9:45 – 10:30 a.m.  University Affairs Committee
(Ward, Cabaniss, Mau, Mulkey, Owens, Prestage)
Classroom 202

10:30 – 11:45 a.m.  Full Board Meeting
(All Trustees)
Classroom 201

11:45 – 1:00 p.m.  Trustee Luncheon:  “What does it mean to be a Research University” by Vice Chancellor Terri Lomax
(All Trustees and Executive Officers)
Players’ Retreat Ballroom
FULL BOARD MEETING, Carol Johnson Poole Clubhouse, Players’ Retreat Ballroom

10:30 a.m. ■ Call to Order and Ethics Statement
Ben Jenkins, Chair of the Board

■ Roll Call

■ Approval of Minutes
  ✔ — April 25, 2014, Meeting of the Full Board
  ✔ — April 25, 2014, Closed Session of Full Board

■ Ceremonial Oath of Office for New Student Body President
Judge Paul Ridgeway

■ Election of Officers for 2014-2015
  Nominating Committee slate:
  Ben Jenkins, Chair
  Jim Owens, First Vice Chair
  Jimmy Clark, Second Vice Chair
  Gayle Lanier, Secretary
  PJ Teal, Assistant Secretary

■ Chair’s Report
  — Board of Visitors’ Appointments

■ Chancellor’s Report
  W. Randolph Woodson, Chancellor
Committee Reports:

- **University Affairs**
  Susan Ward, Chair
  On the Agenda: Board, Committee Approvals

- Request for Authorization to Consolidate Bachelor’s Degrees in Foreign Languages and Literatures
- Request for Authorization to Change Degree Program Titles
- Request to Approve the establishment of a new Early College High School between Bertie County Schools and NC State to be located in Bertie Countie
- Request for Authorization to Continue the NC Clean Energy Technology Center, formerly the NC Solar Center
- Request for Authorization to Continue the Center for Family and Community Engagement
- Department of Athletics Bonus Guidelines for Swimming and Diving
- Provost’s Update
- Closed Session:
  Personnel Matters and Honorary Awards

- **Items of Interest to Members of the Board**

- **CLOSED SESSION**

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

  11:45 a.m. * Adjourn

* Ending time is approximate
  Requires full board approval
The North Carolina State University Board of Trustees met in regular session in the Hood Board Room of the Dorothy and Roy Park Alumni Center on Centennial Campus, Raleigh, NC, on Friday, April 25, 2014. Chair Ben 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 9:26 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. 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.

MINUTES
Mr. Clark made the motion, seconded by Mr. Murphy, to approve the open and closed session minutes of the February 26, 2014 meeting of the full board. The motion carried.

CHAIR’S REPORT-BENJAMIN P. JENKINS III
Chair Jenkins began his report by introducing Russell (Rusty) W. Mau, the Student Body President-elect. Rusty is a Senior in the Poole College of Management in Economics, a Masters of Economics candidate and a Park Scholar from Cullowhee, North Carolina.

Chair Jenkins stated that the Board of Trustees of the Endowment Fund bylaws call for six members to be elected by the Board of Trustees to three-year terms with two members to be elected each year. He recommended that Derick Close be reappointed to a three-year term ending June 30, 2017. He also recommended Frank Culberson fill the seat being vacated by Richard Bryant. Ms. Lanier made the motion, seconded by Mr. Clark, to approve these two appointments. The motion carried.

Chair Jenkins said that Spring Commencement will be held on Saturday, May 10, and David S. Ferriero will be our speaker. Thomas H. Sayre, noted sculptor, will also receive an honorary degree. The summer meeting of the Board of Trustees will be held on July 10.
Jenkins closed by reflecting on the end of the academic year and year as chair. Much has been accomplished including the successful kickoff of the silent phase of our capital campaign, a well thought out and effective launch of the NC State brand, using the theme, *Think and Do*, and the development of a 5-year plan for the budget realignment. He thanked the Trustees for the exciting year.

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

Chancellor Woodson began by referencing the team effort it took to achieve his accomplishments over the last four years. Chancellor Woodson reflected on the past year and reported on our strategic planning process, focusing on the set of key goals:

**Goal 1 – Student Success**

Successes include three students receiving prestigious Goldwater Scholarships, an Udall Scholar and an Udall Scholar Honorable Mention. Chancellor Woodson also announced that NC State has the highest starting salaries for graduates among all colleges and universities in the UNC System.

**Goal 2: Scholarship and Research**

Chancellor Woodson updated Trustees on the University Faculty Scholars program saying that 44 emerging academic leaders have been selected. He further reported that for the last five years, NC State has had a faculty member inducted into either the National Academy of Sciences or the National Academy of Engineering. Eight Faculty members have been named Fellows of the American Association for the Advancement of Science. Other examples of faculty excellence given by Chancellor Woodson were: Jay Baliga winning the National Medal of Technology and Innovation, as well as Michael Escuti winning a Presidential Early Career Award for Scientists and Engineers.

**Goal 3: Interdisciplinary Scholarship Addressing Grand Challenges**

The chancellor reported improvement of the interdisciplinary scholarship and research through the Chancellor’s Faculty Excellence Program, which is bringing more of the best and brightest minds to NC State. There have been 32 of 43 new faculty hired as part of this innovative program, which was featured in the *Chronicle of Higher Education*.

**Goal 4: Organizational Excellence**

Chancellor Woodson stated that having the new College of Sciences enables better interdisciplinary educational opportunities, improved research collaboration and more efficient support operations.

For the third consecutive year, NC State has set a new record for giving. Private support in gifts and pledges totaled $198.2 million in the last fiscal year, topping the previous year by 78%. The fiscal year ended with our endowment at a market value of $769 million, up more than $330 million over just four years ago.

**Goal 5: Engagement and Partnerships**

Examples provided by Chancellor Woodson were the U.S. Department of Agriculture selected NC State to lead the Southeast Regional Climate Hub; the National Science Foundation selected NC State as the only university to lead two NSF Engineering Research Centers and
President Obama chose NC State to announce the $140 million Next Generation Power Electronics National Manufacturing Innovation Institute.

Chancellor Woodson remarked that even in this difficult economy, NC State is expanding our campus facilities. He remarked that new housing and dining options have opened on Centennial Campus and Talley Student Union is approaching completion.

Chancellor Woodson said that NC State has been continually recognized as a world-class institution and premiere research university. NC State is 4th nationally among public colleges in the Princeton Review/USA Today ranking of the best values in higher education, and 5th in the U.S. News and World Report in the same category.

NC State student-athletes continue to excel in the classroom. Five Wolfpack student-athletes were awarded ACC postgraduate scholarships in 2013. More ACC postgraduate scholars have come from NC State than from any other school in the conference. In addition, 315 student-athletes were named NC State scholar athletes (GPA of 3.0 or higher).

Also, mentioned by Chancellor Woodson was that NC State won the ACC Championship in softball under first-year coach, Shawn Rychcik and Women’s Basketball was led by another first-year coach, Wes Moore, and ranked in the top twenty.

Chancellor Woodson closed his remarks by saying that this is the best time in history to be part of the NC State community and that the Think and Do brand aptly tells the story of NC State.

**COMMITTEE REPORTS**

*Audit, Risk Management and Finance Committee-Chair James W. Owens*

Dr. Owens said that the Director of Internal Audit reviewed the quarterly update on Internal Audit activity and presented the fiscal year 2015 Audit Plan for the university. The committee approved the plan for the coming year.

Research compliance was reviewed. The importance of compliance was stressed, and the impact of non-compliance was discussed. The areas most at risk were human subject and animal use in research.

Dr. Owens reported that the director of University Strategic Debt Management reviewed the university’s debt portfolio. The current debt outstanding is about $570 million, and the total decreased from fiscal years 2013 to 2014. The debt portfolio is very diversified. Also shared with the committee was outstanding debt, by purpose, noting that Housing has the biggest area of debt, and Talley Student Union is second. Compliance issues were discussed specifically as they relate to tax-exempt bonds and bond issues in general. This office is responsible for tracking private use in buildings, while bonds are outstanding plus an additional six years beyond maturity.

University Treasurer, Mary Peloquin-Dodd presented information to satisfy the annual associated entity review required by the Board of Governors. It was noted that this past year, staff from the Treasurer’s Division and Office of General Counsel prepared a checklist to be
certified by university associated entities. The elements in the checklist correspond to the various UNC-GA, state auditor, state and NC State requirements.

The committee heard a report on current budget restrictions and activities in the legislature. It was noted that while slow, steady economic growth continued this fiscal year for North Carolina, changes in tax policy and higher Medicaid program costs than budgeted, have led to an uncertain revenue forecast. This uncertainty in State revenue income resulted in an additional budgetary reversion of 1.25% so far for this fiscal year for NC State. Also, there will be limited new funding for next year. Critical for next year’s planning is employee compensation, as state employees have received minimal increases during the past several years.

Dr. Owens said that the UNC system has identified several budget proposals that will affect NC State students, staff and budgets directly: 1) in-state tuition for military affiliated students, 2) affecting staff is a proposed pilot healthcare program for non-permanent employees. (The pilot program would save $2,000 yearly and meet the Affordable Healthcare Act requirements.), 3) staff would be allowed to take three classes per year instead of two and 4) budget policy proposals include increasing the carry forward from 2.5 to 10%.

Dr. Owens concluded by reporting that the working group for Strategic Resource Management has looked at 140 ideas and has submitted the first set of recommendations to Chancellor Woodson.

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

Ms. Lanier reported that the committee reviewed and approved seven property matters that all require full board approval. The property matters were:

- Acquisition by deed of approximately 2,105 square feet of surplus right of way area located at the intersection of Trailwood Drive and Main Campus Drive from the NC Department of Transportation to the State of North Carolina on behalf of NC State University.
- Land exchange of approximately 2.64 acres between the Endowment Fund and the state of North Carolina for the Centennial Biomedical Campus Flex Lab building on Centennial Biomedical Campus. The land being exchanged will be of equal value.
- Disposition by lease of approximately 2.64 acres of state land on Centennial Biomedical Campus for the CBC Flex Lab Building in accordance with UNC Policy 600.1.3.1[R].
- Land exchange of approximately 4 acres between the Endowment Fund and the state of North Carolina for the proposed College of Textiles, Non-Woven research building on Centennial Campus. The land being exchanged will be of equal value.
- Disposition by lease of approximately 4 acres of state land on Centennial Campus for the proposed College of Textiles, Non-Woven research building in accordance with UNC Policy 600.1.3.1 [R].

Ms. Lanier said that the university is pursuing the authority for the two land exchanges, last listed above, concurrently with authority for ground leases to allow maximum flexibility in determining the most beneficial method of delivery.
Disposition by lease of approximately 28,575 square feet of office and high bay space in Poulton Innovation Center on Centennial Campus to ABB, Inc. for continuation of its Power transmission and smart grid R&D center.

Disposition by deed of approximately 1 acre at Lake Wheeler Road Field Lab to the NC Department of Transportation for roadway improvements on Lake Wheeler Road.

Ms. Lanier made a motion, seconded by Mr. Murphy, to approve these seven property matters. The motion carried.

