THURSDAY, SEPTEMBER 15, 2016

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

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

2:30 – 2:45 p.m.  Break

2:45 – 4:15 p.m.  Buildings and Property Committee  
Chancellor’s Conference Room (12 Holladay)  
Chip Andrews, Chair  
Goodnight, Murphy, Prestage, Ramsey, Ward

2:45 – 4:15 p.m.  University Affairs Committee  
Winslow Hall Conference Room  
Stan Kelly, Chair  
Cabaniss, Clark, Jenkins, Nolan, Washington
FRIDAY, SEPTEMBER 16, 2016
DOROTHY AND ROY PARK ALUMNI CENTER
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 – Louis Martin-Vega, College of Engineering  
Hood Board Room

FULL BOARD MEETING  
DOROTHY AND ROY PARK ALUMNI CENTER 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  
✓ — July 13, 2016 Meeting of the Full Board  
✓ — July 13, 2016, Meeting of the Closed Session of the Full Board

■ Chair’s Report – Jim Owens  
✓ — Ceremonial Oath for New Trustee

✓ — BOT Bylaws Revision

✓ — Delegation of Authority for Athletics to Chancellor as Required by Atlantic Coast Conference

✓ — BOV Appointments

✓ — Endowment Board Report

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

COMMITTEE REPORTS:

■ Audit, Risk Management and Finance Committee  
Tom Cabaniss, Chair  
On the Agenda: Board, Committee Approvals; and Informational Items

✓ — Review of Committee Responsibilities

✓ — Review Draft Agenda/Plan of Work for the Year

✓ — Approval of Special Obligation Bond Resolution

✓ — Review Internal Audit Charter and Approval

✓ — Internal Audit Update

✓ — Budget and Legislative Update

✓ — Intercollegiate Athletics Financial and Budget Review

✓ — Compliance Update

✓ Requires full board approval
Buildings and Property Committee

Chip Andrews, Chair

On the Agenda: Board, Committee Approvals; Informational Reports

— Committee Plan of Work for the Year
— Review of Committee Responsibilities and Procedures
— Property Matters

✓ — Disposition by Ground Lease: ±9 acres to the Tammy Lynn Memorial Foundation, Inc. The property is located on Centennial Campus. The lease will continue Tammy Lynn Memorial Foundation’s use of this property. It will also include termination of an access easement adjacent to the land that currently impairs further development of North Shore Project, and provide a limited license to access adjoining trail on NC State land

✓ — Disposition by Lease: ±6809 rentable square feet (RSF) of office space to Freese + Nichols for ±$149,798 per year for 5 years beginning December 1, 2016 with one 5 year renewal option. The property is located on Centennial Campus. The lease will further programmatic connectivity between private firms locating on Centennial Campus and the University at large

✓ — Disposition by Lease: ±6,332 RSF of office space to the National Weather Service for a term of +/- 10 years for $188,440 per year beginning on December 15, 2016 with no renewals. The property is located on Centennial Campus. The lease will further programmatic connectivity between private firms locating on Centennial Campus and the University at large

✓ — Disposition by Demolition: One-story frame house and one wood/metal garage constructed in 1952 and 1979 respectively, along with associated improvements as requested by the College of Agriculture and Life Sciences. The house and garage are located at 4901 and 4903 Reedy Creek Road. Demolition will be managed by the University

— Designer Selections
— Engineering Building Oval – Commissioning Agent
— NC State Athletics Multimedia Production Facility
— Engineering Building Oval – GeoTech/CMT/SI
— Owen Hall Renovations
— Dabney Hall HVAC Evaluation
— Reedy Creek Equine Farm Therio Phase A
— Approval of Designer Selections Less than $500,000

— Acceptance of Completed Buildings and Projects
— Property Matters (Received after Full Board Mailing)
— Site Review and Approval
— Case Commons Residence Hall
— Plan Review and Approval
— Plan Review
— Case Commons Residence Hall
— Plan Approval
— Approval of Plans and Specifications of Formal Projects less than $2M

Requires full board approval
Buildings and Property Committee (Continued)

— Informational Reports
  — Real Estate and Development Update
  — Capital Projects Update
  — Status of Projects in Planning

University Advancement and External Affairs Committee  TAB 6
Jimmy Clark, Chair
On the Agenda: Board, Committee Approvals; Informational Reports
— Review of Committee Responsibilities
— Review Plan of Work for the Year
— University Advancement and Fundraising Update
— Alumni Association Update
— Campaign Fundraising Update
— Closed Session

University Affairs Committee  TAB 7
Stan Kelly, Chair
On the Agenda: Board, Committee Approvals; Informational Reports
— Review of Committee Responsibilities
— Plan of Work for the year
— Request for Authorization to Continue the Centers and Institutes
  — Industry Research Programs in Forestry (IRPF)
  — Center for Geospatial Analytics (CGA)
  — Bioinformatics Research Center (BRC)
— Annual Report on Intercollegiate Athletics
— Fall 2016 Enrollment Report
— Student Body President Report
— Provost Update
  — 2016-2017 Faculty Salary Ranges
  — Chancellor’s Faculty Excellence Program Update
— Closed Session

Faculty Senate Report  TAB 8
Jeannette Moore, Chair

Staff Senate Report  TAB 9
Angkana Bode, Chair

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
AGENDA

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

ROLL CALL

APPROVAL OF MINUTES
✓ — April 22, 2016 Meeting of the Executive Committee

CHAIR’S REMARKS

CLOSED SESSION

RECONVENE IN OPEN SESSION

ADJOURN
OPEN SESSION MINUTES
North Carolina State University
Board of Trustees Executive Committee
Friday, April 22, 2016

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
Mrs. Goodnight made the motion, seconded by Mr. Jenkins, to approve the open session minutes of the February 19, 2016, meeting of the Executive Committee. The motion passed.

GUIDANCE ON CHANCELLOR COMPENSATION
Chair Owens reviewed that the Executive Committee has been working on a draft of a document intended to clearly outline the process for Trustees to proactively work to ensure the competitiveness of NC State’s Chancellor compensation. This record consolidates multiple aspects into one concise document. The intent of the final version of this guidance would be to serve as a resource for future Trustees concerning their responsibilities and authority regarding Chancellor compensation and may be included in the bylaws under additional references.

A few minor changes to the draft were discussed and those changes will be incorporated for discussion by the full board at the July full board meeting.

With no further business for the Executive Committee, Chair Owens adjourned the meeting at 7:55 a.m.

Respectfully submitted:

____________________________
Assistant Secretary

____________________________
Secretary

____________________________
Chair
The North Carolina State University Board of Trustees met in regular session by telephone. The call originated from the Chancellor’s Conference Room, 12 Holladay Hall, on Wednesday, July 13, 2016.

Members present:

- James W. Owens, Chair
- Robert F. Andrews III
- 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
- Paul Nolan, ex officio

Chair Owens called the meeting to order at 1:30 p.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
Mrs. Ward made the motion, seconded by Mr. Clark, to approve the open and closed session minutes of the April 22, 2016 meeting of the full board. The motion passed.

ELECTION OF OFFICERS – Nominating Committee - Chair Ben Jenkins
Mr. Jenkins reported that the nominating committee unanimously recommended the following slate of officers for 2016-2017:

- Jim Owens, Chair
- Jimmy Clark, First Vice Chair
- Tom Cabaniss, Second Vice Chair
- Ann Goodnight, Secretary
- PJ Teal, Assistant Secretary

Mr. Jenkins made a motion for the approval of the new slate of officers. It was seconded by Mr. Murphy. The motion passed.

CHAIR’S REPORT - Jim Owens
Chair Owens thanked the Board for their support. He will send out the committee assignments in the near future. He noted that he has taken into consideration preferences, as much as possible. Chair Owens stated that he hopes trustees will take the opportunity to work on all four committees and in doing so contribute across the board to the success of NC State.

He also thanked Board members for their participation in the Chancellor’s Biennial review. The last step of the process is a meeting with President Spellings, the Chancellor and himself to review outcomes which is scheduled later that afternoon.
Chair Owens reported that, as a result of Trustee feedback, the University Affairs Committee started using a consent agenda in its earlier meeting. The process went smoothly and made for a highly efficient meeting.

Chair Owens took a moment to discuss committee assignments and noted that he has done his best to take into consideration preferences, as much as possible. The committees benefit from having a combination of experienced veterans and fresh eyes, maintaining continuity and bringing new perspectives to the table. Chair Owens stated that he hopes trustees will take the opportunity to work on all four committees and in doing so contribute across the board to the success of NC State.

Chair Owens reported that since Mrs. Barbara Mulkey is now working for NC State as Director of the Shelton Leadership Program she has resigned from the Endowment Board. Mr. Murphy made a motion for Mrs. Gayle Lanier to fill the unexpired term ending June 30, 2018. It was seconded by Mrs. Ward and the motion passed.

Chair Owens reviewed the draft guidance document regarding Chancellor compensation. After discussion, Mr. Jenkins made a motion to accept the draft and asked that it be included as an additional reference connected to the Trustee bylaws. The motion was seconded by Mr. Clark and passed.

**CHANCELLOR'S REPORT – Randy Woodson**

Chancellor Randy Woodson reported on the outcome of the recent legislative session. Notable outcomes include:

- Removal of the $1 million cap on advancement funding
- All of NC State’s self-liquidating projects were approved, giving authority to move forward with Case Commons, the Carmichael renovation and Plant Sciences building
- All permanent full-time university employees will receive a 1.5% salary increase and 0.5% bonus. The budget also includes $20 million for targeted merit raises
- The UNC system also received $31 million for enrollment growth with NC State slated to receive $2 million

Notable additions to the second year of the biennium include:

- $81 million for repairs and renovations (UNC system receives ½)
- $1 million nonrecurring funding for advance planning for the NC State Engineering building
- $4.7 million to the Friday Institute in conjunction with the State Board of Education to implement the Digital Learning Plan in North Carolina public schools
- $200,000 for NC State’s Ag Institute
- $300,000 nonrecurring funds to support the Eastern 4-H Center
- $200,000 nonrecurring funds to the NC State Energy Center
- $100,000 in nonrecurring funds for a crab pot cleanup pilot project to be managed by North Carolina Sea Grant

Other favorable special provisions are:

- A delay of the NC Guaranteed Admissions Program (NCGAP)
- A permanent fix for the Qualified Excess Benefit Arrangement (QEBA)

Chancellor Woodson reported on some campus activities including NC State’s Libraries award of the 2016 National Medal for Museum and Library Service, that two NC State alums are winners of the 2016 World Food Prize, and the announcement for a new Smart Manufacturing Innovation Institute.
COMMITTEE REPORTS

University Affairs Committee - Susan Ward
Chair Ward reported that the University Affairs Committee reviewed and recommends for full board approval a request to establish a new Ph.D. Program in Geospatial Analytics. Mrs. Ward made the motion, seconded by Mr. Clark, to approve the request. The motion passed.

The Committee approved request to confer tenure to ten new faculty members and approved for continuation of six centers and institutes all of which have completed the required periodic review of activities as follows:

- Animal and Poultry Waste Management Center (APWMC)
- Center for Turfgrass Environmental Research and Education (CENTERE)
- Center for Nuclear Energy Facilities and Structures (CNEFS)
- Nuclear Reactor Program (NRP)
- Golden Leaf Biomanufacturing Training and Education Center (BTEC)
- NEXT Generation IT Systems (ITng)

The Committee also approved the 2016-2017 salary ranges for all Tier II Senior Academic and Administrative Officers.

Finally, the Committee received an update from Provost Arden including the merging and renaming of departments in the College of Agriculture and Life Sciences as a part of the College’s restructuring. The Committee was also informed of a new interdisciplinary graduate certificate in Nuclear Nonproliferation Science and Policy as well as two new dual degree programs between the Poole College of Management and universities in China and Spain.

With no further business in open session, Mr. Jenkins made the motion, seconded by Mr. Clark, at 2:15 p.m., to go into closed session to consult with our attorney in order to preserve the attorney-client privilege regarding the federal lawsuit titled Grace Christian Life v. Woodson, et al. and to prevent the premature disclosure of an honorary award. The motion passed.

Reconvene in Open Session

With no further business in open session, Chair Owens adjourned the meeting at 2:45 p.m.

Respectfully submitted,

______________________________  _____________________
Assistant Secretary              Secretary

Approved:

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

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

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

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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.
Appendix 1

NC State Board of Trustees’ Delegations of Authority, Assignments and Guidelines

I. Audit, Risk Management and Finance Committee Delegated Authority and Assignments
   a. Audit
      i. Provide oversight of the internal audit function.
      ii. Review and approve the annual internal audit plan at the beginning of the audit cycle.
      iii. Receive quarterly activity reports from the internal auditor.
      iv. Receive direct verbal and/or written reports from the university’s internal auditor regarding
          out of the ordinary reviews and findings that may involve senior level university employees,
          trustees or affiliates.
      v. Review a comparison of the annual internal audit plan to the actual internal audits performed.
      vi. Provide oversight of the annual financial statement audit.
      vii. Assure that the university is performing self-assessments of operating risks and evaluations
           of internal controls on a regular basis.
      viii. Meet with representatives of the State Auditor’s Office to review the annual state auditor’s
           report and the university’s corrective action, if any.
   b. Finance
      i. Advise the Chancellor with respect to the development of budget estimates for the university,
         and with respect to the execution and administration of the budget as approved by the General
         Assembly and the Board of Governors.
   cc. Risk Management
      i. Provide oversight of the risk management and compliance functions.
      ii. Receive annual reports on risk management, compliance and legal issues.
   c. Planning
   d. Policy Development
      i. Recommend to the Board of Trustees for approval policies regarding the preservation,
         maintenance and management of institutional trust funds.
ii. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the maintenance of campus security.

II. Buildings and Property Committee Delegated Authority and Assignments

a. Buildings and Real Property
   i. Maintain a master plan for the physical development of the university.
   ii. Select architects or engineers for buildings and improvements requiring such professional services.
   iii. Select construction managers at risk for buildings and improvements requiring such professional services.
   iv. Approve building sites.
   v. Approve plans and specifications.
   vi. Accept all completed buildings and projects.
   vii. Approve all proposals involving acquisition or disposition of any interest in real property and for which authority has not been delegated to the chancellor, provided that if the proposal involves an interest in real property valued at $50,000 or more, the matter shall be recommended by the committee to the Board of Trustees for its approval and forwarding to the Board of Governors.

b. Policy Development
   i. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies applicable to the control, operation and supervision of buildings and property pursuant to applicable provisions of State law and policies of the Board of Governors.
   ii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval changes to campus parking and traffic policies.

III. Executive Committee Delegated Authority and Assignments

a. Act for the full Board of Trustees between meetings with the responsibility to report on its actions at the next Board meeting.

b. Review and take final action on proposed contracts of $10,000 or more that may constitute a potential conflict of interest under the Dual Memberships and Conflicts of Interest Policy of the Board of Governors, UNC Policy 200.1.
c. Review and make recommended findings to the Board of Trustees regarding allegations of violation of UNC Policy 200.1.

d. If a member of the Executive Committee has a substantial interest in an entity that is intending to contract with the university, as defined in UNC Policy 200.1, the Chair of the Board of Trustees may assign the matter to another standing committee of the Board of Trustees or appoint an ad hoc committee of no less than three members of the Board of Trustees to handle the matter. If the Chair of the Board of Trustees has a substantial interest or is alleged to have violated UNC Policy 200.1, the First Vice Chair of the Board of Trustees will assign or appoint the committee.

e. Serve as the Compensation Committee of the Board of Trustees

IV. University Advancement Committee Delegated Authority and Assignments

a. Development and Advancement Activities

i. Approve all university fundraising campaigns.

ii. Advise the chancellor and vice chancellor for university advancement on the formation of campaign steering committees.

iii. Advise the chancellor and vice chancellor for university advancement on the priority, timing, direction, funding and management of capital and other fundraising campaigns.

iv. Recommend to the Board of Trustees for approval the naming of all facilities and programs, owned, operated or controlled by the university.

v. Advise the chancellor in all areas pertaining to development, advancement services, university communications and alumni relations.

vi. Receive nominations for the Watauga Medals and recommend nominees for approval to the Board of Trustees.

vii. Receive regular reports on University Communications and NC State Alumni Association activities and initiatives.

b. External Affairs

iii. Receive regular reports on the activities of the state legislature.

b. Policy Development

i. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the relationship between the university and its affiliated foundations and the coordination of all fundraising activities intended to benefit the university.
ii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies including but not limited to such matters as the conduct of fundraising campaigns, and the use and application of privately donated funds for any activity whose sponsorship may implicate or obligate the university.

iii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies regarding fundraising activities intended to benefit the Endowment Fund and various affiliated foundations.

iv. Recommend naming guidelines for endowed funds, and facilities and programs funded in whole or in part by private monies.

v. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies regarding the awarding of the Watauga Medal.

V. University Affairs Committee Delegated Authority and Assignments

a. EHRA Personnel - on the recommendation of the chancellor

i. Fix the non-salary compensation of all employees other than Vice Chancellors who are exempt from the State Human Resources Act in accordance with UNC Policy 300.2.14.

ii. Establish salary ranges, based on available relevant market data for deans and other senior academic and administrative officers that are not established by UNC General Administration.

iii. Recommend any salary increase for an EHRA employee that requires approval by the Board of Governors <link>.

iv. Review and approve any administrative separation or retreat rights subject to Board of Trustees approval under UNC Policy 300.1.6[R] and NC State POL 05.15.01. “Retreat rights” are those conditions of employment that would apply should the administrator leave his/her administrative position.

v Confer permanent tenure consistent with NCSU POL.05.20.01 - Appointment, Reappointment, Promotion and Permanent Tenure.

vi. Designate particular Distinguished Professorships, including Distinguished Scholar, and Distinguished Fellow, as time limited pursuant to UNC Policy 600.2.3.

viii. Confer emeritus status to an individual with an SAAO Tier I appointment at retirement.

viii. Appoint or extend the contract of the athletic director and head coaches with employment contracts in accordance with UNC Policy 1100.3. Recommend contracts for Board of Governors’ approval in circumstances where the proposed contract terms require such approval under UNC Policy 1100.3.
b. Employee Appeals

i. Discharge and Suspensions of Employees.

1. In a manner consistent with the Board of Trustees’ Policies and Procedures, with applicable policies of the Board of Governors, and with State law, hear appeals of discharged or suspended employees from actions taken by the chancellor when the applicable policies allow such appeals.

ii. Disposition of Employee Grievances.

1. Hear and render a decision on appeals in UNC Code Section 607 grievances, where neither the relevant administrative respondent nor the chancellor made an adjustment recommended by the grievance committee in favor of the grievant.

c. Academic Programs

i. Review academic degree proposals requiring approval by the Board of Governors or UNC General Administration (including new degree programs, distance education delivery versions of approved academic programs, new distance education sites, discontinuation of degrees, and changes in degree program titles) and, upon the recommendation of the chancellor, to recommend such programs and proposals to the Board of Trustees.

ii. Receive notification on behalf of the Board of Trustees of other academic program proposals (including new certificates, concentrations and minors).

d. Student Affairs

i. Upon the recommendation of the chancellor, review and recommend to the Board of Trustees the approval of campus initiated tuition increases and the approval of student fees (proposed new fees as well as adjustments to existing fees).

e. Honorary Degrees, Awards and Distinctions

i. Receive and review nominations for Honorary Degrees and Holladay Medals and recommend nominees for approval to the Board of Trustees.

ii. Provide advice in the chancellor’s selection of a Commencement speaker.

f. Planning

i. Review and recommend to the Board of Trustees for approval changes in the university’s mission statement.

ii. Advise the chancellor on the development of plans to carry out the university’s mission.
iii. Review and approve the establishment and continuation of Centers and Institutes as required by UNC Policy 400.5[R].

g. Policy Development

i. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval personnel policies not otherwise prescribed by State law, the UNC Code or policies of the Board of Governors, for personnel in all categories of university employment.

ii. Recommend to the Board of Trustees for approval policies regarding the collection of tuition, fees and other monies to be collected from students, as approved by the Board of Governors.

iii. Recommend to the Board of Trustees for approval policies regarding acceptance of cash obligations in lieu of cash from students in payment of tuition and fees; and requirements for collateral security.

iv. Recommend to the Board of Trustees for approval policies for administration of scholarships and other financial aid to students.

v. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the provision of student services and activities, including student government and intercollegiate athletics, subject to general provisions as may be prescribed by the Board of Governors.

vi. Upon recommendation of the Chancellor, recommend to the Board of Trustees for approval policies related to centers and institutes.

h. Responsibilities

i. Receive and hear reports at committee meetings from the Chair of the Faculty Senate, the Chair of the Staff Senate, and the Student Body President.

VI. Nominations Committee Guidelines

a. Select one or more nominees for Chair from Board of Trustee members in their second consecutive (and last) term of appointment.

b. Where possible, ensure that each nominee for Chair corresponds to the guideline of limited continuity of leadership: a term as Chair of at least two years. A Chair who is serving a second consecutive year as Chair is ineligible for reappointment as Chair until one year has elapsed from the end of the second consecutive year of service.

VII. Chancellor Delegated Authority

a. EHRA Personnel - which may be further delegated to permanent designees
i. Take final action on all EHRA personnel actions, except those contained in UNC Policy 600.3.4 and UNC Policy 1100.3 which are retained by the Board of Trustees.

ii. Approve EHRA salary increases as authorized by UNC Policy 200.6, section I.A.(4) and as further sub-delegated as follows:

   a) A temporary salary stipend or supplement with a specified end date that does not exceed 25% and $25,000 of cumulative salary adjustments fiscal year to-date based on the employee’s June 30 salary, up to 12-months in duration; and

   b) A temporary salary stipend or supplement without a specified end date that does not exceed 20% and $15,000 of cumulative salary adjustments fiscal year to-date based on the employee’s June 30 salary; and

   c) A permanent base salary adjustment that does not exceed 20% and $15,000 of cumulative salary adjustments fiscal year to-date based on the employee’s June 30 salary

b. Student Matters - which may be further delegated

i. Determine, after consultation with the faculty, whether an individual student shall be entitled to receipt of a particular degree.

ii. Establish admission policies and resolve individual admission questions for all schools and divisions within the university.

iii. Collect from each student, at the beginning of the semester or term, such tuition, fees and other amounts necessary to pay other expenses for the term, as have been approved by the Board of Governors.

iv. Require payment of such advance deposits, as such times and under such conditions, as may be required by State law or by the Board of Governors.

v. Require payment of such nonrefundable application of fees, in connection with each application for admission, as may be required by State law of by the Board of Governors.

vi. Administer scholarships and other forms of financial aid to students which are limited in their application to or are supported by North Carolina State University subject to the terms of any applicable laws and to policies of the Board of Governors.

vii. Regulate student activities including student conduct, the approval of organized, institutionally-recognized student activities and the definition of roles and functions of any
institutionally-recognized system of student self-government and student participation in the governance of any aspect of institutional programs and services.

viii. Establish and supervise the institution's program of intercollegiate athletics, subject to such policies as may be prescribed by the Board of Governors and the Board of Trustees.

ix. Maintain campus security, subject to applicable provisions of State law and such policies as may be adopted by the Board of Governors.

x. Control and supervise campus utilities and other facilities subject to applicable provisions of State law and policies of the Board of Governors.

c. Signature Authority for Contracts, Leases and Other Agreements – which may be further delegated.

i. Sign and execute agreements, contracts, leases, and other official documents (all herein referred to corporately as agreements) with institutions, agencies, corporations, partnerships, individuals and other legal entities, said agreements including all such agreements not required by law or administrative regulation to be otherwise executed.

ii. Agreements shall comply with (1) the law of North Carolina, especially North Carolina General Statutes, Chapters 143 and 146, when applicable, and (2) with The Code and with policies determined by the Board of Governors or the Board of Trustees.

d. Acquisition and Disposition of Real Property by Lease

i. Acquire or dispose of real property by lease, subject to necessary approvals from State officials and agencies, provided the interest in property does not exceed $25,000 annual rental.

ii. The Chancellor, or the Chancellor's appointed representative, is authorized, subject to any necessary approvals from State officials or agencies, to execute any lease or rental agreement for space in any building on the Centennial Campus if (a) the business terms of the agreement have been approved by the Board of Trustees or its Committee on Buildings and Property, (b) the agreement is for a period of ten years or less, and (c) the annual rental is less than $50,000.

e. Authority to Award Emeritus Status

i. Award emeritus status to Faculty and SAAO Tier II employees in accordance with applicable Board of Trustees policies governing the award of emeritus status.

f. The Use of Firearms on the University's Research Stations, Field Laboratories, Forest and Woodland Properties – which may be further delegated.

i. Establish operating procedures and to allow the use of weapons on the University's research stations, field laboratories, forest and woodland properties for the purposes of controlling animal depredation of crops and for wildlife management.
VIII. Vice Chancellor for Finance and Administration Delegated Authority

a. Purchase, Sell, Transfer or Sign Trust Fund Assets and Securities

i. Buy stocks, bonds, or other securities of corporations, firms, or individuals, of the United States Government, or of any state or political subdivision thereof.

ii. Sell, trade, assign, endorse, and deliver for transfer certificates representing stocks, bonds, or other securities of corporations, firms, or individuals, of the United States Government, or of any state or political subdivision thereof.

iii. Assign for reissue or redemption any registered obligation of any corporation, the United States Government and its instrumentalities, or of any state or political subdivision thereof, now or hereafter registered in the name of North Carolina State University at Raleigh.

b. Trademark registration and licensing program – or designee

i. Register such marks, symbols and other indicia of the University in the various states and with the U.S. Patent and Trademark Office as he deems appropriate.

ii. Enter into an agreement with an agent for the licensing of North Carolina State University's marks, symbols, and indicia in a manner deemed consistent with the purposes and needs of the University.

c. Internal Revenue Service Reimbursement Resolutions – or designee

i. Declare the official intent of NC State within the meaning of Section 1.150-2 of the Treasury Regulations promulgated under Section 103 of the Internal Revenue Code of 1986, as amended, evidencing NC State's intent to reimburse NC State for expenditures incurred and paid by NC State in connection with projects from the proceeds of tax exempt obligations.

d. Business Signatures – or designee

i. Establish Imprest Checking Accounts.

ii. Approve Tax Related Documents necessary for the University.

iii. Approve Trust Fund Authorities and Related Changes.

iv. Approve University Receipt Centers.
Appendix 1

NC State Board of Trustees' Delegations of Authority, Assignments and Guidelines

I. Audit, Risk Management and Finance Committee Delegated Authority and Assignments

a. Audit

i. Provide oversight of the internal audit function.

ii. Review and approve the annual internal audit plan at the beginning of the audit cycle.

iii. Receive quarterly activity reports from the internal auditor.

iv. Receive direct verbal and/or written reports from the university’s internal auditor regarding out of the ordinary reviews and findings that may involve senior level university employees, trustees or affiliates.

v. Review a comparison of the annual internal audit plan to the actual internal audits performed.

vi. Provide oversight of the annual financial statement audit.

vii. Assure that the university is performing self-assessments of operating risks and evaluations of internal controls on a regular basis.

viii. Meet with representatives of the State Auditor’s Office to review the annual state auditor’s report and the university’s corrective action, if any.

ix. Review audit reports of University-associated entities.

b. Finance

i. Advise the Chancellor with respect to the development of budget estimates for the university, and with respect to the execution and administration of the budget as approved by the General Assembly and the Board of Governors.

c. Risk Management

i. Provide oversight of the risk management and compliance functions.

ii. Receive annual reports on risk management, compliance and legal issues.

d. Planning

d. Policy Development

i. Recommend to the Board of Trustees for approval policies regarding the preservation, maintenance and management of institutional trust funds.

Page 1
ii. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the maintenance of campus security.

**II. Buildings and Property Committee Delegated Authority and Assignments**

a. Buildings and Real Property

i. Maintain a master plan for the physical development of the university.

ii. Select architects or engineers for buildings and improvements requiring such professional services.

iii. Select construction managers at risk for buildings and improvements requiring such professional services.

iv. Approve building sites.

v. Approve plans and specifications.

vi. Accept all completed buildings and projects.

vii. Approve all proposals involving acquisition or disposition of any interest in real property and for which authority has not been delegated to the chancellor, provided that if the proposal involves an interest in real property valued at $50,000 or more, the matter shall be recommended by the committee to the Board of Trustees for its approval and forwarding to the Board of Governors.

b. Policy Development

i. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies applicable to the control, operation and supervision of buildings and property pursuant to applicable provisions of State law and policies of the Board of Governors.

ii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval changes to campus parking and traffic policies.

**III. Executive Committee Delegated Authority and Assignments**

a. Act for the full Board of Trustees between meetings with the responsibility to report on its actions at the next Board meeting.

b. Review and take final action on proposed contracts of $10,000 or more that may constitute a potential conflict of interest under the Dual Memberships and Conflicts of Interest Policy of the Board of Governors, UNC Policy 200.1.
c. Review and make recommended findings to the Board of Trustees regarding allegations of violation of UNC Policy 200.1.

d. If a member of the Executive Committee has a substantial interest in an entity that is intending to contract with the university, as defined in UNC Policy 200.1, the Chair of the Board of Trustees may assign the matter to another standing committee of the Board of Trustees or appoint an ad hoc committee of no less than three members of the Board of Trustees to handle the matter. If the Chair of the Board of Trustees has a substantial interest or is alleged to have violated UNC Policy 200.1, the First Vice Chair of the Board of Trustees will assign or appoint the committee.

e. Serve as the Compensation Committee of the Board of Trustees

IV. University Advancement Committee Delegated Authority and Assignments

a. Development and Advancement Activities

i. Approve all university fundraising campaigns.

ii. Advise the chancellor and vice chancellor for university advancement on the formation of campaign steering committees.

iii. Advise the chancellor and vice chancellor for university advancement on the priority, timing, direction, funding and management of capital and other fundraising campaigns.

iv. Recommend to the Board of Trustees for approval the naming of all facilities and programs, owned, operated or controlled by the university.

v. Advise the chancellor in all areas pertaining to development, advancement services, university communications and alumni relations.

vi. Receive nominations for the Watauga Medals and recommend nominees for approval to the Board of Trustees.

vii. Receive regular reports on University Communications and NC State Alumni Association activities and initiatives.

b. External Affairs

iii. Receive regular reports on the activities of the state legislature.

b. Policy Development

i. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the relationship between the university and its affiliated foundations and the coordination of all fundraising activities intended to benefit the university.
ii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies including but not limited to such matters as the conduct of fundraising campaigns, and the use and application of privately donated funds for any activity whose sponsorship may implicate or obligate the university.

iii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies regarding fundraising activities intended to benefit the Endowment Fund and various affiliated foundations.

iv. Recommend naming guidelines for endowed funds, and facilities and programs funded in whole or in part by private monies.

v. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies regarding the awarding of the Watauga Medal.

V. University Affairs Committee Delegated Authority and Assignments

a. EHRAPA Personnel - on the recommendation of the chancellor

i. Fix the non-salary compensation of all employees other than Vice Chancellors who are exempt from the State Personnel Human Resources Act in accordance with UNC Policy 300.2.14.

ii. Establish salary ranges, based on available relevant market data for deans and other senior academic and administrative officers that are not established by UNC General Administration.

iii. Recommend for Board of Governors' approval any salary increase for an EHRAPA employee that requires approval by the Board of Governors, exceeds the established salary range or results in a salary that is at least 15% and at least $10,000 above the previous June 30th salary.

iv. Review and approve any administrative separation or reappoint rights subject to Board of Trustees approval under UNC Policy 300.1.6[R] and NC State POL 05.15.01. “Retreat rights” are those conditions of employment that would apply should the administrator leave his/her administrative position.

vi. Confer permanent tenure consistent with NCSU POL 05.20.01 - Appointment, Reappointment, Promotion and Permanent Tenure

vii. Designate particular Distinguished Professorships, including Distinguished Scholar, and Distinguished Fellow, as time limited pursuant to UNC Policy 600.2.3.

viii. Confer emeritus status to an individual with an SAAO Tier I appointment at retirement.

viii. Appoint or extend the contract of the athletic director and head coaches with employment contracts in accordance with UNC Policy 1100.3. Recommend contracts for Board of Governors' approval in circumstances where the proposed contract terms require such approval under UNC Policy 1100.3.
b. Employee Appeals

i. Discharge and Suspensions of Employees.

1. In a manner consistent with the Board of Trustees’ Policies and Procedures, with applicable policies of the Board of Governors, and with State law, hear appeals of discharged or suspended employees from actions taken by the chancellor when the applicable policies allow such appeals.

ii. Disposition of Employee Grievances.

1. Hear and render a decision on appeals in UNC Code Section 607 grievances, where neither the relevant administrative respondent nor the chancellor made an adjustment recommended by the grievance committee in favor of the grievant.

c. Academic Programs

i. Review academic degree proposals requiring approval by the Board of Governors or UNC General Administration (including new degree programs, distance education delivery versions of approved academic programs, new distance education sites, discontinuation of degrees, and changes in degree program titles) and, upon the recommendation of the chancellor, to recommend such programs and proposals to the Board of Trustees.

ii. Receive notification on behalf of the Board of Trustees of other academic program proposals (including new certificates, concentrations and minors).

d. Student Affairs

i. Upon the recommendation of the chancellor, review and recommend to the Board of Trustees the approval of campus initiated tuition increases and the approval of student fees (proposed new fees as well as adjustments to existing fees).

e. Honorary Degrees, Awards and Distinctions

i. Receive and review nominations for Honorary Degrees and Holladay Medals and recommend nominees for approval to the Board of Trustees.

ii. Provide advice in the chancellor’s selection of a Commencement speaker.

f. Planning

i. Review and recommend to the Board of Trustees for approval changes in the university’s mission statement.

ii. Advise the chancellor on the development of plans to carry out the university’s mission.
III. Review and approve the establishment and continuation of Centers and Institutes as required by UNC Policy 400.5[R].

G. Policy Development

I. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval personnel policies not otherwise prescribed by State law, the UNC Code or policies of the Board of Governors, for personnel in all categories of university employment.

II. Recommend to the Board of Trustees for approval policies regarding the collection of tuition, fees and other monies to be collected from students, as approved by the Board of Governors.

III. Recommend to the Board of Trustees for approval policies regarding acceptance of cash obligations in lieu of cash from students in payment of tuition and fees; and requirements for collateral security.

IV. Recommend to the Board of Trustees for approval policies for administration of scholarships and other financial aid to students.

V. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the provision of student services and activities, including student government and intercollegiate athletics, subject to general provisions as may be prescribed by the Board of Governors.

VI. Upon recommendation of the Chancellor, recommend to the Board of Trustees for approval policies related to centers and institutes.

H. Responsibilities

I. Receive and hear reports at committee meetings from the Chair of the Faculty Senate, the Chair of the Staff Senate, and the Student Body President.

VI. Nominations Committee Guidelines

A. Select one or more nominees for Chair from Board of Trustee members in their second consecutive (and last) term of appointment.

B. Where possible, ensure that each nominee for Chair corresponds to the guideline of limited continuity of leadership: a term as Chair of at least two years. A Chair who is serving a second consecutive year as Chair is ineligible for reappointment as Chair until one year has elapsed from the end of the second consecutive year of service.

VII. Chancellor Delegated Authority

A. EPAHRA Personnel - which may be further delegated to permanent designees
i. Take final action on all EPA/FHRA personnel actions, except those contained in UNC Policy 600.3.4C(4) and UNC Policy 1100.3 which are retained by the Board of Trustees.

ii. Approve FHRA salary increases as authorized by UNC Policy 200.6, section I.A.(d) and as further sub-delegated as follows:

   a) A temporary salary stipend or supplement with a specified end date that does not exceed 25% and $25,000 of cumulative salary adjustments fiscal year-to-date based on the employee's June 30 salary, up to 12-months in duration; and

   b) A temporary salary stipend or supplement without a specified end date that does not exceed 20% and $15,000 of cumulative salary adjustments fiscal year-to-date based on the employee's June 30 salary; and

   c) A permanent base salary adjustment that does not exceed 20% and $15,000 of cumulative salary adjustments fiscal year-to-date based on the employee's June 30 salary.

b. Student Matters - which may be further delegated

i. Determine, after consultation with the faculty, whether an individual student shall be entitled to receipt of a particular degree.

ii. Establish admission policies and resolve individual admission questions for all schools and divisions within the university.

iii. Collect from each student, at the beginning of the semester or term, such tuition, fees and other amounts necessary to pay other expenses for the term, as have been approved by the Board of Governors.

iv. Require payment of such advance deposits, as such times and under such conditions, as may be required by State law or by the Board of Governors.

v. Require payment of such nonrefundable application of fees, in connection with each application for admission, as may be required by State law of by the Board of Governors.

vi. Administer scholarships and other forms of financial aid to students which are limited in their application to or are supported by North Carolina State University subject to the terms of any applicable laws and to policies of the Board of Governors.

vii. Regulate student activities including student conduct, the approval of organized, institutionally-recognized student activities and the definition of roles and functions of any...
institutionally-recognized system of student self-government and student participation in the governance of any aspect of institutional programs and services.

viii. Establish and supervise the institution's program of intercollegiate athletics, subject to such policies as may be prescribed by the Board of Governors and the Board of Trustees.

ix. Maintain campus security, subject to applicable provisions of State law and such policies as may be adopted by the Board of Governors.

x. Control and supervise campus utilities and other facilities subject to applicable provisions of State law and policies of the Board of Governors.

c. Signature Authority for Contracts, Leases and Other Agreements – which may be further delegated.

i. Sign and execute agreements, contracts, leases, and other official documents (all herein referred to corporately as agreements) with institutions, agencies, corporations, partnerships, individuals and other legal entities, said agreements including all such agreements not required by law or administrative regulation to be otherwise executed.

ii. Agreements shall comply with (1) the law of North Carolina, especially North Carolina General Statutes, Chapters 143 and 146, when applicable, and (2) with The Code and with policies determined by the Board of Governors or the Board of Trustees.

d. Acquisition and Disposition of Real Property by Lease

i. Acquire or dispose of real property by lease, subject to necessary approvals from State officials and agencies, provided the interest in property does not exceed $25,000 annual rental.

ii. The Chancellor, or the Chancellor's appointed representative, is authorized, subject to any necessary approvals from State officials or agencies, to execute any lease or rental agreement for space in any building on the Centennial Campus if (a) the business terms of the agreement have been approved by the Board of Trustees or its Committee on Buildings and Property, (b) the agreement is for a period of ten years or less, and (c) the annual rental is less than $50,000.

e. Authority to Award Emeritus Status

i. Award emeritus status to Faculty and SAAO Tier II employees in accordance with applicable Board of Trustees policies governing the award of emeritus status.

f. The Use of Firearms on the University's Research Stations, Field Laboratories, Forest and Woodland Properties – which may be further delegated.

i. Establish operating procedures and to allow the use of weapons on the University's research stations, field laboratories, forest and woodland properties for the purposes of controlling animal depredation of crops and for wildlife management.
VIII. Vice Chancellor for Business Finance and Finance Administration Delegated Authority

a. Purchase, Sell, Transfer or Sign Trust Fund Assets and Securities

i. Buy stocks, bonds, or other securities of corporations, firms, or individuals, of the United States Government, or of any state or political subdivision thereof.

ii. Sell, trade, assign, endorse, and deliver for transfer certificates representing stocks, bonds, or other securities of corporations, firms, or individuals, of the United States Government, or of any state or political subdivision thereof.

iii. Assign for reissue or redemption any registered obligation of any corporation, the United States Government and its instrumentalities, or of any state or political subdivision thereof, now or hereafter registered in the name of North Carolina State University at Raleigh.

b. Trademark registration and licensing program – or designee

i. Register such marks, symbols and other indicia of the University in the various states and with the U.S. Patent and Trademark Office as he deems appropriate.

ii. Enter into an agreement with an agent for the licensing of North Carolina State University’s marks, symbols, and indicia in a manner deemed consistent with the purposes and needs of the University.

c. Internal Revenue Service Reimbursement Resolutions – or designee

i. Declare the official intent of NC State within the meaning of Section 1.150-2 of the Treasury Regulations promulgated under Section 103 of the Internal Revenue Code of 1986, as amended, evidencing NC State's intent to reimburse NC State for expenditures incurred and paid by NC State in connection with projects from the proceeds of tax exempt obligations.

d. Business Signatures – or designee

i. Establish Imprest Checking Accounts.

ii. Approve Tax Related Documents necessary for the University.

iii. Approve Trust Fund Authorities and Related Changes.

iv. Approve University Receipt Centers.
### Agenda

**UNC General Administration**

**Salary Pre-Authorization Requirements for Employees Exempt from the State Human Resources Act**

**Revised September 2, 2016**

<table>
<thead>
<tr>
<th>Salary Increase/Adjustment Type</th>
<th>BOT or Chancellor*</th>
<th>President**</th>
<th>BOG Committee on Personnel &amp; Tenure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion resulting from internally-posted competitive event or waiver of recruitment</td>
<td>Not to exceed 20% and $15,000 of cumulative salary adjustments fiscal year to-date</td>
<td>Not to exceed 25% and $25,000 of cumulative salary adjustments fiscal year to-date</td>
<td>All Other</td>
</tr>
<tr>
<td>Promotion resulting from externally-posted competitive event</td>
<td>Not to exceed 20% and $15,000 of cumulative salary adjustments fiscal year to-date</td>
<td>All Other</td>
<td>None</td>
</tr>
<tr>
<td>Faculty rank promotion</td>
<td>Not to exceed 20% and $15,000 of cumulative salary adjustments fiscal year to-date</td>
<td>All Other</td>
<td>None</td>
</tr>
<tr>
<td>Permanent base salary adjustment for retention of an employee actively under recruitment or in receipt of an offer</td>
<td>Not to exceed 20% and $15,000 of cumulative salary adjustments fiscal year to-date</td>
<td>Not to exceed 30% of cumulative salary adjustments fiscal year to-date and any amount if approved for funding by the Faculty Recruitment and Retention Fund</td>
<td>All Other</td>
</tr>
<tr>
<td>All other permanent base salary adjustments (e.g., reclassification, permanent additional duties, equity, labor market, etc.)***</td>
<td>Not to exceed 20% and $15,000 of cumulative salary adjustments fiscal year to-date</td>
<td>Not to exceed 25% and $25,000 of cumulative salary adjustments fiscal year to-date</td>
<td>All Other</td>
</tr>
<tr>
<td>Salary supplement with no specific end date for department chair appointment, faculty center director appointment, faculty administrative rank, and named or distinguished professorship</td>
<td>Not to exceed 20% and $15,000 of cumulative salary adjustments fiscal year to-date</td>
<td>Not to exceed 25% and $25,000 of cumulative salary adjustments fiscal year to-date</td>
<td>All Other</td>
</tr>
<tr>
<td>All other temporary salary adjustments/supplements with a specific projected end date (e.g., interim/acting appointment, temporary additional duties, etc.)</td>
<td>Not to exceed 25% and $25,000 of cumulative salary adjustments fiscal year to-date up to 12 months in duration</td>
<td>Not to exceed 30% of cumulative salary adjustments fiscal year to-date and 13 months in duration</td>
<td>All Other</td>
</tr>
</tbody>
</table>

**Footnotes:**

* BOT may delegate all or a part of this authority to the Chancellor; the Chancellor in turn may authorize the executive vice chancellor, provost, chief financial officer/chief business officer, chief and deputy chief human resources officer, or other senior officer with responsibility for campus-wide faculty human resources actions.

** Authorized designees of the President include the SVP for Academic Affairs, the SVP and COO, the VP for HR, and the Chief Classification & Compensation Administrator.

*** Federally-mandated prevailing wage decisions are excluded from the BOG salary increase process; campuses are delegated full authority to respond to such situations.

**Additional Notes:**
1) For fiscal year 2016-2017, please remember that the "June 30 salary" should include the 1.5% across-the-board Legislative Increase that was effective July 1.
2) For campus without management flexibility, all Tier I SAAO salary actions require the endorsement of the Board of Trustees and pre-approval by the President.
3) Boards of Trustees may not further delegate pre-approval of salary actions for Tier I SAAO employees such as the Provost, Vice Chancellors, and Deans.
MEMORANDUM

July 21, 2016

TO: Chief Executive Officers of Atlantic Coast Conference Member Institutions

FROM: John D. Swofford
Commissioner

SUBJECT: 2016-17 ACC Governing Board Certification Form

Please find attached a copy of the 2016-17 Atlantic Coast Conference Governing Board Certification form. The form is to be completed annually by the Chair of the Governing Board in order for a member institution to enter a team or individual competitors in an ACC Championship as indicated in Article XI, Section XI-2 of the ACC Bylaws.

Please review this policy with your Governing Board and return the signed form to me at the Conference office by October 21, 2016.

Thank you and best regards.

Attachment

JDS/BH:th

cc Faculty Athletics Representatives
Athletics Directors
Compliance Directors
Atlantic Coast Conference

Governing Board Certification Form
Academic Year 2016-17

As Chairman of the Governing Board at *North Carolina State University*, I attest that:

1) Responsibility for the administration of the athletics program has been delegated to the Chief Executive Officer of the Institution.

2) The Chief Executive Officer has the mandate and support of the board to operate a program of integrity in full compliance with NCAA, Conference and all other relevant rules and regulations.

3) The Chief Executive Officer, in consultation with the Faculty Athletics Representative and the Athletics Director, determines how the institutional vote shall be cast on issues of athletics policy presented to the NCAA and the Conference.

Date Presented to the Governing Board: ________________________

Signed: __________________________________________________
(Chairman of the Governing Board)

Signed: __________________________________________________
(CEO of Member Institution)

Please return completed form before **October 21, 2016** to:

*Commissioner John D. Swofford*
*Atlantic Coast Conference*
*4512 Weybridge Lane*
*Greensboro, NC 27407*
2016-17 Board of Visitors New Appointments

W. Dwight Armstrong

Dwight Armstrong earned a bachelor’s degree in Agriculture from Murray State University and master’s and doctoral degrees from Purdue University in Animal Science. He served on the faculty at NC State in the Animal Science Department from 1975-1982. Dr. Armstrong built a career in the swine nutrition area beginning at Akey, Inc., in Lewisburg, Ohio, where he served as Director of Nutrition, Director of Sales and, finally, President. In 2000, the company was sold to Provimi, located in the Netherlands. There, Armstrong served as CEO of North American Nutrition Companies, Director of the Americas and Global Group Vice President. In 2008, he retired from Provimi to start his own consulting business in the animal nutrition and agribusiness areas which he continues today. In 2009, Dwight joined the National FFA Organization as Chief Operating Officer and was later named Chief Executive Officer of both the National FFA Organization and the National FFA Foundation where he served until his retirement in June 2016.

Brenda Brickhouse

Brenda Brickhouse earned a bachelor’s degree in Forestry in 1980 and a master’s degree in Public Affairs, Public Administration in 1988, both from NC State. She currently serves as Vice President of Environmental and Energy Policy and Chief Sustainability Officer, Tennessee Valley Authority, in Chattanooga, TN. Prior to working at TVA, she served in several capacities with Progress Energy and CP&L.

Over 25 years, Brenda has served in a variety of roles at NC State including serving as President of the NC Forestry Foundation and the NC State Natural Resources Foundation. She worked on the committee that developed a new business model for the Hofmann Forest, led the effort to merge the Forestry and Pulp and Paper Foundation supporting the college, and served on the most recent Dean Search Committee. She has worked collaboratively with faculty, administration, staff, and volunteers. Brenda has a 37-year career in industry that has both informed and influenced her work for NC State through considerable experience in business and organization development and external relations including regulatory and other government agencies, communities, stakeholders, and customers.

Erik Dixon

Erik Dixon, Vice President of Engineering at Broadcom Limited, has nearly three decades of business and product development experience in the networking equipment industry, both with end product and software/semiconductor technology. He has spent recent years running global software engineering operations as well as being the General Manager of a software and wireless LAN business as part of Broadcom’s Infrastructure and Networking Group. He joined Broadcom in 2007 after engineering their successful acquisition of LVL7 Systems, Inc. As a LVL7 founder, Vice President of Business Development, Vice President of Sales, and ultimately Chief Executive Officer, he performed multiple roles, including: establishing the strategic objectives and company vision, raising capital, and creating a global sales operation. Prior to LVL7, Mr. Dixon was responsible for engineering IBM Corporation's networking edge product line.

Erik holds a bachelor’s degree in Mechanical Engineering from NC State (1988), and a master’s degree from Kenan-Flagler Business School, both earned with honors.
General Raymond T. Odierno, US Army, Retired

General Odierno earned his master’s degree in nuclear engineering in 1986 from North Carolina State University. He is also a graduate of the United States Military Academy at West Point, Army War College and Naval War College. He was Chief of Staff of the U.S. Army from 2011 to 2015. During more than 38 years of service, he has commanded units at every echelon, from platoon to theater, with duty in Germany, Albania, Kuwait, Iraq, and the United States. After his assignments with U.S. Army Europe and at Fort Bragg, NC, Odierno served as a commander during deployment for Operations Desert Shield and Desert Storm. He later served as a commander during Operation Iraqi Freedom and in subsequent operations in Iraq. Other significant assignments include: Arms Control Officer, Office of the Secretary of Defense; Chief of Staff, V Corps; Assistant Division Commander (Support), 1st Armored Division; Deputy Commanding General, Task Force Hawk, Albania; Director of Force Management, Office of the Deputy Chief of Staff for Operations and Plans; and Assistant to the Chairman of the Joint Chiefs of Staff. He retired from the Army in 2015. He is currently owner and President of Odierno Associates, LLC.

Danny Peebles

Danny Peebles has bachelor’s degrees in both Accounting and Business Management from NC State’s Poole College of Management. He is an executive sales leader specializing in strategic and consultative sales processes. He is currently the Business Development Director with InfoPro Learning, Inc. Prior to working at InfoPro, he held various positions with Xerox, IBM, GP Strategies Corp., and SAP.

Danny played football and ran track at NC State. He was a two-time ACC Track and Field Championship’s Most Outstanding Performer (1985, ‘86) and was the winner of the Kennett Award as NC State’s top male athlete in 1989. He caught 65 passes for 1,086 yards during his NC State football career. On the track, he was a nine-time All-American, a nine-time ACC champion, and a four-time All-American in the 4x100 relay and 200 meters. In 2014, he was inducted into the NC State Hall of Fame. He was a second-round draft pick of the Tampa Bay Buccaneers in the 1989 NFL draft. He played three NFL seasons until an injury ended his career.
New Academic Year
It was a record-setting year for NC State as the number of applications submitted jumped nearly 25 percent to an all-time-high of 26,000. We admitted 43.7 percent of this year’s freshman applicants. The Class of 2020 represents all 100 North Carolina counties, all 50 states, and 70 countries from around the world. The Graduate School has 2,659 new students. That includes: 2,025 new master’s students, 523 new doctoral students and 111 certificate students.

Packapalooza
NC State’s signature welcome-back week event – Packapalooza – now in its fifth year, was a huge success. The event drew 75,000 people, all enjoying musical performances, vendors, artists, and street performers.

Plant Sciences Initiative’s Boost from the Golden LEAF Foundation
The Golden LEAF Foundation has awarded NC State with a $45 million grant to help fund and support the new research facility for the North Carolina Plant Sciences Initiative. This marks the largest donation to date for the College of Agriculture and Life Sciences and ranks among the top donations to the university. The Golden LEAF Foundation’s grant alongside $9 million additionally contributed by 42 different agricultural groups across the state and the $85 million approved by voters through the Connect NC Bond have allowed the project to move forward.

Scholarly Research Ranking
The magazine Nature recently released their rankings of scholarly output of universities and research institutions and placed NC State at #31 in the world and #3 in North America. The publication noted NC State’s large increase in the number of contributions to noted journals.

NCSU Alumni Win World Food Prize
Two NC State alumni are winners of the 2016 World Food Prize, one of the most impressive and sought after international awards in agriculture. Maria Andrade and Robert Mwanga, who received Ph.D.’s in horticultural science from NC State, were two of the four recipients. The pair work on breeding orange-fleshed sweet potato varieties resistant to pests, drought and heat – all qualities designed to improve crop growth in sub-Saharan Africa.

NC State’s Creative Writers Honored
NC State faculty, students, and alumni were recently recognized by the editors of the Best American Science Fiction and Fantasy series and will be published in the anthology. The works of three recent alums, a current student and a faculty member of NC State’s MFA in Creative Writing Program made the list of notable stories selected by award-winning editor John Joseph Adams and author Karen Joy Fowler.
Apple Security Vulnerabilities Discovered
A team of researchers, including those from NC State, have discovered vulnerabilities in iOS – the operating system used in Apple’s iPhone and iPad devices. William Enck, an associate professor of computer science at North Carolina State University and co-author of a paper, said they wanted to identify any potential problems before they became real-world problem. They discovered a weakness that could allow attacks through third-party apps. The researchers are working with Apple to resolve the issue.

Professor Receives National Award in Chemical Instrumentation
Kenan Distinguished Professor and the head of the UNC-NC State Joint Department of Biomedical Engineering Dr. Nancy Allbritton received the prestigious 2016 Award in Chemical Instrumentation from the American Chemical Society’s Division of Analytical Chemistry. The award honors individuals who have made significant advances in the field of chemical instrumentation. Dr. Allbritton’s research focuses primarily on microdevices and pharmacoengineering, specifically in signaling in single cells and microfabricated systems for cellular analysis.

Campus Police Enlist New Recruits
University Police will begin using specially trained “person-borne” explosive detection dogs on campus, at athletic events and special events at NC State. With the addition of Labrador retrievers Reed and Ford, University Police has become the first police department in the state of North Carolina to enlist the use of person-borne explosive detection dogs. The dogs can detect the odor of explosives or gunpowder on a person as that person approaches the venue and they can then track that individual as he or she moves through the crowd.

Improving Firefighter Safety
The colleges of Textiles and Natural Resources have teamed up to try to improve the portable shelters firefighters carry when fighting wildfires. The tent-like structures are firefighters’ last defense and are only deployed when wildfires have them surrounded. The T-PACC has been testing the existing fire shelters and some new materials in a large-scale wildland fire simulator at the College of Textiles. The Center is also establishing testing protocols. The ultimate goal is to optimize the shelters’ performance and raise the probability of firefighter survival.

NC State at the Olympics
Wolfpack athletics were well represented at the Olympics in Rio de Janeiro. Swimmer Ryan Held brought home gold in the 4x100 freestyle relay. Ryan made several broadcast newscasts including the Today Show and NBC Nightly News. Also competing in the games were swimmers Anton Ispen and Soren Dahl, representing Denmark, and Simonas Bilis, representing Lithuania. Also representing NC State was senior air rifle specialist Lucas Kozeniesky of Fairfax, Virginia, the first NC State shooter to ever qualify for the U.S. Olympic shooting team.
Strategic Planning

Goal 1: Student Success

While balancing access with quality, NC State must ensure that our students make timely progress toward an NC State degree, and along the way, must provide educational opportunities that inspire them to lead, to serve, to challenge, to take responsibility, to build problem-solving skills, and to engage with complex problems.

- The competition for a spot in the freshman class this year was the most intense ever. Freshman applications have increased by 24.5 percent from last year to 26,015. NC State admitted less than half (43.7 percent) of this year’s freshmen applicants. The 4,300 incoming freshmen have an average weighted GPA of 4.49 and an average two-part SAT score of 1255. Just over 50 percent of admitted students were in the top 10% of their class. As always, diversity is a key objective in recruitment and enrollment efforts within the University, and this year’s class represents all 100 North Carolina counties, 50 states of the U.S., and 70 countries from around the world. Additionally, NC State expects to enroll about 1,245 transfer students this fall, along with 2,659 graduate students.

- NC State awarded a total of 5,598 degrees at Commencement on May 7, 2016. The degrees conferred included 64 associate’s degrees, 3,779 bachelor’s degrees, 1,467 master’s degrees, 190 doctoral degrees, and 98 Doctor of Veterinary medicine degrees. When combined with the degrees awarded in December 2015, the total degrees given by NC State in the 2015-2016 academic year reached 9,074. NC State’s retention rate is currently 92 percent, while the six-year graduation rate holds steady at 76 percent.

- NC State students have continued to impress this year, winning a number of prestigious scholarships and fellowships:
  - NC State has its first ever Churchill Scholar in Mia de los Reyes, a senior studying physics and mathematics. The scholarship covers all university and college fees, cost-of-living expenses, travel to and from the United Kingdom and other reimbursement of application fees. She plans to use the scholarship to earn a one-year master’s degree in astronomy from the University of Cambridge.
  - Five NC State students became Fulbright Scholars in April, earning grants from the prestigious program for English Teaching Assistantships and Research/Study opportunities. The 2016 winners were QuiAnne’ Holmes, Alex Starnes, Rachel Gonsalves, Danny Smyl, and Kyle Virgil.
NC State set a record this year with the number of Graduate Research Fellowships from the national Science Foundation. There were 32 NC State students who earned the prestigious fellowship for subjects ranging from genomics to engineering education to animal behavior.

Second-year College of Veterinary Medicine student Kimberly Schreiber was one of five students across the country to receive the 2nd Opportunity Summer Research Scholarship. This Scholarship supports veterinary students who have completed a summer research project and wish to conduct a second summer research project. This award offers students a $5,000 scholarship along with a $1,000 stipend to attend the 2016 National Institutes of Health Symposium.

- The Park Scholars have pledged to raise $1 million for Raleigh’s Rex Hospital by 2020, in addition to the more than $1 million already raised by the Krispy Kreme Challenge. The 15-room clinic at Rex will be renamed the Krispy Kreme Challenge Children’s Specialty Clinic.

- A group of NC State students from the College of Design won third place in Walt Disney’s Imaginations Design Competition. The challenge was to design a traveling experience that could make its way around small U.S. towns as a way to provide the magic of Disney to families unable to attend the actual parks. Kevin Lee, Emily Wise, Chandler Williams, and Simon Park created “Ostium: An Adventure Behind Every Door” which featured characters from Disney and Pixar favorites The Lion King, Frozen, Toy Story, Finding Nemo, and Monsters Inc.

- Students enrolled in Dr. Gary Blank’s Natural Resources 100 Class received the Fred Fletcher Award for Outstanding Community Service. Since 1996, this award has been given to honor citizens, non-profits, community programs and businesses for their hard work and dedication to improving their community through gardens and public parks. The 367 NC State students enrolled in the class have been involved with 16 different projects, racking up a total of 734 hours volunteered.


- Moaad Benkaraache and Tayyab Hussain, two seniors in the College of Engineering, co-founded Trakex, a startup company that was selected for a Y Combinator Fellowship. Trakex has developed an in-motion cargo dimensioning solution that could impact the trucking industry’s current pricing model. This technology has a current market opportunity of $1.8 billion.

- Recent History Alum Micah Khater received the NC Literary and Historical Association’s Hugh T. Lefler Award for her senior thesis, which was named the best undergraduate history paper in the state.
Cara Pace, an NC State rising senior, was named one of 50 New Century Farmers by the Future Farmers of America.

Ph.D. student Sumeet Mishra won a Gold Graduate Student award from the Materials Research Society for his work on integrating magnetite particles into elastic polymers to form magnetic polymer nanocomposites. The magnetic polymer nanocomposite can then be controlled and manipulated using a magnetic field, a safer and more efficient method for biomedical applications.

The Pat Tillman Foundation accepts applications from Post-9/11 military veterans and spouses nationwide before choosing up to 60 as Tillman Scholars. Amie Pflaum, a 10-year Army Aviation Corps Blackhawk helicopter pilot, was named a Tillman Scholar for 2016. During her time in the military, Pflaum was tasked with providing humanitarian assistance and medical care to communities in Central America and the Caribbean. She noticed the impact veterinary and public health services had on the health of the local population’s food sources. Amie is currently pursuing her Doctor of Veterinary Medicine degree at NC State’s College of Veterinary Medicine in the hopes of improving animal and human health in the U.S. and abroad.

Two NC State alumni are among winners of the 2016 World Food Prize, one of the most impressive and sought after international awards in agriculture. Maria Andrade and Robert Mwanga, who received Ph.D.’s in horticultural science from NC State, were two of the four recipients. Andrade and Mwanga work on breeding orange-fleshed sweet potato varieties resistant to pests, drought and heat – all qualities designed to improve crop growth in sub-Saharan Africa. The World Food Prize seeks to reward work in countering world hunger and malnutrition through biofortification. Andrade and Mwanga’s work has been recognized as the single most successful example of biofortification.

NC State announced the Backpacks to Briefcases program, funded by a grant from Duke Energy, which helps connect recent graduates with local companies that match their interests through paid internships. This helps graduates make the connections they need to succeed and increases retention of skilled graduates in our local community.

Former Wolfpack football players Jamelle Eugene and DaJuan Morgan have been working together for a few years on Gryppers, a product intended to replace full-handed gloves and athletics tape used by many football players. Unfortunately, they were not satisfied with the results, so they partnered with the College of Textile’s senior design program to get new input on their product. College of Textiles seniors Jamie McLain, Desirae Scuggs and Shannon Tart began their year-long project to improve upon Eugene and Morgan’s hard work. Scuggs and Tart have continued to work with Gryppers since graduating in May, and the company received a $50,000 grant from the NC Idea Foundation to take the product to market this summer.
Goal 2: Scholarship and Research

NC State’s research culture permeates every aspect of our essence as a university. It structures our thought, informs our teaching, and directs our engagement beyond the campus. It is the foundation on which we build an innovative learning environment that engages our faculty, undergraduates, and graduate students alike. NC State’s research quality determines our impact on the work force, on the economy, on the advance of knowledge, and on the human condition.

- Dr. Roland Kays, research associate professor in the department of Forestry and Environmental Resources, received an EAGER award from the National Science Foundation which will provide up to $300,000 for a collaborative ecology project on the effects of global warming. Dr. Kays will work alongside a professor from Duke University.

- Dr. Lee-Ann Jaykus, professor of food, bioprocessing and nutrition sciences at NC State, created a device that simulates vomiting and provided the first evidence that vomiting can aerosolize virus particles similar to human norovirus.

- Dr. Afsaneh Rabiei, a professor of mechanical and aerospace engineering, has conducted research that has found metal foams capable of shielding x-rays, gamma rays and neutron radiation. The work has promise for advancements in nuclear safety, space exploration and medical technology.

- Dr. Jason Miller found the earliest recording of Dr. Martin Luther King’s “Dream Speech” given at Booker T. Washington High School in Rocky Mount in 1962. Additionally, he has launched the website kingsfirstdream.com as a tool for researchers and students to learn more about Dr. King.

- Associate professor of entomology, Hanna Burrack, received a $6.7 million grant from the US Department of Agriculture to lead research and grower education efforts aimed at reducing spotted wing drosophila damage across North America.

- Six NC State professors were named Fulbright U.S. Scholars, including Michelle Schroeder-Moreno, Patricia Marshall, Darrell Britt, Robert Kochersberger, Lucian Lucia and Michael Bustle. Another professor, Heidi Hobbs was named a Fulbright Specialist. She will travel to the University of Economics in Bratislava, Slovakia to work with the Center for North American Studies and will teach a course. NC State is one of the nation’s leading Fulbright producers.

- Six of NC State’s bright young researchers were awarded NSF CAREER Awards. Dr. Alper Bozkurt, Dr. Chih-Hao Chang, Dr. Hsiao-Ying Huang, Dr. Brina Montoya, Dr. Brendan O’Conor, and Dr. Srikanth Patala were all recipients. The NSF CAREER Award is widely recognized as one of the most prestigious awards given to junior faculty members.
Five NC State faculty members received NSF Early Career Awards, a prestigious honor that recognizes upcoming talent and innovation. Dr. Xipeng Shen, Dr. Daryoosh Vashaee, Dr. Kristy Boyer, Dr. Rosangela Sozzani, and Dr. Ana-Maria Staicu were all recipients.

Dr. Philip Bradford is the first researcher in the College of Textiles to receive funding through the Young Investigator Research Program sponsored by the Air Force Office of Scientific Research. Dr. Bradford plans to use his YIP award of $360,000 to pursue a new method for making extremely low density foam-like materials out of carbon nanotubes.

Dr. Paul Franzon and his research team of grad students Wenxu Zhao and Kirti Bhanushali have developed a new technique that allows them to create passive radio-frequency identification tags that are 25 percent smaller than current standard size. The smaller size will cut down on production costs, making the RFID tag process less expensive and more accessible.

Dr. Chase Beisel and his research team have developed a new method for identifying PAMs specific to different CRISPR-Cas systems. CRISPR-Cas systems are widely acknowledged as the next generation of genetic tools. They function by identifying invader DNA using PAMs. PAMs are short genetic sequences adjacent to target DNA in invaders like viruses. When protein in the CRISPR-Cas system identifies a PAM, the identification prompts the protein to bind to the DNA and begin cleaving the target DNA. Dr. Beisel’s tool is called the PAM-SCANR. This technology allows for the quicker scanning and identifying of PAMs which will lead to the more efficient use of CRISPR-protein combinations.

Dr. Frances Ligler, a professor in NC State’s Biomedical Engineering Department, and Dr. Michael Daniele, an NC State professor in the Department of Electrical and Computer Engineering, will receive one of four 2015 Edison Patent Awards from the Naval Research Laboratory for their work in developing a new technique for creating blood vessels. Dr. Ligler will receive an additional Edison Award for her patent “Sheath Flow Device and Method,” a project that involves the creation and shaping of continuous fibers on the micron scale. The Edison Award is typically given to patents that have the potential to significantly benefit the people of the United States.

Dr. Jay Narayan has developed a new method for depositing diamond on the surface of cubic boron nitride, combining the two materials to form a single crystalline structure. This material has incredible potential and could be used to create high-power devices like solid state transformers as well as cutting tools and deep sea drilling equipment. Narayan’s method is more energy- and time-efficient than the other methods currently used today.
• Dr. Zhen Gu received funding from the Juvenile Diabetes Research Foundation and Sanofi to support his development of glucose responsive insulin therapies for treating insulin-dependent diabetics. Gu has worked on developing a smart insulin patch capable of identifying when an individual’s blood sugar was too high and subsequently delivering a dose of insulin. Gu’s method proved successful on mice and this funding will likely allow him to move into human trials.

• The United States Department of Energy (DOE) is providing funding for projects at nine different institutions as part of the 11th round of DOE investments in solid-state lighting core technology research and product development. The “Solid-state Lighting Advanced Technology – 2016” program has awarded participants $10.5 million in research and development funds. Each participant is also contributing funds, bringing the total public-private investment to $13.5 million. NC State will receive $583,953 from the DOE to support the research and development effort to create organic light-emitting diodes (OLEDs) on low-cost, high index corrugated substrates with a semi-random periodicity. Researchers believe this technology could increase extraction efficiency across the entire visible spectrum due to the extraction of the thin-film-guided and surface-plasmon modes. With the DOE funding, this project will only cost the university $157,000.

• Dr. Ke Cheng, associate professor of molecular biomedical sciences at NC State with a joint appointment in the NC State/UNC-Chapel Hill Department of Biomedical Engineering, led a group of researchers who investigated how therapeutic stem cells exit the bloodstream. Their investigations provides better insight into the nature of stem cells and leads to more directed questions about the spread of metastatic cancer cells through the blood stream.

• The Center for Integrated Pest Management will receive the Excellence in Regulatory Affairs and Crop Security Award from the American Phytopathological Society. This award recognizes members whose many contributions to the grand challenge areas of invasive species and crop security and acknowledges that through their collaboration and research, they have established the National Science Foundation Center for Integrated Pest Management as the most respected source of information on predicting and mitigating the risks of exotic plant pests.

• Dr. Jeni Corn, the director of evaluation programs at NC State’s Friday Institute for Education Innovation, presented the “North Carolina Digital Learning Progress Rubric: Version 2.0” at the North Carolina Technology in Education Society conference. This rubric compiled feedback from schools across the state, educational organizations, policy makers and the North Carolina Department of Public Instruction to provide districts with information and steps for implementing digital learning practices.
Goal 3: Interdisciplinary Scholarship Addressing Grand Challenges

The history and mission of NC State call for us to address the major challenges that confront the world. Addressing complex problems with many disciplinary aspects requires assembling teams of scholars with varied skills and diverse perspectives. We will maximize the impact of NC State’s research by concentrating our research resources in areas where we have strategic strengths and by creating a culture of collaboration and interdisciplinarity that will enrich not only our research activities, but also our teaching and engagement.

- A team from NC State and Texas A&M launched Big Diva, a digital humanities tool that offers a visual interface for navigating scholarly humanities articles, sorting them by category and color coding articles to make navigation simpler.

- A study from NC State researchers found that novel light-weight composite metal foams (CMFs) are significantly more effective at insulating against high heat than the conventional base metals and alloys that they’re made of, such as steel. The finding means the CMF is especially promising for use in storing and transporting nuclear material, hazardous materials, explosives and other heat-sensitive materials, as well as for space exploration. The paper was published in the International Journal of Thermal Sciences. The lead author was Shuo Chen, a former Ph.D. student at NC State and co-author was Jacob Marx, a current Ph.D. student at NC State. The work was supported by the Department of Energy’s Office of Nuclear Energy through their Nuclear Energy University Programs.

- Researchers from NC State and Massey University in New Zealand have discovered that genetically engineered maggots can clean non-healing wounds and promote cell growth. This type of treatment focuses on non-healing wounds, in particular diabetic foot ulcers. Max Scott, NC State professor of entomology, led the study.

- New research from NC State found that “multimodal” communication – using a mix of words, images and other resources – is important for students and faculty in higher education, a finding that argues for increased instruction in multimodal communication for undergraduates. The paper was authored by Gwendolynne Reid, a Ph.D. student at NC State and co-authored by Robin Snead, a lecturer at UNC Pembroke. Snead worked on the project while a Ph.D. student at NC State. The researchers found that, across all disciplines, more than half of study participants assigned multimodal communication work to students – and more than 70 percent did multimodal work themselves. Multimodal work was most common for science faculty, with 90 percent reporting that they engaged in multimodal communication.
• A study by Communication researchers found that the savvier young people are about using social media, the less likely they are to report having alcohol-related problems. The researchers found that the more likely an individual was to seek or post information about alcohol, the more likely that individual was to have alcohol-related problems, which was consistent with existing research. But the researchers uncovered that this effect varied depending on how skillful students rated their social networking site usage. Lynsey Romo, assistant professor of communication co-authored the paper with Charee Thompson, as assistant professor of communication at Ohio University.

• Biomedical engineering researchers at NC State and UNC-Chapel Hill have developed a technique that uses a patch embedded with microneedles to deliver cancer immunotherapy treatment directly to the site of melanoma skin cancer. In animal studies, the technique more effectively targeted melanoma than other immunotherapy treatments. Zhen Gu, an assistant professor in the biomedical engineering program, was senior author of the paper. Chao Wang, a postdoctoral researcher in the joint biomedical engineering program at NC State and UNC-Chapel Hill, was the co-lead author.

• English professor James Mulholland was awarded a Burkhardt fellowship to continue his research into the emergence of Anglo-Indian literature during eighteenth century at the National Humanities Center. Mulholland is one of 21 recently tenured professors who have been named Burkhardt Fellows for the 2016-17 academic year. The fellowships, awarded by the American Council of Learned Societies with funding from the Andrew W. Mellon Foundation, provide a $75,000 stipend in addition to a $5,000 research budget.

• Dr. Alyson Wilson, professor of statistics at North Carolina State University was elected a fellow of the American Association for the Advancement of Science (AAAS), the world’s largest scientific society and publisher of the Journal Science. Wilson is the principal investigator at NC State’s Laboratory for Analytic Sciences. She is a fellow of the American Statistical Association with research interests in statistical reliability, Bayesian methods, and the application of statistics to problems in defense and national security. She also coordinates NC State’s “data-driven science” cluster.

• Under the White House-led initiative titled the Collaborative to Advance Equity through Research, NC State has launched the Growing Research on Women of Color (GROW) Project. This commitment to conduct research that focuses on women and girls of color will be led by Dr. Blair Kelley, assistant dean for interdisciplinary studies and international programs in the College of Humanities and Social Sciences. Under Dr. Kelley’s guidance, NC State will recruit researchers from all disciplines to offer a wide range of perspectives on this under-researched topic in efforts to provide a thorough understanding of the problems facing women and girls of color.
Dr. Ann Ross of NC State’s Sociology and Anthropology department conducted a research experiment with Dr. Alicja Lanfear of Middle Tennessee State University and Dr. Ashley Maxwell from the University of South Florida. Their goal was to develop a methodology for identifying human remains based on X-rays that could establish a consistent approach to identification and allows experts to provide a probability for said identification. After studying ante and post mortem X-rays of the spine, upper leg, or side of the skull for multiple individuals, the researchers developed location-specific standards for each skeletal region. They found that the skull and cervical vertebrae provided the most accuracy when making an identification. This work could lead to the establishment of an efficient, universal system for radiographic ID.

A group of researchers led by the University of Oregon has announced the sequencing of the spotted gar genome. Dr. Jeff Yoder, an associate professor of immunology in NC State’s College of Veterinary Medicine, is a contributor to the gar genome project. Scientists believe that the genome of the spotted gar will provide insight into human evolution and human health since the gar chromosomes have remained relatively unchanged throughout history.

A study conducted by researchers at NC State, UNC-Chapel Hill, Emory University, Children’s Healthcare of Atlanta and the Georgia Institute of Technology shed new light on the formation of blood clots in newborns. The study showed that current practices used to increase clotting in neonates might be more detrimental than helpful. By furthering their understanding of how clotting in adults differs from newborns, scientists hope to be better suited to develop more effective treatment strategies for infants.

Researchers from NC State and the University of Delaware have developed an algorithm that can quickly and accurately reconstruct hyperspectral images using less data. Using instruments that capture hyperspectral information succinctly to create the images combined with the algorithm and accompanying hardware makes it possible to acquire hyperspectral images in less time and to store these images using less memory. While this technology needs further development, it holds promise for use in fields ranging from security and defense to environmental monitoring and agriculture.

The National Academies of Sciences, Engineering, and Medicine released a report explaining the current state of gene drive science and discussing next steps for scientists, stakeholders, regulatory agencies and the public. The report was prepared by a 15-person committee featuring experts from universities across the nation. NC State’s very own Dr. Jason Delborne, an associate professor in the College of Natural Resources and the Genetic Engineering and Society cluster, was a contributing member of the committee.
Tran Chi Thanh, president of the Vietnam Atomic Energy Institute, toured NC State’s PULSTAR nuclear reactor with NC State Nuclear Engineering Professors Ayman Hawari and Nam Dinh and discussed further partnership between the two institutions. An administrative arrangement signed by the United States and Vietnam in 2016 looks to expound upon the agreement previously signed by the two countries in 2014, which opened the door to nuclear trade and cooperation between the two countries, under Section 123 of the Atomic Act. The 2016 agreement established the intention to cooperate further in training and education, building of institutional connections, strengthening of export controls, and securing and tracking nuclear and radiological materials. Plans for further cooperation include online and in-person training, lectures and visits by Dr. Hawari.

Researchers from UNC-Chapel Hill and NC State have developed a new technology that will allow neuroscientists to capture images of the brain almost 10 times larger than previously possible. A UNC-Chapel Hill research team composed of Jeff Stirman, Ikuko Smith and Spencer Smith sought to investigate “ensemble” neuronal activity related to how mice process visual input using a two-photon microscope. The size of the visual field provided by the microscope was too small for the researchers’ needs, so they contacted Michael Kudenov, an assistant professor of electrical and computer engineering at NC State. Kudenov designed a series of lenses for the microscope that significantly increased the area the microscope could scan – the visual field jumped from 1 square millimeter to 9.5 square millimeters with Kudenov’s improvements. This improvement addresses “a major barrier to progress in two-photon imaging of neuronal activity” and suggests further adaptations and applications of the two-photon microscope system.

NC State’s College of Textiles and College of Natural Resources collaborated to research ways to improve protection for firefighters battling wildfires in the worst situations. A team in the Textile Protection and Comfort Center (T-PACC) has been researching methods to improve the portable shelters firefighters are required to carry since receiving a three-year FEMA Assistance to Firefighters Grant back in 2014. The T-PACC team has been testing the existing fire shelters and new materials in a large-scale wildfire simulator at the College of Textiles, but recently had the opportunity to see how their equipment would withstand conditions that are more realistic. They joined the College of Natural Resources’ Forest Management majors as they conducted a prescribed burn in north Durham County as part of a nine-week intensive summer camp. The exercise allowed the research team to practice and refine the experimental protocol they plan to follow across the country and out west as they test new materials in larger fires.
Goal 4: Organizational Excellence

An excellent university is pervasively excellent. The standard of excellence applies to all NC State faculty and staff and to all departments, institutes, centers, and units. But excellence is not a static target. Achieving excellence requires constant attention, self-assessment, inclusion, and the courage to change and adapt.

- Donor Giving boosts university endowment to an all-time high of $984 million.
  - 11 percent increase over previous year
  - $208.5 million in gifts and pledges breaks record
  - 96 percent increase in endowment since 2015

- As an inaugural partner in the Healthier Campus Initiative, NC State was the first institution nationally to complete it. The initiative works as a three-year commitment to adopting guidelines for nutrition, physical activity and programming. NC State’s accomplishments include:
  - Offering a wellness meal, called the Dietitian’s Dish, at all meals
  - Using the Wolf-Approved healthy icon program to designate healthier food and beverage options in vending machines and C-stores
  - Ensuring free water is always available at dining, recreation and educational facilities
  - Providing more than 150 group fitness classes per week and more than 25 intramural sports yearly
  - Opening a Functional Training area on campus that includes a cargo net, dip bars and box jumps
  - Combatting food insecurity on campus with the Feed the Pack Pantry

- Across the country in the last year discussions of diversity, inclusion and tolerance have been very prevalent. At NC State, a number of actions and provisions were undertaken in an effort to increase respectful dialogue. It is an ongoing process, but we have made excellent progress.
  - A bias incident response team was launched in order to coordinate appropriate responses to incidents of bias and to offer support to affected populations.
  - Provost Arden, Vice Chancellor Mullen, staff from the Division of Academic and Student Affairs and I have held meetings with groups of students, faculty and staff members to discuss their experiences at NC State and hear recommendations for continually to improve the university’s cultural competence.
  - The Vice Provost for Institutional Equity and Diversity is now included in meetings of the Chancellor’s Cabinet to ensure that matters of diversity and equity are significant considerations in university decision making.
  - The Office of the Provost will implement two programs – the Emerging Scholar Program and the Senior Visiting Scholar Program – in an attempt to attract African-American and other underrepresented faculty to NC State.
  - OIED and Human Resources are evaluating programming opportunities for diversity education for faculty and staff.
  - The Council on Undergraduate Education is evaluating the diversity component of our General Education offerings to help ensure that diversity and inclusion are meaningful parts of our curricula.
I announced a new scholarship program for the dependents of NC State faculty and staff, helping to improve retention and putting NC State in line with best practices in higher education. The scholarship is offered to full-time, first degree undergraduate students enrolled at NC State who are dependent children of full-time employees of NC State. The scholarship provides up to $2,000 annually for a maximum of eight semesters.

NC State picked up a total of 10 awards for its efforts in marketing and communications this year. The Council for Advancement and Support Education granted NC State with four Awards of Excellence and four Special Merit Awards for writing, illustration, branding, publishing and web design. NC State’s institutional message received a silver award from the Academy of Interactive and Visual Arts at the Davey Awards. The Higher Education Marketing Report granted the Chancellor’s Annual Report a gold award at the 31st annual Educational Advertising Awards.

Justine Hollingshead, chief of staff for Academic and Student Affairs, won the 2015 Governor’s Award for Excellence in human relations for her work responding to the shooting death of Deah Barakat, Yusor Abu-Salha and Razan Abu-Salha.

NC State’s “Pizza Box Composting Project” was recognized by The Wall Street Journal and Food World News for its successful conversion of over 16,000 pizza boxes to fertilizer. This program is another way NC State is making efforts to become more sustainable.

NC State’s University Dining was recognized by Udi’s Gluten Free on its annual list “Top 10 Gluten-Free Accommodating Colleges.” The university placed fourth for its technological accessibility offerings, including iPads displaying ingredient lists in all dining facilities, email reminders, Allergy Ambassadors and training for dining staff by AllerTrain.

NC State’s Environmental Health and Safety department won the Campus, Safety, Health and Environmental Management Association institutional marketing campaign Award of Excellence for its WolfAlert Emergency Communication Campaign.

The Association of College Unions International awarded the 2016 Facility Design Award to NC State Student Centers, MHTN Architects, Duda │ Paine Architects, and Cooper Carry, Inc. for their roles in the expansion and renovation of Talley Student Union. This award recognizes excellence in the design of student-centered facilities that support the campus community as well as student success.

The U.S. Green Building Council recognized Talley Student Union as a Leadership in Energy and Environmental Design certified building. Talley earned its designation as a Silver level building for its innovative practices and commitment to sustainability.
- NCSU Libraries won the 2016 National Medal for Museum and Library Service from the federal Institute of Museum and Library Services. This award is the nation’s highest honor for extraordinary public service, recognizing institutions that are valuable community anchors. In addition to the medal, NCSU Libraries will receive $5000 and a visit from Story Crops, a nonprofit organization that will compile stories from the NC State community and preserve them at the American Folklife Center at the Library of Congress. Vice Provost and Director of Libraries Susan Nutter accepted the award from the First Lady in Washington, D.C. this June.

- The College of Design’s study-abroad program the Ghana International Design Studio won a Student Award of Honor from the American Society of Landscape Architects in the Community Service category.

- The College of Education was granted initial accreditation by the Accreditation Council of the Council for the Accreditation of Educator Preparation. The accreditation is good for seven years.

- University Police achieved the Gold Standard in Public Safety Accreditation from the Commission on Accreditation for Law Enforcement Agencies. University Police was commended for its dedication to public safety through its protocols and practices. This marks the fourth time University Police has received this honor since 2003.

- University Housekeeping was recognized nationally as a Silver winner in the annual Green Cleaning Award for Schools and Universities competition sponsored by American School & University Magazine, the Green Cleaning Network and the Healthy Schools Campaign. This award recognizes schools and universities for healthy and sustainable cleaning approaches – such as chemical and equipment choices, procedures and training – that protect human and environmental health, while still cleaning at a high level.

- NC State is among the nation’s best employers at providing sustainable transportation options for its more than 6,000 faculty and staff members. In the Best Workplaces for Commuters’ annual Race for Excellence Awards, NC State ranked among the country’s top 29 employers for exemplary efforts to offer sustainable transportation options such as vanpool, transit and telework. NC State is one of just 10 universities to receive this honor.

- The new University College replaces the First Year College, housing exploratory studies, previously unaffiliated academic departments, and interdisciplinary major and minor degree programs.
Goal 5: Engagement and Partnerships

As the world has changed, NC State’s reach has expanded beyond our borders and across the globe, challenging us to be locally responsive to the needs of our community and our state while globally engaged in solving the grand challenges facing our global community.

- An NSF grant of $5.5 million will see NC State lead a partnership with Duke and UNC Chapel-Hill. The goal is to give businesses and educators access to expertise and facilities that will speed the development of nanotechnology based products and educational opportunities.

- The More in My Basket at the Market program received a $248,000 grant from the USDA Food and Nutrition Service’s Supplemental Nutrition Assistance Program. This program aims to educate the public of five North Carolina counties suffering from severe poverty rates on the benefits of preparing healthy, cost-effective meals and buying locally.

- First Language: The Race to Save Cherokee, a film by NC State’s North Carolina Language and Life Project, documents the Eastern Band of Cherokee Indians’ efforts to preserve and pass on the Cherokee language. The film won several awards including, the American Indian Film Festival Best Public Service Film, the Red Rock Film Festival Audience Award and the Longleaf Film Festival Tar Heel Tie-In. The film is the work of Walt Wolfram, William C. Friday Distinguished Professor of English, and filmmakers Danica Cullinan and Neal Hutcheson.

- NC State assistant professor Dr. Andrew Grieshop traveled to Malawi, Africa to complete his studies on the effects of using wood-burning stoves on the health of local peoples. Grieshop found that the soot produced by these stoves significantly harmed the user’s lungs and replaced the wood-burning stoves in the village with gas-powered stoves.

- NC State was chosen to receive one of 17 new National Science Foundation Partnerships in International Research and Education grants, valued at $5 million. This grant is designed to promote studies on cassava mosaic disease, a plant DNA virus that is crippling the production of one of Africa’s most important food crops. Dr. Linda Hanley-Bowdoin will lead the project and collaborate with Dr. George Kennedy, a professor of Entomology at NC State, and Dr. Siobain Duffy, an assistant professor at Rutgers University, as co-principal investigators for the five-year project.

- Mark Nance, an assistant professor in the School of Public and International Affairs at NC State, was invited to assist the UN in organizing an academic conference on Resolution 1540 after interviewing the members of the committee responsible for drafting this global security measure. Nance’s research focuses on international mechanisms for detecting and preventing funding that supports illegal activities including piracy, terrorism, and illegal weapons proliferation.
Art and Design Professor J. Mark Scearce composed an original score for The Carolina Ballet’s production of *Macbeth*. This marks the third and most challenging piece that Scearce has created for The Carolina Ballet.

The Precision Engineering Consortium (PEC) in NC State’s College of Engineering is assisting NASA’s Goddard Space Flight Center with its Balloon Experimental Twin Telescope for Infrared Interferometer (BETTIi). NASA scientists will use telescopes designed and created in the PEC to further study the process by which dense regions within molecular clouds in interstellar space collapse to form stars. PEC Director Dr. Thomas Dow, PEC senior research scholar Kenneth Garrad, and adjunct assistant professor in MAE Dr. Stephen Furest are all involved in this project. It is likely that this collaboration will lead to further partnership between NASA Goddard and NC State.

The Obama Administration announced plans for a new Smart Manufacturing Innovation Institute (SMII) that aims to encourage technological innovation in the hopes of improving the efficiency of advanced manufacturing in the United States. SMII will be supported by $800 million in federal and non-federal resources and will include nearly 200 partners from industry, federal research labs, academia and state and local governments across 30 states. The SMII will oversee the formation of five regional hubs across the country. These hubs will collectively center on research and development of new technologies, workforce development initiatives and the development and creation of test beds. The specific focus of each individual hub depends upon which facility is best suited to complete which task given its location and resources.

- NC State will be home to the Southeast Region hub, which will focus on solving issues of rising energy and technology adoption costs as well as the lack of skilled workers in a geographic region of booming manufacturing growth. NC State’s Southeast Region Partners include Virginia Tech, the University of Virginia, Clemson University, University of Louisville, Purdue University and Georgia Tech. Other partners include the Oak Ridge and Savannah River national laboratories and as many as 15 industry partners.
- The four other SMII regional hubs will be located at the University of California, Los Angeles; Texas A&M University; Rensselaer Polytechnic Institute; and the Pacific Northwest National Laboratory.
- The SMII is the ninth announced hub in the National Network for Manufacturing Innovation (NNMI). NC State is the lead institution for one of those hubs as well. PowerAmerica serves to advance research, design and manufacturing in the area of wide bandgap semiconductor-based power electronics.

NC State’s Office of Professional Development is teaming up with Campbell Law School in downtown Raleigh to offer continuing education legal courses. NC State will facilitate the courses taught at the law school by overseeing event planning, integrated marketing, registration, financial management, and reporting needs for each class.
The American Academy of Arts and Sciences invited NC State to support their efforts to advance higher education by serving as an affiliate institution. NC State will do so by participating in its studies on higher education as well as offering support for its fellowships and outreach programs. This invitation reflects NC State’s place among the nation’s most prestigious scholarly organizations which are international leaders in the physical, life and mathematical sciences as well as in the humanities and social sciences.

Facilities

- Plans were announced to build the 62-bed facility, Case Commons Residence Hall, to house the players of the men’s and women’s basketball team as well as other NC State students. The project is fully funded through private donations solicited through the Wolfpack Club, and will provide the student-athletes with community housing located next to Case Academic Center.

- The deconstruction of Harrelson Hall was completed, with plans to add a Science Commons Classroom and a green space. Most of the usable materials from the old building will be reused, recycled, or donated. The building was named for Col. John Harrelson, NC State’s fifth executive officer, first chancellor and first alumnus to lead the school.

- Talley Student Union is completely finished and offers four floors with 283,000 square feet. It is also home to the new Wolfpack Outfitters that offers 40,000 more square feet than the previous bookstore. The project cost a total of $120 million and took four years to complete.

- A 16-foot solar tree was installed near James B. Hunt Library as a gift from the Park Scholars Class of 2015. The tree was also funded by the NC State Sustainability Fund and offers outlets to power and charge laptops, phones and other devices.

- Two new charging stations are available for powering electric vehicles: one in the Dan Allen Deck and one in the Coliseum Deck. The North Carolina Clean Energy Technology Center, the North Carolina Department of Transportation and NC State Transportation provided funding for the installation of these charging stations.

- The College of Textiles and the Graduate School are getting new street addresses due to the opening of the Center for Technology and Innovation on Centennial Campus this fall. The College of Textiles and the Graduate School are transitioning to their new address – 1020 Main Campus Drive – but both will retain their current campus box numbers.

- Initiated development, funding and approval of Engineering Oval ($154 million), Plant Sciences Complex ($160.2 million), Carmichael Renovation ($54 million).

- Broke ground on StateView Conference Center and Hotel ($28 million).
• Talley and Carmichael have implemented the use of solar powered trash compactors in an effort to promote sustainability across campus.

• The $35 million renovation on Reynolds Coliseum is due for completion in August 2016.

• A number of achievements were realized in the area of Sustainability. They include:
  
  o Achieved LEED certifications for all 6 Wolf Ridge buildings, Carol Johnson Poole Clubhouse, and Talley Student Union.
  o Reduced energy use per SF by 28% compared to 2003 baseline, despite an addition of more than 2 million GSF during this period.
  o Implemented program to consolidate Summer semester classes in selected buildings for energy savings
  o Saved more than $500,000 with gas procurement strategies.
  o Completed Waste Characterization Study / Compost Feasibility Study, which identified 38% of campus waste as compostable.
  o Began implementing composting at Carter Finley stadium, Lonnie Poole Golf Course, Engineering Oval and Honors Village.
  o Collaborated with Horticulture classes to create pollinator garden program on campus.
  o Achieved 50% waste diversion:
    ▪ 3,758 tons recycled
    ▪ 1,475 tons composted
    ▪ 1,674 tons reused
    ▪ 5.042 tons landfilled

Legislative and Budget Efforts

2015 Legislative Long Session

• Budget
  
  o Total state budget: $21.7 billion
  o $49 million to fully fund the projected enrollment growth for FY 2015-16
  o $750 one-time salary bonus for state employees
  o $1 million nonrecurring funding in both years for advance planning for the NC State Engineering building
  o $150 million for repairs and renovations (UNC System receives 1/3)
  o Funds in-state tuition for veterans
  o Funds for building reserves
  o Carryforward increased to 5 percent for the biennium— the new 2.5 percent authority is restricted to repairs and renovations (R&R) and planning funds
• **Legislation**
  o Passage of the Connect NC Bond Act (H943)
    ▪ Engineering Oval ($75 million)
    ▪ Plant Sciences Initiative ($85 million)
  o Passage of the UNC Self-Liquidating bill (H679)
    ▪ Engineering Oval ($77 million)

**2016 Legislative Short Session**

• **Budget**
  o University employees receive a 1.5 percent salary increase and a 0.5 percent bonus
  o $20 million for targeted merit raises
  o $31 million for enrollment growth
  o $81 million for R&R (UNC System receives 1/2)
  o Repealed the $1 million cap on private fundraising
  o Delay of the NC Guaranteed Admissions Program
  o Permanent fix for the Qualified Excess Benefit Arrangement (QEBA)

• **Legislation**
  o Passage of the UNC Self-Liquidating bill (S872)
    – Plants Sciences- $75.2M
    – Carmichael Addition and Renovation- $45M
    – Case Commons Residence Hall- $15M

**Rankings and Recognition**

• **U.S. News & World Report**
  o NC State was listed #89 Among National Universities, up 6 places from last year.
  o NC State also advanced among Public Institutions, moving up 6 places to #37.
  o The part-time MBA program jumped an impressive 69 places and is now ranked #34 nationally.
  o Our online MBA program rose 19 places and is ranked #15 nationally.
  o The College of Veterinary Medicine is #3 in the nation.
• NC State ranked in the Top 10 Best Values in public higher education.

• The College of Engineering is ranked #27 in the country.

• NC State’s Computer Engineering program rose 10 places and is currently #36, while our Materials Science and Engineering program jumped 3 places to #15.

• The joint Biomedical Engineering Department with UNC-Chapel Hill is now recognized as one program and tied for #37.

• **Kiplinger’s Personal Finance Magazine**
  o NC State was rated #11 in Best Value for In-state Students Among Public Universities.

• **Association of University Technology Managers**
  o 6th nationally in commercialization agreements
  o 1st among universities without a medical school in licenses and options executed
  o 6th among universities without a medical school in invention disclosures received
  o 9th among universities without a medical school in total patents filed
  o 7th among universities without a medical school in U.S. patents issued
  o 5th among universities without a medical school in startup businesses launched
  o 6th among universities without a medical school in license income

• **Bloomberg Businessweek**
  o Jenkins MBA Program ranked number 29, up from 54 last year.
  o Poole College of Management Undergraduate Programs ranked number 47, rising 39 places from 2014.

• **Diverse Issues in Higher Education**
  o No. 2 for graduating African American students with master’s degrees in mathematics and statistics
  o No. 5 for graduating African American students with bachelor’s in engineering.
  o No. 8 for graduating Hispanic students with doctoral degrees in the physical sciences.

• The White House Initiative on Educational Excellence for Hispanics named NC State’s Junto’s program, a “Bright Spot in Hispanic Education.”
• NC State was awarded a Gold Rating by the Association for the Advancement of Sustainability in Higher Education, which works with 750 universities and colleges to make advancements in sustainability.

• Value Colleges ranked the College of Education in the Top 50 best value of national online graduate education programs of 2016. It was praised for its wide range of degree concentrations, high success rate in graduation and employment for graduates.

• College Scorecard showed NC State degrees provide high return of investment, especially those based in Science and Technology.

• College Rank placed NC State Dining at number 31 on its Top 50 College Dining Experiences for its sustainability efforts, special events, and nutrition program initiatives.

• NC State was first on BestColleges.com’s list of Top Online Colleges in North Carolina for 2016 and fourth on its list for Best Four-Year Colleges in North Carolina.

• NC State Poole College of Management’s Jenkins Master of Accounting Program ranked No. 12 in College Choice’s Top 50 Best Masters in Accounting Degrees 2016 survey. College Choice ranks programs based on factors including cost of attendance, program reputation, and return on investment. The Jenkins MAC program is the only North Carolina program to break the Top 15 in this survey.

• A study completed by the nonprofit Education Trust examined disparity between white and minority students in 1,309 national college and universities and placed NC State in the Top 10 among public institutions for improving its completion gap. The researchers compared two three-year increments, 2003-2005 and 2011-2013. They found at NC State the six-year graduation rate for white students increased by 4.8 percent to 74.2 percent in the years studied, and the six-year graduation rate for minority students rose 12 percent to 64 percent. From 2003-2013, the university narrowed the gap between white and minority graduation rates by 7.2 percent.

• Hunt Library made the cut as one of the Top 100 American architecture projects in a list posted by leading architecture website ArchDaily. The list highlights the 100 most visited works of architecture in the United States, publishing case studies on each to serve as references and resources for architects, students and journalists interested in architecture. ArchDaily champions Hunt Library for its seamless blending of technology and modernism with the classic academic library.

• **Individual Recognitions**
  
  o Associate professor of food, bioprocessing, and nutrition sciences, Dr. Rodolphe Barrangou was awarded the Canada Gairdner International Award for the discovery of revolutionary gene editing technique CRISPR. He was also awarded the Warren Alpert Prize, which recognizes seminal scientific research that holds great promise for ultimately changing the way a disease is understood or treated.
Dr. Trudy Mackay was awarded the Wolf Prize for agriculture for her work on the genome of Drosophila melanogaster, the common fruit fly. The Wolf prize is widely known as one of the world’s most prestigious awards for academic achievement, and many recipients have gone on to receive Nobel Prizes for their efforts.

Dr. Ken Swartzel was appointed to the National Academy of Engineering for his work in thermal processes of food preservation. His research has led to 24 U.S. and 32 foreign patents, which have exceed $20 million in royalties. His lab has also founded eight start-up companies in North Carolina and he has published more than 120 scientific papers.

Dr. Jayant Baliga, Distinguished University Professor of Electrical Engineering at NC State University, was inducted into the National Inventors Hall of Fame. He was honored for his invention of the Insulated-Gate Bipolar Transistor, a semiconductor device used as an electronic switch.

Dr. Penelope Perkins-Veazie was named Outstanding Researcher for her focus on postharvest storage and physiology of fruits and vegetables at the American Society for Horticultural Science annual conference.

Zhen Gu, assistant professor in NCSU and UNC joint biomedical engineering program, was named one of MIT Technology Review’s Innovators Under 35 for his work developing novel drug-delivery systems for treating cancer and diabetes. He was also named a 2016 Alfred P. Sloan Research Fellow in Chemistry.

Electrical Engineering assistant professor Alper Bozkurt was named to Popular Science’s Brilliant 10.

Dr. Jose Picart, Professor of Counselor Education at NC State, was named professor emeritus and distinguished faculty alumnus by the United State Military Academy at West Point in recognition of his 28 years of service as an educator, senior administrator and scientist.

Susan Nutter was named the ACRL Academic Research Librarian of the Year. This award acknowledges a member of the library profession who has made significant national or international contributions to academic/research librarianship and library development. She is also known for her efforts in the planning, development and construction of Hunt Library.

Jason Evans Groth, NCSU Libraries, was named a 2016 “Mover and Shaker” by the trade publication Library Journal. He was selected from 300 international nominees.

Executive Pastry Chef, Kelly Bellmore, won the 2016 American Culinary Federation Southeast Region Pastry Chef of the year award in a two-chef competition with her banana chiffon cake.

Dr. Rudy Rodriguez, an adjunct professor in the College of Veterinary Medicine, was elected to the Bioengineering Section of the National Academy of Engineering.
o Dr. Kate Meurs receives the first Mark L. Morris Jr. Investigator Award. This award is given to an individual who embodies Morris’ spirit and dedication to treating and curing animal diseases through science. She received the award for her work studying genes related to cardiac disease in companion animals. She will use the ward to study canine mitral valve disease.

o Dr. Lorena Boicu, an assistant professor in mathematics, has received an NSF CAREER Award for her project on the interactions of elastic bodies and fluids. This project will ultimately better the understanding of the cause and progression of glaucoma.

o Dr. Jeff Joines, Textiles Engineering, Chemistry and Science, is a recipient of a Board of Governor’s Award for Excellence in Teaching and was honored by the Board of Governors in April 2016, and then recognized during the May 2016 Commencement Exercises.

o Dr. Matthew Green, an Assistant Professor in NC State’s Physics Department, and Dr. Veronica Augustyn, an Assistant Professor in Materials Science and Engineering, were recipients of the 2016 Ralph E. Powe Junior Faculty Enhancement Award.

o Dr. Joseph DeSimone, William R. Kenan Jr. Distinguished Professor of Chemical and Biomolecular Engineering at NC State and Chancellor’s Eminent Professor of Chemistry at the University of North Carolina at Chapel Hill, received the National Medal of Technology and Innovation during a White House ceremony in December 2015. The award is our nation’s highest honor for achievement and leadership in advancing the fields of science and technology.

o Loek Helminck, professor and former head of the Department of Mathematics at NC State, received the 2016 Distinguished Public Service Award from the American Mathematical Society. He was honored for “his dynamic and public-spirited leadership of the Department of Mathematics and for his work, both in his department and at the national level, to increase the diversity of the mathematical research community.”

o Dr. Jennifer Kuzma, professor of Public and International Affairs and Co-Director of the Genetic Engineering Society Center, was elected to the National Academy of Sciences’ Committee on Future Biotechnology Products and Opportunities to Enhance Capabilities of the Biotechnology Regulatory System.

o Dr. Jean Ristaino, a William Neal Reynolds Professor in the department of Plant Pathology, will receive the Excellence in International Agriculture award for her contributions in teaching, research and public policy as well as for her efforts to encourage women in agriculture research.
o Plant Pathology Department Head Dr. Eric Davis was selected to be a society fellow by the American Phytopathological Society for his contributions to his specific field of study on host-nematode interactions, his work as a teacher and mentor, and his years of service to the society and discipline.

o Dr. Peter Balint-Kurti, a U.S. Department of Agriculture Professor will receive the Ruth Allen Award, an honor that recognizes individuals who have made exceptional, innovative research contributions. Dr. Balint-Kurti was chosen for his work with the maize genome and research on genetically controlling natural variation in quantitative disease resistance.

o Christine Grant was selected to receive the American Institute of Chemical Engineers' Pioneers of Diversity Award.

**Athletic Excellence**

- NC State has more than 550 student athletes across 23 different teams. 243 of these student athletes maintain a 3.0 or higher GPA and 13 of the 23 teams have a combined GPA of 3.0 or higher. We have an 83 percent student athlete graduation success rate, our highest ever.

- NC State finished No. 32 in the Learfield Director’s Cup standings, out of 351 schools, tied for the second-highest finish in program history. A time of remarkable consistency, five of the 10 highest finishes in school history have come in the last five years.

- Nine programs finished ranked in the Top 25 in their respective sports, including five in the Top 11, and three in the Top 10.

- NC State men’s swimming won the program’s first national title in the 400-freestyle relay.

- Men’s swimming and wrestling both won ACC Championships. For men’s swimming and diving, it was the program’s second consecutive league crown.

- Men’s swimming and diving finished fourth in the nation, matching the highest finish ever by an ACC program. The women’s program finished ninth in the nation, its highest finish since 1982.

- Four NC State swimmers represented their respective countries at the Summer Olympics in Rio, highlighted by a Gold Medal for Ryan Held in the 400-freestyle relay.

- Wrestling capped a remarkable year finishing the regular season ranked No. 2 in the nation and with a 23-1 record, before finishing 11th at nationals.

- It was a banner year for the cross country and track and field programs, as NC State finished fifth in the nation in women’s cross country, and Top 25 finishes in both indoor and outdoor track and field, while the women’s squad finished in the Top 25 outdoors.
• NC State's Rifle team won its fifth consecutive South Eastern Air Rifle Conference Championship and finished 11th nationally. Lucas Kozielesky, a rising senior on NC State's air rifle team, won the 2016 USA Shooting National Championship, becoming the first Wolfpack shooter to win a national USA Shooting title. He earned another first for the Wolfpack Rifle program when he qualified to represent the United States in the 2016 Rio Summer Olympics.

• Four Wolfpack student-athletes were named ACC Scholar Athlete of the Year in their respective sports: Jonathan Addison, men's track and field; Kaitlyn Kramer, women's cross country and track and field; Nick Gwiazdowski, wrestling; and Joe Thuney, football.

• Three Wolfpack student-athletes were named ACC Athlete of the Year in their respective sport: Jonathan Addison, Men's Indoor Track and Field Performer of the Year; Simonas Bilas, Men's Swimmer of the Year; and Nick Gwiazdowski, Wrestler of the Year.

• Athletics Director Debbie Yow was named one of the most powerful women in sports by Forbes magazine in December 2015. She was ranked 16th on the list and was one of only five women in collegiate athletics to make the list.

• Head Basketball Coach Mark Gottfried was selected to serve on the National Association of Basketball Coaches' ad hoc committee for NCAA men's basketball tournament selection, seeding and bracketing. This committee will provide the perspective of men's basketball coaches and teams to the NCAA Division I Men's Basketball Committee to aid in the tournament organization process.

• While not a varsity sport, The NC State Dance Team received the title of “Best College Dance Team in America,” winning a competition to perform during the Dallas Cowboys halftime show on December 19, 2015. They performed before 80,000 people at AT&T Stadium.

• Also not a varsity sport, Cheerleading won the 2016 Small Coed Cheer Division IA national championship at the NCAA College Nationals. We also won second place in all-girl stunt, fourth in coed partner stunt, and second and sixth for the mascots Ms. Wuf and Mr. Wuf, respectively. NC State is the only program with a top five team, mascot, group stunt and partner stunt finish.

**Leadership Changes**

• Vice Chancellor Charlie Leffler retired from his position as Vice Chancellor for Finance and Administration. Scott Douglass was hired to permanently fill that position.

• Dr. Marvin Malecha stepped down as Dean of the College of Design in December 2015. It was announced in May 2016 that Dr. Mark Hoversten will fill this position permanently in the Fall.
• Ira Weiss stepped down as the Stephen P. Zelnak Jr. Dean of North Carolina State University’s Poole College of Management. Dr. Annette Ranft was appointed to succeed him.

• Dr. William Ditto, dean of the College of Natural Sciences at the University of Hawaii at Manoa, began as Dean of the College of Sciences.

• Dr. David Hinks was appointed Dean of the College of Textiles after serving as Interim Dean.

• Dr. Mary Ann Danowitz was appointed Dean of the College of Education after serving as Interim Dean.

• Dr. Alan Rebar, senior associate vice president for research at Purdue University, was named Vice Chancellor of Research, Innovation, and Economic Development.

• Dr. Mladen Vouk was appointed to be the associate vice chancellor for research development.

• Dr. Linda McCabe Smith, the associate chancellor for institutional diversity at Southern Illinois University Carbondale, was named the new Vice Provost for the Office of Institutional Equity and Diversity.

• Marie Williams was named the new associate vice chancellor for human resources.

Selected Presentations

As Chancellor of the largest university in North Carolina, there are typically dozens of speaking engagements every month with a wide variety of constituencies. Below are selected presentations to external audiences.

Council of Graduate Schools Conference welcome. Quebec City, Canada (2015)

Innovate NC Announcement welcome (2015)

Raleigh Rotary Club entrepreneur’s presentation (2015)

NC Campus Compact Presidents Forum panel discussion – Elon, NC (2015)

NC Manufacturing Day welcome (2015)

Food Systems Leadership Institute dinner remarks (2015)

Campus Safety Health and Environmental Management Association (CSHEMA) Conference welcome remarks (2015)

ACC Housing Directors Conference welcome remarks (2015)

APLU Food Security Meeting Powerpoint presentation – Indianapolis, IN (2015)
APLU North American Zone of Knowledge panel discussion – Indianapolis, IN (2015)

NC Cooperative Extension Annual Conference welcome remarks (2015)

NC Farm Bureau Annual meeting remarks – Greensboro, NC (2015)


Association of International Education Administrators Forum, welcome remarks (2016)

East Carolina University Legacy of Leadership Panel discussion – Greenville, NC (2016)

CARET/AHS Joint Meeting keynote – Alexandria, VA (2016)


UPDATED 9/14/2016

###
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

RESPONSIBILITIES OF THE COMMITTEE

A. Review Committee Responsibilities as established in Bylaws
   Office of Finance and Administration
   Mary Peloquin-Dodd, Associate Vice Chancellor, Finance and University Treasurer

B. Review Draft Agenda/Plan of Work for the Year
   Office of Finance and Administration
   Tom Cabaniss, Chair, Audit, Risk Management and Finance Committee
   Mary Peloquin-Dodd, Associate Vice Chancellor, Finance and University Treasurer

1. APPROVAL OF MINUTES
   Approval of April 21, 2016 Minutes

2. ACTION ITEMS

   ✓ A. Approval of Special Obligation Bond Resolution
      (NC State Policy 01.05.1, Appendix 1, I. d.i)
      Finance Division
      Lori Johnson, Director, Strategic Debt and Financial Management

   B. Internal Audit Charter Review and Approval
      (Internal Audit Act)
      Office of Internal Audit
      Cecile Hinson, Director, Internal Audit

✓ Denotes full Board approval required
3. INFORMATIONAL REPORTS
   
   A. Internal Audit Update
      (NC State Pol 01.05.1, Appendix 1, I.a.i-viii)
      Office of Internal Audit
      Cecile Hinson, Director, Internal Audit
   
   B. Budget and Legislative Update
      (UNC Pol, Ch. 100.1, Appendix 1 (V), NC State Pol 01.05.1, Appendix 1, I.b)
      Office of Finance and Administration
      Scott Douglass, Vice Chancellor, Finance and Administration
      Chancellor’s Office
      Sarah Stone, Interim Assistant to the Chancellor, External Affairs
   
   C. Intercollegiate Athletics Financial and Budget Review
      (UNC Pol 1100.1.1.II.B 1and 2, NC State Policy 01.05.1, Appendix 1, I.b)
      Athletics Department
      Deborah Yow, Director
      Diane Moose, Senior Associate Director
   
   D. Compliance Update
      (NC State Pol 01.05.1, Appendix 1, I.c.i, ii)
      1. Reporting Hotline: Vendor Options & Solutions
         Office of General Counsel
         Robert Hoon, Deputy General Counsel
         Brad Trahan, Compliance and Integrity Manager
      2. Research Compliance; Sub-Working Group Initiative
         Office of Research, Innovation & Economic Development
         Alan Rebar, Vice Chancellor, Research, Innovation & Economic Development
         Office of General Counsel
         Robert Hoon, Deputy General Counsel
         Brad Trahan, Compliance and Integrity Manager
   
4. COMMITTEE DISCUSSION

5. ADDITIONAL INFORMATIONAL MATERIALS
   
   A. NC State Investment Fund Performance Review
      (NC State Pol 01.05.1, Appendix 1, l.b, d.i)
   
   B. NC State Intermediate Term Fund Performance Review
      (NC State Pol 01.05.1, Appendix 1, l.b, d.i)

ADJOURN

✓ Denotes full Board approval required
Appendix 1

NC State Board of Trustees’ Delegations of Authority, Assignments and Guidelines

I. Audit, Risk Management and Finance Committee Delegated Authority and Assignments

a. Audit

i. Provide oversight of the internal audit function.
   *This responsibility is evidenced by:*
   - Annual certification letters from Chair of ARMF Committee and Internal Auditor
   - Recognition of Internal Auditor reporting responsibility to both the Chancellor and the Chair of ARMF

ii. Review and approve the annual internal audit plan at the beginning of the audit cycle.
   *This responsibility is evidenced by:*
   - Annual presentation of audit plan by Director of Internal Audit for approval

iii. Receive quarterly activity reports from the internal auditor.
   *This responsibility is evidenced by:*
   - Quarterly reports
   - Twice yearly updates regarding progress against the audit plan
   - Special reports on audit issues or findings

iv. Receive direct verbal and/or written reports from the university’s internal auditor regarding out of the ordinary reviews and findings that may involve senior level university employees, trustees or affiliates.
   *This responsibility is evidenced by:*
   - Quarterly reports include discussion of significant audit issues or findings. Significant findings are be brought to Board’s attention in a timely manner.

v. Review a comparison of the annual internal audit plan to the actual internal audits performed.
   *This responsibility is evidenced by:*
Twice yearly update by Internal Auditor regarding progress against the audit plan

vi. Provide oversight of the annual financial statement audit.
See the following items viii and ix.

vii. Assure that the university is performing self-assessments of operating risks and evaluations of internal controls on a regular basis.
This responsibility is evidenced by:
Internal Auditor performs continuous risk assessment process year-round which results in twice yearly updated audit plan presented to Committee.
Internal Auditor reports annually to the Committee the results of the University’s Assessment of Internal Controls over Financial Reporting letter and summary report which are provided to the State Controller. Further, the Chancellor certifies the institution’s self-assessment activities and results in his annual compliance letter to the President.

viii. Meet with representatives of the State Auditor’s Office to review the annual state auditor’s report and the university’s corrective action, if any.
This responsibility is evidenced by:
Annual presentation of audited financial statement and management letter

ix. Review audit reports of University-associated entities.
This responsibility is evidenced by:
Annual presentation of associated entities financial reports

b. Finance. Advise the Chancellor with respect to the development of budget estimates for the university, and with respect to the execution and administration of the budget as approved by the General Assembly and the Board of Governors.
This responsibility is evidenced by:
Updates on legislative budget situation
Information about overall university budget and periodic budget status updates
Advisory role regarding specific budget issues
Annual update on University Debt
Annual reporting on Intercollegiate Athletics Financials and Budgets

c. Risk Management

i. Provide oversight of the risk management and compliance functions.
This responsibility is evidenced by:
Receive informational reports as needed regarding risk management and compliance issues that may impact the University.

ii. Receive annual reports on risk management, compliance and legal issues.
This responsibility is evidenced by:
Annual reports on compliance by Office of General Counsel, Office of Information Technology, and Environmental Health and Public Safety
d. Policy Development

i. Recommend to the Board of Trustees for approval policies regarding the preservation, maintenance and management of institutional trust funds. 
*This responsibility is evidenced by:*
  - Quarterly updates on investment performance of NC State Investment Fund, Inc.
  - Advisory role regarding debt management
  - Approval of special obligation bond issuance
  - Periodic reports on Institutional Trust Funds

ii. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the maintenance of campus security. 
*This responsibility is evidenced by:*
  - Advisory role and approval of recommendations to full Board regarding Campus Security
NC STATE BOARD OF TRUSTEES
AUDIT, RISK MANAGEMENT AND FINANCE COMMITTEE
2016 – 2017 PLAN OF WORK (Annual Calendar)

September

- Approval of Bonds/Debts (NC State Pol 01.05.01, Appendix 1, I.b, and di) (as needed)
  *Desired outcome and measure of success:* Consider and recommend bond resolution approval to BOT when presented. BOT bond approval

- Budget Outlook/Legislative Priorities (NC State Pol 01.05.1 App 1, I. a-d) (as needed)
  *Desired outcome and measure of success:* Receive informational report on Legislative budget priorities and understanding possible impacts to University

- Enterprise Risk Management and Compliance Update (NC State Pol 01.05.1, Appendix 1, I.a.vi, c, d.ii)
  *Desired outcome and measure of success:* Receive information report of University any known risks,

- Finance and Budget Update (UNC Pol, Ch. 100.1, Appendix 1 (V) (NC State Pol 01.05.1, Appendix 1, I.b)
  *Desired outcome and measure of success:* Receive informational reports on budget, institutional trust funds and investments to better understand resources and priorities that impact the University.

- Intercollegiate Athletics Finance and Budget Reporting (Annual) (UNC Pol, Ch. 1100.1.1(R) I.B)
  *Desired outcome and measure of success:* Receipt of financial indicators contained in the NCAA Dashboard “Presidential View” with both annual and 5-year information as well as review of annual budget including major sources of revenue and expenses. Informational report promotes transparency of Athletics financial operations.

- Internal Audit Charter Review and Approval (Req by Internal Audit Act)
  *Desired outcome and measure of success:* Review the Internal Audit Charter to be compliant with the Internal Audit Act

- Internal Audit Update (NC State Pol 01.05.1, Appendix 1, I.a.i-viii)
  *Desired outcome and measure of success:* Receive informational reports quarterly on current activity, so that Trustees are aware of any issues that could impact the University. In addition, Trustees would receive bi-annual report on the activities by the Internal Audit Office in reference to the annual plan, and offer guidance when needed.

- Investment/Institutional Fund Performance Review (NC State Pol 01.05.1, Appendix 1, I.d.i)
  *Desired outcome and measure of success:* Inform Trustees of Investment Fund valuation and changes to market affecting the same via written materials provided at each meeting.

- Policy Approvals (NC State Pol 01.05.1, Appendix 1, I.d) (as needed)
  *Desired outcome and measure of success:* Recommend appropriate policies to the full Board for approval.

- Review of Committee Responsibilities (Annually)
  *Desired outcome and measure of success:* Understand Committee scope and develop an effective plan of work for the year.

November

- Approval of Bonds/Debts (NC State Pol 01.05.01, Appendix 1, I.b and .di) (as needed)
  *Desired outcome and measure of success:* Consider and recommend bond resolution approval to BOT when presented. BOT bond approval

- Enterprise Risk Management and Compliance Update (NC State Pol 01.05.1, Appendix 1, I.a.vi, c, d.ii)
  *Desired outcome and measure of success:* Receive information report of University any known risks,
Finance and Budget Update (UNC Pol, Ch. 100.1, Appendix 1 (V) (NC State Pol 01.05.1, Appendix 1, I.b)
Desired outcome and measure of success: Receive informational reports on budget, institutional trust funds and investments to better understand resources and priorities that impact the University.

Internal Audit Update (NC State Pol 01.05.1, Appendix 1, I.a.i-viii)
Desired outcome and measure of success: Receive informational reports quarterly on current activity, so that Trustees are aware of any issues that could impact the University. In addition, Trustees would receive bi-annual report on the activities by the Internal Audit Office in reference to the annual plan, and offer guidance when needed.

Investment Performance Review (NC State Pol 01.05.1, Appendix 1, I.d.i)
Desired outcome and measure of success: Inform Trustees of Investment Fund valuation and changes to market affecting the same via written materials provided at each meeting.

Policy Approvals (NC State Pol 01.05.1, Appendix 1, I.d) (as needed)
Desired outcome and measure of success: Recommend appropriate policies to the full Board for approval.

February

Annual Financial Report (600.2.4, II., H) (NC State Policy 01.05.1, Appendix 1, I.a.viii)
Desired outcome and measure of success: Receive a clean audit opinion from the State Auditor’s Office when reviewing the University Financial Statement.

Annual Report on Endowment and Investments (Annual) (NC State Pol 01.05.1, Appendix 1, I.d.i)
Desired outcome and measure of success: To provide Committee with more understanding about University Endowment and Investments and progress over time.

Enterprise Risk Management and Compliance Update (NC State Pol 01.05.1, Appendix 1, I.a.ii, c, d.ii)
Desired outcome and measure of success: Receive information report of University any known risks,

Finance and Budget Update (UNC Pol, Ch. 100.1, Appendix 1 (V) (NC State Pol 01.05.1, Appendix 1, I.b, I.d.i)
Desired outcome and measure of success: Receive informational reports on budget, institutional trust funds and investments to better understand resources and priorities that impact the University.

Internal Audit Report (as required by BOG) (NC State Policy 01.05.1, Appendix 1, I.a.iii, 1.a.v)
Desired outcome and measure of success: Inform Trustees of Investment Fund valuation and changes to market affecting the same via written materials provided at each meeting.
Internal Audit Update (NC State Pol 01.05.1, Appendix 1, I.a.iii, I.a.iv, I.a.v)
Desired outcome and measure of success: Receive informational reports quarterly on current activity, so that Trustees are aware of any issues that could impact the University. In addition, Trustees would receive bi-annual report on the activities by the Internal Audit Office in reference to the annual plan, and offer guidance when needed.

Policy Approvals (NC State Pol 01.05.1, Appendix 1, I.d) (as needed)
Desired outcome and measure of success: Recommend appropriate policies to the full Board for approval.

April
- Associated Entities Review (NC State Policy 01.05.1, Appendix 1, I.a.ix)
  Desired outcome and measure of success: To inform Committee on the activities and broad overview of annual performance of associated entities as reported to UNC General Administration.
- Budget Outlook/Legislative Priorities (NC State Pol 01.05.1 App 1, I.a-d) (as needed)
  Desired outcome and measure of success: Receive informational report on Legislative budget priorities and understanding possible impacts to University.
- Enterprise Risk Management and Compliance Update (NC State Pol 01.05.1, Appendix 1, I.a.iv, c, d.ii)
  Desired outcome and measure of success: Receive information report of University any known risks.
- Finance and Budget Update (UNC Pol, Ch. 100.1, Appendix 1 (V) (NC State Pol 01.05.1, Appendix 1, I.b, I.d.i)
  Desired outcome and measure of success: Receive informational reports on budget, institutional trust funds and investments to better understand resources and priorities that impact the University.
- Internal Audit Update (NC State Pol 01.05.1, Appendix 1, I.a.iii, I.a.iv, I.a.v)
  Desired outcome and measure of success: Receive informational reports quarterly on current activity, so that Trustees are aware of any issues that could impact the University. In addition, Trustees would receive bi-annual report on the activities by the Internal Audit Office in reference to the annual plan, and offer guidance when needed.
- Internal Audit Yearly Plan Review and Approval(NC State Policy 01.05.1, Appendix 1, I.a.ii)
  Requires Committee Approval Desired outcome and measure of success: .
- Investment/Institutional Trust Performance Review (NC State Pol 01.05.1, Appendix 1, I.d.i)
  Desired outcome and measure of success: Inform Trustees of Investment Fund valuation and changes to market affecting the same via written materials provided at each meeting.
- Policy Approvals (NC State Pol 01.05.1, Appendix 1, I.d) (as needed)
  Desired outcome and measure of success: Recommend appropriate policies to the full Board for approval.
- University Debt Update (NC State Pol 01.05.1, Appendix 1, I.b.)
  Desired Outcome: Receive informational report regarding the University Debt, and debt standings/rating
  Measure of Success: Knowledgeable regarding University Debt, standings and ratings.

July
- New Trustee Orientation
Board of Trustees
North Carolina State University
Audit, Risk Management, and Finance Committee
Agenda Topics for FY16-17 (listed alphabetically) (*Per Bylaws POL01.05.01, Appendix 1, I*)

**SEPTEMBER 2015**
**Approval of Bonds/Debt (if needed) (Finance, Policy Development)**
Enterprise Risk Management & Compliance Update – Top 10 University Strategic Risks/Current Topic (Audit, Risk Management, Policy Development)
Budget Outlook/Legislative Priorities (Audit, Finance, Risk Management, Policy Development)
Finance and Budget Update (Finance)
Intercollegiate Athletics Finance and Budget Reporting (Annual) (Finance)
*Internal Audit Charter Review and Approval (Annual) (Audit)*
Internal Audit Update (Audit)
*Minutes Approval*
Investment and Institutional Fund Performance Review (Finance, Policy Development)
Review of Committee Responsibilities (Annual)
Review of Draft Agenda Items for the Year (Annual)

**NOVEMBER 2015**
**Approval of Bonds/Debt (if needed) (Finance, Policy Development)**
Enterprise Risk Management & Compliance Update – Compliance/Current Topic (Audit, Risk Management, Policy Development)
Finance and Budget Update (Finance)
Internal Audit Update (Audit)
Investment Performance Review (Finance, Policy Development)
*Minutes Approval*

**FEBRUARY 2016**
**Annual Financial Report/Audit (State Auditors attend) (Audit)**
Annual Report on Endowment and Investments (Annual) (Finance, Policy Development)
Enterprise Risk Management & Compliance Update – Topic Specific (Audit, Risk Management, Policy Development)
Finance and Budget Update (Finance)
Internal Audit Update (Finance)
*Minutes Approval*

**APRIL 2016**
Associated Entities Review (Annual) (Audit)
Budget Outlook/Legislative Priorities (Audit, Finance, Risk Management, Policy Development)
Enterprise Risk Management & Compliance Update – Response to Current Environment (Audit, Risk Management, Policy Development)
Finance and Budget Update (Finance)
Internal Audit Update (Audit)
*Internal Audit Yearly Plan Review for FY 2014 (Annual) (Audit)*
Investment Performance Review (Finance, Policy Development)
*Minutes Approval*
University Debt Update (Annual) (Finance)

*Except as noted, all update reports are as needed.*

*denotes action item
**denotes Requires Full Board Approval
Chair Cabaniss opened the meeting at 1:00 p.m. in the Winslow Hall Conference Room. Committee members present for the meeting were:

Mr. Tom Cabaniss, Chair  
Mr. Chip Andrews  
Mr. Khari Cyrus  
Mr. Ron Prestage  
Ms. Susan Ward  
Mr. Dewayne Washington  

Others present were:

Chancellor W. Randolph Woodson  
Dr. Warwick Arden, Provost and Executive Vice Chancellor  
Mr. Scott Douglass, Vice Chancellor, Office of Finance and Administration  
Ms. Eileen Goldgeier, Vice Chancellor and General Counsel, Office of General Counsel  
Ms. Wyona Goodwin, Staff Senate Chair  
Ms. Tabitha Groelle, Business Officer, Treasurer’s Division  
Ms. Cecile Hinson, Director of Internal Audit  
Dr. Marc Hoit, Vice Chancellor, Office of Information Technology  
Mr. Robert Hoon, Deputy General Counsel, Office of General Counsel  
Mr. Kevin Howell, Assistant to the Chancellor, External Affairs, Chancellor’s Office  
Mr. Calvin Jackson, Technology Support Analyst, Technology Support Services  
Ms. Katherine Kleinknecht, Financial Analyst, Strategic Debt and Financial Management  
Ms. Lori Johnson, Director, Strategic Debt and Financial Management, Treasurer’s Office  
Mr. Paul Nolan, Student Body President Elect  
Ms. Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and Administration and University Treasurer  
Dr. Alan Rebar, Vice Chancellor, Office of Research, Innovation and Economic Development  
Ms. PJ Teal, Assistant to the Chancellor, Chancellor’s Office  
Mr. Brad Trahan, University Compliance Manager, Office of General Counsel  
Ms. Deborah Yow, Director, Athletics  

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.

Chair Cabaniss asked if there were any changes to the minutes from the February 18, 2016 meeting as presented. Ms. Susan Ward made a motion to accept the minutes and Mr. Khari Cyrus seconded. The minutes were approved.

Cecile Hinson presented the Internal Audit Annual Audit Plan for Fiscal Year 2017. The plan includes
specific operational and information technology audit engagements including Title IX, Clearly Act, and
Information Technology Network Infrastructure Maintenance. It also allows time for investigative audits,
follow-up of audit issues reported in prior year audit reports, special assignments, and ongoing consulting
engagements. Ms. Hinson referenced the Risk Assessment and Audit Planning process illustrated in the
materials. Ms. Susan Ward made a motion to accept the Plan as presented, Mr. Ron Prestage seconded.
The Committee unanimously approved the FY 2017 Audit Plan.

Ms. Hinson then provided a status of Internal Audit activities since the February meeting. Two reports have
been issued and two audits closed after unit management successfully implemented corrective actions to
issues. In progress are six reports, two investigations, and 10 sets of audit report issues are in follow-up.
Vice Chancellor Scott Douglass and Ms. Mary Peloquin-Dodd provided a budget update to the Committee.
They included an overview of the fiscal and economic outlook for the State of North Carolina. Revenue
and individual taxes are projected to be above target, while sales taxes are estimated to be $200 million
below target – depending on final tax return filings. The North Carolina economy shows continued
moderate growth. Employment growth is steadily improving, but wage growth is lagging.

Mr. Kevin Howell discussed the UNC Board of Governors budget priorities for fiscal year 2017, which
includes retaining top talent, improving education attainment, and fully funding enrollment change.
Legislative priorities for the next two years that could affect NC State are reducing the $6.0 million
management flex cut and removing the $5.8 million advancement activity reduction. Priorities also include
keeping NC State’s self-liquidating projects in legislation. These projects include Plant Sciences,
Carmichael Addition and Renovation and Case Commons Residence Hall. There is hope of limiting the
impact of the NC Guaranteed Admissions Program by requesting a 2 year delay, and the impact of HB2 is
being closely monitored.

Mr. Douglass provided an explanation about Century bonds as a legislative priority. Use of these bonds
would extend the allowable borrowing period from 30 to 100 years. The Committee discussed potential
uses and the pros and cons of using this as another financing tool.

University Treasurer, Mary Peloquin-Dodd presented an Annual Review of Associated Entities to satisfy
the annual Associated Entity review required by the Board of Governors. All audits have been sent to
General Administration and the copies of the Audits were made available to the Committee. She noted that
there were no management issues this year in the audits for these entities. She also provided information
on net assets and endowments for the Associated Entities.

Lori Johnson, Director of University Strategic Debt Management, provided a debt update to the Committee.
She reviewed a ten year history of the University’s Outstanding Debt, by amount, type, and purpose.
Outstanding debt has dropped and the University pays a little under $20 million in principal each year. Total
debt for fiscal 2016 is close to the amount as for fiscal 2015 due to commercial paper issuance. The mix
of fixed to variable debt has not changed nor has debt by purpose. The cost of funds is 3.65%, and the
three largest components are for housing, Talley Student Union, and energy savings.

She discussed other activity including the requirement that the University hire an independent financial
advisor and, through an RFP, First Tryon Advisors was hired. Other activity related to University debt were
updating our debt guidelines and replacing the former bond trustee. We successfully negotiated a rate
modification on the Energy Loan that will result in $3.8 million savings in interest costs and shorten the
payback period of the loan. Based on current expectations, debt is likely to increase during the next few years due to the Engineering Oval and Plant Sciences projects. Our goal is keep debt service at or below 4% of annual operating expenses.

Ms. Johnson also informed the Committee about the UNC System Debt Capacity Study in which both she and Mary Peloquin-Dodd participated. The study was in response to a new statute which now requires each campus to provide an annual report on current and anticipated debt levels and requires the System to conduct an annual study on estimated debt capacity. She discussed General Administration’s methodology for meeting these new rules.

Vice Chancellor and General Counsel Eileen Goldgeier and Deputy General Counsel Robert Hoon provided information regarding activities related to the Compliance and Integrity Program, including a draft of a possible NC State Culture Code influencing ethical behavior and decision-making in the university setting.

Provost Warwick Arden discussed the University’s Number Four Strategic Risk--Faculty Loss. Faculty Loss is described as the inability to attract and retain faculty due to lack of competitive compensation and benefit packages and/or substandard infra-structure. Provost Arden talked about workplace and non-workplace factors common to recruitment and retention. These items are the things that influence faculty decisions. He also highlighted key risk indicators.

Chair Cabaniss referenced informational materials provided to the committee.

With no further business, the Committee adjourned at 2:30 p.m.

Submitted by ___________________________________
Secretary to the Committee

Approved _____________________________________
Chair of the Committee
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 Plant Sciences Building, Carmichael Addition and Renovation and Case Commons Residence Hall approved by the North Carolina General Assembly in Chapter 97 of the 2016 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 16th day of September, 2016.

THE BOARD OF TRUSTEES OF NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

By: ________________________________
Assistant Secretary
STATE OF NORTH CAROLINA )
) ss:
COUNTY OF WAKE )

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 September 16, 2016 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 September 16, 2016 was sent to each member of the Board, and (3) a quorum was present at the meeting on September 16, 2016 at which time the foregoing Resolution was adopted.

WITNESS, my hand and the seal of North Carolina State University at Raleigh this ___ day of September, 2016.

[SEAL]

__________________________
Assistant Secretary
INTERNAL AUDIT DIVISION

INTERNAL AUDIT CHARTER

MISSION

The mission of the Internal Audit Division (IAD) is to support the University in the successful achievement of its strategic goals. This is accomplished by serving as an independent partner to University leadership, faculty, and staff in the identification and balancing of their units’ risks through objective, flexible, and proactive audit and consultation services. IAD provides independent evaluation of the effectiveness of risk management, control, and governance processes and makes recommendations for improvement.

SCOPE OF WORK

IAD’s scope of work includes assessing whether:

- Risks are appropriately identified and managed across the University
- University governance processes support the organization’s strategies and objectives
- Financial, process, and information technology controls are effective and efficient
- Policies, regulations, rules, and other guidance and training are consistent in their information, effective, and do not create undue bureaucracy or inefficiencies
- University units are compliant to University, UNC-General Administration (UNC-GA), State, and Federal requirements, related processes are administered correctly, and issues are recognized and addressed properly and promptly
- Significant financial, managerial, and operating information is accurate, reliable, secure, and timely
- Actions of University personnel are in compliance with policies and applicable laws and regulations
- University resources are acquired economically, used efficiently, and adequately protected
- Quality and continuous improvement are fostered in the University’s processes

INDEPENDENCE AND ACCOUNTABILITY

All internal audit activity must be free from undue influence or interference in the selection of activities to be examined, determination of the scope or methodology of work, and in communication of the results in accordance with the international standards of independence as set forth by the Institute of Internal Auditors (IIA).

The Director of Internal Audit (Director) reports functionally and administratively directly to the Chancellor. The Director is also accountable to the Board of Trustees (BOT) through its Audit, Risk Management and Finance Committee (Committee) as required by the University of North Carolina (UNC) Board of Governors (BOG) and the IIA standards. The Director communicates and interacts directly and independently with the Committee. In addition, the Director has
informational reporting accountability to the Provost and Executive Vice Chancellor and the Vice Chancellor for Finance and Administration.

**RESPONSIBILITY**

The Director has the responsibility to ensure IAD achieves the following:

- Maintain compliance with North Carolina General Statute (GS) Chapter §116-40.7 (which establishes the independent audit function at state universities); NC GS Chapter §143 Article 79, The NC Internal Audit Act; and audit-related requirements from the UNC BOG
- Establish a risk assessment process to support the development of a risk-based audit plan and a risk-based approach to individual engagements
- Submit, at least annually, a risk-based audit plan to the Chancellor and the Committee for approval and implement that audit plan
- Continually re-evaluate the audit plan based on changing conditions and emerging issues and revise as necessary to ensure that the highest risk items are given priority
- Consider the scope of work of the external auditors and regulators, as appropriate, for the purpose of providing optimal audit coverage to the organization
- Appropriate and necessary interactions with the various external audit-related governance groups occur as needed, including interactions with UNC-GA, the state’s Council of Internal Audit, Office of the State Auditor (OSA), Office of the State Controller, and the State Bureau of Investigation
- Appropriate and necessary interactions with the various internal audit- and investigation-related units occur as needed, including interactions with Office of the General Counsel, University Police Department, Employee Relations, and Student Conduct
- Investigate suspected fraudulent activities and notify the Chancellor, the Committee, and other management of any significant results; assist OSA or other external investigators with investigation of allegations as necessary
- Issue audit reports or engagement letters as appropriate to the Chancellor and other management summarizing the results of audit or consulting activities
- Report recent activities and high-risk issues to the Committee at regular quarterly meetings
- Perform consulting services, beyond internal auditing’s assurance services, to assist management in meeting its objectives and to proactively address issues
- Coordinate with other control and monitoring functions both internal and external regarding areas such as risk management, compliance, security, legal affairs, environmental health, and external audits and investigations
- Keep the Chancellor, the Committee, the Provost and Executive Vice Chancellor, and the Vice Chancellor for Finance and Administration informed of emerging trends and successful practices in the internal auditing profession
- Educate the campus-community on University policies, State and Federal regulations, best practices, and the importance of effective internal controls
- Participate on various committees, compliance task forces, and system development projects to provide guidance, proactively address potential issues and internal control weaknesses, improve inefficiencies, and increase effectiveness
- Evaluate and assess significant University functions and new or changing services, processes, operations, major systems, and control processes coincident with their development, implementation, and/or expansion
- Develop and maintain a continuous improvement and quality assurance program covering all aspects of IAD’s activities
• Perform all their duties in conformance with the international standards of the IIA

**AUTHORITY**

The Director is authorized to:

• Have direct and unrestricted access to senior management and the BOT
• Have (and delegate to the IAD staff as appropriate) unrestricted, independent access to all personnel, units, functions, records, and property relevant to the performance of engagements and risk assessment activities
• Allocate resources, set frequencies, select subjects, determine scopes of work, and apply the techniques required to accomplish audit objectives
• Obtain the necessary assistance of personnel in units of the organization where they perform audits as well as other specialized services from within or outside the organization as needed

The Director and staff of the IAD are not authorized to:

• Perform any operational duties for the organization or its affiliates
• Initiate or approve accounting transactions external to the IAD
• Make decisions that are the responsibility of management

**To Be Approved by the NC State University Board of Trustees**

**Audit, Risk Management and Finance Committee**

**September 15, 2016**
OUR MISSION

Our mission is to support the University’s successful achievement of its strategic goals by serving as a partner in identifying and balancing risks through objective, flexible, and proactive audit and consultation services.
ENGAGEMENT METRICS

Each year in April, the Board of Trustees reviews and approves a new Audit Plan (Plan) for the coming fiscal year. That Plan is a “snapshot in time” of the current audit risks identified as of February 1 (the end of our planning year) selected to be addressed during the following fiscal year. It is subject to change as we use ongoing analysis throughout the year to weigh emerging areas of risk, management requests, and potential investigations received against the audits on the original approved Plan. The impact of this is that some audits on the Plan will be replaced by or postponed for new audits that carry higher or more immediate risk. This results in a more responsive, comprehensive audit process.

NCSU Internal Audit Division
Fiscal Year 2016 Audit Plan
as of 6/30/16
(50% Increase to the Fiscal Year Audit Plan)

Planned Engagements 25

Added Engagements 25

Total Engagements 50

Special Assignments/Office of the State Auditor
Investigations
Consulting
Follow-Up Audits
Audits
NCSU Internal Audit Division
Fiscal Year 2016 Engagements Status
as of 6/30/16

- Closed/Completed: 21
  - Special Assignments/Office of the State Auditor (8)
  - Consulting (16)
  - Investigations (10)
  - Follow-Up (5)
  - Audits (11)

- In Process: 24
  - Consulting/Special Assignments
  - Investigations
  - Assurances Audits
  - Follow-Up Audits
  - Information System Audits
  - Ad Hoc and Minor Advisory
  - Professional Development

- Returned to Risk Inventory: 4
- Not Started/On Hold: 1

79% Effort on Engagements
NCSU Internal Audit Division
Fiscal Year 2016 Audit Issue Resolution
as of 6/30/16

- Corrective Action In Process 16
- Corrective Action in Follow-Up 20
- Resolved 5

41 Issues Reported

61% Completion Rate

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NCSU Internal Audit Division
Audit Issue Resolution 5 Year Trend
(Fiscal Years 2011-2016)
as of 6/30/16

- Corrective Action In Process 16
- Corrective Action in Follow-Up 20
- Resolved 127

163 Issues Reported

90% Completion Rate
**RISK ASSESSMENT METRICS**

Team members visit faculty and staff across the University throughout the year to discuss their unit's strategic plans, goals, and risk posture. This includes new and on-going activities related to their academic, research, and outreach missions and potential concerns or emerging risks to both strategic and tactical goals at the unit and University level. This process supports the identification of potential audit and consulting engagements and is used as an objective tool in the development of our Annual Audit Plan.
FISCAL YEAR 2016

PROGRAMS, INITIATIVES, AND CONTINUOUS IMPROVEMENT

The Internal Audit Division (IAD) will continue to focus on quality improvement through the following goals:

- Continue development of a Data Analytics program for high risk data sets. These data sets will be monitored continuously for potential non-compliant or fraudulent activity. Monitoring will be non-duplicative of activities already covered by management with the goal of eventually providing reports to central administrative and University unit business offices for review and corrective action.
- Continue development of a program to facilitate identification of risk and creation of risk management strategies for individual University units.
- Continue development and implementation of collaborative compliance assurance process with the Office of General Council, Compliance Office. This should include a joint process for tracking and correcting compliance issues noted through IAD engagements and Compliance Office activities.
- Develop single points of contact within the Office of Finance and Administration and Office of Information Technology to facilitate more timely response process for reported issues and their resolution.
- Continue to provide meaningful training that supports IAD initiatives/work and ensures compliance to Continuing Professional Educational requirements for staff certifications.

ENHANCING THE STUDENT EXPERIENCE

Two student interns from the Poole College of Management’s (PCOM) Internal Auditing concentration program were added to the team this year: Lauren Ross and Albert Dinh. An internship experience in the NC State University Internal Audit Division provides a student with total immersion in the "real world" of the auditing profession. The student is assigned to audit projects and, with the coaching and mentorship of a senior auditor, performs all aspects of a typical project from risk assessment and planning to developing audit findings and writing the report. This is more exposure to the full audit project life-cycle than many auditors receive in their first two years of corporate or public experience. The students also have the opportunity to obtain experience on consulting projects. This experience positions the student ahead of many new graduates and even some experienced junior auditors; thus, improving their ability to compete for jobs in the market place.

Through the PCOM Audit Intern program, the Internal Audit Division has been able to play a small part in contributing to one of the PCOM’s key metrics related to the percent of students who had at least one internship at any time during their college years (10 percent). This was a key factor in Poole College of Management receiving a ranking of the 47th best Undergraduate Program in the US per Bloomberg Business Week.

Where Are They Now?

Lauren Ross graduated in May 2016, magna cum laude, with a Bachelor’s of Science in Accounting, a concentration in Internal Auditing, and a double minor in Spanish and Law & Justice. She is currently working in Risk Advisory Services at Cherry Bekaert, LLP. Lauren plans to get her MBA in a few years, but is currently focused on obtaining her Certified Internal Auditor (CIA) and Certified Fraud Examiner (CFE) certifications.

Albert Dinh graduated in May 2016, cum laude, with a Bachelor’s of Science in Accounting and a concentration in Internal Auditing. He is currently working as a Billing Specialist on the Billing and Collections team at Bandwidth.com and is also volunteering at Redress Raleigh to coordinate various events. Albert is concentrating
on pursuing a career in the auditing profession in the retail sector and plans to enroll in a graduate program at NC State in the future.

**STAFF UPDATES**

**Staff Additions**

Frank J. Dziepak, Investigative and Special Assignments Auditor, joined the Internal Audit Division in April 2016. He has 25 years of experience both in the public and private sector beginning his career in health care audit and then as a Reimbursement Manager for a national healthcare provider in Atlanta. After relocating to North Carolina, he worked for the NC Department of Justice as a Medicaid Fraud Investigator, the NC Office of the State Auditor as an Investigation Supervisor as well as the Department of Health and Human Services as the Special Investigations Manager. Frank has a Bachelor of Business Administration degree in Accounting from the University of Georgia. He is a Certified Internal Auditor (CIA) and a Certified Fraud Examiner (CFE).

Gail J. Kashulon, Information Technology (IT) Auditor, rejoined the IAD team in June 2016 as a part-time IT auditor. She has over 25 years of IT audit experience and more than 5 years of IT audit experience at NCSU. Gail is a Certified Information Systems Auditor (CISA) and has her Masters of Business Administration (MBA) in Management Science/Operations Research.

**Staff Transitions**

Sandra J. Soto, part-time Auditor, is now working in the Dean’s Business Operations office in the College of Sciences focusing on special assignments.

William H. Ogle, Information Technology Auditor, has joined SAS as the Internal Audit and Compliance Manager.

Marie C. Knobloch, Operational Audit Manager, left the team in April 2016 and is pursuing new career opportunities.

**COMMUNITY OUTREACH**

Throughout the year, the Internal Audit Division participates in opportunities to give back to both our local and global communities. Each year the team has at least one “Volunteer Day” on which we perform a volunteer activity, selected unanimously, in the local community. This year:

- The Internal Audit Division had a 100% participation rate with Neil Holloway as the Internal Audit Division’s State Employees Combined Campaign (SECC) Team Captain
- The Division adopted three “angels” from the Salvation Army’s Angel Tree and purchased holiday gifts for them
- The team volunteered at Raleigh National Cemetery and removed the holiday wreaths on veterans graves
### NC State University Internal Audit Division

**Fiscal Year 2016 Audit Plan and Engagement Status**

**As of June 30, 2016**

<table>
<thead>
<tr>
<th>Engagement</th>
<th>On Original Fiscal Year 2016 Audit Plan?</th>
<th>Coverage of Top 10 University Strategic Risks</th>
<th>Status</th>
<th>Auditor Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Audits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>College of Engineering - Nanofabrication Facility Investigation</td>
<td>No - Carried Forward from Prior Year</td>
<td>10 - Employee Misconduct</td>
<td>Closed</td>
<td>The objective of this audit was to investigate allegations from an internal source regarding potential conflict of interest in contracting with vendors. Allegations were not substantiated. Original report issued 11/9/15. Audit closed.</td>
</tr>
<tr>
<td>Audit of Controls Over the Usage of Restricted Gifts</td>
<td>Yes</td>
<td>10 - Employee Misconduct</td>
<td>Closed</td>
<td>The objective of this audit was to evaluate the adequacy and effectiveness of controls over restricted gift expenditures. Expenditures were tested to determine if they followed restrictions set by the donor and were compliant with University guidelines. No issues found. Original report issued 3/1/16. Audit closed.</td>
</tr>
<tr>
<td>College of Agriculture and Life Sciences - Equipment Investigation</td>
<td>No - Carried Forward from Prior Year</td>
<td>10 - Employee Misconduct</td>
<td>Closed</td>
<td>The objective of this audit was to investigate allegations from an internal source regarding potential theft of equipment and supplies. 3 issues were reported relating to misuse of University property and funds. Appropriate corrective actions were taken by the College of Agriculture and Life Sciences. Original report issued 3/2/16. Audit closed.</td>
</tr>
<tr>
<td>Student Health Services Investigation</td>
<td>No - Added</td>
<td>10 - Employee Misconduct</td>
<td>Closed</td>
<td>The objective of this audit was to investigate allegations from an internal source regarding a possible theft of cash. 1 issue was reported related to theft of funds. Appropriate corrective actions were taken by Student Health Services. Original report issued 6/20/16. Audit closed.</td>
</tr>
<tr>
<td>College of Sciences and National Institute of Statistical Sciences Investigation</td>
<td>No - Added</td>
<td>10 - Employee Misconduct</td>
<td>Closed</td>
<td>The objective of this audit was to investigate allegations from an internal source regarding a potential conflict of interest and potential misuse of funds. 2 issues were reported relating to non-compliance and misuse of funds. Appropriate corrective actions were taken by the College of Sciences. Original report issued 6/27/16. Audit closed.</td>
</tr>
<tr>
<td>College of Sciences - Mathematics Grant Funds Investigation</td>
<td>Yes</td>
<td>9 - Research Scandal</td>
<td>Complete - In Follow-up</td>
<td>The objective of this audit was to investigate allegations from an internal source concerning several anomalies with a Mathematics grant. 1 issue was reported relating to fiscal oversight and compliance. Original report issued 8/10/15.</td>
</tr>
<tr>
<td>Non-Instructional Summer Salary Performance Audit - Effectiveness of Faculty Training</td>
<td>Yes</td>
<td>6 - Loss Research Grants 9 - Research Scandal</td>
<td>Complete - In Follow-up</td>
<td>The objective of this audit was to review the effectiveness of mandatory summer salary training for both faculty who receive summer pay from contracts and grants and for the individuals involved with approving and processing such payments. 2 issues were reported relating to training processes and guidance. Original report issued 10/6/15.</td>
</tr>
<tr>
<td>Data Security Controls Related to Peripheral Devices</td>
<td>Yes</td>
<td>3 - Data Breach</td>
<td>Complete - In Follow-up</td>
<td>The objective of this audit was to review the effectiveness of logical security controls over University data processed or stored on peripheral devices (printers, scanners, copiers, etc.). 1 issue was reported relating to data erasing processes. Original report issued 11/30/15.</td>
</tr>
<tr>
<td>College of Agriculture and Life Sciences - Capital Asset Investigation</td>
<td>No - Added</td>
<td>10 - Employee Misconduct</td>
<td>Complete - In Follow-up</td>
<td>The objective of this audit was to investigate allegations from an internal source regarding a potential misuse of University resources. 1 issue was reported relating to guidance for the sale of University assets. Original report issued 04/28/16.</td>
</tr>
</tbody>
</table>

**Key:**
- **Closed**
- **In Process**
- **Not Started**
- **On-Hold**
- **Returned to Continuous Risk Assessment**
- **Complete - In Follow-up**

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<tr>
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</thead>
<tbody>
<tr>
<td>University Gas Cylinder Inventory Tracking and Billing</td>
<td>Yes</td>
<td>Other - Charges to Research Grants</td>
<td>In Process - Report &amp; issues received management response</td>
<td>The objective of this audit is to test the accuracy and effectiveness of the gas cylinder inventory and billing process.</td>
</tr>
<tr>
<td>University Employee Time and Leave Management</td>
<td>Yes</td>
<td>Other - Regulatory Non-Compliance</td>
<td>In Process - Report &amp; issues to management review</td>
<td>The objective of this audit is to test compliance to Fair Labor Standards Act requirements relating to employee compensatory time and overtime hours earned.</td>
</tr>
<tr>
<td>College of Agriculture and Life Sciences - Animal Science Department Investigation</td>
<td>No - Added</td>
<td>10 - Employee Misconduct</td>
<td>In Process - Fieldwork</td>
<td>The objective of this audit is to investigate allegations from an internal source regarding the potential misuse of funds in University accounts.</td>
</tr>
<tr>
<td>College of Agriculture and Life Sciences - Business Processes</td>
<td>No - Added</td>
<td>Other - Effectiveness and Efficiency Process</td>
<td>In Process - Report &amp; issues in draft process</td>
<td>The objective of this audit is to review internal controls in the College of Agriculture and Life Sciences business processes.</td>
</tr>
<tr>
<td>Security Applications and Technology (SAT) Services</td>
<td>Yes</td>
<td>5 - Data Breach</td>
<td>In Process - Fieldwork</td>
<td>The objective of this audit is to assess the processes and related controls governing the system used by SAT in providing physical access controls for campus locations.</td>
</tr>
<tr>
<td>College of Engineering - Industry Expansion Solutions Investigation</td>
<td>No - Added</td>
<td>10 - Employee Misconduct</td>
<td>In Process - Planning</td>
<td>The objective of this audit is to investigate allegations from an internal source regarding a possible conflict of interest, misuse of University resources, and possible ineffective project management practices for a new information technology system implementation project.</td>
</tr>
<tr>
<td>Controls Over Small Contracts</td>
<td>Yes</td>
<td>10 - Employee Misconduct</td>
<td>Returned to Continuous Risk Assessment</td>
<td>The objective of this audit was to review the effectiveness of controls over small contracts (between $5,000 and $35,000) and compliance with State and University requirements.</td>
</tr>
<tr>
<td>Grant Expenses at Award End</td>
<td>Yes</td>
<td>6 - Loss Research Grants</td>
<td>Returned to Continuous Risk Assessment</td>
<td>The objective of this audit was to test financial expenditures at the end of federal grant awards to ensure they are allowable, allocable, and reasonable. Compliance of the expenditures to applicable regulations and provisions of the award agreements would also be tested.</td>
</tr>
<tr>
<td>Academic Information Technology Disaster Recovery Planning</td>
<td>Yes</td>
<td>5 - Data Breach</td>
<td>Returned to Continuous Risk Assessment</td>
<td>The objective of this audit was to assess the strategic alignment between Information Technology disaster recovery planning and business continuity plans in Colleges and Departments.</td>
</tr>
<tr>
<td>University Information Technology Network Perimeter</td>
<td>Yes</td>
<td>5 - Data Breach</td>
<td>Returned to Continuous Risk Assessment</td>
<td>The objective of this audit was to determine the effectiveness of security controls for protecting the University network from well-known external threats. This audit would review security controls over gateway devices used to provide access from external sources to the University network excluding the wireless network.</td>
</tr>
</tbody>
</table>

**Key:**
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- **Returned to Continuous Risk Assessment**
- **Complete - In Follow-up**
### Prior Years' Audit Follow-Up

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<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Center for Marine Sciences and Technology 3rd Party Lodging Allegation - Follow-up</td>
<td>Yes</td>
<td>10 - Employee Misconduct</td>
<td>Closed</td>
<td>Follow-up issues in prior Internal Audit report. The objective of the original audit was to investigate an allegation from an internal source related to non-compliances to the state's policies related to third-party lodging. 5 issues were noted related to University guidance, non-salary compensation, non-compliance, and delegated authority. Original report issued 4/29/14. Follow-up completed. Audit closed 8/6/15.</td>
</tr>
<tr>
<td>College of Agriculture and Life Sciences - 4-H Extension Horse Husbandry Investigation - Follow-up</td>
<td>Yes</td>
<td>10 - Employee Misconduct</td>
<td>Closed</td>
<td>Follow-up issues in prior Internal Audit report. The objective of the original audit was to investigate allegations from an external source concerning misuse of 4-H Extension Horse Husbandry funds. 3 issues were reported related to disclosure of protected personnel data, disclosure of financial data, and undefined roles and responsibilities. Original report issued 4/2/15. Follow-up completed. Audit closed 1/7/16.</td>
</tr>
<tr>
<td>Division of Academic and Student Affairs - Information Technology (IT) - General Controls - Follow-up</td>
<td>Yes</td>
<td>5 - Data Breach</td>
<td>In Process</td>
<td>Follow-up issues in prior Internal Audit report. The objective of the original audit was to evaluate the effectiveness of governance over processes and procedures that apply to the overall Academic and Student Affairs IT operations. 10 issues were reported related to IT oversight and strategic planning, IT project management practices, improvements for division-wide IT efficiency and effectiveness, physical and logical security, and procedure documentation. Original report issued 6/23/11. Number of Audit Issues Remaining Open: 4 (corrective actions in progress) Number of Audit Issues Closed: 6</td>
</tr>
<tr>
<td>University Network Firewall Protection Service Audit - Follow-up</td>
<td>Yes</td>
<td>5 - Data Breach 7 - Technology Disruption</td>
<td>In Process</td>
<td>Follow-up issues in prior Internal Audit report. The objective of the original audit was to review University firewall services to ensure appropriate protection of critical computer systems and sensitive data, adherence to University requirements, and external regulatory and compliance mandates. 12 issues were reported related to physical security and environmental protection controls, overall University firewalling policy and strategy, logical access control, and documentation of standards and procedures. Original report issued 9/13/12. Number of Audit Issues Remaining Open: 6 (corrective actions in progress) Number of Audit Issues Closed: 6</td>
</tr>
<tr>
<td>Office of Information Technology - Infrastructure, Systems, and Operations - Virtual Computing Services - Follow-up</td>
<td>Yes</td>
<td>5 - Data Breach 7 - Technology Disruption</td>
<td>In Process</td>
<td>Follow-up issues in prior Internal Audit report. The objective of the original audit was to evaluate the Office of Information Technology Virtual Computing Services environment to ensure appropriate implementation of management, process, and technical controls. 7 issues were noted related to inadequate security controls and process weaknesses. Original report issued: 11/6/13. Number of Audit Issues Remaining Open: 6 (corrective actions in progress) Number of Audit Issues Closed: 1</td>
</tr>
</tbody>
</table>
### Office of Information Technology - WolfTech Active Directory - Security and Operational Controls - Follow-up

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<thead>
<tr>
<th>Engagement</th>
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</thead>
<tbody>
<tr>
<td>Yes</td>
<td>5 - Data Breach</td>
<td></td>
<td>In Process</td>
<td>Follow-up issues in prior Internal Audit report. The objective of the original audit was to verify adequate security and effective operational controls for the WolfTech Active Directory service. WolfTech is the official University information technology directory service used for central administration and security of Microsoft-based personal computers and servers deployed across the University. 12 issues were noted related to the overall active directory strategy, physical security, disaster recovery, operational monitoring, technical security weaknesses, and documentation of standard procedures. Original report issued 2/18/13. Number of Audit Issues Remaining Open: 6 (corrective actions in progress) Number of Audit Issues Closed: 6</td>
</tr>
</tbody>
</table>

### Office of the State Auditor Information Technology - Audit Letter Issued to the Vice Chancellor for Information Technology - Follow-up

<table>
<thead>
<tr>
<th>Engagement</th>
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</thead>
<tbody>
<tr>
<td>Yes</td>
<td>5 - Data Breach</td>
<td></td>
<td>In Process</td>
<td>The objective is to follow-up on the implementation of corrective actions by the Office of Information Technology relating to recommendations made by the Office of the State Auditor as documented in a letter dated December 18, 2012. There were 2 recommendations related to passwords and system administrator access controls and improvement suggestions noted by the Office of the State Auditor during the annual financial statement audit. Original letter issued 12/18/12. Number of Audit Issues Remaining Open: 1 (corrective action in progress) Number of Audit Issues Closed: 1</td>
</tr>
</tbody>
</table>

### Office of the State Auditor Fiscal Year 2014/2015 Financial Statement Audit, Information Technology Controls Segment

<table>
<thead>
<tr>
<th>Engagement</th>
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</tr>
</thead>
<tbody>
<tr>
<td>No - Carried Forward</td>
<td>5 - Data Breach</td>
<td></td>
<td>In Process</td>
<td>The objective is to follow-up on the implementation of corrective actions by the Office of Information Technology relating to recommendations made by the Office of the State Auditor. These recommendations were shared verbally but not documented in a formal report or letter. 4 issues were noted related to administrative rights, vulnerability scanning, documentation of policies, and test logs No formal report or letter issued. Number of Audit Issues Remaining Open: 4 (corrective action in progress) Number of Audit Issues Closed: 0</td>
</tr>
</tbody>
</table>

### Controls over Purchase Cards (PCards) - Follow-up

<table>
<thead>
<tr>
<th>Engagement</th>
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</thead>
<tbody>
<tr>
<td>Yes</td>
<td>10 - Employee Misconduct</td>
<td></td>
<td>In Process</td>
<td>Follow-up issues in prior Internal Audit report. The objective of the original audit was to review both the University-level and Departmental-level purchase card processes, internal controls, and compliance with University/College policy and funding source requirements. This included reviewing PCard purchases for compliance to &quot;University Trust Fund Guidelines&quot; and &quot;NCSU Basic Spending Guidelines by Fund Source&quot; which define how and what expenditures can be processed by the various types of funds. We also evaluated whether the internal controls provide reasonable assurance that PCard purchases meet University Policies, Regulations, and Rules; guidelines; and best practices. 4 issues were noted related to assignment of responsibility and authority, internal controls and guidance, ineffectiveness of reports, and non-compliance. Original report issued: 8/13/14. Number of Audit Issues Remaining Open: 4 (corrective actions in progress) Number of Audit Issues Closed: 0</td>
</tr>
</tbody>
</table>

### Consulting Engagements

<table>
<thead>
<tr>
<th>Engagement</th>
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<tbody>
<tr>
<td>Cooperative Extension Service</td>
<td>No - Added</td>
<td>Other - Effectiveness and Efficiency Process</td>
<td>Closed</td>
<td>Audit team provided training relating to University policies, best practices in business and financial activities/transactions, use of Internal Audit self-assessment tools on Internal Audit's website, and, awareness of common issues. On-site reviews as necessary. Additional ad hoc consulting at District Meetings as requested. Consultation closed 6/30/16.</td>
</tr>
</tbody>
</table>
## NC State University Internal Audit Division
**Fiscal Year 2016 Audit Plan and Engagement Status**
**As of June 30, 2016**

<table>
<thead>
<tr>
<th>Engagement</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Academic Outreach and Entrepreneurship Division - Shared Business Services Unit</td>
<td>No - Added</td>
<td>Other - Effectiveness and Efficiency Process</td>
<td>Closed</td>
<td>Audit Manager was consulted on design of the Shared Business Services for Academic Outreach and Extension's proposed LLC. Due to LLC not being approved, this consulting engagement has been closed. Consultation closed 12/1/15.</td>
</tr>
<tr>
<td>Center for Applied Aquatic Ecology</td>
<td>No - Added</td>
<td>10 - Employee Misconduct</td>
<td>Closed</td>
<td>Director consulted with the Department Head and Employee Relations regarding internal allegations related to employee conduct. Consultation closed 6/30/16.</td>
</tr>
<tr>
<td>Compliance with Regulations Over Controlled Substances (Used Outside of University Pharmacies)</td>
<td>Yes</td>
<td>10 - Employee Misconduct</td>
<td>Closed</td>
<td>Director and Audit Manager provided consultation to determine compliance to Federal, State, and University regulations regarding controlled substances used outside of pharmacies. Consultation closed. Memo issued 4/28/16.</td>
</tr>
<tr>
<td>Office of Information Technology Security Roadmap</td>
<td>No - Added</td>
<td>5 - Data Breach 7 - Technology Disruption</td>
<td>In Process</td>
<td>Director and Audit Manager are providing advisory and consulting services for the Office of Information Technology Security and Compliance to assist in the development of the Security Roadmap.</td>
</tr>
<tr>
<td>Student Development, Health, and Wellness Risk Management Consultation</td>
<td>Yes</td>
<td>Other - Risk Identification Management</td>
<td>In Process</td>
<td>Director and Audit Manager are consulting with the Vice Provost of Student Development, Health and Wellness, to evaluate strategic risk within the Department.</td>
</tr>
<tr>
<td>Power America Institute Security and Compliance Program</td>
<td>Yes</td>
<td>5 - Data Breach 7 - Technology Disruption</td>
<td>In Process</td>
<td>Director and Audit Manager are consulting with Office of Information Technology Security and Compliance in the development of a security compliance program for the Power America Institute.</td>
</tr>
<tr>
<td>Consulting with College of Sciences Audits of Mathematics Grants</td>
<td>No - Added</td>
<td>10 - Employee Misconduct</td>
<td>In Process</td>
<td>Audit Manager is consulting with College of Sciences in their internal review of Mathematics Grants resulting from the College of Sciences - Mathematics Grants Funds Investigation.</td>
</tr>
<tr>
<td>Athletics Summer Camps and Clinics - Financial Record Reporting</td>
<td>Yes</td>
<td>Other - Regulatory Non-Compliance</td>
<td>In Process</td>
<td>As recommended in Athletic’s NCAA required, “Review of Certain Components of the Athletics Department’s Compliance Program,” Audit team will consult with the Compliance Program to analyze the completion and submission rate of financial record reporting forms required of the privately owned summer camps and clinics.</td>
</tr>
<tr>
<td>Office of the State Auditor - University Information Technology Risk Assessment Audit</td>
<td>Yes</td>
<td>5 - Data Breach 7 - Technology Disruption</td>
<td>In Process</td>
<td>Director and Audit Manager are consulting with Office of Information Technology Security and Compliance in the risk assessment of the University's Information Technology.</td>
</tr>
</tbody>
</table>
### NC STATE UNIVERSITY INTERNAL AUDIT DIVISION
### FISCAL YEAR 2016 AUDIT PLAN AND ENGAGEMENT STATUS
### AS OF JUNE 30, 2016

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<tr>
<td>Power America Government Accountability Office (GAO) Audit</td>
<td>No - Added</td>
<td>5 - Data Breach 7 - Technology Disruption</td>
<td>In Process</td>
<td>Director and Audit Manager are consulting with Power America and the Contracts and Grants Office regarding the Government Accountability Office review of selected Federal Department of Commerce grant activities.</td>
</tr>
<tr>
<td>Power America Information Technology Security Assessment</td>
<td>No - Added</td>
<td>5 - Data Breach 7 - Technology Disruption</td>
<td>In Process</td>
<td>Director and Audit Manager are consulting with Office of Information Technology Security and Compliance to assess the effectiveness of the information technology security and compliance program implementation.</td>
</tr>
<tr>
<td>Human Resources Fair Labor Standards Act (FLSA)</td>
<td>No - Added</td>
<td>Other - Regulatory Non-Compliance</td>
<td>In Process</td>
<td>Director, Audit Manager, and Audit team are consulting with Human Resources in their preparation for complying with FLSA regulatory changes beginning December 2016.</td>
</tr>
<tr>
<td>Fraud Training for College of Sciences</td>
<td>No - Added</td>
<td>9 - Research Scandal 10 - Employee Misconduct</td>
<td>On Hold</td>
<td>Internal Auditor will provide training on fraud awareness. Rescheduled for Fall semester 2016. Placed on hold 6/9/16 and carried forward to the Fiscal Year 2017 Audit Plan.</td>
</tr>
</tbody>
</table>

### Special Assignments

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Status</th>
<th>Auditor Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Controls Self Assessment</td>
<td>Closed</td>
<td>Director participated in the assessment of internal controls across the University to support the University's annual certification to UNC-GA and the Office of the State Controller. Assignment closed 6/30/16.</td>
</tr>
<tr>
<td>Vice Chancellor for Finance and Administration Search Committee</td>
<td>Closed</td>
<td>Director was a member of the search committee for the new Vice Chancellor for Finance and Administration. Assignment closed 11/1/15.</td>
</tr>
<tr>
<td>Data Analytics</td>
<td>Closed</td>
<td>Senior Internal Auditor is using data analytics software to develop recurring (continuous) audits that quickly identify anomalies, trends, and suspicious activity. This will supplement current audit activities with more efficient analysis and quicker turnaround of corrective actions. Effort will compliment, but not duplicate, analytics processes already in place across the University. Assignment closed 6/30/16 and carried forward to the Fiscal Year 2017 Audit Plan.</td>
</tr>
<tr>
<td>University Information Technology Strategic Advisory Committee (ITSAC) and Security Subcommittees</td>
<td>Closed</td>
<td>Director is a member of the ITSAC, the University-wide, top-level committee of non-Information Technology personnel whose focus is on ensuring that the University makes the best possible decisions in advancing the use of technology to meet its mission, vision and goals. The committee also ensures that changes, new directions, and planning is done in a coordinated and collaborative fashion. Additional consulting activities are performed by the Audit Manager who provides objective, independent input to several of the ITSAC subcommittees. Assignment closed 6/30/16 and carried forward to the Fiscal Year 2017 Audit Plan.</td>
</tr>
<tr>
<td>University-wide Information Technology Risk Assessment</td>
<td>In Process</td>
<td>Director and Audit Manager are working with the Office of Information Technology Security and Compliance to ensure a comprehensive risk assessment of the University Information Technology environment with particular focus on risks related to sensitive data.</td>
</tr>
</tbody>
</table>
### NC STATE UNIVERSITY INTERNAL AUDIT DIVISION
### FISCAL YEAR 2016 AUDIT PLAN AND ENGAGEMENT STATUS
### AS OF JUNE 30, 2016

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</thead>
<tbody>
<tr>
<td>Information Technology (IT) Governance Redesign Steering Team</td>
<td>No - Added</td>
<td>Other - Effectiveness and Efficiency Process</td>
<td>In Process</td>
<td>Director is on the steering team to recommend improvements for the Office of Information Technology University-wide IT governance structure, process and high-level implementation plan, and will provide oversight for the implementation.</td>
</tr>
</tbody>
</table>

**Key:**
- **Closed**
- **In Process**
- **Not Started**
- **On-Hold**
- **Returned to Continuous Risk Assessment**
- **Complete - In Follow-up**
A. EXECUTIVE SUMMARY

This document reflects the goals and results for the last several years within the framework of the University of North Carolina System of Higher Education's commitment to ensuring integrity and transparency as it relates to Intercollegiate Athletics. Reported to the Chancellor and Board of Trustees of NC State University, as well as the President and Board of Governors of the University of North Carolina System, this document provides the information needed to understand the operations of NC State Intercollegiate Athletics and its relationship with the University.

In compliance with UNC Policy on Academic Activities of Student-Athletes (1100.1), Financial indicators of Campus Athletics Departments (1100.1.1[R]), and Academic Integrity (700.6.1.[R]) the following has been included in this report: The NCAA Dashboard reports (Attachment A); the Fiscal Year 2015-16 Athletics Operating Budget (Attachment B); athletically related student fee data (Attachment C); NC State Student Aid Association Audited Financial Statements (Attachment D); “Booster” Club Operating Procedures (Attachment E) and “Booster” Club Financial Information (Attachment F).

NC State began holding Intercollegiate athletic contests in 1892, is a charter member (1953) of the Atlantic Coast Conference and a Division I Football Bowl Subdivision program. NCAA rules compliance, academic integrity, sound financial planning, student athlete welfare, as well as appropriate University oversight are required.

The NC State Athletics Department is not a separately incorporated entity. Rather, it operates as an auxiliary unit within the normal University structure as all other auxiliaries operate.

B. NCAA PRESIDENTIAL DASHBOARD INDICATORS for 2014-2015:

The NCAA Presidential Dashboard provides seven (7) key financial indicators (Attachment A). These indicators compare NC State with the Atlantic Coast Conference (ACC), Football Bowl Series (FBS), and other public universities, as well as those programs with budgets greater than $50 million.
Key Points are as follows:

1. **Athletics Generated Revenues as a percentage of Total Athletics Revenue**
   - 91.3% of NC State Athletic Revenues were generated through Ticket Sales, Conference Distributions, Scholarship Funds, Media Rights, Apparel Agreements (Uniforms and Equipment), Parking and Concessions shares at events, etc. NC State is near the 75 percentile as compared to all other ACC Institutions. (Attachment: A-1)
   - The remaining 8.7% of NC State Athletic Revenue was funded by Student Fees in exchange for thousands of student tickets to various athletic contests.
   - The greatest increases in revenue generation over the past 6 years have been Media Rights and Apparel/Uniforms and Equipment Contracts at 160%; Conference Distributions at 128%; Scholarship Funding at 53% (mandatory University increases; loss of out of state tuition waiver, as well as changes in NCAA Legislation generated the need for increased funding); Parking & Concession Shares at 25%; as well as other increases in smaller categories.
   - Ticket Sales and Suite Sales combined have increased approximately 11% over the past 5 years. Increases in ticket revenue have been offset by the loss in Suite Revenue shares at the PNC Arena. The drop in suite revenue was caused by two (2) NHL strikes and the economic downturn of 2008 from which recovery has been slow.

<table>
<thead>
<tr>
<th></th>
<th>2010-11</th>
<th>2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ticket Sales</td>
<td>$16,592,321</td>
<td>$18,658,814</td>
</tr>
<tr>
<td>Media Rights</td>
<td>2,266,000</td>
<td>5,000,000</td>
</tr>
<tr>
<td>Conference Distributions</td>
<td>11,227,000</td>
<td>25,629,655</td>
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<tr>
<td>Scholarships</td>
<td>8,594,000</td>
<td>13,145,000</td>
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<tr>
<td>Parking &amp; Concessions</td>
<td>2,272,170</td>
<td>2,854,915</td>
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<tr>
<td>Suites Revenue: PNC Arena</td>
<td>822,679</td>
<td>732,259</td>
</tr>
</tbody>
</table>

2. **Net Revenues**
   - For 2014-15, NCAA Report reflects NC State Athletics revenues exceeded expenditures by $3.76 million. (Attachment: A-2) Net Revenue was used in FY16 to fund elements related to Reynolds Renovation as well as repair and enhancement projects at additional Athletic Facilities.

3. **Total Expenditures**
   - Expenditures for Fiscal Year 2015 total $73.0 million, as reported on the NCAA Division I Financial Annual Report. (Attachment: A-3).
   - $73.0 million ranks below the 25th Percentile of the ACC and is below the conference average by approximately $6.6 million.
   - Over the past 6 years expense budgets have increased over 60% with the largest increases are in the area of student athlete welfare and travel.
4.3C

- 111% increase in Student Athlete Welfare provisions, including the areas of Sports Medicine, Nutrition, Academic Support; Student Athlete Development and Leadership Training, and NCAA Compliance oversight and education.
- 101% increase in Recruiting and Team Travel expenses, allowing student athletes to compete and return expeditiously to attend class and travel safely.

4. **Salaries and Benefits as a Percentage of Total Athletic Expenditures**

- Salaries and benefits: Mandatory, regulatory and sports program increases ensure Student Athletes are receiving skilled instruction; proper guidance from experienced coaching staff and other professionals whose roles are critical in the development and consistent implementation of sound policies and practices related to risk management, compliance, student athlete welfare and safety. Annually, Salaries and Benefits are approximately 39.9% of total expenditures. (Attachment: A-4)
- NC State Athletics provides 100% compensation to all coaches and staff through the Athletic Operating Fund to best ensure transparency. **No salaries or salary supplements are paid via third party relationships,** as had been the case until 2010-11.

5. **Athletics Expenses per Student Athlete**

- Expenditures of $142,168 per Student Athlete at NC State is under the 50th Percentile of the ACC. (Attachment: A-5)
- NC State supports 23 sports and approximately 500 student athletes (unduplicated number), a number of which participate on more than one team.

6. **Athletics Expenditures as a Percentage of Institutional Expenditures**

- Per the Delta Report on Academic Spending versus Athletic spending: Who Wins? “Athletic Budgets typically represent 5% to 11% of total academic spending.”
- Athletic Expenditures as a Percentage of Institutional Expense for Fiscal Year 2015 is 5.5%. (Attachment: A-6).
- This rate is less than the average of the ACC and has grown by 1.4% over the last 6 years, since 2010.

7. **Athletic Expenditures Rate of Change vs University Expenditures Rate of Change**

- NC State Athletics rate of change was 10.5%. The increase for FY15 is due to facility debt service paid by Athletics now being included in expenses. (Attachment: A-7)

C. **FISCAL YEAR 2016-2017 OPERATING BUDGETS**

1. **Revenue Budget**

- NC State Athletics Operations Revenue Budget for Fiscal Year 2017 is approximately $78.7 million dollars; an increase of 9.6% due to additional revenue received from a new Apparel and Equipment Contract, funding for facilities improvements, Football Ticket Revenue (hosting seven home games including Notre Dame vs six home games in FY16 and slight increases to Conference revenue. (Attachment: B-1)
• Scholarship needs increased approximately $900,000 from FY15 to FY16. Those increases primarily relate to the new NCAA legislation allowing Athletic Scholarships to include full cost of attendance and pay additional Summer School Scholarship expenses.

2. Expense Budget

• NC State Athletics Operations Expense Budget for Fiscal Year 2017 is approximately $78.6; an increase of 9.6%. (Attachment: B-1)

• Salaries and Benefits increased due to mandatory increases at the state level and compliance at the Federal level (General Assembly’s legislative salary increase, bonus and costs of benefits and the U.S. Department of Labor’s revisions to the Fair Labor Standards Act which increased the salary threshold requirement) as well as retention increases to ensure our most skilled and successful staff remain available for our Student Athletes.

• Sports Supplies, Team Travel, Recruiting Travel, etc. also increased.

• Increases in Sports Medicine include adding an additional training position and converting a Graduate Assistant Trainer to full-time Sports Medicine Staff to protect the health of our student athletes and cheerleaders. Increases in expenses to providers for health care services continue to increase.

• Utilities and Facilities Maintenance and repairs have increased due to Reynolds re-opening and great operational and utility costs expected for that facility.

• Athletics pays $2.3 million annually in Facility Debt payments from Operations and Facility Repair & Enhancement Funds. An additional $2.56 million annually of Facility Debt payments is funded by Student Fees, rather than those Student Fees being used for Athletic Operations. Total facility debt paid by Athletics totals $4.86 million.

• The Operating Reserve has grown from $1 million in 2010 to $4.8 million by June, 2016. While this growth provides more stability, we recognize the need to continue to grow the reserve to ensure funding is available for any unanticipated drop in ticket revenues.

D. STUDENT FEES

1. Student Fee Rate

• NC State Intercollegiate Athletic Student Fee for FY16-17 is $232 or 9.7% of all student fees (with the exception of debt service) at NC State with $222 funding Athletic Operations and $10 funding multiple facility requests. (Attachment: C-1)

• This fee is the lowest in the UNC System and ranks in the middle of the ACC.

• NC State Athletics has not requested a fee increase since 2012-13 and has no plans to do so.

2. Revenue Generated from Student Fees

• In Fiscal Year 2016-17, the $232 fee for Intercollegiate Athletics will generate approximately $6.7 million or approximately 8.2% of the Operating Revenue Budget.
E. OTHER ATHLETICALLY-RELATED REPORTING REQUIREMENTS

1. Booster Club Organization
   - Audited Financial Statements of the NC State Student Aid Association (Wolfpack Club) as of June 30, 2015 are attached (Attachment D). This report includes a signed audit report and Management Letter from the independent auditors.
   - “Booster” Club Operating Procedures (Attachment E).
   - Financial Information of the NC State Student Aid Association (Attachment F).
   - The NC State Student Aid Association, Inc. (aka the Wolfpack Club) is a private, non-profit corporation organized under the laws of North Carolina and is separate from the university. Reporting requirements are secured via the Executive Director of the Wolfpack Club, Mr. Bobby Purcell.
4.3C
Attachment A
4.3C
Attachment A
NC State University  
Department of Athletics  
UNC-GA Financial Reporting for Intercollegiate Athletics  
Report to Board of Trustees

Intercollegiate Athletics Annual Budget  
Fiscal Year 2016-17

<table>
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<td><strong>Revenue</strong></td>
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<td>Conference</td>
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<td>Ticket Sales and Suite Sales</td>
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<td>Game Guarantees</td>
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<td>Other (Concert, NCAA Host, etc)</td>
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<td>Total Revenue</td>
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<table>
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<tr>
<td>Salaries &amp; Benefits: Sports Programs</td>
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<tr>
<td>Scholarships</td>
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<td>Travel: Teams, Recruiting, etc.</td>
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<td>Facility Support (Maintenance Contracts; Housekeeping; Building Repairs; Rental of Property &amp; Equipment; Service Contracts; etc)</td>
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<td>Transfers</td>
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<td>Campus Transfers (Band, Dance Team, Ambassador Program, etc)</td>
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<tr>
<td>Total Expenditures</td>
<td>78,600,000</td>
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</tbody>
</table>

| Net Operating Income      | 305,000 |

| Ending Cash Reserve       | $5,028,000 |
NC State University
Department of Athletics
Report to Board of Trustees: Finance, Risk Management & Audit Committee

Budget for Fiscal Year 2016-17

**Operating Revenue**

- Conference Distribution: 32%
- Face Value of Ticket Sales & Suites Sales: 25%
- Scholarship: 17%
- Student Fees: 8%
- Media Rights & Univiform/Equip/Apparel Contracts: 8%
- Parking & Concessions Shares: 4%
- Miscellaneous: 6%

Total: $78,905,000

**Operating Expenses**

- Sports Related Staff Salaries & Benefits: 27.9%
- Administrative and Support Staff: 14.0%
- ACC Membership Fees: 2.4%
- Facility Operations, Equipment & Communications: 12.1%
- Student Athlete Welfare: 5.1%
- Team & Recruiting Travel: 9.4%
- Facility Debt Payments: 1.8%
- Game Day Operations: 6.2%
- Campus Fees: 1.4%
- Scholarships: 16.7%
- Marketing and Ticket Operations: 2.6%
- Other: 0.3%

Total: $78,601,000
NC State University  
Department of Athletics  
UNC-GA Financial Reporting for Intercollegiate Athletics  
Report to Board of Trustees

Intercollegiate Athletics Annual Budget  
Fiscal Year 2016-17

<table>
<thead>
<tr>
<th>Facilities Repair &amp; Enhancement Fund</th>
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<tbody>
<tr>
<td>$ 120,000</td>
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</table>

**Beginning Cash Reserve**

**Revenue**

- Transfer from Operations: -
- Ticket Surcharge for Facilities: $415,000
- Student Fees: $276,000
- Naming Rights and Facility Enhancement Funding: $150,000
- Network Studio Funding: $1,750,000
- Other (Concert, NCAA Host, etc): $386,000

Total Revenue: $2,977,000

**Expenditures**

- Facility Debt: $908,450
- Capital Expenditures (Repairs & Enhancements): $1,236,000
- Facility Support (Maintenance Contracts; Housekeeping; Building Repairs; Rental of Property & Equipment; Service Contracts; etc): $940,000
- Other: -

Total Expenditures: $3,084,450

Net Operating Income: $(107,450)

**Ending Cash Reserve**

| $ 12,550 |

---
NC STATE STUDENT AID ASSOCIATION, INC.

Financial Statements

June 30, 2015 and 2014
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<tr>
<th>Section</th>
<th>Page</th>
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</thead>
<tbody>
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<td>Independent Auditor's Report</td>
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</tr>
<tr>
<td>Statements of Financial Position</td>
<td>2</td>
</tr>
<tr>
<td>Statements of Activities</td>
<td>3</td>
</tr>
<tr>
<td>Statement of Functional Expenses (2015)</td>
<td>4</td>
</tr>
<tr>
<td>Statement of Functional Expenses (2014)</td>
<td>5</td>
</tr>
<tr>
<td>Statements of Cash Flows</td>
<td>6-7</td>
</tr>
<tr>
<td>Notes to Financial Statements</td>
<td>8-23</td>
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</table>
INDEPENDENT AUDITOR’S REPORT

We have audited the accompanying financial statements of NC State Student Aid Association, Inc. (a not-for-profit organization), which comprise the statements of financial position as of June 30, 2015 and 2014, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of NC State Student Aid Association, Inc. as of June 30, 2015 and 2014, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Raleigh, North Carolina
September 23, 2015

Koonce, Wooten & Haywood, LLP
4.3C
Attachment D
STATEMENTS OF FINANCIAL POSITION
NC STATE STUDENT AID ASSOCIATION, INC.  
Statements of Financial Position  
June 30, 2015 and 2014  

AGENDA  

ASSETS  

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS:</strong></td>
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<td>Cash and Cash Equivalents</td>
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<td>$ 10,981,601</td>
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<td>Investments</td>
<td>8,159,745</td>
<td>9,156,748</td>
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<td>Current Portion of Pledges Receivable</td>
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<td>4,937,192</td>
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<td>Accounts Receivable</td>
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<td>Accounts Receivable--NCSU Athletic Department</td>
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<td>12,406</td>
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<td>Accrued Interest Receivable</td>
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<td>Prepaid Expenses</td>
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<tr>
<td>Current Portion of Notes Receivable</td>
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<td>100,000</td>
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<tr>
<td><strong>Total Current Assets</strong></td>
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<td><strong>25,799,496</strong></td>
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<tr>
<td><strong>PROPERTY AND EQUIPMENT:</strong></td>
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<tr>
<td>Vaughn Towers</td>
<td>40,671,495</td>
<td>40,671,495</td>
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<tr>
<td>Construction In Progress--Wolves Den</td>
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<td>3,843</td>
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<td>Construction In Progress--Indoor Practice Facility</td>
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<td>Furniture, Fixtures and Office Equipment</td>
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<td>Leasehold Improvements</td>
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<td>79,677</td>
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<td><strong>Total</strong></td>
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<td><strong>42,081,534</strong></td>
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<td>Less Accumulated Depreciation and Amortization</td>
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<td>9,677,244</td>
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<td><strong>Net Property and Equipment</strong></td>
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<td><strong>32,404,290</strong></td>
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<td><strong>OTHER ASSETS:</strong></td>
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<td>Investments</td>
<td>25,671,309</td>
<td>25,807,742</td>
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<td>Pledges Receivable</td>
<td>16,884,096</td>
<td>18,095,431</td>
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<td>Investments Held Under Gift Annuities and Charitable Remainder Trusts</td>
<td>1,387,946</td>
<td>1,606,036</td>
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<tr>
<td>Beneficial Interest in Charitable Remainder Trust</td>
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<td>63,033</td>
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<td>Land Held for Investment</td>
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<td>Cash Restricted for Long-Term Purposes</td>
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<td>Notes Receivable</td>
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<td>Cash Surrender Value of Life Insurance</td>
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<td><strong>Total Other Assets</strong></td>
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<td><strong>58,731,317</strong></td>
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<td><strong>Total Assets</strong></td>
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<td><strong>$116,935,103</strong></td>
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The accompanying notes are an integral part of the financial statements.
## LIABILITIES AND NET ASSETS

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<tr>
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<th>2014</th>
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<td>Current Portion of Long-Term Debt</td>
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<td>Accrued Interest</td>
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<td>Accrued Vacation and Benefits</td>
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<td><strong>Total Current Liabilities</strong></td>
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<td>Long-Term Debt</td>
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<td>Due to Donors of Charitable Remainder Trusts and Annuities</td>
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<td><strong>Total Long-Term Liabilities</strong></td>
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<td>13,832,407</td>
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| **Total Liabilities** | 29,261,365 | 18,947,319 |

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<td><strong>Total Net Assets</strong></td>
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<td>97,987,784</td>
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</table>

| **Total Liabilities and Net Assets** | $113,601,330 | $116,935,103 |
STATEMENTS OF ACTIVITIES
# Agenda

## NC STATE STUDENT AID ASSOCIATION, INC.

**Statements of Activities**

For The Years Ended June 30, 2015 and 2014

### 4.3C

**Attachment D**

<table>
<thead>
<tr>
<th>CHANGES IN NET ASSETS:</th>
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<tr>
<td>Support:</td>
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<td>Revenue:</td>
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<td>(214,764)</td>
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### EXPENSES:

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<th>Program Services:</th>
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<tr>
<td>Supporting Services:</td>
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### CHANGES IN NET ASSETS

| (411,590) | (13,021,465) | (214,764) | (13,647,819) |

### NET ASSETS--Beginning of Year

| 30,571,528 | 31,450,288 | 35,965,968 | 97,987,784 |

### NET ASSETS--End of Year

| $30,159,938 | $18,428,823 | $35,751,204 | $84,339,965 |

The accompanying notes are an integral part of the financial statements.
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<th>Permanently Restricted</th>
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<td>222,911</td>
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<td>(773)</td>
<td></td>
<td>(773)</td>
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<tr>
<td></td>
<td>7,279,901</td>
<td>(7,279,901)</td>
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<tr>
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STATEMENT OF FUNCTIONAL EXPENSES
(2015)
## NC STATE STUDENT AID ASSOCIATION, INC.
### Statement of Functional Expenses
For The Year Ended June 30, 2015

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<tr>
<th>Program Services</th>
<th>University Support</th>
<th>University Facilities Support</th>
<th>Total Program Services</th>
</tr>
</thead>
<tbody>
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<td>$17,421,061</td>
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<td>9,982,953</td>
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<td>245,310</td>
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<tr>
<td>Promotions</td>
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<tr>
<td>Special Events</td>
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<tr>
<td>Publications</td>
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<td></td>
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<tr>
<td>Office Rent</td>
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<td>University Advancement and Campaign</td>
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<tr>
<td>Dues and Subscriptions</td>
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<tr>
<td>Property Taxes and Fees</td>
<td></td>
<td></td>
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<tr>
<td>Flowers and Gift Remembrances</td>
<td></td>
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<td>Miscellaneous</td>
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<tr>
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<td><strong>Total</strong></td>
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<td><strong>$ 20,044,206</strong></td>
<td><strong>$ 30,377,054</strong></td>
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</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
<table>
<thead>
<tr>
<th>Supporting Services</th>
<th>Total Supporting Services</th>
<th>Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Management and General</strong></td>
<td><strong>Fundraising--Member Services</strong></td>
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$1,244,116 $2,605,133 $3,849,249 $34,226,303
STATEMENT OF FUNCTIONAL EXPENSES (2014)
NC STATE STUDENT AID ASSOCIATION, INC.  
Statement of Functional Expenses  
For The Year Ended June 30, 2014  

4.3C  
Attachment D

<table>
<thead>
<tr>
<th>Program Services</th>
<th>University Support</th>
<th>University Facilities Support</th>
<th>Total Program Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities Improvements and Support</td>
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<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Scholarships</td>
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<td>University Advancement and Campaign</td>
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<tr>
<td>Dues and Subscriptions</td>
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<td></td>
</tr>
<tr>
<td>Property Taxes and Fees</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Flowers and Gift Remembrances</td>
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<td>$16,492,052</td>
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</table>

The accompanying notes are an integral part of the financial statements.
### Supporting Services

<table>
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<tr>
<th>Management and General</th>
<th>Fundraising--Member Services</th>
<th>Total Supporting Services</th>
<th>Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,197,820</td>
<td>$2,616,771</td>
<td>$3,814,591</td>
<td>$20,306,643</td>
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<td>39,918</td>
<td>66,153</td>
</tr>
<tr>
<td>16,902</td>
<td>19,399</td>
<td>36,301</td>
<td>60,159</td>
</tr>
<tr>
<td>15,346</td>
<td>17,614</td>
<td>32,960</td>
<td>42,848</td>
</tr>
<tr>
<td>34,892</td>
<td>34,892</td>
<td>33,127</td>
<td>33,127</td>
</tr>
<tr>
<td>22,376</td>
<td>22,376</td>
<td>22,376</td>
<td>22,376</td>
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<tr>
<td>8,403</td>
<td>8,403</td>
<td>8,403</td>
<td>8,403</td>
</tr>
<tr>
<td>1,637</td>
<td>1,879</td>
<td>3,516</td>
<td>3,516</td>
</tr>
<tr>
<td>374</td>
<td>429</td>
<td>803</td>
<td>1,331</td>
</tr>
</tbody>
</table>
NC STATE STUDENT AID ASSOCIATION, INC.
Statements of Cash Flows
For The Years Ended June 30, 2015 and 2014
Attachment D

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>CASH FLOWS FROM OPERATING ACTIVITIES:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changes in Net Assets</td>
<td>(13,647,819)</td>
<td>7,820,846</td>
</tr>
<tr>
<td>Adjustments to Reconcile Changes in Net Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>to Net Cash Provided (Used) by Operating Activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and Amortization</td>
<td>1,069,838</td>
<td>1,068,188</td>
</tr>
<tr>
<td>Realized Gain on Sale of Investments</td>
<td>(896,697)</td>
<td>(940,990)</td>
</tr>
<tr>
<td>(Increase)Decrease in Cash Surrender Value of Life Insurance</td>
<td>780</td>
<td>(2,665)</td>
</tr>
<tr>
<td>Unrealized (Gain) Loss on Investments</td>
<td>563,361</td>
<td>(3,006,638)</td>
</tr>
<tr>
<td>Contributions Restricted for Permanent Endowment</td>
<td>(91,395)</td>
<td>(860,081)</td>
</tr>
<tr>
<td>Change in Value of Split-Interest Agreements</td>
<td>595,348</td>
<td>(79,555)</td>
</tr>
<tr>
<td>Transfer of Indoor Practice Facility to NC State University</td>
<td>13,029,921</td>
<td></td>
</tr>
<tr>
<td>Contribution of Split-Interest Agreement</td>
<td>(13,483)</td>
<td></td>
</tr>
<tr>
<td>(Gain) Loss on Sale of Assets</td>
<td>(396,048)</td>
<td>773</td>
</tr>
<tr>
<td>Changes In:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pledges Receivable</td>
<td>730,897</td>
<td>(474,267)</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>(161,120)</td>
<td>(90,194)</td>
</tr>
<tr>
<td>Accrued Interest Receivable</td>
<td>9,677</td>
<td>7,529</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>25,530</td>
<td>(22,487)</td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>(384,061)</td>
<td>582,393</td>
</tr>
<tr>
<td>Accrued Liabilities</td>
<td>1,118</td>
<td>23,813</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>(521,279)</td>
<td>238,219</td>
</tr>
<tr>
<td>Net Cash Provided (Used) by Operating Activities</td>
<td>(85,432)</td>
<td>4,264,884</td>
</tr>
</tbody>
</table>

| CASH FLOWS FROM INVESTING ACTIVITIES:                                      |               |               |
| Proceeds from Sale of Investments                                         | 18,899,326    | 18,580,303    |
| Purchase of Investments                                                   | (17,432,554)  | (18,090,179)  |
| Purchase of Property and Equipment                                        | (12,608,743)  | (887,809)     |
| Proceeds from Sale of Land Held for Investment                            | 805,548       | 14,727        |
| Receipt on Note Receivable                                                | 100,000       | 100,000       |
| Net Cash Used by Investing Activities                                      | (10,236,423)  | (282,958)     |

| CASH FLOWS FROM FINANCING ACTIVITIES:                                     |               |               |
| Contributions Restricted for Permanent Endowment                          | 91,395        | 860,081       |
| Payments on Obligations Under Split-Interest Agreements                   | (289,189)     | (143,356)     |
| Issuance of Long-Term Debt                                                | 12,461,232    | 1,250,000     |
| Payments on Long-Term Debt                                                | (1,311,750)   | (1,311,750)   |
| Net Cash Provided by Financing Activities                                  | 10,951,688    | 654,975       |

| NET INCREASE IN CASH                                                      | 629,833       | 4,636,901     |

| CASH AND CASH EQUIVALENTS--Beginning of Year                              | 16,250,415    | 11,613,514    |

| CASH AND CASH EQUIVALENTS--End of Year                                    | 16,880,248    | 16,250,415    |

(Continued)
SUMMARY OF CASH AND CASH EQUIVALENTS:
<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$10,368,125</td>
<td>$10,981,601</td>
</tr>
<tr>
<td>Cash Restricted for Long-Term</td>
<td>$6,512,123</td>
<td>$5,268,814</td>
</tr>
<tr>
<td></td>
<td>$16,880,248</td>
<td>$16,250,415</td>
</tr>
</tbody>
</table>

SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION:
| Cash Paid During the Year for Interest | $250,130 | $156,393 |

NONCASH INVESTING AND FINANCING ACTIVITIES:
| Net Contribution Recorded Upon Receipt of Split-Interest Agreement | $13,483 | $          |
| Transfer of Indoor Practice Facility to NC State University      | $13,029,921 | $          |
1. **Summary of Significant Accounting Policies**

A. **Organization:**
   
   The NC State Student Aid Association, Inc. (the Association), located in Raleigh, North Carolina was organized to support the athletic program at North Carolina State University (NCSU).

   The Association is the sole member of Wolfpack Club Student Housing Foundation, LLC (The Housing Foundation). The financial statements include the Association's 100% ownership interest in this limited liability company. The effects of all intercompany transactions have been eliminated. In December 2011, property owned and operated by the Housing Foundation was sold and there are no operations for the years ended June 30, 2015 and 2014 other than collections on a note receivable related to the property sale.

B. **Basis of Presentation:**
   
   Financial reporting standards require not-for-profit organizations to classify resources into three net asset categories according to externally imposed restrictions. Accordingly, net assets of the Association and changes therein may be classified and reported as follows:

   - **Unrestricted Net Assets**—Net assets that are not subject to donor-imposed stipulations.

   - **Temporarily Restricted Net Assets**—Net assets subject to donor-imposed stipulations that may or will be met either by actions of the Association and/or the passage of time.

   - **Permanently Restricted Net Assets**—Net assets subject to donor-imposed stipulations that they be maintained permanently by the Association.

C. **Restricted and Unrestricted Revenue:**
   
   Contributions of cash and other assets are recorded as increases in unrestricted, temporarily restricted, or permanently restricted net assets, depending on the existence or nature of any donor restrictions. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

D. **Recognition of Donor-Restricted Contributions:**
   
   Support that is restricted by the donor is reported as an increase in unrestricted net assets if the restriction expires in the reporting period in which the support is recognized. All other donor-restricted support is reported as an increase in temporarily or permanently restricted net assets depending on the nature of the restriction.

E. **Program Services:**

   - **University Support**
     
     The Association helps support the athletic program at NCSU by funding scholarships for student athletes and other Athletic Department expenses.

   - **University Facilities Support**
     
     The Association helps support the athletic program at NCSU by funding improvements, renovations and additions to athletic facilities of the University.
1. **Summary of Significant Accounting Policies (Continued)**

F. Accounting Estimates:

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

G. Cash and Cash Equivalents:

For the purposes of the statements of cash flows, the Association considers all demand, money market and time deposits to be cash and cash equivalents.

H. Investments:

Investments are measured at fair value on the statements of financial position. Fair value is based on quoted market prices when available. Gains and losses are determined using the specific identification method.

I. Contributions:

The Association recognizes as revenues, contributions received and made, including unconditional, legally enforceable promises to give, in the period in which the Association is notified that a donor has made a promise to give. All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Amounts received that are designated for future periods or restricted by the donor for specific purposes are reported as temporarily restricted or permanently restricted support that increases those net asset classes. However, if a restriction is fulfilled in the same time period in which the contribution is received, the Association reports the support as unrestricted.

Unconditional promises to give that are expected to be collected within one year are recorded at net realizable value. Unconditional promises to give that are expected to be collected in future years are recorded at the present value of their estimated future cash flows. Amortization of the discounts is included in contribution revenue. Conditional promises to give are not included as support until the conditions are substantially met.

J. Accounts Receivable:

Accounts receivable principally consists of amounts due from Vaughn Towers suite and club seats and sales tax refunds. The management of the Association reviews the collectability of the accounts receivable on a periodic basis and establishes an allowance for doubtful accounts based on the history of past write-offs, collections, and current credit conditions. The Association considers accounts receivable to be fully collectible.

K. Property and Equipment:

Property and equipment are recorded at original cost to the Association. Depreciation is provided using the straight-line method over the estimated useful lives of the assets. A capitalization threshold of $500 is utilized.

L. Deferred Revenue:

Suite and club seat rentals in Vaughn Towers at Carter-Finley Stadium and advertising revenue received in advance of providing the related service have been included in deferred revenue in the accompanying statements of financial position.
1. **Summary of Significant Accounting Policies (Concluded)**

M. Donated Services:

Association members donate time in volunteer service on various committees and boards. No amounts have been reflected in the financial statements for volunteer hours since these services do not meet the requirements for recognition in the financial statements.

N. Functional Allocation of Expenses:

The cost of providing the program and supporting services of the Association have been summarized on the functional basis in the statements of functional expenses. Certain costs have been allocated on the basis of estimates made by the Association's management.

O. Tax-Exempt Status:

The Association is exempt from federal and state income taxes under Section 501(a) of the Internal Revenue Code and is classified under Section 501(c)(3) as a public charity. However, income from certain activities not directly related to the Association's tax-exempt purpose is subject to taxation as unrelated business income. The Association has also been classified as an entity that is not a private foundation within the meaning of Section 509(a) and qualifies for deductible contributions provided in Section 170(b)(1)(A)(vi).

It is the Association's policy to evaluate all tax positions to identify those that may be considered uncertain. All identified material tax positions are assessed and measured by a "more-likely-than-not" threshold to determine if the benefit of any uncertain tax position should be recognized in the financial statements. Any changes in the amount of a tax position are recognized in the period the change occurs.

The Association files its Form 990 series tax returns in the U.S. Federal jurisdiction and with the North Carolina Department of Revenue. The Association's returns are subject to examination by the Internal Revenue Service for a period of three years after the respective filing deadlines. In addition, the Association's state tax returns for the same years are subject to examination by state tax authorities for similar time periods.

P. Subsequent Events:

The Association has evaluated its June 30, 2015 financial statements for subsequent events through September 23, 2015, the date the financial statements were issued, and is not aware of any subsequent events that would require recognition or disclosure in the financial statements.

2. **Concentrations of Credit Risk**

The Association maintains cash balances at several financial institutions located in Raleigh, North Carolina, and in several brokerage accounts located in North Carolina. The balances in the financial institutions are insured by the Federal Deposit Insurance Corporation up to $250,000 at June 30, 2015 and 2014. The balances in the brokerage accounts are insured at varying amounts. The Association's uninsured cash balances totaled $14,340,840 and $13,800,196 at June 30, 2015 and 2014, respectively.
3. **Pledges Receivable**

The Association carries its pledges receivable at cost less a discount for pledges receivable due in more than a year and less an allowance for doubtful accounts. On a periodic basis, the Association evaluates its receivables and establishes an allowance for doubtful accounts, based on history of past write-offs and current credit conditions.

Pledges receivable at June 30, 2015 and 2014 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pledges Receivable</td>
<td>$29,442,655</td>
<td>$30,591,581</td>
</tr>
<tr>
<td>Less Allowance for Uncollectible Pledges</td>
<td>1,472,133</td>
<td>1,529,579</td>
</tr>
<tr>
<td>Less Discount on Pledges</td>
<td>5,668,796</td>
<td>6,029,379</td>
</tr>
<tr>
<td></td>
<td>22,301,726</td>
<td>23,032,623</td>
</tr>
<tr>
<td>Less Current Portion</td>
<td>5,417,630</td>
<td>4,937,192</td>
</tr>
<tr>
<td>Pledges Due After One Year</td>
<td>$16,884,096</td>
<td>$18,095,431</td>
</tr>
</tbody>
</table>

Pledges receivable due in more than one year are reflected at the present value of estimated future cash flows using a discount rate of 6%.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receivable in less than one year</td>
<td>$5,702,769</td>
<td>$5,197,045</td>
</tr>
<tr>
<td>Receivable in one to five years</td>
<td>13,938,071</td>
<td>15,301,162</td>
</tr>
<tr>
<td>Receivable in more than five years</td>
<td>9,801,815</td>
<td>10,093,374</td>
</tr>
<tr>
<td></td>
<td>29,442,655</td>
<td>30,591,581</td>
</tr>
<tr>
<td>Less allowance for uncollectible pledges</td>
<td>1,472,133</td>
<td>1,529,579</td>
</tr>
<tr>
<td>Less discount on pledges</td>
<td>5,668,796</td>
<td>6,029,379</td>
</tr>
<tr>
<td>Net Pledges Receivable</td>
<td>$22,301,726</td>
<td>$23,032,623</td>
</tr>
</tbody>
</table>

Under the Vaughn Towers Management and Use Agreement dated March 2013, Goal Line Drive and Wolfpack Pride campaign pledge revenues totaling $7,206,915 were committed to be paid to NCSU to retire certain facility debt and other obligations related to NCSU's athletic facilities. Payments in the amount of $1,441,383 are due annually over five years through May 2017. The remaining commitment at June 30, 2015 was $2,882,766.

4. **Investments**

The Association held the following investments at June 30, 2015:

<table>
<thead>
<tr>
<th></th>
<th>Historical Cost</th>
<th>Market Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketable Equity Securities</td>
<td>$13,300,613</td>
<td>$16,756,668</td>
</tr>
<tr>
<td>Other Marketable Debt Securities</td>
<td>6,030,279</td>
<td>6,029,452</td>
</tr>
<tr>
<td>U.S. Government Obligations</td>
<td>4,551,714</td>
<td>4,551,138</td>
</tr>
<tr>
<td>Alternative Investments</td>
<td>3,975,859</td>
<td>5,677,530</td>
</tr>
<tr>
<td>Mutual Funds</td>
<td>759,073</td>
<td>816,266</td>
</tr>
<tr>
<td></td>
<td>$28,617,538</td>
<td>$33,831,054</td>
</tr>
</tbody>
</table>
4. Investments (Continued)

The Association held the following investments at June 30, 2014:

<table>
<thead>
<tr>
<th>Description</th>
<th>Historical Cost</th>
<th>Market Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketable Equity Securities</td>
<td>$11,119,113</td>
<td>$15,555,350</td>
</tr>
<tr>
<td>Other Marketable Debt Securities</td>
<td>$6,929,839</td>
<td>$6,966,933</td>
</tr>
<tr>
<td>U.S. Government Obligations</td>
<td>$5,087,924</td>
<td>$5,097,322</td>
</tr>
<tr>
<td>Alternative Investments</td>
<td>$4,182,203</td>
<td>$5,328,010</td>
</tr>
<tr>
<td>Mutual Funds</td>
<td>$1,841,745</td>
<td>$2,016,875</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$29,160,824</strong></td>
<td><strong>$34,964,490</strong></td>
</tr>
</tbody>
</table>

Investment income (loss) consists of the following:

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest</td>
<td>$287,244</td>
<td>$310,048</td>
</tr>
<tr>
<td>Dividends</td>
<td>$694,500</td>
<td>$446,637</td>
</tr>
<tr>
<td>Realized Gain on Sale of Investments</td>
<td>$896,697</td>
<td>$940,990</td>
</tr>
<tr>
<td>Unrealized Gain (Loss) on Investments</td>
<td>($563,361)</td>
<td>$3,006,638</td>
</tr>
<tr>
<td>Investment Expenses</td>
<td>($288,796)</td>
<td>($291,331)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,026,284</strong></td>
<td><strong>$4,412,982</strong></td>
</tr>
</tbody>
</table>

5. Investments Held Under Gift Annuities and Charitable Remainder Trusts

The Association has been named as a beneficiary in gift annuities and charitable remainder trusts in which the Association is the trustee. When the Foundation receives assets in connection with an annuity or charitable remainder trust, the assets are recorded at fair value, generally invested in stocks and fixed income securities, while a liability is recorded at the present value of the expected future payments to be made to the beneficiary. The discount rate and actuarial assumptions used in determining the present value of the expected future payments are based on applicable Internal Revenue Service discount rates and life expectancy assumptions. The Change in Value of Split-Interest Agreements on the Statements of Activities includes the change in market value of the investments, the change in present value of future payments to donors, actual payments made to donors, and contributions of split-interest agreements received. During the years ended June 30, 2015 and 2014, payments to donors totaled $289,189 and $143,356, respectively.

Investments held under gift annuities and charitable remainder trusts consist of the following:

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Equivalents</td>
<td>$29,418</td>
<td>$48,114</td>
</tr>
<tr>
<td>Fixed Income Securities</td>
<td>563,594</td>
<td>683,859</td>
</tr>
<tr>
<td>Equities</td>
<td>525,175</td>
<td></td>
</tr>
<tr>
<td>551,393</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Real Estate</td>
<td>138,186</td>
<td>156,744</td>
</tr>
<tr>
<td>Alternative Investments</td>
<td>131,573</td>
<td>165,926</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,387,946</strong></td>
<td><strong>$1,606,036</strong></td>
</tr>
</tbody>
</table>
6. **Beneficial Interest in Charitable Remainder Trust**

   The Association is the beneficiary of a trust created by donors, the assets of which are not solely distributable to the Association upon termination. The Association has legally enforceable claims to its allocated portion of assets, including the right to income there from. Net realized and unrealized gains (losses) related to the beneficial interests are reported as changes in permanently restricted net assets based on explicit donor stipulations.

7. **Note Receivable**

   In December 2011, the Housing Foundation sold its dormitory and obtained a note receivable for $500,000 as partial payment on the sale, to be received in annual payments of $100,000, maturing in December 2016. At June 30, 2015 and 2014, the note balance was $200,000 and $300,000, respectively. Interest is at zero percent and current maturities of the note in the amount of $100,000 are included in current assets at June 30, 2015 and 2014.

8. **Cash Surrender Value of Life Insurance Policies**

   The Association was the owner and beneficiary on whole life insurance policies covering twelve and ten individuals at June 30, 2015 and 2014, respectively.

9. **Long-Term Debt**

   **Bond Indentures—Vaughn Towers**

   In March 2013, the Association refinanced bonds originally issued in 2004 to finance the construction of the Vaughn Towers press box at Carter-Finley Stadium. The refinancing was with Branch Banking & Trust Company (BB&T) through a $12,660,000 Series 2013 bond, issued through the North Carolina Capital Facilities Finance Agency. The bond pays interest monthly at a variable rate based on the monthly London Interbank Offered Rates (LIBOR). The variable rate was 1.195% and 1.167% at June 30, 2015 and 2014, respectively. Principal payments of $1,055,000 are due annually until the bond matures in September 2024. The outstanding bond principal was $10,550,000 and $11,605,000 at June 30, 2015 and 2014, respectively.

   **Note Payable—Wolves Den**

   In June 2015, the Association entered into a note agreement in the amount of $450,000 with Branch Banking and Trust Company (BB&T) in order to finance the renovation of a portion of Vaughn Towers into a new premium seating option at Carter-Finley Stadium, referred to as the Wolves Den. Annual principal payments of $112,500 are payable beginning in January 2016 until the note matures in January 2019. Interest is payable annually at a rate equal to the One Month LIBOR (0.184% at June 30, 2015) plus 1.15% per annum. The outstanding balance of the note payable was $450,000 at June 30, 2015.

   **Note Payable—North End Zone**

   In November 2012, the Association refinanced the existing notes payable originally issued to finance the stadium expansion of the North End Zone area of Carter-Finley Stadium to one note payable to Branch Banking and Trust Company (BB&T). Annual principal payments of $256,750 are payable until the note matures in November 2016. Interest is payable monthly at a rate equal to the One Month LIBOR (0.184% at June 30, 2015) plus 1.15% per annum. The Association must maintain a cash flow coverage ratio of 1.00 times debt service. The outstanding note balance was $513,500 and $770,250 at June 30, 2015 and 2014, respectively.
9. **Long-Term Debt (Continued)**

**Notes Payable--Indoor Practice Facility**

In May 2014, the Association entered into multiple note agreements with Branch Banking and Trust Company (BB&T) in order to finance the construction of a new Indoor Practice Facility for the football program at NCSU. The total financing available through the notes payable is $14,000,000. The notes mature at various times through May 2026 and bear interest at fixed rates (ranging from 1.84% to 2.75%) and variable rates (One Month LIBOR plus 0.9%). The Association must maintain a debt service coverage ratio of 1.00 to 1.00, maintain unrestricted liquid assets of $4,000,000 until such point that the credit available and outstanding total to less than $10,000,000, and meet certain pledge targets. The notes payable are collateralized by pledges and cash received from the related capital campaign. The total outstanding balance of the notes payable was $13,261,232 and $1,250,000 at June 30, 2015 and 2014, respectively.

Long-term debt consists of the following at June 30, 2015 and 2014:

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vaughn Towers Project--Series 2013 Bond</td>
<td>$ 10,550,000</td>
<td>$ 11,605,000</td>
</tr>
<tr>
<td>Note Payable-- BB&amp;T (Wolves Den)</td>
<td>450,000</td>
<td></td>
</tr>
<tr>
<td>Note Payable-- BB&amp;T (North End Zone)</td>
<td>513,500</td>
<td>770,250</td>
</tr>
<tr>
<td>Notes Payable-- BB&amp;T (Indoor Practice Facility)</td>
<td>13,261,232</td>
<td>1,250,000</td>
</tr>
<tr>
<td></td>
<td>24,774,732</td>
<td>13,625,250</td>
</tr>
<tr>
<td>Less Amount Classified as Current Liability</td>
<td>3,424,250</td>
<td>1,311,750</td>
</tr>
<tr>
<td>Amount Due After One Year</td>
<td><strong>$ 21,350,482</strong></td>
<td><strong>$ 12,313,500</strong></td>
</tr>
</tbody>
</table>

Maturities of long-term debt are as follows:

<table>
<thead>
<tr>
<th>Year Ending June 30</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$ 3,424,250</td>
</tr>
<tr>
<td>2017</td>
<td>2,550,373</td>
</tr>
<tr>
<td>2018</td>
<td>2,293,623</td>
</tr>
<tr>
<td>2019</td>
<td>2,293,623</td>
</tr>
<tr>
<td>2020</td>
<td>2,181,123</td>
</tr>
<tr>
<td>Thereafter</td>
<td>12,031,740</td>
</tr>
<tr>
<td></td>
<td><strong>$ 24,774,732</strong></td>
</tr>
</tbody>
</table>
10. **Fair Value Measurements**

The Association follows ASC 820, *Fair Value Measurements and Disclosures*, as amended, with respect to fair value measurements of its financial assets. This standard defines fair value as the exit price, or the amount that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants as of the measurement date. The standard also establishes a hierarchy for inputs used in measuring fair value that maximizes the use of observable inputs and minimizes the use of unobservable inputs by requiring that the most observable inputs be used when available.

The hierarchy is broken down into three levels. Level 1 inputs are quoted market prices (unadjusted) in active markets for identical assets or liabilities. Level 2 inputs include quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in markets that are not active, and inputs (other than quoted prices) that are observable for the asset or liability, either directly or indirectly. Level 3 inputs are unobservable inputs for the asset or liability. Categorization within the valuation hierarchy is based upon the lowest level of input that is significant to the fair value measurement.

Following is a description of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used at June 30, 2015 and 2014. There were no transfers or reclassifications between Level 2 or Level 3 during the years ended June 30, 2015 or 2014.

Government and corporate bonds and notes, common and preferred stocks, and mutual funds are held in brokerage accounts and valued at readily available, quoted prices in principal active markets that are considered to be representative of fair value. The Association classifies these investments within Level 1 of the valuation hierarchy.

Alternative investments represent hedge fund, limited partnership and similar interests held by the Association in funds that invest in public and private securities and follow a variety of investment strategies. Terms and conditions of these investments, including liquidity provisions, are different for each fund. The valuation of these securities is determined by external pricing based on secondary markets. The Association believes that the carrying amount of its alternative investments is a reasonable estimate of the fair value of such investments at June 30, 2015 and 2014.

The preceding methods may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Association believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.
10. **Fair Value Measurements (Continued)**

In accordance with ASC 820, the table below includes the major categorization for debt and equity securities on the basis of the nature and risk of the investments at June 30, 2015:

<table>
<thead>
<tr>
<th>Assets: Investments:</th>
<th>Fair Value Measurements at Reporting Date Using</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Quoted Prices in Active Markets for Identical Assets (Level 1)</td>
</tr>
<tr>
<td></td>
<td>June 30, 2015</td>
</tr>
<tr>
<td>Marketable Equity Securities</td>
<td>$ 16,756,668</td>
</tr>
<tr>
<td>Other Marketable Debt Securities</td>
<td>6,029,452</td>
</tr>
<tr>
<td>Alternative Investments</td>
<td>5,677,530</td>
</tr>
<tr>
<td>U.S. Government Obligations</td>
<td>4,551,138</td>
</tr>
<tr>
<td>Mutual Funds</td>
<td>816,266</td>
</tr>
<tr>
<td>Investments held under Gift Annuities and Charitable Remainder Trusts</td>
<td>1,387,946</td>
</tr>
<tr>
<td>Beneficial Interest in Charitable Remainder Trust</td>
<td>57,233</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>35,276,233</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities:</th>
<th>Due to Donors of Charitable Remainder Trusts and Annuities</th>
<th>$</th>
<th>$</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$ 1,587,693</strong></td>
<td><strong>$</strong></td>
<td><strong>$ 1,587,693</strong></td>
<td><strong>$</strong></td>
<td></td>
</tr>
</tbody>
</table>

In accordance with ASC 820, the table below includes the major categorization for debt and equity securities on the basis of the nature and risk of the investments at June 30, 2014:

<table>
<thead>
<tr>
<th>Assets: Investments:</th>
<th>Fair Value Measurements at Reporting Date Using</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Quoted Prices in Active Markets for Identical Assets (Level 1)</td>
</tr>
<tr>
<td></td>
<td>June 30, 2014</td>
</tr>
<tr>
<td>Marketable Equity Securities</td>
<td>$ 15,555,350</td>
</tr>
<tr>
<td>Other Marketable Debt Securities</td>
<td>6,966,933</td>
</tr>
<tr>
<td>Alternative Investments</td>
<td>5,328,010</td>
</tr>
<tr>
<td>U.S. Government Obligations</td>
<td>5,097,322</td>
</tr>
<tr>
<td>Mutual Funds</td>
<td>2,016,875</td>
</tr>
<tr>
<td>Investments held under Gift Annuities and Charitable Remainder Trusts</td>
<td>1,606,036</td>
</tr>
<tr>
<td>Beneficial Interest in Charitable Remainder Trust</td>
<td>63,033</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>36,633,559</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities:</th>
<th>Due to Donors of Charitable Remainder Trusts and Annuities</th>
<th>$</th>
<th>$</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$ 1,518,907</strong></td>
<td><strong>$</strong></td>
<td><strong>$ 1,518,907</strong></td>
<td><strong>$</strong></td>
<td></td>
</tr>
</tbody>
</table>
11. Deferred Revenue

Deferred revenue of $2,233,099 at June 30, 2015 represents $2,047,956 of suite and club seat rentals in Vaughn Towers for the upcoming seasons and $185,143 of unearned advertising revenue.

Deferred revenue of $2,754,378 at June 30, 2014 represents $2,472,069 of suite and club seat rentals in Vaughn Towers for the upcoming seasons and $282,309 of unearned advertising revenue.

12. Scholarship Expenses

Direct payments for scholarship expenses for the periods July 1, 2014 through June 30, 2015 and July 1, 2013 through June 30, 2014, were made to the University scholarship trust account. Indirect payments which were deposited with the University and were applied as a reduction against the Association's scholarship liability amounted to $438,195 and $500,424 for June 30, 2015 and 2014, respectively. The Association had prepaid $15,832 and $12,406 to the University for scholarships at June 30, 2015 and 2014, respectively.

13. Retirement Plans

The Association has a non-contributory defined benefit pension plan covering full-time employees after 12 months of service with 1,000 or more hours of service. The expense of the plan for the years ended June 30, 2015 and 2014 amounted to $269,702 and $277,167, respectively. The plan was fully funded at June 30, 2015 and 2014.

A comparison of accumulated plan benefits and plan net assets for the defined benefit plan is presented below.

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2014</th>
<th>December 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actuarial present value of accumulated plan benefits</td>
<td>$ 3,843,526</td>
<td>$ 3,461,713</td>
</tr>
<tr>
<td>Net assets available for plan benefits--insured</td>
<td>$ 3,922,761</td>
<td>$ 3,702,205</td>
</tr>
</tbody>
</table>

The assumed rate of return used in determining the actuarial present value of accumulated plan benefits was eight percent. Rate of compensation increase was assumed to be five percent. Normal retirement age is 65.

The Association also has a tax deferred 403(b) plan to benefit all employees. Under the terms of the plan, the Association matches 100% of the first five percent of employee contributions. Expenses related to this plan totaled $73,379 and $68,549 for employer contributions made for 2015 and 2014, respectively.

The Association has established a supplemental retirement plan for the executive director. The plan became fully vested on January 1, 2013, due to certain employment conditions being met at that date. The liability for this plan was $230,932 and $230,445 at June 30, 2015 and 2014, respectively. A portion of the plan assets were distributed to the executive director after vesting under the trust agreement.

Administrative expenses for all retirement plans total $36,145 and $34,833 for the years ended June 30, 2015 and 2014, respectively.
14. **Lease Commitments**

The Association renewed a non-cancelable operating lease for office space in June 2014. The lease expires in October 2020. The annual rental for the premises included in the determination of the changes in net assets was $411,264 and $401,198 for the years ended June 30, 2015 and 2014, respectively. During the years ended June 30, 2015 and 2014, the Association donated use of a portion of the office space to the NCSU Athletic Department valued at $93,233 and $90,995, respectively.

Future minimum rental commitments for non-cancelable operating leases at June 30, 2015 are as follows:

<table>
<thead>
<tr>
<th>Year Ending June 30</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>Thereafter</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$421,469</td>
<td>432,091</td>
<td>471,523</td>
<td>499,293</td>
<td>514,357</td>
<td>173,142</td>
<td>$2,511,875</td>
</tr>
</tbody>
</table>

15. **Related Party Transactions**

In the course of providing support to the athletic program at NCSU, the Athletic Department of the University becomes a related party. The Association provided the following forms of support to the Athletic Department during the periods ended June 30, 2015 and 2014:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding of Scholarships for Student Athletes</td>
<td>$9,982,953</td>
<td>$8,876,865</td>
</tr>
<tr>
<td>Salaries, Benefits, and Administrative Overhead</td>
<td>2,623,145</td>
<td>2,554,710</td>
</tr>
<tr>
<td>Athletic Department Staff Benefits</td>
<td>142,000</td>
<td>183,000</td>
</tr>
<tr>
<td>Non-Scholarship Contributions</td>
<td>175,279</td>
<td>146,760</td>
</tr>
<tr>
<td>Stadium Grounds Maintenance</td>
<td>32,616</td>
<td>5,526</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>12,955,993</td>
<td>11,766,861</td>
</tr>
</tbody>
</table>

**Facility Improvements:**

- **Vaughn Towers Expenses**: 1,074,522, 1,939,005
- **Facility Debt Obligations**: 1,441,383, 1,441,383
- **North End Zone Expenses**: 804,270, 824,242
- **Lonnie Poole Golf Expenses**: 500,000
- **Baseball Stadium**: 200,000, 220,000
- **Dail Basketball Facility**: 46,000, 47,700
- **Soccer Expenses**: 150,000, 150,000
- **Building Futures**: 1,630, 1,575
- **Swimming Facility**: 23,335, 100,000
- **Murphy Center Renovations**: 150,000
- **Indoor Practice Facility**: 13,029,921, 1,286

**Total Facility Improvements**: 17,421,061, 4,725,191

**Total**: $30,377,054, $16,492,052
15. **Related Party Transactions (Continued)**

The Association was due $15,832 and $12,406 from the Athletic Department of the University at June 30, 2015 and 2014, respectively.

The Association owed $100,000 to the Athletic Department of the University at June 30, 2015 under the Vaughn Towers Management and Use Agreement.

16. **Temporarily Restricted Net Assets**

Temporarily restricted net assets are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility Improvements:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Championship Commitment,</td>
<td>$ 6,170,022</td>
<td>$ 19,187,442</td>
</tr>
<tr>
<td>Wolfpack Pride, Goal Line</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drive, Vaughn Towers and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>North End Zone</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baseball, Tennis, Softball,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Golf, Swimming, Soccer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and Basketball</td>
<td>1,447,403</td>
<td>1,087,385</td>
</tr>
<tr>
<td>University Athletics</td>
<td>128,644</td>
<td>128,644</td>
</tr>
<tr>
<td>Building Improvements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building Futures Campaign</td>
<td>10,682,754</td>
<td>11,046,817</td>
</tr>
<tr>
<td></td>
<td>$ 18,428,823</td>
<td>$ 31,450,288</td>
</tr>
</tbody>
</table>

17. **Permanently Restricted Net Assets**

Permanently restricted net assets are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowment Fund--Scholarships</td>
<td>$ 35,751,204</td>
<td>$ 35,965,968</td>
</tr>
</tbody>
</table>

18. **Endowment Fund**

The Association's endowment fund provides long-term scholarship support through annual earnings. As required by U.S. generally accepted accounting principles, net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

The State of North Carolina enacted the North Carolina (NC) Uniform Prudent Management of Institutional Funds Act (UPMIFA), the provisions of which apply to endowment funds existing on or established after that date. Absent donor stipulations to the contrary, the provisions of this state law do not impose either a permanent or temporary restriction on the income or capital appreciation derived from the original gifts.

For the years ended June 30, 2015 and 2014, the Association has classified as permanently restricted net assets the original value of gifts donated to the permanent endowment. Gains and losses will be classified as unrestricted net assets until those amounts are appropriated for expenditure by the Association in a manner consistent with the standard of prudence described in UPMIFA.
18. **Endowment Fund (Continued)**

Changes in endowment assets for the year ended June 30, 2015 are as follows:

<table>
<thead>
<tr>
<th>Endowment Net Assets--Beginning of Year</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Return:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Income, net</td>
<td>477,892</td>
<td></td>
<td></td>
<td>477,892</td>
</tr>
<tr>
<td>Realized Gain on Sale of Investments</td>
<td>804,214</td>
<td></td>
<td></td>
<td>804,214</td>
</tr>
<tr>
<td>Net Depreciation on Investments</td>
<td>(486,975)</td>
<td></td>
<td></td>
<td>(486,975)</td>
</tr>
<tr>
<td>Total Investment Return</td>
<td>795,131</td>
<td></td>
<td></td>
<td>795,131</td>
</tr>
<tr>
<td>Contributions</td>
<td></td>
<td></td>
<td>91,395</td>
<td>91,395</td>
</tr>
<tr>
<td>Change in Value of Split-Interest Agreements</td>
<td></td>
<td></td>
<td>(306,159)</td>
<td>(306,159)</td>
</tr>
<tr>
<td>Decrease in CSV of Life Insurance Policies</td>
<td></td>
<td></td>
<td>(892)</td>
<td>(892)</td>
</tr>
<tr>
<td>Appropriation of Endowment Assets for Expenditure</td>
<td></td>
<td></td>
<td>(1,719,674)</td>
<td>(1,719,674)</td>
</tr>
<tr>
<td>Endowment Net Assets--End of Year</td>
<td>$ (4,878,666)</td>
<td>$</td>
<td>$35,751,204</td>
<td>$30,872,538</td>
</tr>
</tbody>
</table>

Changes in endowment assets for the year ended June 30, 2014 are as follows:

<table>
<thead>
<tr>
<th>Endowment Net Assets--Beginning of Year</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Return:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Income, net</td>
<td>264,504</td>
<td></td>
<td></td>
<td>264,504</td>
</tr>
<tr>
<td>Realized Gain on Sale of Investments</td>
<td>870,575</td>
<td></td>
<td></td>
<td>870,575</td>
</tr>
<tr>
<td>Net Appreciation on Investments</td>
<td>2,875,308</td>
<td></td>
<td></td>
<td>2,875,308</td>
</tr>
<tr>
<td>Total Investment Return</td>
<td>4,010,387</td>
<td></td>
<td></td>
<td>4,010,387</td>
</tr>
<tr>
<td>Contributions</td>
<td></td>
<td>860,081</td>
<td></td>
<td>860,081</td>
</tr>
<tr>
<td>Change in Value of Split-Interest Agreements</td>
<td></td>
<td></td>
<td>222,911</td>
<td>222,911</td>
</tr>
<tr>
<td>Increase in CSV of Life Insurance Policies</td>
<td></td>
<td></td>
<td>964</td>
<td>964</td>
</tr>
<tr>
<td>Appropriation of Endowment Assets for Expenditure</td>
<td></td>
<td></td>
<td>(1,673,319)</td>
<td>(1,673,319)</td>
</tr>
<tr>
<td>Endowment Net Assets--End of Year</td>
<td>$ (3,953,231)</td>
<td>$</td>
<td>$35,965,968</td>
<td>$32,012,737</td>
</tr>
</tbody>
</table>

**Funds with Deficiencies**

From time to time, the fair value of assets associated with donor-restricted endowment funds may fall below the level that the donor or UPMIFA requires the Association to retain as a fund of perpetual duration. In accordance with GAAP, deficiencies of this nature are reported in unrestricted net assets were $4,878,666 and $3,953,231 as of June 30, 2015 and 2014, respectively. These deficiencies resulted from unfavorable market fluctuations.
18. