
N.C.G.S. § 105-163.1(2) & N.C.G.S. § 105-163.3
Quarterly payment for 4% tax withheld on Non-Resident Personal Services payments. Tax of 4% is withheld from personal service payments made to non-North Carolina payees who are not under a statutory exemption. Payment is transmitted by wire transfer to the Department of Revenue by the last day of the first month following the end of a quarter. On January 31st, an annual reconciliation (Form NC-3) is filed with the Department of Revenue along with a listing of all vendors who had tax withheld from their payments the prior calendar year.

N.C.G.S. § 105-164.16
Monthly payment of Sales and Use tax collected on sales of tangible items to entities not exempt under state statute. Payment is transmitted by the 20th day of the month following the month the tax was collected. Form E-500 must be completed and filed with the Department of Revenue as substantiation of the amount paid.

Continuing Disclosure Obligation
Securities and Exchange Commission Rule 15c2-12
By the end of January each year, the audited financial statement for the preceding fiscal year along with specific financial and statistical data agreed to in each bond issue must be provided to the MSRB (Municipal Securities Rulemaking Board).

EO 50 Enhanced Purchasing (Governor's Report)
N.C. Gen. Stat. §143-59
Allows NC based vendors to meet out-of-state vendor pricing in certain situations based on bids awarded during the month.

Environmental Health & Public Safety
The Controlled Substances Act of 1970
21 U.S.C. § 827; 21 CFR § 1304.33
Reporting obligations for those registered to manufacture and distribute controlled substances. By **January 15th** of every year, file reports with data on the stocks of each controlled substance on hand by close of business on Dec. 31st of prior year. Manufacturing transaction reports are also to be filed by **January 15th** for prior calendar year.
Acquisition/Distribution reports shall be filed every quarter not later than the 15th day of the month succeeding the quarter for which it is submitted.

**Financial Aid**

**Student Loan Interest Reporting**  
Under I.R.C. § 6050S lenders, including most colleges and universities that participate in the Perkins Loan Program or operate institutional loan programs, must report student loan interest payments to the IRS. This is done by filing Form 1098-E, which must be filed with the IRS on or before February 28th, or March 31st if filed electronically. The required statement to all persons who made student loan interest payments must be sent to the payor on or before January 31st of the year following the calendar year in which the interest payments were received. The statement may simply be a copy of Form 1098-E.

**Human Resources**

**Job Openings and Labor Turnover (JOLT) Report (Monthly)**  
29 U.S.C. § 2  
A monthly report sent to the Department of Labor providing info concerning the Total Employment for the month; Number of Job Openings on the last business day of the month; Hires and Recalls for the entire month; Quits, Layoffs and Discharges, and Other Separations.

**Current Employment Statistics (CES) report (Monthly)**  
29 U.S.C. § 2  
A monthly report sent to the Department of Labor providing info concerning Employee Count, Female Employee Count, Faculty Member Count, and coded response to any reason for large changes.

**New Hire Report (Monthly)**  
N.C.G.S. § 110-129.2 and Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996, 42 U.S.C. § 653A  
Requires employers to report newly hired and re-hired employees in North Carolina to the North Carolina Directory of New Hires within 20 days of their start date. Reported are SSN, Name, Address, Department, Department Address, FED EIN, STATE EIN, HIRE REHIRE Date, and Birthdates for New hires for the month reported.

**Social Security Number Verification Report (Payroll)**  
26 U.S.C. § 6721  
To avoid penalty for reporting incorrect SSN on W-2 file/forms of $50/bad SSN, transmit data file, electronically, to the Social Security Administration (SSA). Report all employees hired in the quarter ending 12/31/YYYY listing name (as it appears in HR System), SSN, gender and date of birth. After information is queried against SSA’s database, mismatches are sent back to us for resolution.

**Unemployment Reports - NC**

N.C.G.S. § 96-33
Data file of Social Security tax-contributing employees and their subject wages for the quarter ending 12/31/YYYY. Report lists employee’s name, SSN, and amount of subject wages. Also required to file a report (one report for each affected quarter) to show negative adjustments to employees’ earnings for prior quarters; negative adjustments are a result of check reversals, repayment of salary overpayments, or social security tax refunds.

Unemployment Reports – Other States
See N.C.G.S. § 96
For other states in which NCSU is registered as an employer, submit quarterly unemployment tax report for quarter ending 12/31/YYYY and if on a payment basis other than ‘reimbursement’, submit tax payment.

NC Department of Revenue
N.C.G.S. § 105-163.7
Annual report and data file. Annual report documents total annual NC income tax liability minus annual tax deposits for tax year ending 12/31/YYYY; additional payment required if underpaid. Data file, submitted electronically, lists employee’s name, SSN, subject wages, total NC income tax withheld, and required demographic information. Report is due on or before January 31.

- NC3 – Annual Income Tax Withholding Return

Other State’s or Locality’s Department of Revenue
See N.C.G.S. § 105
For each state in which NCSU is registered as an employer, submit annual income tax report and either data file or copy of W-2s issued. Report formats vary by state, but in general, show total annual income tax liability minus income tax deposits, for tax year ending 12/31/YYYY; additional payment required if underpaid. Must also submit data file or copies of W-2s for employees with subject wages for that state.

NC Department of Revenue
N.C.G.S. § 105-163.6
Quarterly reporting is required for NC income tax withholding, showing NC income tax liability minus income tax deposits, for quarter ending 12/31/YYYY; additional payment required if underpaid:

- NC5Q – Quarterly Income Tax Withholding Return

Other State’s or Locality’s Department of Revenue
See N.C.G.S. § 105
Quarterly reporting is required for state/ locality/school district income tax withholding for other states in which NCSU is registered as an employer. Formats vary by state, but in general, show income tax liability minus income tax deposits, for quarter ending 12/31/YYYY; additional payment required if underpaid.
Office of Contracts and Grants
Financial status report as required by State agencies.

Office of Federal Affairs
Federal Lobbying Disclosure Reports

2 U.S.C. 1604
No later than 20 days after the end of the quarterly period beginning on the first day of January, April, July, and October of each year in which a registrant is registered under section 4, or on the first business day after such 20th day if the 20th day is not a business day, each registrant shall file a report with the Secretary of the Senate and the Clerk of the House of Representatives on its lobbying activities during such quarterly period. The report must contain an estimated amount of money spent lobbying and the bill(s) and issues that were lobbied on when efforts were made to influence legislation or executive decision.

FEBRUARY

Controller
Tuition Payment Credit Reporting Requirements

Form 1098-T must be filed with the IRS by February 28th (or March 31st, if filed electronically) of the year following the calendar year during which payments were received. The proposed regulations requiring filing Forms 1098-T on magnetic media impose no additional reporting or record keeping and only prescribe the method of filing information returns that are already required to be filed.

Return of Information as to Payments to Employees

26 CFR § 1.6041-2
Employers must file Form W-2 for wages paid to each employee from whom income, social security or Medicare taxes were withheld or income tax would have been withheld if the employee had claimed no more than one withholding allowance or had not claimed exemption from withholding on Form W-4. Anyone required to file Form W-2 must file Form W-3 to transmit Copy A of Form W-2. The employer must file these forms with the IRS by February 28th, or March 31st if filed electronically. Copies B, C and 2 must be furnished to the employee by February 1st.

Effective Period of Withholding Exemption Certificate

26 CFR § 31.3402(f)(4)-2
A Form W-4 filed by an employee expires on February 15th of the year following the year in which the Form W-4 was given to employer. The employer must now begin withholding for any employee who previously claimed an exemption, but has not given the employer a new Form W-4 for the current year. If the employee does not give the employer a new Form W-4 (see December), withhold tax as if the employee is single, with zero withholding allowances.

Transmit Federal Tax and FICA Tax to Internal Revenue Service (monthly) (Payroll)

NC Department of Revenue (Controller’s Office)
N.C.G.S. § 105-164.16
Monthly payment of Sales and Use tax collected on sales of tangible items to entities not exempt under state statute. Payment is transmitted by the 20th day of the month following the month the tax was collected. Form E-500 must be completed and filed with the Department of Revenue as substantiation of the amount paid.

EO 50 Enhanced Purchasing (Governor's Report)
N.C. Gen. Stat. §143-59
Allows NC based vendors to meet out-of-state vendor pricing in certain situations based on bids awarded during the month.

Required Elements of University-Associated Entity Relationship
UNC Policy 600.2.5.2 [R]
An Associated Entity of the General Administration which supports university activities must provide copies of the audit report, management letters, and responses to management letters to the president, and through the president to the Board of Governors. Sent in February with follow-up in July

Association of Student Governments Collection Receipts Remittance
Pursuant to the UNC Board of Governors action of March 2, 2002, each constituent campus is required to remit collection of the Association of Student Government (ASG) fee to UNC-GA by semester, as follows:
- Fall semester - September 30th;
- Spring semester - February 15th;
- Summer semesters - August 15th
Remittance will be reported using the Standard Template, approved by the University Controller. Fees may be forwarded either by check payable to UNC-GA or Cash Management Control System Transfer of Funds.

Environmental Health & Public Safety
Occupational Safety and Health Act of 1970 (OSHA)
Employers with 11 or more employees must post, no later than February 1st, a summary of the total number of job-related injuries and illnesses that occurred in the prior calendar year. This posting must be kept in place until April 30th. Required to post the annual totals of the information contained on the right-hand portion of OSHA Form 300, “Log and Summary of Occupational Injuries and Illnesses.” The form is to be displayed wherever notices to employees are usually posted. Download the form from the OSHA website.

Financial Aid
Student Loan Interest Reporting
Under I.R.C. § 6050S lenders, including most colleges and universities that participate in the Perkins Loan Program or operate institutional loan programs, must report student loan interest payments to the IRS. This is done by filing Form 1098-E, which must be filed with the IRS on or
before February 28th, or March 31st if filed electronically. The required statement to all persons who made student loan interest payments must be sent to the payor on or before January 31st of the year following the calendar year in which the interest payments were received. The statement may simply be a copy of Form 1098-E.

**Human Resources**

**Job Openings and Labor Turnover (JOLT) Report (Monthly)**

29 U.S.C. § 2

A monthly report sent to the Department of Labor providing info concerning the Total Employment for the month; Number of Job Openings on the last business day of the month; Hires and Recalls for the entire month; Quits, Layoffs and Discharges, and Other Separations.

**Current Employment Statistics (CES) report (Monthly)**

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A monthly report sent to the Department of Labor providing info concerning Employee Count, Female Employee Count, Faculty Member Count, and coded response to any reason for large changes.

**New Hire Report (Monthly)**

N.C.G.S. § 110-129.2 and Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996, 42 U.S.C. § 653A

Requires employers to report newly hired and re-hired employees in North Carolina to the North Carolina Directory of New Hires within 20 days of their start date. Reported are SSN, Name, Address, Department, Department Address, FED EIN, STATE EIN, HIRE REHIRE Date, and Birthdates for New hires for the month reported.

**SB 886 Reporting Requirements**

OSP Informational Site

The Office of State Personnel (OSP) submits the annual SB 886 report to the General Assembly. The report presents disciplinary action and employee grievance data for each agency and university as well as statewide data. The report is due each February.

**List of EPA Retirees** (Benefits)

Provide the Provost office a list of EPA retirees every February.

**Office of Contracts and Grants**

Financial status report as required by State agencies.

**Sponsored Programs**

**IBC reporting to NIH** (annual report due February 27th) (Office of Research Compliance)

NIH Guidelines Section IV-B-2

**National Science Foundation URL Reporting**

Academic Technology Transfer and Commercialization of University Research

Effective February 1, 2012, higher education institutions that have NSF research support and at least $25,000,000 in total Federal research grants in the most recently completed Federal fiscal
year to submit to NSF the universal resource locator (URL) that contains information on their
transfer of technology and commercialization of research results efforts.

MARCH

Controller
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Form 1098-T must be filed with the IRS by February 28th (or March 31st, if filed
electronically) of the year following the calendar year during which payments were received.
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additional reporting or record keeping and only prescribe the method of filing information
returns that are already required to be filed.

Return of Information as to Payments to Employees
26 CFR § 1.6041-2
Employers must file Form W-2 for wages paid to each employee from whom income, social
security or Medicare taxes were withheld or income tax would have been withheld if the
employee had claimed no more than one withholding allowance or had not claimed exemption
from withholding on Form W-4. Anyone required to file Form W-2 must file Form W-3 to
transmit Copy A of Form W-2. The employer must file these forms with the IRS before
February 28th, or March 31st if filed electronically. Copies B, C and 2 are due to the employee
by February 1st.

Internal Revenue Code
- W-2 Forms (Payroll)
- 26 CFR § 31.6051-1.
- Must file by March 31st if filing electronically
- 1098 Forms (see above) (CASAO)
- 1099 Forms (Accounts Payable)
- F.R. § 1.6041-1.
- Must file by March 31st if filing electronically
- Federal Tax and FICA Tax (monthly) (Payroll)

NC Department of Revenue (Controller’s Office)
N.C.G.S. § 105-164.16
Monthly payment of Sales and Use tax collected on sales of tangible items to entities not exempt
under state statute. Payment is transmitted by the 20th day of the month following the month the
tax was collected. Form E-500 must be completed and filed with the Department of Revenue as
substantiation of the amount paid.

EO 50 Enhanced Purchasing (Governor's Report)
N.C. Gen. Stat. §143-59
Allows NC based vendors to meet out-of-state vendor pricing in certain situations based on bids
awarded during the month.
HUB Report (Historically Underutilized Business Report)
Executive Order No. 13/NC Gen. Stat. §143-48.4 & 143-128.4

Environmental Health & Public Safety
Emergency Planning and Community Right-to-Know Act (EPCRA)
42 U.S.C. §§ 11021 and 11022; 40 CFR §§ 370.21 and 370.25
By March 1st of each year, the owner or operator of any facility which is required to prepare or have available a material safety data sheet for a hazardous chemical under OSHA shall prepare and submit an emergency and hazardous chemical inventory format the appropriate local emergency planning committee; the state emergency response commission; and the fire department with jurisdiction over the facility.

Equal Opportunity and Equity
Executive Order 11246; N.C. Administrative Code 01L .0101 et seq.; N.C. OSP EEO Program and Plan
Affirmative Action Report due to OSP by March 1st. Prepared and submitted by OEO.

Financial Aid
Student Loan Interest Reporting
Under I.R.C. § 6050S lenders, including most colleges and universities that participate in the Perkins Loan Program or operate institutional loan programs, must report student loan interest payments to the IRS. This is done by filing Form 1098-E, which must be filed with the IRS on or before March 1st or March 31st if filed electronically. The required statement to all persons who made student loan interest payments must be sent to the payor on or before January 31st of the year following the calendar year in which the interest payments were received. The statement may simply be a copy of Form 1098-E.

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N.C.G.S. § 110-129.2 and Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996, 42 U.S.C. § 653A
Requires employers to report newly hired and re-hired employees in North Carolina to the North Carolina Directory of New Hires within 20 days of their start date. Reported are SSN, Name, Address, Department, Department Address, FED EIN, STATE EIN, HIRE REHIRE Date, and Birthdates for New hires for the month reported.

**Form 1042/1042-S Filing and Information Returns**

26 U.S.C. § 871; 26 CFR § 1.1461-1

Form 1042-S is used to report all non-employee payments to non-resident aliens and payments to nonresident employees who claim exemptions from federal income taxes due to a tax treaty. (The taxable portion of payments to nonresident employees are reported on IRS Form W-2 in January.)

The institution must file **Form 1042**, and copies of all Forms 1042-S with the IRS by **March 15th** of the calendar year following the year in which the income was paid. In addition, Form 1042-S must be sent to each recipient of an amount subject to reporting by **March 15th** of the calendar year following the year in which the income was paid.

**Office of Contracts and Grants**

Financial status report as required by State agencies.

**APRIL**

**Communication Technologies**

FCC

47 U.S.C. § 255; 47 C.F.R. § 6.18(b) and 47 C.F.R. §7.18(b); and 47 C.F.R. §14.31

By April 1 each year, certification must be submitted to the FCC indicating that the department has met the recordkeeping requirements of 47 C.F.R. §14.31, provided contact information for the person(s) authorized to resolve accessibility concerns and contact information for the agent designated for service of informal and formal complaints.

**Controller**

**Internal Revenue Service**

- Form 5227 - Split Interest Trust Information Return (annual) (Foundation Accounting)
- 941 Reconciliation (quarterly) (Payroll)
- Federal Tax and FICA Tax (monthly) (Payroll)

**NC Department of Revenue** (Controller’s Office)

N.C.G.S. § 105-163.1.(2) & N.C.G.S. § 105-163.3

Quarterly payment for 4% tax withheld on Non-Resident Personal Services payments. Tax of 4% is withheld from personal service payments made to non-North Carolina payees who are not under a statutory exemption. Payment is transmitted by wire transfer to the Department of Revenue by the last day of the first month following the end of a quarter.

N.C.G.S. § 105-164.1

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EO 50 Enhanced Purchasing (Governor’s Report)
N.C. Gen. Stat. §143-59
Allows NC based vendors to meet out-of-state vendor pricing in certain situations based on bids awarded during the month.

Human Resources
Social Security Number Verification Report
26 U.S.C. § 6721
To avoid penalty for reporting incorrect SSN on W-2 file/forms of $50/bad SSN, transmit data file, electronically, to the Social Security Administration (SSA). Report all employees hired in the quarter ending 03/31/YYYY listing name (as it appears in HR System), SSN, gender and date of birth. After information is queried against SSA’s database, mismatches are sent back to us for resolution.

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Unemployment Reports - NC
N.C.G.S. § 96-33
Data file of Social Security tax-contributing employees and their subject wages for the quarter ending 03/31/YYYY. Report lists employee’s name, SSN, and amount of subject wages. Also required to file a report (one report for each affected quarter) to show negative adjustments to employees’ earnings for prior quarters; negative adjustments are a result of check reversals, repayment of salary overpayments, or social security tax refunds.
Unemployment Reports – Other States
See N.C.G.S. § 96
For other states in which NCSU is registered as an employer, submit quarterly unemployment tax report for quarter ending 03/31/YYYY and if on a payment basis other than ‘reimbursement’, submit tax payment.

NC Department of Revenue
N.C.G.S. § 105-163.6
Quarterly reporting is required for NC income tax withholding, showing NC income tax liability minus income tax deposits, for quarter ending 03/31/YYYY; additional payment required if underpaid:
  • NC5Q – Quarterly Income Tax Withholding Return

Other State’s or Locality’s Department of Revenue
See N.C.G.S. § 105
Quarterly reporting is required for state/ locality/school district income tax withholding for other states in which NCSU is registered as an employer. Formats vary by state, but in general, show income tax liability minus income tax deposits, for quarter ending 03/31/YYYY; additional payment required if underpaid.

Office of Contracts and Grants
Financial status report as required by State agencies.

Office of Federal Affairs
Federal Lobbying Disclosure Reports
2 U.S.C. 1604
No later than 20 days after the end of the quarterly period beginning on the first day of January, April, July, and October of each year in which a registrant is registered under section 4, or on the first business day after such 20th day if the 20th day is not a business day, each registrant shall file a report with the Secretary of the Senate and the Clerk of the House of Representatives on its lobbying activities during such quarterly period. The report must contain an estimated amount of money spent lobbying and the bill(s) and issues that were lobbied on when efforts were made to influence legislation or executive decision.

Provost
Teacher Education Program Reporting Requirements
20 U.S.C. § 1027(f)
Universities must report annually to their state government and the public the pass rate on state teacher certification examinations taken by their graduates. The reporting deadline is April 1st. Link to reports on the ED website.

MAY

Controller
Transmit Federal Tax and FICA Tax to Internal Revenue Service (monthly) (Payroll)

NC Department of Revenue (Controller’s Office)
N.C.G.S. § 105-164.1
Monthly payment of Sales and Use tax collected on sales of tangible items to entities not exempt under state statute. Payment is transmitted by the 20th date of the month following the month the tax was collected. Form E-500 must be completed and filed with the Department of Revenue as substantiation of the amount paid.

EO 50 Enhanced Purchasing (Governor's Report)
N.C. Gen. Stat. §143-59
Allows NC based vendors to meet out-of-state vendor pricing in certain situations based on bids awarded during the month.

Human Resources
Job Openings and Labor Turnover (JOLT) Report (Monthly)
29 U.S.C. § 2
A monthly report sent to the Department of Labor providing info concerning the Total Employment for the month; Number of Job Openings on the last business day of the month; Hires and Recalls for the entire month; Quits, Layoffs and Discharges, and Other Separations.

Current Employment Statistics (CES) report (Monthly)
29 U.S.C. § 2
A monthly report sent to the Department of Labor providing info concerning Employee Count, Female Employee Count, Faculty Member Count, and coded response to any reason for large changes.

New Hire Report (Monthly)
N.C.G.S. § 110-129.2 and Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996, 42 U.S.C. § 653A
Requires employers to report newly hired and re-hired employees in North Carolina to the North Carolina Directory of New Hires within 20 days of their start date. Reported are SSN, Name, Address, Department, Department Address, FED EIN, STATE EIN, HIRE REHIRE Date, and Birthdates for New hires for the month reported.

Health Insurance Portability and Accountability Act of 1996 (HIPAA) (Academic Affairs)
42 U.S.C. § 300gg and 29 U.S.C § 1181 et seq.
Covered entities must use the identifier in connection with standard transactions. The final rule is effective May 23, 2005, except for Sec. 162.210 governing employer identification numbers. The effective date of this final rule marks the beginning of the implementation period for the NPI, which is distinct from the compliance dates of the NPI. For the compliance date, HHS adopts the requirement that covered entities (except small health plans) must obtain an NPI and must use the NPI in standard transactions no later than May 23, 2007. Small health plans must do so no later than May 23, 2008.
Medicare (Benefits)
Match a report that is provided by SSA of employees who may be covering dependents who are on Medicare, usually in May.

Office of Contracts and Grants
Financial status report as required by State agencies.

JUNE

Controller
Unrelated Business Income Tax (UBIT) Report (June 30th) (annual) (Tax Compliance Officer)
IRS UBIT Information

Transmit Federal Tax and FICA Tax to Internal Revenue Service (monthly) (Payroll)

Foreign Bank Accounts and Tax Filings (FBAR)
31 U.S.C. § 5314(a)
US institutions and citizens that have an ownership interest in foreign bank accounts, or US citizens with signature authority over a foreign bank account have to file form TD F 90.22-1 (FBAR). The latter must report the account on an FBAR even if the foreign financial account is reported on an FBAR filed by the owner of the account (or other person that has a financial interest in the account). This form must be filed by June 30th of the year following any year during which they possessed signature or other authority over, or had a monetary interest in foreign financial accounts whose value exceeded $10,000 at any time during the calendar year. Note the proposed regulations contain an exception for public entities, includes IHEs. The proposed regulations also state that the IRS must have received the form by June 30th, a postmark by June 30th does not count.

NC Department of Revenue (Controller’s Office)
N.C.G.S. § 105-164.1
Monthly payment of Sales and Use tax collected on sales of tangible items to entities not exempt under state statute. Payment is transmitted by the 20th date of the month following the month the tax was collected. Form E-500 must be completed and filed with the Department of Revenue as substantiation of the amount paid.

EO 50 Enhanced Purchasing (Governor's Report)
N.C. Gen. Stat. §143-59
Allows NC based vendors to meet out-of-state vendor pricing in certain situations based on bids awarded during the month.

HUB Report (Historically Underutilized Business Report)
Executive Order No. 13/NC Gen. Stat. §143-48.4 & 143-128.4

Environmental Health & Public Safety
Hazardous Materials Transportation Act of 1994
Each person who transports or causes to be transported hazardous material shall file annually a complete and accurate registration statement on DOT Form F 5800.2 not later than June 30th for each registration year. Each registration year begins on July 1st and ends on June 30th of the following year.

Human Resources
Current Employment Statistics (CES) report (Monthly)
29 U.S.C. § 2
A monthly report sent to the Department of Labor providing info concerning Employee Count, Female Employee Count, Faculty Member Count, and coded response to any reason for large changes.

New Hire Report (Monthly)
N.C.G.S. § 110-129.2 and Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996, 42 U.S.C. § 653A
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Compensated Leave Report (Benefits)
Submit this Compensated Leave Report to NC State University Accounting Department by June (Annual Accrual Bonus and Vacation Leave – Booked Liability).

Performance Management
NCSU REG 05.50.4
The annual performance ratings for every SPA employee must be reported to the Office of State Personnel.

Job Openings and Labor Turnover (JOLT) Report (Monthly)
29 U.S.C. § 2
A monthly report sent to the Department of Labor providing info concerning the Total Employment for the month; Number of Job Openings on the last business day of the month; Hires and Recalls for the entire month; Quits, Layoffs and Discharges, and Other Separations.

Office of Contracts and Grants
Financial status report as required by State agencies.

Sponsored Programs
IACUC (Institutional Animal Care and Use Committee) reporting (annual report due June 1st) (Office of Research Compliance)
9 CFR § 2.31

JULY
Advancement
20 U.S.C. § 1011f (see also January)
By January 31st or July 31st of each year, whichever is sooner depending on the time of the gift, a postsecondary institution must file a disclosure report about ownership or control by, or contracts with or gifts from foreign sources. The institution shall file a disclosure report with the Department of Education for gifts and contracts of $250,000 or more received within a calendar year.

Campus Enterprises
P.L. 110-315; 20 U.S.C. § 1015b
Effective July 1, 2010 (to the maximum extent feasible) each school shall disclose the International Standards Book Number (“ISBN”) and retail price for required and recommended textbooks and supplemental materials for each course listed on the schedule (posted on the web or print course schedule). If no ISBN is available, the institution may provide the textbook's author, title, publisher, and copyright date. If the disclosure is not practical for a certain text, a designation of *to be determined* can be noted. Written course schedules should indicate where on the university web page this info will be posted. HEOA encourages schools to disseminate information regarding book rentals, used textbooks, buy back programs, and alternative delivery programs or other cost saving strategies. Schools shall make available to the college bookstore, upon request, the most accurate information regarding the course schedule for the next academic period and for each course offered, the information described above, the number of students enrolled in such course, and the maximum enrollment for each class.

Controller
Internal Revenue Service
• 941 Reconciliation to Internal Revenue Service (quarterly) (Payroll)
• Transmit Federal Tax and FICA Tax to Internal Revenue Service (monthly) (Payroll)

NC Department of Revenue (Controller’s Office)
N.C.G.S. § 105-163.1(2) & N.C.G.S. § 105-163.3
Quarterly payment for 4% tax withheld on Non-Resident Personal Services payments. Tax of 4% is withheld from personal service payments made to non-North Carolina payees who are not under a statutory exemption. Payment is transmitted by wire transfer to the Department of Revenue by the last day of the first month following the end of a quarter.

N.C.G.S. § 105-164.1
Monthly payment of Sales and Use tax collected on sales of tangible items to entities not exempt under state statute. Payment is transmitted by the 20th date of the month following the month the tax was collected. Form E-500 must be completed and filed with the Department of Revenue as substantiation of the amount paid.

EO 50 Enhanced Purchasing (Governor's Report)
N.C. Gen. Stat. §143-59
Allows NC based vendors to meet out-of-state vendor pricing in certain situations based on bids awarded during the month.

**Required Elements of University-Associated Entity Relationship**

**UNC Policy 600.2.5.2 [R]**

An Associated Entity of the General Administration which supports university activities must provide copies of the audit report, management letters, and responses to management letters to the president, and through the president to the Board of Governors.

Sent in February with follow-up in July

**Environmental Health & Public Safety**

**Toxic Substances Control Act**


A written annual document log of the disposition of PCBs and PCB items must be prepared for each facility by **July 1st**, covering the previous calendar year (January through December). The written annual report, which summarizes the records and annual document log shall be submitted to the EPA Regional Administrator by **July 15th** of each year.

**Human Resources**

**Social Security Number Verification Report**

26 U.S.C. § 6721

To avoid penalty for reporting incorrect SSN on W-2 file/forms of $50/bad SSN, transmit data file, electronically, to the Social Security Administration (SSA). Report all employees hired in the quarter ending 06/30/YYYY listing name (as it appears in HR System), SSN, gender and date of birth. After information is queried against SSA’s database, mismatches are sent back to us for resolution.

**Job Openings and Labor Turnover (JOLT) Report (Monthly)**

29 U.S.C. § 2

A monthly report sent to the Department of Labor providing info concerning the Total Employment for the month; Number of Job Openings on the last business day of the month; Hires and Recalls for the entire month; Quits, Layoffs and Discharges, and Other Separations.

**Current Employment Statistics (CES) report (Monthly)**

29 U.S.C. § 2

A monthly report sent to the Department of Labor providing info concerning Employee Count, Female Employee Count, Faculty Member Count, and coded response to any reason for large changes.

**New Hire Report (Monthly)**

N.C.G.S. § 110-129.2 and Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996, 42 U.S.C. § 653A

Requires employers to report newly hired and re-hired employees in North Carolina to the North Carolina Directory of New Hires within 20 days of their start date. Reported are SSN, Name, Address, Department, Department Address, FED EIN, STATE EIN, HIRE REHIRE Date, and Birthdates for New hires for the month reported.
Unemployment Reports - NC
NC Employment Security Commission - NCU1101, Employer’s Quarterly Tax Report; and, NCU1685, Adjustment to Employer’s Quarterly Tax & Wage Report

N.C.G.S. § 96-33
Data file of Social Security tax-contributing employees and their subject wages for the quarter ending 06/30/YYYY. Report lists employee’s name, SSN, and amount of subject wages. Also required to file a report (one report for each affected quarter) to show negative adjustments to employees’ earnings for prior quarters; negative adjustments are a result of check reversals, repayment of salary overpayments, or social security tax refunds.

Unemployment Reports – Other States
See N.C.G.S. § 96
For other states in which NCSU is registered as an employer, submit quarterly unemployment tax report for quarter ending 06/30/YYYY and if on a payment basis other than ‘reimbursement’, submit tax payment.

NC Department of Revenue
N.C.G.S. § 105-163.6
Quarterly reporting is required for NC income tax withholding, showing NC income tax liability minus income tax deposits, for quarter ending 06/30/YYYY; additional payment required if underpaid:
  • NC5Q – Quarterly Income Tax Withholding Return

Other State’s or Locality’s Department of Revenue
See N.C.G.S. § 105
Quarterly reporting is required for state/ locality/school district income tax withholding for other states in which NCSU is registered as an employer. Formats vary by state, but in general, show income tax liability minus income tax deposits, for quarter ending 06/30/YYYY; additional payment required if underpaid.

International Services
Annual Report for all J-1 Sponsors for the Exchange Visitor Program
22 CFR § 62.15
All J-1 sponsors must submit an annual report generated from SEVIS along with a narrative of the year. Sponsors must submit an annual report to DoS. The report must be filed on an academic, calendar, or fiscal year, as stipulated on the program's designation or re-designation letter. The annual reporting cycle is also listed on the Program Information screen. The due dates are: • Academic Year ends: June 30, Report due to DoS: July 31st; • Calendar Year ends: December 31st, Report due to DoS: January 31st; • Fiscal Year ends: September 30th, Report due to DoS: October 31st.

Office of Contracts and Grants
Financial status report as required by State agencies.
Office of Federal Affairs
Federal Lobbying Disclosure Reports
2 U.S.C. 1604
No later than 20 days after the end of the quarterly period beginning on the first day of January, April, July, and October of each year in which a registrant is registered under section 4, or on the first business day after such 20th day if the 20th day is not a business day, each registrant shall file a report with the Secretary of the Senate and the Clerk of the House of Representatives on its lobbying activities during such quarterly period. The report must contain an estimated amount of money spent lobbying and the bill(s) and issues that were lobbied on when efforts were made to influence legislation or executive decision.

University Planning & Analysis
The Student Right to Know Law: Information on Completion or Graduation Rates
20 U.S.C § 1092; 34 CFR §§ 668.41 and 668.45
The disclosure date is July 1st following 150% of the normal time for completion/graduation from its programs. Completion of the Graduation Rate Survey (GRS) (part of IPEDS reporting done in March –April) meets the reporting requirements of the Student Right to Know Law. See the IPEDS summary of HE changes in Reporting for IPEDS 2009-2010.

AUGUST

Controller
Internal Revenue Service
- Transmit Federal Tax and FICA Tax to Internal Revenue Service (monthly) (Payroll)

NC Department of Revenue (Controller’s Office)
N.C.G.S. § 105-164.1
Monthly payment of Sales and Use tax collected on sales of tangible items to entities not exempt under state statute. Payment is transmitted by the 20th date of the month following the month the tax was collected. Form E-500 must be completed and filed with the Department of Revenue as substantiation of the amount paid.

EO 50 Enhanced Purchasing (Governor's Report)
N.C. Gen. Stat. §143-59
Allows NC based vendors to meet out-of-state vendor pricing in certain situations based on bids awarded during the month.

Association of Student Governments Collection Receipts Remittance
Pursuant to the UNC Board of Governors action of March 2, 2002, each constituent campus is required to remit collection of the Association of Student Government (ASG) fee to UNC-GA by semester, as follows:
Fall semester - September 30th;
Spring semester - February 15th;
Summer semesters - August 15th
Remittance will be reported using the Standard Template, approved by the University Controller. Fees may be forwarded either by check payable to UNC-GA or Cash Management Control System Transfer of Funds.

**Human Resources**

**Job Openings and Labor Turnover (JOLT) Report (Monthly)**

*[29 U.S.C. § 2]*

A monthly report sent to the Department of Labor providing info concerning the Total Employment for the month; Number of Job Openings on the last business day of the month; Hires and Recalls for the entire month; Quits, Layoffs and Discharges, and Other Separations.

**Current Employment Statistics (CES) report (Monthly)**

*[29 U.S.C. § 2]*

A monthly report sent to the Department of Labor providing info concerning Employee Count, Female Employee Count, Faculty Member Count, and coded response to any reason for large changes.

**New Hire Report (Monthly)**


Requires employers to report newly hired and re-hired employees in North Carolina to the North Carolina Directory of New Hires within 20 days of their start date. Reported are SSN, Name, Address, Department, Department Address, FED EIN, STATE EIN, HIRE REHIRE Date, and Birthdates for New hires for the month reported.

**Office of Contracts and Grants**

Financial status report as required by State agencies.

**Registrar**

The Family Educational Rights and Privacy Act of 1974 (FERPA)

*[20 U.S.C. § 1232g(e); 34 CFR § 99.7]* and distribution also referred to in *[20 U.S.C. § 1092(a)]*

Each educational agency or institution shall annually notify students currently in attendance, of their rights under FERPA. Notification of these rights concurrent with fall registration is suggested, as the student needs to be told what information the student has identified as directory information and notified of his/her opportunity to place a hold on release of directory information.

**SEPTEMBER**

**Controller**

Internal Revenue Service

- Transmit Federal Tax and FICA Tax to Internal Revenue Service (monthly) (Payroll)

**NC Department of Revenue** (Controller’s Office)

*[N.C.G.S. § 105-164.1]*
Monthly payment of Sales and Use tax collected on sales of tangible items to entities not exempt under state statute. Payment is transmitted by the 20\textsuperscript{th} date of the month following the month the tax was collected. Form E-500 must be completed and filed with the Department of Revenue as substantiation of the amount paid.

**EO 50 Enhanced Purchasing (Governor's Report)**  
*N.C. Gen. Stat. §143-59*  
Allows NC based vendors to meet out-of-state vendor pricing in certain situations based on bids awarded during the month.

**HUB Report (Historically Underutilized Business Report)**  
**Executive Order No. 13/NC Gen. Stat. §143-48.4 & 143-128.4**

**Association of Student Governments Collection Receipts Remittance**  
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- Fall semester - September 30th;  
- Spring semester - February 15th;  
- Summer semesters - August 15th  
Remittance will be reported using the Standard Template, approved by the University Controller. Fees may be forwarded either by check payable to UNC-GA or Cash Management Control System Transfer of Funds.

**Financial Aid**  
**General Provisions Relating to Student Assistance Programs (Program Participation Agreements): Financial Aid and Institutional Information**  
20 U.S.C. §§ 1092(a) and 1094; 34 C.F.R. §§ 668.42 and 668.43 et seq.  
The institution must publish and make readily available to current and prospective students information on the entire Federal, State, local, private and institutional financial assistance programs available to students who enroll at the institution. Institutional information must also be made available as well. No deadline specifically enumerated, but September 1\textsuperscript{st} is suggested.

**Human Resources**  
**The Veterans' Readjustment Benefits Act**  
41 C.F.R. § 61-250.10  
By Sept. 30\textsuperscript{th} of each year, federal contractors and subcontractors must file Federal Contractor Veterans' Employment Report (VETS-100). See the DOL web page for more on this requirement. The report is for information required with respect to the prior calendar year.

**Job Openings and Labor Turnover (JOLT) Report (Monthly)**  
29 U.S.C. § 2  
A monthly report sent to the Department of Labor providing info concerning the Total Employment for the month; Number of Job Openings on the last business day of the month; Hires and Recalls for the entire month; Quits, Layoffs and Discharges, and Other Separations.
Current Employment Statistics (CES) report (Monthly)
29 U.S.C. § 2
A monthly report sent to the Department of Labor providing info concerning Employee Count, Female Employee Count, Faculty Member Count, and coded response to any reason for large changes.

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N.C.G.S. § 110-129.2 and Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996, 42 U.S.C. § 653A
Requires employers to report newly hired and re-hired employees in North Carolina to the North Carolina Directory of New Hires within 20 days of their start date. Reported are SSN, Name, Address, Department, Department Address, FED EIN, STATE EIN, HIRE REHIRE Date, and Birthdates for New hires for the month reported.

Office of Contracts and Grants
Financial status report as required by State agencies.

University Planning & Analysis
Executive Orders 11,246 and 11,375
41 CFR § 60-1.7
Contractors and subcontractors with 50 or more employees or who have a contract, subcontract, or purchase order with the federal government amounting to $50,000 or more must file the IPEDS forms as required each year, on or before September 30th. This is what is used by IHE’s in place of EEO-6 forms.

OCTOBER

Athletics
Equity in Athletics Disclosure Act of 1994
20 U.S.C. § 1092(g); 34 C.F.R. §§ 668.41 and 668.47
Each coed institution of higher education that participates in Title IV programs, and has an intercollegiate athletic program, must no later than October 15th of each year, make available on request to enrolled students, prospective students, and the public, the report required to be produced under this law. Within 15 days of making the report available to students, prospective students, and the public, (i.e., no later than October 30th of each year) the school must submit the report to the Secretary of Education. See the User's Guide for Equity in Athletics Web Based Data Collection.

Controller
Internal Revenue Service
- Transmit Federal Tax and FICA Tax to Internal Revenue Service (monthly) (Payroll)
- 941 Reconciliation to Internal Revenue Service (quarterly) (Payroll)

NC Department of Revenue (Controller’s Office)
N.C.G.S. § 105-163.1.(2) & N.C.G.S. § 105-163.3
Quarterly payment for 4% tax withheld on Non-Resident Personal Services payments. Tax of 4% is withheld from personal service payments made to non-North Carolina payees who are not under a statutory exemption. Payment is transmitted by wire transfer to the Department of Revenue by the last day of the first month following the end of a quarter.

N.C.G.S. § 105-164.1

Monthly payment of Sales and Use tax collected on sales of tangible items to entities not exempt under state statute. Payment is transmitted by the 20th date of the month following the month the tax was collected. Form E-500 must be completed and filed with the Department of Revenue as substantiation of the amount paid.

EO 50 Enhanced Purchasing (Governor's Report)
N.C. Gen. Stat. §143-59

Allows NC based vendors to meet out-of-state vendor pricing in certain situations based on bids awarded during the month.

Environmental Health & Public Safety

Campus Security Act and Campus Sex Crimes Participation Act

Any institution participating in a Title IV federal student financial aid program that maintains on campus housing facilities must establish a missing student notification policy and related procedures for those students who live in on campus housing and who have been missing for 24 hours. The policy as of October 2010 may be found in the Annual Security and Fire Safety Report, here.

20 U.S.C. § 1092(i) Report to Secretary of Education

The statistics set forth in the above linked page must be reported to the Secretary of Education on an annual basis. At this point in time, the format for reporting the statistics has not yet been established. The October 1, 2010 report may be found here.

Campus Security Act of 1990
20 U.S.C. §§ 1092(a)(1)(O) and 1092(f)(5) and 34 C.F.R. §§ 668.46 and 668.41

The Campus Security Act requires colleges to report campus crime statistics and security measures to all students and employees by October 1st of each year. The annual security report must also be submitted to the Secretary of Education (over the internet) each year, by Oct. 15th of each year.

Campus Sex Crimes Prevention Act

Notification may be accomplished by adding the statement to the Annual Security Report required by the Campus Security Act. Suggested deadline of October 1st of each year to coincide with Annual Security Report. The notice requirement is ongoing.

The Drug-Free Schools and Communities Act Amendments of 1989
**20 U.S.C. § 1011j** and **34 C.F.R. § 86.100**

Annual distribution to students and employees of the institution's standards of conduct with respect to illegal drugs and alcohol; a description of the applicable legal sanctions and health risks; as well as availability of drug and alcohol counseling available to employees and students. Must also include a statement on sanctions the institution will impose for violation of the standards of conduct. The law does not mandate a particular date for distribution, but **suggested distribution** is to make this information part of the Annual Security Report distribution which is required by **October 1st** of each year.

NC State University Police compile the information required by these five statutes into an annual report. The October 2010 report may be found [here](#).

**Emergency Response Policies and Procedures as required by HEOA 2008**

**Pub. L. No. 110-315**

Institutions are required to disclose emergency response policies and evacuation procedures. NC State University Police has included this information in its annual report, due **October 1st**. The October 2010 report may be found [here](#).

**Financial Aid**

**FISAP reporting (by October 1st) (annual)**


FISAP represents fiscal operations and request for future funding for Title IV Federal Campus Based funds (SEOG, Perkins Loans and Workstudy) and Federal Pell Grant Reporting.

**Human Resources**

**Social Security Number Verification Report**

**26 U.S.C. § 6721**

To avoid penalty for reporting incorrect SSN on W-2 file/forms of $50/bad SSN, transmit data file, electronically, to the Social Security Administration (SSA). Report all employees hired in the quarter ending 09/30/YYYY listing name (as it appears in HR System), SSN, gender and date of birth. After information is queried against SSA’s database, mismatches are sent back to us for resolution.

**Personnel Data File (PDF)**

**UNC-GA**

A census file that is sent as of September 30th that gives specific data values for EPA, SPA, and Grads of anyone that was active in the time frame of October 1st thru September 30th. Active employees’ data elements are reported as of September 30th, separated employees’ data elements are reported as they appeared the day of separation.

**Job Openings and Labor Turnover (JOLT) Report (Monthly)**

**29 U.S.C. § 2**
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29 U.S.C. § 2

A monthly report sent to the Department of Labor providing info concerning Employee Count, Female Employee Count, Faculty Member Count, and coded response to any reason for large changes.

**New Hire Report (Monthly)**

N.C.G.S. § 110-129.2 and Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996, 42 U.S.C. § 653A

Requires employers to report newly hired and re-hired employees in North Carolina to the North Carolina Directory of New Hires within 20 days of their start date. Reported are SSN, Name, Address, Department, Department Address, FED EIN, STATE EIN, HIRE REHIRE Date, and Birthdates for New hires for the month reported.

**Unemployment Reports - NC**

NC Employment Security Commission - NCU101, Employer’s Quarterly Tax Report; and, NCU1685, Adjustment to Employer’s Quarterly Tax & Wage Report

N.C.G.S. § 96-33

Data file of Social Security tax-contributing employees and their subject wages for the quarter ending 09/30/YYYY. Report lists employee’s name, SSN, and amount of subject wages. Also required to file a report (one report for each affected quarter) to show negative adjustments to employees’ earnings for prior quarters; negative adjustments are a result of check reversals, repayment of salary overpayments, or social security tax refunds.

**Unemployment Reports – Other States**

See N.C.G.S. § 96

For other states in which NCSU is registered as an employer, submit quarterly unemployment tax report for quarter ending 09/30/YYYY and if on a payment basis other than ‘reimbursement’, submit tax payment.

**NC Department of Revenue**

N.C.G.S. § 105-163.6

Quarterly reporting is required for NC income tax withholding, showing NC income tax liability minus income tax deposits, for quarter ending 09/30/YYYY; additional payment required if underpaid:

- NC5Q – Quarterly Income Tax Withholding Return

**Other State’s or Locality’s Department of Revenue**

See N.C.G.S. § 105

Quarterly reporting is required for state/ locality/school district income tax withholding for other states in which NCSU is registered as an employer. Formats vary by state, but in general, show
income tax liability minus income tax deposits, for quarter ending 09/30/YYYY; additional payment required if underpaid.

**Office of Contracts and Grants**
Financial status report as required by State agencies.

**Office of Federal Affairs**
Federal Lobbying Disclosure Reports
2 U.S.C. 1604
No later than 20 days after the end of the quarterly period beginning on the first day of January, April, July, and October of each year in which a registrant is registered under section 4, or on the first business day after such 20th day if the 20th day is not a business day, each registrant shall file a report with the Secretary of the Senate and the Clerk of the House of Representatives on its lobbying activities during such quarterly period. The report must contain an estimated amount of money spent lobbying and the bill(s) and issues that were lobbied on when efforts were made to influence legislation or executive decision.

**Sponsored Programs**
IACUC/OLAW (Office of Laboratory Animal Welfare) Assurance (report due every 5 years)

**NOVEMBER**

**Controller**
Internal Revenue Service

- **Filing Form 990 (Tax Compliance)**
- Exempt organizations who do not fall under a statutory exception must file an annual return with the Internal Revenue Service. The return must be filed on or before the 15th day of the fifth calendar month following the close of the institution’s fiscal year.
- **Transmit Federal Tax and FICA Tax to Internal Revenue Service (monthly) (Payroll)**

**Internal Revenue Code**
26 U.S.C. § 6033
Tax exempt organizations are required to file Form 990-T, Exempt Organization Business Income Tax Return, if they have gross income of $1,000 or more from an unrelated trade or business. The deadline for this form is **November 15**th.

**U.S. Tax Code: Withholding exemption certificates** (See also December)
26 C.F.R. § 31.3402(f)(2)-1(c)(3)
The employer is required to request a withholding exemption certificate from each employee, but if the employee fails to furnish such certificate, the employer shall consider that employee a single person claiming no withholding. **Before December 1st of each year,** every employer should request of each employee a newly completed withholding exemption certificate for the ensuing calendar year.
NC Department of Revenue (Controller’s Office)
N.C.G.S. § 105-164.1
Monthly payment of Sales and Use tax collected on sales of tangible items to entities not exempt under state statute. Payment is transmitted by the 20th date of the month following the month the tax was collected. Form E-500 must be completed and filed with the Department of Revenue as substantiation of the amount paid.