Two other property matters were reviewed and approved by the committee. These two property matters required committee approval only:

- Acquisition by lease of approximately 9,400 square feet of office space on Centennial Campus for the Next Generation Power Electronics National Manufacturing Innovation Institute.
- Disposition by severance of seven Greek houses to be demolished over the next one to five years to accommodate future phasing of the Green Village master plan.

Ms. Lanier reported that the 2014-2016 open-ended service agreement designer selections, as well as 12 other designer selections were approved.

Also, reported was the acceptance of 13 completed projects with a combined value of $78.4 million. Included in this were: the acceptance of Wolf Ridge Innovation Hall for $17 million, Talley Student Union Phase I turnover for $47.7 million, Talley Student Union Phase I 2B for $2 million and Poulton Innovation Center Laboratory for Analytical Sciences for $4.7 million.

Ms. Lanier added that the committee approved the proposed revision to Policy 7.60.1: Parking and Transportation Ordinances for 2014-2015 which requires full board approval. Ms. Lanier made a motion to approve the revision. Mr. Murphy seconded, and the motion passed.

Additionally, the site plan and design plan for the Delta Gamma house were approved. The design plans for Reynolds Coliseum renovation and the Athletic Indoor Practice Facility were approved.

In conclusion, Ms. Lanier reported the approval of 12 plans and specifications of formal projects costing less than $2 million. The committee received updates about Centennial Campus development, capital projects, projects in planning and property matters approved under the new delegation authority. In addition, the committee had a preview of the 6-Year Capital Plan.

University Advancement and External Affairs Committee-Chair Jimmy D. Clark

Mr. Clark stated that Brian Sischo, Vice Chancellor for Advancement, provided an update and gave his observations of his first month at NC State. Mr. Sischo gave an outline of the key next steps in the implementation of the university’s fundraising campaign.

Mr. Clark reported that the committee was provided with an update on fundraising through March 31, 2014. New gifts and commitments have exceeded its $132.9 million annual goal.
with a quarter remaining in this fiscal year. Additionally, the committee received an update on our campaign planning progress and goals. The campaign fundraising results are $309 million toward the $1.5 billion goal.

As reported by Mr. Clark, Annual Giving reached 91.9% of its $2.1 million goal. Part of the impact was from the Senior Class Gift which reported a 295% increase in donors compared to last year and the Chancellor’s Challenge match. New benchmarks were reached by the program this year with over $1 million in pledges made to the Call Center and total Annual Giving dollars surpassing $2 million dollars.

Mr. Clark stated that in closed session, the committee reviewed and approved 18 proposals to name specific university facilities. These naming opportunities will be considered in closed session following this meeting.

**University Affairs Committee-Susan Ward**

Ms. Ward said the committee received an annual report from the Director of Scholarships and Financial Aid on the list of recognized entities awarding full scholarships to undergraduates and the number of students receiving full scholarships from each entity. Per North Carolina General Statute, students who receive full scholarships from the list of recognized entities will be considered to be residents of North Carolina and will receive the resident tuition benefit. There are a total of 67 new and continuing students benefitting from this provision. Of these 67 students 59 are Park Scholars. The process is governed by REG 02.70.03, “Residency for Full Scholarship Undergraduate Students,” which requires an annual update to the Board of Trustees.

Ms. Ward further reported that Dr. Louis Hunt, Vice Provost and University Registrar, informed the committee on the special consideration process of undergraduate admissions and the performance of students previously admitted through that process. The purpose of this process is to provide a mechanism to admit students with exceptional talents in areas important to the university community. The overriding criterion in all admissions decisions is the potential for academic success. This process is governed by REG02.10.4, “Identification and Performance Monitoring of Selected Students Requiring Special Consideration for Admission,” which also requires an annual update to the Board of Trustees.

Ms. Ward reported that the committee approved the 2014-15 salary ranges for all Tier Two Senior Academic and Administrative Officers (SAAO). UNC General Administration determines the ranges for all SAAO Tier One positions (Chancellor and Vice Chancellors).

Ms. Ward related the update from the Staff Senate which included the annual Have a Heart Food Drive Campaign which delivered more than 1,500 pound of foot to restock shelves at NC State’s Feed the Pack Pantry and the Food bank of Central and Eastern North Carolina. It was also noted that the third annual Chancellor’s Cup Golf Tournament will be held on June 18 at Lonnie Poole Golf Course. The tournament’s purpose is to endow the Staff Assembly’s Janet B. Royster Scholarship Fund, which provides scholarships for staff development activities throughout the UNC system.

The Provost’s report to the committee included an update on the College of Textiles Dean search, which will likely be filled by July. Also, in the Provost’s report was the announcement
that Dr. Christian Melander was awarded the Howard J. Schaeffer Distinguished Professorship in Chemistry. The Provost also said that in accordance with the UNC Policy on the Employment of Related Persons (Anti-Nepotism Policy), NC State does not have any reported employees out of compliance.

Ms. Ward closed by stating that in closed session, the committee approved conferral of tenure to 2 new faculty hires and to 57 faculty members who were reviewed during the annual promotion and tenure process. They approved non-salary compensation requests and recommended for approval by the Board of Governors salary increases that are greater than 15% and $10,000 from each employee’s previous June 30 salary. They also endorsed an honorary degree nomination which will be considered by the full board in closed session following this meeting.

Nomination Committee-Chair Susan Ward
Ms. Ward reported that the Nominating Committee met on Thursday, April 24. After reviewing the Nominating Committee guidelines, the committee recommended the following slate of officers for 2014-2015:

- Ben Jenkins, Chair
- Jim Owens, First Vice Chair
- Jimmy Clark, Second Vice Chair
- Gayle Lanier, Secretary
- PJ Teal, Assistant Secretary

Chair of the Board of Visitors Report-Charles A. Flink
Mr. Flink reported on the March 21, 2014 meeting of the Board of Visitors. Chancellor Woodson gave a campus update, specifically with regard to the Southern Association of Colleges and Schools (SACS) review. Vice Chancellor Terri Lomax gave a research update and vision for Centennial Campus, as well as discussing the Big Data partnership.

The Board of Visitors also received a report from University Communications on the progress of the NC State University brand.

Mr. Flink announced that four members of the Board of Visitors are concluding their eight years of service including Sepi Saidi, Bill Culpepper, Linda Noble and Steve Zelnak. Mr. Flink thanked them all for their dedication and service.

Chair of the Faculty Report-Dr. David A. Zonderman
Dr. Zonderman reported that there is great concern regarding running the two major libraries on a budget for one and a half libraries. Also, discussed were the university’s athletic programs and the emphasis placed on academic integrity and professionalism.

Dr. Zonderman also stated that the remaining meetings will focus on new initiatives coming from the Board of Governors regarding academic programs and standards. He concluded his remarks stating that other matters discussed included the possible development of a new multidisciplinary degree option, future academic calendars that could allow for “make-up snow days.” The implementation of proposals for a faculty Ombuds office and revising the university’s policy on reporting findings of research misconduct.
To conclude, Dr. Zonderman thanked the Board of Trustees for the opportunities to work with them.

**Student Government Report-Student Body President Alex Parker**

Mr. Parker discussed Student Governments initiatives and projects, including Wolfpack Pick Up designed to help students who suffer from disabilities that impede their ability to get to class. Other projects mentioned were: Wear Red on Friday to foster school spirit and a focus on baseball this season to get students excited about Wolfpack athletics.

Mr. Parker reported on Student Life and campus events including the opening of Talley Student Union’s dining services, as well as the Oval giving students options on Centennial Campus.

Mr. Parker concluded with a social media overview explaining the options that students have to give feedback and to meet their on-campus needs.

**Presentation of Walter Hines Page Award**

Chancellor Woodson and Chair Jenkins presented the Order of Walter Hines Page certificate to Alex Parker in appreciation of his dedicated service to the board and to the university. Chair Jenkins discussed the legacy of Walter Hines Page and explained that these awards are presented solely to former Trustees. Mr. Parker also received his Trustee medallion and signature lapel pin.

With no further business in open session, the board went into closed session at 10:45 a.m. to prevent the premature disclosure of an honorary award, under NC General Statute section 143-318.11(a)2 and to consider the qualifications, competence, performance, and conditions of appointment of a public officer or employee or prospective public officer or employee, under NC General Statute, section 143-318.11 (a)(6).

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

Respectfully submitted,

______________________     ______________________
Assistant Secretary    Secretary

Approved:

______________________
Chair of the Board
NORTH CAROLINA STATE ETHICS COMMISSION

SAMPLE

ETHICS AWARENESS & CONFLICT OF INTEREST REMINDER

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

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

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

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

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

2 “A public servant shall take appropriate steps, under the particular circumstances and considering the type of proceeding involved, to remove himself or herself to the extent necessary, to protect the public interest and comply with this Chapter, from any proceeding in which the public servant’s impartiality might reasonably be questioned due to the public servant’s familial, personal, or financial relationship with a participant in the proceeding.” See N.C.G.S. §138A-36 (c). If necessary, the Chairman or individual member involved should consult with his ethics liaison, legal counsel, or the State Ethics Commission to help determine the appropriate response in a given situation.
New Board of Visitors Members 2014

PAUL BONEY

As Senior Vice President, Board Member, and Principal, Paul is a third generation architect with diverse experience in higher education, state, civic, K-12, and private projects. Paul's extensive professional and community involvement over the years has included leadership roles in the local, state, and national AIA and other organizations. Paul is a current member on the National AIA Ethics Council, and a prior Chair of the AIA National Committee on Architecture for Education and was the Chairman of the AIA National Convention. He has served as president of AIA Wilmington and AIA North Carolina, Vice President of the National AIA, and member of the National AIA Board of Directors. Paul has chaired the State Building Commission, and is the current chair of its Innovations Committee. He is currently serving as secretary of the North Carolina Board of Architecture, member of an NC Legislative Study Commission, and member of the Class XXI of Leadership NC. Paul has also chaired the UNC Wilmington Foundation as well as the New Hanover County Planning Commission. A 1977 graduate with a Bachelor’s Degree in Environmental Design in Architecture from North Carolina State University, Paul has been honored with the North Carolina Governor’s Order of the Long Leaf Pine award, the AIA North Carolina Gold Medal, the AIA North Carolina Deitrick Award, and the AIA National Richard Upjohn Fellowship.

KATYNA BORROTO-ESODA

Katyna Borroto-Esoda serves as the Director of Preclinical Development at SCYNEXIS, where she is responsible for research activities supporting the clinical development of the company’s lead antiviral and antifungal compounds. Prior to joining SCYNEXIS, Katyna worked on the HIV, HCV and HBV programs at Gilead Sciences/Triangle Pharmaceuticals and on the HIV program at Burroughs Wellcome/Glaxo Wellcome. During this time her research focused primarily on the development of drug resistance to antiviral compounds and more recently on the elucidation of the mechanism of action of cyclophilin inhibitors in viral diseases and immune regulation. During her 25 year career in the biopharmaceutical industry, Katyna has authored over 200 publications and has served on numerous clinical advisory boards. Katyna also served as a member of the Board of Directors to the NCSU Graduate School. Katyna received a BS degree in Biochemistry from North Carolina State University 1982 and a MS in Biochemistry from the University of Georgia in 1988.
BARRY LEONARD

Barry Leonard is President and CEO of Welspun USA, the largest integrated towel manufacturer in Asia and a leading supplier to 14 of the top 30 United States retailers. Leonard received his undergraduate degree in textile technology from NC State University, his master’s degree from the Institute of Textile Technology and attended Harvard Business School as well. Presently he serves on the Home Fashions Products Association Board and serves as vice president of the North Carolina Textile Foundation (NCTF) Board. Leonard was recognized as the NC State University College of Textiles Leader of the Year in 2013. Throughout his career, Leonard has received many honors and awards for his contributions to the textile industry such as the Distinguished Leadership Award and the Home Textiles Leadership Award. Leonard was named Top 100 Most Powerful Leaders in Home Furnishing by HFN in 2010 and Top Five Future Leaders in Textiles by Textile World in 2001. Leonard is one of the surviving passengers of Flight 1549 bound for Charlotte, North Carolina that went down in the Hudson River in January 2009. Due to this experience, he has spoken internationally about managing crisis and has been featured in the book, "Brace for Impact".

