CALL TO ORDER
Susan Ward, Committee Chair

ROLL CALL

READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT

1. AGENDA
   A. Approval of September 10, 2015 University Affairs Committee Minutes

2. DISCUSSION ITEMS
   A. Enhancing Student Success through Large Course Redesign
      Tom Miller, Senior Vice Provost for Academic Outreach & Entrepreneurship

3. REQUESTED ACTION
   ✓ A. Carmichael Addition and Renovation Project Indebtedness Fee
      Mike Mullen, Vice Chancellor & Dean, Division of Academic & Student Affairs
   B. Request for Authorization to Continue Centers/Institutes
      Alan Rebar, Vice Chancellor for Research, Innovation & Economic Development
      a. The Future Renewable Electric Energy Delivery and Management Systems Center (FREEDM)
      b. The Nonwovens Institute (NWI)
   C. Request for Authorization to Establish Centers/Institutes
      Alan Rebar, Vice Chancellor for Research, Innovation & Economic Development
      a. The Center for Genetic Engineering and Society (CGES)

✓ Denotes full Board approval required
4. INFORMATIONAL REPORTS

A. December, 2015 Commencement Speaker (no materials)
   Chancellor W. Randolph Woodson

B. Faculty Senate Report
   Jeannette Moore, Chair

C. Staff Senate Report
   Wyona Goodwin, Chair

D. Provost Update
   Warwick A. Arden, Provost and Executive Vice Chancellor
   a. Update on Leadership Position Searches
   b. Faculty Retention Report
   c. Distinguished Professorship Update

5. CLOSED SESSION (Personnel Matters)

6. RECONVENE OPEN SESSION

7. ADJOURN
The University Affairs Committee of the Board of Trustees of North Carolina State University met September 10, 2015 at 2:45 p.m. in the Winslow Hall Conference Room.

Members Present: Susan Ward, Committee Chair  
Chip Andrews  
Tom Cabaniss  
Khari Cyrus  
Ann Goodnight  
Jim Owens, Board Chair

Others Present: Randy Woodson  
Amy Jinnette  
Warwick Arden  
Sarah Lannom  
Angkana Bode  
Duane Larick  
Brad Bohlander  
Michael Lipitz  
Barbara Carroll  
Mike Mullen  
Eileen Goldgeier  
Alan Rebar  
Wyona Goodwin  
PJ Teal  
Katie Graham  
Shawn Troxler  
Maureen Grasso  
Mladen Vouk  
Cecile Hinson  
Kelly Wick  
Marc Hoit  
Deborah Yow  
Louis Hunt

Chair Susan Ward called the meeting to order. A quorum was present. She asked members and others in attendance to introduce themselves.

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.

Chair Ward asked if there were corrections to the July 15, 2015 open and closed session committee minutes. Hearing none, she declared the minutes stand approved as drafted.

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

Chair Ward referenced the committee’s plan of work for the 2015-2016 academic year. She explained that although much of the work of the committee is prescribed by policy, the work plan can be revisited throughout the year and input from committee members is welcome.

Dr. Louis Hunt, Senior Vice Provost for Enrollment Management and Services, presented preliminary Fall enrollment information. The data presented showed that NC State's Class of 2019 is one of the most academically prepared classes ever admitted to the university. Over 21,000 applications were received for Fall 2015, which represented all North Carolina counties, 49 states, and over 90
countries. The incoming freshman class included 235 students that graduated as valedictorian or salutatorian in their high school class, over 695 children of alumni, and over 750 students that are the first in their family to attend college. Several new efforts intended to enhance student success were highlighted.

Katie Sheridan Graham, Assistant Dean and Director of the Academic Support Program for Student Athletes, provided information from the annual report to the Board of Governors on Intercollegiate Athletics. This report is required per UNC Policy. The report highlighted the profiles for admitted student-athletes including SAT/ACT scores and high school grade point averages; the student-athlete exceptions to the minimum course requirements set by the Board of Governors; the student-athlete profiles for admitted graduate student-athletes; information about the majors chosen by student-athletes; and NC State University practices that reinforce the integral connection between academics and athletics.

Dr. Duane Larick, Senior Vice Provost for Academic Strategy and Resource Management, presented a Request for Authorization to Discontinue the M.A. in Literature, English and American, Teacher Education. This degree program is listed in the UNC-GA academic program inventory but the degree does not exist at NC State. By approving this discontinuation the university is requesting that the UNC-GA academic program inventory be updated. Mrs. Goodnight moved to recommend to the full board approval of the Request for Authorization to Discontinue the degree program as presented by Dr. Larick. Mr. Cabaniss seconded the motion. The motion carried.

Dr. Larick continued with the request for a degree program title change. The College of Natural Resources is requesting a change in the degree program title for the Masters of Parks, Recreation and Tourism Management to include the term “sport”. The new degree program title would be Masters of Parks, Recreation, Tourism and Sport Management. This new title will more accurately reflect the degree content and focus, match the existing course titles in the program and should also increase interest in the program. A motion was made by Mrs. Goodnight and seconded by Mr. Cabaniss to recommend to the full board the degree title change request as presented by Dr. Larick. The motion carried.

Dr. Mladen Vouk, Interim Vice Chancellor for Research, Innovation and Economic Development, discussed requests to continue the following Center and Institutes, all of which have completed the required periodic review of activities in accordance with university regulations: the Center for Environmental and Resource Economic Policy, the Institute for Advanced Analytics and the Institute for Nonprofit Research, Education and Engagement. Mrs. Goodnight moved to approve the Center and Institute continuation requests as presented by Dr. Vouk. Mr. Cyrus seconded the motion. The motion carried.

Student Body President Khari Cyrus provided an overview of Student Government initiatives underway both on our campus and at the national level. His report highlighted some of the events held on campus during Wolfpack Welcome Week and some new initiatives underway in student government including a program to assist first year students in developing leadership skills. Nationally, NC State student government will be partnering with the National Campus Leadership Council on multiple initiatives this year including an effort to raise awareness for mental health issues on college campuses.

In the Provost’s update, Provost Arden shared information about the 2015-2016 faculty salary ranges and provided an update on the Dean searches for the Poole College of Management and the College of Textiles. Both searches are progressing well with on-campus interviews expected later this fall.

A motion was made by Chair Ward to go into closed session to prevent the premature disclosure of an honorary degree or award; to consider payment of non-salary compensation to an employee; and to consider the qualifications, competence, performance, character, fitness, conditions of appointment or conditions of initial employment of an employee or prospective employee. Mrs. Goodnight seconded the motion. The motion carried.

After coming out of closed session, Chair Ward announced the meeting in open session.
Mrs. Goodnight made a motion to approve the personnel actions discussed in Closed Session, including a non-salary compensation request, conferral of emeritus status to SAAO Tier I employees, and conferral of tenure to a new faculty member. Mr. Cabaniss seconded the motion. The motion carried.

With no further business, Chair Ward announced the meeting adjourned at 4:15 p.m.

_______________________________________
Susan P. Ward, Chair
Enhancing Student Success through Large Course Redesign

Thomas Miller
Senior Vice Provost for
Academic Outreach and Entrepreneurship

World-leading Faculty
Developing Innovative Pedagogies

Enhancing Student Success
Large Course Redesign

Courses to target:
- Gateway / Critical Path
- 300+ annual enrollment
- Multiple instructors
- >25-35% DWF
- Limited resources

Structural changes:
- Flip the classroom
  - Content delivery before class
  - Active learning during class
- Improve consistency
- Be creative about resources

NC State redesigns
- Precalculus Algebra and Trigonometry
- Calculus I
- Applied Differential Equations
- Engineering Statics
- Introduction to Statistics
- Microbiology
- Organic Chemistry labs

- Physics for Engineers and Scientists
- Foundations of Graphics
- Concepts of Financial Reporting
- World Architecture
- Managerial Accounting
- Academic Writing and Research
- Justice System in American Political Process
CH 222 & 224 - Organic Chemistry Labs

Context
- 3,000 students in 150 sections every year
- More than 30 unique TAs with varied experience levels

Challenge
- Improve the way TAs presented lab experiments to students
- Enable students to focus on the experiments and practice critical thinking skills during the lab

Deliverable
- Video explanations of lab techniques and equipment
- Written and acted out by students

CH 222 & 224 - Organic Chemistry Labs
Results

- Use of videos improved knowledge of technique, instrumentation and calculation
- Use of videos reduced variability between TAs
- Use of videos reduced time to complete lab by 19%

"Seeing the procedure done made it more understandable"

CH 222 & 224 - Organic Chemistry Labs

Context

- Enrollment in physics lab-based courses was projected to be 5,559 students in the 2011-2012 academic year
- Physics labs ran on all weekdays from 8:00AM to 10:00PM
- Enrollments were projected to continue to grow

Challenge

- Transform Physics education while facing enrollment increase and a decline in space resources
- Make better use of BYOD technology and decrease reliance on expensive lab equipment

PY205 - Physics for Engineers and Scientists
Students use **kit labs** to do experiments anywhere they want.

PY205 - Kit labs

Students use the **MyTech mobile app** on their smartphones during lab to collect data in experiments.
Results

- Half of lab activities moved outside of dedicated lab spaces
- Scalable support model for kit lab activities: helpdesk-like
- No significant difference in content learning between students who used kit labs and those who did not

- Mobile app is in pilot mode. Preliminary findings include...
  - Lab time efficiency improvements (~30 minutes saved)
  - Students are exploring physics concepts outside lab - 13% of recordings were outside of the lab
  - Students showed increased ability to identify correct axis of interest

PY205 - Physics for Engineers and Scientists

Challenge

- Increase student achievement and success without significantly increasing resources
- Help students improve problem-solving skills

Examples

- MAE 206: ~700 enrolled / year, C-wall course for majors
- ACC 200: ~1,000 enrollments annually
  - High DFW and many course repeats
  - Students have difficulty with some concepts
  - Faculty report lack of engagement with materials

Large Lecture Classes
Deliverable - a flipped class
- Lecture content outside of classroom

MAE 206 - Engineering Statics
Tab 7.2A
Page 9

ACC 200 - Managerial Accounting

Results

- **MAE 206:**
  - Total %-age of A's, B's and C's rose 11.2% in first two pilot offerings
  - Sustained 7% reduction in DWF rates
  - 7.7% more students pass **MAE 208** on first attempt
  - Redesigned sections are most effective for marginal students (approximate GPA of 2.3)

- **ACC 200**
  - 5.2% increase in final exam score
  - Increased mastery of six key learning objectives

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Context
- PRT 266, Sport Management
- 400 students enrolled per year

Challenge
- Students only focus on glamorous careers and lose interest in other career options.
- Career plans aren’t diverse and students do not explore career options enough.

Deliverable
- Gamification module for Moodle that allows for achievements, leaderboards, leveling and selective release of content

PRT 266: Intro to Sport Management

Gamification Components
- **Game Objectives:** A behavioral mechanic type, requiring the user to take action for the reward.
  - 📚 Quests
  - 🔍 Discovery
  - ⚽️ Goals
- **Progression:** Move the user through the content.
  - 🔠 Leveling
  - 🔍 Progress Bar
  - 🎁 Stages
- **Feedback:** Informing the user of their status.
  - 🏆 Achievements
  - 🏆 Leaderboard

Gamification Module  https://gamification.delta.ncsu.edu
10 Major Career Paths: Allowing the student to choose a path(s) and begin a mock career.

14 Job Skills: Course activities reward job skill points used to track career development.

139 Job Opportunities: 58 entry level, 35 mid level, and 46 dream jobs (targeted by the student)

75 Course Activities: Spread throughout the career to help build job skills and deliver course material

36 Achievements: Ranging in difficulty

**PRT 266: Intro to Sport Management**

**Results**

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<th>Higher average grade</th>
<th>Fall 2014</th>
<th>Spring 2015</th>
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<td>3 point jump in grades, with a smaller S.D.</td>
<td>Mean: 82</td>
<td>85</td>
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<td>S.D. 6.35</td>
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Course evaluation improvement

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<th>The instructor explained material well.</th>
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Overall, the instructor was an effective teacher.

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Overall, this course was excellent.

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**PRT 266: Intro to Sport Management**
Food Safety & Nutrition Science
MEMORANDUM

TO: NC State Board of Trustees
FROM: W. Randolph Woodson, Chancellor
SUBJECT: Student Fee Review Committee Recommendation on Carmichael Addition and Renovation Indebtedness Fee
DATE: October 15, 2015

The Student Fee Review Committee (FRC) co-chaired by Vice Chancellor and Dean for Academic and Student Affairs Mike Mullen and Student Senate President Cody Long met on October 13, 2015. The purpose of the meeting was to consider a proposed indebtedness fee to fund an addition and renovation to the Carmichael Complex.