NC Department of Revenue (Controller’s Office)
N.C.G.S. § 105-130
Annual filing of North Carolina Income Tax Return on Form CD-405 of income or loss from activities performed which are classified as unrelated to exempt purpose of North Carolina State University. This return is due the 15th day of the fifth month following the close of the reporting year.

EO 50 Enhanced Purchasing (Governor's Report)
N.C. Gen. Stat. §143-59
Allows NC based vendors to meet out-of-state vendor pricing in certain situations based on bids awarded during the month.

Human Resources
Job Openings and Labor Turnover (JOLT) Report (Monthly)
29 U.S.C. § 2
A monthly report sent to the Department of Labor providing info concerning the Total Employment for the month; Number of Job Openings on the last business day of the month; Hires and Recalls for the entire month; Quits, Layoffs and Discharges, and Other Separations.

Current Employment Statistics (CES) report (Monthly)
29 U.S.C. § 2
A monthly report sent to the Department of Labor providing info concerning Employee Count, Female Employee Count, Faculty Member Count, and coded response to any reason for large changes.

New Hire Report (Monthly)
N.C.G.S. § 110-129.2 and Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996, 42 U.S.C. § 653A
Requires employers to report newly hired and re-hired employees in North Carolina to the North Carolina Directory of New Hires within 20 days of their start date. Reported are SSN, Name, Address, Department, Department Address, FED EIN, STATE EIN, HIRE REHIRE Date, and Birthdates for New hires for the month reported.

Office of Contracts and Grants
Financial status report as required by State agencies.

DECEMBER
Controller

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Internal Revenue Code: Tuition Payment Credit Reporting Requirements
26 CFR § 1.6050S-3 and 26 C.F.R. § 301.6109
If the institution does not have a record of the individual’s correct TIN, then it must solicit the TIN on or before December 31st.

NC Department of Revenue (Controller’s Office)
N.C.G.S. § 105-164.1
Monthly payment of Sales and Use tax collected on sales of tangible items to entities not exempt under state statute. Payment is transmitted by the 20th date of the month following the month the tax was collected. Form E-500 must be completed and filed with the Department of Revenue as substantiation of the amount paid.

EO 50 Enhanced Purchasing (Governor's Report)
N.C. Gen. Stat. §143-59
Allows NC based vendors to meet out-of-state vendor pricing in certain situations based on bids awarded during the month.

HUB Report (Historically Underutilized Business Report)
Executive Order No. 13/NC Gen. Stat. §143-48.4 & 143-128.4

Environmental Health & Public Safety
Occupational Safety and Health Act of 1970 (OSHA)
29 U.S.C. § 654 and 29 CFR § 1904.32
By December 31st of each calendar year, the employer must review the OSHA 300 Log to verify entries, create an annual summary of injuries and illnesses, and certify the summary, which must be posted no later than February 1st of the following year and kept in place until April 30th.

Human Resources
Job Openings and Labor Turnover (JOLT) Report (Monthly)
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**Office of Contracts and Grants**

Financial status report as required by State agencies.

**Office of General Counsel**

Identity Theft Protection

N.C.G.S. § 120-270

Agencies of the State shall evaluate and report annually by January 1st to the General Assembly about the agency’s efforts to reduce the dissemination of personal identifying information, as defined in G.S. § 14-113.20(b). The evaluation shall include the review of public forms, the use of random personal identification numbers, restriction of access to personal identifying information, and reduction of use of personal identifying information when it is not necessary. Special attention shall be given to the use, collection, and dissemination of social security numbers. If the collection of a social security number is found to be unwarranted, the State agency shall immediately discontinue the collection of social security numbers for that purpose.

**Sponsored Programs**

Animal Welfare Act

9 CFR § 2.36

If live animals are used by the institution in research, tests, experiments or for teaching, then the part of the institution responsible for the research must submit an annual report to the AC Regional Director for the state where the institution is located on or before December 1st of each calendar year. The report shall be signed by the CEO or Institutional Official and shall cover the previous fiscal year.

**REPORTS WITH FLEXIBLE OR VARYING DEADLINES**

**Human Resources**

Shared Leave for Non-Family Members (Benefits)

Report a list of donors for shared leave for the non-family members. Will probably be either December/January.

**International Services**

Bi-annual Recertification for F-1 Student Visa Program Sponsorship

8 CFR § 214.3
The US Department of Homeland Security (Immigration and Customs Enforcement) requires that all F-1 sponsors be recertified. There is no specific or pre-determined date for this recertification process. The sponsors are sent an email instructing them to file the report and to expect a site visit from Homeland Security.

**SEVIS Reporting**


There are additional federally mandated reporting requirements regarding individual students and scholars - based either on a calendar/semester cycle or if a certain action/condition occurs. For example, we must “register” each SEVIS student (F-1 or J-1) at the beginning of their program and each semester thereafter - as well as every time they change address, major, name, employment type, get suspended, withdraw, transfer out, etc.

**Office of Contracts and Grants**

Financial Status Reports for federally sponsored awards (quarterly)

**Office of Information Technology**

Pub. L. No. 110-315

The Higher Education Opportunity Act of 2008 requires institutions to take steps to combat the unauthorized distribution of copyrighted materials. Enrolled students are to be provided an annual notice on peer-to-peer file sharing and copyright information and the institution’s policies on dealing with the issue.

**Sponsored Programs**

Animal Welfare Act: Report by Licensees

9 CFR § 2.7

Each year, within 30 days prior to the expiration date of his or her license, a licensee shall file with the AC Regional Director an application for license renewal and annual report.

**Research misconduct reporting to Office of Research Integrity** (due between January and March – ORI will identify reporting period) (annual) (Office of Research Compliance)

**PHS Annual Report on Possible Research Misconduct**

42 CFR § 93.302(b)

Once established, institutions maintain their assurance by filing the Annual Report on Possible Research Misconduct (between January 1st and March 1st each year), submitting their policy for responding to allegations of research misconduct for review when requested by ORI, revising their policy when requested by ORI to bring the policy into compliance with the PHS regulation, and complying with the PHS regulation. See The Office of Research Integrity web page on this compliance requirement.

**Public Health Services Policies on Research Misconduct**

42 CFR Part 93

Each institution which receives or applies for a Public Health Services (PHS) research-related grant or cooperative agreement must have an established administrative policy for responding to
allegations of research misconduct. Form PHS-6349 is filed annually to document the policy and findings from the past year.

Office for Human Research Protections (OHRP) federal wide assurance report (every 3 years) (Office of Research Compliance)

Student Affairs
Voter Registration Provision in Higher Education Amendments of 1998
This law does not apply in states without a voter registration requirement, or if the voter can register at the time of voting. For all other states, the institution must request voter registration forms from the state 120 days prior to the deadline for registering to vote and make the forms “widely available” to each student enrolled in a degree or certificate program and physically in attendance at the institution. Many states have voter registration forms online, which makes compliance easier and the timeline less onerous, as links can be posted in August or September for November elections covered under the law.

University Planning & Analysis
Program Participation Agreements and IPEDS
20 U.S.C. § 1094(a)(17); 34 C.F.R. § 100.6; 29 C.F.R. §§ 1602.48-50
As part of the program participation agreements signed in connection with financial aid, an institution must complete surveys conducted as a part of the Integrated Postsecondary Education Data System (IPEDS) or any other Federal postsecondary institution data collection effort, as designated by the Secretary, in a timely manner and to the satisfaction of the Secretary. Filing the required IPEDS forms also fulfills certain reporting requirements under Titles VI and VII and the ADA. See the IPEDS summary of HEO changes in Reporting for IPEDS 2009-2010.

The Integrated Postsecondary Education Data System (IPEDS)
20 U.S.C. § 1094(a)(17); 34 C.F.R. § 100.6; 29 CFR §§ 1602.48-50
IPEDS is the core postsecondary education data collection program for the National Center for Education Statistics. Data is collected from all primary providers of postsecondary education in the country in areas including enrollments, program completions, graduation rates, faculty, staff, finance, institutional prices, and student financial aid. The April reports include financial aid data, financial expenditures, and fall enrollment information.

Continuing Disclosure Obligation
Securities and Exchange Commission Rule 15c2-12
Specific events, detailed in each bond issue, will trigger a requirement to file a material event notice with the MSRB within 10 days of the occurrence of the event.
MEMORANDUM

To:      Mardecia Bell, Director of Security and Compliance, OIT
         Richard Best, Research Compliance Officer & FSO
         Barbara Carroll, Associate Vice Chancellor for Human Resources
         Carrie Doyle, Senior Associate Athletic Director for Compliance
         Duane Larick, Senior Vice Provost for Academic Strategy & Resource Management
         Stan North Martin, Director of Outreach, Communications and Consulting, OIT
         Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and Business and University
         Treasurer
         David Rainer, Associate Vice Chancellor for Environmental Health and Public Safety
         Joanne Woodard, Vice Provost for Institutional Equity & Diversity
         Lisa Zapata, Vice Provost for Student Development, Health and Wellness

From:   University Compliance Steering Committee

Warwick Arden, Provost and Executive Vice Chancellor
Eileen Goldgeier, Vice Chancellor and General Counsel
Marc Hoit, Vice Chancellor for Information Technology and CIO
Charles Leffler, Vice Chancellor for Finance and Business
Terri Lomax, Vice Chancellor for Research, Innovation, and Economic Development

Subject: Compliance Officials Working Group

Integrity in our work and compliance with applicable laws and regulations are critical to our success as a major public research institution. It is therefore imperative that the university maintain an effective organizational compliance and ethics program. The primary locus of the university's Compliance Program is in the university's academic and administrative units, where the authority for university policy development and the responsibility for implementation of the Compliance Program reside. We are therefore forming a Compliance Officials Working Group (Working Group), and appointing each of you as a Working Group member.

The mission of the Working Group is to assist the University Compliance Steering Committee (UCSC) in promoting a culture and understanding of and adherence to applicable federal, state, and local laws and regulations, as well as university policies, rules, and regulations. The Working Group will provide compliance leadership in the university's academic and administrative units and ensure effective communication and collaboration among those responsible for compliance.
The Working Group should meet regularly throughout the year. Deputy General Counsel Mike Poterala will coordinate and chair these meetings. The Working Group will help ensure that the university implements and maintains an effective Compliance Program by:

a. Reviewing and monitoring ongoing compliance activities, and reporting to the UCSC on progress being made, or recommending corrective actions whenever compliance violations occur or when deficiencies are identified in the university’s Compliance Program;

b. Preparing materials for presentation to the UCSC, and, upon request of the UCSC, preparing materials for presentation to the Audit, Risk Management and Finance Committee of the Board of Trustees;

c. Identifying new and emerging areas of compliance risk relevant to the university’s academic and administrative units for the UCSC;

d. Discussing, planning and recommending to the UCSC coordinated compliance initiatives designed to address identified compliance risks;

e. Identifying and discussing new and/or improved compliance best practices; and

f. Engaging the university’s faculty, staff, academic units, and administrative units to disseminate information, receive input, and respond to queries.

Cc: Chancellor Woodson
    Kevin Howell
    Michael Mullen
    P.J. Teal
    Deborah Yow
    Brad Bohlander
    Mike Poterala
Dr. Randolph Woodson  
Chancellor  
North Carolina State University  
231 Winslow Hall Box 7530  
Raleigh, North Carolina 27695-7530

Dear Dr. Woodson:

Our recent evaluation of your equal employment opportunity policies and practices at 231 Winslow Hall, Raleigh, North Carolina 27695, has been completed.

During the compliance review process, we found no apparent violations of Executive Order 11246, as amended, Section 503 of the Rehabilitation Act of 1973, as amended, or the Vietnam Era Veterans’ Readjustment Assistance Act of 1974, as amended (38 U.S.C. 4212). This determination may be modified by the Deputy Regional Director, or by the Director, Office of Federal Contract Compliance Programs, within 45 days of the issuance of this letter.

The Office of Federal Contract Compliance Programs sincerely appreciates the cooperation and courtesies extended by you and your staff during the conduct of the compliance evaluation.

Sincerely,

Pamela B. Quinn  
District Director—Charlotte

Cc: Joanne Woodard  
231 Winslow Hall Box 7530  
Raleigh, North Carolina 27695  

Working for America’s Workforce
Agenda Item / Issue: 4.2C

Internal Audit Update

Presenter(s):

Office of Internal Audit
*Cecile Hinson, Director, Internal Audit*

Requested / Required Action:

Approval of Bond resolution

Suggested Motion:

Approve motion as presented.
Agenda Item / Issue: 4.2D

Institutional Trust Funds Investment Guidelines

Presenter(s):

Office of the University Treasurer
Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and Business and University Treasurer

Requested / Required Action:

None

Suggested Motion:

None
North Carolina State University
Investment Policy Statement for
Institutional Trust and Special Funds
Effective ________

Purpose
N.C. General Statute 116-36.1 authorizes the Board of Governors of the University of North Carolina ("UNC") to adopt uniform policies and procedures applicable to the deposit, investment, and administration of institutional trust funds and to delegate such authority through the President to the constituent institutions. Through UNC policy "600.2.4.1: Delegated Authority for Managing Institutional Trust Funds", upon request by the Chancellor, the President may delegate authority to the Chancellor of a constituent institution to deposit, invest, and administer institutional trust funds consistent with N.C. General Statute 116-36.1. This authority was delegated to the Chancellor of North Carolina State University ("University") on ______________.

The purpose of this policy is to provide guidelines for the investment of the University's Institutional Trust (excluding "Contracts and Grants" receipts) and Special Funds. This policy will delegate management responsibility for the execution of this investment policy; establish overall portfolio goals and objectives; and will identify permitted investment securities/funds and provide associated investment guidelines.

Philosophy
The university and its associated entities rely on operating cash to fund operations, pay debt service, and build rainy day funds. Therefore, an investment program for operating funds must rely on prudent, conservative methods of preserving cash while generating supplemental return. In this investment policy we seek to maintain the highest credit quality instruments, while limiting duration, sector, and counterparty risk. Limiting duration helps to reduce interest rate risk—the likelihood that movements in interest rates will affect the net asset value of investments in the program. It is likely that a substantial portion of NC State’s and its associated entities operating cash will remain invested with the State of NC Treasurer’s Short Term Investment Fund (STIF). However, there may be opportunities to generate additional income with limited additional risk, particularly if duration increases slightly.

Delegation
Authority to manage the investment program in accordance with this investment policy is granted to the University's Vice Chancellor for Finance and Business, who shall act and may further delegate the authority to execute and manage investments in accordance with any procedures and internal controls for the operation of the investment program consistent with this investment policy.

Goals/Objectives
• To preserve principal.
• To optimize the use and investment of University cash and short-term investments.
• To earn rates of return that consistently exceed money market rates of return over time to generate incremental resources for the central administration of the University.
• To provide liquidity for University operating and capital needs.
• To provide contingent liquidity for any potential failed remarketings of variable rate demand bonds and the potential inability to rollover outstanding commercial paper.

Benchmarks
• Rate of return on the State of North Carolina Treasurer's Short-Term Investment Fund ("STIF").
• Appropriate market-based indexes that represent the asset classes and duration of the underlying investments in a constructed portfolio.

Investment Guidelines
Permitted investments include direct investments in the following publicly traded securities, in University-related funds, or in the holdings of external managers hired to invest on behalf of the NC State University.

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Sector Limit*</th>
<th>Issuer/Fund Limit*</th>
<th>Minimum Rating **</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. GOVERNMENT &amp; AGENCIES BILLS, NOTES, &amp; BONDS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. Treasury bills, notes, and bonds</td>
<td>100%</td>
<td>100%</td>
<td>AA/AA/AA</td>
</tr>
<tr>
<td>U.S. Agency notes, bonds, MBS, CMOs, and other obligations</td>
<td>50%</td>
<td>25%</td>
<td>AA/AA/AA</td>
</tr>
<tr>
<td>Obligations guaranteed by the U.S. Government, excluding asset- backed securities</td>
<td>20%</td>
<td>5%</td>
<td>AA/AA/AA</td>
</tr>
<tr>
<td>MUNICIPAL BONDS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxable general obligations of U.S. state governments</td>
<td>20%</td>
<td>5%</td>
<td>AA2/AA/AA</td>
</tr>
<tr>
<td>Taxable general obligations of N.C. cities and counties, UNC System campuses, and nonprofit organizations</td>
<td>20%</td>
<td>5%</td>
<td>A1/A+/A+</td>
</tr>
<tr>
<td>CORPORATE NOTES &amp; BONDS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate notes and bonds</td>
<td>25%</td>
<td>5%</td>
<td>AA3/AA-/AA-</td>
</tr>
<tr>
<td>MONEY MARKET INSTRUMENTS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High quality Commercial Paper</td>
<td>25%</td>
<td>10%</td>
<td>P-1/A-1/A-1Aa3/AA-/AA-</td>
</tr>
<tr>
<td>Class of Investment &amp; Criteria</td>
<td>Limit: 10%</td>
<td>Limit: 5%</td>
<td>Rating: P-1/A-1/A-1 Aa3/AA-/AA-</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>------------</td>
<td>-----------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>Negotiable and non-negotiable certificates of deposit or other time deposits, fully collateralized for amounts in excess of FDIC insurance coverage</td>
<td>10%</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Money Market Funds, subject to Rule 2a-7 of the Investment Company Act of 1940, that only invest in US Government obligations and/or repurchase agreements collateralized by US Government obligations</td>
<td>50%</td>
<td>25%</td>
<td>Aaa/AAA/AAA</td>
</tr>
</tbody>
</table>

**UNIVERSITY RELATED**

<table>
<thead>
<tr>
<th>Institution &amp; Description</th>
<th>Limit: 100%</th>
<th>Limit: N/A</th>
<th>Limit: N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>State (of N.C.) Treasurer's Short-Term Investment Fund (&quot;STIF&quot;)</td>
<td>100%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>NC State Intermediate Pool (&quot;NC State ITF&quot;)</td>
<td>50%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>UNCMC Intermediate Pool, LLC (&quot;Intermediate Pool&quot;) if open to other participants</td>
<td>50%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Bonds, notes, or other obligations issued by North Carolina State University</td>
<td>10%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**EXTERNAL ACTIVE LIQUIDITY MANAGEMENT**

<table>
<thead>
<tr>
<th>Portfolio Description</th>
<th>Limit: 25%</th>
<th>Limit: N/A</th>
<th>Limit: N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portfolios of actively managed investments, the components of which include the above permitted investments. The portfolios should be constructed with instruments that meet the above characteristics, should have daily liquidity, and should include highly rated instruments with a limited duration to maturity of 1-5 years.</td>
<td>25%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

* As a percentage of total balance of all "Institutional Trust and Special Funds", less "Contracts and Grants" funds and "proceeds of bond issues".
** Ratings are listed from left to right for Moody's, S&P, and Fitch Ratings, respectively.

- The above Sector and Issuer/Fund limits will apply at the time a security is purchased and will be based on then-current book values.
- Sector and Issuer/Fund limits will be reviewed on a quarterly basis based upon market values on the date of valuation. In the event that a limit is exceeded, the Treasurer or his/her delegate will determine an appropriate course of action and will report the occurrence and recommended course of action to the Vice Chancellor for Finance and Business.
- In any case in which funds are invested in both any intermediate term pool of...
UNCMC and the NC State ITF, the combined market value of both holdings cannot exceed 50% of the total market value of "Institutional Trust and Special Funds", less "Contracts and Grants" funds and "proceeds of bond issues".

- Money market and fixed-income investment securities must be rated by at least two of the three Nationally Recognized Statistical Rating Organizations (Moody's, Standard and Poor, and Fitch Ratings).
- For US Government Agency MBS and CMOs, the maturity limit is thirty years; however, the weighted average life of the portfolio holdings of this sector allocation should not exceed ten years.
- All investments should be denominated in US dollars.
- The weighted-average (by market value) maturity of the entire portfolio (less investments in the Intermediate Term Pools, and University-related obligations) should, in general, not exceed three years. Other investments may, under limited circumstances have a generation duration of less than five (5) years.
- Investments in bonds, notes, or other obligations issued by North Carolina State University should only occur in the event of an ability to remarket University-issued debt. The University will provide prompt notification of such need upon notification by the University's remarketing agent or bond trustee.
- In the event that the total market value of investments in the above asset sectors exceeds the sector limits, the total market value of investments issued by a single issuer exceeds the issuer limit, and/or a rated investment security is downgraded by at least one of the three nationally recognized statistical rating organizations to a rating that is below the above minimum ratings, the portfolio should be rebalanced within thirty days of quarterly valuation to be in compliance with the above limits.

**Custody**

All investment securities and funds managed by external parties will be held in the name of the University by an independent third-party custodian selected by the University. The University may elect to use the same custodian as for long-term investments.

**Reports and Updates**

This policy will be reviewed on an annual basis and a report will be prepared that provides investment results and recommends any potential updates to this policy.
Adopted and approved this ____ day of ____________, 2013.

By:
   W. Randolph Woodson
   Chancellor

Copy:  Charles D. Leffler, Vice Chancellor for Finance and Business
       Eileen Goldgeier, Vice Chancellor and General Counsel
       Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and Business
       and University Treasurer
       Stephen Keto, Associate Vice Chancellor for Finance and Resource Management
       Jill Tasaico, Senior Director, Foundations Accounting and Investments
       Lori Johnson, Director, Strategic Debt Management
       Libby George, Director of Investments
Agenda Item / Issue: 4.3

Committee Discussion

Presenter(s):

None

Requested / Required Action:

None

Suggested Motion:

None
Agenda Item / Issue: 4.4

Reference Materials

Presenter(s):

None

Requested / Required Action:

None

Suggested Motion:

None
The Fund closed the first quarter of fiscal 2014 with $505 million in assets and 9 participants. The Fund’s one year performance was a solid 12.6%, compared to the policy index of 10.9%. The fund outperformed a number of benchmarks, including the Global Index, a composite benchmark comprised of 70% All Country World Index (ACWI) and 30% Barclays Aggregate fixed income Index, by 100 basis points. For the three years ended September 30, 2013, the Fund’s return was a very good 9.3% on average, slightly less than the return measured by the Policy Benchmark of 10.6%; but, greater than the Global Index of 8.2%.

An improved outlook for developed world economic growth coupled with the continuation of monetary easing led global equity markets higher in the September quarter. Global investors were especially upbeat about European equities as they surged 13.6% for the quarter, helped by stronger currencies. Japanese stocks returned 6.7% in the quarter and have delivered 31.5% over the last 12 months, as new stimulus measures have improved the outlook for GDP growth and inflation expectations. US equities shook off the political theater by gaining 5.2% for the third quarter, although they lagged most other developed markets. Emerging market equities rose 5.8%, but remain down 4.4% for calendar year 2013.

It was another turbulent quarter in bond markets. While yields finished the quarter virtually unchanged, interest rates rose through mid-September, but turned downward when the Fed maintained QE3 at its current pace. The yield on the 10-year Treasury spiked from 2.52% to as high as 3%, but finished the quarter at 2.64%.

The NCSIF is invested in a wide variety of asset classes. Our largest investment manager, UNCMC, invests 88% of the assets of the fund. UNCMC’s Fund, UNC Investment Fund (UNCIF) produced a 12.7% return for the 12 months ended September 30, 2013. The Fund moved most of its assets to UNCMC from July 2008 to December 2009. The Fund’s private equity was 6% of the portfolio at 9/30/13 and the one year return was 12.2%. The Fund’s Liquid Policy Portfolio (LPP), managed by Blackrock, was 5% of the portfolio at September 30, and returned 14.1% for the one year period ended 9/30/13.

In summary, we believe the fund’s return for the year was both competitive and favorable, and overall long-term performance continues to meet our objectives.

### Performance

<table>
<thead>
<tr>
<th>September 30, 2013</th>
<th>$505 million</th>
<th>Participants: 9</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Performance</strong></td>
<td><strong>QTD</strong></td>
<td><strong>CYTD</strong></td>
</tr>
<tr>
<td><strong>Fund</strong></td>
<td>3.7%</td>
<td>10.2%</td>
</tr>
<tr>
<td><strong>Policy Index (1)</strong></td>
<td>3.7%</td>
<td>8.2%</td>
</tr>
<tr>
<td><strong>UNCIF</strong></td>
<td>3.6%</td>
<td>10.2%</td>
</tr>
<tr>
<td><strong>Global Index (2)</strong></td>
<td>5.7%</td>
<td>9.4%</td>
</tr>
<tr>
<td><strong>BNY E&amp;F Median (3)</strong></td>
<td>4.2%</td>
<td>9.9%</td>
</tr>
</tbody>
</table>

**Note 1**: Policy Index = UNCIF Strategic Investment Policy Index (SIPP). For the 10 year period, Policy Index = Blended Historical Benchmark.

**Note 2**: Global Index = 70% ACWI; 30% Barclays Aggregate

Investment Strategy

The Fund is managed as a broadly diversified portfolio with exposure to seven primary asset classes and many sub-strategies within each asset class. The Fund seeks to diversify exposure to the sub-strategies through the use of multiple investment managers that utilize a variety of investment approaches. The purpose of diversification is to provide reasonable assurance that no single security, class of securities, or investment manager has a disproportionate impact on the Fund’s aggregate results. At times, the Fund invests in passive strategies.

In working toward the Fund’s investment strategy, through UNCMC, the Fund invests in a number of niche managers that can employ different types of hedging strategies such as short-selling and derivative investing to help reduce the volatility of the Fund. The focus on controlling volatility preserves capital and benefits Fund participants through the power of compounding.

UNC Management Company

The UNCMC was established on January 1, 2003 as an exempt 501 (c)(3) organization. It is a professionally-staffed asset management company created to provide investment services to the University of North Carolina at Chapel Hill and its affiliated entities, to the constituent institutions of the UNC system and system affiliated foundations, associations, trusts, and endowments.

With 30 employees, UNCMC has two teams, Investment Management and Operations. The Investment Management team manages all public and private investments of the UNCIF. Their responsibilities include evaluating and monitoring investment managers, recommending changes to investment objectives and asset allocation and implementing investment decisions approved by Chapel Hill Investment Fund’s (CHIF) Executive Committee. The Operations Team performs all administrative, legal, accounting, and performance reporting duties.

Risk Profile

3-Year Period Ended September 30, 2013

<table>
<thead>
<tr>
<th></th>
<th>Net Performance</th>
<th>Standard Deviation</th>
<th>Sharpe Ratio (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund</td>
<td>9.3%</td>
<td>4.0%</td>
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<tr>
<td>UNCIF</td>
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<td>4.4%</td>
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<tr>
<td>Policy Index</td>
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<td>5.9%</td>
<td>1.8</td>
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<tr>
<td>Global Index</td>
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<td>10.1%</td>
<td>0.8</td>
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</table>

Allocation by Manager

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<th>Manager</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>UNC MGMT CO</td>
<td>88.5%</td>
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<tr>
<td>NC State Treasr Invst Fund</td>
<td>3.2%</td>
</tr>
<tr>
<td>Blackrock LPP</td>
<td>1.3%</td>
</tr>
<tr>
<td>Blackrock</td>
<td>0.7%</td>
</tr>
<tr>
<td>JP Morgan</td>
<td>0.7%</td>
</tr>
<tr>
<td>SEI Glbl PE II</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

Private Equity

Note 1: Sharpe Ratio: Excess return per unit of risk
BOARD OF TRUSTEES  
NORTH CAROLINA STATE UNIVERSITY  

Buildings and Property Committee  
Time: 2:45 – 4:15 p.m., November 21, 2013  
Primrose Hall Conference Room  
Lanier, Chair  
Members: Clark, Mattocks, Murphy, Ramsey, Sall  

AGENDA  

CALL TO ORDER  
Reading of the State Government Ethics Act  

1. CONSENT AGENDA  

Minutes  
Kevin MacNaughton, Associate Vice Chancellor for Facilities  
• Approval of September 19, 2013 meeting minutes  

Property Matters  
Ralph Recchie, Real Estate Director  
✓ Disposition by Lease: - +2.6 acres to CBC Flex Lab LLC (Capital Associates), a private entity, for the development of a for-lease laboratory and office building on Centennial Biomedical Campus. The term of the ground lease will be 65 years and include cross access easements for the same.  

Designer Selections  
Kevin MacNaughton, Associate Vice Chancellor for Facilities  
• Ricks Hall Third Floor Renovation – North Campus  
• Athletic Indoor Practice Facility Design/Build – West Campus  
• Approval of Designer Selections Less Than $500,000  

Acceptance of Completed Buildings and Projects  
Kevin MacNaughton, Associate Vice Chancellor for Facilities  
• The University and Office of State Construction have accepted the attached list of completed buildings and projects with dollar values greater than $2,000,000. The University has accepted the attached list of completed buildings and projects with dollar values less than $2,000,000. All are recommended to the Buildings and Property Committee for formal

✓ Requires full board approval  
¹ Material will be distributed to committee members at the meeting
acceptance. This listing represents buildings and projects received since the September 19, 2013 meeting.

***END OF CONSENT AGENDA ITEMS***

2. PROPERTY MATTERS (Received after Full Board Mailing) TAB 2

3. SITE REVIEW AND APPROVAL TAB 3
   Lisa Johnson, University Architect
   • Athletic Indoor Practice Facility – West Campus 5.3.A

4. PLAN REVIEW AND PLAN APPROVAL TAB 4
   Lisa Johnson, University Architect
   Plan Review
   • Athletic Indoor Practice Facility – West Campus 5.4.A
   Plan Approval
   • Approval of Plans and Specifications of Formal Projects less than $2 million 5.4.B

5. INFORMATIONAL REPORTS TAB 5
   • Vision for Centennial Campus (Terri Lomax) 5.5.A.1
   • The 2013 Physical Master Plan Update (Lisa Johnson) 5.5.A.2
   • Capital Projects Update (Kevin MacNaughton) 5.5.A.3
   • Status of Projects in Planning (Lisa Johnson) 5.5.A.4

ADJOURN
Agenda Item / Issue: Consent Agenda

Requested / Required Action: Approval of the items contained in the Consent Agenda to include committee meeting minutes for September 19, 2013, one property matter, designer selections, and acceptance of completed buildings and projects.

Suggested Motion: Move approval of the Consent Agenda.

Responsible University Unit: Office of Finance & Business
University Presenter/Contact: Kevin MacNaughton, Associate Vice Chancellor for Facilities
BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY

Buildings and Property Committee

Meeting Date: September 19, 2013

Minutes

Meeting No.: 13-14: 1

Location: Holladay Hall Chancellor’s Conference Room

Time: 2:45 – 4:18 p.m.

Committee Members Present:
Ms. Gayle Lanier, Chair
Mr. Jimmy Clark
Mr. Robert Mattocks
Mr. Wendell Murphy
Mr. Randall Ramsey
Mr. John Sall

Present from the University:
Mr. Charles Leffler, Vice Chancellor, Finance and Business (for part of the meeting)
Dr. Debbie Yow, Athletic Director (for part of the meeting)
Ms. Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and Business and University Treasurer
Mr. Michael Harwood, Associate Vice Chancellor, Centennial Campus Development
Mr. Kevin MacNaughton, Associate Vice Chancellor, Facilities
Mr. Michael Poterala, Deputy General Counsel, Office of General Counsel
Mr. Brent McConkey, Assistant General Counsel, Office of General Counsel
Mr. Jack Colby, Assistant Vice Chancellor, Facilities Operations
Ms. Lisa Johnson, University Architect
Mr. Ralph Recchie, Director, Real Estate (for part of the meeting)
Ms. Lynn Burris, Executive Assistant, Facilities Division
Mr. Ron Grote, University Program Specialist, Facilities Division

Others Present:
Nicole Benson, 2012 Alumnus (for part of the meeting)

STATE GOVERNMENT ETHICS ACT
At the beginning of the meeting, Chair Lanier 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 with respect to any
matters coming before the Buildings and Property Committee at this meeting. Committee members had no conflicts of interest or appearances thereof.

CONSENT AGENDA
Chair Lanier asked whether there were any questions or comments about the April 18, 2013 meeting minutes. There being none, Lanier called for a motion to approve the minutes. Mr. Clark made the motion, which was seconded by Mr. Ramsey and carried.

Chair Lanier asked Mr. Recchie to present the one property matter, which was the demolition of a trailer at 3227 Ligon Street. It is in poor condition and no longer serves the University. The University will arrange for its demolition. Chair Lanier called for a motion to approve the property matter. Mr. Sall made the motion, which was seconded by Mr. Ramsey and carried.

COMMITTEE RESPONSIBILITIES AND PROCEDURES
Chair Lanier asked Mr. MacNaughton to review committee responsibilities. He reviewed all of the responsibilities, emphasizing the importance of the committee’s Physical Master Plan review and approval in the coming months.

2013–2014 COMMITTEE PLAN OF WORK
Chair Lanier reviewed the committee’s 2013-2014 plan of work.

SITE REVIEW & APPROVAL
Ms. Johnson presented the site plan for Reynolds Coliseum Renovation for review and approval. Reynolds Coliseum was built in 1949 and is approximately 200,000 gross square feet. Johnson emphasized that the character of Reynolds will not be changed.

The renovation will provide a new exhibit space within the northern third of the existing building to feature the rich history and milestones in Wolfpack sports. The basketball court will be repositioned at the southern end with 5200 seats. An add alternate would provide more seating. In a stage setting, seating increases to 5980. New telescopic courtside seats and some improvements to upper level seating such as wider aisles and center handrails are part of the project. Concessions and restrooms will be upgraded.

Mechanical, electrical, plumbing, fire alarm and sprinkler improvements as well as structural modifications, building code compliance upgrades are included. The entire building with exception of a portion of the ground floor storage area will be air-conditioned. The HVAC improvements are about one-third of the construction budget.

The project scope includes renovations to the women’s basketball and volleyball offices as well as the ROTC spaces. The event level corridors will be widened from four feet to eight feet and natural light will be introduced.

Reynolds Coliseum is one of the nine Hallowed Places designated in the Physical Master Plan. The Master Plan requires that any alterations to a Hallowed Place be given special consideration by the campus community. Therefore, alterations to the exterior of Reynolds will require this
special consideration. Exterior changes are minimal but will include window and door
replacements and low profile, roof top, mechanical equipment (southern end of the roof).

The Jeter parking lot on the east side will be reconfigured to eliminate the dead ends on each
aisle.

In a unique funding arrangement, the $35 million cost will be split between Athletics / Wolfpack
Club and the University with Athletics / Wolfpack Club paying $20 million and the University
$15 million.

Dr. Yow said the Walk of Frame will be very unique. The grand hall will be a festive place. The
area will be upscale and modern.

Mr. Sall asked about energy efficiency. Johnson replied the building will have a minimum of a
LEED Silver rating. Insulation will be added and windows and roof replaced.

Mr. Mattocks asked how long the building will be out of commission. Yow responded the
building will be vacated during the 2015-2016 season.

Chair Lanier called for a motion to approve. Mr. Sall made the motion, which was seconded by
Mr. Clark and carried.

CONSENT AGENDA (Continuation)
Chair Lanier asked Mr. MacNaughton to address the other Consent Agenda items. MacNaughton
discussed the 18 Designer selections, one Construction Manager@Risk selection, and 15
completed projects with a combined value of $56.8 million. The list includes acceptance of Wolf
Ridge Tower Hall and Wolf Ridge Lakeview Hall at a cost of $44 million. Chair Lanier called
for a motion to approve the balance of the Consent Agenda items. Mr. Sall made the motion,
which was seconded by Mr. Ramsey and carried.

PLAN APPROVAL
Ms. Johnson presented 27 Plans and Specifications of Formal Projects less than $2 million for
approval. Chair Lanier called for a motion to approve. Mr. Ramsey made the motion, which was
seconded by Mr. Mattocks and carried.

INFORMATIONAL REPORTS
A video entitled The All-Encompassing Classroom: A Facilities Division Initiative was
presented. It highlighted the many ways that Facilities works with students and faculty to provide
real world teaching opportunities. Facilities collaborated with a 2013 graduate, Nicole Benson, to
produce the video.

Mr. Harwood provided the update on the status of Centennial Campus Development.
    • Wolf Ridge apartments are progressing as scheduled. Students moved into Wolf Ridge
      Tower Hall and Wolf Ridge Lakeview Hall at the start of the semester. The dining hall is
      in full operation.
Two of the buildings of The Greens apartments have been framed. The first apartments will be available by the end of November.

• Lead tenants signed leases for Alliance One on September 18
• Restructured homeowners’ documents have been signed by 31 of 33 homeowners at North Shores. Once all homeowners have signed, then the developer can move forward with building plans.
• Conference Center and Hotel developer is pursuing financing for 150 rooms and 7,500 square feet of meeting space
• Urban Land Institute conducted an analysis of the proposed scope of the Town Center and recommended more office space with less retail space

Mr. Colby presented a detailed report about the Facilities Condition Assessment Program (FCAP) that has the following goals:
• Assess and quantify capital renewal and deferred maintenance needs
• Create a management tool for determining R&R priorities
• Create a centralized database for building deficiencies
• Assess 292 state-appropriated assets within a 3-5 year period

The Current Replacement Value (CRV) of the 292 state-appropriated buildings is $2.913 billion. The Deferred Maintenance (DM) and Capital Renewal Backlog for these buildings is $362 million. Dividing Deferred Maintenance by the Current Replacement Value results in a Facility Condition Index (FCI) of 0.124. That index number indicates that on average the buildings are in poor condition. 79% of the maintenance backlog will become critical within five years.

Colby concluded:
• FCI continues to rise
• Surveyed deficiencies are increasing by at least $10 million per year
• Building systems critical to the mission of the university are deteriorating
• R&R funding levels are insufficient to reduce the rising DM backlog
• $40 million a year is required to stabilize facility conditions
• Reduced maintenance funding is accelerating the growth of the DM backlog

He recommended that the University needs to:
• Use FCAP data to raise visibility of the trend to support a Capital Reinvestment Strategy
• Work with the NC State Construction Office (SCO) task force to increase visibility within state government
• Leverage space optimization principals to show the true need for space

Colby suggested that the University:
• Leverage SCO data to raise Legislative awareness
• Include FCI status on UNC Systems Legislative agenda for short sessions
• Assign a cost to inaction and continued deferral
The committee received short updates about other Capital Projects and the Status of Projects in Planning.

There being no additional business, the meeting adjourned at 4:18 p.m.

Respectfully submitted.

Kevin J. MacNaughton
Secretary to the Committee

cc: Charles Leffler, Vice Chancellor, Finance & Business
    P.J. Teal, Assistant Secretary of the Trustees

Approved: ____________________________  ___________________________
            Committee Chair                                      Date
DISPOSITION
OF REAL PROPERTY

DISPOSITION BY LEASE

GRANTEE  Capital Associates (CBC Flex Lab LLC)

GRANTOR  State of North Carolina for North Carolina State University.

LOCATION  William Moore Dr. nearest to the intersection of Hillsborough St. and Blue Ridge Rd., Raleigh, NC.

SIZE  ±2.6 ac.

RATE  The ground rent is yet to be established however will reflect market rate.

TERM  Sixty five (65) years with no renewals.

USE  Disposition by Lease of ± 2.6 acres on the Centennial Biomedical Campus to Capital Associates (CBC Flex Lab LLC) for the proposed development of the CBC Flexible Laboratory Building of + 46,000 s.f.
STATE OF NORTH CAROLINA  
Department of Administration  
*DISPOSITION OF REAL PROPERTY*

Institution or Agency: North Carolina State University  
Date: October 28, 2013

The Department of Administration is requested, as provided by GS 146-28 to dispose of the real property herein described by (sale), (lease), (rental), or (other specify):

The disposition is recommended for the following reasons: Disposition by Lease of ± 2.6 acres on the Centennial Biomedical Campus to Capital Associates (CBC Flex Lab LLC) for the proposed development of the CBC Flexible Laboratory Building of ± 46,000 s.f. This ground lease was approved previously in September 2007 as a sublease from the NC State University Partnership Corporation to the developer. As a change in State law now allows, we are seeking authority to ground lease directly from the State of NC to the private developer for this project.

Description of Property: The 2.6 ac. site is on William Moore Dr. and nearest to the intersection of Hillsborough St. and Blue Ridge Rd., Raleigh, NC.

Term: Sixty five (65) years with no renewals.

Estimated value: N/A

Where deed is filed, if known: Wake County, NC

If deed is in the name of agency other than applicant, state the name. State of North Carolina

Rental income, if applicable, and suggested terms: N/A

Funds from the disposal of this property are recommended for the following use. To be directed to Centennial Campus for use in future development.

Action recommending this transaction was taken by the Board of Trustees at its meeting held on ________________.

Signature  
Chancellor

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
Ricks Hall Third Floor Renovation
Total Project Scope $970,000 ( Appropriated)

07/02/13 Advertised in NC Purchase Directory

07/25/13 Closing date for submittals
(3 proposals received)

08/20/13 Appointment of Selection Committee
By Kevin MacNaughton, Secretary – Buildings and Property Committee

08/20/13- Selection Committee review:
09/19/13 Randy Ramsey, Trustee
Lisa Johnson, University Architect
Charles Brown, Design & Construction Services
Lisa Maune, Design & Construction Services
David Bird, Bioinformatics Research Center
Others who assisted in review and short listing process
Liz Moore, University Architect

08/27/13 Short list recommendation by Selection Committee:
Innovative Design – Raleigh, NC
HH Architecture – Raleigh, NC
Davis Kane Architects, PA – Raleigh, NC

09/03/13 Short list approved by Gayle Lanier

09/13/13 Pre-interview briefing of design firms

09/19/13 Firms interviewed. Recommendation in priority order:
HH Architecture – Raleigh, NC
Innovative Design – Raleigh, NC
Davis Kane Architects, PA – Raleigh, NC

Those involved:
Randy Ramsey, Trustee
Lisa Johnson, University Architect
Charles Brown, Design & Construction Services
David Bird, Bioinformatics Research Center
Liz Moore, University Architect
### Approval of Designer Selections Less than $500,000

**Note:** The projects below are submitted to the Trustees’ Buildings and Property Committee for formal approval of designer selections for projects less than $500,000 that are not on the OESAD list. This listing represents designers selected since July 15, 2013.

<table>
<thead>
<tr>
<th>Project</th>
<th>Fee</th>
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<tbody>
<tr>
<td><strong>BTEC Addition Study</strong></td>
<td>Designer Fee: $29,510</td>
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<tr>
<td>Designer: O’Brien Atkins, Durham, NC</td>
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<tr>
<td>Fund Source: Departmental</td>
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<tr>
<td><strong>Bureau of Mines Study</strong></td>
<td>Design Fee: $45,000</td>
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<tr>
<td>Designer: Szostak Design, Chapel Hill, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td><strong>Dairy Farm Infrastructure Upgrades</strong></td>
<td>Design Fee: $24,000</td>
</tr>
<tr>
<td>Designer: Stanford White, Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td><strong>Indoor Practice Facility – Site Selection Study</strong></td>
<td>Design Fee: $14,500</td>
</tr>
<tr>
<td>Designer: Kimley-Horn and Associates, Raleigh, NC</td>
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<tr>
<td>Fund Source: Departmental</td>
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<tr>
<td><strong>Phytotron 3rd Floor Busway Replacement</strong></td>
<td>Design Fee: $13,400</td>
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<tr>
<td>Designer: RMF Engineering, Raleigh, NC</td>
<td></td>
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<tr>
<td>Fund Source: Departmental</td>
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</table>
# Acceptance of Completed Buildings and Projects

<table>
<thead>
<tr>
<th>Code/Item</th>
<th>Project#</th>
<th>Location</th>
<th>Title</th>
<th>Project Cost</th>
<th>University Acceptance</th>
</tr>
</thead>
<tbody>
<tr>
<td>41024 / 308</td>
<td>201020019</td>
<td>Phytotron</td>
<td>NSF Grant for Renovations</td>
<td>$2,650,000</td>
<td>9/10/2013</td>
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<tr>
<td>NA / NA</td>
<td>201312053</td>
<td>Carter Finley Practice Field</td>
<td>Artificial Turf Installation</td>
<td>$587,422</td>
<td>9/11/2013</td>
</tr>
<tr>
<td>NA / NA</td>
<td>201311072</td>
<td>Varsity Gateway</td>
<td>Lighting</td>
<td>$103,135</td>
<td>9/17/2013</td>
</tr>
<tr>
<td>40824 / 313</td>
<td>200813015</td>
<td>Talley Student Center Addition and Renovation</td>
<td>Early Phase I</td>
<td>$7,700,000</td>
<td>10/2/2013</td>
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<tr>
<td>NA / NA</td>
<td>201211004</td>
<td>Town Lake Pittsboro, NC</td>
<td>Water Quality Improvement</td>
<td>$336,266</td>
<td>10/3/2013</td>
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<td>NA / NA</td>
<td>201112058</td>
<td>CMAST</td>
<td>MRI Building Addition</td>
<td>$367,807</td>
<td>10/11/2013</td>
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<td><strong>TOTAL</strong></td>
<td><strong>$11,744,630</strong></td>
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</table>
BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY

Committee: Buildings and Property

Meeting Date: November 21, 2013

Agenda Item / Issue: 5.3.A Site Review and Approval
Indoor Practice Facility – West Campus

Requested / Required Action: Review and Approval

Functions: The project is located in the West Campus Precinct between Carter-Finley Stadium and the outdoor football practice fields. This one-story facility will provide indoor space for multiple intercollegiate varsity sports to practice in times of inclement weather. The approximately 440’ x 240’ building will be a prefabricated metal structure with a barrel-vault roof, brick accents and multiple roll-up doors. The building includes a 120-yard football field with artificial turf, four regulation sprint lanes, track and field training pit and jumping area, strength and condition area, and approximately 1000 square feet for storage space and toilet facilities.

Project Scope:

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Design/Consultant Costs</td>
<td>$1,912,818</td>
</tr>
<tr>
<td>Construction</td>
<td>$11,388,321</td>
</tr>
<tr>
<td>Contingency/Other Project Costs</td>
<td>$698,861</td>
</tr>
<tr>
<td>Total Project Budget</td>
<td>$14,000,000</td>
</tr>
</tbody>
</table>

Design Team: Design-Build Team selections 11/19/2013

Master Plan Summary: The project will improve pedestrian paths connections to the Murphy Center and the outdoor practice fields. The exterior materials and detailing will blend with other facilities in this campus neighborhood.

Recommendation: Approval recommended.