PAUL RIDGEWAY

Judge Paul Ridgeway is a Resident Superior Court Judge of the 10th Judicial District (Wake County), North Carolina. Judge Ridgeway received his B.S. degree (‘82) and a Masters of Public Administration (‘90) from NC State University. He received his juris doctorate, cum laude from Campbell University School of Law (‘86), where he served as Editor-in-Chief of the Campbell Law Review. For two decades, Judge Ridgeway was engaged in the private practice of law, most recently with the firm of Everett, Gaskins, Hancock & Stevens, LLP. In November 2006 Judge Ridgeway was elected to the Superior Court, and he began his duties as a judge in January 2007. For more than fifteen years, Judge Ridgeway has also been an adjunct professor of law at Campbell University School of Law. In 2002 Judge Ridgeway served as President of the Wake County Bar Association and President of the 10th Judicial District Bar. He has served in a number of leadership positions in the North Carolina Bar Association, including council member of the International Law Section, the Antitrust and Trade Regulation Section, and as chair of the Law Practice Management Section. He currently is a board member of the NCSU Alumni Association and serves on the Executive Committee of that Board. He also serves on the Board of Advisors of the College of Humanities and Social Sciences at NCSU.
MACHELLE SANDERS

Machelle Sanders is Vice President of Manufacturing and General Manager at Biogen Idec, where she oversees the company’s world-class manufacturing facilities and general operations of the company’s site in Research Triangle Park. Prior to her assignment as site executive in RTP, Machelle served as Vice President of Global Quality Assurance (QA) overseeing all aspects of quality assurance for the company’s cGMP manufacturing facilities in RTP, Cambridge, Massachusetts, and Hillerød, Denmark. She previously held leadership positions overseeing QA, Quality Control, and Manufacturing Operation functions at Biogen Idec and other pharmaceutical and biotech firms including Purdue Pharmaceuticals, L. P. and Diosynth-Akzo Nobel. Machelle serves on the Board of Trustees of the Kenan Institute for Engineering, Technology and Science. She also serves on several boards of directors including the Biogen Idec Foundation, Greater Raleigh Chamber of Commerce, Public School Forum of North Carolina and North Carolina Biosciences Organization (NCBIO). She is a member of the North Carolina Science Festival Board of Advisors. Machelle is actively involved in Biogen Idec’s Women’s Innovation Network (WIN). She currently co-chairs Biogen Idec’s Diversity & Inclusion Strategic Council. Machelle obtained a Bachelor of Science degree in Biochemistry from NC State University and a Masters of Health Administration (MHA) from Pfeiffer University.

CHUCK SYKES

Charles (Chuck) Sykes was appointed President and Chief Executive Officer of Sykes Enterprises, Incorporated in August 2004. Prior to his recent appointment, Mr. Sykes served as Chief Operating Officer since July 2003. Mr. Sykes joined the Company in 1986, working his way through the ranks and later serving as General Manager of the Americas. His experience in operations, accounting, professional services, recruitment, and sales and marketing enable him to manage SYKES’ client relations and the ongoing success of global operations. A native of Charlotte, North Carolina, Mr. Sykes majored in mechanical engineering at NC State University. He is very involved in his community, serving the University of Tampa as a member of their Board of Trustees and Administrative Affairs Sub-committee. He also supports Feeding America of Tampa Bay, as a board member. He is a member of the Young Presidents Organization, the Tampa Bay Partnership Executive Committee, the Greater Tampa Chamber of Commerce Baseball Caucus and the Junior Achievement of West Central Florida Board of Directors. In 2011 he served as the Chair of Greater Tampa Bay Chamber of Commerce Executive Committee, and in 2012 he served on the Executive Committee of the Republican National Committee. Mr. Sykes is also a member of the Hillsborough County Economic Development Committee and a board member of A Baseball Community. In 2010 Mr. Sykes was voted as Tampa Bay’s top business leader in the St. Petersburg Times Annual Leadership Survey of the Business Community.
Mr. Paul Boney (First Term: 2014-2018)
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Board of Visitors
Membership Roster
May 2014

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New Class of Park Scholars
Forty-one students have been named to the Park Scholarship Class of 2018, having been selected from a record-setting 1,700 Applicants. Recipients represent ten different states including North Carolina and consist of student government leaders, Eagle Scouts, community theater performers, and varsity athletics captains. The new students are entering the program during an exciting and transformational time, as the Park Foundation launched a new endowment for the program with a $50 million commitment this year.

Inaugural Year for the College of Sciences
The new College of Sciences completed its inaugural year in May with impressive numbers. The college boasts a total of 4,000 students, 22,000 living alumni and 610 faculty, staff and postdoctoral researchers. The college is home to 9 Fellows of the American Association for the Advancement of Science and 2 members of the National Academy of Sciences. There are currently 400 active research projects being conducted in the college with a total of $50 million in annual research expenditures.

Degrees Conferred
At the spring Commencement in May, 3,531 bachelor’s degrees, 1,333 master’s degrees and 177 doctoral degrees were conferred by NC State. Eighty one doctor of veterinary medicine degrees and 89 associate degrees were also awarded. With the 3,664 degrees granted last December, NC State has conferred a total number of 8,875 this academic year.

Presidential Appointment
Dr. Paul Turinsky, professor of nuclear engineering, has been reappointed by President Barack Obama to the Nuclear Waste Technical Review Board (NWTRB). Established in 1987, the NWTRB is an independent federal agency, acting as a science-based advisor and overseer of the Department of Energy’s program for managing and disposing of high-level radioactive waste and spent nuclear fuel. Nominees are chosen based on distinguished professional service and eminence in a field of science or engineering.

Students Win Global Scholarships
NC State students are being recognized as recipients of national and international scholarships. Three NC State undergraduates and one recent graduate were named recipients of the prestigious Fulbright Scholarship (a record number for NC State). Four more students were named alternates. Two students were also recognized as recipients of Boren Awards, supporting international study of critical languages. Thirteen students are recipients of the Gilman Scholarship, which aims to diversify the students who study abroad from the US.
New Anti-Cancer Drug Delivery Method
NC State researchers in the department of biomedical engineering working in conjunction with the biomedical engineering department at UNC-Chapel Hill have developed a new anti-cancer drug. The drug is delivered straight to the cancer cell before triggering its death. The major differences between this technique and others is the speed at which this drug can deliver the anti-cancer medicine and the control it offers doctors.

John Cotton Dana Library Public Relations Award
NC State’s promotion of the Hunt Library’s opening won the John Cotton Dana Award. This award is sponsored by the H.W. Wilson Foundation, EBSCO and the Library Leadership and Management Association. It is named after John Cotton Dana, a well-known and progressive librarian, and is the most prestigious award of the American Library Association. The recognition is accompanied by a $10,000 cash award.

Art2Wear
Rain may have forced this year’s Art2Wear event to take place inside the Talley Student Union, but it was still a big hit. The show featured 10 collections designed by textiles and design students. Art2Wear fosters interdisciplinary perspectives and innovation as many designers combine high fashion with high-tech-tools. One designer utilized the Hunt Library’s 3D printer to fabricate and produce jewelry for her collection. One students’ project was funded by the National Science Foundation.

Rhetoric and Technical Communications Professor Recognized
NC State Professor of English Carolyn Miller is being honored for her pioneering work in the field of Rhetoric. In 1984, she published the article “Genre as Social Action,” creating an entirely new academic field: rhetorical genre studies. Miller’s work is now among the most cited in the field, due both to its importance within rhetoric studies and to its relevance to other disciplines. Miller is being recognized by the journal Composition Forum, which is dedicating its November 2014 issue to the impact of her work.

Lonnie Poole Hosts NCAA Regional
The Lonnie Poole Golf course hosted its first NCAA event in May, welcoming 13 collegiate teams and 10 additional players for the three-day Raleigh Regional. NC State was one of six schools hosting an NCAA regional event. The competition provided an opportunity to showcase the new course and the recently added Carol Johnson Poole Clubhouse, bringing the top golf teams from the region to compete at NC State.

Academic Success in Athletics
This year NC State student-athletes saw success not only on the courts and fields, but also in the classroom. We had a total of 315 student-athletes were named NC State scholar athletes for 2013-2014, earning a GPA of a 3.0 or higher. We also had five student-athletes awarded ACC postgraduate scholarships in 2013.
Call to Order
Susan Ward
Chair of Committee

Roll Call

Reading of State Government Ethics Act Conflict of Interest Statement

1. Agenda
   Approval of April 24, 2014 Minutes

2. Requested Action
   ✓ A. Request for Authorization to Consolidate Bachelor's Degrees in Foreign Languages and Literatures
      The faculty of the Department of Foreign Languages and Literatures is asking for authorization to consolidate its five separate majors into one single major plan called Foreign Languages and Literatures (CIP 16.0101) under which there would be several subplans or major concentrations.

   ✓ B. Request for Authorization to Change Degree Program Titles
      a. M.Ed. in Instructional Technology to M.Ed. in Digital Learning and Teaching
      b. M.S. in Instructional Technology to M.S. in Digital Learning and Teaching

   ✓ C. Request to Approve the establishment of a new Early College High School between Bertie County Schools and NC State University to be located in Bertie County

   ✓ D. Request for Authorization to Continue the North Carolina Clean Energy Technology Center (NCCETC), formerly the North Carolina Solar Center (NCSC)
      Presenter: Terri Lomax, Vice Chancellor for Research, Innovation and Economic Development

   ✓ E. Request for Authorization to Continue the Center for Family and Community Engagement (CFACE)
      Presenter: Terri Lomax, Vice Chancellor for Research, Innovation and Economic Development

   ✓ F. Department of Athletics Bonus Guidelines for Swimming and Diving
      Presenter: Michael Lipitz, Senior Associate Athletics Director

3. Informational Reports
   ✓ A. Provost's Update
      Presenter: Warwick A. Arden, Provost and Executive Vice Chancellor
      a. Graduate Certificate in Digital Humanities
4. 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.  

5. ADJOURN  

* Discussed in Closed Session  

✓ Requires Full Board Approval
MINUTES

UNIVERSITY AFFAIRS COMMITTEE
Board of Trustees
North Carolina State University
April 24, 2014

The University Affairs Committee of the Board of Trustees of North Carolina State University met April 24, 2014 at 3:00 p.m. in Room 4280, Talley Student Union.

