THURSDAY, NOVEMBER 12
Reserved parking will be available at the Memorial Bell Tower

11:45 a.m. – 12:45 p.m.  Trustee Luncheon:  “Report Card on Strategic Plan”
by Chancellor Randy Woodson
Winslow Hall Conference Room
(All Trustees and EOs)

1:00 – 2:30 p.m.  Audit, Risk Management and Finance Committee
Winslow Hall Conference Room
Tom Cabaniss, Chair
Andrews, Cyrus, Prestage, Ward, Washington

1:00 – 2:30 p.m.  Advancement and External Affairs Committee
Chancellor’s Conference Room 12, Holladay Hall
Jimmy Clark, Chair
Goodnight, Jenkins, Kelly, Murphy, Ramsey

2:30 – 2:45 p.m.  Break

2:45 – 4:15 p.m.  Buildings and Property Committee
Primrose Hall Conference Room
Randy Ramsey, Chair
Clark, Jenkins, Murphy, Prestage, Washington

2:45– 4:15 p.m.  University Affairs Committee
Winslow Hall Conference Room
Susan Ward, Chair
Andrews, Cabaniss, Cyrus, Goodnight, Kelly
Parking Will Be Available in Dorothy and Roy Park Alumni Center Parking Lot

7:30 – 8:00 a.m. Executive Committee Meeting
Eury Room, Park Alumni Center
Jim Owens, Chair
Cabaniss, Clark, Goodnight, Jenkins

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

FULL BOARD MEETING
Alumni Center, Hood Board Room

9:00 a.m. Call to Order – Reading of the State Government Ethics Act
Jim Owens
Chair of the Board

Roll Call

Approval of Minutes
TAB 1

— September 11, 2015 Full Board Meeting
— September 11, 2015 Closed Session of the Full Board

Chair’s Report
TAB 2
Chair Owens
— Resolution for Exclusion of Certain Directors or Officers
— Update of Activities and Topics of Interest to the Board

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

COMMITTEE REPORTS:

Audit, Risk Management and Finance Committee
TAB 4
Tom Cabaniss, Chair
On the Agenda: Board, Committee Approvals and Informational Reports
— Approval of Special Obligation Bonds Resolution
— Internal Audit Update
— Finance/Budget and Legislative Update
— Enterprise Risk Management and Compliance Update
— Updated Top 10 University Strategic Risks
— Campus Security
Buildings and Property Committee

Randy Ramsey, Chair

On the Agenda: Board, Committee Approvals; Informational Reports

Property Matters

- Disposition by Deed: Land exchange between the Board of Trustees of the Endowment Fund for NC State University and The State of North Carolina of ±0.32 acres on Centennial Campus on an acre-for-acre basis

- Designer Selections
  - Centennial Campus Facilities Service Center
  - Barbour Drive Realignment – Centennial Campus
  - Case Commons Residence Hall – Central Campus
  - Lake Raleigh Bridge – Centennial Campus
  - DH Hill Library Accessibility and Elevator Improvements – North Campus
  - Centennial Campus Extension of Initiative Way
  - Approval of Designer Selections Less Than $500,000

- Acceptance of Completed Buildings and Projects

- Property Matters

- Committee Responsibilities and Procedures
  - Recommended Changes to the Designer Selection Procedure
  - Recommended Changes to the Construction Manager-at-Risk Selection Procedure

- Plan Approval

- Informational Reports
  - Centennial Campus Update
  - Capital Projects Update
  - Update on Land Exchange
  - Status of Projects in Planning

University Advancement & External Affairs Committee

Jimmy Clark, Chair

On the Agenda: Board, Committee Approvals; Informational Reports; and Closed Session

- Informational Reports and Discussion
  - University Advancement and Fundraising Update
  - Fundraising Naming Plans
  - Social Media Strategy and Campaign Communications Update
  - Campaign Update

- Closed Session

University Affairs Committee

Susan Ward, Chair

On the Agenda: Board, Committee Approvals; Discussion and Informational Items; and Closed Session

- Enhancing Student Success through Large Course Redesign

- Carmichael Addition and Renovation Project Indebtedness Fee

- Request for Authorization to Continue Centers/Institutes:
  - The Future Renewable Electric Energy Delivery and Management Systems Center (FREEDM)
  - Nonwovens Institute (NWI)

Requires Full Board Approval
University Affairs Committee (continued)
— Request for Authorization to Establish The Center for Genetic Engineering and Society (CGES)
— December 2015 Graduation Speaker
— Faculty Senate Report
— Staff Senate Report
— Provost Update on activities in Academic Affairs including an update on leadership position searches, faculty retention report, and Distinguished professorship update
  — Closed Session

Student Body President Report
Khari Cyrus, President

Items of Interest to Members of the Board

Motion to Go Into Closed Session

CLOSED SESSION

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

11:00 a.m. * Adjourn

Requires Full Board Approval
* Ending time is approximate
BOARD OF TRUSTEES  
NORTH CAROLINA STATE UNIVERSITY  

Executive Committee  
November 13, 2015  
Jim Owens, Chair  
Members: Clark, Cabaniss, Goodnight, Jenkins  

AGENDA  

CALL TO ORDER  
Reading of Conflicts of Interest  
Jim Owens, Chair  

ROLL CALL  

APPROVAL OF MINUTES  
✓ — September 11, 2015 Meeting of the Executive Committee  
✓ — September 11, 2015 Closed Session of the Executive Committee  

CLOSED SESSION  

RECONVENE IN OPEN SESSION  

ADJOURN
OPEN SESSION MINUTES  
North Carolina State University  
Board of Trustees Executive Committee  
Friday, September 11, 2015

Members present: James W. Owens, Chair; Jimmy D. Clark; Thomas E. Cabaniss; Ann B. Goodnight; and Benjamin P. Jenkins III

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

Chair Owens called the meeting to order at 7:30 a.m. He reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the board at this meeting. There being none, Chair Owens then called on Assistant Secretary PJ Teal for the roll call.

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

MINUTES
Mr. Clark made the motion, seconded by Mr. Jenkins, to approve the open and closed session minutes of the June 11, 2015, meeting of the executive committee. The motion carried.

CLOSED SESSION
A motion was made by Ms. Goodnight to go into closed session to consider the qualifications, competence, performance, condition of appointment of a public officer or employee or prospective public officer or employee. Mr. Jenkins seconded the motion. The motion carried.

RECONVENE IN OPEN SESSION
After coming out of closed session, Chair Owens announced the meeting is in open session.

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

Respectfully submitted:

______________________________  ____________________________
Assistant Secretary                   Secretary

______________________________
Chair
The North Carolina State University Board of Trustees met in regular session in the Hood Board Room of the Dorothy and Roy Park Alumni Center on Centennial Campus, Raleigh, NC, on Friday, September 11, 2015.

Members present:

James W. Owens, Chair
Robert F. Andrews
Thomas E. Cabaniss
Jimmy D. Clark
Ann B. Goodnight
Benjamin P. Jenkins III
Stanhope A. Kelly
Wendell H. Murphy
Ronald W. Prestage, DVM
Randall C. Ramsey
Susan P. Ward
Dewayne N. Washington
Khari Cyrus, ex officio

Chair Owens called the meeting to order at 9:30 a.m. He reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the board at this meeting. Chair Owens called on Assistant Secretary PJ Teal for the roll call.

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

MINUTES
Dr. Prestage made the motion, seconded by Mr. Kelly, to approve the open and closed session minutes of the July 15, 2015 meeting of the full board. The motion passed.

CHAIR’S REPORT - JIM OWENS
Chair Owens thanked the Trustees who attended the Talley Student Union dedication. He noted that the first order of business is the Delegation of Authority for Athletics to the Chancellor as required by the Atlantic Coast Conference. Annually, the ACC requires each University Board of Trustees to certify that the authority for the Administration of Intercollegiate Athletics has been delegated to the Chancellor.

Mr. Murphy made a motion to approve the ACC Governing Board Certification for 2015-2016, seconded by Mr. Kelly. The motion passed.

Chair Owens gave an Endowment Fund Board report and he shared that Larry Barbour and Barbara Mulkey have joined the Endowment Board. He noted that the Endowment Board approved changing a scholarship endowment, making it easier for students with financial need to qualify for the scholarship. He reported that with Vice Chancellor Charles Leffler’s retirement, the Board also approved a motion acknowledging that Mary Peloquin-Dodd will serve as Treasurer during her interim role as Vice Chancellor until a new Vice Chancellor has been named. Chair Owens reported that the Endowment Board heard a report from Brian Sischo, Vice Chancellor for University Advancement, on fundraising and other advancement highlights. Chair Owens stated that Charles Leffler, Vice Chancellor for Business and Administration, presented gifts on behalf of the Chancellor for the Endowment Board’s acceptance. He noted that the Endowment Board accepted new gifts and property of $4,993,131 received since the last meeting. He reported that the Endowment Board received from Mary Peloquin-Dodd, University Treasurer, information on and accepted
the Endowment Fund Annual Report for fiscal 2015. The Endowment Fund’s Net Assets increased by 6.98% for fiscal 2015, ending the year at $385.7 million. Investment income and gains were $17.7 million and contributions and matching revenues were $11.9 million, for the year. The Endowment Fund’s investable assets of $206.9 million (not including additional assets such as real estate) in the NC State Investment Fund (Fund) make it the second largest individual participant of the Fund.

The Endowment Board received an update from Michael Harwood on the Centennial Campus Endowment Fund projects. The report covered 78 acres of land owned by the Endowment Fund. Reports on specific projects included the Hotel and Conference Center, the North Shore Residential Development, the Center for Technology and Innovation, and the CBC Flex Building. The Board also approved the extension of the Venture Complex Leases, subject to negotiation, and gave its approval to lease approximately 130 acres referred to as the Spring Hill Precinct from the State.

Chair Owens reported that the Endowment Board also heard updates on the Hillsborough Street Corridor, including the status of The Aloft Hotel, slated to open in October and an additional project to begin opposite the Bell Tower at the roundabout. He noted that the Endowment Board approved the acquisition of property off Maiden Lane, subject to appraisals on the purchase price. Chair Owens reported that the Endowment Board heard and accepted the Hofmann Forest annual report as of June 30, 2015.

Chair Owens stated that engagement and involvement are never as important as right now as the public phase of the campaign approaches and Board involvement is critical for the university to realize its goals. He noted that the Nucleus Phase or Quiet Phase of the Campaign began on July 1, 2013 and started by testing a goal of $1.5 billion. It is anticipated that the public launch of the Campaign will be in Fall 2016. Chair Owens reported that the Faculty/Staff campaign will be rolled out this year to engage the entire campus in the campaign. The centerpiece of this effort will be the establishment of a scholarship program that targets the dependents of faculty and staff enrolled as students at NC State.

Chair Owens encouraged Trustees to continue to work with the Chancellor and Vice Chancellor for Advancement to help identify and engage the donors who have the capacity and inclination to make leadership and/or transformative investments in NC State.

CHANCELLOR’S REPORT – W. RANDOLPH WOODSON
Chancellor Woodson welcomed the Board to the 2015 - 2016 academic year. He reported that more than 4,200 new freshman and transfer students, 2,800 new graduate students and more than 1,100 new international graduate students.

He reported that there are also some new faces on campus who have joined NC State:

- Dr. Alan Rebar, NC State’s new Vice Chancellor for Research, Innovation and Economic Development. Alan has a successful leadership track record and has directed the tremendous growth of Purdue’s Discovery Park.

- Dr. William Ditto is our new Dean of the College of Sciences. Formerly, Dr. Ditto was the Dean of the College of Natural Resources at the University of Hawaii at Manoa, where was also a professor of physics and astronomy. Originally from Anchorage, Alaska, Dr. Ditto received his B.S. in Physics from UCLA and Ph.D. in Physics from Clemson University and he started out his research career working for the Department of the Navy in Washington, DC.

Chancellor Woodson then reminded everyone that this is Vice Chancellor Leffler’s last Trustee meeting. He noted that Mr. Leffler’s impact on the university is significant, like the facilities and the physical environment, operational efficiency and fiscal management. He thanked Mr. Leffler for all that he has done.
Chancellor Woodson announced that Mary Peloquin-Dodd has agreed to serve as the Interim Vice Chancellor for Finance and Administration while a nationwide search is conducted. He introduced the new chair of the faculty, Dr. Jeannette Moore. He reported that she is Alumni Distinguished Professor and Undergraduate Teaching Coordinator for Transfer Students, Department of Animal Science and Associate Faculty Member, Department of Population Health and Pathobiology, College of Veterinary Medicine. Additionally, he introduced the new chair of the Staff Senate, Wyona Goodwin and he noted that she has been with NC State since 2000 and works in the Disability Services Office.

Chancellor Woodson reported that new this fall, the first six of the Our Three Winners scholarships will be awarded. The Our Three Winners scholarships celebrate the lives and educational legacies of Deah Barakat, Yusor Abu-Salha and Razan Abu-Salha. He reported that NC State created the scholarships earlier this year to honor three members of the NC State community—a husband-and-wife alumni couple, and the wife’s sister, a sophomore—who were killed in February. He noted that in just six months, the scholarship has raised $285,000, enough to award the inaugural $2,000 one-year scholarships to two students each in the Poole College of Management, the College of Sciences and the College of Design. Chancellor Woodson stated that Deah, Yusor and Razan truly embodied the ideals of leadership, service and creativity and these scholarships help celebrate their memories.

Chancellor Woodson gave a quick update on the state budget. Then he reported that as part of the Princeton Review’s annual “Best Colleges Guide,” NC State’s Student Health Services was once again named to the "Best Health Services" making the list at #9, the highest ranking health services department, public or private, in North Carolina. He also reported that Student Health Services saw 46,964 patient visits in 2014-15 and provides additional services such as pharmacy, dental, massage therapy and x-ray. He listed other Princeton Review Rankings and they were as follows:

- 15th in campus enthusiasm for athletics.
- 25th on a list of high-impact schools.
- 25th on a list of schools with the strongest alumni networks.
- The university also made the lists of “colleges that pay you back,” best colleges in the southeast, best public schools and best green colleges.
- On a scale of 60 to 99, the university scored 93 for quality of life, 97 for sustainability, 97 for fire safety and 91 for selectivity. All four measures showed gains over last year.

Chancellor Woodson listed the U.S. News and World Report Rankings. They were as follows:

- NC State ranked 89th in National Universities – that is up from 95th last year.
- We ranked 37th in Public National Universities – which is up from 43rd
- And we are 31st in Undergraduate Engineering programs – the same ranking as last year.
- Top Ten for affordability.

Chancellor Woodson asked that the future focus be on faculty salary to recruit and retain the best faculty.

Chancellor Woodson reported that the Distance Education & Learning Technology Applications (DELTA) celebrated its 15th anniversary recently with an event at the Hunt Library. He noted that distance education is very important, and becoming more important every day. He reported that DELTA has been instrumental in rethinking a critical course path for courses required by a department or college for graduation by working with faculty members to make it better and more accessible for students challenged by schedule flexibility. In fiscal year 2000-2001, a little more than 3,000 students were enrolled in a distance ed classes and now, that number is more than 19,000. He reported that back in 2000-2001, there were 504 courses and sections available. Today, there are 1,808. DELTA has worked hard to identify learning technologies that improve student success, and they continue to provide the highest quality faculty support.
Chancellor Woodson stated that the new Talley Student Union is a great example of the commitment to our students and part of that commitment includes food service. NC State was named College Innovator of the Year, by Food Management Magazine and Randy Lait, Senior Director of Hospitality Services is on the cover. The retail dining services at Talley and at The Oval were recognized for their variety of offerings – to suit the tastes of people of all ages including many healthy choices.

Chancellor Woodson informed the Board that there was an event recently celebrating the groundbreaking for the North Shore town homes and it is an expansion of the original North Shore project that began back in 1999 with 47 new town homes condominiums and 64 new apartment-style condominiums which will be an addition to Centennial Campus.

Chancellor Woodson informed the Board that Provost Arden is having his five year comprehensive review this year and that the surveys for that review will be ready in early October.

COMMITTEE REPORTS

AUDIT, RISK MANAGEMENT AND FINANCE COMMITTEE – CHAIR TOM CABANISS
Mr. Cabaniss reported that the committee reviewed and discussed its responsibilities, the 2015-16 agenda, and the draft plan of work for the year. He noted that the four key areas of committee authority are audit, finance, risk management, and policy development for institutional trust funds.

Mr. Cabaniss reported that the committee heard a report on “Financial Reporting for Intercollegiate Athletics,” from Diane Moose, Senior Associate Director of Athletics, after an introduction from Athletics Director Deborah Yow. He informed the Board that NC State Athletics self-generated 90.5% of all Athletic revenue for FY14, and is in the top quartile compared to other schools in the conference. The other 9.5% revenue is from student fees. He noted that NC State’s Student Fee for Operations is the lowest in the UNC System. It has not increased since FY13 and is not slated to increase through FY17. He also stated that Ms. Moose provided a report on expenses for FY14 of $63.9 million. NC State’s expenses are approximately $9 million lower than the average ACC School. Athletic expenses are 5% of total institutional expenses, which is at the lower end of the spectrum. Mr. Cabaniss stated that Ms. Moose also provided other financial information to the Committee including a full report for fiscal 2014-2015 and the annual budget for fiscal 2015-16 for the Department of Athletics.

Mr. Cabaniss reported that Cecile Hinson, Director of Internal Audit, reviewed the Internal Audit Charter and the Committee approved the Charter as presented. He noted that she also gave a final report for fiscal year 2015 included 34 total engagements, 65% of which were audits.

Mr. Cabaniss reported that Vice Chancellor and General Counsel Eileen Goldgeier gave an overview of the University Compliance Program Objectives and Roadmap. The overview included the areas of strategic risk management that includes financial, operational, compliance, life safety and reputational risks. He noted that she and Rob Hoon, Deputy General Counsel, gave an in-depth review of compliance at the University and the attributes of NC State’s Compliance and Ethics Program below the executive level.

Mr. Cabaniss stated that Vice Chancellor Leffler advised that while there is no approved legislative budget at present, it is very likely there will be a budget reduction in 2015-2016.