Suggested Motion: Move approval of site plans for the Indoor Practice Facility.

Funding Source: Athletics/Wolfpack Club/Gifts

Responsible University unit Office of Finance and Business, Facilities Division
University Presenter/Contact: Lisa Johnson, University Architect
Athletics Indoor Practice Facility

Trustee’s Buildings and Property Committee
November 21, 2013
Site Context
Indoor Practice Facility
Site Plan

Indoor Practice Facility
Exterior Design Study
Indoor Practice Facility
Interior Study
Indoor Practice Facility
Interior Study
Indoor Practice Facility
Interior Study

Indoor Practice Facility
Agenda Item / Issue: 5.4.A Plan Review - Indoor Practice Facility – West Campus

Requested / Required Action: Plan Review

Functions: The project is located in the West Campus Precinct between Carter-Finley Stadium and the outdoor football practice fields. The one-story facility will provide indoor space for multiple intercollegiate varsity sports to practice in times of inclement weather. The approximately 440’ x 240’ building will be a prefabricated metal structure with a barrel-vault roof, brick accents and multiple roll-up doors. The building includes a 120-yard football field with artificial turf, four regulation sprint lanes, track and field training pit and jumping area, strength and condition area, and approximately 1000 square feet for storage space and toilet facilities.

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<td>$14,000,000</td>
</tr>
</tbody>
</table>

Design Team: Design-Build Team selections 11/19/2013

Master Plan Summary: The project will improve pedestrian paths connections to the Murphy Center and the outdoor practice fields. The exterior materials and detailing will blend with other facilities in this campus neighborhood.

Recommendation: The project will be reviewed by CDRP early 2014.

Funding Source: Athletics/Wolfpack Club

Responsible University unit: Office of Finance and Business, Facilities Division
University Presenter/Contact: Lisa Johnson, University Architect
Athletics Indoor Practice Facility

Trustee’s Buildings and Property Committee
November 21, 2013
Site Context
Indoor Practice Facility
Site Plan

Indoor Practice Facility
Exterior Design Study
Indoor Practice Facility
Interior Study
Indoor Practice Facility
Interior Study
Indoor Practice Facility
Interior Study
Indoor Practice Facility
### Approval of Plans and Specifications of Formal Projects

**Less than $2,000,000**

**Note:** The projects below are submitted to the Trustees’ Buildings and Property Committee for formal acceptance of plans and specifications. This listing represents projects received since September 19, 2013 meeting.

<table>
<thead>
<tr>
<th>Project</th>
<th>Construction Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Polk Hall</td>
<td>$225,000</td>
</tr>
<tr>
<td>North Traction Elevator Modernization</td>
<td></td>
</tr>
<tr>
<td>Designer: The Wooten Company</td>
<td></td>
</tr>
<tr>
<td>Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Repair and Renovation</td>
<td></td>
</tr>
<tr>
<td>Polk Hall</td>
<td>$200,000</td>
</tr>
<tr>
<td>East Traction Elevator Modernization</td>
<td></td>
</tr>
<tr>
<td>Designer: The Wooten Company</td>
<td></td>
</tr>
<tr>
<td>Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Repair and Renovation</td>
<td></td>
</tr>
<tr>
<td>Wolf Ridge Apartments</td>
<td>$179,574</td>
</tr>
<tr>
<td>The Pack Shop at Wolf Ridge</td>
<td></td>
</tr>
<tr>
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<td>41224 306</td>
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<td>Phytophthora Performance Contract</td>
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<td>41224 302</td>
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<tr>
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<td>Watauga HVAC &amp; Chiller Replacement</td>
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<td>Facilities Operations Support - CBC</td>
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<tr>
<td>40824 304</td>
<td>Partners I - HVAC</td>
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<td>41224 310</td>
<td>Centennial Campus - Gateway at Trailwood</td>
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<td>41224 352</td>
<td>Centennial Campus Substation Expansion</td>
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<tr>
<td>41224 370</td>
<td>Energy Performance Contracting #4</td>
</tr>
<tr>
<td>41224 311</td>
<td>Reynolds Coliseum Renovation</td>
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<tr>
<td>41224 307</td>
<td>CMAST MMRI Facility Addition</td>
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<td>40624 315</td>
<td>Yarbrough Chiller Plant Capacity Expansion</td>
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<tr>
<td>41224 309</td>
<td>McKimmon Café &amp; Kitchen Renovation</td>
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<td>Witherspoon West Improvements</td>
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<td>Carol Poole Golf Clubhouse</td>
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<td>41224 305</td>
<td>Western Manor Exterior Improvements</td>
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<td>41224 308</td>
<td>Golden Leaf Biofuels Pilot Plant</td>
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<td>41024 370</td>
<td>(Cogen) Cates &amp; Yarbrough Plants - Boiler</td>
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<td>Steam Phase VIII</td>
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<td>41124 304</td>
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<td>Engineering Building IV</td>
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<tr>
<td>Engineering Building V</td>
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<td>40924 307</td>
<td>Greek Village Townhomes</td>
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<tr>
<td>40924 307</td>
<td>Greek Infrastructure Phase II</td>
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<td>40824 313</td>
<td>Gregg Museum</td>
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<td>40624 320</td>
<td>NCSU Bell Tower Masonry Repairs, Waterproof, &amp; Tuckpoint</td>
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<td>40724 306</td>
<td>Schaub Food Science Building - Dairy Retail Facility</td>
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<tr>
<td>SUBMITTED (SUBMITTED)</td>
<td>PROJECT NAME</td>
</tr>
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<td>017</td>
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<td>Centennial Entrance at Trexwood</td>
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<td>130</td>
<td>Indoor Practice Facility</td>
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</table>

**Upcoming Projects**
- Non-Wovens Pilot Facility | $30,000,000 | Clark Le Nosan | 10/22/09 | On Hold |
- North Shore Residential Project - Phase I | $80,000,000 | White Oak Properties, J Davis Architects | 2/2/13 | 2/18/13 | 2/2/13 | 2/18/13 | 3/20/09 | 3/20/09 | 4/27/09 | On Hold |
- Center for Marine Sciences & Technology (CMAST) Guest House | $1,000,000 | Maize Belanger Facility Architects | 3/12/05 | NA | NA | 4/16/06 | 4/16/06 | On Hold |
- Centennial Biomedical Campus Flex Building | $10,000,000 | Capital Associates, Jenkins-Pear Architects | 4/19/07 | 5/9/07 | 5/9/07 | 9/20/07 | 9/20/07 | On Hold |
- Greek Village - Sigma Nu House | $3,000,000 | Gregen Architects | 9/27/08 | 9/27/08 | 9/27/08 | 9/27/08 | 9/27/08 | On Hold |
- Alliance Center | $27,500,000 | Craig Davis Properties, Jenkins-Pear Architects | 3/19/04 | 2/26/09 | 2/26/09 | 5/8/09 | 11/6/11 (Deck) | 11/6/11 (Deck) | 11/6/11 (Deck) | |
- Sheehy Dairy Retail Facility | $2,400,000 | Cherry Huffman Architects | 8/27/08 | 9/27/08 | 9/27/08 | 9/27/08 | 9/27/08 | On Hold |
- Talley Student Center Addition and Renovation | $120,000,000 | Duda Panke Architects | 8/28/09 | 11/6/10 | 12/2/10 | 4/21/11 | 4/21/11 | 4/21/11 | On Hold |
- Dan Allen Gateway | $171,000 | OBS Landscape Architects and Planners | 12/16/10 | NA | NA | 3/30/11 | 3/30/11 | 3/30/11 | On Hold |
- Centennial Campus Student Housing | $120,000,000 | LIDP Associates, Ltd | 10/18/09 | 11/6/10 | 12/2/10 | 4/21/11 | 4/21/11 | 4/21/11 | On Hold |
- Inwood Tennis Center Weightroom Addition | $550,000 | Wynn Architects | 1/12/11 | 3/30/11 | 3/30/11 | 3/30/11 | 3/30/11 | On Hold |
- Varsity Drive Gateway | $500,000 | OBS Landscape Architects | 9/16/11 | NA | NA | 9/26/11 | 9/26/11 | 9/26/11 | On Hold |
<table>
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<tr>
<th>PROJECT NAME</th>
<th>SCOPE</th>
<th>DESIGNER</th>
<th>PHYSICAL ENVIRONMENT COMMITTEE</th>
<th>TRUSTEE'S BPC SITE SELECTION</th>
<th>CAMPU</th>
<th>TRUSTEE'S BPC REVIEW</th>
<th>PLAN</th>
<th>CONSTRUCTION DURATION</th>
</tr>
</thead>
</table>

Updated October 17, 2013
AGENDA

CALL TO ORDER - Chair Clark reads State Government Ethics Act

1. CONSENT AGENDA  
   Tab 6.1
   A. Approval of September 19, 2013 Minutes*

2. INFORMATIONAL REPORTS  
   Tab 6.2
   A. Fund Raising Report – First Quarter FY’14
      Laurie Reinhardt-Plotnik, Associate Vice Chancellor, Development

3. TOPICS FOR DISCUSSION  
   Tab 6.3
   A. Dairy Facilities Naming Plan*
      Gary Cartwright, Director, Dairy Enterprise System
      Catherine Maxwell, Director of Development
   B. Indoor Practice Facility Naming Plan*
      Debbie Yow, Athletic Director
      Bobby Purcell, Executive Director, Wolfpack Club
   C. Alumni Engagement
      Benny Suggs, Associate Vice Chancellor for Alumni Relations and Executive Director for the Alumni Association
   D. Campaign Priorities
      Mike Mullen, Vice Chancellor and Dean, Academic & Student Affairs
      Laurie Reinhardt-Plotnik, Associate Vice Chancellor, Development

4. CLOSE SESSION  
   Tab 6.4
   A. Approval of September 19, 2013 Minutes*
   B. Request approval for Naming Specific University Facilities and Programs✓
   C. Watauga Medal Recommendation✓

RECONVENE OPEN SESSION
ADJOURN
   ✓ Committee Approval  ✓ Full Board Approval
The University Advancement and External Affairs Committee of the Board of Trustees of North Carolina State University met in Open Session at 1:20 p.m. in the Chancellor’s Conference Room in Holladay Hall. All members were in attendance.

Members Present: Jimmy Clark, Chair
Gayle Lanier
Bob Mattocks
Barbara Mulkey
Ron Prestage
Randy Ramsey
Benjamin P. Jenkins III, Board of Trustees, Chair
W. Randolph Woodson, Chancellor

Others Present: Ted Bilderback, Director, JC Raulston Arboretum
Brad Bohlander, Associate Vice Chancellor, University Communications
Judy Curry, General Counsel
Kevin Howell, Interim Vice Chancellor, University Advancement
Catherine Maxwell, Director, Development
Mike Mullen, Vice Chancellor, Academic and Student Affairs
Laurie Reinhardt-Plotnik, Associate Vice Chancellor, University Development (appointment effective March 4, 2013)
Hilda Renfrow, Executive Assistant, University Advancement
Sarah Stone, Executive Assistant, External Affairs
Benny Suggs, Associate Vice Chancellor, Alumni Relations

Chair Jimmy Clark called the session to order and read the State of North Carolina’s Government Ethics Act.

Interim Vice Chancellor Kevin Howell summarized the responsibilities and work plan of the committee.

Randy Ramsey made a motion to approve the April 18, 2013 minutes, seconded by Bob Mattocks, and the motion carried.

Laurie Reinhardt-Plotnik, Associate Vice Chancellor for University Development provided an update on the June 30 fiscal-year end fund raising results. The 2012-13 was the best fund raising year in the University’s history with $129 million in gifts and new commitments. Annual Giving was slightly under goal of $2 million although a very successful year of $1.96 million. One of Nevin Kessler’s last legacies was adding the parents, students, and international alumni data
correctly into the database, and Advancement will continue to build on it. As a result, the university is hosting its first parent breakfast at the end of the month with almost 300 registered. International alumni have a cultural difference in philanthropy, though information has been updated into the database.

Dr. Ted Bilderback, Director of the JC Raulston Arboretum and Catherine Maxwell, Director of Development for NC Agricultural Research Service, presented a proposal for naming opportunities at the JC Raulston Arboretum. Twenty garden areas and features were included in the proposal with suggested naming gift levels appropriate for approximate cost of construction or renovation for each area, a description of the work to be completed, and approximate yearly maintenance costs to be funded through corresponding named endowment gift income. Board of Trustees questions regarding the JC Raulston Arboretum operations were appreciated and answered. Dr. Bilderback also extended an invitation from the JC Raulston Arboretum to host a future meeting of the Board of Trustees. The naming opportunities total $7.2 million with opportunities from $25,000 to $1 million. The committee expressed much interest in the facility.

Kevin Howell provided an overview of the 2013 legislative session to the University Advancement & External Affairs Committee. Kevin reported that the session saw a number of significant policy issues that could have a wide-range impact on the University. In summary, the Governor signed 334 bills, vetoing two and allowing two to become law without his signature. Kevin also provided a comparison between the Governor’s, Senate, and House budgets. Kevin then reviewed the provisions in the final budget and tax reform policy. Kevin concluded his report by listing provisions and bills that were not adopted during the session.

In Closed Session, the Committee reviewed and approved seven proposals to name specific university facilities.

Returning to open session, with no further business, the meeting adjourned 2:34 pm.

Respectfully submitted,

Jimmy Clark
Chair
## University Advancement - Institutional Reports
### Monthly Gifts and New Commitments by Source

**Report Date:** September 30, 2013

<table>
<thead>
<tr>
<th>Source</th>
<th>Alumni</th>
<th>Parents</th>
<th>Faculty</th>
<th>Staff</th>
<th>Other Individuals</th>
<th>Corporations</th>
<th>Foundations</th>
<th>Other Organizations</th>
<th>Year-to-date FY '14 Totals</th>
<th>Year-to-date FY '13 Totals</th>
<th>YTD Period % Change FY13/14</th>
<th>Year End FY '13 Totals</th>
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<tr>
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<td>$3,137,098</td>
<td>-4%</td>
<td>$17,482,577</td>
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<td>117%</td>
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<td><strong>Total</strong></td>
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<td>$198,214,355</td>
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**Year End FY '13 Totals** | $28,558,813 | $1,201,948 | $638,186 | $1,476,152 | $2,287,123 | $9,032,025 | $2,507,247 | $4,374,701 | $10,882,923 | $679,901 | $1,243,265 | $3,615,020 | $97,879,570 | $16,354,905 | $198,214,355 |
## Monthly Gifts and New Commitments by Type

**University Advancement - Institutional Reports**

**Report Date:** September 30, 2013

<table>
<thead>
<tr>
<th>College</th>
<th>Cash Gifts</th>
<th>Gifts-In-Kind</th>
<th>Matching Gifts</th>
<th>PG Life Income</th>
<th>Realized Bequests</th>
<th>Bequest Expectancies</th>
<th>Pledges</th>
<th>Non-Governmental Grants</th>
<th>Year-to-date FY 14 Totals</th>
<th>Year-to-date FY 13 Totals</th>
<th>YTD Period % Change FY13/14</th>
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<td>$25,910,395</td>
<td>13%</td>
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# University Advancement - Institutional Reports

## Monthly Gifts and New Commitments by Use

Report Date: September 30, 2013

<table>
<thead>
<tr>
<th>Institution</th>
<th>Current Operations</th>
<th>Endowment</th>
<th>Facilities</th>
<th>Year-to-date FY '14 Totals</th>
<th>Year-to-date FY '13 Totals</th>
<th>YTD Period % Change FY13/14</th>
<th>Year End FY '13 Totals</th>
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<td>Corporations</td>
<td>Foundations</td>
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<td>Non-Governmental Grants</td>
<td>Year-to-date FY '14 Totals</td>
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# University Advancement - Institutional Reports

**Monthly Gift Receipts by Use**

Report Date: September 30, 2013

<table>
<thead>
<tr>
<th>College/Division</th>
<th>Current Operations</th>
<th>Endowment</th>
<th>Facilities</th>
<th>Year-to-date FY '14 Totals</th>
<th>Year-to-date FY '13 Totals</th>
<th>YTD Period % Change FY13/14</th>
<th>Year End FY '13 Totals</th>
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<td>43%</td>
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</tr>
</tbody>
</table>
### Overall Performance

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY13</th>
<th>Chng</th>
<th>% Chng</th>
<th>FY14</th>
<th>FY13</th>
<th>Chng</th>
<th>% Chng</th>
<th>FY14</th>
<th>FY13</th>
<th>Chng</th>
<th>% Chng</th>
</tr>
</thead>
<tbody>
<tr>
<td>YTD Total</td>
<td>$119,210</td>
<td>$204,442</td>
<td>($85,232)</td>
<td>(41.69%)</td>
<td>$150,275</td>
<td>$252,330</td>
<td>($102,055)</td>
<td>(40.45%)</td>
<td>862</td>
<td>1,641</td>
<td>(779)</td>
<td>(47.47%)</td>
</tr>
</tbody>
</table>

### Overall Performance

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY13</th>
<th>Chng</th>
<th>% Chng</th>
<th>FY14</th>
<th>FY13</th>
<th>Chng</th>
<th>% Chng</th>
<th>FY14</th>
<th>FY13</th>
<th>Chng</th>
<th>% Chng</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,000+ household donors (Primary donors only); no matching</td>
<td>$30,000</td>
<td>$31,750</td>
<td>($1,750)</td>
<td>(5.51%)</td>
<td>$33,500</td>
<td>$42,250</td>
<td>($8,750)</td>
<td>(20.71%)</td>
<td>17</td>
<td>20</td>
<td>(3)</td>
<td>(15.00%)</td>
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</table>

### Progress to Goals

<table>
<thead>
<tr>
<th></th>
<th>FY14 Goals</th>
<th>Needed to Meet Goals</th>
<th>FY14 % To Goal</th>
<th>FY13 Rpt Date to 6/30/12</th>
<th>Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Dollars</td>
<td>$2,100,000</td>
<td>$1,949,725</td>
<td>7.16%</td>
<td>$1,716,542</td>
<td>$1,866,817</td>
</tr>
<tr>
<td>Total Donors</td>
<td>16,600</td>
<td>15,518</td>
<td>6.52%</td>
<td>13,882</td>
<td>14,964</td>
</tr>
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</table>

### Average Gift

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY13</th>
<th>Chng</th>
<th>% Chng</th>
</tr>
</thead>
<tbody>
<tr>
<td>By Gift</td>
<td>$88</td>
<td>$96</td>
<td>($8)</td>
<td>(8.54%)</td>
</tr>
<tr>
<td>By Donor</td>
<td>$119</td>
<td>$115</td>
<td>$5</td>
<td>4.09%</td>
</tr>
</tbody>
</table>

### Corporate Matching Gifts

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY13</th>
<th>Chng</th>
<th>% Chng</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Match Dollars</td>
<td>$21,236</td>
<td>$23,181</td>
<td>($1,945)</td>
<td>(8.39%)</td>
</tr>
<tr>
<td>Number Corporate Match Gifts</td>
<td>39</td>
<td>45</td>
<td>(6)</td>
<td>(13.33%)</td>
</tr>
</tbody>
</table>
Topics for Discussion

Dairy Facilities Naming Plan
Indoor Practice Facility Naming Plan
Alumni Engagement
Campaign Priorities
North Carolina State University

Naming Opportunities for the
NC Dairy Campaign for Excellence

Naming Scheme Narrative

The attached list outlines a naming opportunities at the NC State Milking Parlor, located at the NC State Dairy Farm and Educational Unit on Lake Wheeler Road, and the NC State Dairy and Food Educational Facility, a future annex to Schaub Hall on campus. The industry phase of this campaign began in 2008, and has raised over $1.3 million toward a $2.5 million goal. As the campaign moves in to the public phase, we seek to confirm approval for the naming opportunities.

Pricing for naming opportunities was based on an average cost of $160 per square foot for spaces at the Milking Parlor at Lake Wheeler, and $357 per square foot at the on-campus facility, with adjustments made based on marketability of a given space.

Since the Milking Parlor was funded through proceeds of a gift from the Kenan family, gifts in support of naming opportunities will be used to support construction of the NC State Dairy and Food Educational Facility. The inclusion of naming opportunities at the Milking Parlor attracted gifts from dairy producers, thus enlarging the pool of prospective donors.

An official NC State University Facility Naming Agreement will be executed for each of these areas and submitted for Trustee approval as donors are identified. Naming opportunities under $25,000 (not enumerated on the Naming Opportunities Schedule) will be listed in a consolidated listing.

[Signatures and dates]

Supervising Dean/Entity Head: [Signature]
Date: 10/14/12

Vice Chancellor for University Advancement: [Signature]
Date: 10/18/13

Vice Chancellor for Finance and Business: [Signature]
Date: 10/18/13
Milking Center
## Naming Opportunities – NC Dairy Foundation Campaign for Excellence

### MILKING CENTER

<table>
<thead>
<tr>
<th>Facility</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Milking Center</td>
<td>$500,000</td>
</tr>
<tr>
<td>Holding Area</td>
<td>$75,000</td>
</tr>
<tr>
<td>Sort Pen</td>
<td>$60,000</td>
</tr>
<tr>
<td>Technical Equipment Room &amp; Subway</td>
<td>$50,000</td>
</tr>
<tr>
<td>Milk Room</td>
<td>$40,000</td>
</tr>
<tr>
<td>Milking Parlor</td>
<td>$25,000</td>
</tr>
</tbody>
</table>

### FREESTALL BARN

<table>
<thead>
<tr>
<th>Facility</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freestall Barn Renovation</td>
<td>$100,000</td>
</tr>
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</table>

### DAIRY AND FOOD TRAINING CENTER

<table>
<thead>
<tr>
<th>Facility</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dairy and Food Training Center</td>
<td>$1,250,000</td>
</tr>
<tr>
<td>Retail Creamery Café</td>
<td>$500,000</td>
</tr>
<tr>
<td>Industry Training Facility</td>
<td>$250,000</td>
</tr>
<tr>
<td>Terrace Dining Area</td>
<td>$125,000</td>
</tr>
<tr>
<td>Service Counter</td>
<td>$75,000</td>
</tr>
<tr>
<td>Founders Displays (10 available)</td>
<td>$40,000</td>
</tr>
<tr>
<td>Mezzanine</td>
<td>$35,000</td>
</tr>
<tr>
<td>Second Floor Café Overlook</td>
<td>$35,000</td>
</tr>
<tr>
<td>Director’s Office</td>
<td>$25,000</td>
</tr>
<tr>
<td>Supervisor’s Office</td>
<td>$25,000</td>
</tr>
<tr>
<td>Training Facility Offices (7 available)</td>
<td>$25,000</td>
</tr>
<tr>
<td>Break Room</td>
<td>$25,000</td>
</tr>
<tr>
<td>Dairy Processing Plant Viewing Station</td>
<td>$25,000</td>
</tr>
</tbody>
</table>
North Carolina State University

Naming Opportunities for the Indoor Practice Facility

Naming Scheme Narrative

The attached list outlines naming opportunities at the proposed Indoor Practice Facility at NC State located on the Carter-Finley Stadium grounds at 4600 Trinity Road. NC State is in the process of getting bids of designers and general contractors through a Design-Build RFQ process. This project, which has been approved by the Chancellor, will be incorporated as part of the Wolfpack Club’s and University’s upcoming campaign. As the campaign moves rapidly through the quiet phase, we seek to confirm approval for two currently identified naming opportunities (attached).

Facility Description from Designer Solicitation:
This one-story, approximately 90,000-GSF facility will provide an indoor space for multiple intercollegiate varsity sports to practice in times of inclement weather. The building will feature a 120-yard football field with artificial turf, track sprint lanes, storage space, restrooms and other amenities. The facility will be located in the west campus precinct near the Stadium complex off of Trinity Road in west Raleigh.

An official NC State University Facility Naming Agreement will be executed for each of these areas and submitted for Trustee approval as donors are identified.

Supervising Dean/Entity Head/Executive Officer 

Vice Chancellor for University Advancement 

Vice Chancellor for Finance and Business 

Date
## Potential Naming Opportunities for Indoor Practice Facility

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Quantity</th>
<th>Minimum Individual Donation</th>
<th>Total Donation Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indoor Practice Facility</td>
<td>1</td>
<td>$5,000,000</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Indoor Practice Facility (2 names at $3,000,000 each)</td>
<td>2</td>
<td>$3,000,000</td>
<td>$6,000,000</td>
</tr>
<tr>
<td>Playing Field</td>
<td>1</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Main Entrance/Lobby (if included)</td>
<td>1</td>
<td>$500,000</td>
<td>$500,000</td>
</tr>
<tr>
<td>Track and/or Track Lanes</td>
<td>1</td>
<td>$250,000</td>
<td>$250,000</td>
</tr>
<tr>
<td>Scoreboard (if included)</td>
<td>1</td>
<td>$100,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>Goal Posts</td>
<td>2</td>
<td>$100,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>Track &amp; Field Functions</td>
<td>4</td>
<td>$50,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>Storage Area</td>
<td>1</td>
<td>$50,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>Video System</td>
<td>1</td>
<td>$25,000</td>
<td>$25,000</td>
</tr>
<tr>
<td>Windows/Exterior Doors</td>
<td>10</td>
<td>$50,000</td>
<td>$500,000</td>
</tr>
</tbody>
</table>

$8,825,000

Additional naming opportunities determined after the facility is designed will be submitted for the next available meeting.
CALL TO ORDER
Susan Ward, Committee Chair

ROLL CALL

READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT

1. AGENDA TAB 7.1
   A. Approval of September 19, 2013 University Affairs Committee Minutes 7.1A

2. DISCUSSION ITEMS TAB 7.2
   A. Preparing for NC State’s Accreditation Review 7.2A
      Presenter: Karen Helm, Director of University Planning and Analysis
   B. Academic Planning and Program Review 7.2B

3. REQUESTED ACTION TAB 7.3
   ✓ A. Consideration of Campus Initiated Tuition Increase and Student Fees 7.3A
      Presenters: Chancellor W. Randolph Woodson, Provost and Executive Vice Chancellor Warwick Arden and Vice Chancellor and Dean Michael Mullen
   ✓ B. Request for Authorization to Plan New Degree Programs: Ph.D. in Forensic Sciences and Master of Science in Forensic Sciences 7.3B
   ✓ C. Request for Authorization to Discontinue Degree Programs: Master of Immunology, Master of Science in Immunology and Ph.D. in Immunology 7.3C
4. INFORMATIONAL REPORTS

A. Faculty Senate Report
   Presenter: David Zonderman, Chair

B. Staff Senate Report
   Presenter: Ryan Hancock, Chair

C. Annual Report on Management Flexibility
   Presenter: Barbara Carroll, Associate Vice Chancellor for Human Resources
   Annual summary to the Board of Governors on personnel actions covered by the management flexibility agreement under the authority of BOG policy 600.3.4.

D. Provost Update (no materials)
   Presenter: Warwick A. Arden, Provost and Executive Vice Chancellor
   a. Leadership and Program Reviews
   b. Faculty Retention Data
   c. Strategic Budget Process

5. PERSONNEL MATTERS AND HONORARY AWARDS*

Executive Summary of All Personnel Actions Requiring Approval

A. 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.

B. 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.

C. To prevent the premature disclosure of an honorary award or scholarship.

6. ADJOURN

* Discussed in Closed Session
✓ Requires Full Board Approval
The University Affairs Committee of the Board of Trustees of North Carolina State University met September 19, 2013 at 2:45 p.m. in the Winslow Hall Conference Room.

Members Present:  
Susan Ward, Committee Chair  
Tom Cabaniss  
Barbara Mulkey  
Jim Owens  
Alex Parker  
Ron Prestage  
Ben Jenkins, Board Chair

Others Present:  
Randy Woodson  
Warwick Arden  
Betsy Brown  
Barbara Carroll  
Amy Circosta  
Kyle Dell  
Eileen Goldgeier  
Ryan Hancock  
Louis Hunt  
Marc Hoit  
Amy Jinnette  
Sarah Lannom  
Duane Larick  
Terri Lomax  
Marvin Malecha  
Marielle Pocan  
Art Rice  
Becky Rufty  
Christy Scheid  
PJ Teal  
Joanne Woodard  
Deborah Yow

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

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 University Affairs Committee at this meeting. Hearing none, Chair Ward proceeded with the Committee agenda.

A motion was made by Dr. Owens and seconded by Mr. Parker to approve minutes from the open and closed sessions of the July 10, 2013 meeting as distributed. The motion carried.

Provost Arden provided a review of the committee’s responsibilities as outlined in the Board of Trustees Bylaws 01.05.01 – Appendix 1, Section V.

Chair Ward and Provost Arden reviewed the committee’s plan of work for the 2013-2014 academic year.

Vice Provost Louis Hunt presented preliminary fall enrollment information. The data presented showed that NC State’s Class of 2017 is the most academically prepared class ever admitted to the university. Average SAT, high school class rank, and high school GPA are all at record highs. Out-of-state and international enrollments also increased.

Dr. Hunt also provided information from the annual report to the Board of Governors on Intercollegiate Athletics. This report is required per UNC Policy. The report highlighted the student-athlete exceptions to the minimum course requirements set by the Board of Governors; the student-athlete profiles for admitted student athletes including SAT/ACT scores and high school grade point averages; information about the majors chosen by student-athletes; and academic progression information for student-athletes.
Vice Chancellor and Dean Mike Mullen described revisions to the Code of Student Conduct, Policy 11.35.01, which reflect recent changes by state and federal legislation. Dr. Owens made a motion, seconded by Mr. Parker, to recommend the revised policy to the full board for approval. The motion carried.

Provost Arden presented revisions to Policy 04.25.05- Equal Opportunity and Non-Discrimination Policy. The policy, last revised in 2009, is being revised and updated based on recent changes to state and federal law as well as regulatory guidance. Ms. Mulkey moved to recommend the policy revisions to the full board for approval. Dr. Owens seconded the motion. The motion carried.

Provost Arden described revisions to Policy 04.20.06 – Interpersonal Relationships Policy. The revisions are needed to refresh the policy and bring it into alignment with current practices on campus. Dr. Owens made a motion, seconded by Ms. Mulkey, to recommend the revised policy to the full board for approval. The motion carried.

Revisions to the Appointment, Reappointment, Promotion and Permanent Tenure Policy (05.20.01) were presented by Provost Arden. These revisions document our compliance with the Southern Association of Colleges and Schools (SACS) accreditation guidelines for faculty teaching credentials. The revision to the policy describes the guidelines and points the reader to the website where they are posted. Mr. Parker moved to recommend the policy revisions to the full board for approval. Mr. Cabaniss seconded the motion. The motion carried.

Senior Vice Provost Duane Larick reviewed the request from the College of Natural Resources to recommend a change in degree title from B.S. in Wood Products to B.S. in Sustainable Materials and Technology. While the core of the program will still cover the traditional areas of wood products, there is an expansion of the curriculum to include areas such as life cycle analysis, industrial ecology, and other sustainability topics. The new degree title will aid in student recruiting efforts as well. Dr. Prestage moved to recommend the degree title to the full board for approval. Dr. Owens seconded the motion. The motion carried.

Dr. Larick also presented the Request for Authorization to Plan a New Professional Doctorate in Design degree program. He explained that the Request for Authorization is the first step in a two-step process for new degree programs. Upon UNC-GA approval of the Authorization to Plan, a Request for Authorization to Establish must also be approved by the Board of Trustees. The Professional Doctorate in Design degree program would target professionals and would differ from the Ph.D. in Design which is an interdisciplinary program focusing research on critical issues common to a variety of design disciplines. The program will be delivered through a mixture of on-campus and on-line courses/workshops. This is a creative approach to a new type of doctoral degree for our university and would be the first degree of this kind in the nation. Dr. Owens made a motion, seconded by Ms. Mulkey, to recommend to the full board approval of the Request for Authorization to Plan a New Professional Doctorate in Design degree program. The motion carried.

Chancellor Woodson shared an update on confirming a speaker for December’s commencement ceremony.

Student Body President Alex Parker highlighted this year’s Student Government initiatives and projects.

In the Provost’s update, the committee was notified of a new undergraduate certificate in Nano-Systems Engineering and a dual degree between NC State and the SKEMA Business School. The committee received information about the 2013-2014 faculty salary ranges and was provided updates about the searches for the Dean of the Graduate School and the Senior Vice Provost for Institutional Research and Planning; the SACS reaffirmation process; the Chancellor’s Faculty Excellence Program; and the University Faculty Scholars Program.
A motion was made by Ms. Ward to go into closed session 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 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). Mr. Parker seconded the motion. The motion carried.

After coming out of closed session, Ms. Ward announced the meeting in open session.

Ms. Mulkey made a motion, seconded by Dr. Owens, to approve the personnel actions discussed in Closed Session related to approval of a non-salary compensation request, three head coach employment agreements, and conferral of tenure to two new faculty members. The motion carried.

With no further business, Chair Ward announced the meeting adjourned at 4:25 p.m.

_______________________________________
Susan P. Ward, Chair
PREPARING FOR RENEWAL OF NC STATE’S ACCREDITATION

Karen Helm, Accreditation Liaison • Meredith Davis, Professor, Design
SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS (SACS)

- One of six regional accreditors with more than 800 members

- Accredits the university as a whole

- Formally recognized by US Department of Education as gatekeeper for federal financial aid funding
THE REVIEW PROCESS

- Every ten years, with an interim fifth year report

- Two components:
  - Compliance certification
  - Quality Enhancement Plan
COMPLIANCE CERTIFICATION

- Describe and document NC State’s compliance with 92 accreditation standards and policies

- Covers the full range of programs and functions while emphasizing student learning and success
QUALITY ENHANCEMENT PLAN (QEP)

- A carefully designed and focused course of action that addresses a well-defined topic related to enhancing student learning
- NC State’s focus: undergraduates’ higher-order skills in critical and creative thinking
- Furthers Goal 1 of the NC State strategic plan: enhance student success through educational innovation
- To be administered by DASA
WHAT DOES OUR RESEARCH TELL US ABOUT NC STATE STUDENTS?

- As freshmen, they enter the university confident in their critical and creative thinking skills.
- As seniors, they believe NC State improved their critical and creative thinking skills.
- As alumni, they are less confident in their skills than when they graduated.
TH!NK FIRST-YEAR LEARNING OUTCOMES

- Explain intellectual standards of critical and creative thinking
- Evaluate the work of others using these standards
- Apply critical/creative thinking skills and intellectual standards when solving problems
- Develop cognitively by reflecting on their own thinking and the work of others
SCHEDULE

COMPLIANCE
Submit: Sept '13
Off-site review: Nov '13
Focused reports: Jan '14

QEP
Submit: Jan '14

On-Site Visit: March 18-20, 2014
Commission Action: December 2014
Academic Planning and Review at NC State
Strategic Realignment - Recommendations

Administrative Consolidation
- Consolidate Equity and Diversity Offices
- Discontinue Office of Extension, Engagement and Economic Development
- Merge Undergraduate Academic Programs and Student Affairs

Academic Programs
- Review Summer Education
- Review Distance Education
- Review Academic Science Programs
- Modify Academic Planning Process
- Review Academic Program Efficiency and Effectiveness

Business Services
- Modify Reporting Lines
- Create Business Operations Centers

Organizational Bureaucracy
- Review Administrative Processes for Efficiency
- Review Policies, Regulations and Rules
Academic Planning

UNC-GA Revised Academic Planning Process

- Two-step approval process
  - Appendix A – Request for Authorization to Plan
  - Appendix C – Request for Authorization to Establish

- Allows for limited submission of new programs
  - No more than 3 programs (all levels) at one time

- Requires campus to prioritize

- Minimum of 6-months for Bachelors and Master’s and 12 months for Doctoral Programs
NC State Academic Program Planning and Prioritization Process

Program Director/Program Faculty complete Appendix A and submit to appropriate College(s)

College Dean(s) present proposals to Council of Deans

Council of Deans make recommendation relative to approval and priority

University Courses and Curriculum Committee (UG) or Administrative Board of the Graduate Scholl (GRAD) reviews and approves

College(s) level Undergraduate or Graduate level Curriculum Committee(s) evaluates

Provost grants approval for planning and returns proposal to the Program Director/Program Faculty for edits and processing

Provost receives recommendation and submits Appendix A to the UNC-GA/BOG after BOT approval

Once UNC-GA grants Approval to Plan, Appendix C (Authorization to Establish) is completed and routed through the existing approval process (including BOT) prior to submission to UNC-GA
Guiding Principles to Inform the Development and Prioritization of New Degree Programs

- Consistent with our mission and niche in the UNC-GA system.
- Relates to areas identified through the strategic planning process or will establish novel areas of inquiry in which the campus can quickly achieve national prominence.
- Is broad, inter- or multi-disciplinary, and allows for multiple specializations to be created or eliminated as needed.
Guiding Principles to Inform the Development and Prioritization of New Degree Programs

- Leverages existing programs and/or leads to elimination of smaller, narrower degrees
- Builds on existing capacity as evidenced by a body of faculty active in the area of scholarship (shown by grants, publications, successful collaborations, etc.)
- Values doctoral and master’s over baccalaureate programs (doctoral>master’s>baccalaureate)
- Is economically sustainable
Review of Academic Programs

14-member Task Force and 8-member Support Team
(Co-chairs: John Ambrose & Duane Larick)

Charged: May 2011
Report to Provost: May 2012
(delivered October, 2012)

More info:
go.ncsu.edu/
academic-program-review
Questions to Answer

- Which programs are the most and least productive? (UG & GRAD)
- Which programs are the most and least effective in graduating students in a timely manner? (UG & GRAD)
- Which programs have the most and least demand for its degrees? (GRAD)
- Which programs were the most and least efficient in the use of faculty resources? (UG & GRAD)
Metrics

- Undergraduate programs
  - Department level data/analysis
- Graduate programs
  - MR & DR evaluated separately
  - All done at the degree level
- Productivity Measures
- Background metrics
- Expenditure data
# UNDERGRADUATE PROGRAMS

<table>
<thead>
<tr>
<th><strong>Metrics for Evaluation</strong></th>
<th><strong>Level</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>U01 Headcount enrollment (primary only)</td>
<td>Dept</td>
</tr>
<tr>
<td>U02 Headcount enrollment (multiple majors included)</td>
<td>Dept</td>
</tr>
<tr>
<td>U03 Intra-campus transfers into department</td>
<td>Dept</td>
</tr>
<tr>
<td>U04 Intra-campus transfers out of department</td>
<td>Dept</td>
</tr>
<tr>
<td>U05 Degrees awarded</td>
<td>Dept</td>
</tr>
<tr>
<td>U06 Degrees awarded/JR+SR enrollment</td>
<td>Dept</td>
</tr>
<tr>
<td>U07 Time to degree</td>
<td>Dept</td>
</tr>
<tr>
<td>U08 One-year retention rate</td>
<td>Dept</td>
</tr>
<tr>
<td>U09 Four-year graduation rate</td>
<td>Dept</td>
</tr>
<tr>
<td>U10 Six-year graduation rate</td>
<td>Dept</td>
</tr>
<tr>
<td>U11 SCHs/FTE instructional faculty</td>
<td>Dept</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Background Metrics</strong></th>
<th><strong>Level</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>B01 % non-white enrollment</td>
<td>Dept</td>
</tr>
<tr>
<td>B02 % female enrollment</td>
<td>Dept</td>
</tr>
<tr>
<td>B03 % non-NC enrollment</td>
<td>Dept</td>
</tr>
<tr>
<td>B04/05 Would you choose this major again? (with response rate)</td>
<td>Dept</td>
</tr>
<tr>
<td>B06/07 Quality of instruction in my major? (with response rate)</td>
<td>Dept</td>
</tr>
<tr>
<td>B08/09 Future plans? (with response rate)</td>
<td>Dept</td>
</tr>
<tr>
<td>B10 FTE instructional funding</td>
<td>Dept</td>
</tr>
<tr>
<td>B011 SCHs, departmental ownership</td>
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### GRADUATE PROGRAMS (MR and DR separate)

<table>
<thead>
<tr>
<th>Metrics for Evaluation</th>
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</tr>
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<tbody>
<tr>
<td>M/D 01 Headcount enrollment</td>
<td>Program</td>
</tr>
<tr>
<td>M/D 02 Enrollment/number of faculty</td>
<td>Program</td>
</tr>
<tr>
<td>M/D 03 Degrees awarded overall</td>
<td>Program</td>
</tr>
<tr>
<td>M/D 04 Degrees awarded/number of faculty</td>
<td>Program</td>
</tr>
<tr>
<td>M/D 05 Time to degree</td>
<td>Program</td>
</tr>
<tr>
<td>M/D 06 4-year graduation (MR); 6-year graduation (DR)</td>
<td>Program</td>
</tr>
<tr>
<td>M/D 07 Applications overall</td>
<td>Program</td>
</tr>
<tr>
<td>M/D 08 Applications/number of faculty</td>
<td>Program</td>
</tr>
<tr>
<td>M/D 09 Selectivity (admitted/applications)</td>
<td>Program</td>
</tr>
<tr>
<td>M/D 10 Yield (enrolled/admitted)</td>
<td>Program</td>
</tr>
<tr>
<td>M/D 11 Graduate SCHs for programs</td>
<td>Program</td>
</tr>
<tr>
<td>M/D 12 Graduate SCHs/number of faculty</td>
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<table>
<thead>
<tr>
<th>Background Metrics</th>
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<tr>
<td>B01 Non-white enrollment</td>
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<tr>
<td>B02 Female enrollment</td>
<td>Program</td>
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<tr>
<td>B03 Faculty on graduate committees outside department</td>
<td>Dept</td>
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<tr>
<td>B04 Student credit-hours taken outside department</td>
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## EXPENDITURE DATA

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<td>E02 Instructional expenditures indexed to Funding Formula</td>
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</tr>
<tr>
<td>E03 Instructional expenditures 25th %ile national norm</td>
<td>Dept</td>
</tr>
<tr>
<td>E04 Instructional expenditures 75th %ile nationally norm</td>
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</tr>
<tr>
<td>E05 Sponsored program expenditures/FTE faculty</td>
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</table>
# Undergraduate Programs Sample Data

## Table

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<thead>
<tr>
<th>Metric</th>
<th>U01</th>
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<th>U04</th>
<th>U05</th>
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<th>U07</th>
<th>U08</th>
<th>U09</th>
<th>U10</th>
<th>U11</th>
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<td>Headcount</td>
<td>Headcount</td>
<td>Headcount</td>
<td>Headcount</td>
<td>Ratio</td>
<td>Months</td>
<td>One-year Retention Rate</td>
<td>Four-year graduation rate</td>
<td>Four-year graduation rate</td>
<td>SCHs/FTE Instructional Faculty</td>
</tr>
<tr>
<td><strong>Units</strong></td>
<td>Headcount</td>
<td>Headcount</td>
<td>Headcount</td>
<td>Headcount</td>
<td>Headcount</td>
<td></td>
<td></td>
<td></td>
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<td><strong>College of Innovation</strong></td>
<td>593</td>
<td>618</td>
<td>60</td>
<td>100</td>
<td>105</td>
<td>0.313</td>
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<td>27%</td>
<td>72%</td>
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<td>Department A</td>
<td>498</td>
<td>548</td>
<td>66</td>
<td>59</td>
<td>97</td>
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<td>39%</td>
<td>70%</td>
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<td>Department B</td>
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<td>998</td>
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<td>113</td>
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<td>90%</td>
<td>30%</td>
<td>76%</td>
<td>337</td>
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<td>Department C</td>
<td>947</td>
<td>1049</td>
<td>92</td>
<td>80</td>
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<td>16%</td>
<td>68%</td>
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<td>Department D</td>
<td>178</td>
<td>180</td>
<td>32</td>
<td>13</td>
<td>43</td>
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<td>21%</td>
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<td>71</td>
<td>10</td>
<td>7</td>
<td>14</td>
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<td>52%</td>
<td>84%</td>
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<td>1419</td>
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<td>24%</td>
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<td>616</td>
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<td>55</td>
<td>65</td>
<td>116</td>
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<td>26%</td>
<td>64%</td>
<td>389</td>
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<td>Department I</td>
<td>307</td>
<td>313</td>
<td>24</td>
<td>71</td>
<td>43</td>
<td>0.349</td>
<td>48.4</td>
<td>91%</td>
<td>45%</td>
<td>86%</td>
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*Top quartile* | *Bottom quartile*
# Doctoral Programs Sample Data

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<thead>
<tr>
<th>Metric</th>
<th>D01</th>
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<th>D03</th>
<th>D04</th>
<th>D05</th>
<th>D06</th>
<th>D07</th>
<th>D08</th>
<th>D09</th>
<th>D10</th>
<th>D11</th>
<th>D12</th>
<th>D13</th>
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<tbody>
<tr>
<td>Description</td>
<td>Enrollment / Faculty</td>
<td>Enrollment / Faculty</td>
<td>Degrees Awarded / Faculty</td>
<td>Degrees Awarded / Faculty</td>
<td>Mean Time to Degree</td>
<td>6-year Completion Rate</td>
<td>Applications / Faculty</td>
<td>Applications / Faculty</td>
<td>Selectivity</td>
<td>Yield</td>
<td>Student Credit Hours</td>
<td>SChs / Faculty</td>
<td>Graduate Faculty Count</td>
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<td>Ratio</td>
<td>Headcount</td>
<td>Ratio</td>
<td>Years</td>
<td>Percent</td>
<td>Headcount</td>
<td>Ratio</td>
<td>Percent</td>
<td>Percent</td>
<td>Count</td>
<td>Ratio</td>
<td>Headcount</td>
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<td>College of Transformation</td>
<td>49.9</td>
<td>6.8</td>
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<td>6.9</td>
<td>34.9%</td>
<td>22.9</td>
<td>3.0</td>
<td>56.1%</td>
<td>79.8%</td>
<td>492.4</td>
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<td>Program A</td>
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<td>23.3</td>
<td>3.9</td>
<td>48.6%</td>
<td>82.4%</td>
<td>828.5</td>
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<td>43.0</td>
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<td>0.9</td>
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<td>25.0%</td>
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<td>Program D</td>
<td>37.7</td>
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<td>81.5%</td>
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<td>110.0</td>
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<td>41.3</td>
<td>3.2</td>
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<td>83.1%</td>
<td>495.0</td>
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<td>47.3</td>
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<td>6.7</td>
<td>1.0</td>
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<td>25.9%</td>
<td>22.3</td>
<td>3.2</td>
<td>49.3%</td>
<td>78.8%</td>
<td>605.0</td>
<td>86.4</td>
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<td>Program G</td>
<td>26.0</td>
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<td>3.0</td>
<td>0.5</td>
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<td>26.7%</td>
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<td>320.5</td>
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<td>4.7</td>
<td>1.2</td>
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<td>2.7</td>
<td>71.9%</td>
<td>78.3%</td>
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<td>4.0</td>
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<td>Program I</td>
<td>17.7</td>
<td>2.2</td>
<td>2.3</td>
<td>0.3</td>
<td>6.1</td>
<td>44.4%</td>
<td>4.7</td>
<td>0.6</td>
<td>57.1%</td>
<td>87.5%</td>
<td>146.0</td>
<td>18.3</td>
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</table>