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

Others Present:  Randy Woodson  Sarah Lannom
Warwick Arden  Duane Larick
Barbara Carroll  Charlie Leffler
Robert Davis  Matt Melillo
Krista Domnick  Mike Mullen
Eileen Goldgeier  Brian Sischo
Ryan Hancock  PJ Teal
Louis Hunt  Shawn Troxler
Amy Jinnette  Debbie 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 Ms. Mulkey to approve minutes from the open and closed sessions of the February 25, 2014 meeting as distributed. The motion carried.

Ms. Krista Domnick, Director of Scholarships and Financial Aid, provided an annual report on the list of recognized entities awarding full scholarships to undergraduates and the number of students receiving full scholarships from each entity. Per North Carolina General Statue, students who receive full scholarships from the list of recognized entities will be considered to be residents of North Carolina and will receive the resident tuition benefit. There are a total of 67 new and continuing students benefitting from this provision. Of these 67 students, 59 are Park Scholars. This process is governed by REG 02.70.03, “Residency for Full Scholarship Undergraduate Students”, which requires an annual update to the Board of Trustees.

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

Ms. Barbara Carroll, Associate Vice Chancellor for Human Resources, explained that as a component of NC State's management flexibility, the campus Board of Trustees is authorized to establish annual salary ranges for its senior academic and administrative officer (SAAO-II) positions below the level of vice chancellor. The BOG establishes ranges for SAAO-Tier I positions, which are the Chancellor and Vice Chancellors. Ms. Carroll explained the process for establishing the proposed salary ranges for the SAAO-II positions. The primary salary data resource is CUPA-HR, which conducts the definitive salary surveys for higher education. Almost 1,900 colleges and universities participate annually, and NC State uses a subset of data to set our ranges based on market information about NC State's designated peer institutions where possible, and larger subsets of Research-Very High institutions and/or public land-grant universities if the smaller subset doesn't contain enough matches to return results. Ms. Mulkey made a motion, seconded by Dr. Owens, to approve the salary ranges as presented. The motion carried.

The committee received an update on Staff Senate activities from Staff Senate Chair, Ryan Hancock. Through its annual Have a Heart Food Drive Campaign, NC State staff delivered more than 1,500 pounds of food to help re-stock shelves at NC State’s Feed the Pack Pantry and the Food Bank of Central & Eastern North Carolina. The university's staff well-being survey went live on April 15, with approximately 1,000 staff completing the survey thus far. NC State Staff Senate is proud to again host the University of North Carolina Staff Assembly’s third annual Chancellor’s Cup Golf Tournament at the Lonnie Poole Golf Course on June 18. The tournament’s purpose is to endow the Staff Assembly’s Janet B. Royster Scholarship Fund, which provides scholarships for staff development activities throughout the UNC system. Finally, Mr. Hancock introduced Mr. Robert Davis, who will serve as Staff Senate Chair for the 2014-2015 year.

In the Provost’s update the committee received information about the College of Textiles Dean search. The committee was also informed that the Howard J. Schaeffer Distinguished Professorship in Chemistry has been awarded to Dr. Christian Melander, whose research program is revolutionizing the treatment of infectious disease. Provost Arden reminded committee members about the inaugural Chancellor’s Faculty Excellence Program symposium to be held on April 25, 2014. He also reported that 32 faculty members have been hired in conjunction with this program. Finally, in accordance with the UNC Policy on the Employment of Related Persons (Anti-Nepotism Policy), Provost Arden reported that NC State does not have any reported employees out of compliance with the policy.

A motion was made by 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), 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), and to prevent the premature disclosure of an honorary award or scholarship according to North Carolina General Statute, Section 143-318.11(a)(2). Dr. Owens seconded the motion. The motion carried.

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

Mr. Jenkins made a motion, seconded by Mr. Cabaniss, to approve the personnel actions discussed in Closed Session related to three non-salary compensation requests, conferral of tenure to two new faculty members and conferral of tenure to 57 faculty members reviewed during the annual reappointment, promotion and tenure process. The motion carried.

With no further business, Chair Ward announced the meeting adjourned at 4:07 p.m.
NC State University
Request for Authorization to Consolidate
Bachelor's Degrees in Foreign Languages and Literatures

The faculty of the Department of Foreign Languages and Literatures is asking for authorization to consolidate its five separate majors into one single major plan called Foreign Languages and Literatures (CIP 16.0101) under which there would be several subplans or major concentrations. (Two of these majors --those in French Teacher Education and Spanish Teacher Education) were already approved for consolidation, each under the larger French and Spanish degrees.

Current FLL degrees and related CIP:

- B.A. in French Language and Literature 16.0901
  Subplan in Teacher Education 13.1325
- B.A. in Spanish Language and Literature 16.0905
  Subplan in Teacher Education 13.1330
- B.A. in German Studies 05.0125

Students in the current majors will experience no disruption in their programs of study during the transition to these merged degree programs. Individuals currently in these degree programs will be allowed to complete their degrees under the current structure.
To: Catherine Freeman and the UCCC

From: Ruth Gross, Dept. Head, FLL

Re: Consolidation of Separate Majors into one Degree with Concentrations

The faculty of the Department of Foreign Languages and Literatures has voted to consolidate all of its majors (16FRNCH-16.0901 018, 16FRNCHTED-13.1325 018 020, 16FLGBA/16FLGSCI/16FLGINTE- 05.0125 018, 16SPNSH-16.0905 018, 16SPNSHTED-13.1300 018 055) into one single major called Foreign Languages and Literatures (16.0101) under which there will be seven sub-plans (or concentrations).

Our reasons for this move are many, but primary is the suggestion that came out of our external review two years ago that the Department might look to restructuring in a feasible way that would “encourage the vitality of all language sections.” The demand for any given language is always in flux. Thirty years ago, no one would have thought that Spanish might become the principal foreign language major, but our national (and world) situation changed so radically that Spanish now has the highest student demand, although perhaps less so than 5-10 years ago. Since 9/11, Arabic became a language that students wanted to learn and we have many requests for more courses, and in the last three years we have seen significant growth in Chinese. Consolidating all of the FLL majors into one will reduce the number of majors at NC State—something that the administration has been striving to do—and will also allow our department to be more flexible and responsive to political, language and cultural changes going forward.

Although, at first, it might seem strange to have one overall degree in FLL, given that one would be in French, another in Spanish, and so on, it makes more sense given that the basic structure is the same for all of our language majors. Each language has a four semester sequence (101, 102, 201, and 202) of basic to intermediate lower-level classes and then expands to classes of content and greater linguistic precision in the 300- and 400-level language, literature and culture classes. Specifically, the major will have a common core of 27 hours (though taught in the three distinct languages) that include the third- and fourth-semester language courses, a 12-hour language and culture, a six-hour literature core, and the capstone course.

We foresee no real impact on current students, as the major concentrations will maintain the requirements they had as majors. The sub-plans/concentrations will include French Language and Literature, French Education, German Studies, German Studies: Science and Technology, German Studies: International Economics, Spanish Language and Literature, and Spanish Education.
February 11, 2014

To Whom It May Concern:

The faculty in the Instructional Technology program area within the department of Curriculum, Instruction, and Counselor Education (CICE), would like to put forward the following action: program name change. The name change applies to the program and associated degrees:

<table>
<thead>
<tr>
<th>Existing Degree Names</th>
<th>Changed Degree Names</th>
</tr>
</thead>
<tbody>
<tr>
<td>M.Ed. Instructional Technology</td>
<td>M.Ed. Digital Learning &amp; Teaching</td>
</tr>
<tr>
<td>M.S. Instructional Technology</td>
<td>M.S. Digital Learning &amp; Teaching</td>
</tr>
</tbody>
</table>

The rationale for this name change is as follows: the current program name “Instructional Technology” is both instructor-centric and hardware-connotative and does not represent the current state of the field in promoting student-centered learning through largely digital, online tools and resources. We propose to rename the program “Digital Learning and Teaching” which places learning first, retains the important role of teaching, and better represents the digital nature of current learning tools and resources. The word “digital” is commonly employed at the national level today, with widespread initiatives such as “Digital Learning Day” (http://www.digitallearningday.org/). Further, it should be noted that similar programs at other institutions have already implemented name changes to emphasize “learning” over “instructing”:

Learning, Design, and Technology (Georgia, Penn State, Purdue, Stanford)
Digital Teaching and Learning (Kansas State)
Learning Technologies (Minnesota)

In addition to the reasons noted above, two new faculty members will be affiliated with our program area effective July 1, 2014, through the Digital Transformation of Education cluster hire. Further, the NC Department of Public Instruction’s division dedicated to learning technology also recently changed its title to Digital Teaching and Learning (http://www.ncpublicschools.org/dtl/). A program name change would afford better alignment with this new research cluster and existing state division.

Please let us know if you have any questions.

Respectfully,

[Signature]

Kevin M. Oliver, Ph.D.
Coordinator, Instructional Technology Program
MEMORANDUM OF AGREEMENT

between

Bertie County Schools

and

North Carolina State University
This Memorandum sets forth the parameters for the operation of the Bertie Early College High School (herein referred to as “BECHS”), a high school under the authority of the Bertie County Schools (herein referred to as “BCS”) and in collaboration with North Carolina State University (herein referred to as “NCSU”).

The intent of the parties is to leverage secondary school innovation to graduate all students prepared for success in college, careers, and life while advancing economic development in Bertie County. This document formally articulates the relationship between the partnering institutions to promote the necessary collaboration that must exist to accelerate student learning to carry out the above stated mission.

The BECHS, a distinct entity with its own students and programs, is a small, autonomous school with an enrollment not to exceed 100 students per grade level and in which students are expected to complete a high school diploma and up to the first two years of a college degree. Additionally, this school has a special emphasis on agriscience and biotechnology. The North Carolina New Schools (NCNS) design principles (college readiness, personalization, redefined professionalism, powerful teaching and learning, purposeful design, and leadership) are its foundational core. BECHS accelerates students’ high school experience through a blended approach to high school and college.

NCSU is a statutorily created constituent institution of the University of North Carolina (UNC) system. The two entities (BECHS and NCSU) shall maintain their separate legal identities and programs. The parties' relationship will be governed by UNC Policy 400.6.1[R], as that regulation may be from time to time revised and is incorporated herein by reference. In the event of any conflict between this Agreement and UNC Policy, the terms and provisions of the UNC Policy shall govern.

1. **TERM.**
   a. **Initial Term.**
      This Agreement is effective for three years, until June 30, 2017, unless terminated earlier as provided herein ("Initial Term"). The parties understand that extension and renewal is dependent upon and subject to the availability of funds for this purpose and each parties’ evaluation of the effectiveness (student participation, student success, finances, etc.) of this partnership.
   b. NCSU representatives and BCS agree to meet annually to review and discuss progress and plans for BECHS and renew this agreement, with revisions if necessary.