BUILDINGS AND PROPERTY COMMITTEE - CHAIR RANDY RAMSEY
Mr. Ramsey stated that the Buildings and Property Committee reviewed the 2015-2016 plan of work and the committee responsibilities. He reported that the committee reviewed and approved the April 17, 2015 meeting minutes and two property matters that require full board approval. They were:
Disposition by Lease – for approximately 130 acres on Spring Hill of Centennial Campus from the State of North Carolina to the Board of Trustees of the Endowment Fund for North Carolina State University for a nominal sum and a term of 99 years.

Disposition by Deed and Easement for 31,134 square feet along Hillsborough Street to the City of Raleigh for the purpose of streetscape improvements from Gardner Street to Rosemary Street, 4,233 square feet by deeded Right of Way conveyance, 1,281 square feet in permanent easements and 25,263 square feet in temporary construction easements.

Mr. Ramsey made a motion, seconded by Mr. Murphy for the approval of the two property matters. The motion passed.

Mr. Ramsey reported that the committee approved 23 designer selections and accepted 17 completed buildings and projects at a combined value of $45.5 million. Additionally the committee approved the site plan for Sigma Phi Epsilon House and reviewed the design plan. The committee also approved 14 Plans and specifications of formal projects costing less than $2 million. Mr. Ramsey reported that the committee received updates about Capital Projects and Projects in Planning, and also received reports on the demolition of Harrelson Hall and the planned Wake county emergency communications center.

UNIVERSITY ADVANCEMENT AND EXTERNAL AFFAIRS COMMITTEE - CHAIR JIMMY CLARK

Mr. Clark reported that Vice Chancellor Brian Sischo provided a University Advancement update by highlighting a number of accomplishments for the University in FY15, including raising a record $208 million, and overarching strategic goals for FY16. He noted the combination of sound investment returns and new gifts has propelled the University’s endowment to $984 million as of June 30. Mr. Clark reported that Vice Chancellor Sischo announced the hiring of Francine Cronin as the new Associate Vice Chancellor for University Development, who will begin her duties at NC State on October 1. He recognized the stellar work being done by the Alumni Association and University Communications, the broad success of the Our Three Winners scholarship, and the finalization of foundation operating agreements as high points as we begin a new academic year. Mr. Clark noted that goals for next year center on continued work on the University’s campaign, with emphasis on preparing for the public launch of the campaign in Fall 2016. Gifts and pledges for the campaign totaled $725 million as of the end of the fiscal year.

Mr. Clark reported that Athletic Director Debbie Yow shared plans and artistic renderings on the proposed Case Commons residence hall, which would house both the men’s and women’s basketball teams along with members of the general student population. Mr. Clark reported that Bobby Purcell presented the naming opportunities for the Case Commons project, which the committee subsequently approved.

Mr. Clark informed the Board that in Closed Session, the Committee reviewed and approved five naming proposals to name specific university facilities. A motion will be made at the end of the full board meeting to go into Closed Session to consider all naming opportunities.

UNIVERSITY AFFAIRS COMMITTEE – CHAIR SUSAN WARD

Chair Ward reported that the committee began by reviewing the committee’s responsibilities as outlined in the Board of Trustees Bylaws and also reviewed the committee’s plan of work for this academic year.

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

Mrs. Ward reported that the committee recommended the discontinuation of the Masters 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. She noted that by approving this discontinuation they request that the UNC-GA academic program inventory be updated. Mrs. Ward made a motion for the approval of the Authorization to Discontinue this degree program, seconded by Mrs. Goodnight. The motion passed.

Mrs. Ward reported that the committee recommended a change in 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. Mrs. Ward made a motion for the approval of the degree title change, seconded by Mr. Jenkins. The motion passed.

Mrs. Ward reported that the committee also approved the Request for Authorization to Continue the following Centers 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. Ward reported that the committee received a report from Student Body President Khari Cyrus on Student Government activities. 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. She noted that NC State Student Government will also be partnering with the National Campus Leadership Council on multiple initiatives this year including a national effort to raise awareness for mental health issues on college campuses.

Mrs. Ward reported that in the Provost’s update, the committee received information about the 2015-2016 faculty salary ranges and also an update on leadership and position searches. She informed the Board that the Dean searches for the Poole College of Management and College of Textiles are underway and progressing well. She noted that on-campus interviews are expected later this fall.

She reported that in closed session, the committee approved a non-salary compensation request, conferral of emeritus status to SAAO Tier I employees and conferral of tenure to a new faculty member. She noted that the committee also endorsed honorary degree nominations which will be considered by the full Board in closed session at the conclusion of this meeting.

**FACULTY SENATE REPORT – CHAIR JEANNETTE MOORE**

Dr. Moore reported that the University College has been created in the Division of Academic and Student Affairs, the university now makes decisions on internal transfer of students who are changing majors (formerly processed at the departmental level), the new campus timetable (class times) is currently being used as we schedule spring classes, and the Faculty Ombuds (Roy Baroff) now has a nearby off-campus office.
Dr. Moore reported that the proposed changes to Post Tenure Review were presented by the Personnel Policy Committee at the last senate meeting on April 21, and a spirited discussion that continued into the summer (via email) ensued. She noted that the revisions were finalized over the summer and included a compromise on suggestions made by the Faculty Senate. She reported that the other three committees (Academic Policy, Governance, and Resources & Environment) also made progress reports to the Senate at the last meeting; reports from all committees are posted on the Faculty Senate website.

Dr. Moore reported that several resolutions were passed at the last two Senate meetings: Resolution for a University Standing Committee on Lectures and Speakers (to create it); Resolution on Board of Governors Teaching Award (recommending that non-tenure track faculty be eligible); Resolution on Funding Library Collections (recommending increased funding for collections and databases); Resolution on Funding Library Services (recommending restoring library staff to levels adequate to allow D.H. Hill and Hunt libraries to function at past levels). A Statement of Concern on Chancellor Search Policies was endorsed.

Dr. Moore reported that the Faculty Senate Executive Committee voted to reduce the number of senate committees from four to three beginning with the 2015/2016 academic year. Resources & Environment and Academic Policy remain the same; Personnel Policy has been combined with Governance to even out the committee workload and to allow 11 to 12 senators per committee rather than 8 or 9. The committee name is Governance and Personnel Policy.

She noted three issues of concern that will continue to be discussed by Faculty Senate committees are grant administrative delays, grade distributions for a course varying by section, and faculty involvement in the process of degree consolidation or elimination. One new issue of concern that came in over the summer is phone and internet cost hikes to departments.

Dr. Moore reported that a flowchart to explain Faculty Governance and Representation in the UNC System was created over the summer to help new senators understand the multiple layers of governance, and she noted that it is posted on the Faculty Senate website.

**STAFF SENATE REPORT – CHAIR WYONA GOODWIN**

Ms. Goodwin reported that the NC State Staff Senate started off its 21st year with a staff retreat at the Lonnie Poole Club House. Guests included Chancellor Woodson; the Staff Forum Chairs from UNC Chapel Hill and UNC Pembroke; and Dr. Jeanette Moore, the incoming Chair of the Faculty at NC State. Each guest shared a few words with the Senators regarding the importance of shared governance, not only within the university, but across the UNC system.

Ms. Goodwin gave an events update since new session began in July.

- The Staff Senate continues to be involved with Packapalooza, by helping with the event and providing volunteers.
- In October, the Staff Senate will kick off the Bountiful Harvest Food Drive. This drive will help raise non-perishable and non-food items for the NC State food pantry as well as the North Carolina Food Bank.
- In November, the Staff Senate will be partnering with the U.S. Marine Corps in gathering donations for the annual Toys for Tots drive. The Senate also recognizes our US military members on campus and across the state by displaying American flags on the lawn of the Court of Carolina (in front of the 1911 Building).
- For the third year in a row, the Staff Senate plans to host a Staff Alumni Social during Homecoming week.
- The Staff Senate will also be hosting a series of Lunch and Learn sessions across campus with topics of interest to staff.
Employee forums are continuing to take place in divisions and colleges. In particular, Facilities has held seven forums in order to allow employees on different shifts to attend and talk with their Associate Vice Chancellor.

The Staff Senate will continue its participation and involvement in community engagement projects, such as Habit for Humanity and volunteering at the NC State Food Pantry, etc, as well as supporting the State Employees Combined Campaign and the University's own campaign fundraising efforts.

With no further business in open session, Mrs. Goodnight made the motion, seconded by Mr. Kelly at 10:50 to go into closed session to prevent the premature disclosure of an honorary award and to consider the qualifications, competence, performance, conditions of appointment of a public officer or employee or prospective public officer or employee. The motion passed.

Reconvene in Open Session
At 11:35 a.m., the board came out of closed session. With no further business in open session, Chair Owens adjourned the meeting at 11:40 a.m.
Respectfully submitted,

__________________________  _______________________
Assistant Secretary        Secretary

Approved:

__________________________
Chair of the Board
SAMPLE\(^1\)

ETHICS AWARENESS & CONFLICT OF INTEREST REMINDER

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

____________________________________________________________________

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

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

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

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

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

Resolution for Exclusion of Certain Directors or Officers
of North Carolina State University

I, Ann B. Goodnight, do hereby certify that I am the Secretary of the Board of Trustees of North Carolina State University, a state agency organized and existing under the laws of the State of North Carolina, and that the following is a true and correct copy of the resolution adopted by the Board of Trustees of the university at a meeting held on November 13, 2015 at the Dorothy and Roy Park Alumni Center in Raleigh at which time a quorum was present.

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

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

<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Wilson Owens</td>
<td>Chair, Board of Trustees</td>
</tr>
<tr>
<td>Jimmy Dean Clark</td>
<td>First Vice Chair and Member, Board of Trustees</td>
</tr>
<tr>
<td>Thomas Edward Cabaniss</td>
<td>Second Vice Chair, Board of Trustees</td>
</tr>
<tr>
<td>Ann Baggett Goodnight</td>
<td>Secretary, Board of Trustees</td>
</tr>
<tr>
<td>Robert Franklin Andrews III</td>
<td>Member</td>
</tr>
<tr>
<td>Benjamin Plato Jenkins III</td>
<td>Member</td>
</tr>
<tr>
<td>Stanhope Anthony Kelly</td>
<td>Member</td>
</tr>
<tr>
<td>Wendell Holmes Murphy</td>
<td>Member</td>
</tr>
<tr>
<td>Ronald William Prestage</td>
<td>Member</td>
</tr>
<tr>
<td>Randall Clark Ramsey</td>
<td>Member</td>
</tr>
<tr>
<td>Susan Parrott Ward</td>
<td>Member</td>
</tr>
<tr>
<td>Dewayne Neron Washington</td>
<td>Member</td>
</tr>
<tr>
<td>Khari Liston Cyrus</td>
<td>Ex-officio, Member</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warwick Andrew Arden</td>
<td>Provost and Executive Vice Chancellor</td>
</tr>
<tr>
<td>Mary Peloquin-Dodd</td>
<td>Interim Vice Chancellor, Finance and Administration</td>
</tr>
<tr>
<td>Eileen Sue Goldgeier</td>
<td>Vice Chancellor and General Counsel</td>
</tr>
<tr>
<td>Marc Ira Hoit</td>
<td>Vice Chancellor for Information Technology</td>
</tr>
<tr>
<td>Kevin Dwan Howell</td>
<td>Assistant to the Chancellor for External Affairs</td>
</tr>
<tr>
<td>Brian Chester Sischo</td>
<td>Vice Chancellor for Development and Alumni Affairs</td>
</tr>
<tr>
<td>Michael David Mullen</td>
<td>Vice Chancellor, University Advancement</td>
</tr>
<tr>
<td>Alan Henry Rebar</td>
<td>Vice Chancellor, Research, Innovation, Econ Development</td>
</tr>
<tr>
<td>Patricia J. Teal</td>
<td>Secretary of the University and Assistant to the Chancellor</td>
</tr>
<tr>
<td>Deborah Ann Yow</td>
<td>Director of Intercollegiate Athletics</td>
</tr>
</tbody>
</table>
NOW THEREFORE BE IT DECLARED that the Chancellor, the Vice Chancellor for Research, Innovation, and Economic Development, and the Facility Security Officer described above do at the present time possess, or will be processed for, the required security clearance; and

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

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

WITNESS WHEREOF I have hereunto set my hand and affixed the seal of North Carolina State University on this 13th day of November, 2015.

_________________________________________
Ann B. Goodnight, Secretary
North Carolina State University
Board of Trustees
Governor Signs Bond Referendum into Law
On October 21, at the BTEC building on Centennial Campus, Governor Pat McCrory signed into law a bond $2 billion referendum for repairs and renovations to state facilities. Roughly half of the bond will be dedicated to the UNC System. NC State is the only university to have two building projects in the bond – The Engineering Oval building and the Plant Sciences Initiative building. The measure will be voted on in the March 16 primary election.

Poole College of Management's Jenkins MBA Program Rises in Rankings
The Poole College of Management's Jenkins MBA program received its highest ranking in history from Bloomberg's Business Week recently. It is now ranked 29th and ahead of many long standing programs across the country. Bloomberg's is the most competitive MBA ranking and conducted by invitation only.

Psychology Professor Serves White House Team
Lori Foster, a professor of psychology, conducted work on behavioral science that the White House’s Social and Behavioral Sciences Team (SBST) will use to serve the American people. Foster is an expert in industrial and organizational psychology and studies how organizations and their employees function. The goal of the SBST is to increase efficiency and efficacy of programs and policies of federal agencies using findings from social and behavioral sciences.

USDA Grant to study Agricultural pest
NC State has won a $6.7 million grant from the U.S. Department of Agriculture (USDA) to undertake research and grower education efforts aimed at better managing the spotted wing drosophila, a tiny fruit fly that's been causing big problems since it was first detected in North America in 2008. With the grant from the USDA’s National Institute for Food and Agriculture, NC State University scientists will join researchers and extension specialists from across the nation to conduct on-farm tests aimed at finding new ways of effectively dealing with the pest. They'll also develop educational materials to help growers make the most economically and environmentally sound management decisions.

White House Praises Juntos Program
Juntos, an NC State program designed to empower Hispanic youth to succeed in high school, was named by the White House Initiative on Education Excellence for Hispanics as one of the signature programs helping to close the achievement gap. The program, an outreach program of the College of Agriculture and Life Sciences, serves 600 Latino youth and parents across North Carolina. The program has existed since 2007 and has been expanded to other states, including Oklahoma, Oregon, New York and Texas.
NC State Student Wins Top Award for History Paper
Micah Khater (’05) received the Hugh T. Lefler Award for the best undergraduate history paper in North Carolina. The award was given by the North Carolina Literary and Historical Association to Khater for her honors thesis titled, “There Will Be Political Dirty Work: Gendered Expressions of Black Resistance in United States V. John Cahasion (1936),” focuses on a rare civil rights victory orchestrated by African-Americans in North Carolina during the Jim Crow era.

Park Scholars’ Naming Gift to Hospital
Another class gift of the Park Scholars is the annual Krispy Kreme Challenge held in February. Proceeds from the race have been officially donated to the UNC Children’s Hospital for the renaming of a specialty clinic. In total, the Park Scholars gave $2 million to the UNC Children’s Hospital. The new name for the clinic will be the Krispy Kreme Challenge Children’s Specialty Clinic.

Engineers Without Borders:
The NC State chapter of Engineers Without Borders is working in Sierra Leone and Bolivia to help improve rural access to clean water and electricity. In Bolivia, the group worked with “SETHA”, an agricultural school, to improve water storage, including working on fixing the school’s septic tank. The chapter is helping the people of Sierra Leone rebuild after a destructive civil war by digging wells and helping communities get electricity. The projects are part of ongoing, multi-year commitments that allow students to build relationships with the communities to better understand their needs.

Success of VOLAR
VOLAR, Voluntarios Ahora en Raleigh, a service that matches NC State students who are Spanish speakers with community organizations who need translators has won the 2015 Opal Mann Green Engagement award. The program serves two purposes, including providing needed assistance to under-served communities and helping students gain real-world Spanish-speaking experiences. Student volunteers translate at parent-teacher conferences, check patients into clinics and mentor Hispanic youth.

Semifinalist for 2015 William V. Campbell Trophy
Football player Joe Thuney was recently named a semifinalist for the 2015 William V. Campbell Trophy, which recognizes an individual as the best football scholar-athlete in the nation. Joe has earned a bachelor’s degree in Accounting with a minor in Spanish and is pursuing a second degree in International Studies. Joe is also a four-time ACC Academic Honor Roll recipient and was named to the 2014 All-Academic Team. He has also participated in the Life for Life event for Uplifting Athletes and participated in the Wolfpack Blitz, a reading program in Wake County schools.

NC State Dance Team to Perform in Texas
The NCSU Dance Team was named the best college dance team in a competition on the television show “Dallas Cowboys Cheerleaders: Making the Team.” As winners of the competition, the squad will perform at the Dallas Cowboys game on December 19. The dancers come from all different majors including the sciences like chemistry and engineering and must balance four two-hour practices with mandatory fitness regimes, as well as with their rigorous class schedules.
CALL TO ORDER
Tom Cabaniss, Chair of Committee

ROLL CALL
Tom Cabaniss, Chair of Committee

READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT
Tom Cabaniss, Chair of Committee

1. APPROVAL OF MINUTES
   Approval of September 10, 2015 Minutes

2. CONSENT AGENDA

   ✓ A. Approval of Special Obligation Bonds Resolution
      Office of Finance and Administration
      Mary Peloquin-Dodd, Interim Vice Chancellor for Finance and Administration

3. INFORMATIONAL REPORTS

   A. Internal Audit Update
      Internal Audit
      Cecile Hinson, Director, Internal Audit

   B. Finance/Budget and Legislative Update
      Office of Finance and Administration
      Mary Peloquin-Dodd, Interim Vice Chancellor for Finance and Administration
      Office of the Chancellor
      Kevin Howell, Assistant to Chancellor, External Affairs

✓ Denotes full Board approval required
C. Enterprise Risk Management and Compliance Update 4.3C
1. Updated Top 10 University Strategic Risks 4.3C1
   Office of General Counsel
   Eileen Goldgeier, Vice Chancellor and General Counsel
   Robert Hoon, Deputy General Counsel

2. Campus Security 4.3C2
   Environmental Health and Public Safety
   David Rainer, Associate Vice Chancellor for Environmental Health and Public Safety

4. COMMITTEE DISCUSSION  TAB 4.4

5. ADDITIONAL INFORMATIONAL MATERIALS  TAB 4.5
   A. Annual Endowment Report 4.5A

ADJOURN
Chair Cabaniss reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the Committee at this meeting. There being none, the meeting continued.