**Top quartile** | **Bottom quartile**
# Sample Scorecard

*Undergraduate Departmental Scorecard*

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
<th>Units</th>
<th>Value</th>
<th>Quartile</th>
<th>College</th>
<th>University</th>
</tr>
</thead>
<tbody>
<tr>
<td>U01</td>
<td>Headcount Enrollment – primary majors only</td>
<td>Headcount</td>
<td>282</td>
<td>Mid-High</td>
<td>307</td>
<td>369</td>
</tr>
<tr>
<td>U02</td>
<td>Headcount Enrollment – multiple majors included</td>
<td>Headcount</td>
<td>308</td>
<td>Mid-High</td>
<td>324</td>
<td>390</td>
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<tr>
<td>U03</td>
<td>Intra-campus transfers into dept.</td>
<td>Headcount</td>
<td>61</td>
<td>Mid-High</td>
<td>40</td>
<td>50</td>
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<tr>
<td>U04</td>
<td>Intra-campus transfers out of dept.</td>
<td>Headcount</td>
<td>22</td>
<td>Mid-High</td>
<td>27</td>
<td>52</td>
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<tr>
<td>U05</td>
<td>Undergraduate Degrees Awarded</td>
<td>Headcount</td>
<td>68</td>
<td>Mid-High</td>
<td>67</td>
<td>88</td>
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<tr>
<td>U06</td>
<td>Undergraduate Degrees Awarded/JR+SR enrollment</td>
<td>Ratio</td>
<td>0.360</td>
<td>Mid-Low</td>
<td>0.360</td>
<td>0.370</td>
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<tr>
<td>U07</td>
<td>Undergraduate Time to Degree</td>
<td>Months</td>
<td>49.2</td>
<td>Top</td>
<td>49.8</td>
<td>50.6</td>
</tr>
<tr>
<td>U08</td>
<td>Undergraduate retention rate</td>
<td>Percent</td>
<td>81.9%</td>
<td>Bottom</td>
<td>85.8%</td>
<td>88.9%</td>
</tr>
<tr>
<td>U09</td>
<td>Undergraduate graduation rate 4-year</td>
<td>Percent</td>
<td>65.7%</td>
<td>Top</td>
<td>46.3%</td>
<td>39.9%</td>
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<tr>
<td>U10</td>
<td>Undergraduate graduation rate 6-year</td>
<td>Percent</td>
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<td>Bottom</td>
<td>72.7%</td>
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<td>U11</td>
<td>Undergraduate SCHs/FTE instructional faculty</td>
<td>Ratio</td>
<td>847</td>
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# Undergraduate Background Measures

*Undergraduate Background Measures*

<table>
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<th>Value</th>
<th>Quartile</th>
<th>College</th>
<th>University</th>
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<tbody>
<tr>
<td>B01</td>
<td>Undergraduate % non-white enrollment</td>
<td>Percent</td>
<td>17.0%</td>
<td>Mid-Low</td>
<td>18.0%</td>
<td>20.6%</td>
</tr>
<tr>
<td>B02</td>
<td>Undergraduate % female enrollment</td>
<td>Percent</td>
<td>74.1%</td>
<td>Top</td>
<td>47.7%</td>
<td>44.3%</td>
</tr>
<tr>
<td>B03</td>
<td>Undergraduate % non-NC enrollment</td>
<td>Percent</td>
<td>11.7%</td>
<td>Top</td>
<td>6.0%</td>
<td>8.3%</td>
</tr>
<tr>
<td>B04</td>
<td>Graduating Senior Survey Q 47B: Would you choose this major again?</td>
<td>Percent</td>
<td>65.2%</td>
<td>Mid-Low</td>
<td>62.7%</td>
<td>64.8%</td>
</tr>
<tr>
<td>B05</td>
<td>GSS Q 47B Response Rate: Would you choose this major again?</td>
<td>Percent</td>
<td>38.3%</td>
<td>Mid-High</td>
<td>45.2%</td>
<td>41.5%</td>
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<tr>
<td>B06</td>
<td>Graduating Senior Survey Q 45A: Quality of instruction in my major</td>
<td>Average</td>
<td>3.4</td>
<td>Bottom</td>
<td>3.6</td>
<td>3.6</td>
</tr>
<tr>
<td>B07</td>
<td>GSS Q 45A Response Rate : Quality of instruction in my major</td>
<td>Percent</td>
<td>40.0%</td>
<td>Mid-High</td>
<td>47.4%</td>
<td>43.5%</td>
</tr>
<tr>
<td>B08</td>
<td>Primary Plans of Graduating SRs following Graduation</td>
<td>Percent</td>
<td>84.6%</td>
<td>Top</td>
<td>55.6%</td>
<td>61.8%</td>
</tr>
<tr>
<td>B09</td>
<td>Response Rate to this question on Future Plans Survey</td>
<td>Percent</td>
<td>17.1%</td>
<td>Bottom</td>
<td>27.3%</td>
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<tr>
<td>B10</td>
<td>FTE Instructional Funding</td>
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<td>B11</td>
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## Sample Scorecard

**Graduate Dept. Scorecard - 0000000 (OUC Code) - Name of Department**

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<th>Value</th>
<th>Quartile</th>
<th>College Avg</th>
<th>University Avg</th>
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<tbody>
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<td>D01</td>
<td>Doctoral Enrollment</td>
<td>Headcount</td>
<td>30.0</td>
<td>Mid-Low</td>
<td>22.8</td>
<td>48.2</td>
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<tr>
<td>D02</td>
<td>Doctoral Enrollment per Graduate Faculty</td>
<td>Ratio</td>
<td>1.6</td>
<td>Mid-Low</td>
<td>1.3</td>
<td>2.6</td>
</tr>
<tr>
<td>D03</td>
<td>Doctoral Degrees Awarded</td>
<td>Headcount</td>
<td>6.3</td>
<td>Mid-High</td>
<td>4.2</td>
<td>6.5</td>
</tr>
<tr>
<td>D04</td>
<td>Doctoral Degrees Awarded per Graduate Faculty</td>
<td>Ratio</td>
<td>0.3</td>
<td>Mid-Low</td>
<td>0.2</td>
<td>0.3</td>
</tr>
<tr>
<td>D05</td>
<td>Doctoral Mean Time to Degree</td>
<td>Years</td>
<td>5.5</td>
<td>Mid-High</td>
<td>6.0</td>
<td>5.9</td>
</tr>
<tr>
<td>D06</td>
<td>Doctoral 6-Year Completion Rate</td>
<td>Percent</td>
<td>66.7%</td>
<td>Top</td>
<td>51.3%</td>
<td>43.5%</td>
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<tr>
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<td>Doctoral Applications</td>
<td>Headcount</td>
<td>51.7</td>
<td>Mid-High</td>
<td>29.9</td>
<td>67.8</td>
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<td>Doctoral Applications per Graduate Faculty</td>
<td>Ratio</td>
<td>2.7</td>
<td>Mid-Low</td>
<td>1.8</td>
<td>3.0</td>
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<td>D09</td>
<td>Doctoral Selectivity</td>
<td>Percent</td>
<td>12.3%</td>
<td>Top</td>
<td>30.8%</td>
<td>39.6%</td>
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<td>D10</td>
<td>Doctoral Yield</td>
<td>Percent</td>
<td>68.4%</td>
<td>Mid-High</td>
<td>70.4%</td>
<td>58.1%</td>
</tr>
<tr>
<td>D11</td>
<td>Doctoral Student Credit Hours</td>
<td>Count</td>
<td>695.0</td>
<td>Mid-High</td>
<td>309.0</td>
<td>677.4</td>
</tr>
<tr>
<td>D12</td>
<td>Doctoral SCHs per Graduate Faculty</td>
<td>Ratio</td>
<td>35.9</td>
<td>Mid-High</td>
<td>14.9</td>
<td>33.1</td>
</tr>
<tr>
<td>D13</td>
<td>Doctoral Graduate Faculty Count</td>
<td>Headcount</td>
<td>19.3</td>
<td>Mid-Low</td>
<td>21.1</td>
<td>28.0</td>
</tr>
<tr>
<td>M01</td>
<td>Master’s Enrollment</td>
<td>Headcount</td>
<td>47.7</td>
<td>Mid-High</td>
<td>22.1</td>
<td>49.5</td>
</tr>
<tr>
<td>M02</td>
<td>Master’s Enrollment per Graduate Faculty</td>
<td>Ratio</td>
<td>2.5</td>
<td>Mid-High</td>
<td>1.4</td>
<td>4.3</td>
</tr>
<tr>
<td>M03</td>
<td>Master’s Degrees Awarded</td>
<td>Headcount</td>
<td>16.7</td>
<td>Mid-High</td>
<td>7.1</td>
<td>19.6</td>
</tr>
<tr>
<td>M04</td>
<td>Master’s Degrees Awarded per Graduate Faculty</td>
<td>Ratio</td>
<td>0.9</td>
<td>Mid-High</td>
<td>0.5</td>
<td>1.5</td>
</tr>
<tr>
<td>M05</td>
<td>Master’s Mean Time to Degree</td>
<td>Years</td>
<td>2.3</td>
<td>Mid-Low</td>
<td>2.6</td>
<td>2.3</td>
</tr>
<tr>
<td>M06</td>
<td>Master’s 4-Year Completion Rate</td>
<td>Percent</td>
<td>87.5%</td>
<td>Top</td>
<td>66.2%</td>
<td>73.9%</td>
</tr>
<tr>
<td>M07</td>
<td>Master’s Applications</td>
<td>Headcount</td>
<td>97.3</td>
<td>Mid-High</td>
<td>28.6</td>
<td>95.3</td>
</tr>
<tr>
<td>M08</td>
<td>Master’s Applications per Graduate Faculty</td>
<td>Ratio</td>
<td>5.0</td>
<td>Mid-High</td>
<td>1.6</td>
<td>6.3</td>
</tr>
<tr>
<td>M09</td>
<td>Master’s Selectivity</td>
<td>Percent</td>
<td>44.2%</td>
<td>Mid-High</td>
<td>49.7%</td>
<td>53.3%</td>
</tr>
<tr>
<td>M10</td>
<td>Master’s Yield</td>
<td>Percent</td>
<td>51.9%</td>
<td>Bottom</td>
<td>76.7%</td>
<td>66.6%</td>
</tr>
<tr>
<td>M11</td>
<td>Master’s Student Credit Hours</td>
<td>Count</td>
<td>695.0</td>
<td>Mid-High</td>
<td>287.3</td>
<td>715.7</td>
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<tr>
<td>M12</td>
<td>Master’s SCHs per Graduate Faculty</td>
<td>Ratio</td>
<td>35.9</td>
<td>Mid-High</td>
<td>15.4</td>
<td>44.8</td>
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<tr>
<td>M13</td>
<td>Master’s Graduate Faculty Count</td>
<td>Headcount</td>
<td>19.3</td>
<td>Mid-High</td>
<td>20.2</td>
<td>21.3</td>
</tr>
</tbody>
</table>

**Graduate Background Measures - 0000000 (OUC Code) - Name of Department**

<table>
<thead>
<tr>
<th>Program Code</th>
<th>Non-White Enrollment</th>
<th>Female Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percent</td>
<td>Quartile Percent</td>
</tr>
<tr>
<td>XX</td>
<td>14.2%</td>
<td>Mid-High</td>
</tr>
</tbody>
</table>

**OUC**

<table>
<thead>
<tr>
<th>Student Credit Hours Taken Outside Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent</td>
</tr>
<tr>
<td>---------</td>
</tr>
<tr>
<td>000000</td>
</tr>
</tbody>
</table>
Departmental/Program Survey

Request for additional information

- Peer-reviewed publications and other scholarly contributions per faculty FTE
- Placement rates for MR and DR graduates in jobs, graduate school, or as postdocs
- Description of program's synergy with NC State mission
- Any special circumstances that make the department unique and is not captured in the university-level data
- Any additional narrative info about the program that should be taken into consideration
Anticipated Outcomes

- **Program Level:** Recommendations including changes in focus, consolidation or elimination

- **College Level:** Recommendations resulting from number and size of programs (opportunities for consolidation)

- **University Level:** Recommendations in areas such as retention, internal transfers and 4-year graduation rates
Outcomes/Progress To Date

• Analysis and report reviewed with each College
• Anticipate on-going discussions between the Provost, College Deans and Programs
  – Update on the process for and progress on responding to the data and recommendations in the Task Force report
• Data/Analysis being institutionalized into the annual review process for Colleges/College Deans
MEMORANDUM

TO: NC State University Board of Trustees
FROM: Chancellor W. Randolph Woodson
SUBJECT: Recommendations for 2014-2015 Campus Initiated Tuition Increases (CITI) and Student Fees
DATE: November 1, 2013

In accordance with the University of North Carolina Board of Governors’ policy and the NC State Tuition and Fee adjustment process, a Tuition Review Advisory Committee (TRAC), co-chaired by Provost and Executive Vice Chancellor Warwick Arden and Student Body President Alex Parker, and a Fee Review Committee (FRC), co-chaired by Vice Chancellor and Dean for Academic and Student Affairs Mike Mullen and Student Senate President Kelsey Mills, were appointed. The Tuition Review Advisory Committee (Attachment A) and the Fee Review Committee (Attachment B) forwarded their recommendations to me.

I. The Tuition Review Advisory Committee recommended that tuition for NC State students for the 2014-5 academic year be increased as follows:

- ($0 CITI = 0.0%) Undergraduate Residents
- ($1800 CITI = 9.2%) Undergraduate Nonresidents
- ($450 CITI = 6.3%) Graduate Residents
- ($1800 CITI = 9.2%) Graduate Nonresidents

The Committee further recommended that the additional tuition revenues be used to:

1) Support need-based financial aid (allocating approximately 20% of CITI revenues)
2) Improve the quality and accessibility of the NC State educational experience (allocating approximately 52.9% of CITI revenues)
3) Provide funding for faculty promotional increases (allocating approximately 3.9% of CITI revenues)
4) Provide funding to the Graduate Student Support Plan (allocating approximately 23.2% of CITI revenues)

The Committee also reviewed premium tuition proposals from the Poole College of Management, and the College of Engineering. The Tuition Review Advisory Committee recommends the following:

1) For the Poole College of Management:
  Increase tuition by $2500 spread out over 3 years ($750 for Fall 2014, $750 for Fall 2015, and $1,000 for Fall 2016) for the following degree programs:
- Master of Business Administration (MBA)
- Master of Global Innovation Management (MGIM)
- Master of Supply Chain Engineering and Management (MSCEM)

Increase tuition by $2500 spread out over 3 years ($750 for Fall 2014, $750 for Fall 2015, and $1,000 for Fall 2016) for the following graduate certificate program:
- Graduate Certificate in Technology Entrepreneurship and Commercialization

1. **For the College of Engineering:**
   Increase tuition by $4800 spread out over 3 years ($1600 for Fall 2014, $1600 for Fall 2015, and $1600 for Fall 2016) for the following degree programs:
   - MS in Electrical Engineering
   - MS in Computer Engineering
   - MS in Computer Networking – ECE
   - MS in Electric Power Systems Engineering
   - MS in Computer Science
   - MS in Computer Networking – Computer Science
   - Master of Computer Science

II. The **Fee Advisory Committee** recommended the following fees for NC State students for the 2014-15 academic year:
   1) Continuation of existing fees for which an increase was not requested.

### 2) Student fee increase recommendations subject to the 6.5% cap for 2014-15

<table>
<thead>
<tr>
<th>Fee</th>
<th>Proposed Increase</th>
<th>Approved Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Union Activity Board</td>
<td>$2.50</td>
<td>$0.50</td>
</tr>
<tr>
<td>Student Publications/Media</td>
<td>$3.10</td>
<td>$3.10</td>
</tr>
<tr>
<td>Student Government</td>
<td>$3.00</td>
<td>$3.00</td>
</tr>
<tr>
<td>Student Legal Services</td>
<td>$2.50</td>
<td>$2.50</td>
</tr>
<tr>
<td>Student Programming DASA</td>
<td>$10.55</td>
<td>$10.55</td>
</tr>
<tr>
<td>Student Programming OIED</td>
<td>$3.95</td>
<td>$2.00</td>
</tr>
<tr>
<td>Recreational Sports</td>
<td>$5.23</td>
<td>$5.23</td>
</tr>
<tr>
<td>Student Health Service</td>
<td>$32.98</td>
<td>$32.98</td>
</tr>
<tr>
<td>Educational &amp; Technology</td>
<td>$28.88</td>
<td>$18.41</td>
</tr>
<tr>
<td><strong>Total Fee Increases Requested within the 6.5% increase cap</strong></td>
<td><strong>$92.69</strong></td>
<td><strong>$78.27 (5.35%)</strong> (Total &lt;$95.07)</td>
</tr>
<tr>
<td>Transit Operations</td>
<td>$12.00</td>
<td>$12.00</td>
</tr>
<tr>
<td><strong>Total Fee Increases Requested</strong></td>
<td><strong>$104.69</strong></td>
<td><strong>$90.27 (4.16%)</strong></td>
</tr>
</tbody>
</table>
I want to thank both committees for their diligent and thoughtful work. I concur with the recommendations by both the TRAC and the FRC and recommend them to you for your consideration.

Our strategic plan continues to help guide us in thoughtful decision making that addresses improvements and enhancements campus-wide, with the top goal of improving student success. This road map has assisted us in improving our quality, and we will continue to search out and implement long-term, sustainable solutions that benefit the entire NC State community.

Thank you for your consideration of my 2014-2015 CITI and fee recommendations.

Attachments

cc: Provost Warwick Arden
    Vice Chancellor Charles Leffler
    Vice Chancellor Mike Mullen
The Tuition Review Advisory Committee (the Committee) submits the following campus initiated tuition increase (CITI) and premium tuition proposal for 2014-2015.

The Committee recognizes that final authority for recommending tuition increases to the North Carolina Legislature rests with UNC General Administration and the UNC Board of Governors. During its cycle of meetings, the Committee received a copy of Charles Perusse’s 9/17/13 guidelines regarding the submission of requests for changes in tuition and fee rates effective for the Fall Term 2014. Consequently, throughout its deliberations, the Committee remained aware of UNC-System President Tom Ross’ intention to not recommend any campus-initiated tuition increase for resident undergraduate students for 2014-15. Considering its letter of charge and the 9/17/13 guidelines, the Committee proceeded with the CITI review and recommendation process focusing on tuition rates for nonresident undergraduate and graduate students and for resident graduate students. Furthermore, as charged, the Committee considered premium tuition increase requests.

Four committee meetings were scheduled [September 4, 9, 25 and October 2]. These meetings were very well attended, and members engaged in thorough deliberations during each meeting. Members reviewed and discussed relevant information relating to tuition, evaluated available data, and thoughtfully formulated CITI recommendations for the 2014-2015 academic year. The comparative Fall 2013 preliminary tuition/fees data for NC State’s peer institutions sparked a discussion about NC State’s tuition which is the third lowest for resident and nonresident undergraduate students among the 16 peers. While the Committee understood the importance of remaining a good value, it also recognized and discussed the importance of continuing to move the university forward and importance of tuition revenue in helping to advance that goal.

When the Committee considered tuition increase recommendations, members were aware that NC State is exempt from the Legislative tuition increase effective 2014-15 for fourteen UNC-System universities which ranges from 6% to 12.3% for nonresident undergraduate students. Ultimately, the percentages the Committee recommends are ones that fall within the Legislative range. The Committee discussed and unanimously proposed that CITI allocations be used to support need-based financial aid, quality and accessibility, faculty promotional increases, and the graduate student support plan.
The Committee includes 14 voting members and 5 non-voting members. At the September 9th and September 25th meetings members heard presentations from administrators representing the College of Management and the College of Engineering regarding premium tuition proposals [for specified graduate programs].

At the Committee’s October 2nd meeting, 12 out of 14 voting members were in attendance, and members voted to recommend the following campus initiated tuition increase for 2014-2015:

- $(0) \text{ CITI} = 0.0\%$ Undergraduate Residents
- $(1800) \text{ CITI} = 9.2\%$ Undergraduate Nonresidents
- $(450) \text{ CITI} = 6.3\%$ Graduate Residents
- $(1800) \text{ CITI} = 9.2\%$ Graduate Nonresidents

The Committee further recommends that the additional tuition revenues be used to:

- support need-based financial aid (suggest allocating 20.0\% of CITI revenues)
- improve the quality and accessibility of the NC State educational experience (suggest allocating 52.9\% of CITI revenues)
- provide funding for faculty promotional increases (suggest allocating 3.9\% of CITI revenues)
- provide funding to the Graduate Student Support Plan (suggest allocating 23.2\% of CITI revenues)

(The revenue and allocations are detailed on page 4).

Also at its October 2nd meeting, the Committee voted on the premium tuition proposals that had been presented during its previous meetings. Two committee members not present for the vote emailed their vote prior to the October 2nd meeting. Thus, 14 out of 14 voting members cast votes. With respect to the proposals, members voted to recommend the following:

For the College of Management:
- Increase tuition by $2500 spread out over 3 years [$750 for Fall 2014 | $750 for Fall 2015 | $1,000 for Fall 2016] for the following degree programs:
  - Master of Business Administration (MBA)
  - Master of Global Innovation Management (MGIM)
  - Master of Supply Chain Engineering and Management (MSCEM)

For the College of Engineering:
- Increase tuition by $4800 spread out over 3 years [$1600 for Fall 2014 | $1600 for Fall 2015 | $1600 for Fall 2016] for the following degree programs:
  - MS in Electrical Engineering
  - MS in Computer Engineering
  - MS in Computer Networking - ECE
  - MS in Electric Power Systems Engineering
  - MS in Computer Science
  - MS in Computer Networking – Computer Science
  - Master of Computer Science
For the College of Management:
An email vote was conducted from October 15-18, 2013 regarding the Graduate Certificate in Technology Entrepreneurship & Commercialization. Out of 14 voting members, 12 members voted to approve, 1 member abstained, and 1 member did not cast a vote. Consequently, the following was approved:

✓ Increase tuition by $2500 spread out over 3 years ($750 for Fall 2014 | $750 for Fall 2015 | $1,000 for Fall 2016) for the following graduate certificate program:

  o Graduate Certificate in Technology Entrepreneurship & Commercialization

While the Committee recognizes that the state and nation are in the midst of a difficult economic climate and that the additional tuition will make attending NC State more expensive for students than in the past, it also affirms that an NC State education is currently an exceptional value. The Committee wishes to maintain and improve the quality of that education for the benefit of our students and the state and region which we serve. Tuition Review Advisory Committee members voiced strong agreement that the recommended tuition increases are both necessary and reasonable.

If you have questions or would like further information, please let us know.

WAA/AP/rhc

Impact statements regarding the premium tuition proposals include the following:

College of Engineering proposal states: "The Departments of Computer Science and Electrical and Computer Engineering are some of the largest and most successful in the University. The departments have a long history of close ties and exceptional collaboration, which continues to this day (to the benefit of both). Our graduates are some of the most successful and highly recruited students at the University, as well as receiving some of the highest average salary offers of all disciplines at NC State. The Computer Science and Electrical and Computer Engineering Departments have been and will continue to be leaders in graduate education with the University, as well as nationally and internationally. We are the top suppliers of new university-graduated hires to giants like IBM, Cisco, SAS, and NeApp. The requested tuition increase will support our graduate education mission in a vital way, by enabling new investments. . . ."

The College of Management proposal states: "NC State’s MBA programs are starting to become nationally recognized. The part-time MBA was ranked #30 in the nation and #6 in the South by Business Week in 2011. The full-time MBA was one of only 80 schools invited to participate in Business Week’s 2012 survey and was ranked #63. The full-time MBA has been ranked between 59th and 88th by US News and World Report in every year of its existence. Campus initiated tuition increase (CITI) funds support all career services for MBA and MGIM. They also support admissions staff and marketing. There has been a clear payoff from these efforts; the marketing initiative has been very successful. MBA enrollment increased from 200 in fall 2002 (when we started charging premium tuition) to 424 in Fall 2013. NC State’s MBA has doubled its enrollment at a time when many MBA programs have declined in size. The proposed increase in CITI will address the following areas in the MBA, MGIM and MSCEM programs: a) Leadership development opportunities in the MBA; b) Student engagement with the business community; c) Workshops on special topics in management; and d) Career services. MBA graduates receive compensation well above that received by graduates of other masters programs. The average starting salary for full-time student who graduated in May 2013 was $76,000 with an average signing bonus of $7200. . . ."
NC State University
Tuition Review Advisory Committee
Final CITI Recommendations for 2014-2015

### Student Categories:

<table>
<thead>
<tr>
<th>Category</th>
<th>2014-15 FTEs</th>
<th>Rate</th>
<th>Revenue Generated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Residents</td>
<td>19,413</td>
<td>0</td>
<td>$0</td>
</tr>
<tr>
<td>Undergraduate Nonresidents</td>
<td>2,285</td>
<td>1,800</td>
<td>$4,113,000</td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>3,810</td>
<td>450</td>
<td>$1,714,500</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>2,429</td>
<td>1,800</td>
<td>$4,372,200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>27,937</td>
<td></td>
<td>$10,199,700</td>
</tr>
</tbody>
</table>

### Proposed Use:

<table>
<thead>
<tr>
<th>Category</th>
<th>% Allocation</th>
<th>Allocation</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need-based Financial Aid</td>
<td>23.2%</td>
<td>$2,039,940</td>
<td>C5, prorated</td>
</tr>
<tr>
<td>Graduate Student Support Program (GSSP)</td>
<td>52.9%</td>
<td>$5,594,110</td>
<td>By Subtraction</td>
</tr>
<tr>
<td>Improve Quality &amp; Accessibility</td>
<td>3.9%</td>
<td>$400,000</td>
<td>Fixed $ estimate</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100.0%</td>
<td>$10,199,700</td>
<td>From A5</td>
</tr>
</tbody>
</table>

### Need Based Financial Aid

<table>
<thead>
<tr>
<th>Category</th>
<th>Student FTEs</th>
<th>Rate</th>
<th>Increased Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Residents</td>
<td>10,885</td>
<td>-</td>
<td>$0</td>
</tr>
<tr>
<td>Undergraduate Nonresidents</td>
<td>1,303</td>
<td>1,800</td>
<td>$2,345,400</td>
</tr>
<tr>
<td>Graduate Residents (not on GSSP)</td>
<td>2,111</td>
<td>450</td>
<td>$949,950</td>
</tr>
<tr>
<td>Graduate Nonresidents (not on GSSP)</td>
<td>464</td>
<td>1,800</td>
<td>$835,200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>$4,130,550</td>
</tr>
</tbody>
</table>

Percent if need-based aid is 100% held harmless --C5/A5-- would be 40.5%

### Graduate Student Support Plan

<table>
<thead>
<tr>
<th>Category</th>
<th>Students</th>
<th>Rate</th>
<th>Increased Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Supported Graduate Students</td>
<td>1,501</td>
<td>450</td>
<td>$675,450</td>
</tr>
<tr>
<td>Non-State Supported Graduate Students</td>
<td>1,161</td>
<td>1,800</td>
<td>$0</td>
</tr>
<tr>
<td>Differential in Tuition Remission</td>
<td>1,252</td>
<td>1,350</td>
<td>$1,690,200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,914</td>
<td></td>
<td>$2,365,650</td>
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</table>

### Summary

<table>
<thead>
<tr>
<th>Tuition 2013-14</th>
<th>10/2/2013 TRAC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition 2013-14</td>
<td>Amounts</td>
</tr>
<tr>
<td>$6,038</td>
<td>$0</td>
</tr>
<tr>
<td>$19,493</td>
<td>$1,800</td>
</tr>
<tr>
<td>$7,173</td>
<td>$450</td>
</tr>
<tr>
<td>$19,511</td>
<td>$1,800</td>
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</table>

<table>
<thead>
<tr>
<th>Percentages</th>
<th>Tuition 2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.0%</td>
<td>$6,038</td>
</tr>
<tr>
<td>9.2%</td>
<td>$21,293</td>
</tr>
<tr>
<td>6.3%</td>
<td>$7,623</td>
</tr>
<tr>
<td>9.2%</td>
<td>$21,311</td>
</tr>
</tbody>
</table>

Differential in graduate resident and non-resident tuition has an impact on GSSP

$12,338

Projected 2014-15 FTEs are taken from enrollment planning process in Oct., 2012.

Financial Aid FTEs and GSSP headcounts are next yr estimates based on best current information.

FTEs include on-campus regular term and CVM portion of Vet Med students, DE not included here.
Campus Request for Authorization to Change Tuition

Date:  August 30, 2013

Institution: NC State University

Degree Program CIP:  52.0201, 52.0203

Level: Masters

Degrees covered: Master of Business Administration, Master of Global Innovation Management, Master of Supply Chain Engineering and Management, Graduate Certificates offered by the Poole College of Management (e.g., BioSciences, Finance, Marketing)

Proposed Date of Implementation:
Semester: Fall
Year: 2014

Proposed tuition increase:
The current premium tuition rate for these programs is $10,500 per academic year for a full-time student. We propose to increase it to $11,250 in fall 2014, $12,000 in fall 2015, and $13,000 in fall 2016.

Board of Governors Criteria

1. Projected impact of a proposed change in tuition on access for North Carolina residents:
The program will remain highly accessible for North Carolina residents. Traditionally about 75 percent of NC State’s MBA students are working professionals and half of these students have their tuition partially or fully paid by their employer. Most of NC State’s full-time MBA students receive tuition assistance and in many cases full tuition assistantships. The MGIM and MSCEM are one year programs with tuition levels below what peer universities charge.

   For those financing their own education, accessibility hinges on both tuition and the value of the degree. As will be shown in more detail below, salaries of MBA graduates remain extremely high compared to graduates of other masters’ degree programs.

2. The availability of student financial aid for students with economic need, or plans to ensure that such funding will be available.

   Students in all professional masters programs in the College of Management are eligible to apply for need-based subsidized and unsubsidized federal loans (Perkins and Stafford), and the federal PLUS program. International students may apply for loans through the Graduate Management Admission Council’s international loan program.
3. The extent to which current and prospective students have the ability to afford possible increases in tuition, measuring by a variety of factors including:

   a) Actual indebtedness levels of graduates:

   Of full-time MBA graduates in May 2013, 41% borrowed through the university financial aid office. They borrowed an average of $36,448 which is slightly below the tuition paid over the two years needed to complete the program. Among part-time students, 37% borrowed while in the program. The part-time students (virtually all of whom were fully employed during this period) who took out loans borrowed an average of $31,107, again somewhat below their tuition bill for the program.

   As for the MGIM program, 55% of the 22 spring 2013 graduates borrowed through the university financial aid office. The average level of indebtedness was $17570.

   MSCEM is a new program starting in fall 2014, so there are no data on student debt levels.

   b) The availability of cost reimbursement by employers:

   Companies continue to support MBA education for high potential employees. Among all evening and online students admitted to the Professional MBA track in 2013, 52% reported receiving some cost reimbursement from their employer. MGIM and MSCEM are full-time programs where students are not expected to be employed.

   c) Starting salaries of recent graduates:

   MBA graduates receive compensation well above that received by graduates of other masters programs. The average starting salary for full-time students who graduated in May 2013 was $76,000 with an average signing bonus of $7200 and other cash compensation of $4666. The average salary of part-time students who graduated in 2012 was $80,809. Students graduating from MGIM earned $60,000 on average upon graduation in 2012. This amount is smaller because these students generally have no work experience and MGIM is a one year degree.

   MSCEM is a new program launching in fall 2014.

4. The anticipated impact of a proposed change on institutional quality:

   NC State’s MBA programs are starting to become nationally recognized. The part-time MBA was ranked #30 in the nation and #6 in the South by Business Week in 2011. The full-time MBA was one of only 80 schools invited to participate in Business Week’s 2012 survey and was ranked #63. QS TopMBA ranked the full-time MBA program #47 in North America on 2012. The full-time MBA has been ranked between 59th and 88th by US News and World Report in every year of its existence.

   These results could not have been achieved without CITI support. CITI funds support all career services for the MBA and MGIM. They also support admissions staff and marketing. There has been a clear payoff from these efforts. Before CITI, starting salaries lagged well behind peer schools, whereas they are now competitive. The admissions and marketing initiative has been very successful. MBA enrollment increased from 200 in fall 2002 (when we started charging premium tuition) to 424 in fall
2013. Ironically, NC State’s MBA has doubled its enrollment at a time when most MBA programs have declined in size.

NC State’s MBA lags behind peer schools in terms of leadership development opportunities, student engagement with the business community, workshops on special topics in management, and career services. The online program needs increased support for instructional design and technology. The proposed increase in CITI would address these concerns, which apply to MGIM and MSCEM as well.

5. The relationship of projected tuition revenue to institutional costs:

The state budget for the College of Management was $24 million for 2012-13, which covers the cost of instruction for approximately 2500 undergraduates and 700 graduate students. Premium tuition for the MBA and MGIM programs generates about $3.4 million toward this budget.

This proposal would generate $250,000 in 2014-15 based on projected fall 2014 enrollment levels. It would generate an additional $250,000 in 2015-16 and an additional $333,000 in 2016-17 (for a cumulative total of $833,000 by 2016-17). With funding tied to enrollment, the proposal also guarantees that the service level can keep up with future growth in the program.

6. Tuition and fees charged by comparable institutions:

MBA tuition at NC State is quite low compared to benchmark schools. We examined tuition for full-time MBAs at NC State’s 16 peer institutions, plus UNC Chapel-Hill. Median in-state tuition at these 18 schools was $23,487, well above NC State’s tuition of $19,977. NC State’s in-state tuition was below 12 of the 17 schools. (See Appendix A for complete details.)

The picture is similar for out-of-state MBA tuition. Median out-of-state tuition at these 22 schools is $35,975, which again is well above NC State’s out-of-state tuition of $32,800. NC State’s out-of-state tuition is below 13 of the 17 benchmark schools.

The Master of Global Innovation and Master of Supply Chain Engineering and Management programs are unique, so there are no benchmark data available.

7. The intended use of additional tuition receipts:

**Investment priorities**

- Instructional design position to enhance online learning experience
- Leadership development programs for all students
- Increased training in written and oral communications for all students
- Provide more technology support for all MBA students, but with special emphasis for online classes
- Support faculty positions to remain competitive in attracting new faculty and retain key faculty
- Financial aid – will be increased both to hold current students harmless and to attract more students
8. **Documentation of evidence to balance revenue needs with attention to cost management and containment, including efforts to cut costs and increase productivity:**

For the coming fiscal year, we revised the curriculum for part-time MBAs so that they could graduate with two fewer courses. This significantly lowered the cost of the program. We also are cutting back in FY 2013-14 on expenses associated with marketing and outside vendors.
Appendix A. Tuition and fees per semester for full-time MBAs at NC State, 16 peer institutions and UNC-Chapel Hill

<table>
<thead>
<tr>
<th>Institution</th>
<th>MBA In-state</th>
<th>MBA out-of-state</th>
</tr>
</thead>
<tbody>
<tr>
<td>Iowa State</td>
<td>5300</td>
<td>11456</td>
</tr>
<tr>
<td>Univ Florida</td>
<td>7344</td>
<td>17490</td>
</tr>
<tr>
<td>Colorado State</td>
<td>7663</td>
<td>13753</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>8156</td>
<td>13583</td>
</tr>
<tr>
<td>Univ Wisconsin-Madison</td>
<td>8648</td>
<td>15610</td>
</tr>
<tr>
<td>NC State</td>
<td>9989</td>
<td>16400</td>
</tr>
<tr>
<td>Purdue</td>
<td>10920</td>
<td>20603</td>
</tr>
<tr>
<td>Texas A&amp;M</td>
<td>11446</td>
<td>17424</td>
</tr>
<tr>
<td>Univ Illinois</td>
<td>11741</td>
<td>16741</td>
</tr>
<tr>
<td>Penn State</td>
<td>11746</td>
<td>18485</td>
</tr>
<tr>
<td>Univ Arizona</td>
<td>12153</td>
<td>20074</td>
</tr>
<tr>
<td>Rutgers-New</td>
<td>12268</td>
<td>16708</td>
</tr>
<tr>
<td>Brunswick</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Michigan State</td>
<td>13613</td>
<td>21585</td>
</tr>
<tr>
<td>Georgia Tech</td>
<td>14429</td>
<td>19862</td>
</tr>
<tr>
<td>Ohio State</td>
<td>14854</td>
<td>23686</td>
</tr>
<tr>
<td>Univ North Carolina - Chapel Hill</td>
<td>17280</td>
<td>26996</td>
</tr>
<tr>
<td>Univ California-Davis</td>
<td>17751</td>
<td>23874</td>
</tr>
<tr>
<td>Univ Maryland</td>
<td>20079</td>
<td>23724</td>
</tr>
</tbody>
</table>
September 3, 2013

Dr. Duane K. Larick
Senior Vice Provost for Academic Strategy & Resource Management
NCSU
Holladay Hall, Room 101
Campus Box 7101
Raleigh, NC 27695

Dear Duane,

Please find enclosed a proposal for a Campus-Initiated Tuition Increase from the Departments of Electrical and Computer Engineering and Computer Science.

Dean Martin-Vega and I both strongly endorse this proposal. We believe it will strengthen the departments' academic programs and provide an improved educational experience for their students. Despite the proposed increase in tuition, costs for their degrees will remain affordable, particularly in light of the career opportunities their graduates enjoy. The departments have a long record of being among the most efficient and productive in the university. Their graduate programs enjoy a strong reputation and as a result are in high demand; program sizes are projected to remain stable or even grow.

Thank you for allowing us to submit this proposal today rather than on Friday; the additional time was helpful in making last-minute corrections.

Sincerely,

John G. Gilligan, Ph.D.
Professor and Executive Associate Dean
College of Engineering

cc: Barbara Moses, University Budget Director
    Rhonda Barefoot, Senior Budget Analyst
Dr. Louis Martin-Vega  
Dean, College of Engineering

Dean Martin-Vega,

On behalf of the Computer Science and Electrical Computer Engineering Departments, we are pleased to submit the attached proposal for a Campus-Initiated Tuition Increase.

The Departments of Computer Science and Electrical and Computer Engineering are some of the largest and most successful in the University. The departments have a long history of close ties and exceptional collaboration, which continues to this day (to the benefit of both). Our graduates are some of the most successful and highly recruited students at the University, as well as receiving some of the highest average salary offers of all disciplines at N.C. State. The Computer Science and Electrical and Computer Engineering Departments have been and will continue to be leaders in graduate education within the University, as well as nationally and internationally. The requested tuition increase will support our graduate education mission in a vital way, by enabling new investments, and making up for current and future budget cutbacks.

We look forward to working with you and the appropriate bodies within the University and General Administration on this proposal. Please let us know if any additional information is required.

Sincerely

Dr. Mladen A. Vouk  
Department Head and Professor of Computer Science  
Associate Vice-Provost for Information Technology

Dr. Daniel D. Stancil  
Department Head and Alcoa Professor of Electrical and Computer Engineering

Cc: Executive Associate Dean Gilligan
Campus Request for Authorization to Change Tuition

Date: August 30, 2013

Institution: N.C. State University

Degree Program CIPs
14.0901 123 000 A MS Computer Engineering
14.1001 123 000 A MS Electrical Engineering
14.1001 123 957 A MS Electric Power Systems Engineering
11.0901 123 000 A MS Computer Networking
11.0701 101 000 A M Computer Science
11.0701 123 000 A MS Computer Science

Level: Masters

Degree Types:
see above

Proposed Date of Implementation:
  Semester: Fall
  Year: 2014

Proposal

The Electrical and Computer Engineering (ECE) and the Computer Science (CSC) departments are two of the largest departments at N.C. State University (and in the nation) by the number of enrolled students and by the number of graduated students1. Both are key departments in workforce production relevant to high-technology areas of North Carolina (e.g., we annually deliver about 50% of the RTP produced higher-education information technology workforce, and about 25% of the same in North Carolina). We are the top suppliers of new university-graduated hires to giants like IBM, Cisco, SAS, and NetApp. Our students are in great demand and are paid top dollar (in many ways our Masters degree programs are similar to an MBA programs, in that they provide students a well-paying advantage in their professional lives). We believe our Masters degrees should be treated in the same way, i.e., as 21st Century technical equivalents to an MBA, and that market-driven tuition should reflect that.

Both departments run top graduate programs, and both are in the top 3 departments at N.C. State by the research funding they bring to the University2. Both departments are larger in student numbers, and each brings in more research funding, than several of the Colleges at N.C. State. In fact, because most of the

1 http://cdms.ascc.org/
Masters degree students in both departments are non-North Carolina-residents, these programs are a considerable source of tuition funds to the State of North Carolina, in the $12M to $16M range annually. Although tuition funds do not come directly to the University, the loss of these Masters programs would result in direct losses to the University also of the order of $12M to $16M according to the UNC SCH-Change Funding Model. In addition, we bring another $30M+ in annual external research expenditures.

However, for our graduate students to remain competitive, they need to stay ahead of the curve as measured by their acquired skills and knowledge. This means that they need to continue to be educated by leading-edge scientists, researchers and educators (our faculty) in leading-edge facilities (which we currently have). In order to continue attracting new students, retain existing cohorts, maintain our current advantage in graduate education, and continue producing outstanding graduates, we need to evolve our facilities, teaching faculty, staff, fellowships, and the services that we offer to our graduate students.

As budget cuts continue to be distributed horizontally to our very successful departments, regardless of their contributions to N.C. State, we are facing serious shortfalls. Unless something can be done about this, we will be forced to eliminate filled faculty and staff positions, and close some of our programs. The impact on N.C. State and the State of North Carolina will be significant. For example, elimination of only one faculty position in COE (costing cca $150 to $200k with benefits and overhead) would lead to an average annual net loss of revenue to the University and the State in the range of $800,000 to $1,200,000 (a result of the inevitable reduction in research funds, and the reduction in the number of students we teach and graduate as reflected in the tuition students pay, and earnings they bring to North Carolina, etc.). The potential damage to our prestige will be orders of magnitude larger, and may result in a lessened desire of the IT industry to locate to the State of North Carolina.

Without an increase in recurring funding for our graduate programs, we have reached a point where we cannot sustain, much less improve, our operations. It is obvious that we need to find an alternative (market-driven) source of funding for our graduate programs in order to continue serving our graduate students, fulfill our mission, and retain our top national rankings (recall that in terms of Masters degree students graduated, we are among the top 5 nationally).

The good news is that both departments have excellent national rankings and close ties with industry, which has resulted in an increased demand for our programs. The number of our applicants and students is growing. The downside is that unless we invest in our programs, this growth will lead to larger classes, larger (non-competitive) student to faculty ratios, and reduced services for students. In Fall 2013, we have:

- 3,749 applications for graduate study (25.5% of the University total)
• 457 new incoming graduate students (17.8% of the University total)
• total enrollment of 1,256 graduate students (15.8% of the University total)

We wish to stress that this is a joint proposal by the two departments for some excellent and pressing reasons. Our graduate programs are sufficiently interdependent and complementary that it would be a considerable disadvantage to only consider CITI for one department but not the other. Historically, the two departments have had very close and good relations, including joint faculty positions, joint research projects, cross-listed courses, cooperation at both graduate and undergraduate levels, and co-tenancy of buildings (e.g., currently EB-II and MRC). We share many common interests, goals and strategies, and we are both very large (by N.C. State, North Carolina, and national standards), very successful, and chronically underfunded. For example, we have had a joint degree program, the Master of Science in Computer Networking, for more than 10 years. Students belonging to one department will frequently enroll in classes taught by the other department. Therefore, a difference in tuition would not only handicap one department financially, but would inevitably disadvantage students in that department, and possibly drive them to the other.

Student demand for and selectivity of our graduate programs is considerable. This demand is driven in great part by the enviable employment prospects of our students, who enjoy post-graduation starting salaries in the $80 to $120K range, and close to 100% placement at graduation. We are very selective in order to maintain the quality and competitiveness of our graduates. Current employment opportunities in our fields in the State of North Carolina and the nation are growing rapidly, as illustrated by the succession of companies establishing large operations in North Carolina, companies that are highly dependent on our contributions to the workforce. This assessment is also consistent with the report from the external committee, which visited NC State for an 8-year review of the ECE graduate program in February 2013. The external reviewers recommended to us this very course: to treat our large Masters population as a valuable asset and to consider capitalizing on it, including increasing our tuition.

We request CITI (Campus-Initiated Tuition Increase, or “premium tuition”) of $2,400 per semester for each full-time Masters student in our two departments, phased in over 3 years. This includes the MS CPE, MS EE, MS EPSE, MS CN, M CSC, and MS CSC degrees. The tuition increase will be prorated for part-time students (including Distance Track degree students).

Board of Governors Criteria

1. Projected impact of the proposed change in tuition on access for North Carolina residents:
The percentage of students in the combined Masters degree programs who are residents of North Carolina is 16.8%. The proposed tuition premium will increase the cost of a Masters degree education after factoring in tuition and fees for full-time students, by $7,200. Given the difference in starting salaries for students with bachelors degrees and those with Masters degrees in our fields (described below in item 3c), the expected time to break even (recover the cost of tuition) is only 0.4 years without the tuition premium, and 0.6 years with the tuition premium for residents of North Carolina (1.0 and 1.2 years for non-residents without and with the tuition premium, respectively). This represents a very fast "return on investment" for students. This analysis does not include the additional positive impacts, such as higher placement rates and quality of career choices, nor does it consider the possibility of reducing the time to degree if more summer course offerings are available (funded by this tuition increase).

Part of the proposed tuition increase will be set aside for financial aid for underrepresented groups, and for U.S. students with documented financial hardships. Such aid is not currently available from the departments at all, so our intention is that the affordability will actually improve for these populations. Without the proposed tuition premium, graduate program size in both departments would have to decrease, for the reasons given above, thus reducing access to these competitive-admissions programs for everyone. Both departments have Masters degree cohorts of well over 400 students each. We do not expect the tuition increase to significantly impact that volume.