2. **BCS BOARD DUTIES.**
   a. **General Operations.**
      i. BECHS shall be a public high school under the authority of the BCS. All federal, state and local laws applicable to public high schools shall be applicable to BECHS.
      
      ii. All federal, state, local, and BCS requirements for public high schools shall be complied with and shall be the responsibility of BCS for every BECHS student.
      
      iii. BECHS faculty and staff will support students by using time differently during the instructional day and by creating learning opportunities beyond the traditional school day to provide sufficient and appropriate opportunities for students to engage in learning. The BCS agrees to annually, or as necessary, seek a waiver from the NC Department of Public Instruction (NCDPI) allowing it to adopt a calendar for
BECHS that aligns with the NCSU academic calendar to enable high school students to enroll in courses delivered by NCSU.

b. Management and Oversight.
   i. The BCS Board shall appoint and employ a principal, who shall have executive authority over the high school programs and activities. The BCS Board or its designee will select and supervise qualified and certified teachers to provide the courses for the high school curriculum and programs. The BCS Board is responsible for the compensation of the BECHS principal, teachers, and high school staff. The individuals occupying these positions are employees of the BCS, not NCSU or the UNC System. Similarly, the BCS Board or its designee will offer and provide input into the evaluations of the NCSU Liaison (see section 3.B.iv. below) with regard to joint programmatic operations.

   ii. Management of BECHS and decision-making authority with regard to programmatic operational issues shall be vested with the principal of BECHS, subject to the advice and consent of the Superintendent and the BCS Board. Should any such issues directly and substantially affect NCSU, the principal shall consult with NCSU’s authorized representative.

   iii. Policy decisions with respect to BECHS shall be made by the BCS Board. Should any such issues directly and substantially affect NCSU, the BCS Board or its designee will consult with the NCSU Liaison.

   iv. The BCS Board and the BECHS administrator(s) shall be responsible for ensuring compliance with restrictions on internet access at the BECHS site as required for public schools in North Carolina.

   v. The BCS Board Chair or designee will be responsible for communication and collaboration with the NCSU Liaison pursuant to this Agreement.

c. Curriculum and Instruction.
The BCS Board shall ensure that all students enrolled in BECHS are provided with courses to meet the minimum course requirements for admission to the UNC System.

3. NCSU DUTIES.
a. Facilities.
   i. NCSU shall provide BECHS students limited and controlled access to NCSU facilities, including the University Libraries, provided the students are monitored and supervised by BECHS staff and/or faculty. There will be no access to residence halls, unmonitored internet access sites, any space where alcohol is available or any location identified by NCSU to be unsuitable for high school students or their programs. Monitoring of the BECHS students' compliance with access to NCSU facilities and internet access shall be the responsibility of BECHS.

   ii. NCSU shall be responsible for providing facilities that are ADA and OSHA compliant whenever the students are on NCSU property.

b. Instruction and Oversight.
   i. NCSU will provide selected university level courses delivered through distance education (DE), taught by NCSU faculty, for students enrolled in the BECHS.
NCSU shall be fully responsible for the compensation of any NCSU faculty whose classes include BECHS students.

ii. Prior to enrolling in a university-level DE course, students must demonstrate readiness to succeed in these courses. BECHS students shall demonstrate evidence of academic readiness by earning an acceptable/passing score on the placement test in the areas of reading, writing and math as established by NCSU or the North Carolina Community College System, and shall meet any typical prerequisite for enrollment in a specified course. BECHS students do not need to take standardized tests, such as the SAT or ACT, in order to take university level courses offered as part of the BECHS program. The NCSU Liaison will confer with the BECHS Principal and faculty to ensure the readiness and performance of BECHS students prior to enrollment in NCSU courses. Individual BECHS students must meet the standards defined in NCSU’s academic regulations to continue taking courses at NCSU. The NCSU liaison will confer with the BECHS principal and appropriate NCSU officials if this situation arises.

iii. BECHS students may take no more than 29 credits in NCSU courses that satisfy degree requirements of NCSU AAS degree, or no more than 59 credits in NCSU courses that satisfy degree requirements of any of its bachelor's degrees. The NCSU Liaison will advise students of these limits. Exceeding these limits will require prior approval by NCSU and by Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), which is the regional body for the accreditation of degree-granting higher education institutions in the southeastern US.

iv. NCSU shall appoint a NCSU Liaison. The NCSU Liaison will be an NCSU employee, to be funded by NCDPI with funds that are legislatively appropriated by the NC General Assembly for this purpose. The principal of BECHS shall participate in the selection process for this position.

1. Although the NCSU Liaison position is employed by NCSU, the position exists for the purpose of supporting BECHS students and school success. As such, this position is responsible for advocating for student needs, communicating with NCSU instructors, testing for college readiness, assisting students in gaining college preparedness, securing needed textbooks, collaborating with NCSU officials to coordinate BECHS and NCSU schedules, registering and enrolling students in NCSU courses, and providing any other support needed for student success.

2. The BECHS principal and NCSU will collaborate to assign duties and evaluate the performance of the NCSU Liaison.

iv. BECHS and NCSU shall collaborate to optimize course delivery options, which may include but is not limited to on-line courses, video-captured courses, and other virtual methods of course delivery (e.g. Polycom). BECHS shall provide a lab facilitator for any NCSU course delivered virtually.

v. NCSU agrees that BECHS students may receive services or access opportunities at other institutions of higher education for the purpose of meeting diploma or degree requirements.
c. **Confidentiality of Student Information.**

The parties agree that all student records obtained in the course of performing this Agreement shall be subject to the confidentiality, disclosure, and re-disclosure provisions of applicable federal and state statutes and regulations, and in accordance with BCS Board Policy 4100. All BECHS student records and any required access log shall be maintained by the BCS Board. NCSU shall maintain student records for courses taken at the university. NCSU considers the BCS Board and officials of BECHS as “school officials” for purposes of the Family Educational Rights and Privacy Act (FERPA).

d. **Faculty and Faculty Development.**

i. BECHS receives specialized funding partially designed to provide staff with a sequential, integrated, evidence-based program of professional development delivered by NCNS resulting in a transformation of the teaching-learning process. NCSU shall encourage professors instructing BECHS students to participate in professional development provided by NCNS to the maximum extent that logistics and funds allow.

ii. NCSU shall provide consultative services and professional development opportunities to BECHS faculty as time and resources permit.

4. **RECRUITMENT AND SELECTION OF STUDENTS.**

a. **Recruitment**

BECHS is committed to serving a diverse student population with particular recruitment emphasis on identifying students who will be the first in their families to attend college, students who are from economically disadvantaged families, students who have been historically underrepresented in the college population, and students who have an interest in learning about possible careers within the agriscience or biotechnology fields.

b. **Selection**

i. Applicants to the BECHS must complete an application developed by representatives of the parties. This application must contain the campus safety questions required by the UNC General Administration for all enrolled students.

ii. Selection of students for the BECHS must be made by the BCS Board. The BCS Board will seek input from an admissions committee that includes representatives of NCSU and BCS including BECHS staff. The selection process will include consideration of academic credentials, disciplinary records, potential for successful completion of both high school requirements and university course requirements, and other appropriate criteria established by the BECHS admissions committee.

iii. All public inquiries regarding admissions, programs or operations of the BECHS shall be referred to the appropriate BCS administrator and/or its public relations office with timely notification of such inquiries or public information releases to the NCSU Liaison.

iv. Admission to NCSU undergraduate baccalaureate programs is highly selective. Students choosing to apply for admission from the BECHS will be considered for admission based on a holistic review of their applications. If admitted, any transfer credits will be considered toward completion of the baccalaureate degree in accordance with existing university guidelines.
v. BECHS students will be identified and tracked in the NCSU student database and will be placed in a unique category as established by the Board of Governors of the UNC System. These students will not be classified or counted as regularly enrolled students.

5. STUDENT BEHAVIOR AND DISCIPLINE.
   a. Students may be disciplined or dismissed by BECHS or the BCS Board for violation of BCS Board or BECHS rules or regulations. NCSU may not reject such disciplinary decisions or determinations; however, BECHS or its principal may consult with and seek advice from pertinent NCSU officials prior to making these decisions. Students may also be disciplined or dismissed by NCSU from the BECHS for violation of federal or state laws or NCSU policies and regulations. Neither the principal nor the BCS Board may reject these disciplinary decisions or determinations, but NCSU may seek their advice prior to making these decisions.

   b. While using NCSU facilities or property or attending NCSU classes, the BECHS students, faculty, and staff shall comply with all state and local laws, applicable NCSU regulations, policies and Code of Student Conduct. Failure to follow these proscriptions will subject the individual to the disciplinary procedure of NCSU and may result in the dismissal from BECHS. The BCS Board will adopt any rules necessary to its governance of the school; the parties expressly agree, however, that those rules shall not be inconsistent with those in force and applicable to BECHS while at NCSU.

   c. Enrollment in NCSU courses, as part of the BECHS program, is contingent upon enrollment in BECHS. A student suspended from BECHS may not attend NCSU courses during the suspension from BECHS, unless NCSU in its sole discretion makes an exception.

6. TUITION and FEES.

The parties expect that the tuition for BECHS students enrolled in NCSU courses shall be paid by the North Carolina Department of Public Instruction. NCSU shall remit a bill for tuition charges to the BCS Board of Education and shall include, at a minimum, the information required by NCDPI for payment. The BCS Board shall verify the student enrollments included in the tuition bill and submit the bill, with the BCS Board Chair signature, to the NCDPI for payment. Payments shall be made directly to NCSU in a timely manner. Failure to do so may compromise the student’s ability to register for courses.

Tuition charges are paid by the NCDPI in accordance with the provisions of GS §115C-238.54 (h). These provisions include tuition rate limitations and a prohibition on payment of student fees. As such, tuition rate limitations must be observed and student’s fees or other charges shall not be paid by the NCDPI. Submission of invoices without the minimum required information shall result in payment delays.

NCSU may require BCS to pay for additional expenses associated with the students’ enrollment in College Courses, such as school fees, identification cards, consumable items, and tools required for successful class participation. The Payment for any student activity fee may not exceed $14 per credit hour per course. High School Students in need of
identification cards will be provided with such at no initial cost. Replacement identification cards will be created and fees charged according to NCSU policies and procedures.

BCS will pay for textbooks for BCS students’ College Courses. These textbooks will remain the property of BCS. NCSU will strongly encourage college instructors of high demand BECHS courses to use the same textbook for three consecutive years.

7. LIABILITY.
The BCS Board (including BECHS) and NCSU are each responsible for the negligence or intentional harm caused by its agents or employees; however, nothing in this section shall be construed to waive any defense of sovereign immunity which might otherwise be available to the BCS Board and NCSU or the UNC Board of Governors; provided further that nothing in this section shall be construed to limit the rights of the Attorney General of North Carolina to bring claims for or to defend claims against NCSU.

8. CRIMINAL BACKGROUND CHECKS.
NCSU agrees to conduct criminal background checks on each NCSU employee and independent contractor who will work within the BECHS facility while students are in the BECHS facility. Such checks shall be completed prior to the employee or independent contractor beginning work in the BECHS facility and NCSU will not allow any employee or independent contractor of the BECHS facility whose criminal background check is not free of criminal convictions that indicate that the individual poses a threat to the physical safety of students, faculty, staff, or BCS Board personnel. NCSU agrees to conduct checks on the lists or registries currently specified in NCGS 115C-332.1 to determine if NCSU employees working within the BECHS facility are on such lists or registries, and ensures that students, while within the BECHS facility, will not have direct interaction with any NCSU employees listed on such lists or registries. The parties acknowledge that pursuant to General Statute 14-208.18, it is unlawful for some persons required to register as a sex offender under North Carolina law to knowingly be within 300 feet of any location intended primarily for the use, care or supervision of minors, when the place is located on premises that are not intended primarily for the use, care, or supervision of minors. Violation of this statute is a felony.