Our current Carmichael Complex is outdated and not large enough to support the size of our student body. In Fall 2010, NC State engaged a team of strategic facility planners and architects to guide the University’s development of a Recreational Sports Master Plan to assess and address demand for indoor and outdoor recreation space over the next 20 years. The planning process resulted in an implementation strategy that maximizes the use of the University’s existing facilities prior to recommending new space to be constructed and included an addition and renovation to the Carmichael Complex.

The goals of the Carmichael Addition and Renovation project are to connect the Carmichael Gym and Recreation Center to create one primary entrance; address more than $7.5 million of deferred maintenance projects; correct health, safety and code deficiencies, including ADA accessibility; and provide much needed fitness spaces. This project, if approved, would result in a $44.5 million, 82,823 square ft. addition and renovation project beginning 2016-17. This would require a new debt service fee of $92.50 to fund the project, however, the current $45.00 Carmichael Recreation Center debt service fee is being retired during the 2015-16 fiscal year resulting in a net increase of $47.50 in debt service fees from this year to next.

The attached memorandum from the SRC Committee outlines the timeline as well as review process for this proposed fee. The Committee is recommending a $92.50 indebtedness fee to begin in the 2016-2017 academic year and continuing for 24 years thereafter with the understanding that this will result in a net increase of $47.50 in debt service fees from this year to next. I concur with this recommended indebtedness fee and recommend it to you for your consideration.

cc: Executive Vice Chancellor and Provost Warwick Arden
Vice Chancellor and Dean for Academic and Student Affairs Mike Mullen
Interim Vice Chancellor for Finance and Administration Mary Peloquin-Dodd
MEMORANDUM

TO: W. Randolph Woodson, Chancellor

FROM: Mike Mullen, Vice Chancellor and Dean, Co-Chair
Cody Long, Student Senate President, Co-Chair

DATE: October 19, 2015

SUBJECT: 2015 Student Fee Review Committee Recommendation on the Proposed Carmichael Addition and Renovation Indebtedness Fee

The Student Fee Review Committee met on October 13, 2015 to consider the proposed indebtedness fee increase to fund the Carmichael Complex Addition and Renovation project. A brief summary of the project and the process is provided below followed by the recommendation:

Efforts to improve our aging recreation infrastructure have been on-going with the completion of the Carmichael Recreation Center in 2007, improvements in fitness areas in Carmichael Gymnasium, and the current renovation of the locker rooms in the gymnasium. In Fall 2010, NC State engaged a team of strategic facility planners and architects to guide the University's development of a Recreational Sports Master Plan to assess and address demand for indoor and outdoor recreation space over the next 20 years. The planning process resulted in an implementation strategy that maximizes the use of the University's existing facilities prior to recommending new space be constructed. We are now at the point in time to proceed with the Carmichael Complex Addition and Renovation project. It is now time to replace the Carmichael Administrative Building that was built in 1961 and is not meeting the needs of students and staff.

The goals of the Carmichael Addition and Renovation project are to connect the Carmichael Gym and Recreation Center to create one primary entrance; address more than $7.5 million of deferred maintenance projects; correct significant health, safety and code deficiencies, including ADA accessibility; and provide much needed fitness spaces. This project, if approved, will result in a $44.5 million, 82,823 sq. ft. Carmichael Addition & Renovation project that will commence in 2016-17. This would require a new debt service fee of $92.50 to fund the project.

The current $45.00 Carmichael Recreation Center debt service fee is being retired during the 2015-16 fiscal year. Based on advice from the Strategic Debt & Real Estate Management office and members of the project steering team, the Carmichael Addition & Renovation debt service fee of $92.50 would become effective in 2016-17, resulting in a net increase of $47.50 in debt service fees from this year to next.

The following timeline details the steps taken prior to the Student Fee Review Committee's recommendation:

- Spring 2015 – NC State hired HOK Architects, a leading collegiate recreation and wellness architecture firm to review, verify and update the Carmichael Addition and Renovation Project space planning assumptions and student needs based on the original master plan findings.
• January and February 2015 – University Recreation staff presented the project to Student Senate, Student Presidents' Round Table, University Graduate Student Association, Inter-Residence Council, University Recreation Advisory Board and other student leadership organizations requesting their participation and feedback in the planning process.

• February 12, 2015 – HOK Architects facilitated three visioning sessions throughout the day to solicit input and feedback from students, faculty and staff about the project.

• March 18, 2015 – The project steering team presented a draft of recommendations for the project to Charles Leffler, Vice Chancellor, Finance and Administration, Mike Mullen, Vice Chancellor and Dean, Academic and Student Affairs and others for feedback and guidance related to the debt service fee.

• May 12, 2015 – The steering team presented the project to the Chancellor’s Executive Officers council to update them on project scope, student involvement, and support and to solicit additional feedback.

• September 2015 – University Recreation staff presented the following two fee options to Student Senate, Student Presidents’ Round Table, University Graduate Student Association, Inter-Residence Council, University Recreation Advisory Board and other student leadership organizations to solicit feedback in preparation for the formal Fee Review Committee proposal:
  o Option 1: 82,823 sq. ft., $44.5 million, $92.50/year ($47.50/year net increase)
  o Option 2: 99,746 sq. ft., $51.0 million, $102.50/year ($57.50/year net increase)

• September 30, 2015 – Student Senate passed the Carmichael Addition and Renovation Fee Act supporting the indebtedness fee of $92.50 ($47.50/year increase over the current $45 fee) that will fund the 82,823 sq. ft. project starting in 2016-17. This fee will begin in the 2016-17 academic year and continue for 25 years. The resolution passed with 34 Yes votes, 6 No votes, 5 Abstentions, and 3 Absents.

Student Fee Review Committee Recommendation:

Prior to the Fee Review Committee meeting, the members had been sent a copy of the Student Senate Resolution 09 ("An Act to Express the NC State Student Senate Position on the Proposed Carmichael Addition and Renovation Indebtedness Fee") supporting a $92.50 indebtedness fee to begin in the 2016-17 academic year and continuing for 24 years thereafter. The committee had also been provided the NC State University Budget Office Proposed Student Fee Summary Sheet for FY 2016-2017 reflecting this Carmichael Complex Addition and Renovation Fee as passed by the Student Senate.

The Committee met with Daniel Harper, Chair of the Student Senate Tuition and Fees Committee, Eric Hawkes, Director of University Recreation, and Dr. Lisa Zapata, Vice Provost for Academic and Student Affairs, who provided a short presentation on the Carmichael Addition and Renovation Project. There was a brief period of questions and answers.

Paul Williams made a motion to vote to accept the indebtedness fee for the Carmichael Addition and Renovation project as proposed in the Student Senate Resolution 09. Khari Cyrus seconded that motion. A brief period of discussion of the student fee process followed, with no objections to the fee
being presented. **The committee passed the recommended fee with 8 yes votes and 0 no votes with one member being absent.**

Jacob Majikes made a motion to adjourn and it was seconded by Mike Mullen.

The members of the Student Fee Review Committee members are:

Cody Long, Co-Chair, Student Senate President
Mike Mullen, Co-Chair, Vice Chancellor and Dean, Academic and Student Affairs
Trevor Jenkins, Undergraduate Student Representative
Krista Domnick, Director, Scholarships and Financial Aid
Jacob Majikes, Graduate Student Association President
Barbara Moses, Interim Assoc. Vice Chancellor, Finance and Resource Management
Jerome Lavelle, Associate Dean, Academic Affairs, College of Engineering - ABSENT
Khari Cyrus, Student Body President
Paul Williams, Professor, Accounting, Poole College of Management
Vicki Pennington, Provost’s Office (non-voting)

Michael D. Mullen, Co-Chair
Vice Chancellor and Dean, DASA

Cody Long, Co-Chair
Student Senate President

Attachments

cc: Dr. Warwick Arden, Provost and Executive Vice Chancellor
Ms. Mary Peloquin-Dodd, Interim Vice Chancellor for Finance and Administration
Members of Student Fee Review Committee
NORTH CAROLINA STATE UNIVERSITY STUDENT SENATE
95th SESSION, 2015-2016

Resolution 09

A RESOLUTION TO BE ENTITLED AN ACT TO EXPRESS THE NC STATE STUDENT SENATE POSITION ON THE PROPOSED CARMICHAEL – ADDITION AND RENOVATION – INDEBTEDNESS FEE

Short Title: Carmichael Addition and Renovation Fee Act
Sponsors: Senator Harper (Corresponding)
Secondary Sponsors: Senator Riggs, Senator Sashidhar, Senator Davis, Senator Yadon
Signatories: Student Body Treasurer Moore
Referred to: Committee on Tuition & Fees
Version: Second Reading

WHEREAS, University Recreation has requested an indebtedness fee to take effect in the 2016-2017 academic school year and the following 24 school years; and,

WHEREAS, this indebtedness fee will amount to $92.50, and will be used to fund an addition and renovation of the Carmichael Complex costing approximately $44,500,000; and,

WHEREAS, this addition and renovation will add approximately 83,000 square feet of total space to the Carmichael Complex of which approximately 13,500 square feet will be administrative and office space, approximately 7,000 square feet will be classroom space, approximately 8,000 will be a functional training area with sprint ramp, approximately 25,000 square feet will be recreation space, and approximately 29,500 square feet will be mechanical and unassignable space; and,

WHEREAS, the exact programing use of the 25,000 square feet of recreation space has yet to be decided, and will be decided via student input once the fee is approved and the project formally begins; and,

WHEREAS, as the final plans and programing for the building are decided efforts will be taken to reduce the size and therefore cost of the Carmichael Addition and Renovation; and,

WHEREAS, the Carmichael Addition and Renovation project will be constructed to similar sustainability standards as the Talley Student Center project; and,
NORTH CAROLINA STATE UNIVERSITY STUDENT SENATE
95th SESSION, 2015-2016

WHEREAS, the Division of Academic and Student Affairs has pledged to make fundraising for this project a priority, and will make a full faith effort to fundraise for this project in order to reduce the cost of the student fee required to finance the Carmichael Addition and Renovation; and,

WHEREAS, currently the cost of membership for non-student members is approximately equivalent to the cost of student fees, including indebtedness fees, paid to university recreation; and

WHEREAS, after the implementation of the Carmichael Addition and Renovation Fee, the cost of student fees, including indebtedness fees, will be higher than the current cost of membership for non-student members; now therefor so be it,

RESOLVED, that the Student Senate of North Carolina State University supports the imposition of the $92.50 indebtedness fee for the next 25 academic school years beginning in the 2016-2017 academic school year; and be it further,

RESOLVED, that the support of the 95th Session of Student Senate of North Carolina State University is contingent upon the Division of Academic and Student Affairs agreement to the following requests:
• that students be involved in every step of the planning and completion of the Carmichael Addition and Renovation project; and
• that reductions in the cost of the project due to changing interest rates, fundraising efforts, reduction of project scope, or any other reason will be passed on to student in the form of the reduction of the student fee for the remainder of the fee’s term; and
• that the cost of membership for non-student members of Carmichael Gym is increased to equal to cost of student fees, including indebtedness fees, paid to University Recreation; and be it further,

RESOLVED, the Student Senate urges the Chancellor and the Fee Review Committee to give consideration to these recommendations, upon enrollment.