2. The availability of student financial aid for students with economic need, or plans to ensure that such funding will be available:

Students in all degree programs are eligible to apply for need-based subsidized and unsubsidized federal loans (Perkins and Stafford), and the federal PLUS program. As already mentioned, part of the proposed tuition increase will be set aside for the recruitment of, and financial aid for, underrepresented groups, and for U.S. students with documented financial hardships. Such aid is not available from the ECE or CSC departments at all at present; therefore, affordability will actually improve for those populations. Currently, 3.9% of the students in our Masters degree programs are supported on Research Assistantships, Teaching Assistantships, or Fellowships of various kinds. These programs cover all tuition for those students for the duration of their Masters degree program, and will continue to do so with the proposed tuition increase.

3. The extent to which current and prospective students have the ability to afford possible increases in tuition, measured by a variety of factors including:

a) Actual indebtedness levels of graduates:
(this information is currently being sought from the Office of Financial Aid and Scholarships)

b) The availability of cost reimbursement by employers:

85% of the students enrolled in the Engineering Online degree programs have their tuition reimbursed by their employers. This represents roughly 10% of the total Masters degree populations.

c) Starting salaries of recent graduates

In 2012/2013, the average starting salary of our Masters degree graduates was $91,400. This should be compared with an average starting salary of our bachelors degree graduates of $65,700.

Approximately 40% of CSC and 53% of ECE on-campus Masters degree students engaged in paid internships during the summer at the end of their first year of study. These internships paid an average of $31/hour in the summer of 2013. The placement rate of our Masters graduates at time of graduation is better than 90%.

Mean salaries reported by other programs requesting premium tuition have been:

<table>
<thead>
<tr>
<th>Program</th>
<th>Year of Proposal</th>
<th>Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Science in Analytics</td>
<td>2009</td>
<td>$80,000+</td>
</tr>
<tr>
<td>Masters of Business Administration</td>
<td>2010</td>
<td>$70,600</td>
</tr>
<tr>
<td>Masters in Global Innovation Management</td>
<td>2010</td>
<td>$55,600</td>
</tr>
<tr>
<td>Masters of Accounting</td>
<td>2010</td>
<td>$49,600</td>
</tr>
</tbody>
</table>

No information is available about internships in these programs.

The U.S. Bureau of Labor Statistics projections for the period 2010-2020 shows that Computer Science and IT-related occupations will experience a growth of 759,000 jobs (22%) and demand of 1,366,000 jobs, once retirements are factored in. Computer and Electrical Engineers will experience a growth of 23,000 jobs (10.6%) and demand of 111,000 jobs. Computer Science/IT occupations and ECE occupations had median annual wages in 2010 of $73,720 and $83,340, respectively.

Major employers who have established or are establishing substantial operations in North Carolina do so because of the readily-available supply of a
highly-skilled workforce in science, engineering, and computing. Recent examples include Fidelity Investments, Credit Suisse, Deutsche Bank, MetLife, LexisNexis, and others. The N.C. State Engineering Career Fair each year attracts several hundred employers. The Department of Computer Science ePartners program has 70 corporate members who pay between $5,000 and $25,000 (and more) as a way to improve their recruiting of our students. ECE has strong corporate support as well, typically receiving more than $700,000 per year from corporate donors. N.C. State graduates, most from the ECE and CSC Departments, constitute the largest cohort of recruits world-wide for IBM, with other companies such as SAS and Cisco also hiring large percentages of their workforce from us.

4. The anticipated impact of the proposed change on institutional quality:

The more competitive our workforce is, the better this reflects on the institution. The proposed tuition increase will provide an extra quality and competitiveness advantage to our students through enhanced education and state-of-the-art facilities. A very important and immediate effect of the requested tuition increase will be to offset and counter-balance the budget cuts which threaten to force a reduction in the size and quality of our graduate programs. Our current programs cannot be sustained, or remain on a path towards higher quality and rankings, without additional sources of funding.

Our highest priority is to improve the educational experience for our students in a variety of ways. The accessibility, and the quality of instruction and scholarship will be improved by:

1. providing need-based financial assistance (e.g., students may not need to work extra jobs to attend school, and can finish earlier);
2. introducing recruiting incentives, especially for under-represented groups;
3. providing merit-based graduate fellowships, in order to attract and retain the best graduate students;
4. increases in the Teaching Assistant budget, which has been decimated due to repeated budget cuts of recent years;
5. increases in the stipends for teaching assistants to national averages;
6. retention of outstanding faculty through pay increases;
7. hiring additional faculty, including professors of the practice;
8. and, the acquisition of additional equipment, software, and technical support needed for lab-based courses.

This will allow more sections of more courses to be taught, with smaller average class sizes than is the norm now (note: there are many graduate sections in our Departments with more than 100 students enrolled). With these funds, there is also the potential to increase graduate course offerings in the summer, so that time-to-degree for masters students can be shortened. In addition, better assistance will be provided for those students who experience problems or
need help. Students will have access to the most advanced and most widely-used equipment and software, which is critical in engineering and computer science education.

A modest increase in our graduate program staff will improve advising and support services for our very large number of students. This will also allow us to focus more on recruiting top quality students, and students from underrepresented groups. Financial aid will be made available for such students, as well as fellowships to offset the proposed increases in tuition for students who can demonstrate a need.

Another key "premium" aspect will be enhancing our professional development services to more closely approximate what is common in a first-rate MBA program. This includes alumni relations, placement assistance, extended industrial events, on-site recruiting with top employers, leadership and "soft-skills" training, the development of portfolios, as well as international internships and study experiences.

Finally, there is a grand experiment underway in the field of online education. N.C. State Engineering has been a leader in this field for decades, and has built a strong reputation. In 2012, for instance, US News and World Report rated the Engineering and Computer Science online Masters degree programs in the top 10 in the nation. Because of our long-term attention to a high-quality online degree, we are in position to be a "preferred provider" for large multi-national corporations seeking graduate education in ECE and CSC for their employees. Keys to success include the ability to virtualize computing and laboratory resources, an area in which N.C. State is a leader, and the willingness to customize education for the needs of the workplace and possibly even the employer. A successful program will need to invest in new technologies and experiment with a variety of modes of instruction. The proposed tuition increase is critical to supporting such efforts.

5. The relationship of projected tuition revenue to institutional costs:

Given current-level enrollments in the Masters programs of the two departments, the expected revenue that would be generated by this proposal is $1.59M annually for CSC and $1.68M annually for ECE. Since 2009, the ECE Department has lost $0.99M in budget reductions (and a similar amount has been lost by the CSC Department), so the proposed tuition increase represents a relatively modest net increase. As mentioned above, the two departments are chronically underfunded. For example, the recurring budget for ECE contains only enough salary funding to cover about 95% of the faculty and staff, with no support for operating funds, teaching assistants, etc.
Approximately 17 Masters degree students in CSC and a slightly larger number in ECE are supported each year on teaching or research assistantships or fellowships that include the GSSP. (By comparison, the number of PhD students on teaching or research assistantships in the two departments is 144 for CSC and an even larger number for ECE.) The addition of premium tuition will not affect the GSSP costs to the university. The 25% GSSP cost sharing, in-state tuition (ISTA), and health insurance (GSHI) required for non-resident students supported from non-state sources will be paid from the premium tuition receipts, for those students charged to the premium tuition account.

6. Tuition and fees charged by comparable institutions:

One semester of tuition only (not including fees) for CSC and ECE Masters degrees, with and without the proposed tuition premium, is shown below for the 2013-2014 academic year.

<table>
<thead>
<tr>
<th>Tuition</th>
<th>Resident</th>
<th>Nonresident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present</td>
<td>$3,587</td>
<td>$9,756</td>
</tr>
<tr>
<td>Proposed</td>
<td>$5,987</td>
<td>$12,156</td>
</tr>
</tbody>
</table>

Tuition (not including fees) charged by peer institutions for Computer Science degrees, and for ECE degrees, are shown in the appendix. These comparisons demonstrate that the proposed tuition increase will move N.C. State from near the bottom of the list before the increase, to the middle of the list after the proposed tuition increase.

Tuition (not including fees) for other premium tuition programs at N.C. State in 2013-2014 is:

<table>
<thead>
<tr>
<th>Program</th>
<th>Resident</th>
<th>Nonresident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Business Administration</td>
<td>$8,899</td>
<td>$15,310</td>
</tr>
<tr>
<td>Masters in Global Innovation Management</td>
<td>$8,899</td>
<td>$15,310</td>
</tr>
<tr>
<td>Masters of Accounting</td>
<td>$8,867</td>
<td>$15,055</td>
</tr>
<tr>
<td>Master of Science in Analytics</td>
<td>$8,086</td>
<td>$14,255</td>
</tr>
<tr>
<td>Master of Financial Mathematics</td>
<td>$6,568</td>
<td>$12,755</td>
</tr>
<tr>
<td>CSC / ECE - Proposed</td>
<td>$5,987</td>
<td>$12,156</td>
</tr>
</tbody>
</table>
The proposed tuition increase will still leave the cost of CSC and ECE tuition below the tuitions charged to students for the MFM, MSA, MAC, MBA, and MBIM. Note that:

- our programs are larger and in higher demand (based on the number of applications) than these other programs;
- and, our graduates' average salaries are higher than the salaries reported for these other programs.

7. The intended use of additional tuition receipts:

The proposed tuition increase will be allocated approximately as follows:

For the Department of Computer Science:
- 15% financial aid
- 55% faculty and teaching assistants
- 10% software, equipment, and technical support needed (but currently lacking) above and beyond ETF funding
- 10% graduate program staff
- 5% online education initiatives
- 5% professional development, employer relations, and career services

For the Department of Electrical and Computer Engineering:
- 15% financial aid
- 55% faculty and teaching assistants
- 15% fellowships
- 10% graduate program staff
- 5% online education initiatives, professional development, employer relations, and career services

These expenditures will improve the quality, scholarship, and experience of our students as described in Item 4 above.

8. Documentation of evidence to balance revenue needs with attention to cost management and containment, including efforts to cut costs and increase productivity:

We have been and continue to be resourceful and efficient in our operations. A recent University review of academic programs shows that our Masters and doctoral degrees are in the top quartiles in productivity, demand, and efficiency, and in fact tied for 2nd or 3rd with the most "top quartile" metrics in the University.
Our instructional expenditures per student credit hour for ECE and CSC are $511 and $367, respectively. These compare favorably with national norms for the 25th to 75th percentiles of $439-596, and $267-571 for these disciplines. The ratios of instructional expenditures per student credit hour (SHC) to the state funding formula are 54% and 64%, respectively. These values are significantly below the university average of 87.4%, making the two departments among the most efficient in the university, and significant sources of funding for the university through the state funding formula.

The two departments are also among the most productive in terms of student credit hours delivered. In the Fall 2012 semester, they were the top two departments in the College of Engineering in total SCH, and only 8 departments in the university exceeded them (Biology, English, Foreign Languages, Sociology & Anthropology, Math, Physics, Chemistry, and Business Management).

The decade 2003-2013 has seen the following increases:

- PhD enrollment: from 96 to 182 students (89.6% increase) for CSC, and from 206 to 224 (8%) for ECE.
- Masters enrollment: from 274 to 434 students (58.4% increase) for CSC, and from 257 to 415 (61.4% increase) for ECE.
- Masters applications: from 429 to 1419 (230.8% increase) for CSC, and a similar increase for ECE.

In that same time period, there has been 0% increase in recurring funding of teaching assistants (and an actual decrease for ECE), and 0% increase in permanent graduate program staff. The growth in teachers, student assistants, and graduate program staff has been far less than the growth in applications and enrollments. There is also currently no financial aid to offer Masters students, and career services are handled primarily by the University.
Appendix A
Tuition charged by peer institutions for
Masters degrees, 1 semester, full-time (9 credits), exclusive of fees

(sorted by decreasing order of resident tuition)

<table>
<thead>
<tr>
<th>University</th>
<th>Resident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penn State</td>
<td>$9,652</td>
</tr>
<tr>
<td>UIUC</td>
<td>$8,377</td>
</tr>
<tr>
<td>Rutgers U.</td>
<td>$7,776</td>
</tr>
<tr>
<td>Univ. of Minnesota</td>
<td>$7,504</td>
</tr>
<tr>
<td>Michigan State Univ.</td>
<td>$7,455</td>
</tr>
<tr>
<td><strong>N.C. State-proposed</strong></td>
<td><strong>$5,987</strong></td>
</tr>
<tr>
<td>Ohio State</td>
<td>$5,780</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>$5,592</td>
</tr>
<tr>
<td>Univ. of Wisconsin</td>
<td>$5,364</td>
</tr>
<tr>
<td>Univ. of Maryland*</td>
<td>$5,157</td>
</tr>
<tr>
<td>UT-Austin*</td>
<td>$4,782</td>
</tr>
<tr>
<td>Univ. of Washington</td>
<td>$4,737</td>
</tr>
<tr>
<td>Purdue</td>
<td>$4,320</td>
</tr>
<tr>
<td>Georgia Tech**</td>
<td>$4,248</td>
</tr>
<tr>
<td>Univ. of Florida</td>
<td>$4,041</td>
</tr>
<tr>
<td><strong>N.C. State-present</strong></td>
<td><strong>$3,587</strong></td>
</tr>
<tr>
<td>Texas A&amp;M*</td>
<td>$2,039</td>
</tr>
</tbody>
</table>
(sorted by decreasing order of non-resident tuition)

<table>
<thead>
<tr>
<th>University</th>
<th>Non-resident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penn State</td>
<td>$16,208</td>
</tr>
<tr>
<td>UIUC</td>
<td>$15,123</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>$14,643</td>
</tr>
<tr>
<td>Ohio State</td>
<td>$14,612</td>
</tr>
<tr>
<td>Purdue</td>
<td>$13,721</td>
</tr>
<tr>
<td>Rutgers U.</td>
<td>$12,852</td>
</tr>
<tr>
<td><strong>N.C. State-proposed</strong></td>
<td><strong>$12,156</strong></td>
</tr>
<tr>
<td>Univ. of Wisconsin</td>
<td>$12,028</td>
</tr>
<tr>
<td>Univ. of Minnesota</td>
<td>$11,495</td>
</tr>
<tr>
<td>Univ. of Maryland*</td>
<td>$11,124</td>
</tr>
<tr>
<td>Michigan State Univ.</td>
<td>$10,980</td>
</tr>
<tr>
<td>Georgia Tech**</td>
<td>$10,251</td>
</tr>
<tr>
<td>Univ. of Florida</td>
<td>$10,251</td>
</tr>
<tr>
<td><strong>N.C. State-present</strong></td>
<td><strong>$9,756</strong></td>
</tr>
<tr>
<td>Univ. of Washington</td>
<td>$8,821</td>
</tr>
<tr>
<td>UT-Austin*</td>
<td>$8,209</td>
</tr>
<tr>
<td>Texas A&amp;M*</td>
<td>$5,225</td>
</tr>
</tbody>
</table>

*Values given for 9 units; there is not a cap or flat rate for tuition.
**Values given are for 9 units; tuition is capped at 12 units.
### Premium Tuition Request Form (2014-15)

**Requested Budget**

<table>
<thead>
<tr>
<th>Institution: North Carolina State University</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree Program CIP: 14.1001 123 000 A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level: Masters</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Type of Degree: Master of Science in Electrical Engineering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposed Date of Implementation:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Semester: Fall</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year: 2014</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Requested Campus-Initiated Tuition Increase (per semester) (for both in-state and out of state)</th>
<th>FY 2014-15</th>
<th>FY 2015-16</th>
<th>FY 2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE¹</td>
<td></td>
<td>$800</td>
<td>$1,600</td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>40</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>165</td>
<td>165</td>
<td>165</td>
</tr>
<tr>
<td>Total FTE</td>
<td>205</td>
<td>205</td>
<td>205</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY 2014-15</th>
<th>FY 2015-16</th>
<th>FY 2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>32,000</td>
<td>64,000</td>
<td>96,000</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>132,000</td>
<td>264,000</td>
<td>396,000</td>
</tr>
<tr>
<td>Total Revenue Generated (per semester)</td>
<td>$164,000</td>
<td>$328,000</td>
<td>$492,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures (list the intended use of the Premium Tuition)</th>
<th>Amount</th>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Financial Aid</td>
<td>24,600</td>
<td>49,200</td>
<td>73,800</td>
</tr>
<tr>
<td>2 Graduate Teaching Assistants²</td>
<td>90,200</td>
<td>180,400</td>
<td>270,600</td>
</tr>
<tr>
<td>3 Fellowships²</td>
<td>24,600</td>
<td>49,200</td>
<td>73,800</td>
</tr>
<tr>
<td>4 SPA Staff Salary</td>
<td>12,615</td>
<td>25,231</td>
<td>37,846</td>
</tr>
<tr>
<td>5 SPA Staff Benefits</td>
<td>3,785</td>
<td>7,599</td>
<td>11,354</td>
</tr>
<tr>
<td>6 Operating Expenses, including recruiting and online initiatives</td>
<td>8,200</td>
<td>16,400</td>
<td>24,800</td>
</tr>
<tr>
<td>7</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>$104,000</td>
<td>$328,000</td>
<td>$492,000</td>
</tr>
</tbody>
</table>

¹ Indicate the FTE used in Revenue Projections
² Including stipend, in-state tuition and health benefits, and 25% GSSP cost sharing
PREMIUM TUITION REQUEST FORM (2014-15)
Requested Budget

Institution: North Carolina State University
Degree Program CIP: 14.0901 123 000 A
Level: Masters
Type of Degree: Master of Science in Computer Engineering
Proposed Date of Implementation:
Semester: Fall
Year: 2014

<table>
<thead>
<tr>
<th>Requested Campus-Initiated Tuition Increase (per semester)</th>
<th>FY 2014-15</th>
<th>FY 2015-16</th>
<th>FY 2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>(for both instate and out of state)</td>
<td>$800</td>
<td>$1,600</td>
<td>$2,400</td>
</tr>
<tr>
<td>FTE&lt;sup&gt;1&lt;/sup&gt;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>15</td>
<td>15.00</td>
<td>15.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>80</td>
<td>80.00</td>
<td>80.00</td>
</tr>
<tr>
<td>Total FTE</td>
<td>95</td>
<td>95.00</td>
<td>95.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenues</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>12,000</td>
<td>24,000.00</td>
<td>36,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>64,000</td>
<td>128,000.00</td>
<td>192,000.00</td>
</tr>
<tr>
<td>Total Revenue Generated (per semester)</td>
<td>76,000</td>
<td>$152,000</td>
<td>$228,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures (list the intended use of the Premium Tuition)</th>
<th>Amount</th>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Financial Aid</td>
<td>11,400</td>
<td>22,800</td>
<td>34,200</td>
</tr>
<tr>
<td>2 Graduate Teaching Assistants&lt;sup&gt;2&lt;/sup&gt;</td>
<td>41,800</td>
<td>83,600</td>
<td>125,400</td>
</tr>
<tr>
<td>3 Fellowships&lt;sup&gt;2&lt;/sup&gt;</td>
<td>11,400</td>
<td>22,800</td>
<td>34,200</td>
</tr>
<tr>
<td>4 GPA Staff Salary</td>
<td>5,846</td>
<td>11,692</td>
<td>17,538</td>
</tr>
<tr>
<td>5 GPA Staff Benefits</td>
<td>1,754</td>
<td>3,508</td>
<td>5,262</td>
</tr>
<tr>
<td>6 Operating Expenses, including recruiting and online initiatives</td>
<td>3,800</td>
<td>7,600</td>
<td>11,400</td>
</tr>
<tr>
<td>7</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Expenditures</td>
<td>$76,000</td>
<td>$152,000</td>
<td>$228,000</td>
</tr>
</tbody>
</table>

<sup>1</sup> Indicate the FTE used in Revenue Projections
<sup>2</sup> Including stipend, in-state tuition and health benefits, and 25% OSSP cost sharing
### PREMIUM TUITION REQUEST FORM (2014-15)

**Requested Budget**

**Institution:** North Carolina State University

Degree Program CIP: 11.0901 123 000 A  
Level: Masters  
Type of Degree: Master of Science in Computer Networking - ECE  
Proposed Date of Implementation:  
Semester: Fall  
Year: 2014

<table>
<thead>
<tr>
<th>Requested Campus-Initiated Tuition Increase (per semester)</th>
<th>FY 2014-15</th>
<th>FY 2015-16</th>
<th>FY 2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>(for both instate and out of state)</td>
<td>$800</td>
<td>$1,600</td>
<td>$2,400</td>
</tr>
<tr>
<td>FTE(^1)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Total FTE</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenues</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>4,000</td>
<td>8,000</td>
<td>12,000</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>24,000</td>
<td>48,000</td>
<td>72,000</td>
</tr>
<tr>
<td>Total Revenue Generated (per semester)</td>
<td>$28,000</td>
<td>$56,000</td>
<td>$84,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures (list the intended use of the Premium Tuition)</th>
<th>Amount</th>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Financial Aid</td>
<td>4,200</td>
<td>8,400</td>
<td>12,600</td>
</tr>
<tr>
<td>2 Graduate Teaching Assistants(^2)</td>
<td>15,400</td>
<td>30,800</td>
<td>46,200</td>
</tr>
<tr>
<td>3 Fellowships(^3)</td>
<td>4,200</td>
<td>8,400</td>
<td>12,600</td>
</tr>
<tr>
<td>4 SPA Staff Salary</td>
<td>2,154</td>
<td>4,308</td>
<td>6,462</td>
</tr>
<tr>
<td>5 SPA Staff Benefits</td>
<td>646</td>
<td>1,292</td>
<td>1,938</td>
</tr>
<tr>
<td>6 Operating Expenses, including recruiting and online initiatives</td>
<td>1,400</td>
<td>2,800</td>
<td>4,200</td>
</tr>
<tr>
<td>7</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

\(^1\) Indicate the FTE used in Revenue Projections  
\(^2\) Including stipend, in-state tuition and health benefits, and 25% GSSP cost sharing  
\(^3\) Does not include cost sharing
### PREMIUM TUITION REQUEST FORM (2014-15)

**Requested Budget**

**Institution:** North Carolina State University

Degree Program CIP: 14.1001.123.957 A  
Level: Masters  
Type of Degree: MS Electric Power Systems Engineering  
Proposed Date of Implementation:  
Semester: Fall  
Year: 2014

<table>
<thead>
<tr>
<th>Requested Campus-Initiated Tuition Increase (per semester)</th>
<th>FY 2014-15</th>
<th>FY 2015-16</th>
<th>FY 2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>(for both instate and out of state)</td>
<td>$800</td>
<td>$1,600</td>
<td>$2,400</td>
</tr>
<tr>
<td><strong>FTE[^1]</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total FTE</strong></td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenues</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>4,000</td>
<td>8,000</td>
<td>12,000</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>8,000</td>
<td>16,000</td>
<td>24,000</td>
</tr>
<tr>
<td><strong>Total Revenue Generated (per semester)</strong></td>
<td>$12,000</td>
<td>$24,000</td>
<td>$36,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures (list the intended use of the Premium Tuition)</th>
<th>Amount</th>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Financial Aid</td>
<td>1,800</td>
<td>3,600</td>
<td>5,400</td>
</tr>
<tr>
<td>2 Graduate Teaching Assistants[^2]</td>
<td>6,600</td>
<td>13,200</td>
<td>19,800</td>
</tr>
<tr>
<td>3 Fellowships[^2]</td>
<td>1,800</td>
<td>3,800</td>
<td>5,400</td>
</tr>
<tr>
<td>4 SPA Staff Salary</td>
<td>923</td>
<td>1,848</td>
<td>2,769</td>
</tr>
<tr>
<td>5 SPA Staff Benefits</td>
<td>277</td>
<td>554</td>
<td>831</td>
</tr>
<tr>
<td>6 Operating Expenses, including recruiting and online initiatives</td>
<td>600</td>
<td>1,200</td>
<td>1,800</td>
</tr>
<tr>
<td>7</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$12,000</td>
<td>$24,000</td>
<td>$36,000</td>
</tr>
</tbody>
</table>

[^1]: Indicate the FTE used in Revenue Projections  
[^2]: Including stipend, in-state tuition and health benefits, and 26% GSSP cost sharing
### PREMIUM TUITION REQUEST FORM (2014-15)

#### Requested Budget

**Institution:** North Carolina State University  
**Degree Program CIP:** 11.0701 123 000 A  
**Level:** Masters  
**Type of Degree:** Master of Science in Computer Science  
**Proposed Date of Implementation:**  
**Semester:** Fall  
**Year:** 2014

#### Requested Campus-Initiated Tuition Increase (per semester) (for both in-state and out of state)

<table>
<thead>
<tr>
<th></th>
<th>FY 2014-15</th>
<th>FY 2015-16</th>
<th>FY 2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FTE</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total FTE</strong></td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>

#### Revenues

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>4,000</td>
<td>8,000</td>
<td>12,000</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>12,000</td>
<td>24,000</td>
<td>36,000</td>
</tr>
<tr>
<td><strong>Total Revenue Generated (per semester)</strong></td>
<td>$16,000</td>
<td>$32,000</td>
<td>$48,000</td>
</tr>
</tbody>
</table>

#### Expenditures (list the intended use of the Premium Tuition)

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Financial Aid</td>
<td>3,200</td>
<td>6,400</td>
<td>9,600</td>
</tr>
<tr>
<td>2 Faculty &amp; Teaching Assistants*</td>
<td>5,600</td>
<td>11,200</td>
<td>16,800</td>
</tr>
<tr>
<td>3 Software, equipment, tech support</td>
<td>2,400</td>
<td>4,800</td>
<td>7,200</td>
</tr>
<tr>
<td>4 Graduate Program Staff**</td>
<td>1,800</td>
<td>3,200</td>
<td>4,800</td>
</tr>
<tr>
<td>5 Online educational initiatives</td>
<td>1,800</td>
<td>3,200</td>
<td>4,800</td>
</tr>
<tr>
<td>6 Prof Dev, employer relations, career svcs</td>
<td>1,600</td>
<td>3,200</td>
<td>4,800</td>
</tr>
<tr>
<td>7</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$16,000</td>
<td>$32,000</td>
<td>$48,000</td>
</tr>
</tbody>
</table>

<sup>1</sup> Indicate the FTE used in Revenue Projections  
<sup>2</sup> Including stipend, in-state tuition and health benefits, and 25% GSSP cost sharing
PREMIUM TUITION REQUEST FORM (2014-15)

Requested Budget

<table>
<thead>
<tr>
<th>Institution: North Carolina State University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree Program CIP: 11.0901 123 000 A</td>
</tr>
<tr>
<td>Level: Masters</td>
</tr>
<tr>
<td>Type of Degree: Master of Science in Computer Networking - Computer Science</td>
</tr>
<tr>
<td>Proposed Date of Implementation:</td>
</tr>
<tr>
<td>Semester: Fall</td>
</tr>
<tr>
<td>Year: 2014</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Requested Campus-Initiated Tuition Increase (per semester)</th>
<th>FY 2014-15</th>
<th>FY 2015-16</th>
<th>FY 2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>(for both instate and out of state)</td>
<td>$800</td>
<td>$1,600</td>
<td>$2,400</td>
</tr>
</tbody>
</table>

| FTE$^1$ | Graduate Residents | 5          | 5          | 5          |
|         | Graduate Nonresidents | 30         | 30         | 30         |
| Total FTE |                               | 35         | 35         | 35         |

| Revenues |                              |            |            |            |
|          | Graduate Residents            | 4,000      | 8,000      | 12,000     |
|          | Graduate Nonresidents         | 24,000     | 48,000     | 72,000     |
| Total Revenue Generated (per semester) | $28,000     | $56,000    | $84,000    |

<table>
<thead>
<tr>
<th>Expenditures (list the intended use of the Premium Tuition)</th>
<th>Amount</th>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Financial Aid</td>
<td>5,600</td>
<td>11,200</td>
<td>16,800</td>
</tr>
<tr>
<td>2. Faculty &amp; Teaching Assistants*</td>
<td>9,800</td>
<td>19,600</td>
<td>29,400</td>
</tr>
<tr>
<td>3. Software, equipment, tech support</td>
<td>4,200</td>
<td>8,400</td>
<td>12,600</td>
</tr>
<tr>
<td>4. Graduate Program Staff**</td>
<td>2,800</td>
<td>5,600</td>
<td>8,400</td>
</tr>
<tr>
<td>5. Online educational initiatives</td>
<td>2,800</td>
<td>5,600</td>
<td>8,400</td>
</tr>
<tr>
<td>6. Prof Dev, employer relations, career svcs</td>
<td>2,800</td>
<td>5,600</td>
<td>8,400</td>
</tr>
<tr>
<td>7.</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

$28,000 $56,000 $84,000

$^1$ Indicate the FTE used in Revenue Projections

$^2$ Including stipend, in-state tuition and health benefits, and 25% GSSP cost sharing
PREMIUM TUITION REQUEST FORM (2014-15)
Requested Budget

Institution: North Carolina State University
Degree Program CIP: 11.0701 101 000 A
Level: Masters
Type of Degree: Master of Computer Science
Proposed Date of Implementation:
 Semester: Fall
 Year: 2014

<table>
<thead>
<tr>
<th>FY 2014-15</th>
<th>FY 2015-16</th>
<th>FY 2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requested Campus-Initiated Tuition Increase (per semester) (for both instate and out of state)</td>
<td>$800</td>
<td>$1,600</td>
</tr>
<tr>
<td>FTE¹</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>55</td>
<td>55</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>220</td>
<td>220</td>
</tr>
<tr>
<td>Total FTE</td>
<td>275</td>
<td>275</td>
</tr>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>44,000</td>
<td>88,000</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>176,000</td>
<td>352,000</td>
</tr>
<tr>
<td>Total Revenue Generated (per semester)</td>
<td>$220,000</td>
<td>$440,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures (list the intended use of the Premium Tuition)</th>
<th>Amount</th>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Financial Aid</td>
<td>33,000</td>
<td>66,000</td>
<td>99,000</td>
</tr>
<tr>
<td>2 Faculty &amp; Teaching Assistants*</td>
<td>121,000</td>
<td>242,000</td>
<td>363,000</td>
</tr>
<tr>
<td>3 Software, equipment, tech support</td>
<td>22,000</td>
<td>44,000</td>
<td>66,000</td>
</tr>
<tr>
<td>4 Graduate Program Staff**</td>
<td>22,000</td>
<td>44,000</td>
<td>66,000</td>
</tr>
<tr>
<td>5 Online educational initiatives</td>
<td>11,000</td>
<td>22,000</td>
<td>33,000</td>
</tr>
<tr>
<td>6 Prof Dev, employer relations, career svcs</td>
<td>11,000</td>
<td>22,000</td>
<td>33,000</td>
</tr>
<tr>
<td>7</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>$220,000</td>
<td>$440,000</td>
<td>$660,000</td>
</tr>
</tbody>
</table>

¹ Indicate the FTE used in Revenue Projections
² Including stipend, in-state tuition and health benefits, and 25% GSSP cost sharing
MEMORANDUM

TO: W. Randolph Woodson, Chancellor
FROM: Mike Mullen, Co-Chair
       Kelsey Mills, Co-Chair
DATE: October 4, 2013
RE: 2014-2015 Student Fee Review Committee Recommendation

In accordance with your charge to the 2013 Student Fee Review Committee, the Committee met to review all student fees and make recommendations concerning continuation of existing fees and proposed increases for Fall 2014. In accordance with the Board of Governor’s policy, recommendations for fee requests subject to the Board of Governor’s cap are not to exceed 6/5%.

The following is a list of the Student Fee Review Committee members:

Kelsey Mills, Co-Chair, Student Senate President
Mike Mullen, Co-Chair, Vice Chancellor & Dean, Academic and Student Affairs
Guadalupe Arce-Jimenez, Undergraduate Student Representative
Krista Domnick, Director, Scholarships and Financial Aid
Steve Keto, Associate Vice Chancellor, Finance and Resource Management
Jerome Lavelle, Associate Dean, Academic Affairs, College of Engineering
Alex Parker, Student Body President
Matthew Melillo, Graduate Student Associate President
Paul Williams, Professor, Accounting, Poole College of Management
Barbara Moses, Budget Office (non-voting)
Vicki Pennington, Provost’s Office (non-voting)

The Committee met on April 19, August 29, September 6, September 13, September 20, and October 4. In the initial meeting on April 19, it was determined that the process for fee review would change from the previous years. Each fee area would be sent materials to complete, along with a budget spreadsheet. When the fees areas were discussed it was decided that there would be no presentations. A representative from the areas would be asked to attend a fee review meeting to discuss their request. The number of meetings was reduced and each meeting would be a four-hour block of time. At this first meeting Barbara Moses presented an overview of the role of the Budget Office, the Board of Governors Fee Policy and the fee review cycle so the new committee members could understand the tuition and fee process in the UNC system and at NC State.

At the August 29 meeting Barbara Moses reviewed the Student Fee notebook that was given to committee members. This information was made available on the Student Fee Review Committee website. Ms. Moses
did an overview of each fee, including rate history, revenue sources, expenditure types, cash balances and any concerns. Areas requesting increases included: Union Activity Board ($2.50), Student Publications Media ($3.10), Student Government ($3.00), Student Legal Services ($2.50), Student Center Operations ($15.00), and Student Center R&R ($5.00). Student Programming DASA ($10.55), Student Programming OIE/D ($3.95), Recreational Sports ($5.23), Student Health Service ($32.98), Education & Technology ($36.00).

It was noted that there were no fee increase requests for Athletics or the Sustainability fee. Mr. Keto made a motion that those fees continue at their current level with no increase for 2014-15. Dr. Williams seconded the motion. Motion passed unanimously with nine (9) yes votes.

The Committee met September 6, September 13, and September 20 with the fee areas to discuss their requested fees. During this time Campus Enterprises withdrew their student fee requests for Operations and R&R funds. DELTA also withdrew its fee request that was part of the ETF fee request.

The Student Senate met on September 26, 2013 made recommendations on what the students would vote to support. That recommendation was then sent to the Fee Review Committee.

At the final meeting on October 4, 2013 Dr. Mullen welcomed and thanked the committee for their work. Ms. Mills thanked everyone for attending the Student Senate fee review discussion and debate on September 26. It was noted that all voting members were present. Dr. Williams made a motion to adopt the Student Senate Fee recommendations as the recommendation for fee requests for 2014-15. Mr. Keto seconded the motion. Dr. Mullen asked if there was any discussion on the motion.

Ms. Arce-Jimenez moved to make an amendment to increase the UAB fee from $.50 to $1.00. Dr. Lavelle seconded the motion to allow discussion. Ms. Arce-Jimenez stated that she felt that the UAB did a lot of programming specifically spending their dollars directly on the students. She felt that it was not equitable that the Student Government gave themselves a $3.00 increase. She stated that UAB was picking up the responsibilities for Homecoming, and that they do the welcoming events for new students. She continued that with the costs going up that the dollars would be limited and that an additional $0.50 should be spared since the total recommendation was under the 6.5% cap. She felt that maybe the $0.50 could be a contingency amount since there was the unknown of getting Talley up and running. Discussion on the amendment continued with others pointing out that the UAB could prioritize their current dollars so that late night programming would be covered. Then once Talley was open and running, they could assess their standing and possibly ask for an increase next year. It was brought up that the students on centennial felt like they have been paying this fee for several years, but not getting anything for their money. These students didn't want to give more when they were not assured how specifically it would benefit them. The graduate students want to see more programs specifically meant for them. It was recognized that the UAB had started reaching out, but that last year the UAB spent approximately $1,000 on graduate programs and this year they have been told that there will only be $500 spent solely for graduate students. Mr. Keto asked for the figures of the fund balance for UAB and they were found to be at $90,000. Of this amount $54,000 was dedicated, but that left an excess of $36,000 that could be spent on programs. There was a call for a vote on the amendment vote, with a one (1) yes, seven (7) no, and one (1) abstention. The amendment did not pass.

The committee returned to the motion to vote to accept the Student Senate recommendations as the Student Fee increase for 2014-15. There was no discussion and the question was called. The vote to accept the Student Fee Recommendation passed with eight (8) yes and one (1) no votes. The motion carried.
approved fee increases result in a total increase of $78.27 (a 5.24% increase) for those fees subject to the 6.5% cap and $12.00 for the Transit fee (see Table 1). This results in a total fee increase of $90.27, which represents an increase of 4.16% on all undergraduate fees. A listing of all fees for 2014-15 as approved is shown in Table 2. Dr. Mullen thanked the committee for their work and the meeting was adjourned.

<table>
<thead>
<tr>
<th>Fee</th>
<th>Proposed Increase</th>
<th>Approved Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Union Activity Board</td>
<td>$2.50</td>
<td>$0.50</td>
</tr>
<tr>
<td>Student Publications/Media</td>
<td>$3.10</td>
<td>$3.10</td>
</tr>
<tr>
<td>Student Government</td>
<td>$3.00</td>
<td>$3.00</td>
</tr>
<tr>
<td>Student Legal Services</td>
<td>$2.50</td>
<td>$2.50</td>
</tr>
<tr>
<td>Student Programming DASA</td>
<td>$10.55</td>
<td>$10.55</td>
</tr>
<tr>
<td>Student Programming OIED</td>
<td>$3.95</td>
<td>$2.00</td>
</tr>
<tr>
<td>Recreational Sports</td>
<td>$5.23</td>
<td>$5.23</td>
</tr>
<tr>
<td>Student Health Service</td>
<td>$32.98</td>
<td>$32.98</td>
</tr>
<tr>
<td>Educational &amp; Technology</td>
<td>$28.88</td>
<td>$18.41</td>
</tr>
<tr>
<td>Total Fee Increases Requested within the 6.5% increase cap</td>
<td>$92.69</td>
<td>$78.27 (5.24%) (Total &lt;$95.07)</td>
</tr>
<tr>
<td>Transit Operations</td>
<td>$12.00</td>
<td>$12.00</td>
</tr>
<tr>
<td>Total Fee Increases Requested</td>
<td>$104.69</td>
<td>$90.27 (4.16%)</td>
</tr>
</tbody>
</table>

(Rest of page left blank)
Table 2. All Student Fees for 2014-15. Note that this is for undergraduates and that graduate students are also assessed an $11.00 Graduate Student Fee.

<table>
<thead>
<tr>
<th>Fee</th>
<th>Fee 2013-14</th>
<th>Fee 2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fees subject to 6.5% Cap:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational Technology Fee</td>
<td>409.50</td>
<td>427.91</td>
</tr>
<tr>
<td>Intercollegiate Athletics Fee</td>
<td>232.00</td>
<td>232.00</td>
</tr>
<tr>
<td>Recreational Sports Fee</td>
<td>157.17</td>
<td>162.40</td>
</tr>
<tr>
<td>School Fee (Student Association Fee)</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Student Center Operations Fee</td>
<td>111.43</td>
<td>111.43</td>
</tr>
<tr>
<td>Student Center Repairs and Renovation Fee</td>
<td>43.70</td>
<td>43.70</td>
</tr>
<tr>
<td>Student Center Programming Fee</td>
<td>193.65</td>
<td>206.20</td>
</tr>
<tr>
<td>Student Government Fee</td>
<td>10.85</td>
<td>13.85</td>
</tr>
<tr>
<td>Student Health Services Fee</td>
<td>277.02</td>
<td>310.00</td>
</tr>
<tr>
<td>Student Legal Services Fee</td>
<td>11.00</td>
<td>13.50</td>
</tr>
<tr>
<td>Student Publications</td>
<td>19.20</td>
<td>22.30</td>
</tr>
<tr>
<td>Sustainability Program Fee</td>
<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Union Activity Board</td>
<td>19.13</td>
<td>19.63</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>1492.65</td>
<td>1570.92</td>
</tr>
<tr>
<td><strong>% change</strong></td>
<td></td>
<td>5.24%</td>
</tr>
<tr>
<td>Association of Student Governments Fee</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Transit Operations Fee</td>
<td>150.00</td>
<td>162.00</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>151.00</td>
<td>163.00</td>
</tr>
<tr>
<td><strong>Indebtedness Fees</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thompson Hall</td>
<td>38.00</td>
<td>38.00</td>
</tr>
<tr>
<td>Student Health Service</td>
<td>35.00</td>
<td>35.00</td>
</tr>
<tr>
<td>Intercollegiate Athletics</td>
<td>96.00</td>
<td>96.00</td>
</tr>
<tr>
<td>Carmichael Recreation Center</td>
<td>45.00</td>
<td>45.00</td>
</tr>
<tr>
<td>Carmichael Complex</td>
<td>23.00</td>
<td>23.00</td>
</tr>
<tr>
<td>Carmichael Complex Expansion</td>
<td>27.50</td>
<td>27.50</td>
</tr>
<tr>
<td>Student Center Expansion</td>
<td>260.00</td>
<td>260.00</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>524.50</td>
<td>524.50</td>
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<tr>
<td><strong>Total Fees for 2012-13 and 2013-14</strong></td>
<td>2168.15</td>
<td>2258.42</td>
</tr>
<tr>
<td><strong>Total percent increase for 2013-14</strong></td>
<td></td>
<td>4.16%</td>
</tr>
</tbody>
</table>

Mike Mullen, Co-Chair
Kelsey Mills, Co-Chair

cc: Dr. Warwick Arden, Provost and Executive Vice Chancellor
Mr. Charles D. Leffler, Vice Chancellor for Finance and Business
Student Fee Review Committee
Fee Increase Groups
### ADDENDUM 1

**Student Senate Final Approved Recommendations**

**Fee Review Committee (FY2014-2015)**

<table>
<thead>
<tr>
<th>Fee Requests</th>
<th>Proposed Increase</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Union Activity Board</td>
<td>$2.50</td>
<td>$0.50</td>
</tr>
<tr>
<td>Student Publications/Media</td>
<td>$3.10</td>
<td>$3.10</td>
</tr>
<tr>
<td>Student Government</td>
<td>$3.00</td>
<td>$3.00</td>
</tr>
<tr>
<td>Student Legal Services</td>
<td>$2.50</td>
<td>$2.50</td>
</tr>
<tr>
<td>Student Center Operations</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Student Center R&amp;R</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Student Programming DASA</td>
<td>$10.55</td>
<td>$10.55</td>
</tr>
<tr>
<td>Student Programming OIED</td>
<td>$3.95</td>
<td>$2.00</td>
</tr>
<tr>
<td>Recreational Sports</td>
<td>$5.23</td>
<td>$5.23</td>
</tr>
<tr>
<td>Student Health Service</td>
<td>$32.98</td>
<td>$32.98</td>
</tr>
<tr>
<td>Educational &amp; Technology</td>
<td>$28.88</td>
<td>$18.41</td>
</tr>
<tr>
<td>Total Fee Increases Requested within the 6.5% increase cap</td>
<td>$92.69</td>
<td>$78.27 (5.24%) (Total &lt; $97.02)</td>
</tr>
<tr>
<td>Transit Operations</td>
<td>$12.00</td>
<td>$12.00</td>
</tr>
<tr>
<td>Total Fee Increases Requested</td>
<td>$104.69</td>
<td>$90.27 (4.16%)</td>
</tr>
</tbody>
</table>

Submitted by Kelsey Mills, Student Senate President
## North Carolina State University

**FY 2014-2015 Proposed Student Fee**

### Student Fees Summary

<table>
<thead>
<tr>
<th>Description of Fee</th>
<th>2012-13</th>
<th>2013-14</th>
<th>Increase (Decrease)</th>
<th>Proposed 2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Student Activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Union Activity Board</td>
<td>$15.13</td>
<td>$19.13</td>
<td>$4.00</td>
<td>$19.63</td>
</tr>
<tr>
<td>2 Student Publications/Media</td>
<td>15.50</td>
<td>19.20</td>
<td>3.70</td>
<td>22.90</td>
</tr>
<tr>
<td>3 Student Government</td>
<td>10.85</td>
<td>10.85</td>
<td>0.00</td>
<td>13.85</td>
</tr>
<tr>
<td>4 Student Legal Services</td>
<td>11.00</td>
<td>11.00</td>
<td>0.00</td>
<td>13.50</td>
</tr>
<tr>
<td>5 School (Student Association)*</td>
<td>5.00</td>
<td>5.00</td>
<td>0.00</td>
<td>5.00</td>
</tr>
<tr>
<td><strong>Subtotal General Student Activities Fee</strong></td>
<td>57.48</td>
<td>65.18</td>
<td>9.00</td>
<td>74.28</td>
</tr>
<tr>
<td>6 Student Center Operations (Campus Enterprises)</td>
<td>81.43</td>
<td>111.43</td>
<td>30.00</td>
<td>111.43</td>
</tr>
<tr>
<td>7 Student Center Repairs and Renovations (Campus Enterprises)</td>
<td>28.70</td>
<td>43.70</td>
<td>15.00</td>
<td>43.70</td>
</tr>
<tr>
<td>8 Student Center Programming Total</td>
<td>184.55</td>
<td>193.65</td>
<td>9.10</td>
<td>206.20</td>
</tr>
<tr>
<td>9 Office of Institutional Equity and Diversity</td>
<td>170.95</td>
<td>177.45</td>
<td>6.50</td>
<td>188.00</td>
</tr>
<tr>
<td>10 Sustainability</td>
<td>16.00</td>
<td>16.00</td>
<td>0.00</td>
<td>16.00</td>
</tr>
<tr>
<td><strong>Recreational Sports</strong></td>
<td>142.27</td>
<td>157.17</td>
<td>5.00</td>
<td>162.40</td>
</tr>
<tr>
<td><strong>Total Student Activity Fees</strong></td>
<td>$494.43</td>
<td>$574.13</td>
<td>$60.00</td>
<td>$601.01</td>
</tr>
</tbody>
</table>

| Association of Student Governments | 1.00 | 1.00 | 1.00 |
| Intercollegiate Athletics | 227.00 | 232.00 | 5.00 |
| Student Health Service | 267.62 | 277.02 | 9.40 |
| Educational & Technology Fee | 394.50 | 409.50 | 15.00 |
| Transit Operations (Bus Service) | 143.00 | 150.00 | 7.00 |
| **Total Indebtedness Fees** | $512.00 | $524.50 | $12.50 |