9. NOTICE.
Any notice, consent or other communication in connection with this Agreement shall be in writing and may be delivered in person, by mail or by facsimile transmission (provided sender confirms notice by written copy). If hand-delivered, the notice shall be effective upon delivery. If by facsimile copy, the notice shall be effective when sent. If served by mail, the notice shall be effective three (3) business days after being deposited in the United States Postal Service, addressed appropriately to the intended recipient as follows:

If to the BCS Board: Superintendent
Bertie County Schools
222 County Farm Rd.
Windsor, NC 27983

If to NCSU: Executive Vice Chancellor and Provost
NC State University
10. ENTIRE UNDERSTANDING.
This Agreement contains the final expression of the parties' intent and the sole and entire understanding between the BCS Board and NCSU. The parties agree that any statements, representatives, discussions, or documentation, whether made prior to or contemporaneously with the execution of this Agreement, have been merged into this Agreement and this Agreement fairly and comprehensively memorializes the final negotiated agreement between the parties. The Agreement shall not be modified or amended in any manner except in writing signed by both parties hereto. The Agreement may be renewed at the end of the Initial Term specified upon such terms as the parties agree.

11. ADVERTISING.
Neither party shall identify the other, or refer to their accreditation status, in any promotional advertising or other promotional materials to be disseminated to the public or use the name of either party’s trademarks, service marks, symbol, nickname or logos of either party without the prior written consent of the other party, except to identify the locations and operations of the BECHS.

12. EXPENSES.
Except to the extent that this Agreement expressly provides otherwise, the parties to this Agreement shall bear their own respective expenses incurred in connection with the negotiation, preparation, execution, delivery, and performance of this Agreement and the consummation of any transaction it contemplates. This includes, without limitation, all fees and expenses of agents, representatives, counsel, and accountants.

13. TERMINATION.
Either party may terminate this Agreement upon 90 days written notice to the other party; provided, however, that if notice of termination is served during the BECHS academic year, the termination will not become effective until the day after the last day of the semester. Should this Agreement be terminated it shall have no ill effect upon the students already admitted to NCSU after completion of the BECHS degree.

14. SEVERABILITY.
Unless otherwise expressly provided herein, the rights of the parties hereunder are several rights, not rights jointly held with each other or with any other party. Any invalidity, illegality or limitation of the enforceability of any party of this Agreement, whether arising by reason of law or otherwise, shall in no way affect or impair the validity, legality or enforceability of this Agreement in all other respects.

15. ASSIGNMENT.
This Agreement may not be assigned without written agreement of all parties, but if the same is assigned by agreement, it shall be binding on the assignee and his heirs.

16. GOVERNING LAW.
This Agreement and the rights and obligations of the parties hereto shall be governed by and construed and enforced in accordance with the laws of the State of North Carolina without regard to any principles of conflicts of laws that would make applicable the law of any other jurisdiction.
17. **FORCE MAJEURE.**
   In the event that the performance of the obligations under this Agreement is prevented by reasons of Force Majeure, the parties are released from their obligations and neither party shall be responsible for any damages sustained and have no further recourse against the other party. Force Majeure shall mean fire, earthquake, hurricane, flood, act of God, epidemics or pandemics, nuclear explosions, strikes, work stoppages, or other labor disturbances, riots or civil commotions, war or other act of any foreign nation, terrorism, power of government or governmental agency or authority, or any other cause like or unlike any cause mentioned which is beyond the control of the parties.

18. **BINDING.**
   All provisions of this Agreement shall be binding upon, and inure to the benefit of, and be enforceable by and against the parties, their respective heirs, representatives, successors, and assigns.

19. **NO JOINT VENTURES.**
   This Agreement does not and shall not be considered to create a partnership or joint venture between NCSU and the BCS Board. Neither party shall have the power to bind nor obligate the other except as expressly provided herein.

20. **WAIVERS.**
   The terms of this Agreement may be waived only by a written instrument that is signed by the party that is making the waiver. A party's delay in exercising any right, power, or privilege hereunder shall not operate as a waiver thereof. Nor shall a party's waiver of any such right, power, or privilege, nor any single or partial exercise of any such right, power, or privilege, preclude any further exercise thereof or the exercise of any other right, power, or privilege.

This Agreement is effective upon approval by both BCS and NCSU Boards.

<table>
<thead>
<tr>
<th>Elaine White</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Superintendent, Bertie County Schools</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>W. Randolph Woodson</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Chancellor, North Carolina State University</td>
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<table>
<thead>
<tr>
<th>Benjamin P. Jenkins, III</th>
<th>Date</th>
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<tbody>
<tr>
<td>Chair, North Carolina State University Board of Trustees</td>
<td></td>
</tr>
</tbody>
</table>
Emma Johnson
Chair, Bertie County Schools Board of Education
LEA Name  Bertie County Schools

School Name  Bertie Early College High School

School Number  080311

Cooperative Innovative High School Programs

NC G.S. 115C-238.50 – 238.55

Renewal Documentation for
Cooperative Innovative High School Programs

Spring 2014 for
SY 2014-15 through SY 2018-19

North Carolina State Board of Education
North Carolina State Board of Community Colleges
University of North Carolina Board of Governors
Cooperative Innovative High School Program Renewal Process and Form

Directions for Completion

- Please read carefully the information contained on this and the following pages prior to completing the renewal documentation.

- The renewal letter must be submitted jointly by local board(s) of education and the governing board of a post-secondary institution. It may also include the signature of a representative from the North Carolina New Schools, a business partner or local government organization such as a County Commission chairperson, as appropriate.

- Districts and their partners must specify their intent to either a) continue operating under the terms of their original agreement (as represented by the original application); b) continue generally under the terms of the original agreement but with the adaptations or changes specified in the renewal letter; or c) close the school.

- Districts and partners should submit one (1) signed renewal letter to:

  Chief Academic Officer  
  Academic Services and Instructional Support  
  North Carolina Department of Public Instruction  
  6368 Mail Service Center  
  Raleigh, NC 27699-6368

The signature page must be signed by a representative of each organization included in the partnership; requests without appropriate signatures will be considered incomplete. For Early College High Schools partnered with the NC New Schools, a copy of this renewal document will be provided to NC New Schools by NC DPI staff. Upon renewal, a copy of the document with SBE and partner institution signatures will be returned to you for your records.
Cooperative Innovative High School Program Renewal Form

LEA # 080

LEA Name Bertie County Schools

School # 080311

School Name Bertie Early College High School

Partner Institution 1 Name North Carolina State University

Partner Institution 2 Name Martin Community College

TO: Chief Academic Officer
North Carolina Department of Public Instruction

☑ The school district and partner institution(s) named above request renewal of the Cooperative Innovative High School agreement originally submitted

☐ The school district and partner institution(s) named above do not request renewal of the Cooperative Innovative High School agreement originally submitted

If requesting renewal, the intention is to:

☐ Continue operations as specified in the original agreement.

☑ Continue operations as specified in the original agreement, except as follows:

NC State University continues to serve as the primary IHE partner for Bertie Early College High School. Martin Community College serves as an additional post-secondary partner for the early college, and a Memorandum of Understanding exists between Bertie County Schools and the community college. While the initial application included a relationship with Shaw University, the relationship did not materialize in the first year of the school's operation and was not pursued thereafter.

Public Schools of North Carolina
North Carolina Community College System
University of North Carolina Board of Governors
Renewal Letter – Cooperative Innovative High School Programs
We understand that schools partnered with the NC New Schools in the early college high school model will continue receiving all Learn and Earn (PRC 055) funds and support services during the renewal grant cycle, pending funding availability.

We understand that the following routine exemptions granted by the State Board of Education, and the conditions associated with each exemption, will remain in effect when our program is renewed.

<table>
<thead>
<tr>
<th>State Board of Education Cooperative Innovative Program Waivers</th>
</tr>
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<tbody>
<tr>
<td>These are included with program approval; please do not apply for these exemptions.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>SBE Waiver ID</th>
<th>Waiver Description</th>
<th>Applicable Conditions</th>
<th>Waiver Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-2</td>
<td>Allow the NC principal certification requirements to be waived.</td>
<td>Non-certified principals shall enroll in an accredited principal certification program and shall complete certification within three years.</td>
<td>Personnel</td>
</tr>
</tbody>
</table>
| CU-1         | Allow students to meet graduation requirements by substituting a college-level course for an approved high school course, as appropriate. This includes permitting multi-course sequences to meet requirements, and includes all core curriculum areas and foreign languages. | • School must specify in their application the high school course(s) to be replaced (i.e., English II) and the associated college-level course(s) (i.e., ENG 211 and 212) for which credit will be given.  
• Students must pass the college-level course.  
• Students must take the EOC exam for EOC courses. | Curriculum |
The LEA and partner institution(s) request the following **additional** exemptions from laws and rules applicable to a local board of education, an LEA (local school administrative unit), a community college, a constituent institution of the UNC System, or a local board of trustees, that may be necessary for successful program operation. (Space is provided for each governing board; add rows to the table as necessary.)

### STATE BOARD OF EDUCATION

<table>
<thead>
<tr>
<th>Identify the state law, regulation, or SBE policy to be waived (Please provide a specific reference)</th>
<th>Specify the rationale for the exemption (Please include explicit examples)</th>
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</table>

### NC COMMUNITY COLLEGE BOARD

<table>
<thead>
<tr>
<th>Identify the state law, regulation, or NCCCS policy to be waived (Please provide a specific reference)</th>
<th>Specify the rationale for the exemption (Please include explicit examples)</th>
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<tr>
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</table>

### UNC BOARD OF GOVERNORS

<table>
<thead>
<tr>
<th>Identify the state law, regulation, or UNC GA policy to be waived (Please provide a specific reference)</th>
<th>Specify the rationale for the exemption (Please include explicit examples)</th>
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</thead>
<tbody>
<tr>
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<td></td>
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</tbody>
</table>
Partner Signatures

Signature, Chairperson, Local Board of Education

Signature, Chairperson, Local Board of Trustees of Community College

Signature, Chairperson, Board of Trustees, UNC Campus

Signature, Chairperson, Board of Trustees, Independent College or University

Signature, NCNSP or other Education Partner

LEA contact for information contained in the renewal request:

Name: Andrew Harris
Telephone: (252) 325-3607
Email: aharris@bertie.k12.nc.us
Mailing Address: PO Box 10, 117 County Farm Rd, Windsor, NC 27983
Fax #: (252) 794-1330

Partner institution contact for information contained in the renewal request:

Name: Dr. John Havlin
Telephone: (919) 515-9721
Email: jlhavlin@ncsu.edu
Mailing Address: Patterson Hall 111d, Box 7642, NCSU Campus, Raleigh, NC 27695
Fax #: (919) 515-2167
Approval Signatures

Signature, Chairperson, State Board of Education

Signature, Chairperson, State Board (Partner Institution)
June 2, 2014

MEMORANDUM

TO: Terri L. Lomax  
   Vice Chancellor for Research, Innovation and Economic Development

FROM: W. Randolph Woodson  
      Chancellor

SUBJECT: Request to approve the continuation of the North Carolina Solar Center and change its name to the North Carolina Clean Energy Technology Center under Regulation 10.10.4

In response to your Memorandum dated June 2, 2014, authorization is hereby granted to forward the request to continue the North Carolina Solar Center and change its name to the North Carolina Clean Energy Technology Center to the Board of Trustees for approval.