Sources (does not necessarily imply endorsement):
• Dr. Lisa Zapata, Vice Provost of Student Health, Development, and Wellness
• Eric Hawkes, Director of University Recreation
• Jason Spivey, Associate Director of University Recreation
• Heather Sanderson, Associate Director of University Recreation
• Lisa Johnson, University Architect
• Tom Skolnicki, University Landscape Architect
• Lori Johnson, Strategic Debt Management Director
North Carolina State University  
FY2016-2017 Proposed Student Fees

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<th>2015-16</th>
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<td>Student Center Repairs and Renovations (Campus Enterprises)</td>
<td>$43.70</td>
<td>$43.70</td>
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<td>$1.00</td>
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<td>Campus Security Fee</td>
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<td>$30.00</td>
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<td>Intercollegiate Athletics</td>
<td>$232.00</td>
<td>$232.00</td>
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<td>Student Health Service</td>
<td>$310.00</td>
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<td>Educational &amp; Technology Fee</td>
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<td>Transit Operations (Bus Service)</td>
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<td><strong>Indebtedness Fees</strong>*</td>
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<td>Thompson Hall - Indebtedness (expiries FY23-24)</td>
<td>$38.00</td>
<td>$38.00</td>
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<td>$38.00</td>
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<td>Student Health Service - Expansion (expiries FY23-24)</td>
<td>$35.00</td>
<td>$35.00</td>
<td>-</td>
<td>$35.00</td>
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<td>Intercollegiate Athletics - Indebtedness (expiries FY29-30)</td>
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<td>$96.00</td>
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<td>$45.00</td>
<td>(45.00)</td>
<td>$45.00</td>
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<td>Carmichael Complex - Indebtedness (expiries FY27-28)</td>
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<td>-</td>
<td>$23.00</td>
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<td>$260.00</td>
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<td>Carmichael Complex - Expansion (expiries FY28-29)</td>
<td>$27.50</td>
<td>$27.50</td>
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<td>$27.50</td>
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<td>Carmichael Complex - Addition and Renovation (expiries FY40-41)</td>
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<td>$37.50</td>
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<td><strong>Total Indebtedness Fees</strong></td>
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<td>$572.00</td>
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<td><strong>Total Student Fees - Undergraduate</strong></td>
<td>$2,258.42</td>
<td>$2,360.88</td>
<td>$112.58</td>
<td>$2,473.46</td>
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<td><strong>Percent Increase</strong></td>
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<td>4.77%</td>
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<tr>
<td></td>
<td>Graduate Student Fee*</td>
<td>$11.00</td>
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<td>$11.00</td>
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<tr>
<td></td>
<td><strong>Total Student Fees - Graduate</strong></td>
<td>$2,269.42</td>
<td>$2,371.88</td>
<td>$112.58</td>
<td>$2,484.46</td>
</tr>
<tr>
<td></td>
<td><strong>Percent Increase</strong></td>
<td></td>
<td></td>
<td></td>
<td>4.77%</td>
</tr>
<tr>
<td></td>
<td><strong>Engineering Major</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>COE Program Enhancement Fee</td>
<td>$90.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$1,000.00</td>
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<td></td>
<td><strong>Total Undergraduate Fees - Engineering Major</strong></td>
<td>$2,348.42</td>
<td>$2,860.88</td>
<td>$612.58</td>
<td>$3,473.46</td>
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<tr>
<td></td>
<td><strong>Total Graduate Fees - Engineering Major</strong></td>
<td>$2,559.42</td>
<td>$2,871.88</td>
<td>$612.58</td>
<td>$3,484.46</td>
</tr>
<tr>
<td></td>
<td><strong>Professional Golf Management Major</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professional Golf Management Fee</td>
<td>$600.00</td>
<td>$650.00</td>
<td>50.00</td>
<td>$700.00</td>
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<tr>
<td></td>
<td><strong>Total Undergraduate Fees - PGM Major</strong></td>
<td>$2,858.42</td>
<td>$3,010.88</td>
<td>$162.58</td>
<td>$3,173.46</td>
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<td><strong>Application Fees for Admission to NC State</strong></td>
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<tr>
<td></td>
<td>Undergraduate Student Application Fee - Domestic</td>
<td>$75.00</td>
<td>$80.00</td>
<td>5.00</td>
<td>$85.00</td>
</tr>
<tr>
<td></td>
<td>Undergraduate Student Application Fee - International</td>
<td>$100.00</td>
<td>$100.00</td>
<td>-</td>
<td>$100.00</td>
</tr>
<tr>
<td></td>
<td>Graduate Student Application Fee - Domestic</td>
<td>$75.00</td>
<td>$75.00</td>
<td>10.00</td>
<td>$85.00</td>
</tr>
<tr>
<td></td>
<td>Graduate Student Application Fee - International</td>
<td>$85.00</td>
<td>$85.00</td>
<td>10.00</td>
<td>$95.00</td>
</tr>
<tr>
<td></td>
<td>Non Degree Studies Application Fee</td>
<td>$25.00</td>
<td>$30.00</td>
<td>5.00</td>
<td>$35.00</td>
</tr>
</tbody>
</table>

* The Graduate Student Fee represents both the Graduate Student Fee and the School Fee for a total of $16.00.

** Debt Service fees are project-based, changes will be evaluated annually.
<table>
<thead>
<tr>
<th>Mandatory Fee</th>
<th>FY16-17 Requested Amount</th>
<th>Description of Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Union Activity Board</td>
<td>$19.61</td>
<td>The Union Activities Board is the main programming body for the campus which is responsible for acquiring, scheduling, publicizing, and presenting films, speakers, and special events.</td>
</tr>
<tr>
<td>Student Publications/Media</td>
<td>$24.00</td>
<td>This fee is used to defray the cost of the various campus-wide student publications. At present these include two student newspapers, a yearbook, a radio station, and &quot;The Windover&quot; (a literary magazine).</td>
</tr>
<tr>
<td>Student Government</td>
<td>$15.15</td>
<td>This fee is allocated to the Student Government for distribution to Campus organizations for activities they deem are in the best interest of the student body.</td>
</tr>
<tr>
<td>Student Legal Services</td>
<td>$16.50</td>
<td>This fee funds the Student Legal Services Program which offers legal services to all students.</td>
</tr>
<tr>
<td>School (Student Association)* Undergraduates</td>
<td>$5.00</td>
<td>This fee is used by the student body to support student activities of each of the various schools.</td>
</tr>
<tr>
<td>Graduates</td>
<td>$16.00</td>
<td>This fee is used by the graduate student association to support graduate student activities.</td>
</tr>
<tr>
<td>Student Center Operations (Campus Enterprises)</td>
<td>$125.16</td>
<td>This fee supports the maintenance and operations of the Student Center facilities.</td>
</tr>
<tr>
<td>Student Center Programming Total</td>
<td>$225.19</td>
<td>This fee supports programming for the Student Centers and the Office of Institutional Equity and Diversity.</td>
</tr>
<tr>
<td>Student Center Repairs and Renovations (Campus Enterprises)</td>
<td>$417.70</td>
<td>This fee is used to maintain and upgrade the Taylor Student Center, Price Music Center, Waterstone Student Center and Thomson Theater.</td>
</tr>
<tr>
<td>Sustainability Education and Operations Fee</td>
<td>$4.50</td>
<td>This fee will be used to promote sustainability and green ambassador efforts.</td>
</tr>
<tr>
<td>Recreational Sports</td>
<td>$191.35</td>
<td>This fee is used to defray the cost of operating and maintaining the intermural recreational sports program and other physical education programs.</td>
</tr>
<tr>
<td>Association of Student Governments</td>
<td>$1.00</td>
<td>This represents a fee for the Association of Student Governments, a resolution of student leaders from across the state.</td>
</tr>
<tr>
<td>Campus Security Fee</td>
<td>$30.00</td>
<td>Fee initiated by UNC Board of Governors for all campuses to help meet security initiatives.</td>
</tr>
<tr>
<td>Intercollegiate Athletics Fee</td>
<td>$232.00</td>
<td>This fee is used in partial support of intercollegiate athletic programs.</td>
</tr>
<tr>
<td>Student Health Service</td>
<td>$372.00</td>
<td>This fee is used by the University Health Center to offer medical and counseling services to students.</td>
</tr>
<tr>
<td>Educational &amp; Technology Fee</td>
<td>$499.28</td>
<td>This fee adds funds for the educational and technology fee to support academic programs.</td>
</tr>
<tr>
<td>Transit Operations (Bus Service)</td>
<td>$181.00</td>
<td>This fee partially funds the campus transit system.</td>
</tr>
<tr>
<td>Indebtedness Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thompson Hall - Indebtedness (expires FY22-23)</td>
<td>$38.00</td>
<td>This fee is pledged to support renovation of the Thomson Theatre Building.</td>
</tr>
<tr>
<td>Student Health Service - Expansion (expires FY23-24)</td>
<td>$35.00</td>
<td>This fee is pledged to support an addition to the Student Health Services Building.</td>
</tr>
<tr>
<td>Intercollegiate Athletics - Indebtedness (expires FY26-29)</td>
<td>$96.00</td>
<td>This fee is allocated to the Department of Athletics to support facility improvements, renovations, repairs and maintenance.</td>
</tr>
<tr>
<td>Carmichael Complex Addition and Renovation (expires FY48-41)</td>
<td>$92.50</td>
<td>This fee is pledged to renovate facilities and to purchase new equipment for the Carmichael Complex.</td>
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<tr>
<td>Carmichael Complex - Indebtedness (expires FY27-28)</td>
<td>$23.00</td>
<td>This fee is pledged to support repairs and renovations of outdated equipment and facilities at the Carmichael Complex.</td>
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<tr>
<td>Student Center - Expansion (expires FY26-27)</td>
<td>$260.00</td>
<td>This fee is pledged to support the renovation of the Student Center Building.</td>
</tr>
<tr>
<td>Carmichael Complex - Expansion (expires FY28-29)</td>
<td>$27.50</td>
<td>This fee is pledged to support the Locker Room Renovation and Fitness Center Expansion.</td>
</tr>
<tr>
<td>Total Required Student Fees</td>
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</tr>
<tr>
<td>Undergraduate</td>
<td>$2,473.46</td>
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</tr>
<tr>
<td>Graduate</td>
<td>$2,488.46</td>
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<tr>
<td>Major Specific Fees</td>
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</tr>
<tr>
<td>CBE Program Enhancement Fee</td>
<td>$1,300.00</td>
<td>This fee is used for program and infrastructure improvements in the College of Engineering to ensure our engineering students have the right skills that can compete in the marketplace.</td>
</tr>
<tr>
<td>Professional Golf Management Fee</td>
<td>$700.00</td>
<td>This fee ensures access for students in the PGM program to partnering golf facilities for the use of their golf course and golf practice facilities.</td>
</tr>
<tr>
<td>Application Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate Student Application Fee - Domestic</td>
<td>$85.00</td>
<td>This fee is used to support costs necessary in the application process.</td>
</tr>
<tr>
<td>Undergraduate Student Application Fee - International</td>
<td>$100.00</td>
<td>This fee is used to support costs necessary in the application process.</td>
</tr>
<tr>
<td>Graduate Student Application Fee - Domestic</td>
<td>$85.00</td>
<td>This fee is used to support costs necessary in the application process.</td>
</tr>
<tr>
<td>Graduate Student Application Fee - International</td>
<td>$95.00</td>
<td>This fee is used to support costs necessary in the application process.</td>
</tr>
<tr>
<td>Non Degree Student Application Fee</td>
<td>$35.00</td>
<td>This fee is used to support costs necessary in the application process.</td>
</tr>
</tbody>
</table>
# FEE REQUEST FORM

**North Carolina State University**  
Carmichael Addition and Renovation Debt Service Fee  
2016-17

<table>
<thead>
<tr>
<th>Student FTE</th>
<th>2014-15 Fee</th>
<th>2015-16 Fee</th>
<th>2016-17 Proposed Fee</th>
<th>Increase Requested</th>
<th>2016-17 Fee</th>
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<tr>
<td>Applicable to Fee - 2016-17</td>
<td>$27,500.00</td>
<td>$27,500.00</td>
<td>$92.50</td>
<td>$92.50</td>
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<td>Actual 2014-15</td>
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<tr>
<td>Projected 2015-16</td>
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<td>Beginning Fund Balance</td>
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<td>Revenues:</td>
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<tr>
<td>Fee Revenues</td>
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<tr>
<td>Other Revenues</td>
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<tr>
<td>Total Revenues</td>
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<td>Expenditures:</td>
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<tr>
<td>Personnel</td>
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<tr>
<td>Supplies &amp; Materials</td>
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<td>Current Services</td>
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<td>Fixed Charges</td>
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<td>Capital Outlay</td>
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<tr>
<td>Debt Service</td>
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</tr>
<tr>
<td>Total Expenditures</td>
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<tr>
<td>Ending Fund Balance</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

FTE  
No new positions associated with this new debt service fee request.

---

**Justification for Proposed Fee Increase** (include additional information on next tab if needed)

In the fall of 2010, NC State engaged a team of strategic facility planners and architects to guide the University’s development of a Recreational Sports Master Plan to assess and address demand for indoor and outdoor recreation space over the next ten years. The planning process resulted in an implementation strategy that maximizes the use of the University’s existing facilities prior to recommending new space be constructed. The final product consists of several prioritized projects and a financial model for implementing these projects. The next and final Carmichael facility project of the master plan is a $92.50 annual capital debt service fee to fund the estimated $44.5m Carmichael Addition and Renovation project. The East Wing of the Carmichael Complex will be replaced by a new addition. The project will address several critical issues directly impacting NC State students: deferred maintenance, one primary entry point, health/safety/code deficiencies, additional fitness and wellness space.

Please discuss the effect of the overall student experience if the fee increase is denied.

If the debt service fee is not approved, the project will not be undertaken.
MEMORANDUM

TO: Mladen Vouk  
Interim Vice Chancellor for Research, Innovation and Economic Development

FROM: W. Randolph Woodson  
Chancellor

SUBJECT: Recommendation to continue the Future Renewable Electric Energy Delivery and Management Systems Center (FREEDM) under Regulation 10.10.04

DATE: August 28, 2015

In response to your Memorandum dated August 27, 2015, authorization is hereby granted to forward the request to continue the Future Renewable Electric Energy Delivery and Management Systems Center (FREEDM) to the Board of Trustees for approval.

WRW/mh

cc: Louis Martin-Vega, Dean, College of Engineering  
John Gilligan, Executive Associate Dean, College of Engineering  
Iqbal Hussein, Executive Director, FREEDM  
Dan Stancil, ECE Department Head  
Jeff Cheek, Associate Vice Chancellor, Research Administration  
Jonathan Horowitz, Assistant Vice Chancellor for Research Development  
Larisa Starks, Coordinator – Centers and Institutes, SPARCS
MEMORANDUM

TO: W. Randolph Woodson
   Chancellor
   NC State University

FROM: Mladen Vouk
     Interim Vice Chancellor for Research, Innovation and Economic Development
     NC State University

SUBJECT: Recommendation to continue the Future Renewable Electric Energy Delivery and Management Systems Center (FREEDM) under Regulation 10.10.04

DATE: August 27, 2015

The Future Renewable Electric Energy Delivery and Management Systems Center (FREEDM) was authorized in September 2008 by the NC State Board of Trustees to develop renewable electric-energy technologies that have the potential to revolutionize the nation's power grid as well as electricity usage in homes and businesses. In accordance with NC State Regulation 10.10.04, a periodic review of the Center was conducted by a team of experts assembled by the National Science Foundation and a site visit of the Center was completed in May 2015 for activities in academic years 2008 - 2015. Following the receipt of the Review Team's report, a detailed response from the Center, and a request for continuation by the Dean of the College of Engineering, this memo requests your approval of continuance.

The Report delivered by the Review Team supports the mission and direction of the Center and states that "the Center is recognized as one of the leaders in post-silicon device research". Indeed, the Report notes that "the FREEDM Center is producing results that are broad-based, unique and with potentially transformational impact on technology." Moreover, the impact of the Center's outstanding research activities extends to "curriculum development as new courses (for example on Renewable Energy) have been developed to prepare graduates to be more effective in practice, and more creative and innovative." Indeed, the Review Team lauded the engagement, quality and productivity of FREEDM-affiliated students.

The Review Team provided a number of recommendations to strengthen the Center that have been accepted and addressed by the Center leadership team. The steps implemented are expected to sharpen the focus of some areas of FREEDM research, increase ties to industrial and academic partners, enhance student diversity, and extend the reach of FREEDM research discoveries to the general public.

The Dean of the College of Engineering strongly endorses the continuation of the FREEDM Center, and the Office of Research, Innovation and Economic Development recommends that FREEDM should continue as a University Center as sanctioned by the Board of Trustees. I request your approval of this recommendation.

MAV/imh

cc: Louis Martin-Vega, Dean, College of Engineering
    John Gilligan, Executive Associate Dean, College of Engineering
    Iqbal Hussein, Executive Director, FREEDM
    Dan Stancil, ECE Department Head
    Jeff Cheek, Associate Vice Chancellor, Research Administration
    Jonathan Horowitz, Assistant Vice Chancellor for Research Development
    Larisa Slark, Coordinator – Centers and Institutes, SPARCS
MEMORANDUM

TO: Mladen Vouk  
Interim Vice Chancellor for Research, Innovation and Economic Development

FROM: W. Randolph Woodson  
Chancellor

SUBJECT: Recommendation to continue the Nonwovens Institute (NWI) under Regulation 10.10.04

DATE: August 28, 2015

In response to your Memorandum dated August 27, 2015, authorization is hereby granted to forward the request to continue the Nonwovens Institute (NWI) to the Board of Trustees for approval.

WRW/mh

cc: Behnam Pourdeyhimi, Executive Director, NWI
Jeff Cheek, Associate Vice Chancellor, Research Administration
Jonathan Horowitz, Assistant Vice Chancellor for Research Development
Larisa Slark, Coordinator – Centers and Institutes, SPARCS
MEMORANDUM

TO: W. Randolph Woodson
Chancellor
NC State University

FROM: Mladen Vouk
Interim Vice Chancellor for Research, Innovation and Economic Development
NC State University

SUBJECT: Recommendation to continue the Nonwovens Institute (NWI) under Regulation 10.10.04

DATE: August 27, 2015

The Nonwovens Institute (NWI) was authorized in February 2007 by the NC State Board of Trustees as a platform for the world’s first accredited program for the study of engineered fabrics via academic partnerships with industry and government. In accordance with NC State Regulation 10.10.04, a periodic review of the Institute was conducted by a team of experts and a site visit was completed in May 2015 for activities in academic years 2007 - 2014. Following the receipt of the Review Team’s report, as well as a response from the Institute, this memo requests your approval of continuance.

The Report delivered by the Review Team strongly supports the mission and direction of the Institute and states that “NWI is a true model of university-industry research consortiums”. Indeed, the Review Team cited the Institute as “supporting a significant economic industrial base in North Carolina, servicing over 60 companies in the fiber and textile community nationally and internationally”. This support includes the Institute’s critical role in workforce development, and the Report underlines the uniform satisfaction expressed by industrial partners in the didactic and “hands-on” training delivered by NWI. This sentiment was echoed by current and former NWI students.

The Review Team provided a number of recommendations to strengthen the Institute. Their Report indicates that (i) the Institute has outgrown its original structure and needs to reorganize and hire additional personnel, (ii) a succession plan is needed, and (iii) additional tenure-track faculty should be affiliated with the Institute and participate in NWI education programs. The recommendations of the Review Team have been evaluated by the Institute and, in conjunction with discussions with the Provost, are in the process of implementation. The Institute underwent a strategic planning process that produced a revised organizational chart and the inclusion of several new positions, including a Deputy Director, a Director of Graduate Programs, and two new faculty to serve with the interdisciplinary graduate faculty affiliated with the Institute. It is anticipated that this reorganization and infusion of additional expertise will significantly strengthen the Institute and ensure its operational success for years to come.

The Office of Research, Innovation and Economic Development recommends that NWI should continue as a University Institute as sanctioned by the Board of Trustees, and request your approval of this recommendation.

MAV/mh

cc: Behnam Pourdeyhimi, Executive Director, NWI
Jeff Cheek, Associate Vice Chancellor, Research Administration
Jonathan Horowitz, Assistant Vice Chancellor for Research Development
Larisa Slark, Coordinator – Centers and Institutes, SPARCS
MEMORANDUM

TO: Alan Rebar
   Vice Chancellor for Research, Innovation and Economic Development

FROM: W. Randolph Woodson
      Chancellor

SUBJECT: Recommendation to approve the request to establish the Center for Genetic Engineering and Society (CGES) under Regulation 10.10.04

DATE: September 25, 2015

In response to your Memorandum dated September 24, 2015, authorization is hereby granted to forward the request for establishment of the Center for Genetic Engineering and Society (CGES) to the Board of Trustees for approval.

WRW/mh

cc: Fred Gould, Co-Director, CGES
    Jennifer Kuzma, Co-Director, CGES
    Jeff Cheek, Associate Vice Chancellor, Research Administration
    Jonathan Horowitz, Assistant Vice Chancellor for Research
    Larisa Slark, Senior Administrative Coordinator – Centers and Institutes
MEMORANDUM

TO: W. Randolph Woodson
    Chancellor
    NC State University

FROM: Alan Rebar
    Vice Chancellor for Research, Innovation and Economic Development
    NC State University

SUBJECT: Recommendation to approve the request to establish the Center for Genetic Engineering and Society (CGES) under Regulation 10.10.04

DATE: September 24, 2015

In keeping with Regulation 10.10.04, this memo seeks approval of the request to establish the Center for Genetic Engineering and Society (CGES).

The mission of CGES is to serve as a regional, national and international hub of interdisciplinary research, analysis and inclusive dialogue surrounding opportunities and challenges associated with genetic engineering and its impact on society. CGES was approved for planning in December 2013 and since that time has proven itself to be a dynamic and unique platform for research, training, and public engagement that crosses international boundaries. The success and continued significance of the Center to NC State's mission was recognized most recently with the addition of three new faculty recruited via the Chancellor's Faculty Excellence Program. Current members of the Center spring from four NC State colleges, and the Center collaborates regularly with local, national and international partner organizations, including museums, government agencies and foundations, as well as a plethora of universities in the US and abroad.

CGES has already become a leader in scholarship and discussions focused on the impact of genetic engineering on society, and is a valuable and unique resource for the citizens of North Carolina and the Nation. I request your approval of the proposal to establish this Center.

AHR/mh

cc: Fred Gould, Co-Director, CGES
    Jennifer Kuzma, Co-Director, CGES
    Jeff Cheek, Associate Vice Chancellor, Research Administration
    Jonathan Horowitz, Assistant Vice Chancellor for Research
    Larisa Slark, Senior Administrative Coordinator – Centers and Institutes
The Faculty Senate has met four times this fall (through the date of this report). Agendas and all supporting materials are posted on the Faculty Senate website at: http://www.ncsu.edu/faculty_senate/

The three committees are Governance and Personnel Policy (GovPP), Academic Policy (APC), and Resources and Environment (R&E); each discusses issues referred by the Faculty Senate Executive Committee (FS Exec), and the committee minutes are posted to the same Faculty Senate website.

Issues of Concern submitted since July 1 are: [1] Phones and internet cost hikes to departments (R&E); [2] Faculty governance of curricula and courses (APC); [3] Loss of faculty/staff parking in the North Hall lot (R&E); [4] Lack of emergency situation training for faculty (FS Exec 10/22); and [5] International students using agents to get admitted to NC State University (FS Exec 10/22).

New or changed Policy/Regulation discussions have been: [1] Proposed new regulation that would include drug and alcohol testing of faculty and staff with "reasonable suspicion" and defines "under the influence" as "having alcohol or drugs in one's body" (GovPP); [2] Summer salaries - deadline for training/minor changes to REG 05.58.01 (FS Exec 10/22); [3] Changes requested by UNC-GA for the Faculty Teaching Workload REG 05.20.37 (FS Exec 10/22). [4] There is a Faculty Grievance & Non-Reappointment working group to look at potentially re-naming the 604/607 Committee and to make suggestions for streamlining the processes while staying in compliance with POL 05.25.1, Faculty Grievance and Non-Reappointment Review Policy.

Issues discussed by the full Faculty Senate have been: Minor updates to the General Faculty Bylaws (approved); Resolution presented by an individual senator (not one of the committees) to re-re-open (yes, two "re-") Post Tenure Review discussion (failed); Adoption of the "Best Practices in Shared Governance" document co-authored by David Zonderman, Immediate Past Chair of the Faculty, and Betsy Brown, recently retired Vice Provost for Faculty Affairs (approved).
Invited speakers (in addition to the Chancellor and Provost) have been: [1] Katharine Stewart, VP for Faculty Affairs; [2] Brian Sischo, VC for Advancement with Ann Horner, Executive Director of Annual Giving and Lisa Bullard, Professor of Chemical and Biomolecular Engineering to discuss the new Faculty/Staff Giving Campaign; [3] Roy Baroff, NC State University Faculty Ombuds; [4] Duane Larick, Senior VP for Academic and Resource Management to discuss the Enrollment 2025 projections (process and updates).

When surveyed at the beginning of the semester, the top issues the senators selected as being important for future discussion included: [1] Faculty duties support people once did; [2] Revisit Post Tenure Review; [3] Graduate program and support of research; [4] Broader review of shared governance at NC State, and [5] Tuition remission for sons and daughters of faculty. Issue #2 has been discussed and is closed for this session; #1 and #4 are in committee discussions, #3 will be discussed at a future meeting, and for #5, the Chancellor just announced a new scholarship program for the children of faculty and staff that is very much appreciated.

The topic selected for the October 20 General Faculty Meeting is The Future of Our University in a Rapidly Changing Environment; Chancellor Woodson just completed a term as Chair of the Association of Public and Land Grant Universities and therefore has a national perspective on the issues surrounding public higher education. There is one General Faculty meeting each semester.

Respectfully Submitted by:
Jeannette A. Moore, Ph.D.
Professor of Animal Science and Alumni Distinguished Undergraduate Professor
Chair of the NC State University Faculty, 2015-2017
November 12, 2015

Honorable Trustees,

The NC State Staff Senate is in full swing. We have been busy putting together staff events and participating in community service partnerships such as:

- **Lunch and Learns**
  Lunch and Learns are held during the lunch hour and have been focusing on employee learning and development

- **Great Day of Service**
  Many of our staff participated in the Raleigh area “Great Day of Service” on Saturday, Oct. 10th. Community service was rendered to various programs and services throughout the Raleigh area.