### Total Student Fees - Undergraduate

<table>
<thead>
<tr>
<th>Description of Fee</th>
<th>2014-15</th>
<th>Percent Increase</th>
<th>Total Student Fees - Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering Major</td>
<td>$2,374.55</td>
<td>4.16%</td>
<td>$2,819.55</td>
</tr>
<tr>
<td>24 Engineering Computer Fee</td>
<td>90.00</td>
<td>90.00</td>
<td>90.00</td>
</tr>
<tr>
<td><strong>Total Undergraduate Fees - Engineering Major</strong></td>
<td>$2,464.55</td>
<td>$2,539.55</td>
<td>4.16%</td>
</tr>
<tr>
<td>Professional Golf Management Major</td>
<td>$600.00</td>
<td>$600.00</td>
<td>0.00</td>
</tr>
<tr>
<td>25 Professional Golf Management Fee</td>
<td>600.00</td>
<td>600.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Undergraduate Fees - PGM Major</strong></td>
<td>$2,464.55</td>
<td>$2,539.55</td>
<td>4.16%</td>
</tr>
<tr>
<td>Music Lessons Music Performance Minor</td>
<td>$240.00</td>
<td>$240.00</td>
<td>0.00</td>
</tr>
<tr>
<td>26 Music Lessons-Private</td>
<td>240.00</td>
<td>240.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Undergraduate Fees Music Performance Minor</strong></td>
<td>$2,464.55</td>
<td>$2,539.55</td>
<td>4.16%</td>
</tr>
</tbody>
</table>

### Application Fees for Admission to NC State

<table>
<thead>
<tr>
<th>Description of Fee</th>
<th>2014-15</th>
<th>Percent Increase</th>
<th>Total Student Fees - Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Student Application Fee - Domestic</td>
<td>$70.00</td>
<td>75.00</td>
<td>75.00</td>
</tr>
<tr>
<td>Undergraduate Student Application Fee - International</td>
<td>$100.00</td>
<td>100.00</td>
<td>100.00</td>
</tr>
<tr>
<td>Graduate Student Application Fee - Domestic</td>
<td>$65.00</td>
<td>75.00</td>
<td>75.00</td>
</tr>
<tr>
<td>Graduate Student Application Fee - International</td>
<td>$75.00</td>
<td>85.00</td>
<td>85.00</td>
</tr>
<tr>
<td>Non Degree Studies Application Fee</td>
<td>$25.00</td>
<td>85.00</td>
<td>85.00</td>
</tr>
<tr>
<td><strong>Total Non Degree Studies Application Fee</strong></td>
<td>$25.00</td>
<td>$25.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

*The Graduate Student Fee represents both the Graduate Student Fee and the School Fee for a total of $16.00.*
<table>
<thead>
<tr>
<th>Mandatory Fee</th>
<th>Requested Amount</th>
<th>Description of Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Union Activity Board</td>
<td>$ 19.63</td>
<td>The Union Activities Board is the main programming body for the campus which is responsible for acquiring, scheduling, publicizing, and presenting films, speakers, and special events.</td>
</tr>
<tr>
<td>Student Publications/Media</td>
<td>$ 22.30</td>
<td>This fee is used to defray the cost of the various campus-wide student publications. At present these include two student newspapers, a yearbook, a radio station, and &quot;The Window&quot; (a literary magazine).</td>
</tr>
<tr>
<td>Student Government</td>
<td>$ 13.85</td>
<td>This fee is allocated to the Student Government for distribution to Campus organizations for activities, they deem, are in the best interest of the student body.</td>
</tr>
<tr>
<td>Student Legal Services</td>
<td>$ 13.50</td>
<td>This fee funds the student legal services program which offers legal services to all students.</td>
</tr>
<tr>
<td>School (Student Association)*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduates</td>
<td>$ 5.00</td>
<td>This fee is used by the student body to support student activities of each of the various schools.</td>
</tr>
<tr>
<td>Graduates</td>
<td>$ 16.00</td>
<td>This fee is used by the graduate student association to support graduate student activities.</td>
</tr>
<tr>
<td>Student Center Operations (Campus Enterprises)</td>
<td>$ 111.43</td>
<td>This fee supports the maintenance and operations of the Student Center facilities.</td>
</tr>
<tr>
<td>Student Center Programming Total</td>
<td>$ 296.20</td>
<td>This fee supports programming for the Student Centers and the Office of Institutional Equity and Diversity.</td>
</tr>
<tr>
<td>Student Center Repairs and Renovations (Campus Enterprises)</td>
<td>$ 43.70</td>
<td>This fee is used to maintain and upgrade the Taylor Student Center, Price Music Center, Witherspoon Student Center and Thompson Theater.</td>
</tr>
<tr>
<td>Sustainability Education and Operations Fee</td>
<td>$ 3.00</td>
<td>This fee will be used to promote sustainability and green ambassador efforts.</td>
</tr>
<tr>
<td>Recreational Sports</td>
<td>$ 162.40</td>
<td>This fee is used to defray the cost of operating and maintaining the intramural recreational sports program and other physical education programs.</td>
</tr>
<tr>
<td>Association of Student Governments</td>
<td>$ 1.00</td>
<td>This UNC Board of Governors approved fee for all UNC institutions to help finance the Association of Student Governments, a coalition of student leaders from across the state. To be used for administrative staff, travel and small stipends for student leaders.</td>
</tr>
<tr>
<td>Intercollegiate Athletics Fee</td>
<td>$ 322.00</td>
<td>This fee is used in partial support of intercollegiate athletic programs.</td>
</tr>
<tr>
<td>Student Health Service</td>
<td>$ 310.00</td>
<td>This fee is used by the University Health Center to offer medical and counseling services to students.</td>
</tr>
<tr>
<td>Educational &amp; Technology Fee</td>
<td>$ 427.91</td>
<td>This academic fee is used by colleges and schools to equip and operate computing and scientific laboratories which supplement classroom instruction.</td>
</tr>
<tr>
<td>Transit Operations (Bus Service)</td>
<td>$ 162.00</td>
<td>This fee partially funds the campus transit system.</td>
</tr>
<tr>
<td>Indebtedness Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thompson Hall - Indebtedness</td>
<td>$ 38.00</td>
<td>This fee is pledged to support renovation for the Thompson Theatre Building.</td>
</tr>
<tr>
<td>Student Health Service - Expansion</td>
<td>$ 35.00</td>
<td>This fee is pledged to support an addition for the Student Health Services Building.</td>
</tr>
<tr>
<td>Intercollegiate Athletics - Indebtedness</td>
<td>$ 96.00</td>
<td>This fee is pledged to the Department of Athletics in support of facility improvements, renovations, repairs and maintenance.</td>
</tr>
<tr>
<td>Carmichael Recreational Center - Indebtedness</td>
<td>$ 45.00</td>
<td>This fee is pledged to retire bonds issued for construction of the Carmichael Gymnastics Expansion.</td>
</tr>
<tr>
<td>Carmichael Complex - Indebtedness</td>
<td>$ 21.00</td>
<td>This fee is pledged to support repairs and renovations of outdated equipment and facilities at Carmichael Complex.</td>
</tr>
<tr>
<td>Student Center - Expansion</td>
<td>$ 260.00</td>
<td>This fee is pledged to support the renovation of the Student Center Buildings.</td>
</tr>
<tr>
<td>Carmichael Complex - Expansion</td>
<td>$ 27.30</td>
<td>This fee is pledged to support the Locker Room Renovation and Fitness Center Expansion.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Required Student Fees</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>$ 2,258.42</td>
<td></td>
</tr>
<tr>
<td>Graduate</td>
<td>$ 2,269.42</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Major Specific Fees</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering Computer Fee</td>
<td>$ 90.00</td>
<td>This fee is used to support necessary hardware and software needs, specific to engineering curricula.</td>
</tr>
<tr>
<td>Professional Golf Management Fee</td>
<td>$ 600.00</td>
<td>This fee ensures access for students in the PGSM program to partnering golf facilities for the use of their golf course and golf practice facilities.</td>
</tr>
<tr>
<td>Music Lessons-Private (for credit)</td>
<td>$ 240.00</td>
<td>This fee is used to support the Adjunct Professors that teach the one to one music lessons.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Application Fees</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Student Application Fee - Domestic</td>
<td>$ 73.00</td>
<td>This fee is used to support costs necessary in the application process.</td>
</tr>
<tr>
<td>Undergraduate Student Application Fee - International</td>
<td>$ 100.00</td>
<td>This fee is used to support costs necessary in the application process.</td>
</tr>
<tr>
<td>Graduate Student Application Fee - Domestic</td>
<td>$ 75.00</td>
<td>This fee is used to support costs necessary in the application process.</td>
</tr>
<tr>
<td>Graduate Student Application Fee - International</td>
<td>$ 85.00</td>
<td>This fee is used to support costs necessary in the application process.</td>
</tr>
<tr>
<td>Non Degree Studies Application Fee</td>
<td>$ 26.00</td>
<td>This fee is used to support costs necessary in the application process.</td>
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</table>
## North Carolina State University
### 2014-15 Tuition and Fees Proposals

<table>
<thead>
<tr>
<th>Tuition Category</th>
<th>2013-14 Tuition</th>
<th>Proposed Increase</th>
<th>2014-15 Rate</th>
<th>% Change</th>
<th>Revenue Generated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Resident</td>
<td>$6,038.00</td>
<td>$0.00</td>
<td>$6,038.00</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Undergraduate Nonresident (General Assembly)</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>#DIV/0!</td>
<td>0</td>
</tr>
<tr>
<td>Undergraduate Nonresident (additional requested)</td>
<td>19,493.00</td>
<td>1,800.00</td>
<td>21,293.00</td>
<td>9.2%</td>
<td>4,113,000</td>
</tr>
<tr>
<td>Graduate Resident</td>
<td>7,173.00</td>
<td>450.00</td>
<td>7,623.00</td>
<td>6.3%</td>
<td>2,115,683</td>
</tr>
<tr>
<td>Graduate Nonresident</td>
<td>19,511.00</td>
<td>1,800.00</td>
<td>21,311.00</td>
<td>9.2%</td>
<td>4,372,200</td>
</tr>
<tr>
<td><strong>Estimated Total Revenue Generated</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>$10,600,883</strong></td>
</tr>
</tbody>
</table>

### Proposed Expenditures:

- **Need-Based Financial Aid**
  - $2,230,882 | 21.0%
- Funding for awards of financial aid based upon students needs
- Faculty Retention
- Insert concise justification
- Expanded Course Offerings
- Insert concise justification
- Student Services
- Insert concise justification
- Academic Support
- Insert concise justification
- Libraries
- Insert concise justification
- Technology Improvements
- Insert concise justification
- Other
  - 8,370,001 | 79.0%

**GSSP, Improve Quality and Accessibility and Faculty Promotional Increases**

**Total - Proposed Expenditures**

- $10,600,883 | 21.0%

### General Fees & Debt Service

<table>
<thead>
<tr>
<th></th>
<th>2013-14 Fees</th>
<th>Proposed Increase</th>
<th>2014-15 Fees</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics</td>
<td>$232.00</td>
<td>$0.00</td>
<td>$232.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Health Services</td>
<td>277.02</td>
<td>32.98</td>
<td>310.00</td>
<td>11.9%</td>
</tr>
<tr>
<td>Student Activities</td>
<td>574.13</td>
<td>26.88</td>
<td>601.01</td>
<td>4.7%</td>
</tr>
<tr>
<td>Educational &amp; Technology</td>
<td>409.50</td>
<td>18.41</td>
<td>427.91</td>
<td>4.5%</td>
</tr>
<tr>
<td><strong>Subtotal - General Fees</strong></td>
<td><strong>1,492.65</strong></td>
<td><strong>78.27</strong></td>
<td><strong>1,570.92</strong></td>
<td><strong>5.2%</strong></td>
</tr>
<tr>
<td>Debt Service</td>
<td>524.50</td>
<td>0.00</td>
<td>524.50</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Proposed UG Fees</strong></td>
<td><strong>$2,017.15</strong></td>
<td><strong>$78.27</strong></td>
<td><strong>$2,095.42</strong></td>
<td><strong>3.9%</strong></td>
</tr>
</tbody>
</table>

**Total Proposed UG Tuition & Fees**

- $8,133.42
### North Carolina State University

#### Regular Campus-Initiated Tuition Increase

**2014-15**

<table>
<thead>
<tr>
<th>Requested Campus-Initiated</th>
<th>Reg. Term</th>
<th>Annual</th>
<th>DE Rate (SCH)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tuition Increase</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate Residents</td>
<td>$0.00</td>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td>Undergraduate Nonresidents (General Assembly)</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Undergraduate Nonresidents (additional requested)</td>
<td>1,800.00</td>
<td>60.81</td>
<td></td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>450.00</td>
<td></td>
<td>22.06</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>1,800.00</td>
<td></td>
<td>88.24</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE</th>
<th>SCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>19,346.00</td>
<td>25,656.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projected Revenues</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Residents</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Undergraduate Nonresidents (General Assembly)</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Undergraduate Nonresidents (additional requested)</td>
<td>4,113,000.00</td>
<td>0.00</td>
<td>4,113,000.00</td>
</tr>
<tr>
<td>UG Resident per G.S. 116-143.6</td>
<td>67.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>3,810.00</td>
<td>18,186.00</td>
<td></td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>2,429.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$10,199,700.00</td>
<td>$401,183.16</td>
<td>$10,600,883.16</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projected Expenditures</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Need-based Financial Aid</td>
<td>$2,039,940.00</td>
<td>$190,942.04</td>
<td>$2,230,882.04</td>
</tr>
</tbody>
</table>

**Other Critical Needs:**

1. Faculty Retention
2. Expanded Course Offerings
3. Student Services
4. Academic Support
5. Libraries
6. Technology Improvements
7. Other (provide details below)

<table>
<thead>
<tr>
<th>Total</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$10,199,700.00</td>
<td>$401,183.16</td>
<td>$10,600,883.16</td>
</tr>
</tbody>
</table>

"Other" Expenditure Explanation:

Regular Term: GSSP $2,365,650; Improve Quality & Accessibility $5,394,110; Faculty Promotional Increases $400,000
DE SCH $210,241.12 Improve Quality & Accessibility
# North Carolina State University
**Poole College of Management - Master of Business Administration**

## Tuition Increase Request Form
For Professional Schools
2014-15

<table>
<thead>
<tr>
<th>Requested School-Based Tuition Increase</th>
<th>2014-15 Annual Increment</th>
<th>2015-16 Annual Increment</th>
<th>2016-17 Annual Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$750.00</td>
<td>$750.00</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$750.00</td>
<td>$750.00</td>
<td>$1,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE</th>
<th>FTE</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>250.00</td>
<td>250.00</td>
<td>250.00</td>
</tr>
<tr>
<td>25.00</td>
<td>25.00</td>
<td>25.00</td>
</tr>
<tr>
<td>Total</td>
<td>275.00</td>
<td>275.00</td>
</tr>
</tbody>
</table>

## Projected Revenues

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$187,500.00</td>
<td>$187,500.00</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$18,750.00</td>
<td>$18,750.00</td>
<td>$25,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$206,250.00</td>
<td>$206,250.00</td>
<td>$275,000.00</td>
</tr>
</tbody>
</table>

## Projected Expenditures

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need-Based Financial Aid</td>
<td>$40,000.00</td>
<td>$40,000.00</td>
<td>$55,000.00</td>
</tr>
<tr>
<td>EPA Teaching Salaries and Benefits</td>
<td>$48,250.00</td>
<td>$48,250.00</td>
<td>$65,000.00</td>
</tr>
<tr>
<td>EPA Non-Teaching Salaries and Benefits</td>
<td>$72,000.00</td>
<td>$72,000.00</td>
<td>$90,000.00</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$46,000.00</td>
<td>$46,000.00</td>
<td>$65,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$206,250.00</td>
<td>$206,250.00</td>
<td>$275,000.00</td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate CI/IT plus the SBTI? *(respond yes or no in the box)*

Yes
## Tuition Increase Request Form

### North Carolina State University

*Poole College of Management - Master of Global Innovation Management*

### Requested School-Based Tuition Increase

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$750.00</td>
<td>$750.00</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$750.00</td>
<td>$750.00</td>
<td>$1,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FTE</th>
<th>FTE</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>38.00</td>
<td>38.00</td>
<td>38.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Total</td>
<td>43.00</td>
<td>43.00</td>
<td>43.00</td>
</tr>
</tbody>
</table>

### Projected Revenues

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$28,500.00</td>
<td>$28,500.00</td>
<td>$38,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$3,750.00</td>
<td>$3,750.00</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$32,250.00</td>
<td>$32,250.00</td>
<td>$43,000.00</td>
</tr>
</tbody>
</table>

### Projected Expenditures

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need-Based Financial Aid</td>
<td>$6,000.00</td>
<td>$6,000.00</td>
<td>$9,000.00</td>
</tr>
<tr>
<td>EPA Teaching Salaries and Benefits</td>
<td>$10,000.00</td>
<td>$10,000.00</td>
<td>$13,000.00</td>
</tr>
<tr>
<td>EPA Non-Teaching Salaries and Benefits</td>
<td>$8,000.00</td>
<td>$8,000.00</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$8,250.00</td>
<td>$8,250.00</td>
<td>$11,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$32,250.00</td>
<td>$32,250.00</td>
<td>$43,000.00</td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate CIWI plus the SBTIF? (respond yes or no in the box)

Yes
TUITION INCREASE REQUEST FORM
FOR PROFESSIONAL SCHOOLS
2014-15

North Carolina State University
Poole College of Management - Master of Supply Chain Engineering and Management

<table>
<thead>
<tr>
<th>Requested School-Based</th>
<th>2014-15 Annual Increment</th>
<th>2015-16 Annual Increment</th>
<th>2016-17 Annual Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition Increase</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>$750.00</td>
<td>$750.00</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$750.00</td>
<td>$750.00</td>
<td>$1,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Projected Revenues

| Graduate Residents | $7,500.00 | $13,500.00 | $24,000.00 |
| Graduate Nonresidents | $2,250.00 | $4,500.00 | $8,000.00 |
| Total | $9,750.00 | $18,000.00 | $32,000.00 |

Projected Expenditures

<table>
<thead>
<tr>
<th>Need-Based Financial Aid</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPA Teaching Salaries and Benefits</td>
<td>$0.00</td>
<td>$4,500.00</td>
<td>$10,000.00</td>
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<tr>
<td>EPA Non-Teaching Salaries and Benefits</td>
<td>$5,000.00</td>
<td>$4,500.00</td>
<td>$10,000.00</td>
</tr>
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<td>Operating Expenses</td>
<td>$4,750.00</td>
<td>$9,000.00</td>
<td>$12,000.00</td>
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<td>Total</td>
<td>$9,750.00</td>
<td>$18,000.00</td>
<td>$32,000.00</td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? *(respond yes or no in the box)*

Yes
TUITION INCREASE REQUEST FORM
FOR PROFESSIONAL SCHOOLS
2014-15

North Carolina State University
College of Engineering - Master of Science in Computer Engineering

<table>
<thead>
<tr>
<th>Requested School-Based Tuition Increase</th>
<th>2014-15 Annual Increment</th>
<th>2015-16 Annual Increment</th>
<th>2016-17 Annual Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
</tr>
<tr>
<td></td>
<td><strong>FTE</strong></td>
<td><strong>FTE</strong></td>
<td><strong>FTE</strong></td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>15.00</td>
<td>15.00</td>
<td>15.00</td>
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<tr>
<td>Graduate Nonresidents</td>
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<td>Total</td>
<td>95.00</td>
<td>95.00</td>
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Projected Revenues

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$24,000.00</td>
<td>$24,000.00</td>
<td>$24,000.00</td>
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<tr>
<td>Graduate Nonresidents</td>
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<td>$128,000.00</td>
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<td>Total</td>
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<td><strong>$152,000.00</strong></td>
<td><strong>$152,000.00</strong></td>
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Projected Expenditures

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need-Based Financial Aid</td>
<td>$22,800.00</td>
<td>$22,800.00</td>
<td>$22,800.00</td>
</tr>
<tr>
<td>Graduate Teaching Assistants</td>
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<td>$83,600.00</td>
<td>$83,600.00</td>
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<tr>
<td>Fellowships</td>
<td>$22,800.00</td>
<td>$22,800.00</td>
<td>$22,800.00</td>
</tr>
<tr>
<td>SPA Staff Salary</td>
<td>$11,692.00</td>
<td>$11,692.00</td>
<td>$11,692.00</td>
</tr>
<tr>
<td>SPA Staff Benefits</td>
<td>$3,508.00</td>
<td>$3,508.00</td>
<td>$3,508.00</td>
</tr>
<tr>
<td>Operating Expenses, including recruiting and online initiatives</td>
<td>$7,600.00</td>
<td>$7,600.00</td>
<td>$7,600.00</td>
</tr>
<tr>
<td>Total</td>
<td><strong>$152,000.00</strong></td>
<td><strong>$152,000.00</strong></td>
<td><strong>$152,000.00</strong></td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate C/TI plus the SBTI? (respond yes or no in the box)

Yes
TUITION INCREASE REQUEST FORM
FOR PROFESSIONAL SCHOOLS
2014-15

**North Carolina State University**
*College of Engineering - Master of Science in Electrical Engineering*

<table>
<thead>
<tr>
<th>Requested School-Based Tuition Increase</th>
<th>2014-15 Increment</th>
<th>2015-16 Increment</th>
<th>2016-17 Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE</th>
<th>FTE</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>40.00</td>
<td>40.00</td>
<td>40.00</td>
</tr>
<tr>
<td>165.00</td>
<td>165.00</td>
<td>165.00</td>
</tr>
<tr>
<td>205.00</td>
<td>205.00</td>
<td>205.00</td>
</tr>
</tbody>
</table>

**Projected Revenues**

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$64,000.00</td>
<td>$64,000.00</td>
<td>$64,000.00</td>
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<tr>
<td>Graduate Nonresidents</td>
<td>$264,000.00</td>
<td>$264,000.00</td>
<td>$264,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$328,000.00</td>
<td>$328,000.00</td>
<td>$328,000.00</td>
</tr>
</tbody>
</table>

**Projected Expenditures**

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need-Based Financial Aid</td>
<td>$49,200.00</td>
<td>$49,200.00</td>
<td>$49,200.00</td>
</tr>
<tr>
<td>Graduate Teaching Assistants</td>
<td>$180,400.00</td>
<td>$180,400.00</td>
<td>$180,400.00</td>
</tr>
<tr>
<td>Fellowships</td>
<td>$49,200.00</td>
<td>$49,200.00</td>
<td>$49,200.00</td>
</tr>
<tr>
<td>SPA Staff Salary</td>
<td>$25,230.00</td>
<td>$25,231.00</td>
<td>$25,230.00</td>
</tr>
<tr>
<td>SPA Staff Benefits</td>
<td>$7,570.00</td>
<td>$7,569.00</td>
<td>$7,570.00</td>
</tr>
<tr>
<td>Operating Expenses, including recruiting and online initiatives</td>
<td>$16,400.00</td>
<td>$16,400.00</td>
<td>$16,400.00</td>
</tr>
<tr>
<td>Total</td>
<td>$328,000.00</td>
<td>$328,000.00</td>
<td>$328,000.00</td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate CiTI plus the SBTI? *(respond yes or no in the box)*

Yes
## North Carolina State University
### College of Engineering - Master of Science in Electric Power Systems Engineering

### Requested School-Based Tuition Increase

<table>
<thead>
<tr>
<th></th>
<th>2014-15 Increment</th>
<th>2015-16 Increment</th>
<th>2016-17 Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
</tr>
</tbody>
</table>

### FTE

<table>
<thead>
<tr>
<th></th>
<th>2014-15 FTE</th>
<th>2015-16 FTE</th>
<th>2016-17 FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15.00</strong></td>
<td><strong>15.00</strong></td>
<td><strong>15.00</strong></td>
</tr>
</tbody>
</table>

### Projected Revenues

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$8,000.00</td>
<td>$8,000.00</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$16,000.00</td>
<td>$16,000.00</td>
<td>$16,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$24,000.00</strong></td>
<td><strong>$24,000.00</strong></td>
<td><strong>$24,000.00</strong></td>
</tr>
</tbody>
</table>

### Projected Expenditures

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need-Based Financial Aid</td>
<td>$3,600.00</td>
<td>$3,600.00</td>
<td>$3,600.00</td>
</tr>
<tr>
<td>Graduate Teaching Assistants</td>
<td>$13,200.00</td>
<td>$13,200.00</td>
<td>$13,200.00</td>
</tr>
<tr>
<td>Fellowships</td>
<td>$3,600.00</td>
<td>$3,600.00</td>
<td>$3,600.00</td>
</tr>
<tr>
<td>SPA Staff Salary</td>
<td>$1,846.00</td>
<td>$1,846.00</td>
<td>$1,846.00</td>
</tr>
<tr>
<td>SPA Staff Benefits</td>
<td>$554.00</td>
<td>$554.00</td>
<td>$554.00</td>
</tr>
<tr>
<td>Operating Expenses, including recruiting and online initiatives</td>
<td>$1,200.00</td>
<td>$1,200.00</td>
<td>$1,200.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$24,000.00</strong></td>
<td><strong>$24,000.00</strong></td>
<td><strong>$24,000.00</strong></td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? (respond yes or no in the box)

Yes
TUITION INCREASE REQUEST FORM
FOR PROFESSIONAL SCHOOLS
2014-15

North Carolina State University
College of Engineering - Master of Science in Computer Networking - ECE

<table>
<thead>
<tr>
<th>Requested School-Based Tuition Increase</th>
<th>2014-15 Annual Increment</th>
<th>2015-16 Annual Increment</th>
<th>2016-17 Annual Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$1,500.00</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE</th>
<th>FTE</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>30.00</td>
<td>30.00</td>
</tr>
<tr>
<td>Total</td>
<td>35.00</td>
<td>35.00</td>
</tr>
</tbody>
</table>

Projected Revenues

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$8,000.00</td>
<td>$8,000.00</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$48,000.00</td>
<td>$48,000.00</td>
<td>$48,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$56,000.00</td>
<td>$56,000.00</td>
<td>$56,000.00</td>
</tr>
</tbody>
</table>

Projected Expenditures

<table>
<thead>
<tr>
<th>Financial Aid</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need-Based Financial Aid</td>
<td>$8,400.00</td>
<td>$8,400.00</td>
<td>$8,400.00</td>
</tr>
<tr>
<td>Graduate Teaching Assistants</td>
<td>$30,800.00</td>
<td>$30,800.00</td>
<td>$30,800.00</td>
</tr>
<tr>
<td>Fellowships</td>
<td>$8,400.00</td>
<td>$8,400.00</td>
<td>$8,400.00</td>
</tr>
<tr>
<td>SPA Staff Salary</td>
<td>$4,308.00</td>
<td>$4,308.00</td>
<td>$4,308.00</td>
</tr>
<tr>
<td>SPA Staff Benefits</td>
<td>$1,292.00</td>
<td>$1,292.00</td>
<td>$1,292.00</td>
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<td>Operating Expenses, including</td>
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<td>$2,800.00</td>
<td>$2,800.00</td>
</tr>
<tr>
<td>recruiting and online initiatives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$56,000.00</td>
<td>$56,000.00</td>
<td>$56,000.00</td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? (respond yes or no in the box)

Yes
### Tuition Increase Request Form
FOR PROFESSIONAL SCHOOLS
2014-15

North Carolina State University
College of Engineering - Master of Science in Computer Networking - CSC

<table>
<thead>
<tr>
<th>Requested School-Based Tuition Increase</th>
<th>2014-15 Annual Increment</th>
<th>2015-16 Annual Increment</th>
<th>2016-17 Annual Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
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<tr>
<td>Total</td>
<td>35.00</td>
<td>35.00</td>
<td>35.00</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Projected Revenues</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$8,000.00</td>
<td>$8,000.00</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$48,000.00</td>
<td>$48,000.00</td>
<td>$48,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$56,000.00</td>
<td>$56,000.00</td>
<td>$56,000.00</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Projected Expenditures</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need-Based Financial Aid</td>
<td>$11,200.00</td>
<td>$11,200.00</td>
<td>$11,200.00</td>
</tr>
<tr>
<td>Faculty &amp; Teaching Assistants</td>
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<td>$19,600.00</td>
<td>$19,600.00</td>
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<tr>
<td>Software, equipment, tech support</td>
<td>$8,400.00</td>
<td>$8,400.00</td>
<td>$8,400.00</td>
</tr>
<tr>
<td>Graduate Program Staff</td>
<td>$5,600.00</td>
<td>$5,600.00</td>
<td>$5,600.00</td>
</tr>
<tr>
<td>Online educational initiatives</td>
<td>$5,600.00</td>
<td>$5,600.00</td>
<td>$5,600.00</td>
</tr>
<tr>
<td>Prof Dev, employer relations, career svcs</td>
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<td>$5,600.00</td>
<td>$5,600.00</td>
</tr>
<tr>
<td>Total</td>
<td>$56,000.00</td>
<td>$56,000.00</td>
<td>$56,000.00</td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? *(respond yes or no in the box)*

Yes
**Tuition Increase Request Form**

**For Professional Schools**

2014-15

---

**North Carolina State University**

*College of Engineering - Master of Computer Science*

<table>
<thead>
<tr>
<th>Requested School-Based Tuition Increase</th>
<th>2014-15 Annual Increment</th>
<th>2015-16 Annual Increment</th>
<th>2016-17 Annual Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
</tr>
<tr>
<td></td>
<td><strong>FTE</strong></td>
<td><strong>FTE</strong></td>
<td><strong>FTE</strong></td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>55.00</td>
<td>55.00</td>
<td>55.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>220.00</td>
<td>220.00</td>
<td>220.00</td>
</tr>
<tr>
<td>Total</td>
<td>275.00</td>
<td>275.00</td>
<td>275.00</td>
</tr>
</tbody>
</table>

| Projected Revenues                     |                          |                          |                          |
| Graduate Residents                     | $88,000.00               | $88,000.00               | $88,000.00               |
| Graduate Nonresidents                  | $352,000.00              | $352,000.00              | $352,000.00              |
| Total                                  | $440,000.00              | $440,000.00              | $440,000.00              |

| Projected Expenditures                  |                          |                          |                          |
| Need-Based Financial Aid                | $66,000.00               | $66,000.00               | $66,000.00               |
| Faculty & Teaching Assistants          | $242,000.00              | $242,000.00              | $242,000.00              |
| Software, equipment, tech support       | $44,000.00               | $44,000.00               | $44,000.00               |
| Graduate Program Staff                 | $44,000.00               | $44,000.00               | $44,000.00               |
| Online educational initiatives          | $22,000.00               | $22,000.00               | $22,000.00               |
| Prof Dev, employer relations, career svcs | $22,000.00              | $22,000.00               | $22,000.00               |
| Total                                  | $440,000.00              | $440,000.00              | $440,000.00              |

---

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? *(respond yes or no in the box)*

**Yes**
**Tuition Increase Request Form**

**North Carolina State University**

*College of Engineering - Master of Science in Computer Science*

<table>
<thead>
<tr>
<th>Requested School-Based Tuition Increase</th>
<th>2014-15 Annual Increment</th>
<th>2015-16 Annual Increment</th>
<th>2016-17 Annual Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
<td>$1,600.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FTE</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>15.00</td>
<td>15.00</td>
<td>15.00</td>
</tr>
<tr>
<td>Total</td>
<td>20.00</td>
<td>20.00</td>
<td>20.00</td>
</tr>
</tbody>
</table>

**Projected Revenues**

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$8,000.00</td>
<td>$8,000.00</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$24,000.00</td>
<td>$24,000.00</td>
<td>$24,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$32,000.00</td>
<td>$32,000.00</td>
<td>$32,000.00</td>
</tr>
</tbody>
</table>

**Projected Expenditures**

<table>
<thead>
<tr>
<th>Need-Based Financial Aid</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty &amp; Teaching Assistants</td>
<td>$6,400.00</td>
<td>$6,400.00</td>
<td>$6,400.00</td>
</tr>
<tr>
<td>Software, equipment, tech support</td>
<td>$11,200.00</td>
<td>$11,200.00</td>
<td>$11,200.00</td>
</tr>
<tr>
<td>Graduate Program Staff</td>
<td>$4,800.00</td>
<td>$4,800.00</td>
<td>$4,800.00</td>
</tr>
<tr>
<td>Online educational initiatives</td>
<td>$3,200.00</td>
<td>$3,200.00</td>
<td>$3,200.00</td>
</tr>
<tr>
<td>Prof Dev, employer relations, career svcs</td>
<td>$3,200.00</td>
<td>$3,200.00</td>
<td>$3,200.00</td>
</tr>
<tr>
<td>Total</td>
<td>$32,000.00</td>
<td>$32,000.00</td>
<td>$32,000.00</td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? (respond yes or no in the box)

Yes
## FEE REQUEST FORM

**North Carolina State University**

**Health Services Fee**

### 2014-15

<table>
<thead>
<tr>
<th>Student FTE</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicable to Fee - 2014-15</td>
<td>Fee</td>
<td>Fee</td>
<td>Fee</td>
<td>Fee</td>
</tr>
<tr>
<td>2014-15</td>
<td>$245.62</td>
<td>$257.62</td>
<td>$267.62</td>
<td>$277.02</td>
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<tr>
<td>Increase Requested</td>
<td></td>
<td></td>
<td></td>
<td>$32.98</td>
</tr>
<tr>
<td>Proposed Fee</td>
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<td></td>
<td></td>
<td>$310.00</td>
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</table>

<table>
<thead>
<tr>
<th>Actual</th>
<th>Actual</th>
<th>Actual</th>
<th>Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-11</td>
<td>3,160,580</td>
<td>4,118,740</td>
<td>5,087,217</td>
</tr>
<tr>
<td>2011-12</td>
<td>4,118,740</td>
<td>5,087,217</td>
<td>5,327,290</td>
</tr>
</tbody>
</table>

### Revenues:

- Fee Revenues:
  - 2010-11: 7,113,181
  - 2011-12: 7,431,636
  - 2012-13: 7,880,796
  - 2013-14: 7,920,736
  - Total: 31,445,440
  - Increase: 8,447,500
  - Variance: 898,705

- Other Revenues:
  - 2010-11: 4,756,233
  - 2011-12: 4,840,748
  - 2012-13: 4,979,687
  - 2013-14: 4,950,000
  - Total: 19,546,728
  - Increase: 5,052,000
  - Variance: 0

### Total Revenues:

- 2010-11: 11,869,414
- 2011-12: 12,272,384
- 2012-13: 12,860,483
- 2013-14: 12,870,736
- Total: 50,972,915
- Increase: 13,499,500
- Variance: 898,705

### Expenditures:

- Personnel:
  - 2010-11: 7,112,582
  - 2011-12: 7,199,748
  - 2012-13: 8,127,968
  - 2013-14: 8,425,000
  - Total: 31,864,298
  - Increase: 9,486,550
  - Variance: 857,050

- Supplies & Materials:
  - 2010-11: 2,842,132
  - 2011-12: 2,611,086
  - 2012-13: 2,766,866
  - 2013-14: 2,700,000
  - Total: 10,920,184
  - Increase: 2,759,700
  - Variance: 5,700

- Current Services:
  - 2010-11: 1,015,878
  - 2011-12: 1,366,383
  - 2012-13: 1,458,994
  - 2013-14: 1,522,000
  - Total: 5,363,265
  - Increase: 1,606,035
  - Variance: 21,500

- Fixed Charges:
  - 2010-11: 78,963
  - 2011-12: 90,475
  - 2012-13: 83,855
  - 2013-14: 90,000
  - Total: 353,393
  - Increase: 91,800
  - Variance: 0

- Capital Outlay:
  - 2010-11: 55,572
  - 2011-12: 0
  - 2012-13: 22,271
  - 2013-14: 728,736
  - Total: 300,000
  - Increase: 100,000
  - Variance: 0

- Student Financial Aid:
  - 2010-11: 0
  - 2011-12: 0
  - 2012-13: 50
  - 2013-14: 0
  - Total: 50
  - Increase: 0
  - Variance: 0

- Other:
  - 2010-11: (194,863)
  - 2011-12: 36,215
  - 2012-13: 160,406
  - 2013-14: 0
  - Total: (194,863)
  - Increase: 0
  - Variance: 0

**Total Expenditures:**
- 2010-11: 10,911,254
- 2011-12: 11,303,907
- 2012-13: 12,620,410
- 2013-14: 13,465,736
- Total: 59,100,307
- Increase: 14,044,085
- Variance: 884,250

**Ending Fund Balance:**
- 2010-11: 4,118,740
- 2011-12: 5,087,217
- 2012-13: 5,327,290
- 2013-14: 4,732,290
- Total: 19,200,637
- Increase: 4,187,705
- Variance: 14,455

**FTE:**
- 2010-11: 73.65
- 2011-12: 77.65
- 2012-13: 73.65

### Justification for Proposed Fee Increase (include additional information on next tab if needed)

The ending fund balance includes a recommended reserve for pandemic or disaster response, major building repairs and maintenance, and capital equipment and technology replacement.

The fee increase is being requested as the result of a review and assessment by new leadership. The positions listed above are requested to maintain service levels, to meet student demand and national standards, and to create an internship program accredited by the American Psychological Association.

Additional positions are needed in the Counseling Center to meet the needs of the student body and national standards. The recommended staffing ratio for college counseling centers according to the International Association of Counseling Services is 1/1,500. Given the NC State student population of 34,767, we would need approximately 23 FTE clinician to meet this standard. Currently, the center has 18 clinicians. The average wait time for an appointment with a counselor is three weeks.

Please discuss the effect on the overall student experience if the fee increase request is denied

If fees are denied, there will be significant impacts to students. The Counseling Center does not currently meet student demand for services and has a wait time of 2-3 weeks for an intake appointment. Waiting this amount of time to address a mental health concern can have a permanent impact on a student's ability to successfully complete not only an academic semester but also continued persistence and retention. Further, without additional clinical staff in Student Health, students will face delays impacting their overall health with negative physical and emotional implications potentially affecting their ability to persist to graduation.
FEE REQUEST FORM
North Carolina State University
Student Activities Fee
2014-15

<table>
<thead>
<tr>
<th>Student FTE</th>
<th>2010-11 Fee</th>
<th>2011-12 Fee</th>
<th>2012-13 Fee</th>
<th>2013-14 Fee</th>
<th>2014-15 Increase Requested Fee</th>
<th>2014-15 Proposed Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicable to Fee - 2014-15</td>
<td>$421.18</td>
<td>$455.08</td>
<td>$494.43</td>
<td>$574.13</td>
<td>$25.88</td>
<td>$601.01</td>
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<tr>
<td>Actual 2010-11</td>
<td>27,250.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual 2011-12</td>
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<tr>
<td>Actual 2012-13</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projected 2013-14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>With Increase</td>
<td>4,987,075</td>
<td>5,439,300</td>
<td>5,618,299</td>
<td>7,409,353</td>
<td>6,356,777</td>
<td>6,356,777</td>
</tr>
<tr>
<td>Without Increase</td>
<td>16,377,523</td>
<td>16,545,043</td>
<td>732,480</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Variance</td>
<td>732,480</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Revenues:
Fee Revenues: 12,059,261 12,916,421 14,282,509 15,414,828 16,377,523 15,645,043 732,480
Other Revenues: 2,372,083 3,075,088 3,559,707 2,009,750 2,799,153 2,799,153 0
Total Revenues: 14,431,344 15,993,509 17,842,216 17,424,578 19,176,676 18,444,196 732,480

Expenditures:
Personnel: 8,855,773 9,057,047 9,372,258 10,877,217 11,812,734 11,604,514 208,220
Supplies & Materials: 1,049,546 1,542,865 907,154 1,138,146 1,217,696 1,172,696 45,000
Current Services: 3,530,890 3,863,085 3,927,336 4,178,489 4,970,022 4,882,560 87,462
Fixed Charges: 287,295 279,205 285,535 387,726 448,190 448,190 0
Capital Outlay: 43,502 5,373 70,213 1,665,054 509,054 458,353 50,701
Student Financial Aid: 11,372 14,250 15,325 8,050 8,050 8,050 0
Other*: 200,741 852,321 1,673,331 222,442 239,427 239,427 0
Other includes the Change in Accts Payable from an accrual basis to a cash basis and transfers to Student organizations
Total Expenditures: 13,979,119 15,614,510 16,251,162 18,477,154 19,205,173 18,813,790 391,383
Ending Fund Balance: 5,439,300 5,818,289 7,409,353 6,356,777 6,328,280 5,987,183 341,097

FTE: 97.41 98.91 97.41

Justification for Proposed Fee Increase (include additional information on next tab if needed)
The following new position is being requested: 1.0 FTE Production Assistant/Editorial Advisor: provide daily professional advisement to the Technician and Nubian Message in the areas of reporting, photography, design, media law and media ethics. Attorney services for students for advice on legal matters, correspondence and phone calls on student's behalf, settlement negotiations, drafting of legal documents, legal document review, court representation in civil matters of $5000 or less, criminal expurgations, resource referrals, educational materials, workshops, panel discussions, seminars and advisement on representation on legal matters for registered student groups (paid as contracted services). Acting Coach 0.5 FTE to 1.0 FTE, responsibility for one-on-one or small group acting coaching for non-majors students in productions, preparing for graduate school, or in competitive presentations. Position will work closely with production directors during rehearsals to achieve directional goals with student actors. Additional opportunities may include directing a production if commensurate with education and experience.

Please discuss the effect on the overall student experience if the fee increase request is denied
No fee increase would limit the organization's ability to meet the needs of NC State students (both undergraduate and graduate) and would also mean smaller or fewer events once the new Talley Student Union opens. It will deny our entire readership a high-quality source of campus news and information. In the case of Technician specifically, this could lead to an erosion of our advertising client base which would have an adverse effect on all of our organizations' operations, as Technician currently accounts for more than 80% of our annual non-fee revenue. It would be detrimental to the Student Government ability to support student organizations and to create a campus community steeped in pride and tradition. Will result in the inability of Student Legal Services to meet the current demand for its services, including actual litigations. As a result, we may be forced to limit the scope of services provided to 'advice only' in the majority of legal issues brought to us by students. A reduction in scope of services provided by Student Legal Services could mean increased costs for students needing seeking outside legal counsel.
Additional Justification for Proposed Fee Increase

North Carolina State University

Student Activities
2014-15

Explanation of Fee/Justification for Proposed Fee Increase
For Student Government's proposed student fee increase will provide more flexibility for Student Government to appropriately impact the student experience. The anticipated $3.00 student fee increase was approved by Student Senate Resolution 64 and will include the following components: Online Elections System (including annual maintenance costs), Student Organization Appropriations, and Programming and Traditions.

This fee request will greatly impact the organization's ability to serve students. The new online elections system ensures greater accountability and security for all student body elections. The appropriations increase allows us to better meet the needs of student organizations, while supporting traditions will ensure the preservation of valued events and the history of NC State.

Student Legal Services includes three full-time attorneys as well as a full-time administrative position. Additional staff support is provided by financial aid work study and other student employees. To avoid conflict of interest, the attorneys are not employed by the University. The fee increase will allow us to contract with an additional attorney, on a full-time basis, at an annual salary of $52,300 plus associated benefits.

Student Legal Services provides advice on legal matters, correspondence and phone calls on student's behalf, settlement negotiations, drafting of legal documents, legal document review, court representation in civil matters of $5,000 or less, criminal expungements, resource referrals, educational materials, workshops, panel discussions, seminars, and advisement on legal matters for registered student groups.

The requested fee increase for Student Center Programming will provide resources to cover ongoing cost increases and programmatic needs to serve NC State. In addition to the position listed above (estimated cost of $25k/year), the following programmatic requests are being made: $25k annually for performing artists as part of a multi-year plan to increase the overall artist budget by $100k/year; $40k for equipment and replacement to establish an annual replacement plan to maintain and repair equipment and technology for all arts programs; program enhancements of $38k to support student engagement within the NCSU Dance Program, the Crafts Center, the Gregg Museum and the Music Department; additional resources of $50k to meet increased student demand for Student Leadership & Engagement programming, equipment and technology needs associated with the reopening of Talley Student Union.

The fee request of $2.00 considers the need to cover the cost of doing business for the Multicultural Affairs, Women's Center and the GLBT Center. These units seek to serve a wide-rangiing and diverse student population, accomplishing their mission through awareness and educational programs, promoting academic success, advancing gender equity and social justice through education, strengthening an inclusive and safe campus environment, increasing awareness by providing and supporting programs related to personal, professional and cultural development and offering research opportunities that focus on diversity-related issues.

University Recreation is requesting an increase of 3% for 2014/15 in order to cover anticipated salary, benefits and operating cost increases, to address ongoing capital needs for the facilities and spaces that we manage, and to maintain current programs, operations and service levels.
# FEE REQUEST FORM

**North Carolina State University**  
Union Activities Board  
2014-15

<table>
<thead>
<tr>
<th>Student FTE</th>
<th>2010-11 Fee</th>
<th>2011-12 Fee</th>
<th>2012-13 Fee</th>
<th>2013-14 Fee</th>
<th>2014-15 Increase Requested Fee</th>
<th>2014-15 Proposed Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>27,260.00</td>
<td>$15.13</td>
<td>$15.13</td>
<td>$15.13</td>
<td>$10.13</td>
<td>$0.50</td>
<td>$19.63</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Actual 2010-11</th>
<th>Actual 2011-12</th>
<th>Actual 2012-13</th>
<th>Projected 2013-14</th>
<th>With Increase</th>
<th>Without Increase</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Fund Balance</td>
<td>75,361</td>
<td>74,084</td>
<td>68,287</td>
<td>91,933</td>
<td>99,175</td>
<td>99,175</td>
<td></td>
</tr>
</tbody>
</table>

**Revenues:**

- **Fee Revenues:**
  - 2010-11: 431,769
  - 2011-12: 426,672
  - 2012-13: 435,769
  - 2013-14: 542,977
  - 2014-15: $534,918
  - 2014-15: $521,293
  - Variance: 13,625

- **Other Revenues:**
  - 2010-11: 85,231
  - 2011-12: 73,409
  - 2012-13: 72,047
  - 2013-14: 70,000
  - 2014-15: 73,000
  - 2014-15: 73,000
  - Variance: 0

**Total Revenues:**

- 2010-11: 517,000
- 2011-12: 502,081
- 2012-13: 507,816
- 2013-14: 612,977
- 2014-15: 607,918
- 2014-15: 694,293
- Variance: 13,625

**Expenditures:**

- **Personnel:**
  - 2010-11: 157,458
  - 2011-12: 129,906
  - 2012-13: 139,852
  - 2013-14: 129,035
  - 2014-15: 132,400
  - 2014-15: 132,400
  - Variance: 0

- **Supplies & Materials:**
  - 2010-11: 60,851
  - 2011-12: 47,435
  - 2012-13: 25,110
  - 2013-14: 15,000
  - 2014-15: 15,500
  - 2014-15: 15,500
  - Variance: 0

- **Current Services:**
  - 2010-11: 247,160
  - 2011-12: 271,666
  - 2012-13: 281,271
  - 2013-14: 378,700
  - 2014-15: 392,400
  - 2014-15: 392,400
  - Variance: 0

- **Fixed Charges:**
  - 2010-11: 52,808
  - 2011-12: 56,371
  - 2012-13: 36,437
  - 2013-14: 83,000
  - 2014-15: 85,000
  - 2014-15: 85,000
  - Variance: 0

- **Capital Outlay:**
  - 2010-11: 0
  - 2011-12: 0
  - 2012-13: 0
  - 2013-14: 1,500
  - 2014-15: 0
  - 2014-15: 0
  - Variance: 0

- **Student Financial Aid:**
  - 2010-11: 0
  - 2011-12: 0
  - 2012-13: 0
  - 2013-14: 2,500
  - 2014-15: 0
  - 2014-15: 0
  - Variance: 0

- **Other:**
  - 2010-11: 0
  - 2011-12: 0
  - 2012-13: 0
  - 2013-14: 0
  - 2014-15: 0
  - 2014-15: 0
  - Variance: 0

**Total Expenditures:**

- 2010-11: 518,277
- 2011-12: 507,878
- 2012-13: 484,170
- 2013-14: 605,735
- 2014-15: 625,300
- 2014-15: 625,300
- Variance: 0

**Ending Fund Balance:**

- 2010-11: 74,084
- 2011-12: 68,287
- 2012-13: 91,933
- 2013-14: 99,175
- 2014-15: 81,793
- 2014-15: 68,168
- Variance: 13,625

**FTE:**

- 1.00

If new positions are being created, please document the specific positions and related responsibilities.