WRW/mh

cc: Louis Martin-Vega, Dean, College of Engineering  
   Jeff Cheek, Associate Vice Chancellor, Research Administration  
   John Gilligan, Senior Advisor, Dean of Engineering  
   Jonathan Horowitz, Assistant Vice Chancellor, Research Development  
   Stephen Kalland, Executive Director, Solar Center  
   Larisa Slark, Coordinator, Centers and Institutes, SPARCS
June 2, 2014

MEMORANDUM

TO: W. Randolph Woodson  
Chancellor  
NC State University

FROM: Terri L. Lomax  
Vice Chancellor for Research, Innovation and Economic Development  
NC State University

RE: Recommendation to approve the continuation of the North Carolina Solar Center and change its name to the North Carolina Clean Energy Technology Center under Regulation 10.10.04

Since approval of its charter by the Board of Governors in 1993, the mission of the North Carolina Solar Center (NCSC) has evolved to include a wide range of activities focusing on renewable energy. Indeed, Center programs now include solar, wind, and biomass renewable energy, industrial energy efficiency technologies, energy storage and other “smart” grid concepts, green building design and practice, and clean transportation technologies including biofuels, natural gas, propane, and electric vehicles.

The five-year review of the NCSC was completed in February 2013. The review team concluded that “the overall reputation [of the NCSC] as a service provider in the domain of clean energy in the State is exceptionally strong and very highly valued by the many constituencies that benefit from these services.” Based on the Center’s outreach accomplishments and strong reputation in the community, the review team concluded that the NCSC should be approved for continuance. This recommendation is supported by the College of Engineering, the responsible administrator of the Center, and the Office of Research, Innovation and Economic Development. I request your approval of continuance.

In the normal operation of a Center or Institute, it is expected that there will be evolutionary changes to its charter and personnel. Such evolutionary changes may on occasion necessitate a name change to better reflect the current mission of the Center or Institute. In accordance with Article 4.6 of Regulation 10.10.04, such name changes must be reviewed and approved by the responsible administrator, Vice Chancellor for Research, Innovation and Economic Development and the Chancellor.
Given the expansion of activities since 1993, the NCSC review team recommended that the Center consider a name change to reflect the breadth of its current operations. This recommendation was approved by the Center and a new name, the North Carolina Clean Energy Technology Center (NCCETC), was proposed for consideration. A revised charter that reflects this proposed name change was prepared by the Center, and submitted along with a request for a name change by the College of Engineering. This revised charter has been approved by SPARCS and the Office of Research, Innovation and Economic Development, and the proposed new name of the Center was approved by members of the Research Operations Council and the Provost.

This Center is an important resource for the citizens of North Carolina and the Nation, and the Office of Research, Innovation and Economic Development recommends the approval of its revised charter and new name (North Carolina Clean Energy Technology Center). I request your approval of this recommendation.

TLL/mh

cc: Louis Martin-Vega, Dean, College of Engineering
    Jeff Cheek, Associate Vice Chancellor, Research Administration
    John Gilligan, Senior Advisor to the Dean of Engineering
    Jonathan Horowitz, Assistant Vice Chancellor for Research Development
    Stephen Kalland, Executive Director, Solar Center
    Larisa Slark, Coordinator – Centers and Institutes, SPARCSW
June 12, 2013

Dr. Terri L. Lomax  
Vice Chancellor of Research and Innovation  
NCSU  
Holladay Hall, Room 103  
Campus Box 7003  
Raleigh, NC 27695

Dear Terri,

We are requesting that the NC Solar Center be renamed. This request is based on one of the key suggestions from the NC Solar Center review report presented in the spring of 2013. The NC Solar Center has grown over the past years and their expansion encompasses more than just solar energy. The Center now has programs in wind, biomass, clean transportation, energy efficiency, smart grid technologies, combined heat and power, and district energy. Additionally, the nature of the Center’s work has advanced from simple technology demonstration to creating markets through policy, economic development, workforce development, and other forms of outreach. The decision to change the NC Solar Center name came after the Center’s review, much internal discussion through strategic planning, and surveying of the Center’s stakeholders.

The Solar Center’s recent strategic planning process was conducted by an external vendor who helped lead discussion around the Center’s mission, core competencies, and the Center’s overall perception within its stakeholder groups. As an outcome from the strategic planning process and the customer survey, the Center’s leadership has proposed changing the name of the organization. As a part of the customer survey process, the vendor communicated with several stakeholders to receive an accurate “reading” of how the Center was perceived within industry. The purpose of this survey was to determine the following:

- How stakeholders describe the Solar Center, and what attributes they contribute to the Center;  
- How many programs and services stakeholders knew that the Center offered; and  
- How the Center’s current name matches with the activities in which the Center is engaged.

Overwhelmingly, stakeholders made a recommendation to change the Center name to better reflect the services offered, and to allow for future program area expansion.

As a result of the survey, an internal name-change committee met to review potential names and to make suggestions. The information from the survey was eventually used, along with the Center’s staff committee recommendations. The names selected were crafted from stakeholder suggested words that best described what the Solar Center accomplishes.
After potential names were selected by the internal committee, a survey was completed by staff and by additional stakeholders to vet the top three choices considered for the new name.

Staff and stakeholders overwhelming selected NC Clean Energy Technologies Center due to the appeal of the much more generic clean energy name that will allow for program growth and for a better description of what the Center already offers.

The Center’s Director then solicited feedback from the College. The list of three possible new names was presented to the Research Committee in April. The committee members were in favor of NC Clean Energy Technologies Center as the new name for the Solar Center. With this input, I am forwarding the Center’s request for a name change for University approval. Upon approval, the Center will move forward with a rebranding exercise this summer with an expected roll-out for the new name to coincide with its 25th anniversary celebration in late fall 2013.

I am very supportive of the decision to rename the NC Solar Center to “NC Clean Energy Technologies Center.” I hope you will take in consideration their expansion and how the name change would increase their innovation efforts.

Thank you for your time and consideration. I look forward to hearing from you soon.

Best regards,

[Signature]

Louis A. Martin-Vega, Ph.D., P.E.
Professor and Dean

c:
John Gilligan, Senior Advisor to the Dean of Engineering
Stephen Kalland, Executive Director, Solar Center
June 12, 2014

MEMORANDUM

TO: Terri L. Lomax  
    Vice Chancellor for Research, Innovation and Economic Development

FROM: W. Randolph Woodson  
    Chancellor

SUBJECT: Request for authorization to continue the Center for Family and Community Engagement (CFACE) under Regulation 10.10.4

In response to your Memorandum dated June 12, 2014, authorization is hereby granted to forward the request to continue the Center for Family and Community Engagement (CFACE) to the Board of Trustees for approval.

WRW/mh

cc: Jeffery Braden, Dean, College of Humanities and Social Sciences
    Jeff Cheek, Associate Vice Chancellor, Research Administration
    Joan Pennell, Director, CFACE
    Jonathan Horowitz, Assistant Vice Chancellor for Research Development
    Larisa Slark, Coordinator - Centers and Institutes, SPARCS
June 12, 2014

MEMORANDUM

TO: W. Randolph Woodson
    Chancellor
    NC State University

FROM: Terri L. Lomax
      Vice Chancellor for Research, Innovation and Economic Development
      NC State University

RE: Recommendation to continue the Center for Family and Community Engagement (CFACE) under Regulation 10.10.4

In accordance with Article 5.2.2 of Regulation 10.10.04, the College of Humanities and Social Sciences completed an internal Periodic review of the Center for Family and Community Engagement (CFACE) for the period 2008-2013 (5 years).

The Report presented by the Review Committee strongly supports the mission and direction of CFACE, and shows that the Center and its leadership are meeting NC State and Center goals. The College of Humanities and Social Sciences endorses the conclusion of the Reviewers that CFACE should continue as a university Center as sanctioned by the Board of Trustees.

The Office of Research, Innovation and Economic Development recommends continuation of the CFACE and requests your approval of this recommendation.

TLL/mh

cc: Jeffery Braden, Dean, College of Humanities and Social Sciences
    Jeff Cheek, Associate Vice Chancellor, Research Administration
    Joan Pennell, Director, CFACE
    Jonathan Horowitz, Assistant Vice Chancellor for Research Development
    Larisa Slark, Coordinator - Centers and Institutes, SPARCS
15 November 2013

Prof. Terri Lomax, PhD
Vice Chancellor for Research, Innovation and Economic Development

Dear Terri:

The College of Humanities and Social Sciences recently completed an internal review of the Center for Family and Community Engagement (CFACE). The review was held on Friday, October 18, 2013 with the CFACE Director, Dr. Joan Pennell. In attendance was Dr. Pennell and, at the beginning and end of the review day, Dean Jeffrey Braden. The review committee consisted of Denis O. Gray, NC State University, Dean F. Duncan, III of UNC Chapel Hill, and Terri L. Shelton, UNC Greensboro.

The accompanying report covers CFACE’s activities from 2008 to October 2013. The report strongly supports the mission and direction of CFACE, and shows that the center and its leadership are meeting NCSU and Center goals. On that basis, the reviewers concluded that CFACE should continue. The College of Humanities and Social Sciences strongly endorses continuation of the Center.

Please let me know if you have any questions regarding CFACE and this five-year review.

Sincerely,

Jeffery P. Braden, PhD
Dean and Professor of Psychology
jeff_braden@ncsu.edu
## Swimming & Diving

### Compensation

<table>
<thead>
<tr>
<th>Base Salary</th>
<th>Supplemental</th>
<th>Total Compensation</th>
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### ACADEMIC

#### Federal Graduation Rate

- **4-Year FGR > National Average:**
  - Men: $5,000
  - Women: $5,000

- **4-Year FGR >/= 70%:**
  - Men: $2,500, $2,500, $2,500, $2,500, $2,500
  - Women: $2,500, $2,500, $2,500, $2,500, $2,500

#### APR

- **APR > National Average:**
  - Men: $5,000
  - Women: $5,000

### ACC CHAMPIONSHIP MEET

#### 3rd Place:

- **Men:** $5,000
- **Women:** $5,000

#### 2nd Place:

- **Men:** $7,500
- **Women:** $7,500

#### 1st Place:

- **Men:** $10,000, $4,000, $2,000, $2,000, $2,000
- **Women:** $10,000, $4,000, $2,000, $2,000, $2,000

### NCAA INVITATION

#### NCAA Div I Post Season:

- **Men:** $1,000, $1,000, $1,000, $1,000, $1,000
- **Women:** $1,000, $1,000, $1,000, $1,000, $1,000

### NCAA CHAMPIONSHIPS

#### 21st to 25th Finish:

- **Men:** $2,500, $1,000, $1,000, $1,000, $1,000
- **Women:** $2,500, $1,000, $1,000, $1,000, $1,000

#### 16th to 20th Finish:

- **Men:** $5,000, $2,000
- **Women:** $5,000, $2,000

#### 11th to 15th Finish:

- **Men:** $10,000, $3,000
- **Women:** $10,000, $3,000

#### 6th to 10th Finish:

- **Men:** $20,000, $4,000, $2,000, $2,000, $2,000
- **Women:** $20,000, $4,000, $2,000, $2,000, $2,000