Mary Peloquin-Dodd reviewed the Committee responsibilities as per the bylaws, this year's agenda, and the draft plan of work for the year. The four key areas of committee authority are audit, finance, risk management, and policy development for institutional trust funds.

Chair Cabaniss asked if there were any changes to the minutes from the April 16, 2015 meeting as presented. With there being no changes requested, the minutes were approved.
Chair Cabaniss announced that there was a change to the agenda, and that item 4.4B was being moved up on the agenda so that Deborah Yow and Diane Moose could attend another committee meeting being held concurrently with this one. Chair Cabaniss recognized Ms. Yow.

Ms. Yow introduced Diane Moose, Senior Associate Athletic Director. Ms. Moose explained that the Intercollegiate Athletics annual report is required by UNC General Administration. The report is always given in arrears, so this year the information is based on FY14 data. The report is also required to include information on the FY16 budget. Ms. Moose reported that NC State Athletics self-generated 90.5% of all Athletic revenue for FY14, and is in the top quartile compared to other schools in the conference. The greatest increase in revenue over the past five years has been from media rights, apparel agreements, conference distributions and scholarship funding provided by the Wolfpack Club. The remaining 9.5% of revenue is generated from student fees. NC State’s Student Fee for Operations is the lowest in the UNC System and it represents only 10% of the total undergraduate student fees at NC State. The fee has not increased since FY13 nor is it slated to increase through FY17.

Ms. Moose also reported expenses for FY14 of $63.9 million. NC State’s expenses, as reported by the NCAA, are slightly higher than the 25th percentile. The average ACC School’s athletic expenses are $72.9 million and NC State’s are approximately $9 million lower than the average. She also discussed expenditures per student athlete, noting that the ratio uses unduplicated student athlete count, meaning a student is counted only once regardless of the number of sports in which they participate. NC State is in the 50th percentile for the conference with expenses of $123,472 per student athlete. NC State hosts 23 sports and averages 525 athletes. Athletics expenses are approximately 5% of the total expenses at NC State.

Ms. Moose presented the FY16 revenue and expense budgets. The operating revenues are projected at $71.7 million. The major sources of revenue will not change from those reported earlier. The operating expenses are projected to be $71.6 million. The major expenses include salaries and benefits, scholarships, travel and facilities. She noted that all salaries are paid through NC State University and not through the Wolfpack Club.

Cecile Hinson reviewed the Internal Audit Charter, which is required by state law, BOG policy, and the Institute of Internal Auditors’ international professional standards. The Charter is a formal document that defines the Internal Audit Division (IAD) mission, scope of work, accountability, authority, and responsibility. The Charter must be reviewed and approved annually by the Board of Trustees. Ms. Hinson noted there were no substantive changes, just a few minor changes highlighted in the materials. A motion was made by Susan Ward to approve the Charter. Dewayne Washington seconded, and the Internal Audit Charter was approved.

Ms. Hinson also discussed the materials provided: the Fiscal Year 2015 NCSU IAD Annual Report and Fiscal Year 2015 Year End Summary. She reviewed the year’s engagement coverage of the Top 10 University Strategic Risk areas. There were 34 total engagements: 65% were audits, 26% were major consulting engagements, and 9% were special assignments such as participation in task forces and search committees. The team’s hourly effort on engagements comprised 86% of their total hours and only 14% of team time was spent on non-engagement activities such as professional development. Lastly, Ms Hinson provided an update of activities since April 2015 and discussed the results of an investigative report recently published.
Vice Chancellor and General Counsel Eileen Goldgeier gave an overview of the University Compliance Program Framework. She discussed the divisions of responsibility and ownership. She noted that the compliance steering working group will include a University Compliance Manager, which is a newly created position in the Office of General Counsel. She stressed a culture of ethics has to start at the top.

Ms. Goldgeier also explained how compliance is a part of strategic risk management, which includes financial, operational, compliance, life safety and reputational risks. Rob Hoon, Deputy General Counsel, gave a review of compliance at the University and the attributes of NC State’s Compliance and Ethics Program below the executive level. This includes delegation to appropriate employees and operations, training and educating employees, appropriate incident reporting, steps to prevent future incidents, providing clarity and debriefing after an adverse event.

Vice Chancellor Leffler referenced the lunch discussion and reminded the Committee that while there is no approved legislative budget at present, it is very likely there will be a budget reduction in 2015-2016. He asked if there were any follow-up questions from the lunch discussion. There were none.

Chair Cabaniss made reference to the additional information in the materials which included both the NC State Investment Fund performance and the NC State Intermediate Term Fund performance.

With no further business, the Committee adjourned at 2:35 p.m.

Submitted by ___________________________________
Secretary to the Committee

Approved _____________________________________
Chair of the Committee
## Engineering Building Oval

### Project Description

- **Total Budget:** $154 million
- $77 million appropriated
- $77 million self-liquidating
- $60 million private fundraising
- $17 million performance contract

### Estimated Project Funding Timeframe

<table>
<thead>
<tr>
<th>Year</th>
<th>Planning &amp; Design</th>
<th>Appropriated Funding ($77M)</th>
<th>Construction (Phased utilities, site work and building)</th>
<th>Private Gift Fundraising ($60M over 10 yrs)</th>
<th>Institutional Borrowing ($17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td></td>
<td>$1M</td>
<td>$1M (Phased utilities, site work and building)</td>
<td>$5M</td>
<td></td>
</tr>
<tr>
<td>2016-17</td>
<td></td>
<td>$1M</td>
<td>$75M (timing uncertain)</td>
<td>$6M</td>
<td></td>
</tr>
<tr>
<td>2017-18</td>
<td></td>
<td></td>
<td>$8M</td>
<td>$8M</td>
<td></td>
</tr>
<tr>
<td>2018-19</td>
<td></td>
<td></td>
<td>$9M</td>
<td>$9M</td>
<td></td>
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<tr>
<td>2019-20</td>
<td></td>
<td></td>
<td>$9M</td>
<td>$9M</td>
<td></td>
</tr>
</tbody>
</table>
Approvals and Borrowing Timeline

- November, 2015: receive $1 million State Funds and NC State Board of Trustees, approve use of Special Obligation Bonds for Project
- December, 2015: UNC Board of Governors, approve use of Special Obligation Bonds for Project
- March, 2016: Voter approval of State of NC Bonds which includes $75 million for Oval
- FY 2016: receive $1 million State Funds
- Timing considerations
  - When the State will issue the bonds and release proceeds
  - Only after voter approval is received will NC State borrow funds to cashflow the project when needed
  - Preferred order of spending is Cash on hand, State Funds, NC State University Commercial Paper proceeds
  - May need to issue Commercial Paper earlier if State Bonds have not been issued
RESOLUTION OF THE BOARD OF TRUSTEES OF
NORTH CAROLINA STATE UNIVERSITY AT RALEIGH
APPROVING THE ISSUANCE OF SPECIAL OBLIGATION BONDS

WHEREAS, under Article 3, Section 116D General Statutes of North Carolina (the “Act”) the Board of Governors (the “Board of Governors”) of the University of North Carolina (the “University”) may issue special obligation bonds and bond anticipation notes, in anticipation of the issuance of special obligation bonds, payable from obligated resources to pay the costs of acquiring, constructing or providing a special obligation project at one of the constituent institutions of the University or refunding any obligations previously issued by the Board of Governors;

WHEREAS, North Carolina State University at Raleigh may request the Board of Governors to issue one or more series of bonds (the “Bonds”), the proceeds of which will be applied to the Engineering Building Oval and Campus Infrastructure approved by the North Carolina General Assembly in Chapter ____ of the 2015 North Carolina Session Laws (the “Special Obligation Project”);

WHEREAS Section 116D-26(b) of the Act requires the Board of Trustees of North Carolina State University at Raleigh to approve the issuance of Bonds for the Special Obligation Project;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of North Carolina State University at Raleigh as follows:

Section 1. Approval of Issuance of Bonds. The issuance of Bonds for the Special Obligation Project is approved.

Section 2. Effective Date. This Resolution is effective immediately.

ADOPTED AND APPROVED this 13th day of November, 2015.

THE BOARD OF TRUSTEES OF NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

By: __________________________________________________________

Assistant Secretary
I, _________________________, the duly elected Assistant Secretary of the Board of Trustees of North Carolina State University at Raleigh, DO HEREBY CERTIFY that (1) the foregoing is a full, true and correct copy of the Resolution adopted by the Board of Trustees of North Carolina State University at Raleigh at its regular meeting of November 13, 2015 and appearing in the minutes of such meeting, (2) notice of the meeting of the Board of Trustees of North Carolina State University at Raleigh held on November 13, 2015 was sent to each member of the Board, and (3) a quorum was present at the meeting on November 13, 2015 at which time the foregoing Resolution was adopted.

WITNESS, my hand and the seal of North Carolina State University at Raleigh this ___ day of November, 2015.

[SEAL]

________________________________
Assistant Secretary
Budget & Legislative Update

Kevin Howell
Assistant to the Chancellor for External Affairs

Mary Peloquin-Dodd
Interim Vice Chancellor for Finance and Administration

Board of Trustees
Audit, Risk Management & Finance Committee
November 12, 2015

Budget Overview
OPERATING BUDGET:
FY 2015-16 Revenue Sources

FY 2015-16 Projected: $1,480 Million
($ Millions)

OPERATING BUDGET:
FY 2008-16 Revenue Trends

OPERATING BUDGET: 
Expenditures by Program

FY 2015-16: $1,480 Million
($ Millions)

OPERATING BUDGET: 
Expenditures by Category

FY 2015-16: $1,480 Million
($ Millions)
Budget/Legislative Update

UNC System Budget

- Fully fund enrollment growth
  - FY 15-16 $49M
  - FY 16-17: $83M
- Fully fund building reserves
  - FY 15-16 $470,000 R and $170,000 NR
- Retain/reward talent
  - $750 one-time bonus for all state employees
  - Salary guidance for EPA merit program

Source: UNC General Administration, September 16, 2015.
UNC System Budget

- Repairs & Renovations (R&R)
  - $150M, UNC receives 1/3
  - NC State receives approx. 20% of UNC allocation
- Expand carry forward
  - Carry forward is increased to 5% for the biennium— the new 2.5% authority is restricted to R&R and planning funds
- In-state tuition for veterans
  - Funds the expected costs of compliance with the Veterans Access, Choice, and Accountability Act of 2014 for the UNC System

Source: UNC General Administration, September 16, 2015.

Budget Priorities

- Planning money for capital projects
  - Engineering Oval: $154M
    - $75M with bond passage
    - $1M for 2 years
  - Plant Sciences: $170M
    - $85M with bond passage
- Minimize new cuts in FY15-16
  - $18M flex cut
  - NC State: $4M

Source: UNC General Administration, September 16, 2015.
FY 16-17 Items to Watch

- Management flexibility reduction
  - $43M R

- Advancement programs
  - $16M R reduction
  - NC State: $6M
  - Caps the use of general fund appropriations at $1 million per campus

- NC Guaranteed Admissions Program
  - BOG partner with NCCCS Board to create a deferred admissions program
  - Potential to reduce the number of new freshmen and state funding

Source: UNC General Administration, September 16, 2015.

Other Legislation
Statewide Bond Proposal (H943)

– UNC System
  • Over $1 billion in requested new and R&R projects
  • Referendum date is set for the Presidential Primary: March 15, 2016

– NC State Projects
  • $75M for Engineering Oval Building
  • $85M for Plant Sciences Building

UNC Self-Liquidating (H679)

– UNC System
  • Authorizes the financing and construction of capital improvement projects by UNC campuses using funds not appropriated from the General Fund

– NC State Projects
  • Engineering Oval and Campus Infrastructure: $77M from gifts and energy savings
  • Plant Sciences Building: $14M from carry forward ($5M) and gifts ($9M)

Source: NC Fiscal Research Division, September 2015.
Strategic Risk Management Update: NC State's Top 10 Strategic Risks

Presentation for NC State Board of Trustees Audit, Risk Management, & Finance Committee November 12, 2015

SRM Broader than Traditional Risk Management

SRM is a process to help manage unfolding risks that might impact strategic success

Strategic Risk Management

Range of Uncertainty

Develop Strategies Now

Observe Performance Later
Strategic Risk Management Process

Objective Setting

Risk Identification

Risk Response

Risk Assessment

Communication and Monitoring

Internal Environment

Source: The Committee of Sponsoring Organizations of the Treadway Commission

Scales to Assess the 10 Risks Along 3 Dimensions

Likelihood of Occurrence

Impact to NC State If Risk Occurs

Effectiveness of Existing Risk Management Processes

Likelihood of Occurrence

Probability of Occurrence over the Next 2 Years

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Definition</th>
<th>Probability Occurrence Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Remote</td>
<td>≤ 5%</td>
</tr>
<tr>
<td>2</td>
<td>Unlikely</td>
<td>6% - 25%</td>
</tr>
<tr>
<td>3</td>
<td>Less than Likely</td>
<td>26% - 49%</td>
</tr>
<tr>
<td>4</td>
<td>More than Likely</td>
<td>50% - 74%</td>
</tr>
<tr>
<td>5</td>
<td>Probable</td>
<td>≥ 75%</td>
</tr>
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</table>
Impact Ranking

Potential Impact to the Strategic Goals over the Next 2 Years

<table>
<thead>
<tr>
<th>Rank</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Negligible</td>
</tr>
<tr>
<td>2</td>
<td>Minor</td>
</tr>
<tr>
<td>3</td>
<td>Moderate</td>
</tr>
<tr>
<td>4</td>
<td>Serious</td>
</tr>
<tr>
<td>5</td>
<td>Catastrophic</td>
</tr>
</tbody>
</table>

Risk Management Effectiveness Rating

Effectiveness of NC State's Existing Processes that Might Manage Each Risk

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Definition</th>
<th>Preparedness</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Not Effective</td>
<td>Existing processes would not prevent or mitigate impact of risk event</td>
</tr>
<tr>
<td>2</td>
<td>Minimally Effective</td>
<td>Existing processes possibly prevent risk event and/or reduce its impact minimally</td>
</tr>
<tr>
<td>3</td>
<td>Average Effectiveness</td>
<td>Existing processes could prevent risk event and/or reduce its impact somewhat</td>
</tr>
<tr>
<td>4</td>
<td>Very Effective</td>
<td>Existing processes would likely prevent risk event or reduce its impact significantly</td>
</tr>
<tr>
<td>5</td>
<td>Highly Effective</td>
<td>Existing processes would prevent risk event and/or almost eliminate any impact</td>
</tr>
</tbody>
</table>

Ranking

- For each risk, the survey responses for the Likelihood and Impact dimensions were averaged and then multiplied together to create an Overall Risk Score (this score is a measurement of the respondent’s opinion of how important the risk is to NC State).
- ERM Initiative in the Poole College of Management surveyed the Executive Officers of NC State and compiled the results.
<table>
<thead>
<tr>
<th>Risk</th>
<th>Risk Score</th>
<th>Effectiveness</th>
<th>Risk Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data or Cyber Security Breach</td>
<td>15.65</td>
<td>2.92</td>
<td>VC OIT</td>
</tr>
<tr>
<td>Reduced State Funding</td>
<td>14.81</td>
<td>3.00</td>
<td>VC University Advancement</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Asst. to the Chancellor for External Affairs</td>
</tr>
<tr>
<td>Decline in Minority Enrollment</td>
<td>14.17</td>
<td>2.75</td>
<td>VC OIT</td>
</tr>
<tr>
<td>Faculty Loss</td>
<td>13.36</td>
<td>3.00</td>
<td>EVC &amp; Provost</td>
</tr>
<tr>
<td>Sexual Violence or Other Clery Crime</td>
<td>12.54</td>
<td>3.67</td>
<td>VC GC</td>
</tr>
<tr>
<td>IT System Outage</td>
<td>11.96</td>
<td>3.50</td>
<td>VC OIT</td>
</tr>
<tr>
<td>Student Misconduct involving Health or Safety</td>
<td>11.88</td>
<td>3.25</td>
<td>VC DASA</td>
</tr>
<tr>
<td>Loss of Research Grants</td>
<td>11.67</td>
<td>3.25</td>
<td>VC OIT</td>
</tr>
<tr>
<td>Loss of Key Administrative Leaders</td>
<td>11.25</td>
<td>2.92</td>
<td>Chancellor</td>
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<td>EVC &amp; Provost</td>
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<td>VC OIT</td>
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<td></td>
<td>9.97</td>
<td>3.33</td>
<td>Chancellor</td>
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<td>VC GC</td>
</tr>
</tbody>
</table>
September 30, 2015

MEMORANDUM – For Release October 5, 2015

TO: Executive Officers and Deans
   Office of Finance and Administration Leadership Team
   Development Officers

FROM: Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and Administration
   and University Treasurer
   Jill Talsaico, Senior Director, Foundations Accounting and Investments

SUBJECT: University Endowment Market Value and Investment Performance for Fiscal 2015

We are pleased to report that the university's total endowment closed fiscal year 2015 at $984 million. This endowment value, along with the combined investment performance for the fiscal year of 8.34% for the university and its associated entities, is what will be reported to NACUBO and other endowment surveys. The NC State Investment Fund, the centrally managed pooled investment fund, returned a strong 9.0% for the fiscal year ending June 30, 2105. For reference, the endowment market value reported for fiscal 2013 was $769.4 million and for fiscal year 2014 was $885.1 million. The growth that has occurred is a function of both successful fund raising for new endowment gifts and investment performance.

Our endowment includes a number of components across a number of entities, but in total, represents a diversified portfolio of assets ranging from domestic and global equities to private equity and hedge funds. The investment performance for fiscal 2015 should be similar to or exceed that experienced by other large U.S. endowments, many of which are invested in a comparable manner.