- **Alternative Vehicle Showcase**
  We had a very exciting day hosting our Alternative Vehicle showcase on October 14th in partnership with the campus Sustainability Office. At this event we had various cars, such as electric and hybrid, vanpools, and bicycles. The goal was to share with faculty, staff and students the various means of alternative transportation while contributing to the overall health of the air we breathe.

- **Food Drive**
  We kicked off our annual food drive on October 1st. We collected food for our campus food pantry as well as food for the Food Bank of Eastern and Central North Carolina. The food drive ended on Nov. 6th.

- **Veterans Day Memorial**
  Staff Senate partnered with the Student Veterans Association and posted over 1000 flags in the Court of Carolina in honor of Veterans Day. Many staff participated in the annual Veterans Day run that morning. The run route passed the flags.

- **Toys 4 Tots**
  Our annual toy drive kicks off this month. Staff Senate will be collecting new toys to give to our eligible campus community members and the US Marine Corps drive.

Staff Senate will continue its participation and involvement in community engagement projects, such as Habit for Humanity, volunteering at the NC State Food Pantry, etc.

Respectfully Submitted,

Wyona Goodwin
Chair, NC State Staff Senate
2015-2016
North Carolina State University
Dean
Poole College of Management
Raleigh, North Carolina

THE SEARCH

North Carolina State University (NC State) seeks an experienced, energetic, and collaborative leader to serve as the next Stephen P. Zelnak Jr. Dean of the Poole College of Management. NC State and the Poole College of Management have been on an impressive upward trajectory in the last decade with increased selectivity and academic rigor and strong industry relationships that benefit both scholarship and curricula. A $37 million naming gift for the College in 2010 and a $3 million endowment for the Dean’s position in 2014, which was the first endowed Dean’s chair at NC State, are further evidence of this momentum and strong support. The College’s focus on the management and commercialization of technology, innovation and entrepreneurship, and a growing emphasis on sustainability set a strong competitive identity.

The Poole College of Management leverages its location within the Research Triangle to create a vibrant, intellectual environment for students. The Poole College student body, which is comprised of 2,613 undergraduate students and 757 graduate students, is strengthened by a shared culture of active engagement. The undergraduate programs include accounting, business administration, and economics. The Jenkins Graduate School of Management, housed within the College, includes the Master of Business Administration (MBA); Master of Accounting (MAC); Master of Global Innovation Management (MGIM) in collaboration with the IAE Graduate School of Management in Aix-en-Provence, France; and Master of Global Luxury Management (GLM). The undergraduate and graduate business programs emphasize project-based learning, research, and real-world engagement, and prepare students to be action-oriented leaders in the workplace. The Poole College also offers Economics programs including a Master of Science in Economics, a Master of Economics, and a PhD.

The College’s leadership and nearly 100 full-time faculty members ensure that their academic programming and research are meaningful and relevant to today’s dynamic marketplace. Faculty at Poole College have a consistent and successful record in obtaining external grant funding. Over the last five years, the College has grown in sponsored research expenditures, with an all-time high this past year.

The University seeks a Dean for the College who demonstrates exemplary strategic leadership ability, outstanding interpersonal and communication skills, entrepreneurial drive and high
energy, and a passion for the strategic vision of the College and University. In collaboration with
the faculty of the College, s/he will articulate a vision that will strengthen interdisciplinary
connections across the departments of the College with the other colleges of the University and
enhance NC State’s partnerships with companies and institutions both in the Research Triangle
and around the world. These partnerships have been a notable strength of Poole College and
provide an exciting opportunity for a new Dean, who will also have strong support from an
exceptionally engaged Board of Advisors. The Dean will have a demonstrated commitment to
students, to excellence in undergraduate and graduate education, and to relevant compelling
research. Additionally, the ideal candidate will have a record of responding effectively to the
rapidly changing demands on business schools and higher education more broadly, including the
demonstrated ability to develop new and relevant programming.

NC State has retained Isaacson, Miller, a national executive search firm, to assist in this search.

NORTH CAROLINA STATE UNIVERSITY: History and Context

As a research-extensive land-grant university, North Carolina State University is dedicated to
excellent teaching, the creation and application of knowledge, and engagement with public and
private partners. By uniting its strength in science and technology with a commitment to
excellence in a comprehensive range of disciplines, NC State promotes an integrated approach to
problem solving that transforms lives and provides leadership for social, economic, and
technological development across North Carolina and around the world.

NC State was founded in 1887 on the belief that colleges should not be reserved for a select few
but that the children of farmers, mechanics, and other workers should have access to the
opportunities and benefits of higher education. A new generation of progressive thinkers founded
the College, known then as the North Carolina College of Agriculture and Mechanical Arts. NC
State was established under the auspices of the federal Morrill Act of 1862, which allowed the
U.S. government to donate federally owned land to the states for the purpose of establishing
colleges. The School held its first classes in 1889 with 72 students, six faculty members and one
building. The 1914 passage of the Smith-Lever Act created an educational partnership between
land-grant colleges and the U.S. Department of Agriculture and sparked an era of outreach at the
College. This program led North Carolina to establish the Cooperative Agricultural Extension
Service (now the North Carolina Cooperative Extension Service) at NC State.

By the 1920s, the School was then known as the North Carolina State College. It had grown
beyond its original agricultural and mechanical focus, adding schools of engineering, textiles,
education and business, as well as a graduate school. The campus experienced unparalleled
growth during the postwar years as the G.I. Bill brought thousands of former servicemen to
campus. In the following decades, the College continued to expand its curricula, creating schools
of design, forestry, physical and mathematical sciences, and humanities and social sciences.
During these years of growth, the School changed to its current official name of North Carolina
State University at Raleigh. The university celebrated its 100th anniversary in 1987, which also
saw the creation of Centennial Campus, bringing together academic, corporate, government, and
nonprofit leaders to partner in teaching, research, and economic development.
NC State is now the state’s largest university, and has developed into a vital educational and economic resource, with more than 34,000 students, and 8,000 faculty and staff. A wealth of university outreach and extension programs continues to provide services and education to all sectors of the state’s economy and its citizens. Consistently ranked a best value among the nation’s public universities, NC State is an active, vital part of North Carolina life. Today, 128 years after its founding, NC State continues to follow its original mission: opening the doors of higher education to the citizens of North Carolina and providing teaching, research, and extension that strengthen the state and its economy.

Location

Along with Durham and Chapel Hill, Raleigh anchors the Research Triangle, which is a national hotspot for high-tech enterprise. The top companies in the region, including IBM, Cisco Systems, SAS Institute, Biogen Idec, and GlaxoSmithKline, are among the country’s most innovative employers. They also lead the way in hiring NC State graduates.

Raleigh is one of the fastest-growing urban centers in America, and is nationally recognized as a city on the rise. In 2014, Forbes ranked Raleigh as number one among U.S. cities for business and careers and for attracting the most families, and as the second-best city in the U.S. for young professionals. In 2014, The American Institute for Economic Research ranked Raleigh as number three among the best midsize U.S. metro areas for college students.

Google recently selected Raleigh as a Google Fiber expansion city. Google Fiber is an Internet infrastructure that promises online connection speeds of up to 1,000 megabits per second. Google Fiber will allow research and development to spread further into the community through the connection to a fiber infrastructure. Entrepreneurs will be able to work and develop new innovations from highly connected homes and small businesses. This infrastructure will also allow underserved areas to get connected, become part of the fully connected workforce, create new products, and compete with more well-funded groups.

POOLE COLLEGE OF MANAGEMENT

History

The NC State Poole College of Management was created in 1992, but the history of economics, business, and management education at North Carolina State University goes back to the early 1900s. NC State produced a steady stream of business graduates until the Great Depression, when budget restrictions resulted in NC State closing down its business school. In the early 1970s, the University again began offering undergraduate degrees in business management and accounting through the Department of Economics and Business in the College of Humanities and Social Sciences. The Master of Science in Management degree was launched in 1976.

In 1990, the University invited a visitation team to review the need for and desirability of establishing the College of Management. The team consisted of Richard Lewis, the dean of business at Michigan State University; Willard T. Carelton, the Karl Eller Professor of Finance at the University of Arizona; George Daly, the dean of business at the University of Iowa; and Richard Sorenson, the dean of business at Virginia Polytechnic Institute. This team
recommended that NC State establish a College of Management. Based on the on-campus review and the recommendations of the visitation committee, in 1992, the UNC Board of Governors authorized the establishment of a College of Management at NC State. The college was created with the understanding that it would integrate the functional areas of business, have a core focus on the management of technology, and develop relationships with other colleges at NC State.

The College’s leadership and faculty continually assess its programs to assure relevancy in today’s dynamic global marketplace, resulting in new initiatives, research areas, and academic programs. The College’s Master of Accounting program was established in 1993, its MBA program in 2002, and its Master of Global Innovation Management in 2008, in collaboration with IAE Graduate School of Management in Aix-en-Provence, France. The College continues to grow its executive education program, named Business Collaboratories, to offer new program delivery options and curricula. The College received its latest AASCB re-accreditation in 2015.

The strength and relevancy of the College’s programs led to two naming gifts. In December 2010, the College as a whole was named the Lonnie C. Poole, Jr. College of Management following a $37 million endowment gift from Lonnie C. Poole, Jr., an NC State alum and founder of Waste Industries. In September 2014, Judy and Stephen Zelnak made a $3 million endowment to name the Dean’s position.

Academics

The Poole College of Management consists of four departments: Accounting; Business Management; Management, Innovation, and Entrepreneurship; and Economics. Undergraduate students can earn the following degrees:

* Bachelor of Science in Accounting
  
  The Bachelor of Science degree in Accounting provides a broad business education with a specialization in accounting issues and skills. Students develop interpersonal, teamwork, and problem-solving skills and learn how to apply technology to the field of accounting. The Accounting curriculum prepares students for careers in public accounting, business, and not-for-profit organizations. Students complete core courses in both business and accounting before specializing in a concentration area within Accounting:

  * Financial Analysis
  * Information Systems
  * Internal Auditing
  * Managerial Accounting.

* Bachelor of Science in Business Administration

  The Bachelor of Science degree in Business Administration focuses on core business functions. All students study finance, marketing, supply chain, human resource management, and information technology before declaring a concentration for more in-depth study. The curriculum in Business Administration emphasizes the application of information technology, teamwork, problem-solving, and critical thinking for decision making. Students complete the core
curriculum requirements to build a foundation of business knowledge and then select their concentration of interest as a specialization:

- Entrepreneurship
- Finance
- Human Resource Management
- Information Technology
- Marketing
- Operations/Supply Chain Management.

Economics

Economics students can select the Bachelor of Arts in Economics, which includes more liberal arts courses, or the Bachelor of Science in Economics, which provides more in-depth training in analytical methods. Topics of study in both the B.A. and B.S. in Economics include financial markets, labor relations, organization of business, and the distribution of wealth, poverty, and income.

Jenkins Graduate School of Management

The Jenkins Graduate School of Management was named in 2007 in honor of Benjamin P. Jenkins, the former vice-chairman and president of the General Bank at Wachovia Corporation. The Jenkins Graduate School of Management is housed within the Poole College of Management, and offers the following degrees:

Master in Business Administration

The MBA program is offered in a 21-month full-time format as well as a professional MBA designed for working professionals on an accelerated or flexible schedule with classes offered on two campuses or online in a mostly asynchronous format. The MBA program also offers six certificates.

The Full Time Master of Business Administration at NC State emphasizes the management of technology. Students take an integrated core curriculum, with a focus on technology, business processes, and practical applications in a collaborative learning environment. In addition, students choose a specialized concentration and open electives to strengthen their skill set. Through the support of the Poole College of Management Centers and Initiatives, simulations, case studies, and projects, students learn from real world examples and experiences. Full-time students also take a course in managerial effectiveness, which emphasizes communication skills, networking, negotiations, team skills, ethics, and social responsibility.

Professional MBA students take an integrated core curriculum, with a focus on technology, business processes, and practical applications in a collaborative learning environment. For every hour spent in the classroom, students typically spend two to three hours outside of class studying and working in teams. Professional Online MBA students do not declare a concentration; however, they may choose an area of emphasis designed to help them advance their career: Biosciences Management, Financial Management, Innovation Management, Marketing Management, or Supply Chain Management.
All Jenkins MBA students are strongly encouraged to gain on-the-ground global business experience as part of their MBA education. In 2015, students will be offered four global immersion programs.

**Master of Accounting Program**

The Master of Accounting (MAC) Program emphasizes active learning through the integration of teaching, research, and engagement. Designed to satisfy the 150 semester hour education requirement for CPA certification, the Jenkins MAC Program also offers concentrations in Information Technology, Enterprise Risk Management, Information Technology, and Tax Strategy.

**Economics Graduate Program**

The Economics Graduate Program at NC State is built on the academic resources and research expertise of economics faculty from the Department of Agriculture and Resource Economics (ARE) in the College of Agriculture and Life Sciences (CALS) and the Department of Economics in the Poole College of Management. These departments, with more than 50 graduate faculty, collaborate to offer a program that is balanced between theory and application and designed to prepare students to be successful in academia, research, government, and private industry. The Center for Environmental and Resource Economic Policy further enhances this collaborative aim, bringing faculty from both ARE and Economics together with natural and social scientists throughout North Carolina to focus on the most pressing environmental policy issues in the state and the nation.

The Economics Graduate Program offers the PhD degree as well as two master’s degree options, the Master of Science in Economics and the Master of Economics. Undergraduate students enrolled at NC State can also pursue an accelerated Bachelor’s/Master’s degree program (ABM). The programs offer rigorous training in microeconomic theory, macroeconomic theory, and quantitative analysis with a high degree of flexibility when choosing areas of specialization. The Economics graduate program offers specializations in Agricultural Economics, Econometrics, Environmental and Resource Economics, Industrial Organization, International Trade, and Macroeconomics.

**Master of Global Innovation Management**

The Master of Global Innovation Management (MGIM) Program is a one-year dual degree offered by NC State and the Institut d’Administration des Entreprises Université Paul Cézanne in Aix-Marseille, France. The curriculum is designed to give engineering, science, and other technology-oriented students a strong base in core business management skills, while providing in-depth exposure to a host of global innovation management issues; the Program also incorporates an Innovation Project. Students enroll in France in the first semester or in the U.S. in the second semester and complete an international internship. The program offers a global learning experience with an emphasis on the management of technology. The scope of this global program is broadened through a collaboration with the School of Management of Zhejiang University (ZJU) in China and offers an optional summer experience in China or India.
Global Luxury Management (GLM) is a unique academic program offered as an option in the MGIM program. The GLM option was developed and is offered as a partnership between NC State's Poole College of Management and College of Textiles and SKEMA Business School's Sophia Antipolis campus in France. The Global Luxury Management Program is the only full-time luxury graduate program in The Americas.

Students

The Poole College community, which is comprised of 2,613 undergraduate students and 757 graduate students, is strengthened by a shared culture of active engagement. Students enjoy an innovative, project-based curriculum that prepares them for leadership roles in the technology-rich, global marketplace. They also have numerous opportunities to apply their knowledge through initiatives in the community, industry, and abroad.

Poole College encourages students to commit from day one to get involved, whether it is to join student organizations, to pursue internships with local corporations, or to gain international experience through study or work abroad. Examples of such external engagement are diverse:

- serving as mentors for middle school students who are exploring entrepreneurship as a career path
- meeting with industry leaders and pitching solutions to real-world problems at the Supply Chain Resource Cooperative
- traveling to Costa Rica to evaluate the environmental, social, and economic sustainability of production models.

Leadership and Innovation Showcase

At Poole College’s annual Leadership and Innovation Showcase, students present their think-and-do responses to real-world problems and opportunities. The projects in the Showcase are completed during the academic year as part of a course, a practicum experience, an entrepreneurial venture, a competition, independent study, or other learning experience. Many of the projects are coordinated by Poole faculty in collaboration with corporate sponsors and include students from other disciplines across the NC State campus. During the Showcase, the student teams give a 90-second pitch for their project and defend their work during a question-and-answer session with the judges, who include executives, alumni, and NC State faculty and staff. The event provides a great opportunity for external stakeholders to see Poole’s student talent and the impact of the active engagement model.

Faculty and Research

The Poole College of Management is home to approximately 100 full-time faculty members, of whom 66 are tenured. Since 2010, the College has grown in sponsored research expenditures, with an all-time high this past year. Key sponsors of external funding include the Sloan Foundation, the Financial Industry Regulatory Authority, the National Security Agency, the National Science Foundation, the Air Force Office of Science Research, and the Center for State and Local Government Excellence. Students and the community also benefit from the College’s
research activities. The Entrepreneurship Clinic, inspired by the hospital teaching model that integrates research, teaching, and real world experience, was launched in downtown Raleigh in February 2015 to embed students in the entrepreneurial community and engage them in experiential learning.

In addition, Poole College faculty have established the following centers and initiatives to support research, the development of new curricula, and outreach and engagement activities that lead to meaningful new knowledge and advance innovation:

- **Center for Innovation Management Studies**
  CIMS represents a convergence of academia and industry to study technological innovation and its management, disseminate that knowledge, and help companies apply it to achieve bottom-line results.

- **Supply Chain Resource Cooperative**
  The SCRC is a unique industry-university partnership of NC State supply chain management faculty and students as well as 15 to 20 national and international companies seeking to achieve supply chain excellence. The consortium brings applied research and new knowledge creation to bear on industry challenges through faculty and student interaction with companies in student projects and faculty research.

- **The Entrepreneurship Collaborative**
  The Entrepreneurship Collaborative (TEC) is the home for the College’s entrepreneurship-related activities. TEC delivers the technology entrepreneurship concentration in the college’s Jenkins MBA program as well as focused courses at the undergraduate level. Unique TEC efforts include the Accelerating the Commercialization of Technology program, providing support of entrepreneurship centers at other universities, and the Entrepreneurship Clinic in downtown Raleigh.

- **Enterprise Risk Management Initiative**
  The ERM Initiative’s mission is to provide thought-leadership about enterprise risk management, with a particular emphasis on the role of ERM in strategic planning and corporate governance. Poole College also delivers ERM executive education to boards of directors, audit committees, and senior management on effective risk management oversight. In 2007, the College launched a series of graduate business courses on ERM to expose the next generation of chief executives to ERM best practices.

- **Consumer Innovation Consortium**
  The CIC was created to build academic-corporate partnerships that deliver state-of-the-art consumer research to corporate leaders in marketing and design innovation. The CIC also provides partner companies with recruiting access to graduates uniquely trained to combine strategic consumer behavior knowledge with the latest techniques in research methodology.
• **Sustainability Initiative**

The Poole College of Management’s Sustainability Initiative was established to advance sustainability as a set of decision challenges balancing financial, social, and environmental returns. By engaging students, faculty, businesses and alumni, SI seeks to embed sustainability into the curriculum, research, and culture of Poole College, and to identify opportunities and resources for meeting those challenges.

**Corporate and Community Engagement**

Poole College greatly values its interconnectedness with all levels of the surrounding business community, from Fortune 500 companies to small businesses and start-ups. These relationships include ties with Wells Fargo, which provides support for the College’s Wells Fargo Executive Series. Since 1992, this executive lecture series has provided students and guests from the business community the opportunity to learn from some of the nation's and the world’s leading executives as they talk about their careers and leadership experiences.

Executives in Residence are a tremendous resource for the College, providing insight and perspective from their experience in business and industry. Executives in Residence are often guest speakers in Poole College classes, provide guidance to student organizations, serve as judges for competitions, and assist with establishing connections with the business community.

In early 2015, Poole College launched the NC State Entrepreneurship Clinic in Raleigh to provide consulting services for Triangle-area startups. The Entrepreneurship Clinic is an outreach effort of the College’s Entrepreneurship Collaborative, which focuses on research, experiential learning, and embedding students in the entrepreneurship community. To date, the students involved in the clinic are working with 27 startups on projects ranging from customer discovery to product development.

**Executive Education**

The business community is also engaged through NC State Executive Education (NCSEE). The Programs are geared towards technically-trained experts whose career development requires new skills in business model development, financial acumen, internal/external analytics, and leadership capabilities to lead successful growth and improvement projects. Offerings include

- TechPros Business Series - short, half-day sessions for technical leaders
- Custom Programs - uniquely designed solutions for organizations and leader development
- Consortia Programs - cost-effective, shared learning experiences for multiple companies
- Open Programs - individual development seminars.

The programs include seminar topics on Innovation, Leadership, Manufacturing/Operations, Product Management, Risk Management, Supply Chain Management, and Sustainability. The sessions incorporate tools and exercises developed by centers and initiatives, supported by expert facilitators/coaches, with an emphasis on action-learning methods and applied projects.
THE ROLE OF THE DEAN

The Dean of the Poole College of Management reports to the Provost and supervises twelve direct reports. The Dean manages an operating budget of $31 million.

The Dean will provide leadership and vision, promote the visibility of the College, foster a high-quality student experience, develop and support faculty and staff, support research and creativity, and manage the College’s fiscal and physical resources. The Dean will work closely with leaders of the business community to develop the necessary relationships to ensure that the College connects to generate new knowledge and to keep curricula relevant. In addition, the Dean will effectively work with alumni and other benefactors to enhance the reputation of the college and garner financial support.

More specifically, the Dean will address the following:

OPPORTUNITIES AND CHALLENGES

Lead the development of a long-term vision prioritizing distinction

Under the Dean’s leadership, the College seeks to become a first choice for the region’s students and employers. The Dean will work closely with faculty, administrative leadership, students, staff, and external stakeholders to define and articulate a vision for the college. The vision will build upon existing strengths and outline a strategy to move the College from its current state to a higher level of excellence and distinction. The Dean will ensure that the College’s vision and strategy reinforce, contribute to, and benefit from the vision and priorities of the University drawing upon the sense of institutional pride that exists at NC State. She or he will build consensus, manage the order and pace of change, and possess the vitality necessary to realize the vision.

Manage college operations effectively and strategically

The Dean will oversee the allocation of significant resources and make decisions that will have a broad impact across a diverse array of programs. The Dean will act strategically around issues such as research support, an evolving enrollment landscape, faculty line allocation, instructional technology, and class size. He or she will think creatively to leverage college funds to encourage research and scholarship. The Dean will look for opportunities to enhance collaboration and create efficiencies between departments.

Develop innovative academic programs aligned with market needs

The Dean will have a deep understanding of the nature of competition in business education and the ability to manage a portfolio of educational programs in response to that competition. S/he will put in place processes to continually evaluate the quality of educational programs, their relevance in the ever-changing market for business education, their financial sustainability, and their potential for revenue growth.
The Dean will seek to make good programs better and accentuate programs that distinguish Poole College from its competitors. In addition, s/he will work to develop new programs that meet emerging opportunities, as appropriate, including programs in partnership with other units on campus. The Dean will have a progressive mindset that allows for the exploration of programs that may not conform to existing academic structures, but that are tailored to the competencies students currently need in the workplace.

*Foster interdisciplinary connections across the departments of the College and with other units of NC State*

The Dean will highlight unique, differentiating features and accomplishments of individual programs in a way that encourages collaborations and advances the College as a whole. S/he will guide and work with the faculty in a collaborative way to identify places where the College’s departments can work together and excel. The Dean will be a tireless champion for the College and communicate specific achievements and opportunities of individual units in the College.

While the Dean’s central responsibility is the health and success of the College, s/he is also a leader in the NC State community at-large, welcoming and seeking out ways to collaborate with other units for mutual benefit and to advance the overall priorities of NC State. The Dean will be an open and innovative partner with other deans and the University administration, working to further research and programmatic initiatives that cut across traditional boundaries.

*Strengthen ties with alumni and the business community and secure resources through fundraising*

The Dean will be visible, respected, and engaged in the business community, nurturing current relationships and building new ones. Raleigh families work and live in the area for multiple generations and are exceptionally committed to the long-term success of the region. As a result, the success of the University is strongly tied to community engagement. Strategic development will ensure enduring and mutually beneficial relationships between the College and the business community. The Dean will engage alumni as advocates for the school and sources of opportunities for students, converting relationships into financial support for mutually beneficial programs that enhance student outcomes and produce a quality workforce.