#### 2nd to 5th Finish:

- **Men:** $25,000, $5,000
- **Women:** $25,000, $5,000

#### 1st Place:

- **Men:** $30,000, $5,839, $4,638, $3,795, $3,537, $2,500
- **Women:** $30,000, $5,839, $4,638, $3,795, $3,537, $2,500

#### MAXIMUM BONUS POTENTIAL / BONUS EARNED

- **Head Coach:** $100,000
- **Assoc. HC:** $26,678
- **Assistant Coaches:** $20,277, $18,590, $18,074, $16,000
Graduate Certificate in Digital Humanities (ETA)

College of Humanities and Social Sciences

Introduction

The Graduate Certificate in Digital Humanities is an interdisciplinary certificate program proposed by faculty in CHASS with its administrative home in the Department of English. It is designed with the following purposes in mind: 1) to enhance the traditional, disciplinary approaches to research and teaching in CHASS, COE, CED, and COD; 2) related to 1, to offer CHASS/COE students a formal credential reflecting training in a high-demand area that will enhance their experience and training; 3) to offer graduate students in STEAM (Science, Technology, Engineering, Arts, and Mathematics) disciplines at NC State the opportunity to augment their studies by credentialing in humanities-based approaches to research questions and methodologies; 4) to expand the range of experiences and opportunities available to CRDM PhD students; 5) to operate in coordination with a similar Graduate Certificate in Digital Humanities at UNC and (eventually) at Duke University. A series of inter-collegiate meetings held in 2012 among faculty and administrators from UNC, NCSU, Duke, and the Director of the National Humanities Center confirmed the shared goal of establishing parallel certificate programs in digital humanities.

What is “Digital Humanities”?

"Digital Humanities" ("DH") represents the recent evolution of "humanities computing," a field whose history reaches back to the mid-twentieth-century but which has recently expanded to incorporate more web-based and new media concerns, now under the aegis of "DH." This research emerges from traditional humanistic disciplines, including English studies (literature, film, composition, rhetoric, technical and scientific communication, linguistics, creative writing); history (visual and textual analysis, material culture, geospatial analyses, especially regarding environmental history as well as flows of goods, people and ideas over time and space); education, foreign languages and literatures, and library sciences; while also inviting new disciplinary and institutional affiliations. Digital humanities has the potential to invigorate these disciplines—and generate new connections among them—with the opportunities for rethinking scholarly materials, methodologies, and audiences in the digital age. These interdisciplinary scholars employ digital media and methods in their research and scholarship to ask new kinds of questions about the humanities, to develop computational forms of scholarly inquiry, and to pioneer forms of publishing and scholarly communication.

"Digital humanities" is not merely a technically-extended version of humanities research; rather, it is the use of digital media and methods to ask new questions and to develop new forms of scholarship. New technologies are transformative and the digital humanities express a sophisticated engagement with both the legacy of humanistic inquiry and the possibilities born of new forms of digital media, communication, and publishing. Digital media and methods lead to new approaches to conceiving research problems as well as of understanding the relevance of humanities research to contemporary issues, from public policy concerns to institutional, educational and social values, processes, and commitments. Like many STEM fields, DH uses computational methods and media to identify and then
answer questions, while it also engages with and extends the legacy questions that have defined the humanities.

The Graduate Certificate in Digital Humanities, NC State’s Strategic Plan, and the “Critical and Creative Thinking” QEP

In addition to the five purposes described above, the graduate certificate supports the work of NC State Digital Humanists in pursuing the NCSU University Strategic Plan (2011), major elements of which include expanding NC State’s graduate profile and addressing the “grand challenges of society.” The grand challenge addressed by scholarship in DH is now to digitize, disseminate, curate, and reinterpret our cultural heritage for present and future generations. Digital humanities research looks to broaden the humanities’ engagement with such far-reaching concerns through new partnerships and audiences, including outside agencies, local constituencies, industry partners, and international organizations. In addition, DH has positive effects close to home, urging instructors to develop new and effective pedagogies for NC State’s rich IT educational infrastructure and world-class library facilities, while also urging students to engage digital research problems in ways that expand their critical horizon, skillsets, and employability. Thus, the Graduate Certificate in Digital Humanities fosters the kinds of critical and creative thinking that are advocated in the Quality Enhancement Plan (QEP), which is part of NC State’s 2014 SACS accreditation review.

For these reasons, we seek to establish this graduate certificate to meet a growing demand among our students to understand this dynamic emerging field and to prepare them best for a changing workforce. The graduate certificate provides students a chance to learn the history of digital humanities and the intellectual controversies it entails, as well as to master some of the tools and collaborative skills employed by digital humanists in launching and sustaining research projects and developing careers within and beyond the academy.

Compatibility with Programs at UNC-Chapel Hill and Duke

As a founding partner of the Triangle Digital Humanities Network (http://triangledigitalhumanities.org/) along with UNC-Chapel Hill, Duke University, and the National Humanities Center, NCSU seeks to leverage its relationships with and proximity to other area universities in offering the best possible curricular experiences for its students and research support for its students and faculty. An important part of this relationship will be a proposed joint certificate program between area institutions. Discussions between NCSU and UNC-Chapel Hill faculty on this front have been particularly promising. A digital humanities certificate program was launched in Fall 2013 by the Carolina Digital Humanities Initiative (CDHI) as an aspect of a $1.39 million grant from the Andrew W. Mellon Foundation (click here for more information). Representatives of the CDHI have held several meetings with NCSU faculty in which they expressed a desire to collaborate on graduate education via certificates in digital humanities. A joint certificate program would encourage NCSU students to take advantage of classes offered at UNC-Chapel Hill, including offerings not available on our campus such as those offered by the UNC School of Information and Library Science. Duke’s new Master’s degree in Historical and Cultural Visualization (launched in August 2014) offers our students similar opportunities. A certificate program would create a reciprocal incentive for students in the Triangle to enroll in graduate courses at NCSU. If we do not offer parallels to these programs, our students will lose the many benefits of this cross-institutional collaboration. History has already taken a step in this direction with the new course, HI 599, The Practice of Digital History, which was first taught in Fall 2013 and was designed specifically to foster
collaboration with UNC and Duke courses through regular joint class meetings at the National Humanities Center. The three participating faculty plan to develop an ongoing courses based on their collaborative model.

Market for Graduates

The job market is growing rapidly for graduate students certified in digital humanities, as is the imperative for humanities departments to prepare them for careers outside the professoriate. Jobs available to those trained in digital humanities include “alternative academic” positions in library sciences, museum studies, digital and print publication, instructional design, and an ever-broadening set of academic careers in disciplines that include arts/design, English, history, foreign languages, music, rhetoric, and computer science. The appeal of graduates certified in digital humanities is wide-ranging, including their abilities to: 1) combine computational thinking and technical expertise with a humanistic approach to solving problems; 2) extend a traditional emphasis on textual or visual studies to all kinds of digital media; 3) augment the quantitative and numerate approaches to work developed by the sciences with a critically-engaged, qualitative, and creative mind-set well suited to dealing with complex problems; and 4) work collaboratively and in project-focused teams comprised of diversely skilled participants.

A recently established MLA Task Force on Graduate Education and the development of the Chronicle of Higher Education’s Adjunct Project have been among the conspicuous outlets calling attention to the employment struggles of humanities graduates. According to the Mellon-funded Scholarly Communication Institute’s recent survey of about 800 humanities graduate students, only 18% of those who participated were satisfied with the training they received for anything other than a career in the professoriate and none of them currently work in tenure track positions (http://bit.ly/1I9Nn6O). The Graduate Certificate in Digital Humanities will give CHASS the edge to recruit the most promising graduate students, offering them more diversified training and better preparation for jobs in and out of academe.

Digital humanities training will enhance graduates’ attractiveness to employers because of their familiarity with the use of complex technologies in humanistic settings that include the following qualities: an understanding of the relations between technology and creativity, an interdisciplinary background, experience working on collaboratively-developed intellectual processes. Ideally, graduates of DH programs would have a profile that employers like Steve Jobs would have sought out, and that new media companies like Google currently prize.

Interdisciplinary Focus

One of the key features of digital humanities is that it reaches beyond the traditional divides among disciplines as well as across what C. P. Snow once called the “two cultures” of science and humanities. Training in digital humanities offers a way beyond the traditional disciplinary boundaries that are increasingly out of date in our Information Age. Involving the novel integration and interrogation of three major data types—image, text, and number—digital humanities is an inherently interdisciplinary and collaborative field; a given DH project may involve humanists from two or three “traditional” areas of the humanities as well as designers, audiologists, computer scientists, software producers, and librarians. Our students are encouraged to pursue interdisciplinary opportunities in their
pathways through the certificate and to generate digital humanities projects which take advantage of the collaborative opportunities they discover therein.

NC State University is uniquely equipped to offer such a certificate with its academic base of researchers interested in digital humanities, its strengths in technical inquiry, and its growing profile of leading-edge library and digital media services. The graduate certificate will continue to formalize the uses of these resources, augmenting NC State’s competitive advantage as digital humanities becomes more conspicuous in the Triangle and around the world.

Alignment with Extant MA and PhD Programs and Goals

A certificate in digital humanities will fit well with extant programs and offer valuable job training and accreditation to our students. The fit with the two existing doctoral programs is particularly good. Communication, Rhetoric, and Digital Media (CRDM) focuses on intersections of technology and humanities disciplines and most of the program’s graduates seek employment in related fields. The other is the PhD in Public History. Many of the specific aims of digital humanities are shared with public history, subsets of which (e.g., oral history, archives, and museology) are pioneers in digital humanities. Students succeeding in the certificate program can go on to elect digital humanities as an outside field in History’s doctoral programs. In addition, a certificate program would meet the professionalization needs of many other students in MA programs in Public History and traditional humanities disciplines. This is in part because of the increasing prominence of digital humanities in academic job searches, as evidenced by the significant number of new jobs advertised in recent job lists that specify a primary or secondary specialization in digital humanities (see, for example, the following list). Equally important is preparation for jobs in technology sectors, public and oral history projects, publishing, and the “GLAM” segment (galleries, libraries, archives, and museums). For example, a recent survey of alumni of the English department’s MA programs in literature, linguistics, rhetoric & composition, creative writing, and technical communication provides ample evidence of the values of such preparation. These alumni are employed in diverse fields in which intersections of digital technologies and humanities subject expertise are important, including high school and college teaching, education administration, public relations, tech media publishing, the library/museum sector, media production, writing/communication in the non-profit sector, web design and development, information technology, technical communication, software development, and writing for a software company. A certificate program will formalize training we already provide and offer an additional credential to students entering these diverse employment tracks.

Program Management and Support

The graduate certificate will be administered in the English department by a Program Coordinator aided by the current Assistant to Graduate Programs. The size of the program should not exceed 20 students, not including those from partnering institutions. Because of the small cohort size and individualized tracks through varied courses, the certificate will not require new allocation or significant redistribution of resources in the classroom. The assessment plan, outlined below, includes attention to resource distribution as the certificate program matures. Compensation for the coordinator will be one course release per year at about $5,000 (classroom replacement cost).