The overall global equity markets have been very volatile over the past year. However, we believe that our endowment portfolio's diversification should continue to provide some protection in periods of general weakness in investment markets. Given the ever-increasing market volatility, we believe that continued diversification along with downside protection is a prudent practice.

Growing our endowment is an institutional priority. In that regard, we are pleased to report that the endowment has grown by more than 95% since 2010 when Chancellor Woodson arrived at NC State!

The investment performance return reported to external entities is relevant only for investable assets of the endowment and includes combined data for the university and all of the university's foundations and associated entities.

For more information about the NC State Investment Fund, Inc., please go to: http://foundationsaccounting.ofa.ncsu.edu/investment-fund/
AGENDA

CALL TO ORDER
Randy Ramsey, Chair, Buildings and Property Committee
• Roll Call
• Reading of the State Government Ethics Act

1. CONSENT AGENDA

Minutes
Randy Ramsey, Chair, Buildings and Property Committee
• Approval of September 10, 2015 meeting minutes 5.1.A

Property Matters
Ralph Recchie, Real Estate Director
✓ Disposition by Deed: Land exchange between the Board of Trustees of the Endowment Fund for North Carolina State University and the State of North Carolina of ±0.32 acres on Centennial Campus on an acre-for-acre basis 5.1.B

Designer Selections
Steven Arndt, Associate Vice Chancellor for Facilities
• Centennial Campus Facilities Service Center 5.1.C.1
• Barbour Drive Realignment, Centennial Campus 5.1.C.2
• Case Commons Residence Hall, Central Campus 5.1.C.3
• Lake Raleigh Bridge, Centennial Campus 5.1.C.4
• DH Hill Library Accessibility and Elevator Improvements, North Campus 5.1.C.5
• Centennial Campus Extension of Initiative Way 1(5.1.C.6)
• Approval of Designer Selections Less Than $500,000 5.1.C.7

Acceptance of Completed Buildings and Projects
Steven Arndt, Associate Vice Chancellor for Facilities
• The University and Office of State Construction have accepted the attached list of completed buildings and projects with dollar values greater than $2,000,000. The University has accepted the attached list of completed buildings and projects with dollar values less than $2,000,000. All are recommended to the Buildings and Property Committee for formal acceptance. This listing represents buildings and projects received since the September 10, 2015 meeting. 5.1.D

✓ Requires full board approval
1 Materials will be distributed to committee members at the meeting

Buildings and Property Committee
Page 1
2. PROPERTY MATTERS (Received after Full Board Mailing)  
   TAB 2

3. COMMITTEE RESPONSIBILITIES & PROCEDURES  
   TAB 3
   Lisa Johnson, University Architect
   - Recommended Changes to the Designer Selection Procedure 5.3.A.1
   - Recommended Changes to the Construction Manager-at-Risk Selection Procedure 5.3.A.2

4. PLAN APPROVAL  
   TAB 4
   Lisa Johnson, University Architect
   - Sigma Phi Epsilon House 5.4.A.1
   - Approval of Plans and Specifications of Formal Projects less than $2 million 5.4.A.2

5. INFORMATIONAL REPORTS  
   TAB 5
   - Centennial Campus Update (Michael Harwood) 5.5.A.1
   - Capital Projects Update (Steven Arndt) 5.5.A.2
   - Update on Land Exchange (Ralph Recchie) 5.5.A.3
   - Status of Projects in Planning (Lisa Johnson) 5.5.A.4

ADJOURN

✓ Requires full board approval
1 Materials will be distributed to committee members at the meeting
Agenda Item / Issue: Consent Agenda

Requested / Required Action: Approval of the items contained in the Consent Agenda to include committee meeting minutes for September 10, 2015, one property matter, designer selections, and acceptance of completed buildings and projects.

Suggested Motion: Move approval of the Consent Agenda.

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

Buildings and Property Committee

Meeting Date: September 10, 2015

Minutes

Meeting No.: 15-16: 1

Location: Primrose Hall Conference Room

Time: 2:45 – 4:07 p.m.

Committee Members Present:
Mr. Randall Ramsey, Chair
Mr. Jimmy Clark
Mr. Ben Jenkins
Mr. Wendell Murphy
Dr. Ron Prestage
Mr. Dewayne Washington

Present from the University:
Ms. Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and Business and University Treasurer
Mr. Michael Harwood, Associate Vice Chancellor, Centennial Campus Development
Mr. David Rainer, Associate Vice Chancellor, Environmental Health and Public Safety
Mr. Steven Arndt, Associate Vice Chancellor, Facilities
Dr. David Hinks, interim Dean, College of Textiles (for part of the meeting)
Mr. Robert Hoon, Deputy General Counsel, Office of General Council (for part of the meeting)
Mr. Brent McConkey, Assistant General Counsel, Office of General Counsel
Ms. Lisa Johnson, University Architect
Mr. Ralph Recchie, Director, Real Estate
Mr. Ron Grote, Temporary Employee, Facilities Division

CALL TO ORDER
Chair Ramsey called the meeting to order at 2:45 p.m.

ROLL CALL
Chair Ramsey called the roll. All were present.
STATE GOVERNMENT ETHICS ACT
At the beginning of the meeting, Chair Ramsey reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest with respect to any matters coming before the Buildings and Property Committee at this meeting. The committee members had no conflicts of interest or appearances thereof.

2015-2016 COMMITTEE PLAN OF WORK
Chair Ramsey asked Lisa Johnson to review the 2015-2016 committee plan of work. Johnson told the committee members that she will periodically request individual members to participate in designer selection of larger projects. All projects are initially reviewed by the Campus Design Review Panel (CDRP). Two Building and Property Committee members are part of the CDRP. Part of the CDRP’s job is to ensure that projects are grounded in the Physical Master Plan (PMP). She distributed new PMP maps to the members and asked whether any member wanted a paper copy of the PMP, indicating at the same time that it is also available online.

COMMITTEE RESPONSIBILITIES AND PROCEDURES
Chair Ramsey asked Steve Arndt to review the committee responsibilities and procedures, which he did briefly, asking whether the members had any questions.

CONSENT AGENDA
Minutes
Chair Ramsey asked whether there were any corrections to the April 16, 2015 meeting minutes. There being none, Chair Ramsey declared the minutes stand approved as drafted.

Property Matters
Chair Ramsey asked Mr. Recchie to present the two property matters that require full board approval. Recchie presented the following:

- Disposition by Lease of approximately 130 acres on Spring Hill of Centennial Campus from the State of North Carolina to the Board of Trustees of the Endowment Fund for North Carolina State University for a nominal sum and a term of 99 years.
  - Recchie showed the location on the wall map. He said the action was necessary as the amount of undeveloped land owned by the Endowment Fund on Centennial Campus is now less than 20 acres, ground leasing additional State land to the Endowment Fund will provide many more opportunities for private investment under a sub-ground lease arrangement. The Endowment Fund has already approved the arrangement.
  - In response to Mr. Clark’s question as to whether the land is part of the Dix Park, Recchie said it was not. Dr. Prestage asked who owns the land. Recchie said the State of North Carolina is the owner.
  - Chair Ramsey called for a motion and a second to recommend to the full board approval of the lease as outlined by Mr. Recchie. Mr. Murphy made the motion, which Mr. Jenkins seconded. Ramsey asked if there was any further discussion on the motion. There being none, he called for a vote. He announced the motion passed.
• Disposition by Deed and Easement of 31,134 square feet along Hillsborough Street to the City of Raleigh for the purpose of streetscape improvements from Gardner Street to Rosemary Street, 4,233 square feet by deeded Right of Way conveyance, 1,281 square feet in permanent easements and 25,263 square feet in temporary construction easements.
  — Recchie pointed out the locations on the various survey maps. He said the improvement work impacts our edges. Some of the easements are temporary, some right of way, and some drainage. While the State makes the determination about value, Recchie advocated that we not charge the City for the easements since the University will benefit from the work done.
  — Chair Ramsey called for a motion and a second to recommend to the full board approval of the deed and easement as outlined by Mr. Recchie. Mr. Murphy made the motion, which Mr. Clark seconded. Ramsey asked if there was any further discussion on the motion. There being none, he called for a vote. He announced the motion passed.

Designer Selections
Chair Ramsey asked Mr. Arndt to discuss the designer selections. Arndt presented 23 Designer selections. Dr. Prestage asked whether cost is a factor in selection. Ms. Johnson said cost is not a factor. There are ten critical selection factors that are required by the state that are used in the designer selection process. The top three design firms are rank ordered so if we cannot come to terms regarding a design fee with the number one firm, we can move to the number two ranked firm. This rarely happens. Mr. Clark asked how much participation we get outside of RDU. Johnson said we do hire firms outside of the Triangle. Mr. Jenkins asked how much from outside the State. Ms. Johnson indicated that there has to be a really good reason to contract with an out-of-state design firm and it does not happen very often.

Chair Ramsey called for a motion and a second to approve the selections as outlined by Mr. Arndt. Mr. Jenkins made the motion, which Mr. Clark seconded. Ramsey asked if there was any further discussion on the motion. There being none, he called for a vote. He announced the motion passed.

Acceptance of Completed Buildings and Projects
Chair Ramsey asked Mr. Arndt to present the completed buildings and projects for acceptance. Arndt requested acceptance of 17 completed projects with a combined value of $45.3 million. The list included acceptance of Talley Student Union Addition and Renovation Phase 2 valued at $34.0 million.

Chair Ramsey called for a motion and a second to accept the completed buildings and projects as outlined by Mr. Arndt. Mr. Washington made the motion, which Mr. Clark seconded. Ramsey asked if there was any further discussion on the motion. There being none, he called for a vote. He announced the motion passed.

SITE REVIEW AND APPROVAL
Chair Ramsey asked Ms. Johnson to present the Sigma Phi Epsilon House for site review and approval. Johnson said that this house will be the fourth new fraternity/sorority house built.
Hager Smith Design, PA is the lead designer. Johnson is hoping to come back to the committee in November for design approval. She indicated that the design is typically reviewed when the Greek organization is 60 percent from completion of fund raising.

At that point, Mr. Jenkins asked what would happen if a charter gets pulled. Johnson replied that the University would rent the space or sell to another Greek organization. Right now there is a waiting list to get into the new houses. All of the old houses will eventually be torn down and replaced with new ones.

Johnson reviewed several aerial views of the new house, including an aerial with the house superimposed. The house will have a walkout lower level and a first and second floor. It will have 45 beds. Other spaces will include a house director’s suite, library, leadership training room, classroom/study lounge, faculty office, chapter room, and a commercial kitchen with servery. The gross square footage for the house is approximately 19,200 square feet and construction cost is estimated to be $3.5 million. Condensing units will be out of sight on the roof. Johnson indicated that well-designed landscaping is an important item for the occupants as it is for the University, showing designer renderings of landscaping. She concluded her presentation with the remark that the Campus Design Review Panel has recommended a number of changes and the project will go back to the Panel for a second review.

Chair Ramsey called for a motion for site approval and a second to recommend approval as outlined by Ms. Johnson. Mr. Clark made the motion, which Mr. Murphy seconded. Ramsey asked if there was any further discussion on the motion. There being none, he called for a vote. He announced the motion passed.

**PLAN REVIEW**
When Chair Ramsey asked that Ms. Johnson present the design plan for review, she apologetically said that she had included the design plan in her site review and approval presentation and had no additional information to present. Chair Ramsey accepted her explanation and moved on to the next matter.

**PLAN APPROVAL**
Chair Ramsey asked Ms. Johnson to present the list of plans and specifications of formal projects that cost less than $2 million for approval. Johnson presented the 14 plans and specifications of formal projects.

Chair Ramsey called for a motion and a second to approve the list as outlined by Ms. Johnson. Mr. Murphy made the motion, which Mr. Jenkins seconded. Ramsey asked if there was any further discussion on the motion. There being none, he called for a vote. He announced the motion passed.

**INFORMATIONAL REPORTS**
Chair Ramsey recognized David Rainer to present information regarding a proposed Wake County Emergency Communications Building. Rainer said that Wake County officials had approached the University about their desire to build an emergency communications building on campus so that the
facility would be centrally located in Wake County.

University officials decided that the best location would be adjacent to the West Parking Deck. (Rainer showed an aerial map with the location indicated.) He said that the site is not programmed for any other use. The county and the University would sign a memorandum of agreement before the project began.

The planned building would be 20,000-25,000 gross square feet with the University receiving 8,000 gross square feet for their exclusive use. Rainer said a backup 911 center is being considered.

Mr. Jenkins asked if it were possible that either party would want to back out of the agreement once the facility was built. Rainer responded that would not occur based on their good relations of more than 20 years.

Chair Ramsey recognized Lisa Johnson to present an update on the demolition of Harrelson Hall. Johnson briefly outlined the reasons for its planned demolition to include that the building not only does not meet ADA requirements, but also cannot be made ADA compliant due to its configuration.

All 58 classrooms have been replaced leaving only two scale-up classrooms to be replaced. First steps in demolition will be rerouting of utilities and asbestos abatement. The building will then be demolished next summer and about 90 percent of the concrete and steel structure will be recycled. Habitat for Humanity will take the doors and some of the seating. While implosion was considered, it was rejected since strong vibrations involved in that approach would adversely affect sensitive research nearby. Johnson added that the foundation would be left intact because it makes more sense to remove it when the new building (rectangularly shaped) is built.

Mr. Clark asked whether recycling is a requirement of the University. Johnson replied it was.

Johnson pointed out the importance of attractive and practical landscaping, showing designer renderings of the site after demolition. Softscape and hardscape features would make the area a place for relaxed strolling, study, and small group interaction. Landscaping would also strongly encourage users to stay on brick paths and not create their own shortcuts through the area, which always leads to destruction of landscaping through creation of unsightly “cow paths.”

Chair Ramsey recognized Mr. Arndt to present the update about Capital Projects. Arndt provided a brief synopsis and showed recent photos of the more significant projects.

Chair Ramsey recognized Ms. Johnson to present the status of projects in planning. Johnson did so and noted that the list is much shorter than some years ago due to the decrease in State appropriations.

Chair Ramsey asks if there was any further business for the committee. There being no further business, Ramsey announced the meeting adjourned at 4:07 p.m.
Respectfully submitted,

Steven A. Arndt
Secretary to the Committee

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

Approved: __________________________________________________________

                                    Committee Chair                        Date
ACQUISITION
OF REAL PROPERTY

GRANTOR  NC State University

GRANTEE  The Board of Trustees of the Endowment Fund of North Carolina State University

LOCATION  North Carolina State University Centennial Campus, Raleigh, NC

SIZE  +/- .32 ac. of real property.

RATE  To be determined by the State Property Office

TERM  Permanent

USE  The disposition by deed of +/- .32 ac. of State owned land and Endowment owned land, via a land exchange. This exchange will facilitate the development of the Centennial Campus Electrical Switchgear Project and the proposed development of the StateView Hotel site.
STATE OF NORTH CAROLINA  
Department of Administration

*DISPOSITION OF REAL PROPERTY

Institution or Agency: State of North Carolina  
Date: October 16, 2015

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

The disposition is recommended for the following reasons: This is a proposed exchange of real property between the State of North Carolina on behalf on NC State University and the Board of Trustees of The Endowment Fund of North Carolina State University for equal sized and valued acreage on Centennial Campus for the proposed development of the Electrical Switchgear Station and the StateView Hotel site.

Description of Property: The Electrical Switchgear site is located on Centennial Campus approximately 450’ north of Varsity Dr. to be exchanged for an equal amount of Endowment owned acreage which is also located on Centennial Campus. The final quantity, description, and location(s) will be determined by survey and is expected to be +/- .32 ac.

Term: Permanent

Estimated value: To be determined through coordination with the State Property Office.

Where deed is filed, if known: Wake County Register of Deeds. Recorded in Deed Book 9501 – 1978.

If deed is in the name of agency other than applicant, state the name. N/A

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

Funds from the disposal of this property are recommended for the following use. Equal in value land exchange.