*Increase the visibility and reputation of Poole College*

The Dean will improve the reputation of the young college, working to ensure that the business community is aware of the quality of students and faculty, that students and parents perceive NC State as a first choice, and that the larger community recognizes the important role of the College in the vitality of the region. The Dean will work to distinguish the College from competitors, promoting distinctive aspects such as the active engagement model and the College’s unique position within a technical and STEM-focused university. The Dean’s efforts will build upon outreach already carried out by faculty, the College’s Development Office, and a maturing demographic of College alumni.
QUALIFICATIONS AND EXPERIENCE

The successful candidate will possess most, if not all, of the following qualities or experience:

- Experience as a strategic and collaborative leader with a record of success that brings constituencies together around a common goal;
- Capacity and drive to thoughtfully assess a complex landscape of programs and centers, identify unknowns, and arrive at a deep understanding of institutional resources and culture;
- Aptitude to conceptualize long term change and to move an organization forward;
- Ability to build strong management teams and execute large plans with fiscal responsibility;
- Outstanding interpersonal, written, and oral communication skills;
- Ability to play a key role in University leadership, advocating for his or her college, and forging advantageous and strategic connections across colleges;
- A clear commitment to teaching and undergraduate and graduate business education;
- A commitment to educating students who enter the University through diverse pathways, fostering a healthy and respectful community, and recruiting and supporting diverse faculty, staff, and administration;
- Comfort working within a system of faculty governance;
- Demonstrated ability to engage business executives in the work of the college and to connect faculty and students with opportunities;
- An appetite for fundraising and the ability to contribute to and lead development efforts;
- Ability to balance and execute internal and external responsibilities;
- An understanding of the AACSB accreditation process;
- A doctorate in a related discipline is strongly preferred along with credentials and achievements in academia or business that merit appointment as a tenured full professor at the Poole College of Management.
NOMINATIONS AND APPLICATIONS

NC State has retained Isaacson, Miller, a national executive search firm. Review of candidates will begin immediately and continue until the position is filled. Nominations, inquiries, and applications, including a letter of interest and curriculum vitae, should be submitted in confidence via Isaacson, Miller’s website: www.imsearch.com/5477.

Gale Merseth, Vice President
Kate Barry, Managing Associate
Courtney Thomas, Associate
263 Summer Street, Boston, MA 02210

NC State University is an equal opportunity and affirmative action employer. All qualified applicants will receive consideration for employment without regard to race, color, national origin, religion, sex, age, veteran status, or disability. In addition, NC State University welcomes all persons without regard to sexual orientation. The Poole College of Management welcomes the opportunity to work with candidates to identify suitable employment opportunities for spouses or partners.
THE SEARCH

North Carolina State University (NC State) seeks an experienced, innovative, creative, and collaborative leader to serve as the next Dean of its internationally acclaimed College of Textiles (COT). The College of Textiles has had an impressive trajectory in the last decade, owing in part to the support of the $44 million North Carolina Textile Foundation endowment. While other textile colleges across the country have been absorbed by other schools or colleges in their universities, NC State has remained committed to the College and its vital role in the evolving textile industry in North Carolina, the United States, and globally. COT has broadened its scope, investing strategically in the science and technology of textiles and the ways in which new textile applications find their way into our lives. The College of Textiles is now an international leader in addressing all aspects of the textile industry, from molecule to market.

The clear national leader in textile education and research, the College of Textiles produces more than half of the textile graduates in the United States each year while enhancing its global reach and reputation. Teaching and research in the COT include fundamental science, process and product engineering, and textile product research in the following disciplines and specialties: nonwovens, medical textiles, protective clothing, nanotextiles, smart textiles, composites, transportation textiles, fibers, polymer science, color science, fashion, and textile design. The College also places emphasis on management research and education in branding, marketing, supply chain optimization, retail, and merchandising; in addition, COT has developed a critical focus on sustainability. The College has a diverse population with 1,170 undergraduate and graduate students, 64 full-time faculty members, 40 visiting scholars and post-docs, and over 75 technical and administrative staff.

Located on Centennial Campus, a “technopolis” that brings university, corporate and government research and development programs into close proximity, COT is recognized for integrating the traditional activities of universities, research institutes and textile companies into a model emulated by textile educators and researchers around the world. The Nonwovens Institute, the Textile Protection and Comfort Center, TexLabs, the Zeis Textile Extension Center, and the Institute of Textile Technology energize and extend the capability of COT’s faculty to research and teach manufacturing operations from synthesizing new polymers and producing
nanofibers to making end products as diverse as dye sensitized solar cells, antimicrobial masks, and fire-protective gear.

NC State seeks a Dean for the College of Textiles who demonstrates exemplary strategic leadership ability, entrepreneurial drive, high energy and outstanding interpersonal and communication skills. Reporting to the Provost, the Dean will articulate a vision and unite the College around a strategic plan that will provide direction for the College’s two departments, clarify and strengthen the College’s brand, foster interdisciplinary connections and research, enhance the student experience and strengthen the College’s partnerships within NC State and with companies and other educational institutions around the world. S/he will also secure resources to support that vision.

NC State has retained Isaacson, Miller, a national executive search firm to assist in this search. Instructions on inquiries, nominations, and applications can be found at the end of this document.

**NORTH CAROLINA STATE UNIVERSITY: History and Context**

As a research-extensive land-grant university, North Carolina State University is dedicated to excellent teaching, the creation and application of knowledge, and engagement with public and private partners. By uniting its strength in science and technology with a commitment to excellence in a comprehensive range of disciplines, NC State promotes an integrated approach to problem solving that transforms lives and provides leadership for social, economic, and technological development across North Carolina and around the world.

NC State University was founded in 1887 on the belief that colleges should not be reserved for a select few but that the children of farmers, mechanics, and other workers should have access to the opportunities and benefits of higher education. A new generation of progressive thinkers founded the college, known then as the North Carolina College of Agriculture and Mechanic Arts. NC State was established under the auspices of the federal Morrill Act of 1862, which allowed the U.S. government to donate federally owned land to the states for the purpose of establishing colleges. The school held its first classes in 1889 with 72 students, six faculty members and one building. The 1914 passage of the Smith-Lever Act created an educational partnership between land-grant colleges and the U.S. Department of Agriculture and sparked an era of outreach at the college. This program led North Carolina to establish the Cooperative Agricultural Extension Service (now the North Carolina Cooperative Extension Service) at NC State.

By the 1920s, the school was then known as the North Carolina State College. It had grown beyond its original agricultural and mechanical focus, adding schools of engineering, textiles, education and business, as well as a graduate school. The campus experienced unparalleled growth during the postwar years as the G.I. Bill brought thousands of former servicemen to campus. In the following decades, the college continued to expand its curricula, creating schools of design, forestry, physical and mathematical sciences, and humanities and social sciences. During these years of growth, the school changed to its current official name of North Carolina State University at Raleigh. The university celebrated its 100th anniversary in 1987, which also
saw the creation of Centennial Campus, bringing together academic, corporate, government, and nonprofit leaders to partner in teaching, research, and economic development.

NC State is now the state’s largest university, and has developed into a vital educational and economic resource, with more than 34,000 students, and 8,000 faculty and staff. A wealth of university outreach and extension programs continue to provide services and education to all sectors of the state’s economy and its citizens. Consistently ranked a best value among the nation’s public universities, NC State is an active, vital part of North Carolina life. Today, 128 years after its founding, NC State continues to follow its original mission: opening the doors of higher education to the citizens of North Carolina and providing teaching, research, and extension that strengthen the state and its economy.

Location

Along with Durham and Chapel Hill, Raleigh anchors the Research Triangle, which is a national hotspot for high-tech enterprise. The top companies in the region, including IBM, Cisco Systems, SAS Institute, Biogen Idec, and GlaxoSmithKline, are among the country’s most innovative employers. They also lead the way in hiring NC State graduates.

Raleigh is one of the fastest-growing urban centers in America, and is nationally recognized as a city on the rise. In 2014, Forbes ranked Raleigh as number one among U.S. cities for business and careers and for attracting the most families, and as the second-best city in the U.S. for young professionals. In 2014, The American Institute for Economic Research ranked Raleigh as number three among the best midsize U.S. metro areas for college students.

Google recently selected Raleigh as a Google Fiber expansion city. Google Fiber is an Internet infrastructure that promises online connection speeds of up to 1,000 megabits per second. Google Fiber will allow research and development to spread more into the community through the connection to a fiber infrastructure. Entrepreneurs will be able to work and develop new innovations from highly connected homes and small businesses. This infrastructure will also allow underserved areas to get connected, become part of the fully connected workforce, create new products, and compete with more well-funded groups.

THE COLLEGE OF TEXTILES

History

The history of North Carolina and the history of the textile industry are inextricably linked. In 1900, as many of the northern textile mills began to move south, funds were first authorized for a textile building at what is now NC State University and in 1902 the first undergraduate classes began.

The textile industry in North Carolina grew and prospered throughout the early part of the century. In 1923, North Carolina’s Burlington Industries (now International Textile Group) took a chance on a new fiber, rayon, and grew to be the single largest textile manufacturer in the world. Soon North Carolina became the leading U.S. textile-producing state in the value of its product.
The College of Textiles remained close to the industry, providing skilled workers, research and technical expertise to the many manufactures in North Carolina and the world. The American textile industry faced new challenges as manufacturing shifted to other countries. While similar colleges around the country folded or melted into other academic departments, the College of Textiles remained strong due to its close ties to the industry and its reputation for excellence. Today the college is the only one like it in the nation and holds an international reputation as the academic and research hub of the global textile industry.

The College is uniquely positioned to lead and foster the growth of the textile industry in America. As the industry evolves in this country, it is becoming increasingly high-tech and knowledge-driven. This provides an excellent opportunity for the one remaining textile college in the country to be a thought leader and engine of innovation.

**Faculty and Academic Programs**

The 64 faculty members in the College of Textiles, including eight chaired professorships, come from a variety of disciplines and backgrounds, are committed teachers, and are leaders in research. Forty visiting professors and post-docs add to the strength of the college.

The College of Textiles serves approximately 1,200 students (more than 1,000 undergraduate and 200 graduate students) in its two academic departments: Textile and Apparel, Technology and Management (TATM) and Textile Engineering, Chemistry and Science (TECS). TATM has 20 tenured or tenure track and five non-tenure track faculty members, while TECS has 30 tenured or tenure track and nine non-tenure track faculty.

The College of Textiles offers five Bachelor of Science degrees, three Master of Science degrees, a Master of Textiles; and, two PhD degrees. Furthermore, COT boasts one of the most established distance education program on campus with more than fifty courses offered online. Graduates from COT become leaders in research, management, and innovation. Degree programs are constantly evolving to enhance classroom experiences that match current industry needs and trends. For 2014, 95 percent of graduates secured jobs within two months of graduation.

**Textile Apparel Technology and Management Department**

The Department of Textile and Apparel, Technology and Management (TATM) educates undergraduate and graduate students for careers in the fiber, textile, apparel, and retail industries. Unique among its peer institutions, TATM offers Bachelor of Science degrees. This hard science focus ensures that graduates who complete a BS from TATM are better prepared than their peers to engage with the scientific and technical issues that affect textile production and sales.

The programs in TATM are designed to provide students with a thorough background in fundamental concepts of scientific, technological, and management principles, and an ability to define and solve challenging technological and managerial problems. An essential component of the department's mission is the development of new knowledge through research and the subsequent transfer of this knowledge to both the textile complex and society.
The Department offers BS Degrees in Fashion and Textile Management, and Fashion and Textile Design as well as a Master of Textiles, offered both online and on campus, and a Master of Science in Textiles, offered only on campus. Masters students can focus in Textile and Fashion Design, Retail and Brand Management, or Textile Technology. The Fashion Development and Product Management program, a concentration in the Fashion and Textile Management Degree, is one of only thirteen programs in the US endorsed by the American Apparel and Footwear Manufacturers Association (AAFA).

Textile Engineering, Chemistry and Science Department

The Department of Textile Engineering, Chemistry and Science (TECS) is a unique, interdisciplinary department dedicated to providing instruction in the science, engineering and technical application of chemistry, color, polymers, bio-medicals, design, and production with regard to fibers and fiber-based materials.

TECS offers students the chance to work closely with some of the best textile researchers in the world. The department offers Master of Science degrees in Textile Chemistry and Textile Engineering, an Accelerated Bachelors/Masters program, and PhD degrees in Fiber and Polymer Science and Textile Technology Management. The Polymer and Color Chemistry degree offers several concentrations, including in medical sciences, while the Textile Technology degree is the only known program in the world to offer a concentration in medical textiles. The Textile Engineering (TE) program is a joint program between the COT and the College of Engineering and the only ABET accredited TE program in the country.

Research

Faculty in the College of Textiles are highly productive researchers and are well-represented in scholarly journals and successful in capturing sponsored research awards. Between them they bring in over $14 million in total research and services from over 160 companies and eight different federal agencies. The research-dollars-per-faculty ratio in COT is 29% higher than the university average.

Research is clustered in the areas of Nanosciences, Surface Modification, Fibers and Polymers; Health and Safety; Technical Textiles and Textile Structures; Energy, Environment and Sustainability; Color and Dye Chemistry and Sciences; Forensic Trace Evidence; Systems and Quality; Educational Innovation; Supply Chain; Textile Brand Management and Marketing; and Economic Competitiveness.

Staff

The COT students and faculty are supported by over 75 staff members who work in areas as diverse as research administration, student services, admissions and laboratory safety. The College runs its own Career Services program, with career fairs that attract many of the top employers in the textile industry. COT staff also lead extensive and innovative outreach programs to engage high school students in the science and technology of the textile industry as well as vigorous programs of outreach to the professional community in textiles.
Centers and Institutes

The Nonwovens Institute

The Nonwovens Institute (NWI), an innovative global partnership between industry, government and academe, is the world’s first accredited academic program for the interdisciplinary field of engineered fabrics. It is now the largest public/private research institute in the nation. NWI is a university wide interdisciplinary institute with over 70 members and a budget of $10 million. Operating on an “Open Innovation” platform, the Nonwovens Institute engages experts from industry and higher education in building next-generation nonwoven applications while also providing training and guidance to the field’s future leaders.

NWI receives approximately $3-4 million per year in memberships, private research and product development services. It supports over 30 graduate students and is a global leader in nonwovens research. The Institute also houses state-of-the-art facilities for product development, analytical services, materials testing, analysis and evaluation that is valued at over $30 million.

The Textile Protection and Comfort Center

The Textile Protection and Comfort Center (T-PACC) incorporates a comprehensive infrastructure of equipment and personnel to address the need for integrated investigations on all aspects of the protection and comfort of clothing. T-PACC is a broad base facility with unique scientific abilities that permit scientific evaluations of comfort and protection from fabric swatch level all the way to full ensemble systems.

Comparative testing is routinely conducted on materials and clothing systems using procedures found in various standard test methods. Additionally, non-standard test protocols are utilized with appropriate procedures and instrumentation while new methods and instrumentation are developed to address the evaluation needs for specific end use or wear scenarios. The acquired knowledge of T-PACC personnel spans various areas of textile materials science and engineering required for the measurement and analysis of textile comfort and protection.

Zeis Textile Extension Education for Economic Development Center

Following in the College of Textile’s rich history of service to the community through extension work, the Zeis Textile Extension Education for Economic Development Center (TexEd) was formed in 2006 by Steve Zeis, College of Textiles graduate, class of ’62, and his wife Frosene of Asheville, NC. The center was established with a $500,000 bequest and an additional $1 million life income gift. TexEd serves a diverse customer base to advance economic development through collaborative partnerships and outreach, innovative textile and quality improvement education, and comprehensive textile prototyping and testing services. With dedicated classroom and training facilities, instructors meet the needs of over 100 companies a year by offering customized training programs, textile management courses, Lean Six Sigma, and a number of certification and professional development programs offered in person and online. Every COT student also receives formal training in the Extension Labs.
The Forensic Sciences Institute

The College of Textiles has taken a leading role in establishing the emerging Forensic Sciences Institute (FSI). FSI is a university-wide interdisciplinary program involving more than 30 faculty members across seven colleges. Its mission is to lead interdisciplinary forensic science and engineering research, academics, professional training and engagement, with particular focus on the advancement of rigorous new methodologies and innovative education and training. The goal is to offer a full complement of three degrees, including a PhD in Forensic Science, which would be the first of its kind in the country.

The North Carolina Textile Foundation

One reason for the enduring success of the College of Textiles is the generosity of the North Carolina Textile Foundation (NCTF). In 1942, a number of leaders in the industry requested the college offer training programs for their managers. They collectively supplied funding for the hiring and retention of faculty members for this effort. The training of these managers necessitated the need to purchase advanced equipment and the NCTF stepped forward to supply those funds as well. Soon, the group recognized a need to provide financial assistance to students. Out of those efforts emerged the three-fold approach the NCTF takes to promote the welfare, future development and reputation of the College of Textiles as the premier institution for textile education and research. As a nonprofit organization, the Foundation supports the College and Dean by providing recruitment and retention of highly qualified students, educators and researchers; assistance with the acquisition and maintenance of state-of-the-art equipment and facilities for research and education; and funds for scholarships to deserving undergraduate and graduate students as well as placement of graduates;

Today, the foundation holds assets of $44 million, has a 16-member board, is completely self-sustaining and provides for many of the needs of the College, including fully funding the Office of Student Services including two full-time student advisors and two full-time recruiters. The NCTF also provides more than $1 million annually in Scholarships and Fellowships to students and funds six Chaired Professorships. The College of Textiles has the largest scholarship program at the University and through the prestigious Centennial Scholarship (among the highest valued scholarships offered at NC State) offers 10 awards a year to freshmen. The NCTF Board is composed of industry leaders who play a key role in advising on strategic direction for the college and its programs.

Budget

The budget for the college is approximately $32 million, roughly $10 million of which is attributable to state funds, while the rest is diversified between contracts and grants, service centers, foundation funds, and gifts. The COT has a $3.3 million endowment in the NC State University Foundation in addition to the substantial support it receives annually from NCTF.

Facilities

The College of Textiles is housed in a 200,000 square foot state-of-the-art research, model manufacturing, and collaborative space. Sixty-eight research laboratories house equipment found
The College of Textiles is located on the award-winning Centennial Campus which contains more than 60 companies, government agencies, non-profits, and over 75 university research and academic units, including the College of Engineering and the Office of Technology Transfer. Across the street from the College of Textiles is the impressive new and technologically advanced Hunt Library and a variety of recreational amenities such as walking trails, a lake with a fishing pier, and an 18-hole golf course.

**THE ROLE OF THE DEAN**

The Dean is the chief academic and executive officer of the College and reports to the Provost and Executive Vice Chancellor. The Dean is responsible for improving and promoting the quality and effectiveness of the College’s teaching, research, and service missions. S/he will accomplish this by fostering an atmosphere of collaboration and cooperation among all of the individual units of the College and by working closely with other colleges in the University, governmental funders, and partners in the textile industry. The Dean is supported by an Associate Dean for Research, an Associate Dean for Research and Extension, an Associate Dean for Academic Programs, an Assistant Dean for Finance and Administration, an Assistant Dean for Information Technology, and a Marketing and Communications Specialist. The Dean also oversees the heads of the two academic departments and the Zeis Textile Extension Education for Economic Development Center. The Dean oversees faculty in the Nonwovens Institute and the Textile Protection and Comfort Center and works closely with the members of the North Carolina Textile Foundation.

The Dean will work to build consensus amongst COT’s excellent faculty and staff towards a shared vision of teaching, research, and engagement with the textile industry. S/he will work in collaboration with the University’s senior academic leadership to develop and advance NC State’s land grant mission of access and engagement. The Dean will be a key thought leader in helping NC State to shape the future of the textile industry in North Carolina and globally.

**OPPORTUNITIES AND CHALLENGES**

The College of Textiles is at a critical moment in its history. With few peers internationally, and none nationally, the Dean will cement the College’s status as an indispensable entity to the university, the state, and the industry. COT will be an engine of economic development for the region, a nexus of the best of ideas from a variety of disciplines, a research powerhouse, and an institution of teaching excellence.

The COT is by its nature interdisciplinary and that research and teaching across the disciplines results in focused pockets of excellence. It will be the Dean’s job to bring these elements together around a set of shared goals and a clear strategy for achieving them. Relevance and connections to industry are vital since the college is deeply immersed in the needs of industry and the requirements of its students for marketable abilities.
The Dean of the COT will address the following challenges and opportunities:

**Develop and articulate a clear vision that unites the College around a shared strategy to further differentiate the COT brand in teaching, research, extension and broader service to its community**

The Dean will engage faculty, staff and external partners in formulating a unifying vision of the future of COT that solidifies its place as the leading textile college in the world. Addressing the full range of opportunities and challenges facing the industry, COT’s programs of research, teaching and outreach will speak directly to the needs of the industry and the preparation of the next generation of industry leaders and textile scholars. Recognizing and celebrating the roles of those at every point on the “molecule to market” continuum, the Dean will clarify and champion the brand of the College of Textiles so that it is widely known and understood in North Carolina and around the world. This vision will embrace the need for innovation within COT to keep pace with the evolving industry it serves and take advantage of opportunities to lead that change.

**Promote interdisciplinary activity**

The College of Textiles is at its core an interdisciplinary endeavor. Research and teaching activities within the College are diverse. It is the Dean’s job to demonstrate, promote, and encourage the benefits of an interdisciplinary, multi-faceted academic unit.

Interdisciplinary activity should also extend beyond the College to the broader University with the Dean welcoming and seeking out ways to collaborate with other units in the University for mutual benefit. The Dean will be an open and innovative partner with other deans, the Provost and the Chancellor, working to further research and programmatic initiatives that cut across traditional boundaries.

**Lead the effort to recruit, develop, and retain the faculty of the future to ensure the College’s long term excellence**

The Dean will provide strong leadership in building the faculty for the College’s future through strategic hiring, setting clear and high standards, providing the resources that enable excellence in research and teaching, and building a culture that retains the best faculty in the face of attractive alternatives. S/he will work with colleagues to identify the most promising areas of research and hire aggressively to build critical clusters of expertise for the future, balancing the research and teaching missions to ensure that teaching resources meet the ever-rising demands for quality instruction.

**Manage the financial, physical and human resources of the College**

North Carolina State University is currently shifting towards a more entrepreneurial model of budgeting as state funding is expected to decline further in the coming years. The Dean will be a prudent and resourceful fiscal leader to manage and grow the budget.

Along with managing the College’s financial and physical resources the Dean will oversee the research and education missions of the College, working with faculty, staff and University leadership to support the growth, professional development and job satisfaction of the College’s
human resources. In an environment of fiscal constraint the Dean will champion efforts to attract and retain the very best people to keep the College at the forefront as a great place to work.

**Diversify funding streams and partnerships**

The College of Textiles has an enviable position as the singular academic home of a major industry. But just as textile technology has expanded far beyond the traditional manufacturers to include the active engagement of entities ranging from the U.S. Department of Defense to state and local law enforcement agencies, to hospitals and clinics, the Dean will build bridges between the College of Textiles and the ever-expanding range of potential partners in established companies, start-ups, and public agencies.

**Leverage alumni and external connections to increase fundraising**

Working closely with the North Carolina Textile Foundation, the Dean will promote the visibility and the reputation of the College to achieve fundraising success. The Dean will speak forcefully to the College of Textile’s importance to the region, the nation, and the industry. With the support of the Textile Foundation, the Dean will strengthen key relationships and lay the groundwork for further major financial and in-kind support for COT’s endeavors. S/he will engage the College’s more than 9,000 alumni—75% of whom live in North Carolina—as an important part of this effort.

**Deepen and strengthen connections to the textile industry**

As an educational unit shaped by the industry it serves, the College of Textiles has throughout its history been deeply connected to the full range of industry players. The Dean will leverage and expand those connections in both its research and educational programs. As the industry has changed and proven resilient, COT must do the same and the Dean will clarify a vision and a strategy for partnering with the industry locally, nationally, and internationally.

**Engage with the community to spur economic development and support the University’s land grant mission of Extension services**

The Dean will engage enthusiastically in the University’s economic development role in the state of North Carolina. While the area around the Research Triangle is booming, the state is going through an economic transformation. As the state’s economy, and textiles in particular, continue to evolve, the College of Textiles is a key to insuring that North Carolinians have access to the latest training and technology to compete on a global scale.

**QUALIFICATIONS AND EXPERIENCE**

The successful candidate will possess many of the following skills and personal qualities:

- The ability and enthusiasm to collaborate with all units in the College to craft a shared vision for COT that promotes and leverages the diverse scholarly excellence of its faculty, staff and students, in a common vision for the future;
• Experience with and an understanding of the history and direction of the textile industry;
• Demonstrated capacity for strategic leadership, and the ability to move an organization forward;
• Ability to develop and oversee programs and to work with faculty and speak the language of the academy;
• Direct experience interacting with civic leaders, local government, and the business community to translate scholarship into action;
• Ability to understand the unique financial challenges of a diverse, public, research land grant institution;
• Excellent interpersonal, written, and oral communication skills;
• The ability to recruit and retain support a diverse, high-quality faculty and staff;
• Demonstrated ability to facilitate collaborative relationships within the University, the College, and amongst alumni and community leaders;
• An appetite for fundraising and the ability to contribute to and lead development efforts and other extramural funding activities;
• Effective and strong leadership to successfully represent the College and help it to thrive as a key player in university strategy;
• Integrity and the highest standards of ethical behavior;
• A PhD and an appreciation for applied scientific research are strongly preferred. Candidates from disciplines that complement the focus and strengths of the College (i.e., sciences, engineering and management) are encouraged to apply;

NOMINATIONS AND APPLICATIONS

Nominations, inquiries, and applications - including resumes and cover letters - should be submitted via Isaacson, Miller’s website: www.imsearch.com/5478.

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NC State University is an equal opportunity and affirmative action employer. All qualified applicants will receive consideration for employment without regard to race, color, national origin, religion, sex, age, veteran status, or disability. In addition, NC State University welcomes all persons without regard to sexual orientation. The College
of Textiles welcomes the opportunity to work with candidates to identify suitable employment opportunities for spouses or partners.