**Justification for Proposed Fee Increase (include additional information on next tab if needed):**

The proposed $0.50 increase is for rising salary and benefits costs and cinema expenses, including shipping of digital cinema materials, and other operating costs to maintain programs and services at current levels.

**Please discuss the effect on the overall student experience if the fee increase request is denied:**

No fee increase would limit the organization's ability to meet the needs of NC State students (both undergraduate and graduate) and would also mean smaller or fewer events once the new Talley Student Union opens.
## FEE REQUEST FORM

**North Carolina State University**  
**Student Publications/Media**  
**2014-15**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
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<tbody>
<tr>
<td>27,250.00</td>
<td>$15.50</td>
<td>$15.50</td>
<td>$15.50</td>
<td>$19.20</td>
<td>$3.10</td>
<td>$22.30</td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>449,265</td>
<td>419,714</td>
<td>415,134</td>
<td>322,103</td>
<td>316,030</td>
<td>316,030</td>
<td>84,475</td>
</tr>
</tbody>
</table>

### Revenues:

- **Fee Revenues**: 442,311, 439,051, 446,348, 545,335, 607,675, 523,200, 84,475
- **Other Revenues**: 400,037, 385,133, 399,461, 408,123, 400,000, 400,000, 0

**Total Revenues**: 842,348, 824,184, 835,809, 953,458, 1,007,675, 923,200, 84,475

### Expenditures:

- **Personnel**: 489,997, 461,775, 521,179, 531,162, 592,150, 537,700, 54,450
- **Supplies & Materials**: 25,199, 30,889, 18,072, 27,437, 28,000, 28,000, 0
- **Current Services**: 340,244, 321,415, 372,995, 332,397, 340,500, 340,500, 0
- **Fixed Charges**: 5,817, 5,299, 13,594, 18,535, 19,000, 19,000, 0
- **Capital Outlay**: 5,000, 4,750, 5,000, 0, 50,000, 50,000, 0
- **Student Financial Aid**: 5,642, 4,636, 0, 0, 0, 0, 0

*Other includes the Change in Accts Payable to convert from an accrual basis to a cash basis*

**Total Expenditures**: 871,899, 828,764, 928,840, 959,531, 1,029,650, 975,200, 54,450

**Ending Fund Balance**: 419,714, 415,134, 322,103, 316,030, 294,055, 264,030, 30,025

**FTE**: 5.00, 6.00, 5.00

---

### Justification for Proposed Fee Increase (include additional information on next tab if needed)

The Production Assistant/Editorial Advisor position will provide daily professional advisement to the Technician and Nubian Message in the areas of reporting, photography, design, media law and media ethics. The following new position is being requested: 1.0 FTE Production Assistant/Editorial Advisor - provide daily professional advisement to the Technician and Nubian Message in the areas of reporting, photography, design, media law and media ethics.

---

### Please discuss the effect on the overall student experience if the fee increase request is denied

If the fee increase is not approved, it will deny our entire readership a high-quality source of campus news and information. In the case of Technician specifically, this could lead to an erosion of our advertising client base which would have an adverse effect on all of our organizations' operations, as Technician currently accounts for more than 80% of our annual non-fee revenue.
## FEE REQUEST FORM

**North Carolina State University**  
Student Government  
2014-15

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<tbody>
<tr>
<td>Applicable to Fee - 2014-15</td>
<td>Fee</td>
<td>Fee</td>
<td>Fee</td>
<td>Fee</td>
<td>Fee</td>
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<td>$10.85</td>
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</thead>
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<td>143,650</td>
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<td>162,150</td>
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<td>3,339</td>
<td>8,179</td>
<td>6,534</td>
<td>7,000</td>
<td>7,000</td>
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<td>1,000</td>
<td>1,000</td>
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Other includes the Change in Accts Payable to convert from an accrual basis to a cash basis

| Total Expenditures | 319,600 | 336,485 | 320,904 | 314,929 | 395,800 | 320,800 | 75,000 |
| Ending Fund Balance | 63,177 | 41,596 | 46,058 | 47,232 | 33,585 | 26,835 | 6,750 |

FTE 1.05 1.05 1.05

---

### Justification for Proposed Fee Increase (include additional information on next tab if needed)

A proposed student fee increase will provide more flexibility for Student Government to appropriately impact the student experience. The anticipated $3.00 student fee increase was approved by Student Senate Resolution 64 and will include the following components: Online Elections System (including annual maintenance costs), Student Organization Appropriations, and Programming and Traditions.

This fee request will greatly impact the organization's ability to serve students. The new online elections system ensures greater accountability and security for all student body elections. The appropriations increase allows us to better meet the needs of student organizations, while supporting traditions will ensure the preservation of valued events and the history of NC State.

### Please discuss the effect on the overall student experience if the fee increase request is denied

The organization has not requested a fee increase in five years, so this increase is important as the cost of business and event management has increased. If we receive no fee increase, it would be detrimental to the organization's ability to support student organizations and to create a campus community steeped in pride and tradition.
# Fee Request Form

**North Carolina State University**  
**Student Legal**  
**2014-15**

<table>
<thead>
<tr>
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<td>$11.00</td>
<td>$11.00</td>
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<table>
<thead>
<tr>
<th>Actual</th>
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<th>Actual</th>
<th>Projected</th>
<th>With Increase</th>
<th>Without Increase</th>
<th>Variance</th>
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<td>144,195</td>
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<td>Revenues:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fee Revenues</td>
<td>285,591</td>
<td>311,238</td>
<td>316,795</td>
<td>315,450</td>
<td>367,875</td>
<td>299,750</td>
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<td>Other Revenues</td>
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<tr>
<td>Total Revenues</td>
<td>285,591</td>
<td>311,238</td>
<td>316,795</td>
<td>315,450</td>
<td>367,875</td>
<td>299,750</td>
</tr>
</tbody>
</table>

<table>
<thead>
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<th></th>
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</tr>
</thead>
<tbody>
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<td>Supplies &amp; Materials</td>
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<td>4,403</td>
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<td>6,000</td>
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<td>Fixed Charges</td>
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<tr>
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<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td></td>
</tr>
<tr>
<td>Student Financial Aid</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Other*</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

*NOTE: 14-15 Other Expenditure Explanation here*

| Total Expenditures | 266,327 | 305,492 | 301,035 | 317,600 | 400,630 | 400,630 | 0 |
| Ending Fund Balance | 124,839 | 130,585 | 146,345 | 144,195 | 111,440 | 43,315 | 68,125 |

**FTE**

Attorney: services for students for advice on legal matters, correspondence and phone calls on students' behalf; settlement negotiations; drafting of legal documents, legal document review, court representation in civil matters of $500 or less, criminal expungements, resource referrals, educational materials, workshops, panel discussions, seminars and advisement on representation on legal matters for registered student groups (paid as contracted services)

**Justification for Proposed Fee Increase (include additional information on next tab if needed)**

Student Legal Services includes three full-time attorneys as well as a full-time administrative position. Additional staff support is provided by financial aid work study and other student employees. To avoid conflict of interest, the attorneys are not employed by the University. The fee increase will allow us to contract with an additional attorney, on a full-time basis, at an annual salary of $52,300 plus associated benefits.

Student Legal Services provides advice on legal matters, correspondence and phone calls on students' behalf, settlement negotiations, drafting of legal documents, legal document review, court representation in civil matters of $5,000 or less, criminal expungements, resource referrals, educational materials, workshops, panel discussions, seminars, and advisement on legal matters for registered student groups.

Please discuss the effect on the overall student experience if the fee increase request is denied

Denial of the fee increase request will result in the inability of Student Legal Services to meet the current demand for its services, including actual litigations. As a result, we may be forced to limit the scope of services provided to 'advice only' in the majority of legal issues brought to us by students. A reduction in scope of services provided by Student Legal Services could mean increased costs for students needing seeking outside legal counsel.
### FEE REQUEST FORM

**North Carolina State University**  
**Student Center Programming**  
**2014-15**

<table>
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<tr>
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<tr>
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<td>Fee</td>
<td>Fee</td>
<td>Fee</td>
<td>Requested Fee</td>
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<tr>
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<td></td>
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</tr>
</tbody>
</table>

| Ending Fund Balance    |                             | 713,830 | 831,668 | 1,190,179 | 1,203,270 | 1,036,798 | 956,744 | 80,054 |

| FTE                     |                             | 48.96 | 48.46 | 48.96 |

**Justification for Proposed Fee Increase** (include additional information on next tab if needed)

The requested fee increase will provide resources to cover ongoing cost increases and programmatic needs to serve NC State. In addition to the position listed above (estimated cost of $38k/year), the following programmatic requests are being made: $25k annually for performing artists as part of a multi-year plan to increase the overall artist budget by $100k/year; $40k for equipment and replacement to establish an annual replacement plan to maintain and repair equipment and technology for all arts programs; program enhancements of $38k to support student engagement within the NCSU Dance Program, the Crafts Center, the Gregg Museum and the Music Department; additional resources of $90k to meet increased student demand for Student Leadership & Engagement programming, equipment and technology needs associated with the reopening of Talley Student Union.

The fee request of $2.00 considers the need to cover the cost of doing business for the Multicultural Affairs, Women's Center and the GLBT Center. These units seek to serve a wide-ranging and diverse student population, accomplishing their mission through awareness and educational programs, promoting academic success, advancing gender equity and social justice through education, strengthening an inclusive and safe campus environment, increasing awareness by providing and supporting programs related to personal, professional and cultural development and offering research opportunities that focus on diversity-related issues.

Please discuss the effect on the overall student experience if the fee increase request is denied

If this fee is not approved, we will lack the staff, equipment, programs and services to effectively meet the needs and demands of our student body in the new Talley Student Union. Further, programming and student engagement opportunities will be reduced as we will not be able to maintain current levels of programming. Finally, we will be unable to adequately repair and replace instruments and equipment for the music department, 10 studios in the Crafts Center, 3 theatres and related costume and design shops. Maintenance and updates in Stewart Theatre are critically important because of its high level of campus-wide and public use and due to the fact that full funding for renovations will not be provided as part of the Talley renovation.
## FEE REQUEST FORM

**North Carolina State University**

Recreational Sports

2014-15

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### Revenues:

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<th>2012-13 Actual</th>
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### Expenditures:

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<td>50,106</td>
<td>62,411</td>
<td>75,000</td>
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</tr>
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Total Expenditures: 4,141,712 5,077,087 6,245,936 5,582,000 5,699,000 5,699,000 0

Ending Fund Balance: 1,215,635 782,754 1,063,070 1,042,550 780,160 637,633 142,517

FTE: 29.40 29.40 29.40

If new positions are being created, please document the specific positions and related responsibilities.

### Justification for Proposed Fee increase (include additional information on next tab if needed)

University Recreation is requesting an increase of 3% for 2014/15 in order to cover anticipated salary, benefits and operating cost increases, to address ongoing capital needs for the facilities and spaces that we manage, and to maintain current programs, operations and service levels.

### Please discuss the effect on the overall student experience if the fee increase request is denied

If the fee is reduced or denied, Carmichael Complex facility hours, program opportunities and student staff will be reduced. In addition, custodial and maintenance will be reduced and/or deferred, potentially leading to more significant facility repairs in the future. Lack of adequate funding will further necessitate deferral of critical equipment replacement.
## FEE REQUEST FORM

**North Carolina State University**  
**Educational & Technology Fee**  
**2014-15**

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<tr>
<td>Applicable to Fee - 2014-15</td>
<td>$394.50</td>
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<td>$409.50</td>
<td>$18.41</td>
<td>$427.91</td>
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<td>Beginning Fund Balance</td>
<td>0</td>
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<td>449,644</td>
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### Revenues:
- **Fee Revenues**: 12,473,273  
- **Other Revenues**: 12,705,645  
- **Total Revenues**: 12,232,918  
- **Projected With Increase 2014-15**: 11,660,548  
- **Projected Without Increase 2014-15**: 11,158,875  
- **Variance**: 501,673

### Expenditures:
- **Personnel**: 3,120,453  
- **Supplies & Materials**: 5,813,790  
- **Current Services**: 1,255,866  
- **Fixed Charges**: 884,951  
- **Capital Outlay**: 1,177,868  
- **Student Financial Aid**: 15,134  
- **Other**: 53,099  
- **Total Expenditures**: 12,677,760  
- **Ending Fund Balance**: 205,513  
- **FTE**: 23.09

**Other includes the Change in Accts Payable to convert from an accrual basis to a cash basis**

### Justification for Proposed Fee Increase (include additional information on next tab if needed)

Wireless networking for student-focused spaces. This would include continued growth and planned upgrades of wireless to meet growing bandwidth demands as well as significant expansion of "instructional coverage" (the ability to sustain concurrent high-critical component of the networking services. The current wireless system has been funded by one-time funds and a small contribution from ETF funds for ongoing support. There has been enormous demand for both expanding wireless services to classrooms, increasing the bandwidth of the current wireless service as well as making it an encrypted environment. The number of wireless devices connecting to the NCSU network has more than tripled over the past 3 years to more than 105,000 devices.

Classroom capture services. In fall of 2011, NC State launched an expanded Classroom Capture service that deployed Mediasite rich capture recorders in general-purpose (110-type) classrooms to be used for student course review. The initial capital investment for classroom equipment was made using one-time FTE funding and the first two years of software maintenance was included in the initial cost. No funds were originally allocated for ongoing software and hardware maintenance of classroom equipment for this service, and, starting in FY2012/13, NC State must pay annual maintenance fees for ongoing software maintenance and plan for lifecycle replacement. The first year's maintenance costs were paid in FY2012/13 out of the Office of Information Technology's (OIT)/ETF budget - funds were available due to other deferred costs in FY2012/13. On an ongoing basis, however, OIT seeks continuing funding to help fund the maintenance of lecture capture equipment in general purpose classrooms.

Please discuss the effect on the overall student experience if the fee increase request is denied

If the ETF increase for wireless is not approved, students will see performance problems with networking in classrooms and academic areas as existing wireless networking becomes saturated with an ever-increasing number of devices. Web pages will be slow to load, apps will fail to connect and function, and students will have trouble connecting to network resources for their courses and productivity. For classroom capture, lack of funds for continued support of the service will impact hardware and software maintenance for the service which will affect reliability and performance of recording and viewing of classroom content.
Concept Paper to Establish the First Interdisciplinary Forensic Science Ph.D. in the U.S.

**Rationale:** Establishment of the nation’s first Ph.D. in Forensic Science is proposed in order to address the following shortcomings and opportunities:

- No accredited (http://www.aafs.org/fepac) academic forensics science program exists at any level in North Carolina, South Carolina, or Tennessee.
- A Congress-mandated 2009 report by the National Research Council (Strengthening Forensic Science in the United States: A Path Forward) states: “Forensic science...lacks strong ties to our research universities”.
- Forensic Science practitioners, especially leaders, increasingly require advanced degrees in order to obtain the critical rigorous foundation and establish credibility with the courts. Hence, a substantial and long-term need exists to advance the rigor, precision, accuracy, and rapidity of forensic science methods in biological and physical sciences. A new area of employment opportunity is emerging for leaders in forensic science that possess doctoral level qualifications and training. Recent Bureau of Justice Statistics data demonstrate the impact of the forensic sciences on society:
  - 389 publicly-funded forensic crime laboratories (2005), combined annual budget > $1 billion.
  - Nearly 12,000 full-time employees received an estimated 2.7 million cases (359,000 backlogged) in 2005.
  - Medical examiners and coroners’ (ME/C) offices employed >7,300 full-time equivalent employees.
  - Nearly one million human death cases were referred to the nation’s ME/C offices in 2004.
- No dedicated Ph.D. in Forensic Science exists in the United States.

**NC State Strategic Planning:** A strategic area of emphasis is Safety and Security. The proposed Ph.D. is consistent with our strategy. Research and graduate training on increasing the rigor of science as it is applied to the law, especially in human identification and other biological-related evidence analysis, the physical sciences, and crime scene investigation, is critically needed.

**Building Broad, Interdisciplinary Graduate Education and Research Using Existing Capacity and the Forensic Science Faculty Excellence Program (FEP):** With a focus on graduate education and research, the Forensic Sciences Institute that is currently in the final stages of planning, recently made an outstanding targeted hire in Forensic Anthropology; filled a position in Textile Analytical Chemistry, and is seeking to fill three additional positions in Forensic Statistics, Human DNA, and Evidence and Disaster Preparedness, inter-connecting at least four other colleges as part of the Chancellor’s FEP. This new core faculty, together with more than 30 NC State faculty members across eight colleges that are active in forensic science research, training or education, will provide the necessary expertise and resources to ramp forensic science at NC State to national and international prominence. The following NCSU response statement to the UNC-Tomorrow initiative is relevant to forensics: “Our ability to...address issues from multiple perspectives gives us a strategic advantage in finding solutions to complex problems.” Arguably, there are few fields more interdisciplinary and problem-focused than the forensic sciences.

**Economic Sustainability:** With >$4 million in research and professional training funding since 2008, the emerging FSI has demonstrated the ability to win extramural funding in Forensic Science involving the Departments of Computer Science, Entomology, Industrial Design, Materials Science and Engineering, Mechanical and Aerospace Engineering, Sociology and Anthropology, and Textile Engineering, Chemistry and Science. In addition, professionals attending the NC State Forensic Science Symposium over the last five years consistently report the need for advanced training and research in the Mid-Atlantic region.

**Advancing STEM Engagement and Education:** As part of the strong commitment to STEM education at a Research University with very high activity (RU-VH), it is well-known that development of an accredited academic program in Forensic Science will attract diverse students to STEM initiatives. NCSU has an opportunity to address head-on the significant research challenges in forensic sciences while simultaneously educating future forensic science educators by establishing the first Ph.D. in Forensic Science. NCSU is uniquely positioned to become a major force in the advancement of forensic research, education, training, and expert service throughout the state, nation, and internationally.
APPENDIX A

UNIVERSITY OF NORTH CAROLINA

REQUEST FOR AUTHORIZATION TO PLAN
A NEW DEGREE PROGRAM

THE PURPOSE OF ACADEMIC PROGRAM PLANNING: Planning a new academic degree program provides an opportunity for an institution to make the case for need and demand and for its ability to offer a quality program. The notification and planning activity to follow do not guarantee that authorization to establish will be granted.

Date: __________April 19, 2013________________

Constituent Institution: North Carolina State University

CIP Discipline Specialty Title: Forensic Science and Technology

CIP Discipline Specialty Number: 43.0106 Level: B ______ M _______ 1st Prof _______ D X

Exact Title of the Proposed Program: Forensic Science

Exact Degree Abbreviation (e.g. B.S., B.A., M.A., M.S., Ed.D., Ph.D.): Ph.D.

Does the proposed program constitute a substantive change as defined by SACS? Yes X No

The current SACS Substantive Change Policy Statement may be viewed at: http://www.sacsoc.org/pdf/081705/Substantive%20Change%20policy.pdf

If yes, please briefly explain.

The proposed program is a new approach to interdisciplinary graduate education and research focus under a new Forensic Sciences Institute that is in the final planning stages.

Proposed date to establish degree: Month August Year 2014

1. Describe the proposed new degree program. The description should include:
   a. A brief description of the program and a statement of educational objectives

The proposed Ph.D. in Forensic Science is a natural outcome of the substantial existing expertise and resources already committed to advancing forensic science research, academics and engagement within NC State University.

The university is in the final planning stages to establish a new Forensic Sciences Institute (FSI) that reports to the Vice Chancellor for Research, Innovation, and Economic Development and involves more than 30 faculty members across all colleges. No FSI or similar academic program exists in the state currently. Establishment of the new FSI is required to enable and advance

- inter-disciplinary graduate education and research
- professional training for agencies involved in the criminal justice system
- partnerships with state agencies such as the Office of the Chief Medical Examiner and the State Crime Laboratory, the North Carolina Justice Academy, and the Governor’s Crime Commission
- new academic partnerships across the UNC system
Importantly, the FSI will be a conduit for providing future leaders with rigorous training in forensic science to serve the growing employment needs in both the public and private sector, including state and federal laboratories and crime scene investigation units, medical examiner's offices, the military, and private testing laboratories.

With respect to resources, the Chancellor's Faculty Excellence Program has approved the Forensic Sciences Institute hiring four new faculty members in Forensic Analytical Chemistry, Forensic Evidence Analysis, Forensic Human DNA, and Forensic Statistics. These new faculty members, together with an outstanding recent successful targeted of opportunity hire in Forensic Anthropology, will combine with the existing core Forensic Science tenured faculty members in Anthropology, Entomology and Textile Chemistry and many more affiliated tenured and non-tenure track faculty members across all colleges that are active in forensic science.

An interdisciplinary Ph.D. program is proposed that will involve:

**Year 1.** Common Core Graduate Educational Experience

**Years 2-4.** Discipline specific courses and forensic science graduate research focused within a sub-discipline of Forensic Science, including:

Within specialty areas or combined specialty areas with a natural multidisciplinary approach that can be selected from: Anthropology, Chemistry, Computer Science, Electrical Engineering, Entomology, Genetics, Materials Science and Engineering, Mechanical Engineering, Soil Science, Textile Chemistry, Textile Engineering, Veterinary Science, and others.

As an example, following is a diagram that depicts what a curriculum for Anthropology would look like within this model. Both the core and discipline-specific classes suggested are either:

- already on the books;
- have been taught as Special Topics classes; or
- will be developed and taught by the incoming Faculty Excellence Hires.

Hence, no additional resources beyond the already approved Faculty Excellence Program are required from a faculty/research laboratory perspective.
Educational Objectives:

The following educational objectives are proposed and would augment existing educational objectives within NC State University:

1. Provide rigorous common core graduate training in the forensic sciences;
2. Provide a unique path to advanced graduate education and doctoral research in myriad sub-disciplines of forensic science; and
3. Engage students in doctoral-level, multi-, and inter-disciplinary science education and research in the area of science and the law.

b. the relationship of the proposed new program to the institutional mission

c. the relationship of the proposed new program to existing programs at the institution and to the institution's strategic plan

A strategic area of emphasis is Safety and Security. The proposed Ph.D. is consistent with the University's strategic planning. Research on increasing the rigor of science as it is applied to the law, especially in human identification and other biological-related evidence analysis, the physical sciences, and crime scene investigation, is critically needed. A Congress-mandated 2009 report by the National Research Council (Strengthening Forensic Science in the United States: A Path Forward) states: "Forensic science...lacks strong ties to our research universities".

The proposed Ph.D. will be a university-level (not college-level) Ph.D. that provides a rigorous graduate education and research program designed to be highly interdisciplinary, yet provide depth in doctoral-level research within a large number of forensic science subdisciplines that will align with University, College and Department strategic missions.

In addition to the proposed Ph.D. in Forensic Science, a Professional Science Masters in Forensic Science is being proposed to specifically address the needs of the State at the Master's level. Our experience with current students undertaking forensic science-based research as part of a Master's degree (e.g., the MA in
Anthropology, MS in Textile Chemistry, and MS in Textile Engineering), is that many are interested in continuing their forensic science research at the doctoral level.

A number of current Master's programs within NC State are confluent programs to the proposed Ph.D. in Forensic Science. In particular, the growing MA Anthropology degree comprises approximately 22 students currently and many of these students are undertaking forensic science-based research. Importantly, the anthropology program at NC State has a growing national reputation in research, and yet has no Ph.D. program within which to educate its graduate students. A significant number of these students leave not only the university but the state to enter Ph.D. programs.

Other key Master's programs that are potential feeders for the proposed Ph.D. include Analytics; Biochemistry; Bioinformatics; Chemistry; Computer Engineering; Computer Science; Chemical Engineering; Civil Engineering; Electrical Engineering; Fisheries, Wildlife and Conservation Engineering; Food Science; Forest Biomaterials; Functional Genomics; Geospatial Information Science and Technology; Genetics; Marine Earth and Atmospheric Sciences; Materials Science and Engineering; Mechanical Engineering; Microbiology; Nuclear Engineering; Physics; Plant Biology; Soil Science; Statistics; Textile Chemistry; Textile Engineering; Toxicology; and Zoology.

In fact, there are a number of degree programs across the UNC system (and throughout the U.S. and internationally), that are potentially outstanding feeder programs. Within the UNC system, just a few of the degree programs are:

**B.S. Forensic Science:**
- Fayetteville State University
- Western Carolina University

**B.S. Chemistry (Forensic Chemistry Concentration):**
- Appalachian State Univ.

**Master of Science in Chemistry**
- Appalachian State Univ.
- UNC-Asheville
- UNC-Chapel Hill
- UNC-Charlotte
- UNC-Pembroke
- UNC-Wilmington

**d. special features or conditions that make the institution a desirable, unique, or cost effective place to initiate such a degree program**

The following special features and conditions make NC State a desirable, unique and cost effective location to house the proposed Ph.D.:

- The university’s strategic mission of advancing Safety and Security, and its focus on interdisciplinary programs;
- Establishment of the Forensic Sciences Institute at NC State that is in the final planning stages and will be the first of its kind in the state and region;
- The large number of potential “feeder” Masters or Bachelor’s degrees in the state and region.
- The National Research Center recommendations to advance research in the forensic sciences
- The lack of any Ph.D. of its kind.

2. Provide documentation of student demand and evidence of the proposed program's responsiveness to the needs of the region, state, or nation.

A Congress-mandated 2009 report by the National Research Council (Strengthening Forensic Science in the United States: A Path Forward) states: “Forensic science...lacks strong ties to our research universities” [https://www.nij.gov/pdf/files/ntiss/grants/228091.pdf](https://www.nij.gov/pdf/files/ntiss/grants/228091.pdf). The report identifies the need for
rigorous research in many subdisciplines of Forensic Science and specifically notes the lack of a Ph.D. in Forensic Science in the United States.

The planned Forensic Sciences Institute at North Carolina State University has conducted five annual Forensic Science Symposia since 2008. As part of this program, we have surveyed the more than 100 attendees ranging from academics to law enforcement personnel regarding the need for academic and research planning. In one survey, greater than 60% of respondents stated that a Ph.D. in Forensic Science was needed.

Also, as part of our professional workshops, approximately 5% of the 300 attendees have expressed a serious interest in applying for the proposed Ph.D.

Currently, there are 29 accredited B.S. or M.S. forensic science degrees across the United States (none in NC, SC or TN). For instance, the MS in Forensic Science at UC Davis comprises approximately 80 students. Our consultations with these degree programs indicate at least 10% of these students are interested in a Ph.D. in Forensic Science.

3. List all other public and private institutions of higher education in North Carolina currently operating programs similar to the proposed new degree program. Identify opportunities for collaboration with institutions offering related degrees and discuss what steps have been or will be taken to actively pursue those opportunities where appropriate and advantageous.

None. In fact, there are no (accredited or non-accredited) Ph.D. programs in Forensic Science in the United States.

4. Are there plans to offer all or a portion of this program to students off-campus or online?

Not at this time.

If so,

a. Briefly describe these plans, including sites and method(s) of delivering instruction.

b. Indicate any similar programs being offered off-campus or online in North Carolina by other institutions (public or private).

c. What is the estimated percentage of courses in the degree program that will be offered/available off-campus or online: __________

d. Estimate the number of off-campus or online students that would be enrolled in the first and fourth years of the program:

First Year Full-Time __________ Part-Time __________

Fourth Year Full-Time __________ Part-Time __________

Note: If a degree program has not been approved by the Board of Governors, its approval for alternative, online, or distance delivery is conditioned upon BOG program approval. (400.1.1[R], page 3).

5. Estimate the total number of students that would be enrolled in the program during the first year of operation: Full-Time Six Part-Time Four
Estimate the total number of students that would be enrolled in the program during the fourth year of operation: Full-Time Twenty Eight Part-Time Ten

6. Will the proposed program require development of any new courses: Yes X No _____

If yes, briefly explain.

New courses will be developed within each new faculty member's area of specialty resulting from the new hires from the Chancellor's Faculty of Excellence Program. For example, a forensic statistics course will be developed that would serve as part of the core curriculum. In addition, interdisciplinary co-taught courses would also be incorporated.

However, there are a significant number of existing courses at the 500 and 700 level that would provide depth in a number of sub-disciplines (e.g. chemistry, biochemistry, entomology, genetics, textile chemistry, fiber and polymer science).

7. Will any of the resources listed below be required to deliver this program? (If yes, please briefly explain in the space below each item, and state the source of the new funding and resources required.)

a. New Faculty: Yes X No _____

The new hires in Forensic Analytical Chemistry, Forensic Evidence Analysis, Forensic Human DNA, and Forensic Statistics are supported by Chancellor's Faculty of Excellence Program and no new sources of funding for faculty are anticipated, except as defined by the CFEP guidelines.

b. Additional Library Resources: Yes _____ No __X

NC State Libraries already have a significant amount of forensic sources as a result of our on-going forensic research initiatives on campus.
c. Additional Facilities and Equipment: 
Yes _____ No __X____

None, except as already defined by the Chancellors Faculty Excellence Program.

d. Additional Other Program Support:  
Yes __X____ No _____
(for example, additional administrative staff, new Master's program graduate student assistantships, etc.)

Administrative staff to assist with program management would be required to assist senior faculty taking on these roles (Ross and Hinks) as they already have administrative duties in their own units. Students can be funded through external grants. For example, three of Anthropology graduate students with forensic science projects are funded via National Institute of Justice grants. However, additional new graduate student assistantships would be needed.

8. For graduate programs only:
   a. Does the campus plan to seek approval for a tuition differential or program specific fee for this new graduate program?  
Yes _____ No __X____

   b. If yes, state the amount of tuition differential or fee being considered, and give a brief justification.

9. For doctoral programs only:
   a. Describe the research and scholarly infrastructure in place (including faculty) to support the proposed program.

The following faculty and senior staff members from seven colleges are either active in forensics activity currently or have expressed a strong interest in research and/or education in the forensics arena. In addition, laboratory infrastructure already exists to train students.

The Forensic Sciences Institute has approximately 1100 sq. ft. of dedicated space within the College of Textiles.

CALS:  Dr. Wes Watson  (Entomology)
        Dr. Dean Hesterberg  (Soil Science)
        Dr. Alexander Krings  (Plant Biology)
        Dr. Gerry LeBlanc  (Toxicology)
        Dr. Jon Stucky  (Plant Biology)

COE:  Dr. Beth Dickey  (Materials Science and Engineering)
        Dr. Ranji Ranjithan  (Civil and Environmental Engineering)
        Dr. Jim Nau  (Civil and Environmental Engineering)
        Dr. Rudi Seracino  (Civil and Environmental Engineering)
        Dr. John Russ  (Emeritus, Material Science and Engineering)
        Dr. Michael Steer  (Electrical and Computer Engineering)
        Dr. Michael Young  (Computer Science)
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<tr>
<th>CHASS:</th>
<th>Dr. Ann Ross (Forensic Anthropology)</th>
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<tr>
<td></td>
<td>Dr. Chelsey Juarez (Forensic Anthropology)</td>
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<td>Dr. William Smith (Criminology)</td>
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<td>Dr. Patty McCall (Criminology)</td>
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<td>CNR:</td>
<td>Dr. Ron Sederoff (Forest Resources)</td>
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<td>COS:</td>
<td>Dr. Del Bohnenstiehl (Geochemistry)</td>
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<td>Dr. David Muddiman (Chemistry)</td>
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<td>Dr. Maria Oliver-Hoyo (Chemistry)</td>
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<td>Dr. Taufika Williams (Director, Mass Spectrometry Facility, Chemistry)</td>
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<td>Dr. Keith Kimberley (MEAS)</td>
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<td>Dr. William Showers (Isotope Lab, Geochemistry, MEAS)</td>
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<td>Dr. Len Stefanski (Statistics)</td>
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<td>Dr. Mary Schweitzer (MEAS- Taphonomy)</td>
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<td>COT:</td>
<td>Dr. Roger Barker (Director, Textile Protection and Comfort Center)</td>
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<td></td>
<td>Dr. Nelson Benitez (Textile Chemistry, new FEP hire)</td>
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<td></td>
<td>Dr. Keith Beck (Director, Textile Analytical Chemistry Laboratory)</td>
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<td></td>
<td>Dr. Ahmed El-Shafei (Analytical Chemistry)</td>
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<td>Dr. Eunkyoung Shim (Microscopy)</td>
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<td>Dr. Russell Gorga (Microscopy)</td>
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<td>Dr. David Hinks (Textile Chemistry)</td>
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<td>CVM:</td>
<td>Dr. Jay Levine (Human Pathobiology)</td>
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<td>Dr. Matthew Breen (Animal DNA)</td>
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Forensic scientists at NC State are increasingly being called upon by law enforcement agencies to aid in the analysis of trace evidence and in the recovery of human skeletal or decomposed remains. Forensic science is a multidisciplinary science that includes disciplines such as forensic anthropology, archaeology, botany, geology, chemistry, materials science and entomology as well as other fields and specializations in medico legal death investigations. The expertise of forensic anthropologists, for example, in the recovering, sorting, analyzing, and identifying of remains is an essential contribution to medico legal death investigations. Forensic anthropologists are called to consult on a range of cases, from those involving the remains of a single individual to those involving natural or human-made mass fatality incidents such as airplane crashes, hurricanes (e.g. Katrina and the Haiti disaster), or acts of genocide. Law enforcement agencies also call increasingly upon entomologists and botanists to provide insight concerning time-since-death and the postmortem interval. In addition, fiber scientists, chemists and microscopists are integral to most criminal investigations. The expertise needed to recognize the value, and application of new advancements in forensic science, and provide advice about their scope and limitations in recovery of trace evidence and analytical techniques is beneficial to all law enforcement personnel, whether in the field or in the laboratory.
The NCSU faculty have contributed significantly to the investigation of >100 homicide and missing persons cases as well as conducted specialized research, analysis and training at the request of law enforcement agencies including the North Carolina Justice Academy (NCJA), the North Carolina State Bureau of Investigation (NCSBI), and the Wake City-County Bureau of Identification (CCBI).

b. Describe the method of financing the proposed new program (including extramural research funding and other sources) and indicate the extent to which additional state funding may be required.

The success in securing funding from the National Institute of Justice (NIJ) and National Science Foundation for both research (>3.5 million) and professional training ($464,078) in forensic science are evidence of external financial viability.

Continued strong funding from NIJ, DOJ and NSF funding in forensic science research and training is feasible.

Additional funding for eight Teaching/Research Assistantships is requested, as stated in 9c) below.

One full-time, experienced Graduate Services Coordinator for both the proposed PSM in Forensic Science and PhD in Forensic Science ($48,000). Hence, resources for the Ph.D. would include 50% of this position ($24,000).

c. State the number, amount, and source of proposed graduate student stipends and related tuition benefits that will be required to initiate the program.

Extramurally funded research is expected to fund the majority of students. Requested stipends vary according to discipline to attract top students.

To help ramp the Ph.D. program and assist faculty in graduate course development, eight Teaching Assistant stipends at $20,000/year ($160,000/year) are requested with GSSP support for at least the first four years of the PhD program, to be reviewed during the fourth year.

In order to appropriately ramp the research output by the FSI and foster optimum interdisciplinary collaboration, these eight TA positions are requested in addition to the TA slots requested for the PSM in Forensic Science.

10. List the names, titles, e-mail addresses and telephone numbers of the person(s) responsible for planning the proposed program.

David Hinks  
Director, Forensic Sciences Institute  
Phone: 919 515 6554  
Email: dhinks@ncsu.edu

Ann Ross  
Co-Director, Forensic Sciences Institute  
Phone: 919 515 9021  
Email: ahross@ncsu.edu
This request for authorization to plan a new program has been reviewed and approved by the appropriate campus committees and authorities.

Chancellor ___________________________ Date ___________________
Concept Paper to Establish a Professional Science Masters in Forensic Science

**Rationale:** Establishment of the first accredited Professional Science Masters in Forensic Science in North Carolina is proposed in order to address the following shortcomings and opportunities:

- No accredited (http://www.aafs.org/epac) academic forensics science program exists at any level in North Carolina, South Carolina, or Tennessee. Hence, current forensic science professionals with bachelor’s degrees do not have an avenue to advance their expertise and credentials at any regional university.
- The Professional Sciences Masters program is ideally suited to graduate training in the forensic sciences, since this discipline requires training not only in the science, but also in ethics, communication, and internships.
- A Congress-mandated 2009 report by the National Research Council (Strengthening Forensic Science in the United States: A Path Forward) states: “Forensic science...lacks strong ties to our research universities”.
- Forensic Science practitioners increasingly require advanced degrees in order to obtain the critical rigorous foundation and establish credibility with the courts. Hence, a substantial and long-term need exists to advance the rigor, precision, accuracy, and rapidity of forensic science methods in biological and physical sciences. Recent Bureau of Justice Statistics data demonstrate the impact of the forensic sciences on society:
  - 389 publicly-funded forensic crime laboratories (2005), combined annual budget > $1 billion.
  - Nearly 12,000 full-time employees received an estimated 2.7 million cases (359,000 backlogged) in 2005.

**NC State Strategic Planning:** With a focus on graduate education and research, the Forensics Sciences Institute that is currently in the final stages of planning will address the strategic area of emphasis of Safety and Security. The proposed Professional Science Masters in Forensic Science is consistent with our strategy. Increasingly, crime laboratory and other law enforcement personnel are looking to hire graduates with advanced professional training to help increase the rigor of science as it is applied to the law.

**Building Broad, Interdisciplinary Graduate Education and Research Using Existing Capacity and the Chancellor’s Forensic Science Faculty Excellence Program (FEP):** The Forensic Science FEP proposal specifically stated the goal of providing expertise to enable an accredited PSM in Forensic Science to be established. With a focus on graduate education and research, the emerging Forensic Sciences Institute recently made an outstanding targeted hire in Forensic Anthropology; filled a position in Textile Analytical Chemistry; and is seeking to fill three additional positions in Forensic Statistics, Human DNA, and Evidence and Disaster Preparedness, inter-connecting at least four other colleges as part of the Chancellor’s FEP. This new core faculty, together with more than 30 NC State faculty members across eight colleges that are active in forensic science research, training or education, will provide the necessary expertise to ramp forensic science at NC State to national and international prominence.

The proposed PSM in Forensic Science will provide an avenue for bachelor of science graduates across the UNC system to develop the graduate training needed to succeed today in many of the state agencies and private industries that serve the criminal justice system. It will help establish North Carolina and NC State University as a national and international leader in graduate education and research in the forensic sciences.

**Economic Sustainability:** PSM tuition will be the primary method for sustainability. Greater than 90% of attendees surveyed at one of our five Forensic Science Symposia stated that NC requires a master’s degree in Forensic Science. In addition, with >$4 million in research and professional training funding since 2008, the emerging FSI has demonstrated the ability to win extramural funding in Forensic Science involving the Departments of Computer Science, Entomology, Industrial Design, Materials Science and Engineering, Mechanical and Aerospace Engineering, Sociology and Anthropology, and Textile Engineering, Chemistry and Science.

**Advancing STEM Engagement and Education:** As part of the strong commitment to STEM education at a Research University with very high activity (RU-VH), it is well-known that development of an accredited academic program in Forensic Science will attract diverse students to STEM initiatives. NC State has an opportunity to address head-on the significant professional training challenges in forensic sciences, by establishment of the proposed PSM. NC State is uniquely positioned to become a major force in the advancement of forensic research, education, training, and expert service throughout the state, nation, and internationally.
APPENDIX A
UNIVERSITY OF NORTH CAROLINA
REQUEST FOR AUTHORIZATION TO PLAN
A NEW DEGREE PROGRAM

THE PURPOSE OF ACADEMIC PROGRAM PLANNING: Planning a new academic degree program provides an opportunity for an institution to make the case for need and demand and for its ability to offer a quality program. The notification and planning activity to follow do not guarantee that authorization to establish will be granted.

Date: ____April 19, 2013________________

Constituent Institution: North Carolina State University

CIP Discipline Specialty Title: Forensic Science and Technology

CIP Discipline Specialty Number: 430106  Level: B _____ M X  1st Prof _____ D _____

Exact Title of the Proposed Program: Forensic Science

Exact Degree Abbreviation (e.g. B.S., B.A., M.A., M.S., Ed.D., Ph.D.): M.S.

Does the proposed program constitute a substantive change as defined by SACS? Yes X No

The current SACS Substantive Change Policy Statement may be viewed at: http://www.sacsoc.org/pdf/081705/Substantive%20Change%20policy.pdf

If yes, please briefly explain.

The proposed program is a new approach to interdisciplinary graduate education and research focus under a new Forensic Sciences Institute that is in the final planning stages.

Proposed date to establish degree: Month August Year 2014

1. Describe the proposed new degree program. The description should include:
   a. a brief description of the program and a statement of educational objectives

Many forensic academic programs have been established by non-practitioners and have received much criticism from law enforcement for ill preparing these graduates for real-world forensic work. In 2003, the American Academy of Forensic Sciences (AAFS) established the accreditation standards for forensic science educational programs through its Forensic Science Educational Program Accreditation Commission (FEPAC, http://www.aafs.org/fepac). No FEPAC-accredited forensic science program exists in North Carolina, South Carolina, or Tennessee. As part of the strong commitment to STEM education at a Research University with very high activity (RU-VH), an accredited academic program in Forensic Science will very likely attract diverse students to STEM initiatives.

A Professional Science Master's program with both thesis and non-thesis options is proposed for five main reasons:

a) Forensic science is an applied science that requires significant understanding of science and the law and professional practice (which will be built into the curriculum);

b) FEPAC Accreditation requires professional practice experience within the curriculum that directly aligns with FSM requirements;
c) UNC GA’s most recent Strategic Plan specifically targets growth in PSMs in our state; and

d) No Forensic Science PSM exists in the mid-Atlantic region; and

e) A Forensic Science Master’s that is both FEPAC accredited and a PSM will set the program apart from practically all forensic science graduate programs in the United States.

Furthermore, the university is in the final planning stages to establish a new Forensic Sciences Institute (FSI) that reports to the Vice Chancellor for Research, Innovation, and Economic Development and involves more than 30 faculty members across all colleges. No FSI or similar academic program exists in the state currently. Establishment of the new FSI is required to enable and advance

- inter-disciplinary graduate education and research
- professional training for agencies involved in the criminal justice system
- partnerships with state agencies such as the Office of the Chief Medical Examiner and the State Crime Laboratory, the North Carolina Justice Academy, and the Governor’s Crime Commission
- new academic partnerships across the UNC system

Importantly, the FSI will be a conduit for providing future leaders with rigorous training in forensic science to serve the growing employment needs in both the public and private sector, including state and federal laboratories and crime scene investigation units, medical examiner’s offices, the military, and private testing laboratories. Training at the Master’s level in forensic science is increasingly required by state agencies.

Educational Objectives:

The following educational objectives are proposed and would augment existing educational objectives within NC State University:

1. Provide rigorous common core graduate training in the forensic sciences;
2. Provide a unique path to Master’s level graduate education and research in myriad sub-disciplines of forensic science; and
3. Engage students in multi- and inter-disciplinary science education and research in the area of science and the law.

The following sample curriculum of courses has a number of new courses proposed, all of which would be taught by the new Faculty Excellence hires or have been already taught as workshops by Teaching Professors/instructors.

Notes:

1) Students would elect to enter either the Biological or Criminalistics track.
2) Students could opt for a thesis or non-thesis track (the thesis track would substitute 6 credits of coursework for 6 credits of Master’s research)
3) Existing FSM courses may be substituted
<table>
<thead>
<tr>
<th>Total Credits: 36</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core Required Courses</strong></td>
</tr>
<tr>
<td>Comparative Systems of Law and Justice</td>
</tr>
<tr>
<td>Forensic Statistics</td>
</tr>
<tr>
<td>Forensic Photography (Workshop Module 1)</td>
</tr>
<tr>
<td>Forensic Microscopy (Workshop Module 2)</td>
</tr>
<tr>
<td>Discovery &amp; Recovery (Workshop Module 3)</td>
</tr>
</tbody>
</table>

| Biological Sciences Track Required Courses | 6 |
|-------------------------------------------|
| Advanced Methods in Forensic Anthropology | 3 ANT 529 | S&A | CHASS | Forensic Anthropology |
| Forensic Human DNA Analysis | 3 NEEDED | GN | COS | Faculty Excellent Human DNA |

| Criminalistics Track Required Courses (select two) | 6 |
|--------------------------------------------------|
| Materials Forensics | 3 MSE 580 | MSE | COE | Carl Koch |
| Forensic Analytical Chemistry Laboratory | 3 PCC 574 | TECS | COT | Nelson Benitez (Faculty Excellence) |

| PSM PLUS Required Courses: Professional Skills | 12 |
|------------------------------------------------|
| Law and Forensic Evidence | 3 NEEDED | CVM | Faculty Excellence |
| Courtroom Written and Oral Testimony | 1 NEEDED |
| Professional Practice in Forensic Science | 2 TC 589 | TECS | COT | Bill Oliver/Gary Knight* |
| Ethics and Objectivity Elective Group | 6 |
| Ethical Issues in Biotechnology | BIT 501 | GN | CALS |
| Global Justice | PHI520 | PHI | CHASS |
| The Scientific Method | PHI540 | PHI | CHASS |
| Constitutional & Legal Princ. for Police | PSS85 | PS | CHASS |

| Elective Course (select one) | 3 |
|--------------------------------|
| Forensic Isotopes | 3 S&A | CHASS | Chelsea Juarez |
| Forensic Science | 3 CH 441* | CH | COS | Maria Oliver-Hoyo |
| Forensic Geology | 3 MEA 433* | MEAS | COS | Mike Kimberley |
### Agenda

<table>
<thead>
<tr>
<th>Course Category</th>
<th>Course Code</th>
<th>Department</th>
<th>College</th>
<th>Instructor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skeletal Biology in Anthropology</td>
<td>ANT585</td>
<td>S&amp;A</td>
<td>CHASS</td>
<td>Ann Ross</td>
</tr>
<tr>
<td>Lean Six Sigma Quality</td>
<td>TTM 533</td>
<td>TATM</td>
<td>COT</td>
<td>Warren Jasper</td>
</tr>
<tr>
<td>Scanning Electron Microscopy</td>
<td>MSE 712</td>
<td>MSE</td>
<td>COE</td>
<td>James LeBeau</td>
</tr>
<tr>
<td>Characterization of Structure of Fiber Forming Polymers</td>
<td>TMS 763</td>
<td>TECS</td>
<td>COT</td>
<td>Jesse Jur</td>
</tr>
<tr>
<td>Environmental Forensics</td>
<td>ET 470*</td>
<td>FER</td>
<td>COS</td>
<td></td>
</tr>
<tr>
<td>Mass Spectrometry</td>
<td>CH 727</td>
<td>CH</td>
<td>COS</td>
<td>David Muddiman</td>
</tr>
</tbody>
</table>

* Not (yet) Graduate Faculty status

** Possibly in partnership with NC Central Law School or other law schools in the region

*** 400 level classes may be made into 400/500 level with appropriate additional and higher level educational objectives at the 500 level

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b. the relationship of the proposed new program to the institutional mission

A strategic area of emphasis is **Safety and Security**. The proposed PSM in Forensic Science is consistent with the University’s strategic planning. Research on increasing the rigor of science as it is applied to the law, especially in human identification and other biological-related evidence analysis, the physical sciences, and crime scene investigation, is critically needed. A Congress-mandated 2009 report by the National Research Council (Strengthening Forensic Science in the United States: A Path Forward) states: “Forensic science...lacks strong ties to our research universities”.

Moreover, the UNC GA Strategic Plan includes high priority on rapidly advancing Professional Science Masters. For example: Under “Action Steps” the first action step is: “Support existing and develop new Professional Science Master’s programs (see section 3) and other industry-responsive programs,” and “...to meet the enrollment growth target modeled here, aggressive new investments in faculty, doctoral students, and industry-responsive masters programs such as the Professional Science Masters (PSM) will be of utmost importance”

c. the relationship of the proposed new program to existing programs at the institution and to the institution’s strategic plan

NC State already has a minor in Forensic Science (minors cannot be accredited). In fact, there are a number of degree programs across the UNC system (and throughout the U.S. and internationally), that are potentially outstanding feeder programs. Within the UNC system, just a few of the notable feeder degree programs are:

- B.S. Forensic Science: Fayetteville State University
- B.S. Chemistry (Forensic Chemistry Concentration) Western Carolina University

and Post Baccalaureate Certificate: Appalachian State Univ.

d. special features or conditions that make the institution a desirable, unique, or cost effective place to initiate such a degree program

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Page 4 of 7
The following special features and conditions make NC State a desirable, unique and cost effective location to house the proposed PSM:

- The university’s strategic mission of advancing Safety and Security, and its focus on interdisciplinary programs;
- Establishment of the Forensic Sciences Institute at NC State, the first of its kind in the state and region;
- The large number of potential “feeder” Bachelor’s degrees in the state and region.

2. Provide documentation of student demand and evidence of the proposed program’s responsiveness to the needs of the region, state, or nation.

Student demand for advanced forensic science is very high. Our undergraduate Forensic Science minor has > 65 students currently and is growing rapidly. Many of those students, and other students in a variety of majors, continuously ask about graduate degrees in the field, and there is no avenue to pursue advanced studies in North Carolina. The FSI receives requests from professionals and current full-time students continuously.

Also, a Congress-mandated 2009 report by the National Research Council (Strengthening Forensic Science in the United States: A Path Forward) states: "Forensic science...lacks strong ties to our research universities" [link](https://www.ncjrs.gov/pdffiles1/nij/grants/228091.pdf).

Currently, there are 29 accredited B.S. or M.S. forensic science degrees across the United State (none in NC, SC or TN). For instance, the MS in Forensic Science at UC Davis comprises approximately 80 students.

3. List all other public and private institutions of higher education in North Carolina currently operating programs similar to the proposed new degree program. Identify opportunities for collaboration with institutions offering related degrees and discuss what steps have been or will be taken to actively pursue those opportunities where appropriate and advantageous.

None. In fact, there are no accredited or non-accredited FSM degrees in Forensic Science.

4. Are there plans to offer all or a portion of this program to students off-campus or online?

Not at this time, although this is a possibility once the program has been established.

If so,

a. Briefly describe these plans, including sites and method(s) of delivering instruction.

b. Indicate any similar programs being offered off-campus or online in North Carolina by other institutions (public or private).

c. What is the estimated percentage of courses in the degree program that will be offered/available off-campus or online: ______________

d. Estimate the number of off-campus or online students that would be enrolled in the first and fourth years of the program:

\[
\text{First Year Full-Time} \quad \text{Part-Time} \\
\text{Fourth Year Full-Time} \quad \text{Part-Time} 
\]
Note: If a degree program has not been approved by the Board of Governors, its approval for alternative, online, or distance delivery is conditioned upon BOG program approval. (400.1.1[R], page 3).

5. Estimate the total number of students that would be enrolled in the program during the first year of operation: Full-Time Eight Part-Time Four

Estimate the total number of students that would be enrolled in the program during the fourth year of operation: Full-Time Twenty Four Part-Time Ten

6. Will the proposed program require development of any new courses? Yes X No

If yes, briefly explain.

New courses will be developed within each new faculty member’s area of specialty resulting from the new hires from the Chancellor’s Faculty of Excellence Program. For example, a forensic statistics course will be developed that would serve as part of the core curriculum.

However, there are a significant number of existing courses at the 400 (that could be co-listed as a 500 level course, if appropriate) and 500 level that would provide depth in a number of sub-disciplines (e.g., chemistry, biochemistry, entomology, genetics, textile chemistry, fiber and polymer science)

7. Will any of the resources listed below be required to deliver this program? (If yes, please briefly explain in the space below each item, and state the source of the new funding and resources required.)
   a. New Faculty: Yes X No

The new hires in Forensic Analytical Chemistry, Forensic Evidence Analysis, Forensic Human DNA, and Forensic Statistics are supported by Chancellor’s Faculty of Excellence Program and no new sources of funding are required in addition to those defined by the CFEP guidelines.

b. Additional Library Resources: Yes X No

The FSI has received outstanding support from the library to date. While we will continue to collaborate closely with the library with this initiative, we do not anticipate new library resources being required at this time.

c. Additional Facilities and Equipment: Yes X No

Office space and general office equipment for a Graduate Services Coordinator. The Graduate Services Coordinator will manage both the MS in Forensic Science and the PhD in Forensic Science. No other facilities or equipment are anticipated, except as already defined by the Chancellors Faculty Excellence Program.

d. Additional Other Program Support: Yes X No

(for example, additional administrative staff, new Master’s program graduate student assistantships, etc.)
A Graduate Services Coordinator to assist with program management would be required to assist senior faculty taking on these roles (Ross and Hinks) as they already had administrative duties in their own units. Students can be funded through external grants. For example, three of Anthropology graduate students with forensic science projects are funded via National Institute of Justice grants. However, additional new graduate student assistantships would be needed.

To help ramp the PSM program and assist faculty in graduate course development, eight Teaching Assistantship stipends at $20,000/year ($160,000/year) are requested with GSSP support. To help ramp the FSI interdisciplinary (cross-college) graduate education and research, and help attain accreditation rapidly, these TAs are requested in addition to those requested in the proposed Ph.D. in Forensic Science.

8. For graduate programs only:
   a. Does the campus plan to seek approval for a tuition differential or program specific fee for this new graduate program? Yes _____ No _____
   b. If yes, state the amount of tuition differential or fee being considered, and give a brief justification.

9. For doctoral programs only:
   a. Describe the research and scholarly infrastructure in place (including faculty) to support the proposed program.
   b. Describe the method of financing the proposed new program (including extramural research funding and other sources) and indicate the extent to which additional state funding may be required.
   c. State the number, amount, and source of proposed graduate student stipends and related tuition benefits that will be required to initiate the program.

10. List the names, titles, e-mail addresses and telephone numbers of the person(s) responsible for planning the proposed program.

David Hinks
Director, Forensic Sciences Institute
Phone: 919 515 6554
Email: dhinks@ncsu.edu

Ann Ross
Co-Director, Forensic Sciences Institute
Phone: 919 515 9021
Email: aross@ncsu.edu

This request for authorization to plan a new program has been reviewed and approved by the appropriate campus committees and authorities.

Chancellor ________________________________ Date ____________________
Proposal to Discontinue:
Master of Immunology,
Master of Science in Immunology,
Doctor of Philosophy in Immunology, and
Minor in Immunology

Rationale

Immunology is the study the body’s immune system and its ability to fight disease. Immunologists make critical contributions to many areas of human and animal health including the development of new vaccines and the treatment of autoimmune diseases and cancer. The NCSU Graduate Program in Immunology has been successfully training students for over two decades. Approximately 25 faculty from the Colleges of Veterinary Medicine, Agriculture and Life Sciences, and Sciences are members of the Program. Over 50 Ph.D.’s and numerous Master’s degrees have been awarded through the Immunology Program with many of these graduates remaining in North Carolina where they have exerted a strong positive impact on the State’s biomedical industry. For most of its history, enrollment in the Immunology Program remained stable with approximately 20 students enrolled annually. Recently, however, faculty retirements coupled with decreased levels of extramural support have led to a decrease in enrollment in the Immunology Program with approximately 10 students enrolling annually. For this reason, we are seeking to discontinue the independent Immunology Graduate Program and instead institute an Immunology Concentration within the Comparative Biomedical Sciences (CBS) Program. As a result, training in the discipline of Immunology at NCSU will continue, and the critical need in North Carolina for individuals trained in this discipline will be preserved.

Process

The plan to change the status of the Immunology Program has been discussed with the leadership of each College involved and all are supportive. The Director of the Immunology Program, Dr. Laster, has agreed to become the initial leader of the Immunology Concentration within the CBS Program. Dr. Laster and Dr. Jones (Director of the CBS Program) have drafted the proposal to create the Immunology Concentration within CBS and this proposal has been submitted to the Graduate School. The faculty of the Immunology Program will become the faculty of the CBS program Immunology Concentration. Many are already members of the CBS program and membership will be offered to those who are not. Students currently enrolled in the independent Immunology Program will be given the option of completing the existing degree program or switching (without penalty or added requirements) to the concentration within CBS. While most will likely opt to finish the program they are familiar with, several may opt to switch because of the interdisciplinary nature of the CBS program. Regardless of their choice, the CBS program administration has agreed to provide administrative support to these students so that they may complete their degree programs. The Immunology Program operated as an interdepartmental, intercollege graduate program, without employees or a formal budget, and therefore additional personnel and budgetary issues are not anticipated. Please note that the Master of

NCSU 7/1/2013
Immunology was discontinued on April 24, 2004, but this is not reflected in the UNC-GA Inventory and will need to be corrected.

Outcomes

Overall, we anticipate that the discontinuance of the independent Immunology Program and the emergence of the Immunology Concentration within the CBS program will have a strong positive impact on all the faculty and students involved. The ability of the Immunology faculty to recruit high caliber graduate students will be enhanced through their association with the CBS program. The faculty will gain access to funding for advertising and on-campus visitations and benefit from the reputation of the CBS Program. Students who enroll in the CBS Program and choose the Immunology Concentration will also benefit from the new alignment as they will be able to take full advantage of CBS courses and faculty expertise. Conversely, the CBS Program will also be impacted in a positive manner from its association with the Immunology faculty and students. The Immunology faculty are vigorous, active researchers and adding their expertise to the CBS Program will undoubtedly benefit the research of existing CBS students and faculty. CBS students will also be take full advantage of the suite of excellent courses taught by the Immunology faculty. Ultimately, a stronger CBS Program will emerge, benefiting the entire biomedical community at NCSU and in the State of North Carolina as a whole.

Academic Structures:

The following plans will be discontinued

Degree: Master of Science

<table>
<thead>
<tr>
<th>Plan Code</th>
<th>Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>11IMAMS</td>
<td>MS Immunology – Ag &amp; Life Sciences</td>
</tr>
<tr>
<td>11IMPMS</td>
<td>MS Immunology – Poultry Sciences</td>
</tr>
<tr>
<td>11IMSMS</td>
<td>MS Immunology – College of Sciences</td>
</tr>
<tr>
<td>19IMUMS</td>
<td>Immunology Undesignated</td>
</tr>
<tr>
<td>19IMVMS</td>
<td>Immunology-Veterinary Medicine</td>
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</tbody>
</table>

Degree: Doctor of Philosophy

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<th>Plan Code</th>
<th>Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>11IMAPHD</td>
<td>PhD Immunology – Ag &amp; Life Sciences</td>
</tr>
<tr>
<td>11IMPPHD</td>
<td>PhD Immunology – Poultry Science</td>
</tr>
<tr>
<td>17IMSPHD</td>
<td>PhD Immunology – College of Sciences</td>
</tr>
<tr>
<td>19 IMUPHD</td>
<td>PhD Immunology – Undesignated</td>
</tr>
<tr>
<td>19 IMVPHD</td>
<td>PhD Immunology – Veterinary Medicine</td>
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</table>

Minor

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<tr>
<th>Plan Code</th>
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</table>

NCSU 7/1/2013
Graduate Courses:

The following courses will be discontinued when there are no remaining students in the program.

<table>
<thead>
<tr>
<th>Course</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMM 595</td>
<td>Special Topics</td>
</tr>
<tr>
<td>IMM 610</td>
<td>Special Topics</td>
</tr>
<tr>
<td>IMM 685</td>
<td>Master’s Supervised Teaching</td>
</tr>
<tr>
<td>IMM 688</td>
<td>Non-Thesis Masters Continuous Registration – Half Time Registration</td>
</tr>
<tr>
<td>IMM 689</td>
<td>Non-Thesis Master Continuous Registration – Full Time Registration</td>
</tr>
<tr>
<td>IMM 690</td>
<td>Master’s Examination</td>
</tr>
<tr>
<td>IMM 693</td>
<td>Master’s Supervised Research</td>
</tr>
<tr>
<td>IMM 695</td>
<td>Master’s Thesis Research</td>
</tr>
<tr>
<td>IMM 696</td>
<td>Summer Thesis Research</td>
</tr>
<tr>
<td>IMM 699</td>
<td>Master’s Thesis Preparation</td>
</tr>
<tr>
<td>IMM (TOX) 705</td>
<td>Immunotoxicology</td>
</tr>
<tr>
<td>IMM 795</td>
<td>Special Topics</td>
</tr>
<tr>
<td>IMM 810</td>
<td>Special Topics</td>
</tr>
<tr>
<td>IMM 885</td>
<td>Doctoral Supervised Teaching</td>
</tr>
<tr>
<td>IMM 890</td>
<td>Doctoral Preliminary Examination</td>
</tr>
<tr>
<td>IMM 893</td>
<td>Doctoral Supervised Research</td>
</tr>
<tr>
<td>IMM 895</td>
<td>Doctoral Dissertation Research</td>
</tr>
<tr>
<td>IMM 896</td>
<td>Summer Dissertation Research</td>
</tr>
<tr>
<td>IMM 899</td>
<td>Doctoral Dissertation Preparation</td>
</tr>
</tbody>
</table>

The following IMM courses will remain as the crosslisting shows below:

<table>
<thead>
<tr>
<th>Course</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMM (MB) 751</td>
<td>Immunology</td>
</tr>
<tr>
<td>IMM (CBS) 755</td>
<td>Immunoparasitology</td>
</tr>
<tr>
<td>IMM (P0) 757</td>
<td>Comparative Immunology</td>
</tr>
<tr>
<td>IMM (CBS, MB) 783</td>
<td>Advanced Immunology</td>
</tr>
<tr>
<td>IMM (CBS) 807</td>
<td>Seminar In Veterinary Microbiology/Immunology</td>
</tr>
<tr>
<td>IMM (CBS) 816</td>
<td>Advanced Topics in Immunology</td>
</tr>
</tbody>
</table>

Graduate Faculty:

All IMM faculty who are not currently part of CBS will be offered membership following existing procedures for nominating faculty for associate or full graduate faculty status. IMM faculty designation will remain for current IMM faculty until all students have graduated.

NCSU 7/1/2013
APPENDIX D

UNIVERSITY OF NORTH CAROLINA

REQUEST FOR AUTHORIZATION TO DISCONTINUE DEGREE PROGRAMS

Date: __July 11, 2013__________

Constituent Institution: __North Carolina State University__

CIP Discipline Specialty Title: __Immunology__

CIP Discipline Specialty Number: __26.05077__ Level: __B__ M X I D__

Title of Authorized Program: __Immunology__ Degree Abbreviation: __M.R.__

Date of Proposed Discontinuation: month __Aug__ year __2013__

Does the discontinuation of the program involve the discontinuation of an off-site or online delivery of the program? Program_______ Site or Online________ (These programs are neither Site or Online programs)

If the program to be discontinued is offered at off-campus sites, please list them.

1. ____________________________ ____________________________
   (city) (county) (state)

2. ____________________________ ____________________________
   (city) (county) (state)

3. ____________________________ ____________________________
   (city) (county) (state)

Explain why the program is being discontinued. If the program addresses high priority needs, how will those needs be addressed by other programs? Describe steps to be taken to allow students enrolled in the program to complete their courses of study.

Consequences of Discontinuation
How many faculty members will be reassigned?
How many staff will be reassigned?
How many EPA non-faculty will be reassigned?
How many faculty, staff, or EPA non-faculty will be discontinued?
How much funding is to be reallocated based on this discontinuation?

Name, title, telephone, and e-mail of contact person for this notification of discontinuation:
Scott Laster, Director of Graduate Programs, Immunology, 9191-515-7958, smlaster@ncsu.edu

Signature of Chancellor (or designee): ______________________________

SEE ATTACHED PROPOSAL. Master of Immunology was discontinued in April 23, 2004, but was not removed from UNCGA inventory.
APPENDIX D

UNIVERSITY OF NORTH CAROLINA

REQUEST FOR AUTHORIZATION TO DISCONTINUE DEGREE PROGRAMS

Date:  July 11, 2013

Constituent Institution:  North Carolina State University

CIP Discipline Specialty Title:  Immunology

CIP Discipline Specialty Number:  26.05077  Level:  B  M  X  I  D

Title of Authorized Program:  Immunology  Degree Abbreviation:  M.S.

Date of Proposed Discontinuation:  month  Aug  year  2013

Does the discontinuation of the program involve the discontinuation of an off-site or online delivery of the program?  Program_______ Site or Online_______  (These programs are neither Site or Online programs)

If the program to be discontinued is offered at off-campus sites, please list them.

(1)  (city)  (county)  (state)

(2)  (city)  (county)  (state)

(3)  (city)  (county)  (state)

Explain why the program is being discontinued.  If the program addresses high priority needs, how will those needs be addressed by other programs?  Describe steps to be taken to allow students enrolled in the program to complete their courses of study.

Consequences of Discontinuation
How many faculty members will be reassigned?
How many staff will be reassigned?
How many EPA non-faculty will be reassigned?
How many faculty, staff, or EPA non-faculty will be discontinued?
How much funding is to be reallocated based on this discontinuation?

Name, title, telephone, and e-mail of contact person for this notification of discontinuation:
  Scott Laster, Director of Graduate Programs, Immunology, 919-515-7958, smlaster@ncsu.edu

Signature of Chancellor (or designee):

SEE ATTACHED PROPOSAL
APPENDIX D

UNIVERSITY OF NORTH CAROLINA

REQUEST FOR AUTHORIZATION TO DISCONTINUE DEGREE PROGRAMS

Date: __July 11, 2013_________

Constituent Institution: __North Carolina State University__________

CIP Discipline Specialty Title: Immunology

CIP Discipline Specialty Number: 25.05077 Level: B _____ M _____ I _____ D _____ X _____

Title of Authorized Program: Immunology Degree Abbreviation: Ph.D.

Date of Proposed Discontinuation: month Aug year 2013

Does the discontinuation of the program involve the discontinuation of an off-site or online delivery of the program? Program_____ Site or Online_______ (These programs are neither Site or Online programs)

If the program to be discontinued is offered at off-campus sites, please list them.

(1) (city) (county) (state)

(2) (city) (county) (state)

(3) (city) (county) (state)

Explain why the program is being discontinued. If the program addresses high priority needs, how will those needs be addressed by other programs? Describe steps to be taken to allow students enrolled in the program to complete their courses of study.

Consequences of Discontinuation
How many faculty members will be reassigned?
How many staff will be reassigned?
How many EPA non-faculty will be reassigned?
How many faculty, staff, or EPA non-faculty will be discontinued?
How much funding is to be reallocated based on this discontinuation?

Name, title, telephone, and e-mail of contact person for this notification of discontinuation:
Scott Laster, Director of Graduate Programs, Immunology, 919-515-7958, smlaster@ncsu.edu

Signature of Chancellor (or designee):

SEE ATTACHED PROPOSAL.
FACULTY SENATE UPDATE
Report from the Chair of the NC State Faculty to the North Carolina State University Board of Trustees, submitted October 28, 2013.

The Faculty Senate is focusing on four areas this year (2013-14): the University’s Strategic Plan and Budget, Enrollment Planning, Student Academic Success, and Distance Education.

The Fall General Faculty Meeting (October 8th) was devoted to an extensive examination of the Strategic Plan and Budget. Vice-Chancellor Leffler presented a brief tutorial on “Budget 101” and Chancellor Woodson discussed how to move the Strategic Plan forward in an environment of diminishing state appropriations for the university. During the extensive discussion that followed, faculty explored potential new sources of revenue and inquired as to how budget reallocations might actually play out across the university.

Earlier in the semester, the Senate also heard from Senior Vice Provost Duane Larick concerning the university’s enrollment planning process—both the long-term (ten year) plan and the current two-year implementation phase. Many of the current challenges in meeting ambitious graduate enrollment targets lie in securing funding for the Graduate Student Support Plan. The Senate also discussed how changes in the overall student body composition may impact demand for particular facilities and resources across the campus.

In regard to Student Academic Success, the Senate will hear from Scholarships and Financial Aid Director Krista Domnick, Director of Admissions Tommy Griffin, and Vice Provost and University Registrar Louis Hunt in December. The Senate also expects to meet with Vice Chancellor Mike Mullen in the spring to discuss further strategies for improving undergraduate student success at NC State.

Finally, the Senate also hopes to organize its Spring 2014 General Faculty Meeting on the topic of Distance Education. The growth in E-Learning has presented the university with a range
of opportunities and challenges for delivering high quality instruction to students on campus and beyond.

In addition to these four major issues, the Senate has also discussed the Quality Enhancement Plan on Critical and Creative Thinking, the new “Concealed Carry” law and its impact on campus, the U.S. Supreme Court’s “Fisher” Decision and its potential challenges for recruiting a diverse student body, and the Laboratory for Analytic Science’s partnership with the National Security Agency.

Discussions at the Senate, not surprisingly, often circle back to the crucial challenges facing public higher education in a shifting political and economic climate. Faculty remain deeply committed to their teaching, research, and service to the citizens of North Carolina, even as state appropriations continue to shrink. We all share a desire to move NC State forward to realize its full potential as a great land-grant university, and we continue to look for ways to work with all our advocates to gain the broadest public support for continued investment in high quality public education for all deserving students.

Respectfully submitted,

David A. Zonderman

Professor of History

Chair of the NC State Faculty
STAFF SENATE UPDATE
October 23, 2013

Honorable Trustees:

The NC State Staff Senate commenced the fall semester’s senate sessions with important updates affecting the staff, how we can become involved in addressing University challenges, and build a sense of community.

- In August, Randy Hamm and Tim O’Connell, from the NC State Alumni Association, spoke about initiatives and programs that foster pride and a lifelong connection to NC State. As a consequence of this meeting, the Staff Senate’s Diversity Committee has planned a social during Homecoming Week for staff alumni on campus. Participants will hear more about the Alumni Association and have the opportunity to join.
- In September, HR Benefits Director, Joe Williams, shared information on the State Health Plan regarding benefit changes and the expansion of NC Flex Life. This year, all staff will be required to enroll or be defaulted to the lowest tier (70/30) plan.
- In October, Captain Ian Kendrick, from Public Safety, spoke about NC House Bill 937, which allows individuals with concealed carry permits to bring handguns on campus, as long as they remain locked in the vehicle. He also answered concerns and questions about obtaining a permit and specific rules to this law, which was opposed by all Chancellors and police chiefs in the UNC System.
- November’s Staff Senate meeting will feature Vice Chancellor for Finance and Business, Charlie Leffler, and Provost Warwick Arden. Mr. Leffler will give a "Budget 101" presentation and Provost Arden will discuss moving forward with the budget in accordance to the strategic plan. This should better prepare senators the opportunity to participate in Chancellor Woodson’s "Big Idea" challenge for addressing strategic resource management.

Outside of the regular session, Staff Senate committees are working diligently on activities and programs. The Human Resources Committee is utilizing the University Faculty and Staff Assistance Program (FASAP) to facilitate unique and informative "lunch and learn" seminars and webinars for the campus community. Participation and feedback on these have been overwhelming, and the Staff Senate
is excited to provide these no cost events to promote well-being and personal development. In November, classes will include "Everything to Know About Gaming Systems," "How to Buy a Digital Camera," and the News and Observer's "Centsible Saver" columnist, Amy Dunn, on shopping smart and spending less.

The Staff Senate is also engaging the entire campus committee in service projects. In partnership with the State Employees Credit Union, the Support the Troops campaign just ended, with NC State employees donating toiletries, snacks, and socks to deployed American Troops. We collected 30 percent more items this year because of the leadership of the Human Resources Committee and our campus' generosity. The Toys for Tots campaign will begin in November. It hopes to be just as successful! The Resources and Environment Committee, in partnership with the Homecoming Service project, will deliver and unload collected food donations during Homecoming Week to the Food Bank of Central and Eastern North Carolina.

A goal of the Staff Senate this year is to better communicate the great things that are happening across the state in extension districts and research stations. In October, Brenda Wilson, from the West Extension District, gave a dynamic presentation regarding the tremendous loss of farmers and farm acreage in Yancey County. She showed how a collaborative effort between NC State, the extension office, community and business leaders developed the TRACTOR (Toe River Aggregation Center Training Organizational Regional) Program to provide crop assistance, better infrastructure, and marketing assistance to promote growth and sustainability in farming - leading to fresher and healthier foods in local stores, and developing job opportunities. The Staff Senate website now has a dedicated area spotlighting extension.

At the University of North Carolina Staff Assembly, the elected body of staff leadership from the seventeen UNC campuses, NC State has taken a leadership role. Past NC State Chair, Susan Colby, is now serving as the Chair of the Staff Assembly. Ryan Hancock, current NC State Chair, is serving as chair of the Human Resources, Diversity, and Benefits Committee; and Chair-Elect, Robert Davis, is chairing the Budget and Planning Committee. The Staff Assembly met in October for the annual fall meeting, which allowed campuses to meet and share ideas with each other, as well as UNC-GA leadership, BOG Chair Peter Hans, and President Tom Ross. Ryan Hancock was invited to be guest speaker at UNC-Chapel Hill's Employee Forum in December to discuss the way the NC State Staff Senate works and how our working relationship with the Administration, Faculty, and Students promotes a sense of inclusion and partnership.

Respectfully submitted,

Ryan Hancock
Chair, NC State Staff Senate
2013-2014
Management Flexibility Related Policies

**UNC Policy 600.3.4 – Granting of Management Flexibility to Appoint and Fix Compensation**

**NCSU Policy 04.25.05 - Equal Opportunity and Non-Discrimination Policy**

**NCSU Policy 05.15.03 – Non-Salary and Deferred Compensation**

**NCSU Policy 05.20.01 – Appointment, Reappointment, Promotion and Permanent Tenure**

**NCSU Policy 05.55.01 – Search and Selection Procedures for Senior Academic and Administrative Officers (Tier I)**

**NCSU Policy 01.05.01 - Board of Trustees (BOT) Bylaws, Appendix 1, Section V**

**NCSU Policy 05.20.02 – Emeritus/Emerita Status for Faculty and Senior Administrators**

**NCSU Regulation 01.20.01 - Delegation of Authority, section 4.2**
<table>
<thead>
<tr>
<th>Type of Action</th>
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<th>FINAL APPROVAL AUTHORITY</th>
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<th>Guiding Policy - Source Documents</th>
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<tbody>
<tr>
<td>APPOINTMENT / REAPPOINTMENT</td>
<td>Appointment or reappointment to a tenure-track position</td>
<td>Dean</td>
<td>Dean</td>
<td>NC State PRR - Appointment, Reappointment, Promotion and Permanent Tenure, PGL 05.20.01 section 3.1, NC State PRR - Delegation of Authority to Appoint to and to Determine Compensation for Employees Exempt from the State Personnel Act (EPA), REG 01.20.01, section 3.3.1, UNC Policy Manual 100.1, section 602 (5)</td>
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<td>Appointment to a tenured position</td>
<td>Chancellor</td>
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<td>UNC Policy Manual 100.1, section 602 (5)</td>
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<tr>
<td></td>
<td>Appointment of a tenured faculty member to a BOG endowed professorship of distinction</td>
<td>Chancellor</td>
<td>Chancellor</td>
<td>UNC Policy Manual 100.1, section 602 (5)</td>
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<td>Appointment of a tenured faculty member to a professorship of distinction that is not endowed by the BOG</td>
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<td>UNC Policy Manual 600.3.4, section C.2.c</td>
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<td>NON-REAPPOINTMENT</td>
<td>Non-reappointment to a tenure-track faculty position</td>
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<td>Conferal of tenure to a faculty member</td>
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<td>NC State PRR - Board of Trustees (BOT) Bylaws, Pol 01.05.01, Appendix I (V)(a)</td>
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<td>Promotion accompanying conferal of tenure</td>
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<td>Chancellor</td>
<td>UNC Policy Manual 100.1, section 602 (5)</td>
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<td>PROMOTION</td>
<td>Promotion of a tenured faculty member</td>
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<td>CONFERRED OF EMERITUS STATUS</td>
<td>Conferal of emeritus faculty status</td>
<td>Chancellor</td>
<td>Chancellor</td>
<td>NC State PRR - Emeritus/Emerita Faculty Status for Faculty and Senior Administrators, PGL 05.20.02, NC State Provost SCP - Granting Emeritus/Emerita Faculty Status, section 16</td>
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<tr>
<td>SALARY RANGES &amp; SALARY ADJUSTMENTS</td>
<td>Recommendation for a salary increase that would not result in a salary that is both at least 15% and at least $10,000 above the previous June 30 salary</td>
<td>Provost</td>
<td>Provost</td>
<td>NC State PRR - Delegation of Authority to Appoint and to Determine Compensation for Employees Exempt from the State Personnel Act (EPA), REG 01.20.01, section 4.2</td>
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<td></td>
<td>Recommendation for a salary increase that would result in a salary that is both at least 15% and at least $10,000 above the previous June 30 salary</td>
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<td>Chancellor</td>
<td>NC State PRR - Board of Trustees (BOT) Bylaws, Pol 01.05.01, Appendix I (V) (a) (iii)</td>
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<td>Setting the initial compensation for faculty members with permanent tenure</td>
<td>Chancellor</td>
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<td>UNC Policy Manual 200.6, Section A.1.c</td>
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<td>Establishment of faculty salary ranges</td>
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<td>Chancellor</td>
<td>UNC Policy Manual 100.1, Appendix I.A, UNC Policy Manual 600.3.4, section C.2.a, UNC Policy Manual 600.3.4, section C.2.a</td>
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</tbody>
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* Requires Dean, Director of Libraries, Vice Chancellor, Director of Athletics, Provost or Chancellor approval depending whose authority the employment falls under.
** All actions must be approved by BOT prior to being submitted to BOG for final approval.
*** The BOT has delegated authority to the Provost for salary increases less than 15% and $10,000 of the previous June 30th salary. Authority for increases greater than or equal to 15% and at least $10,000 above the previous June 30th salary have not been delegated by the BOT/BOG, except for those approved by the President of the UNC system and funded through the Faculty Recruitment and Retention Fund.
### Delegation of Authority for Actions on: Non-Tenure Track Faculty

<table>
<thead>
<tr>
<th>Type of Action</th>
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<tbody>
<tr>
<td>APPOINTMENT / REAPPOINTMENT</td>
<td>Appointment/Reappointment of an employee to a non-tenure track (NTT) faculty appointment</td>
<td>Dean/Dir Libraries, Vice Chancellor</td>
<td>Dean/Dir Libraries, Vice Chancellor</td>
<td>NC State PRR - Non-Tenure Track Faculty Ranks and Appointments, POL 05.20.34, section 3.1</td>
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<tr>
<td></td>
<td>Promotion of a faculty member holding a non-tenure track faculty appointment</td>
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<td>Chancellor</td>
<td>UNC Policy Manual 100.1, section 610</td>
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<tr>
<td></td>
<td>Discontinuation of an &quot;at will&quot; adjunct faculty appointment</td>
<td></td>
<td>Provost</td>
<td>NC State PRR - Non-Tenure Track Faculty Ranks and Appointments, POL 05.20.34, section 3.1</td>
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<tr>
<td></td>
<td>Recommendation for a salary increase that would <em>not</em> result in a salary that is both at least 15% and at least $10,000 above the previous June 30 salary</td>
<td><strong>X</strong></td>
<td>Dean/Dir Libraries, Vice Chancellor</td>
<td>NC State PRR - Delegation of Authority to Appoint and to Determine Compensation for Employees Exempt from the State Personnel Act (EPA), REG 01.20.01, sections 3.2.1 and 3.3.3</td>
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<td></td>
<td>Recommendation for a salary increase that would result in a salary that is both at least 15% and at least $10,000 above the previous June 30 salary</td>
<td><strong>X</strong></td>
<td>Chancellor</td>
<td>NC State PRR - Board of Trustees (BOT) Bylaws, Pol 01.05.01, Appendix I (V) (a) (ii)</td>
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</tbody>
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** All actions must be approved by BOT prior to being submitted to BOG for final approval.

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### Delegation of Authority for Actions on: SENIOR ACADEMIC & ADMINISTRATIVE OFFICERS

<table>
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<tr>
<th>Type of Action</th>
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</tr>
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<tbody>
<tr>
<td>APPOINTMENT / REAPPOINTMENT</td>
<td>Appointment (but not tenure) and initial salary/promotion of a Dean (conferral of academic tenure requires BOT approval)</td>
<td>X</td>
<td>Chancellor</td>
<td>UNC Policy Manual 100.1, Appendix I (A)</td>
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<tr>
<td></td>
<td>Appointment and initial salary/promotion of a Vice Chancellor</td>
<td></td>
<td>Chancellor</td>
<td>UNC Policy Manual 100.3.4.1 (C) 2 (c)</td>
</tr>
<tr>
<td></td>
<td>Appointment or reappointment to an SAAO Tier II position</td>
<td>X X X</td>
<td>Dean/Dir Libraries, Vice Chancellor, Provost or Chancellor</td>
<td>UNC Policy Manual 300.1.1, section 3A</td>
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<tr>
<td>DISCONTINUATION OF APPOINTMENT</td>
<td>Discontinuation of an &quot;at will&quot; EPA professional appointment, including SAAO</td>
<td>X</td>
<td>Provost</td>
<td>UNC Policy Manual 300.2.1, section 3A</td>
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<tr>
<td>CONFERRED EMERITUS STATUS</td>
<td>Conferral of emeritus status to an individual with an SAAO Tier I or Tier II appointment at retirement</td>
<td>X Tier II X Tier II</td>
<td>Chancellor</td>
<td>NC State PRR - Emeritus/Emerita Faculty Status for Faculty and Senior Administrators, POL 05.20.01, Section 3.11</td>
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<tr>
<td>SALARY RANGES &amp; SALARY ADJUSTMENTS</td>
<td>Recommendation for a salary increase that would <em>not</em> result in a salary that is both at least 15% and at least $10,000 above the previous June 30 salary</td>
<td><strong>X</strong></td>
<td>Dean/Dir Libraries, Vice Chancellor, Provost or Chancellor</td>
<td>NC State PRR - Delegations of Authority to Appoint and to Determine Compensation for Employees Exempt from the State Personnel Act (EPA), REG 01.20.01, sections 4.2.2.1 and 4.2.2.3 c.</td>
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<tr>
<td></td>
<td>Recommendation for a salary increase that would result in a salary that is both at least 15% and at least $10,000 above the previous June 30 salary</td>
<td>X Tier II X Tier II</td>
<td>Chancellor</td>
<td>NC State PRR - Board of Trustees (BOT) Bylaws, Pol 01.05.01, Appendix I (V) (b) (ii)</td>
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<td></td>
<td>Establishment of SAAO salary ranges</td>
<td>X</td>
<td>Chancellor</td>
<td>UNC Policy Manual 100.1, Appendix I (A) 1</td>
</tr>
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<tr>
<td><strong>APPOINTMENT / CONTRACT EXTENSION</strong></td>
<td>Appointment as an academic department head</td>
<td>X</td>
<td>Dean</td>
<td>NC State PRR - Delegation of Authority, REG 01.20.01, section 2.1.4</td>
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<td>Appointment or contract extension as director of athletics</td>
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<td>Chancellor</td>
<td>UNC Policy Manual 1100.3</td>
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<td></td>
<td>Appointment or contract extension of a head coach</td>
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<td>Chancellor</td>
<td>UNC State PRR - Board of Trustees (BOT) Bylaws, Pol 01.05.01, Appendix I (V) (a) (x)</td>
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<td><strong>DISCONTINUATION</strong></td>
<td>Discontinuation of an &quot;at will&quot; EPA professional appointment</td>
<td>X</td>
<td>Provost</td>
<td>UNC Policy Manual 300.2.1, Section 3.A</td>
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<tr>
<td><strong>SALARY RANGES &amp; SALARY ADJUSTMENTS</strong></td>
<td>Recommendation for a salary increase that would not result in a salary that is both at least 15% and at least $10,000 above the previous June 30 salary*</td>
<td>X X X X X</td>
<td>Dean/Dir Libraries, Vice Chancellor, Provost or Chancellor</td>
<td>NC State PRR - Delegations of Authority to Appoint and to Determine Compensation for Employees Exempt from the State Personnel Act (EPA), REG 01.20.01, sections 4.2.1.d and 4.2.2.b and 4.2.3.b</td>
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The Delegation of Authority Regulation can be found at: [http://www.ncsu.edu/policies/governance_admin/delegation_authority/REG01.20.1.php](http://www.ncsu.edu/policies/governance_admin/delegation_authority/REG01.20.1.php)
NC State Board of Visitors
Summary of September 27, 2013 Meeting
Prepared by Charles A. Flink, Chair

Report prepared for NC State Board of Trustees
November 22, 2013

BOV Meeting held Park Alumni Center

Three New Members of the BOV
• David Davenport, Dr. Ray Huml and Jon Rufty join the Board of Visitors
• John McCarter concluded his service with the BOV.

Chancellor’s Update - Woodson
• Chancellor Woodson relayed that NC State is now among the top 25 public universities in fund raising. Just had our largest single year of fund raising with more than $200 million collected or pledged, with $129 million of that devoted to our endowment.
• Current endowment fund is now at $769 million
• Nevin Kessler has moved on to Rutgers, searching for new vice chancellor for development.
• Legislative session better than it could have been, worse than we hoped for. NCSU will need to absorb a $21 million in reduced state funding.

Board of Trustees Update - Jenkins
• BOT Chair Ben Jenkins provided an update from BOT, specifically Ben discussed new members to the BOT, discussed his meeting with the Chair of UNC-CH BOT, and the kick-off of the NC State Capital Campaign

Strategic Plan Update – Woodson
• Chancellor Woodson provided Report Card on the Campus Strategic Plan – The Pathway to the Future.
• Five goals were discussed: success of our students, scholarship and research, interdisciplinary scholarship, organizational excellence, local and global engagement.
• Noteworthy is NC State’s struggle to retain top faculty and equally to attract top faculty – mostly due to shrinking state funded support
• Chancellor noted that why we are efficient in educating our student, that is not necessarily a laudable goal.
• Addressing our US News ranking we are improving, but have a long climb ahead to be a top 25 public university.

Capital Projects Update - MacNaughton
• Associate Vice Chancellor for Facilities Kevin MacNaughton provided an update and overview of the University Capital projects program.
Discussed the significant growth and development of the Main Campus and Centennial Campus since 2001.
Described future transformations and the renovation of Reynolds Colesium

Overview of NC State Football Program – Coach Doeren

- Football coach Dave Doeren provided an overview of the NC State football program and the work plan he and his staff are undertaking

Branding NC State - Bohlander

- Vice Chancellor Brad Bohlander and his team provided a presentation to the BOV on NC State's Brand Platform
- Described the Situational Analysis undertaken by NC State – which defines how our brand is currently received in different markets throughout North Carolina.
- Described the brand architecture and sub-architecture – with the goal of achieving unified branding
- Described the new tag line “Think and Do”
- Concluded by describing work on the NC State logo

Special Announcement at Hunt Library

- The Park Foundation announced the largest single private gift to NC State University of $50 million – to permanently endow the Park Scholarship program.

Chancellor’s Reception – The Point

- The Chancellor and Mrs. Woodson hosted the BOV at The Point for a reception with food and drink.
“The heart of the union is not locked in the steel and concrete of a building, but rather in the Union organization. The Union building is merely the instrumentality through which the union idea is accomplished.” – Gerald O.T. Erdahl, Director, NC State College Union, ‘49-‘61

STUDENT GOVERNMENT INIATIVES AND PROJECTS

PRIMETIME WITH THE PACK “CAMPOUT”
- On October 18th, Student Government and the Men’s Basketball team hosted the second annual Campout at the PNC Arena.
- Traditionally, the event takes place outside of Reynolds Coliseum in early January for students seeks tickets to the State/UNC-Chapel Hill Basketball Game. Last year, the event was moved to October and became “Primetime with the Pack” in PNC Arena.
- Students will get to campout inside the PNC Arena on the different concourses and there will be many activities planned throughout the evening including: live music, free food and a chance to play on the PNC Arena court in the 3rd Annual Campout 3 v 3 basketball tournament.
- Students who campout receive a loyalty point incentive that helps with getting tickets to future games.
- We are pleased to announce we had over 2,555 students register for the event.

FOCUS ON TRADITIONS
- 6,000 copies of the third edition of The Brick, a book of history and traditions at NC State, distributed to new and transfer students.
- The Tradition Keeper Program is a Student Government partnership with the Alumni Association; a student who completes 40 of the 50+ traditions in The Brick will receive a medal to wear at graduation.
- We added a new element to The Brick which allows students to create their own traditions. This will help us reach out to nontraditional students and students who use Centennial Campus often to allow them to complete the Traditions Keeper Program.
- 54 Things to Do at NC State deck of cards distributed to students for the fourth year in a row.
WEAR RED ON FRIDAY’S
- Every Friday Student Government gives out free stuff to students, faculty and staff wearing red on campus and those not wearing red may be given a spirit citation.
- This year we are expanding our focus to include Centennial Campus and the Vet School.
- This is a collaborative effort with University Communications, the Campus Bookstore, and the Athletics Department.
- We are now partnering with the Alumni Association to expand Red Fridays worldwide to impact all of our alumni and continue to foster Wolfpack pride.
- The goal is to grow school spirit each week and this year Student Government is hoping to push the effort off campus into the local and national communities.

STRATEGIC PLAN UPDATE
- Student Government will be conducting a strategic plan to help govern our 100th session in 5 years. We will be reviewing our governing documents and mission as an organization.

CAMPUSS INITIATIVES

WOLFPACK WALK
- Student Government is working on creating a First-year and Senior walk.
- First year students who attended Convocation would be allowed to walk on the field at Carter Finley Stadium to celebrate their decision to join the Pack during the first home game of the year.
- Seniors will be able to walk on the Carter Finley field after they give their portion of the Senior Class gift during the last home football game of the year.
- This new tradition would increase Wolfpack pride and sense of accomplishment.
- We are seeking to build a class identity here at NC State to connect students to those in their cohort and to help increase the four year graduation rate.

ACCESSIBLE SYLLABI
- Student Government will be reaching out to faculty and administration to help students cope with the new changes of the Drop/Add period policy that was changed by the UNC Board of Governors.

STUDENT LIFE AND CAMPUS EVENTS

DINING CHANGES- TALLEY AND ON THE OVAL
- Talley will be open in early October to meet the needs of students, faculty, and staff with premier dining services like Los Lobos, Jason’s Deli, Tuffy’s Diner, etc.
- On the Oval opened August 7th in Centennial Campus to provide a place for students to come together while living and studying on Centennial Campus.
HOMECOMING 2014: RED, WHITE, AND WOLFPACK
-Student Government helped host Homecoming 2014 by sponsoring the Paint the Tunnel event. On Wednesday we had student groups and students come out and show off their pack pride by spray painting the tunnel RED.

COMMUNICATIONS PROJECTS

CURRENT STUDENTS WEBPAGE
-University Communications web development team and Student Government have been developing a one stop shop webpage for all students.
-The webpage will include quick links, a centralized calendar for student organizations, student relevant news stories and host blogs from the Student Body President and Dr. Mike Mullen, the Vice Chancellor and Dean of Academic and Student Affairs.

SOCIAL MEDIA
-Communication through Student Government Facebook, Twitter, and Instagram.
-“Wolfpack Students” Facebook group.
-Communication through Student Body President’s Twitter Account.

WOLFPACK STUDENTS FACEBOOK PAGE
-Student Government has reformed a Facebook group that hosts over 7,000 students. We have made group rules to help regulate the conversation to better receive student’s feedback and response.

BUZZOCRACY
-We have a new online platform for voicing student concerns. This website allows students to post anonymously about issues they see on campus, requires them to submit a solution, and allows Student Government to interact with that student and administrators. Other students can go online and support an issue and then Student Government can use quantifiable data to help administrators see the support for certain programs.

In the spirit and pride of the Wolfpack,

Alexander J. Parker
Student Body President, 2013-2014

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