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

Signature: Original Signature on File  
Chancellor

*The term “real property” includes timber rights, mineral rights, etc. (GS 146-64)
Centennial Campus Facilities Service Center
Total Project Scope – $10,000,000 ($500K funded by F&A)

05/26/15 Advertised in NC Purchase Directory

06/30/15 Closing date for submittals
(21 proposals received)

06/30/15 Appointment of Selection Committee
By Steven Arndt, Secretary – Buildings and Property Committee

06/30/15- Selection Committee review:
09/23/15 Dewayne Washington, Trustee
Lisa Johnson, University Architect
Bill Davis, Project Manager, Capital Project Management
Jack Colby, Assistant Vice Chancellor for Facilities Operations
Andy Snead, Director, Design and Construction Services
Cameron Smith, Director, Capital Project Management
Others who assisted in review and short listing process
Charlie Marshall, Associate Director, Construction, Capital Project Management
Carolyn Axtman, Associate Director, Design, Capital Project Management

07/31/15 Short list recommendation by Selection Committee:
Davis Kane Architects, PA
RND Architects, PA
Williard Stewart Caliendo Architects, PA

07/31/15 Short list approved by Randall Ramsey

08/12/15 Pre-interview briefing of Designers

09/23/15 Designers interviewed. Recommendation in priority order:
Williard Stewart Caliendo Architects, PA
Davis Kane Architects, PA
RND Architects, PA
Barbour Drive Realignment
Total Project Scope – $450,000 (CC Trust funds)

08/14/15 Advertised in NC Purchase Directory

09/10/15 Closing date for submittals
(11 proposals received)

09/10/15 Appointment of Selection Committee
By Steven Arndt, Secretary – Buildings and Property Committee

09/17/15-10/01/15 Selection Committee review:
NA, Trustee
Lisa Johnson, University Architect
Ed Levy, Project Manager, Design and Construction Services
Lisa Maune, Design & Construction Services
Brian Jones, Architect, Centennial Campus Development
Tom Skolnicki, University Landscape Architect
Others who assisted in review and short listing process
Mike Harwood, Associate Vice Chancellor, Centennial Campus Development

09/21/15 Short list recommendation by Selection Committee:
AMT Engineering
Stantec
TGS Engineers

09/23/15 Short list approved by Randall Ramsey

09/24/15 Pre-interview briefing of Designers

10/01/15 Designers interviewed. Recommendation in priority order:
AMT Engineering
TGS Engineering
Stantec
**Case Commons Residence Hall**

Total Project Scope – $15,000,000 (Athletics Receipts/$1M AP Funded)

08/10/15 **Advertised in NC Purchase Directory**

09/08/15 **Closing date for submittals**

(21 proposals received)

09/08/15 **Appointment of Selection Committee**

By Steven Arndt, Secretary – Buildings and Property Committee

09/29/15-10/06/15 **Selection Committee review:**

Wendell Murphy, Trustee
Lisa Johnson, University Architect
Mike Kapp, Project Manager, Capital Project Management
Cameron Smith, Director, Capital Project Management
James Greenwell, Athletics
Christopher Boyer, Athletics
Phillip Wood, Wolfpack Club
Pete Fraccaroli, Housing

Others who assisted in review and short listing process:
Carolyn Axtman, Associate Director, Design, Capital Project Management
Jeff Dunlap, Athletics
John Portland, Athletics
Sumayya Jones-Humienny, Office of the University Architect

09/23/15 **Short list recommendation by Selection Committee:**

Davis Kane Architects, PA
Little Diversified Architectural Consulting
Mosley Architects

09/24/15 **Short list approved by Randall Ramsey**

09/29/15 **Pre-interview briefing of Designers**

10/06/15 **Designers interviewed. Recommendation in priority order:**

Little Diversified Architectural Consulting
Mosley Architects
Davis Kane Architects, PA
Lake Raleigh Bridge
Total Project Scope – $500,000 (CC Trust Funds)

08/25/15 Advertised in NC Purchase Directory

09/17/15 Closing date for submittals
(5 proposals received)

09/17/15 Appointment of Selection Committee
By Steven Arndt, Secretary – Buildings and Property Committee

09/28/15-10/08/15 Selection Committee review:
NA, Trustee
Lisa Johnson, University Architect
Lynn Swank, Project Manager, Design and Construction Services
Tom Skolnicki, University Landscape Architect
Michael Harwood, Associate Vice Chancellor, Centennial Campus Development
Brian Jones, Architect, Centennial Campus Development

09/28/15 Short list recommendation by Selection Committee:
Alpha & Omega Group
TGS Engineers
Vaughn & Melton

09/28/15 Short list approved by Randall Ramsey

10/01/15 Pre-interview briefing of Designers

10/08/15 Designers interviewed. Recommendation in priority order:
TGS Engineers
Alpha & Omega Group
Vaughn & Melton
**DH Hill Accessibility and Elevator Improvements**

**Total Project Scope – $700,000 (F&A)**

- **08/10/15** Advertised in NC Purchase Directory
- **09/07/15** Closing date for submittals
  - (8 proposals received)
- **09/15/15** Appointment of Selection Committee
  - By Steven Arndt, Secretary – Buildings and Property Committee
- **09/15/15-10/08/15** Selection Committee review:
  - NA, Trustee
  - Lisa Johnson, University Architect
  - David Hammock, Project Manager, Capital Project Management
  - Cameron Smith, Director, Capital Project Management
  - Patrick Deaton, Associate Director for Learning Spaces and Capital Management, Libraries
  - Others who assisted in review and short listing process
  - Carolyn Axtman, Associate Director, Design, Capital Project Management
  - Charlie Marshall, Associate Director, Construction, Capital Project Management
- **09/15/15** Short list recommendation by Selection Committee:
  - Caidus Design
  - Kirwan Architecture, PLLC
  - The Wooten Company
- **09/17/15** Short list approved by Randall Ramsey
- **09/28/15** Pre-interview briefing of Designers
- **10/08/15** Designers interviewed. Recommendation in priority order:
  - Kirwan Architecture, PLLC
  - Caidus Design
  - The Wooten Company
# Approval of Designer Selections Less than $500,000

**Note:** The projects below are submitted to the Trustees’ Buildings and Property Committee for formal approval of designer selections for projects less than $500,000 that are not on the OESAD list. This listing represents designers selected since September, 2015.

<table>
<thead>
<tr>
<th>Project</th>
<th>Fee:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Doak Field Development Master Plan</strong></td>
<td>$49,900</td>
</tr>
<tr>
<td>Designer: Gensler, Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td><strong>Poulton Parking Deck Maintenance Repairs</strong></td>
<td>$12,110</td>
</tr>
<tr>
<td>Designer: Atlas Engineering, Inc., Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td><strong>FM Interact Software System Support Applications</strong></td>
<td>$10,000</td>
</tr>
<tr>
<td>Designer: Little Diversified Architectural, Durham, NC</td>
<td></td>
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<tr>
<td>Fund Source: FM Systems</td>
<td></td>
</tr>
<tr>
<td><strong>Upgrade GIS Development Server/Configure GIS Production Serv.</strong></td>
<td>$4,000</td>
</tr>
<tr>
<td>Designer: Highland Mapping Inc., Banner Elk, NC</td>
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<tr>
<td>Fund Source: GIS Software Platform</td>
<td></td>
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### Acceptance of Completed Buildings and Projects

<table>
<thead>
<tr>
<th>Code/Item</th>
<th>Project#</th>
<th>Location</th>
<th>Title</th>
<th>Project Cost</th>
<th>University Acceptance</th>
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<tbody>
<tr>
<td>NA / NA</td>
<td>201111065</td>
<td>College of Textiles</td>
<td>Dynamic Burn Chamber in Room 3340</td>
<td>$578,716</td>
<td>10/27/2014</td>
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<tr>
<td>NA / NA</td>
<td>201512003</td>
<td>Bragaw Residence Hall</td>
<td>Breezeway Window Replacement</td>
<td>$271,230</td>
<td>7/22/2015</td>
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<tr>
<td>41424 / 303</td>
<td>201311044</td>
<td>Lee Residence Hall</td>
<td>Stair Enclosures - Upgrade of the Life Safety System</td>
<td>$797,903</td>
<td>8/10/2015</td>
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<tr>
<td>41324 / 310</td>
<td>201411066</td>
<td>College of Veterinary Medicine</td>
<td>Anatomy Lab Renovation</td>
<td>$1,400,000</td>
<td>8/13/2015</td>
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<tr>
<td>41324 / 356</td>
<td>201320023</td>
<td>Ricks Hall</td>
<td>3rd Floor Renovation &amp; Utility Upgrade</td>
<td>$2,607,763</td>
<td>8/21/2015</td>
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<tr>
<td>41324 / 353</td>
<td>201520006</td>
<td>Harrelson Hall Demolition</td>
<td>Electrical Ductbank Routing from manhole 212 to manhole 206A</td>
<td>$115,082</td>
<td>9/16/2015</td>
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<tr>
<td>NA / NA</td>
<td>201511021</td>
<td>Dan Allen Drive Parking Deck</td>
<td>Expansion Joint Replacement and Masonry Repairs</td>
<td>$181,849</td>
<td>10/2/2015</td>
</tr>
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</table>

**TOTAL**: $5,952,543
Designer Selection Procedure  
Trustee’s Buildings and Property Committee  
North Carolina State University  
Approved September 18, 2008 November 12, 2015

Purpose:

These procedures are based on the belief that the realization of superior facilities and environments begins by selecting the best-qualified designers. These procedures intend to guide this process in order to engage the best-qualified professionals to address the functional, fiscal, and aesthetic requirements of each project. The procedures are managed by the University Architect and conform to State statutes. The procedures will be reviewed annually with any changes ratified by the full committee.

Step 1 – Project Identification

The initial step in capital project development is to define the project intent, scope, and budget. This is accomplished by the Facilities staff, in concert with the using Unit. Preliminary project approval is required from the Vice Chancellor for Finance and Business with additional authorization by the Board of Governors and the state budget office.

Step 2 – Public Announcement

The project requirements for professional services (architects, engineers, landscape architects, and other designers) are sent to the State Construction Office to be announced in the North Carolina Purchase Directory, as required by state laws & regulations. Notices in other professional publications may be used.

Step 3 – Receive Letters of Interest

The University receives a Statement of Interest and qualifications from designers. Proposals shall include a current SF 254 form and be limited to 20 pages (exclusive of the SF 254).

Step 4 – Selection Committee

For major new buildings, major additions, and comprehensive renovation projects (cost greater than $500,000), the Secretary to the Trustees’ Buildings and Property Committee can establish a Selection Committee which will normally consist of: two—one current or former members of the Trustee’s Buildings and Property Committee, two user representatives, the University Architect, and the Project Manager. In rare instances, when two Trustees are not available, one Trustee will handle the responsibility. For large complex projects that involve several campus units the Secretary to the Trustees’ Buildings and Property Committee in consultation with the Chair of the Trustees’ Buildings and Property Committee will decide if additional user and Trustee representation is warranted. (Participation by the Trustees in the Selection Committees will be based on availability and rotated among the members.)
Designer Selection Procedure

For major utility, repair, landscaping and paving road improvement projects and for major building mechanical and electrical projects (over $500,000), the Selection Committee will be established by the Secretary to the Trustees’ Buildings and Property Committee and will consist of: at least a user representative, the Project Manager, and a representative from the Office of the University Architect. Additional user representatives and the Project Manager may be added as deemed appropriate by the Secretary.

For minor projects less than $500,000, the establishment of the Selection Committee will be delegated to the Secretary to the Trustees’ Buildings and Property Committee, Capital Project Coordinator, and the University Architect. The selection recommendation will be approved by the Trustees’ Buildings and Property Committee.

**Step 5 – Short List**

For major projects over $500,000, the University Architect, in consultation with the Facilities staff and user, will review the submissions from interested firms and make recommendation to the Chairman of Trustees’ Buildings and Property Committee for at least three firms to be interviewed. On projects requiring special qualifications a limited number of firms may be asked to submit additional data relevant to the project’s specific requirements.

For minor projects under $500,000, the short list process will not be utilized.

**Selection Criteria** – In preparing recommendations for firms to be interviewed or direct-selected, the selection committee shall take into consideration the following qualification information factors:

1. Experience and expertise in the project type being evaluated.
2. Past performance on similar projects.
3. Experience in design projects to be part of an existing campus context.
4. Adequate staff and proposed consultant team – qualifications and examples of previous collaborations.
5. Historically Underutilized Business representation in proposed consultant team.
7. Proposed design approach or methodology.
8. Recent experience with project cost estimates and schedule adherence.
9. Construction administration capabilities.
10. Record of successfully completed projects without major legal or technical problems.
11. Other factors which may be appropriate to the project.
Step 6 – Interview Briefing

The University Architect and/or the Project Manager will simultaneously brief the three selected firms and provide them with sufficient project information to which the designer may respond in the interview.

Step 7 – Interview/Rank Order

The interview will be conducted in a professional manner allocating an equal amount of time for each firm’s presentation. The interviews will consist of the firm’s presentation of its qualifications, response to specific project parameters and questions from the Selection Committee.

Immediately following the interview, the Selection Committee shall review and rank order the firms by vote. Each Trustee on the Selection Committee shall have one vote, one two user representatives shall each have a vote, the University Architect and Project Manager shall each have one vote. For large complex projects that involve several campus units, three user representatives shall have one vote.

Step 8 – Selection

The rank ordering of firms will be presented to the full Trustees’ Buildings and Property Committee for consideration. It is within the authority the Buildings and Property Committee to accept or reject the recommendation of the Selection Committee. This step may be accomplished by e-mail, telephone, or mail and then ratified at the next Committee meeting if necessary. For minor projects under $500,000, the Committee members will be polled for their approval of the selection, after the Chair of the Trustees’ Buildings and Property Committee has reviewed and approved the recommendation. The Full Board of Trustees is informed of the Trustees’ Buildings and Property Committee’s action at their next scheduled meeting.

Step 9 – Communication

The interviewed firms will then be notified in writing by the University Architect of the Trustees’ Building and Property Committee’s selection.

Step 10 – Evaluation

Essential to the University selection process is the accumulation of data regarding each designer’s performance. This is accomplished through evaluations from: the users, Facilities Division and other post occupancy evaluations. It shall be the responsibility of the Capital Improvements Project Coordinator to seek and collect information regarding each designer’s performance and to prepare designer evaluation reports as described in the North Carolina Construction Manual.
Designer Selection Procedure

Approved: September 18, 1992
Amended: March 30, 1998
Amended: February 17, 2000
Amended: July 9, 2001
Amended: April 18, 2002
Amended: September 18, 2003
Amended: February 16, 2006
Amended: September 18, 2008
Amended: November 12, 2015
Purpose:

The following procedures intend to guide the Construction Managers-at-Risk process in order to engage the best-qualified professional that provides construction management-at-risk services. Construction Management-at-Risk Services mean services provided by a person, corporation or entity that provides (i) construction management services for a project throughout the preconstruction and construction phases, (ii) who is licensed as a general contractor, and (iii) who guarantees the cost of the project. The procedures are managed by the University Architect and conform to State statutes. The procedures will be reviewed annually with any changes ratified by the full committee.

Step 1 – Public Announcement / Request for Proposal (RFP)

The Request for Proposal (RFP) and project requirements for Construction Managers-at-Risk services are sent to University of North Carolina – Office of the President to be announced on the North Carolina Purchase Directory website. Public announcement is required prior to Construction Manager-at-Risk selection. The closing date for being considered for construction management-at-risk services shall be minimum of 21 days from date of publication on the North Carolina Purchase Directory website. Notices in other professional publications, especially those targeted to Minority Business are encouraged.

Step 2 – Receive Responses to RFP

Responses to RFP for each project must be received prior to a firm’s being considered for construction management-at-risk services. All firms desiring to provide construction management-at-risk services shall submit all information required in the RFP for the owner’s review and evaluation, including attendance at all required briefings. Each firm shall meet the minimum requirements of the RFP prior to being considered by the selection committee as one of the firms most qualified to perform construction manager-at-risk services. Failure of any firm to furnish all necessary information in the RFP shall disqualify response. The Capital Project Management project manager evaluates the responses for the criteria outlined above and applies the criteria to a selection matrix.

Step 3 – Selection Committee

The same Selection Committee, which interviewed and evaluated the designers for a particular capital project will also serve as Selection Committee members for the Construction Manager-at-Risk for that project except that only one of the two Trustees from the designer Selection Committee will be required. The Director of Capital Project Management and the Construction Project Manager will be included. Participation by the Trustees in the Selection Committees will be based on availability and rotated among the members.
Step 4 – Short List

The University Architect, in consultation with the Facilities staff and user, will review the submissions from interested firms and make recommendation to the Chairman of Trustees’ Buildings and Property Committee for at least three firms to be interviewed and evaluated. On projects requiring special qualifications a limited number of firms may be asked to submit additional data relevant to the project’s specific requirements.

Selection Criteria – In preparing recommendations for firms to be interviewed or direct-selected, the selection committee shall take into consideration the following qualification information factors:

1. Workload that is fully able to accommodate the timely execution of this project.
2. Record of successfully completed projects of similar scope without major legal or technical problems.
3. Record of financial viability.
4. Previous experience with the Owner, a good working relationship with Owner representatives, have completed projects in a timely manner and have performed an acceptable quality of work.
5. Key personnel that have appropriate experience and qualifications.
6. Relevant and easily understood graphic or tabular presentations.
7. Completion of CM-at-Risk projects in which there was little differences between the GMP and final cost.
8. Projects that were completed on or ahead of schedule.
9. Construction administration capabilities.
10. Proximity to and familiarity with the area where the project is located and the dynamics of the local market.
11. Approach to design phase services, including constructability reviews and cost estimating. Appropriate level of commitment to each phase of service, staffed with appropriate personnel.
12. Quality of compliance plan for minority business participation as required by G.S. 143-128.2. History of successful implementation of similar HUB efforts.
13. Other factors that may be appropriate for the project.
Step 6 – Interview/Rank Order

The interview will be conducted in a professional manner allocating an equal amount of time for each firm’s presentation. The interviews will consist of the firm’s presentation of its qualifications, response to specific project parameters and questions from the Selection Committee.

Immediately following the interview, the Selection Committee shall review and rank in order three firms by vote. The Trustee on the Selection Committee shall have a one vote, one user representative shall vote, the University Architect, Director of Capital Project Management, the Design Project Manager and the Construction Project Manager shall each have one vote.

Step 7 – Selection

The rank ordering of the three firms will be presented to the full Trustees’ Buildings and Property Committee for consideration. It is within the authority of the Buildings and Property Committee to accept or reject the recommendation of the Selection Committee. This step may be accomplished by telephone or mail and then ratified at the next Committee meeting if necessary. The Full Board of Trustees is informed of the Trustees’ Buildings and Property Committee’s action at their next scheduled meeting.

Step 8 – Communication

The interviewed firms will then be notified in writing by the University Architect of the Trustees’ Building and Property Committee’s selection.

Step 9 – Evaluation

Essential to the University selection process is the accumulation of data regarding each Construction Manager’s-at-Risk performance. This is accomplished through evaluations from: the users, Facilities Division and other post occupancy evaluations. It shall be the responsibility of the Capital Improvements Project Coordinator to seek and collect information regarding each Construction Manager-at-Risk’s performance and to prepare Construction Manager-at-Risk evaluation reports.

Approved: April 18, 2002
Amended: February 19, 2009
Amended: November 12, 2015
Agenda Item / Issue: 5.4.A.1 Plan Approval/Sigma Phi Epsilon House - South Campus

Requested / Required Action: Plan Approval

Functions: The Sigma Phi Epsilon fraternity house is planned for Lot 2 at NC State’s Greek Village. The house will be 2 stories with a walkout lower level, and will have 45 beds. Other spaces will include a house director’s suite, library, leadership training room, classroom/study lounge, faculty office, chapter room, and a commercial kitchen with servery. The gross square footage for the house is approximately 19,200 square feet. The project is scheduled to break ground in early 2016.

Project Scope: $ 350,000 Design/Consultant Costs
$ 2,982,600 Construction
$ 175,400 Contingency/Other Project Costs
$ 3,508,000 Total Project Budget

Design Team: Hager Smith Design, PA – Lead Designer

Master Plan Summary: The Greek Village master plan envisions creating a sense of community with houses facing in towards a large campus green/community space. Each house will connect to the campus path system. There will be on-street parking but the majority of the parking for the residents will be behind the houses.

Recommendation: Reviewed by CDRP on July 29, 2015, and September 30, 2015

Suggested Motion: Move approval of plan for the Sigma Phi Epsilon House

Funding Source: Private Funding - $3,508,000

Responsible University unit Office of Finance and Business, Facilities Division
University Presenter/Contact: Lisa Johnson, University Architect
Comment:
Continue hedge across the rear yard as a deterrent to pedestrians trying to take the shortest route from the parking across lawn.
Comment:
Consider other accessible ramp options that provide a more direct route and easier flow to the front porch.
Comment:
The dormer over the front entrance needs another level of detail. The front porch columns need further study. The Committee liked the use of the double column but felt the overall proportions are too heavy. Consider making them truly double columns with space between the columns.
Comment:

- The midsection of the building elevations should contain the predominant material. Provide options that increase the midsection brick. This can be achieved in a variety of ways discussed in the meeting.
- Use brick details to provide a higher level of interest, possibly using a coarser or different brick pattern for the brick base.
Comment:
The rear elevation doesn’t have the same level of detail as the other elevations. Consider a horizontal counterpoint; a vertical element to visually break up the mass.
Approval of Plans and Specifications of Formal Projects
Less than $2,000,000

Note: The projects below are submitted to the Trustees’ Buildings and Property Committee for formal acceptance of plans and specifications. This listing represents projects received since September 10, 2015 meeting.

<table>
<thead>
<tr>
<th>Project</th>
<th>Construction Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Building III</td>
<td>$ 400,000</td>
</tr>
<tr>
<td>Project #201311152</td>
<td></td>
</tr>
<tr>
<td>HVAC Renovations</td>
<td></td>
</tr>
<tr>
<td>Designer: Clark, Richardson &amp; Biskup Consulting Engineers</td>
<td></td>
</tr>
<tr>
<td>Cary, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Repair and Renovations</td>
<td></td>
</tr>
</tbody>
</table>

| Partners Building II           | $ 290,000             |
| Project #201511068             |                       |
| CFEP Renovations Suites 3700 and 3900 |       |
| Designer: Flad Architects      |                       |
| Raleigh, NC                    |                       |
| Fund Source: Provost Appropriated |                |
## NORTH SHORE RESIDENTIAL

<table>
<thead>
<tr>
<th>Scope</th>
<th>For Sale Townhome / Condominiums</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developer</td>
<td>White Oak Properties</td>
</tr>
<tr>
<td>Designer</td>
<td>J. Davis Architects</td>
</tr>
<tr>
<td>Budget</td>
<td>TBD</td>
</tr>
<tr>
<td>Funding</td>
<td>Private Developer</td>
</tr>
<tr>
<td>Status</td>
<td>Grading activities are underway.</td>
</tr>
<tr>
<td></td>
<td>There will be multiple construction phases.</td>
</tr>
<tr>
<td>Construction Start</td>
<td>August 2015</td>
</tr>
<tr>
<td>Completion</td>
<td>First units – Spring 2016</td>
</tr>
</tbody>
</table>

## CONFERENCE CENTER AND HOTEL

<table>
<thead>
<tr>
<th>Scope</th>
<th>Conference Center and Hotel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developer</td>
<td>Noble Investments / Concord Eastridge, Inc.</td>
</tr>
<tr>
<td>Designer</td>
<td>Cooper Carry Architects</td>
</tr>
<tr>
<td>Budget</td>
<td>Approximately $28,000,000</td>
</tr>
<tr>
<td>Funding</td>
<td>Private Developer</td>
</tr>
<tr>
<td>Status</td>
<td>Reconciling budget &amp; costs.</td>
</tr>
<tr>
<td></td>
<td>Site work to begin in October.</td>
</tr>
<tr>
<td>Construction Start</td>
<td>October 2015</td>
</tr>
<tr>
<td>Completion</td>
<td>Early 2017</td>
</tr>
</tbody>
</table>

## CENTER FOR TECHNOLOGY AND INNOVATION (CTI)

<table>
<thead>
<tr>
<th>Scope</th>
<th>104,828 SF Pilot Production Facility / Office Building</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developer</td>
<td>Keystone</td>
</tr>
<tr>
<td>Designer</td>
<td>Hager Smith Design</td>
</tr>
<tr>
<td>Budget</td>
<td>$30,000,000</td>
</tr>
<tr>
<td>Funding</td>
<td>Private Developer</td>
</tr>
<tr>
<td>Status</td>
<td>Grading activities are underway</td>
</tr>
<tr>
<td>Construction Start</td>
<td>September 2015</td>
</tr>
<tr>
<td>Completion</td>
<td>Fall 2016</td>
</tr>
</tbody>
</table>

## FLEX BUILDING CENTENNIAL BIOMEDICAL CAMPUS

<table>
<thead>
<tr>
<th>Scope</th>
<th>44,500 SF Flexible Laboratory Building</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developer</td>
<td>Capital Associates</td>
</tr>
<tr>
<td>Designer</td>
<td>Jenkins Peer</td>
</tr>
<tr>
<td>Budget</td>
<td>$10,300,000</td>
</tr>
<tr>
<td>Funding</td>
<td>Private Developer</td>
</tr>
<tr>
<td>Status</td>
<td>Ground lease and space lease negotiations almost complete. NC State to occupy 22,500 SF (CVM Research).</td>
</tr>
<tr>
<td>Construction Start</td>
<td>December 2015 (anticipated)</td>
</tr>
<tr>
<td>Completion</td>
<td>Early 2017</td>
</tr>
</tbody>
</table>
TOWN CENTER

Scope: 500,000 SF on 17 acres - Ground Floor Retail with Offices and Residential space above
Developer: Selection process to begin mid 2015
Designer: TBD
Budget: Expected to be more than $75 million
Funding: Private Developer
Status: RFQ to be issued after hotel construction is well underway.
Construction Start: Targeting early 2017
Completion: Depends upon phasing

LEASING ACTIVITY OF NOTE

ABB has occupied 3 floors of Alliance (June 2015)
Institute for Advanced Analytics occupied parts of 2 floors in Alliance (June 2015)
Power America occupied 2nd floor of Venture Place (August 2015)
State Climate Office moved into their expanded space in Research III (September 2015)
Non-Wovens Institute to occupy ground floor of CTI (November 2016)

SIGNIFICANT CAPITAL PROJECTS

Research II HVAC renovation is under construction
Research III HVAC upgrade is under construction
Re-Use Water Line is 50% complete
# Capital Projects at a Glance

as of September 30, 2015

<table>
<thead>
<tr>
<th>Code/Item</th>
<th>Project Name</th>
<th>Bid</th>
<th>Expected Acceptance</th>
<th>Total Project Budget</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>41424 314</td>
<td>CC Thermal Utilities &amp; Infrastructure (CW to CTI--Phase 1)</td>
<td>Design</td>
<td>8/27/15</td>
<td>5/2/16</td>
<td>650K</td>
</tr>
<tr>
<td>41324 309</td>
<td>Greek Infrastructure Phase II</td>
<td>Design</td>
<td>10/8/15</td>
<td>11/10/16</td>
<td>$6M</td>
</tr>
<tr>
<td>41324 353</td>
<td>Winston Hall HVAC</td>
<td>Design</td>
<td>10/20/15</td>
<td>8/12/16</td>
<td>$1.0M</td>
</tr>
<tr>
<td>41224 319</td>
<td>Farmers Market Park &amp; Ride Lot</td>
<td>Design</td>
<td>10/23/15</td>
<td>2/24/16</td>
<td>$988K</td>
</tr>
<tr>
<td>41424 306</td>
<td>Harrelson Hall Demolition</td>
<td>Design</td>
<td>12/1/15</td>
<td>9/19/16</td>
<td>$3.5M</td>
</tr>
<tr>
<td>41424 318</td>
<td>Bragaw Window Replacement</td>
<td>Design</td>
<td>1/13/16</td>
<td>8/1/16</td>
<td>$1.53M</td>
</tr>
<tr>
<td>41424 317</td>
<td>Tucker Hall Renovation</td>
<td>Design</td>
<td>3/8/16</td>
<td>8/1/16</td>
<td>$1.4M</td>
</tr>
<tr>
<td>41424 307</td>
<td>Patterson Business Center Renovation</td>
<td>Design</td>
<td>4/7/16</td>
<td>11/14/16</td>
<td>$20M</td>
</tr>
<tr>
<td>41424 314</td>
<td>GC Thermal Utilities &amp; Infrastructure (CTI, COT &amp; MRC)</td>
<td>Design</td>
<td>6/23/16</td>
<td>5/4/17</td>
<td>$7M</td>
</tr>
<tr>
<td>41524 304</td>
<td>Lake Raleigh Bridge</td>
<td>Design</td>
<td>6/29/16</td>
<td>1/31/17</td>
<td>$500K</td>
</tr>
<tr>
<td>41424 321</td>
<td>CVM 3B Lab</td>
<td>Design</td>
<td>7/12/16</td>
<td>5/9/17</td>
<td>$2.5M</td>
</tr>
<tr>
<td>41324 353</td>
<td>MRC Cleanroom Renovations</td>
<td>Design</td>
<td>7/19/16</td>
<td>4/26/17</td>
<td>$1.75M</td>
</tr>
<tr>
<td>41524 303</td>
<td>DH Hill Accessibility &amp; Elevator Improvements</td>
<td>Design</td>
<td>10/7/16</td>
<td>4/7/17</td>
<td>$700K</td>
</tr>
<tr>
<td>41224 370</td>
<td>Energy Performance Contracting #4</td>
<td>Design</td>
<td>11/11/16</td>
<td>10/27/17</td>
<td>$10M</td>
</tr>
<tr>
<td>41524 301</td>
<td>Case Commons Residence Hall</td>
<td>Design</td>
<td>2/13/17</td>
<td>1/2/19</td>
<td>$15M</td>
</tr>
<tr>
<td>41024 314</td>
<td>Ricks Hall</td>
<td>Construction</td>
<td>10/1/15</td>
<td>$3.64M</td>
<td>94% Construction Complete</td>
</tr>
<tr>
<td>41424 302</td>
<td>Research III HVAC</td>
<td>Construction</td>
<td>10/30/15</td>
<td>$500K</td>
<td>80% Construction Complete</td>
</tr>
<tr>
<td>41124 353</td>
<td>DH Hill Fire Alarm Upgrades</td>
<td>Construction</td>
<td>11/30/15</td>
<td>$922K</td>
<td>90% Construction Complete</td>
</tr>
<tr>
<td>41324 302</td>
<td>Re-Use Water Line Extension</td>
<td>Construction</td>
<td>12/26/15</td>
<td>$1.82M</td>
<td>20% Construction Complete</td>
</tr>
<tr>
<td>41324 353</td>
<td>Park Alumni Center HVAC</td>
<td>Construction</td>
<td>12/28/15</td>
<td>$796K</td>
<td>70% Construction Complete</td>
</tr>
<tr>
<td>41224 315</td>
<td>HB 1292 Utility Savings</td>
<td>Construction</td>
<td>12/31/15</td>
<td>$1.1M</td>
<td>91% Construction Complete</td>
</tr>
<tr>
<td>41424 304</td>
<td>Millstone 4-H History &amp; Learning Center</td>
<td>Construction</td>
<td>1/16/16</td>
<td>$1.5M</td>
<td>5% Construction Complete</td>
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<tr>
<td>41324 301</td>
<td>Carmichael Gym Locker Rooms</td>
<td>Construction</td>
<td>2/19/16</td>
<td>$7.6M</td>
<td>21% Construction Complete</td>
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<tr>
<td>40824 304</td>
<td>Research II HVAC</td>
<td>Construction</td>
<td>3/21/16</td>
<td>$2M</td>
<td>4% Construction Complete</td>
</tr>
<tr>
<td>41424 305</td>
<td>Cox Hall Scale Up Classrooms</td>
<td>Award</td>
<td>4/27/16</td>
<td>1.875M</td>
<td>Requesting Award</td>
</tr>
<tr>
<td>41324 305</td>
<td>Bilmore 1st-Floor Labs</td>
<td>Construction</td>
<td>4/27/16</td>
<td>$1.9M</td>
<td>10% Construction Complete</td>
</tr>
<tr>
<td>41224 352</td>
<td>Centennial Campus Substation Expansion</td>
<td>Award</td>
<td>5/20/16</td>
<td>$3.56M</td>
<td>Award Letter Issued 9/18/15</td>
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<tr>
<td>40824 313</td>
<td>Gregg Museum</td>
<td>Construction</td>
<td>6/28/16</td>
<td>$9.6M</td>
<td>15% Construction Complete</td>
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<tr>
<td>41224 311</td>
<td>Reynolds Coliseum Renovation</td>
<td>Construction</td>
<td>8/15/16</td>
<td>$35M</td>
<td>22% Construction Complete</td>
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<tr>
<td>41324 307</td>
<td>3501 Avent Ferry Road Renovation</td>
<td>On Hold</td>
<td></td>
<td></td>
<td>Project canceled</td>
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<tr>
<td></td>
<td>Engineering Building Oval</td>
<td>On Hold</td>
<td></td>
<td></td>
<td>Designer Selected; On Hold</td>
</tr>
</tbody>
</table>
# Status of Projects in Planning

## Trustees’ Buildings and Property Committee

and Campus Design Review Panel

## Table of Projects

<table>
<thead>
<tr>
<th>Submittal Number</th>
<th>Project Name</th>
<th>Scope</th>
<th>Designer/Architects</th>
<th>Physical Environment Committee</th>
<th>Trustees’ BPC Site Selection</th>
<th>Campus Design Review Panel</th>
<th>Trustees’ BPC Review</th>
<th>Plan Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>126</td>
<td>Broughton Hall Addition &amp; Renovation</td>
<td>$90,000,000</td>
<td>O’Brien Atkins</td>
<td>11/19/08</td>
<td>9/20/12</td>
<td>9/20/12</td>
<td>9/20/12</td>
<td>On Hold</td>
</tr>
<tr>
<td></td>
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<tr>
<td><strong>Upcoming Projects</strong></td>
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<tr>
<td></td>
<td>Case Common Residential Hall</td>
<td>$15,000,000</td>
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<tr>
<td></td>
<td>Engineering Building Oval</td>
<td>$154,000,000</td>
<td>Clark Nexsen</td>
<td>11/18/08</td>
<td></td>
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<tr>
<td></td>
<td>Piart Sciences Building</td>
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<tr>
<td><strong>Approved Projects</strong></td>
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<tr>
<td>007</td>
<td>The Shores Residential Project - Phase I</td>
<td>$25,000,000</td>
<td>White Oak Properties J Davis Architects</td>
<td>2/1/99</td>
<td>2/1/99</td>
<td>8/29/06</td>
<td>2/17/00</td>
<td>July, 2015</td>
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<tr>
<td></td>
<td>Center for Marine Sciences &amp; Technology (CMAST)</td>
<td>$1,500,000</td>
<td>Maurer Belangis Faulkberry Architect</td>
<td>3/31/05</td>
<td>N/A</td>
<td>4/26/06</td>
<td>4/27/06</td>
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<tr>
<td></td>
<td>Guest House</td>
<td></td>
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<tr>
<td>081</td>
<td>Centennial Biomedical Campus Flex Building</td>
<td>$10,000,000</td>
<td>Capital Associates Jenkins-Pear Architects</td>
<td>4/19/07</td>
<td>5/9/07</td>
<td>7/23/07</td>
<td>9/20/07</td>
<td>Jan. 2016</td>
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<tr>
<td>100</td>
<td>Shaub Dairy Retail Facility</td>
<td>$2,400,000</td>
<td>Cherry Huffman Architects</td>
<td>8/27/08</td>
<td></td>
<td>5/27/09</td>
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<tr>
<td>106</td>
<td>Yates Mill Multipurpose Building</td>
<td>$250,000</td>
<td>J.G. Craig, Architects</td>
<td>11/18/09</td>
<td>11/18/09</td>
<td>2/18/10</td>
<td>2/18/10</td>
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<tr>
<td>113</td>
<td>Dan Allen Gateway</td>
<td>$171,000</td>
<td>OBS Landscape Architects and Planners</td>
<td>12/16/10</td>
<td>N/A</td>
<td>3/30/11</td>
<td>3/30/11</td>
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<tr>
<td>115</td>
<td>Isemhour Tennis Center Weight room Addition</td>
<td>$500,000</td>
<td>WHN Architects</td>
<td>1/12/11</td>
<td></td>
<td>3/30/11</td>
<td>3/30/11</td>
<td>On Hold</td>
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<tr>
<td>123</td>
<td>Gregg Museum of Art and Design</td>
<td>$7,500,000</td>
<td>Frexton &amp; Associates</td>
<td>2/16/11</td>
<td>11/17/11</td>
<td>11/18/10</td>
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<tr>
<td>127</td>
<td>Bell View Hotel (Aloft Hotel)</td>
<td>$15,000,000</td>
<td>Sandmire Law</td>
<td>NA</td>
<td>6/10/13</td>
<td>6/10/13</td>
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<tr>
<td>132</td>
<td>Delta Gamma House</td>
<td>$3,500,000</td>
<td>Cline Design Associates</td>
<td>NA</td>
<td>4/24/14</td>
<td>4/24/14</td>
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<tr>
<td>128</td>
<td>Reynolds Coliseum Renovation</td>
<td>$35,000,000</td>
<td>Coutey Reidfoot</td>
<td>3/29/13</td>
<td>9/19/13</td>
<td>9/19/13</td>
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<tr>
<td>134</td>
<td>Rollins Hall Exterior Improvements</td>
<td>$3,600,000</td>
<td>HH Architecture</td>
<td>9/19/13</td>
<td>3/26/14</td>
<td>3/26/14</td>
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<td>017</td>
<td>Conference Center/Hotel Centennial Campus</td>
<td>$28,000,000</td>
<td>Concord Eastbridge Cooper Cary Architects</td>
<td>9/10/08</td>
<td>9/20/14</td>
<td>11/12/04</td>
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<td>135</td>
<td>Textiles Innovation Center</td>
<td>TBD</td>
<td>Keystone Corporation Hager Smith Design PA</td>
<td>6/19/14</td>
<td>9/18/14</td>
<td>1/28/15</td>
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<tr>
<td>137</td>
<td>Sigma Phi Epsilon House</td>
<td>$3,000,000</td>
<td>Hager Smith</td>
<td>9/10/15</td>
<td>9/30/15</td>
<td>11/21/15</td>
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<td>138</td>
<td>Harrellon Hall Demolition/Site Repair</td>
<td>$3,508,000</td>
<td>Kimley Horn</td>
<td>3/13/2015</td>
<td>NA</td>
<td>7/29/15</td>
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## Notes

- **Updated October 9, 2015**
BOARD OF TRUSTEES  
NORTH CAROLINA STATE UNIVERSITY  
AGENDA

University Advancement and External Affairs  
Committee 1:00 p.m.-2:30p.m., November 12, 2016  
Chancellor’s Conference Room- Holladay Hall  

Jimmy Clark, Chair  
Members: Ann Goodnight, Ben Jenkins, Stan Kelly, Wendell Murphy, Randy Ramsey

CALL TO ORDER  
Jimmy Clark, Chair of Committee

ROLL CALL  
Jimmy Clark, Chair of Committee

READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT  
Jimmy Clark, Chair of Committee

1. CONSENT AGENDA  
   A. Approval of September 10, 2015 Open Session Minutes*

2. INFORMATIONAL REPORTS  
   A. University Advancement and Fundraising Update  
      Brian Sischo, Vice Chancellor for University Advancement and  
      Francine Cronin, Associate Vice Chancellor for University Development

3. COMMITTEE DISCUSSION  
   A. Social Media Strategy & Campaign Communications Update  
      Brad Bohlander, Associate Vice Chancellor for University Communications, and  
      Amy Ferlozzi, Director, Development Communications and Donor Relations,  
      Advancement Services

   B. Campaign Update  
      Francine Cronin, Associate Vice Chancellor for University Development and  
      Brian Sischo, Vice Chancellor for University Advancement

4. CLOSED SESSION
A. Approval of September 10, 2015 Closed Session Minutes * 6.4A
✓ B. Request Approval for Naming Specific University Facilities and Programs 6.4B
✓ C. Watauga Medal Recommendation 6.4C

RECONVENE OPEN

SESSION ADJOURN
  * Committee Approval
  ✓ Full Board Approval
Consent Agenda

Approval of September 10, 2015
Open Session Minutes
University Advancement and External Relations Committee
Board of Trustees
North Carolina State University
September 10, 2015

The University Advancement Committee of the Board of Trustees of North Carolina State University met in Open Session at 1:00 p.m. in the Chancellor’s Conference Room in Holladay Hall.

Members Present: Jimmy Clark, Chair
Ann Goodnight
Ben Jenkins
Stan Kelly
Wendell Murphy
Randy Ramsey

Others Present: Brad Bohlander, Associate Vice Chancellor, University Communications
Chris Boyer,
Steve Clark, Executive Director, Office of Gift Planning
Kushal Dasgupta, Associate Vice Chancellor, Advancement Services
Lisa Dyer, Executive Assistant, University Advancement
Amy Feriozzi, Director, Development Communications and Donor Relations
Bobby Purcell, Executive Director, Wolfpack Club
Brian Sischo, Vice Chancellor, University Advancement
Benny Suggs, Associate Vice Chancellor, Alumni Relations and Interim Associate Vice Chancellor, Development
Shawn Troxler, General Counsel
Phillip Wood,
Randy Woodson, Chancellor
Kay Yow, Director of Athletics

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

Chair Clark reviewed the duties of the University Advancement and External Relations Committee, after which Vice Chancellor Brian Sischo reviewed the Committee’s Plan of Work For 2015-16.

Chair Clark asked VC Sischo to present the University Advancement update. VC Sischo invited Associate Vice Chancellor Brad Bohlander to introduce the “Best Year Ever” video, which highlighted events and accomplishments from NC State’s most successful fundraising year in history, with a record $208 million raised in FY15. Chair Clark pointed out the success we’ve enjoyed since becoming part of the UNC fund, and VC Sischo noted that in spite of a volatile market, the combination of sound investment returns and new gifts have propelled the University’s endowment to $984 million as of June 30.

VC Sischo mentioned concerns that support from the NCGLA may continue to dwindle, which makes it necessary for the university to increase our “flavors” of funding. He noted that flexibility is a critical concern, as only 3% of the endowment is unrestricted. As an example of new methods of fundraising, he then shared that the Our Three Winners Scholarships fund, which is now at just under $300,000, was largely a crowd funding effort. VC Sischo then recognized the Alumni Association and University Communications for outstanding performance and successful roll-out of the university-wide rebrand, respectively. VC announced that Francine Cronin, most recently with the University of Rochester, has been chosen as the Associate Vice Chancellor for Development and would begin in her new role on October 1. In conclusion, VC Sischo noted that needed changes to operating agreements are in process, which will help our efforts to be more streamlined and efficient, and then opened the floor to questions.
Ben Jenkins asked if some of the videos shown at and during broadcasts of games can be better utilized to promote the university. AVC Brad Bohlander said that the institutional spots shown during the games are our best opportunities to reach the biggest audiences, and therefore are tailored to get the most bang for the buck. He also noted that a critical part of our strategy to promote the university is to get Chancellor Woodson out among our constituents as much as possible. Ann Goodnight mentioned the profile piece on the Chancellor in a recent edition of Walter magazine, highlighting the Chancellor's talent on guitar, in conjunction with the upcoming Bluegrass Fest. Chair Clark noted how important it is to leverage the popularity of our Chancellor, and all of our resources, as we try to instill a Culture of Philanthropy in our students. Chair Clark then asked if anyone had more questions for VC Sischo, and when no one did, he thanked him and asked AVC Benny Suggs to present an Alumni Association update.

AVC Suggs shared a presentation. Among the highlights noted, nationally, the percentage of alumni who give back to their alma maters is 8% (25% among members of their respective alumni associations); that figure for NC State Alumni Association members is 43%. The Alumni Association has also achieved overall increases in membership and revenues of 25% and 20%, respectively, was named by the Princeton Review as having a nationally ranked top 25 alumni network in 2015, and provides over $750,000 annually in financial aid to 150 students, including 75 Caldwell Fellows. AVC Suggs concluded his remarks by noting that committee member Randy Ramsey will be honored on the field at Homecoming as an Honorary Alumnus.

In the interest of time, AVC Brad Bohlander deferred to AD Yow to present on Case Commons, the proposed residence hall which would house both the men's and women's basketball teams, along with members of the general student population. AD Yow talked about the risks our programs and student athletes face, particularly in regards to unscrupulous agents, and how Case Commons was designed with their security in mind. She shared artistic renderings and pointed out that in addition to no agents being allowed on the premises, Case Commons will include 24/7 front desk presence, security cameras, and the ability to vet the general student population who'll also live in the dorm. AD Yow then introduced Deputy AD Chris Boyer, who is her point person in the Case Commons endeavor in addition to being her right hand with men's basketball.

Next, Wolfpack Club ED Bobby Purcell talked about naming opportunities fundraising for Case Commons and sought the committee's approval to fundraise for naming rights. Chancellor Woodson pointed out that while we normally wouldn't ask for private donations for student housing, this is a boutique housing unit with larger rooms and additional amenities. He then stated that Case Commons would not increase student costs, and therefore, private funding is necessary to counter the additional expense. Wendell Murphy moved to approve the naming fundraising, Randy Ramsey seconded the motion, which was then approved by committee. Chair Clark then moved to go into closed session.

In closed session, the committee approved the April 16 minutes and reviewed and approved five proposals to name specific university facilities.

Returning to open session, with no further business, the meeting adjourned at 2:28 pm.

Respectfully submitted,

Jimmy Clark
Chair
Informational Reports

University Advancement and Fundraising Update
Committee Discussion

Social Media Strategy & Campaign Communications Update

Campaign Update
Introductions
Project Leadership

Jason Simon
Vice President and Partner
NC State 1992 Communication

Matt Checkowski
Executive Creative Director
NC State 1998 Design
SimpsonScarborough
Building Brands That Endure
What do NC State’s key audiences associations and perceptions of the university and what barriers exist for giving and engagement?

What is the right level of staffing, resources and alignment to ensure success?

What motivates donors to action?
Our Approach

Keys to Success

- Be an extension of the NC State team
- Engagement and consensus building
- Develop a right-sized process that fits NC State best
- Move past anecdotal feedback
- Develop recommendations that are actionable and realistic
- Ensure that the strategy aligns and adds value to overall branding efforts
Phase I
Discovery and Audit

Develop a shared understanding of NC State's campaign goals and the resources needed across stakeholder groups.

Conduct an audit of Development communications across the University to determine opportunities for alignment, staffing and resources, and tools needed to be successful.
## Phase I
### Discovery and Audit

<table>
<thead>
<tr>
<th>Questions</th>
<th>Approach</th>
<th>Deliverable</th>
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<tbody>
<tr>
<td>- Who are the most important target audiences and how are those prioritized?</td>
<td>- What are the most effective current Development communications activities?</td>
<td>- What’s missing? What do Development Officers really need or want?</td>
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<tr>
<td>- What’s missing? What do Development Officers really need or want?</td>
<td>- What channels are most effective?</td>
<td>- What are leadership expectations around support?</td>
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<tr>
<td>- What channels are most effective?</td>
<td>- What are leadership expectations around support?</td>
<td>- How do various stakeholders align to the suggested campaign themes/priorities?</td>
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## Phase I
### Discovery and Audit

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<thead>
<tr>
<th>Questions</th>
<th>Approach</th>
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<tr>
<td>Who are the most important target audiences and how are those prioritized?</td>
<td>Background review</td>
<td>Higher Ed Environmental Scan</td>
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<td></td>
<td>- Feasibility study</td>
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<td></td>
<td>- DoD communications inventory</td>
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<td>- Current brand strategy</td>
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<td>- Current development communications activity, staffing, and skillset(s)</td>
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<td>What's missing? What do Development Officers really need or want?</td>
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# Phase I
## Discovery and Audit

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<tr>
<td>• Who are the most important target audiences and how are those prioritized?</td>
<td><strong>Background review</strong>&lt;br&gt;- Feasibility study&lt;br&gt;- DoD communications inventory&lt;br&gt;- Current brand strategy&lt;br&gt;- Current development communications activity, staffing, and skillset(s) required</td>
<td><strong>Detailed report that will:</strong>&lt;br&gt;- Summarize key input(s) and findings across stakeholders&lt;br&gt;- Provide detail on environmental scan detailing staffing, resources and tactics&lt;br&gt;- Prioritize key communications tactics, channels and other opportunities&lt;br&gt;- Recommend staffing approach, levels and resources that maximize the opportunity for success&lt;br&gt;- Provide best-practice recommendations for effective development channels, initiatives and materials specifically in “campaign”&lt;br&gt;<strong>2-3 day campus visit</strong>&lt;br&gt;- Project planning team discussions&lt;br&gt;- Workshops with Communications and Development Officers&lt;br&gt;- Chancellor interview&lt;br&gt;- 1:1 interviews with Deans&lt;br&gt;- Campus tour and review of key initiatives and stakeholders&lt;br&gt;<strong>Higher Ed Environmental Scan</strong></td>
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<tr>
<td>• What are the most effective current Development communications activities?</td>
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<td>• How do various stakeholders align to the suggested campaign themes/priorities?</td>
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Phase II
Research and Insight

Gather insights to ensure that internal perceptions and priorities match donor realities.

Determine the ways in which target donors want to engage, effective channels, and gauge reaction to campaign priorities and messaging themes.
## Phase II
### Research and Insight

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<th>Questions</th>
<th>Approach</th>
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<td>• What are the current/desired levels of engagement for alumni/donors?</td>
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<td>• Are there specific areas that have the most appeal for support (research, scholarships, buildings, special opportunity) and how does that vary by age, income or other factors?</td>
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<td>• How resonant are the campaign categories and do they align to donor priorities?</td>
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<td>• What are the most effective channels and tactics and how do people prefer to be reached?</td>
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<td>• Where do their philanthropic priorities lie?</td>
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Phase II
Research and Insight

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<th>Deliverable</th>
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<tr>
<td>- What are the current/desired levels of engagement for alumni/donors?</td>
<td>Qualitative Research&lt;br&gt;• 2-4 online focus groups with donors of varying levels&lt;br&gt;• 2 online focus groups with undergraduate alumni LYBUNTS&lt;br&gt;• 2 online focus groups with undergraduate alumni lapsed donors&lt;br&gt;• 20 in-depth interviews with foundation/corporate relations or other more targeted giving prospects</td>
<td>&lt;br&gt;Quantitative Research&lt;br&gt;• Online survey of Donors and Alumni (n=1,200)</td>
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<td>- Are there specific areas that have the most appeal for support (research, scholarships, buildings, special opportunity) and how does that vary by age, income or other factors?</td>
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## Phase II
### Research and Insight

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<tr>
<td>- What are the current/desired levels of engagement for alumni/donors?</td>
<td><strong>Qualitative Research</strong></td>
<td>- Work with NC State to collect data files, scrub for redundancy and code to required spec(s) for secondary factors</td>
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<tr>
<td>- Are there specific areas that have the most appeal for support (research, scholarships, buildings, special opportunity) and how does that vary by age, income or other factors?</td>
<td>- 2-4 online focus groups with donors of varying levels</td>
<td>- Survey instrument design, development, programming and QA</td>
</tr>
<tr>
<td>- How resonant are the campaign categories and do they align to donor priorities?</td>
<td>- 2 online focus groups with undergraduate alumni LYBUNTS</td>
<td>- Detailed report of both qualitative and quantitative research findings</td>
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<tr>
<td>- What are the most effective channels and tactics and how do people prefer to be reached?</td>
<td>- 2 online focus groups with undergraduate alumni lapsed donors</td>
<td>- All secondary data analysis and delivery of SPSS data in native and Excel formats</td>
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<tr>
<td>- Where do their philanthropic priorities lie?</td>
<td>- 20 in-depth interviews with foundation/corporate relations or other more targeted giving prospects</td>
<td></td>
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</tbody>
</table>
Phase III
Campaign Messaging and Identity

Develop a strategic messaging framework that drives the campaign and a communications plan that outlines timeline and tactics.

Create a campaign identity and design concepts that provide an emotional and visual representation of bringing the strategy to life.
Phase III
Campaign Messaging and Identity

<table>
<thead>
<tr>
<th>Questions</th>
<th>Approach</th>
<th>Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>• How can the strategy and messaging frame work be lifted off the page?</td>
<td>• What images and narratives will drive action from alumni and donors?</td>
<td></td>
</tr>
<tr>
<td>• What personality, tone and visual approach will build excitement?</td>
<td>• How do we align creative strategies and add dimension to the broader digital-first brand that NC State has established?</td>
<td></td>
</tr>
</tbody>
</table>

Simpson Scarborough
Phase III
Campaign Messaging and Identity

Questions

- How can the strategy and messaging frame work be lifted off the page?
- What images and narratives will drive action from alumni and donors?
- What personality, tone and visual approach will build excitement?
- How do we align creative strategies and add dimension to the broader digital-first brand that NC State has established?

Approach

- Develop donor audience personas and journeys that illustrate ways in which constituents ideally will engage with NC State
- Identifying opportunities creative and content strategies to meet them where they are and move to an increased relationship and willingness to support.
- Develop a campaign "mantra" that guides all creative development.
- Apply learnings from research and build upon NC State’s current “Think and Do” brand strategy in creative concepts.

Deliverable

Simpson Scarborou
# Phase III
## Campaign Messaging and Identity

<table>
<thead>
<tr>
<th>Questions</th>
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<tr>
<td>• How can the strategy and messaging framework be lifted off the page?</td>
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<td>• Strategic messaging framework and content strategy</td>
</tr>
<tr>
<td>• What images and narratives will drive action from alumni and donors?</td>
<td>• Identifying opportunities creative and content strategies to meet them where they are and move to an increased relationship and willingness to support.</td>
<td>• 2-3 versions of campaign name and identity</td>
</tr>
<tr>
<td>• What personality, tone and visual approach will build excitement?</td>
<td>• Develop a campaign &quot;mantra&quot; that guides all creative development.</td>
<td>• 2-3 campaign design concepts that illustrate how the campaign will come alive through various channels with an emphasis on a digital-first approach</td>
</tr>
<tr>
<td>• How do we align creative strategies and add dimension to the broader digital-first brand that NC State has established?</td>
<td>• Apply learnings from research and build upon NC State's current &quot;Think and Do&quot; brand strategy in creative concepts.</td>
<td>• Campaign communications plan, budget and timeline</td>
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## Timeline

<table>
<thead>
<tr>
<th>Months 1-2</th>
<th>Months 2 - 3</th>
<th>Months 4 - 6</th>
<th>On-Going</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Audit &amp; Insight</strong></td>
<td><strong>Research &amp; Strategy</strong></td>
<td><strong>Strategy &amp; Creative</strong></td>
<td><strong>Support</strong></td>
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<tr>
<td>Background immersion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project kick-off and planning discussions</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Environmental scan and best practices</td>
<td></td>
<td></td>
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<tr>
<td>Deliver audit report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collect necessary data files and secure focus group participants</td>
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<td>Draft and approval of moderator and discussion guides</td>
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<tr>
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<td>Conduct qualitative research IDI’s and FG’s</td>
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<tr>
<td>Project kick-off and planning discussions</td>
<td>Deliver qualitative research findings and share audit findings</td>
<td>Draft and approval of survey instruments</td>
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<td>Survey instrument programming and QA</td>
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<td>Begin survey data collection</td>
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<td>Strategic messaging framework</td>
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<td>Creative concepts designed to illustrate the refined and selected identity</td>
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<tr>
<td><strong>Deliver audit report</strong></td>
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<td>Develop and deliver communications plan</td>
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<td><strong>Research &amp; Strategy</strong></td>
<td><strong>Strategy &amp; Creative</strong></td>
<td><strong>Support</strong></td>
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<tr>
<td>Background immersion</td>
<td>Conduct qualitative research IDI’s and FG’s</td>
<td>Deliver quantitative research findings and secondary data</td>
<td>Additional college or unit-based support as needed and scoped</td>
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<td>Project kick-off and planning discussions</td>
<td>Deliver qualitative research findings and share audit findings</td>
<td>Preliminary and revised campaign naming and identity concepts</td>
<td>Creative support as needed to execute communications plan</td>
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<td>Campus visit and workshops</td>
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<td>Strategic messaging framework</td>
<td>Resource and extension for University Communications</td>
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<td></td>
</tr>
</tbody>
</table>
CAMPAIGN UPDATE

Brian Sischo, Vice Chancellor for University Advancement
Francine Cronin, Associate Vice Chancellor for University Development
Welcome Francine Cronin!
NC STATE UNIVERSITY
THE LATEST NUMBERS
### University Advancement - Institutional Reports
Monthly Campaign Commitments by Phase

**Report Date: September 30, 2015**

<table>
<thead>
<tr>
<th>Source</th>
<th>Reachback Phase</th>
<th>Nucleus Phase</th>
<th>Campaign Total</th>
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<tr>
<td>College of Agriculture and Life Sciences</td>
<td>$27,660,524</td>
<td>$110,138,469</td>
<td>$157,799,013</td>
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<tr>
<td>College of Design</td>
<td>$1,924,030</td>
<td>$3,331,485</td>
<td>$5,255,515</td>
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<td>College of Natural Resources</td>
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<td>College of Sciences</td>
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<td>$20,298,072</td>
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<td>College of Textiles*</td>
<td>$6,165,433</td>
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<td>$11,795,750</td>
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<tr>
<td>College of Veterinary Medicine</td>
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<td>Libraries</td>
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<td>$6,228,899</td>
<td>$12,430,923</td>
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<tr>
<td>University-wide</td>
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<td>$91,458,654</td>
<td>$227,858,182</td>
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<tr>
<td>Wolfpack Club/Athletics**</td>
<td>$4,487,910</td>
<td>$66,946,217</td>
<td>$61,434,127</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$327,749,562</strong></td>
<td><strong>$415,852,851</strong></td>
<td><strong>$743,602,413</strong></td>
</tr>
</tbody>
</table>

* includes gift information provided by the North Carolina Textiles Foundation
** includes gift information provided by the NCSU Student Aid Association
*** Does not include $5.9 M in conditional pledges to Plant Sciences initiative
**** Does not include $14.9 M in conditional pledges to Engineering Oval Project

Data Refresh: Friday, October 2, 2015
### University Advancement - Institutional Reports

Monthly Campaign Commitments by Source

<table>
<thead>
<tr>
<th>Source</th>
<th>Alumni</th>
<th>Parents</th>
<th>Faculty Staff</th>
<th>Other Individuals</th>
<th>Corporations</th>
<th>Foundations</th>
<th>Other Organizations</th>
<th>Campaign Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Agriculture and Life Sciences</td>
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<td>$71,692,404***</td>
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<td>$165,699</td>
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** Includes gift information provided by the North Carolina Textiles Foundation

** Includes gift information provided by the NCSU Student Aid Association

++ Does not include $6.9 M in conditional pledges to Plant Sciences Initiative

+++ Does not include $14.9 M in conditional pledges to Engineering Oval Project

Data Refresh: Friday, October 2, 2015
<table>
<thead>
<tr>
<th>College/Department</th>
<th>Cash Gifts</th>
<th>Grants/Kind</th>
<th>Matching Gifts</th>
<th>PG Life Income</th>
<th>Realized Bequests</th>
<th>Request Expectancies</th>
<th>Pledges</th>
<th>Non-Governmental Grants</th>
<th>Campaign Total</th>
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<tr>
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* Includes gift information provided by the North Carolina Textiles Foundation
** Includes gift information provided by the NCSU Student Aid Association
*** Does not include $6.9 M in conditional pledges to Plant Sciences Initiative
+++ Does not include $13.4 M in conditional pledges to Engineering Oval Project

Data Refresh: Friday, October 2, 2015
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* Includes gift information provided by the North Carolina Textiles Foundation
** Includes gift information provided by the NCSU Student Aid Association
*** Does not include $5.9 M in conditional pledges to Plant Sciences Initiative
**** Does not include $14.9 M in conditional pledges to Engineering Oval Project

Data Refresh: Friday, October 2, 2015
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

Large Course Redesign

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

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

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

Deliverable - a flipped class

- Active learning in the classroom

MAE 206 - Engineering Statics
Deliverable - a flipped class
Lecture content outside of classroom
Active learning in the classroom

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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<th>Spr 13</th>
<th>Fa 14</th>
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<td>Average</td>
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MAE 206 & ACC 200 - Large Lecture Classes
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](https://gamification.delta.ncsu.edu)
NC STATE UNIVERSITY

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>Spring 2015</th>
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<tr>
<td>Higher average grade</td>
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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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<td>Course evaluation improvement</td>
<td>Mean: 3.8</td>
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<td>The instructor explained material well.</td>
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<tr>
<td>Overall, the instructor was an effective teacher.</td>
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<td>S.D. 0.5</td>
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<td>Overall, this course was excellent.</td>
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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 the 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

<table>
<thead>
<tr>
<th>Student Fees Summary</th>
<th>Description of Fee</th>
<th>2014-15</th>
<th>2015-16</th>
<th>Inc. (Dec.)</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Fees - Academic Year</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 General Student Activities</td>
<td>Union Activity Board</td>
<td>$19.63</td>
<td>$19.63</td>
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<td>$19.63</td>
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<td>2</td>
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<td>22.30</td>
<td>23.40</td>
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<td>3</td>
<td>Student Government</td>
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<td>14.50</td>
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<td>4</td>
<td>Student Legal Services</td>
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<td>16.00</td>
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<td>16.50</td>
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<td>5</td>
<td>School (Student Association)*</td>
<td>5.00</td>
<td>5.00</td>
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<td>5.00</td>
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<td><strong>Subtotal General Student Activities Fees</strong></td>
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<td>74.28</td>
<td>78.53</td>
<td>1.75</td>
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<td>6</td>
<td>Student Center Operations (Campus Enterprises)</td>
<td>111.43</td>
<td>117.16</td>
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<td>125.16</td>
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<td>7</td>
<td>Student Center Repairs and Renovations (Campus Enterprises)</td>
<td>43.70</td>
<td>43.70</td>
<td>-</td>
<td>43.70</td>
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<td>8</td>
<td>Student Center Programming Total</td>
<td>206.20</td>
<td>215.86</td>
<td>9.33</td>
<td>225.19</td>
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<td>9</td>
<td>Student Programming and Arts</td>
<td>188.00</td>
<td>195.56</td>
<td>7.98</td>
<td>203.54</td>
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<td>10</td>
<td>Office of Institutional Equity and Diversity</td>
<td>18.20</td>
<td>20.30</td>
<td>1.35</td>
<td>21.65</td>
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<td>11</td>
<td>Sustainability</td>
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<td>4.00</td>
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<td>12</td>
<td>Recreational Sports</td>
<td>162.40</td>
<td>167.35</td>
<td>-</td>
<td>167.35</td>
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<tr>
<td><strong>Total Student Activity Fees</strong></td>
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<td>$601.01</td>
<td>$626.60</td>
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<td>$646.18</td>
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<td>13</td>
<td>Association of Student Governments</td>
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<td>14</td>
<td>Campus Security Fee</td>
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<tr>
<td>15</td>
<td>Intercollegiate Athletics</td>
<td>232.00</td>
<td>232.00</td>
<td>-</td>
<td>232.00</td>
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<td>16</td>
<td>Student Health Service</td>
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<td>339.50</td>
<td>32.50</td>
<td>372.00</td>
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<td>17</td>
<td>Educational &amp; Technology Fee</td>
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<td>439.28</td>
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<td>18</td>
<td>Transit Operations (Bus Service)</td>
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<td>173.00</td>
<td>8.00</td>
<td>181.00</td>
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<tr>
<td><strong>Indebtedness Fees</strong></td>
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<td>38.00</td>
<td>38.00</td>
<td>-</td>
<td>38.00</td>
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<tr>
<td>19</td>
<td>Thompson Hall - Indebtedness (expires FY23-24)</td>
<td>35.00</td>
<td>35.00</td>
<td>-</td>
<td>35.00</td>
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<tr>
<td>20</td>
<td>Student Health Service - Expansion (expires FY23-24)</td>
<td>96.00</td>
<td>96.00</td>
<td>-</td>
<td>96.00</td>
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<tr>
<td>21</td>
<td>Intercollegiate Athletics - Indebtedness (expires FY29-30)</td>
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<td>45.00</td>
<td>(45.00)</td>
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<td>22</td>
<td>Carmichael Recreational Center - Indebtedness (expires FY15-16)</td>
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<td>23.00</td>
<td>-</td>
<td>23.00</td>
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<tr>
<td>23</td>
<td>Carmichael Complex - Indebtedness (expires FY27-28)</td>
<td>260.00</td>
<td>260.00</td>
<td>-</td>
<td>260.00</td>
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<tr>
<td>24</td>
<td>Carmichael Complex - Expansion (expires FY28-29)</td>
<td>27.50</td>
<td>27.50</td>
<td>-</td>
<td>27.50</td>
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<td><strong>Total Indebtedness Fees</strong></td>
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<td>$524.50</td>
<td>$524.50</td>
<td>47.50</td>
<td>$572.00</td>
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<td><strong>Total Student Fees - Undergraduate</strong></td>
<td></td>
<td>$2,258.42</td>
<td>$2,320.88</td>
<td>12.58</td>
<td>$2,343.46</td>
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<tr>
<td>Percent Increase</td>
<td></td>
<td></td>
<td></td>
<td>4.77%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Student Fees - Graduate</strong></td>
<td></td>
<td>$2,269.42</td>
<td>$2,371.88</td>
<td>12.58</td>
<td>$2,484.46</td>
</tr>
<tr>
<td>Percent Increase</td>
<td></td>
<td></td>
<td></td>
<td>4.77%</td>
<td></td>
</tr>
<tr>
<td><strong>Engineering Major</strong></td>
<td></td>
<td>11.00</td>
<td>11.00</td>
<td>-</td>
<td>11.00</td>
</tr>
<tr>
<td><strong>Professional Golf Management Major</strong></td>
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<td>$600.00</td>
<td>$650.00</td>
<td>50.00</td>
<td>$700.00</td>
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<tr>
<td><strong>Total Undergraduate Fees - PGM Major</strong></td>
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<td>$2,858.42</td>
<td>$3,010.88</td>
<td>162.58</td>
<td>$3,173.46</td>
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<tr>
<td><strong>Application Fees for Admission to NC State</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</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>29</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>30</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.

Chancellor
Board of Trustees Chair
<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 Woffordian&quot; (a literary magazine).</td>
</tr>
<tr>
<td>Student Government</td>
<td>$15.15</td>
<td>This fee is allocated to the Student Government to fund the various student organizations for activities. This money is intended for the benefit 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 free 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 fund 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 fund 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>$43.70</td>
<td>This fee is used to maintain and upgrade the Taft Student Center, Price Music Center, Wofford College 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>$167.35</td>
<td>This fee is used to defray the cost of operating and maintaining the intramural recreational sports programs and other physical education programs.</td>
</tr>
<tr>
<td>Association of Student Governments</td>
<td>$1.00</td>
<td>This UNC Board of Governors approved fee provides funding to the Association of Student Governments, a coalition of student leaders from across the state. To be used for administrative staff, travel, and small student grants.</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 fund 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>$439.28</td>
<td>This academic fee is used by colleges and schools to fund and operate computer and scientific laboratories which supplement classroom instruction.</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 FY22-24)</td>
<td>$38.00</td>
<td>This fee is used to support renovation of the Thompson Theatre Building.</td>
</tr>
<tr>
<td>Student Health Service Expansion (expires FY22-24)</td>
<td>$35.00</td>
<td>This fee is used to support an addition to the Student Health Services Building.</td>
</tr>
<tr>
<td>Intercollegiate Athletics - Indebtedness (expires FY23-24)</td>
<td>$96.00</td>
<td>This fee is used to support renovation of the intercollegiate athletics facilities.</td>
</tr>
<tr>
<td>Carmichael Complex Addition &amp; Renovation (expires FY40-41)</td>
<td>$92.50</td>
<td>This fee is used to support renovation of the Carmichael Complex.</td>
</tr>
<tr>
<td>Carmichael Complex - Indebtedness (expires FY27-28)</td>
<td>$23.00</td>
<td>This fee is used to support renovation of the Carmichael Complex.</td>
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<tr>
<td>Student Center Expansion (expires FY26-37)</td>
<td>$260.00</td>
<td>This fee is used 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 used to support the renovation of the Carmichael Complex.</td>
</tr>
<tr>
<td>Total Required Student Fees</td>
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<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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<td>Major Specific Fees</td>
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<tr>
<td>COE Program Enhancement Fee</td>
<td>$1,000.00</td>
<td>This fee is used for program and infrastructure improvements in the College of Engineering to ensure our engineering students are provided career-ready skills that continue to advantage them 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 PGA 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 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 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 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 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 Students 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 Applicable to Fee - 2016-17</th>
<th>2014-15 Fee</th>
<th>2015-16 Fee</th>
<th>2016-17 Proposed Fee Increase Requested</th>
<th>2016-17 Proposed Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>27,500.00</td>
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<td></td>
<td>$92.50</td>
<td>$92.50</td>
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<table>
<thead>
<tr>
<th>Actual 2014-15</th>
<th>Projected 2015-16</th>
<th>With Increase 2016-17</th>
<th>Without Increase 2016-17</th>
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</thead>
<tbody>
<tr>
<td>Beginning Fund Balance</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

## Revenues:
- Fee Revenues: $2,543,750
- Other Revenues: 0

**Total Revenues**: $2,543,750

## Expenditures
- Personnel
- Supplies & Materials
- Current Services
- Fixed Charges
- Capital Outlay
- Debt Service: $2,543,750

**Total Expenditures**: $2,543,750

## Ending Fund Balance
- 0

## 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 on 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 Stark, 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/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 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
Report from the Chair of the NC State University Faculty to the
North Carolina State University Board of Trustees University Affairs Committee
Submitted October 13, 2015

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 

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); 
[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 (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.
Master of Global Innovation Management - Global Luxury Management Option

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
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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 Poole College of Management welcomes the opportunity to work with candidates to identify suitable employment opportunities for spouses or partners.
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 Textiles’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
on manufacturing floors, weapons research labs, design centers, and basic science research laboratories.

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.

Gale Merseth, Vice President
Kate Barry, Managing Associate
Matthew Tzuker, Senior 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 College
of Textiles welcomes the opportunity to work with candidates to identify suitable employment opportunities for spouses or partners.
SBP REPORT TO THE BOARD OF TRUSTEES

Full Board

November 13, 2015

National Initiatives

Mental Health Awareness
Alongside the National Campus Leadership Council (NCLC) and student body presidents from across the nation, NC State Student Government will be working on developing a national initiative to raise awareness for mental health issues on college campuses. Student Body President Khari Cyrus will work with the NCLC Mental Health Working Group to identify best practices for addressing mental health in higher education.

Local, State, and National Governance
Student Government is scheduling meetings with local, state, and federal officials to advocate for students, higher education, and the campus community. Student Government has established a permanent department to focus on building relationships with the Hillsborough Street Commission, the Raleigh City Council, and members of the General Assembly.

It’s On Us
In conjunction with the White House, National Campus Leadership Council, and student body presidents from across the country, NC State Student Government is involved with the It’s On Us campaign to prevent sexual assault and raise awareness on college campuses. The campaign launched in September of 2014 and has become a permanent fixture in the NC State community. On September 29th, 2015 Student Government hosted an informational panel featuring representatives from the Women’s Center, Student Conduct, Fraternity and Sorority Life, Title IX, the Counseling Center, and other campus resources.
**Student Life and Campus Events**

**Diversity Education Week**
Diversity Education Week is a joint initiative of the Office of Institutional Equity and Diversity and the Union Activities Board - Diversity Activities Board. From Monday, October 12th through Friday, October 16th, 35 events were put on to promote awareness and understanding of the world’s diverse cultures and foster intercultural understanding. In its 6th year, Diversity Education Week has expanded to cover multiple facets of diversity.

**Carmichael Renovation and Addition Project**
Student Government heard a fee request from University Recreation in regards to the funding of the Carmichael Renovation and Addition Project. Multiple town halls were held on campus to solicit student feedback and multiple meetings occurred between students and administrators. The Student Senate voted to approve the fee request from University Recreation with 38 in favor, 6 opposed, and 5 abstaining.

**Candlelight Vigil**
Upon the passing of NC State student Joseph Banks, two candlelight vigils were held in his honor. The first vigil, located in the Brickyard, attracted over 300 individuals and provided a space for community members to share experiences of loss and words of strength. The second vigil, located at Stafford Commons, was hosted by Student Government, UAB, and the National Alliance on Mental Illness and attracted over 1,300 individuals. Representatives from the counseling center were available at both vigils.

**Student Government Initiatives**

**First Year Leadership Program**
Student Government developed a new initiative entitled the First Year Leadership Program (FYLP) to assist first year students in developing leadership skills. 19 exceptional students were selected for the program and will be mentored by student leaders from Fraternity and Sorority Life, Union Activities Board, Inter Residence Council, Student Media, and many other student organizations.

**Student Ticket Policy - Basketball**
Student Government worked with the Student Ticketing Advisory Committee to make updates to the student ticket policy. The committee established ticket distribution to Men’s Basketball games for the 2015-2016 season.
Wolfpack Pick Up

Student Government, in partnership with the Division of Academic and Student Affairs, continues to operate Wolfpack Pick Up, a mobility impairment transportation service. The program was initiated in Spring 2014 by Student Government and is now a university owned and operated service. DASA owns three golf carts, one of which is wheelchair accessible, for Wolfpack Pick Up to transport students to and from class. All Wolfpack Pick Up drivers are NC State students dedicated to assisting their fellow students.

With Wolfpack Pride,

Khari Cyrus
Student Body President, 2015-2016

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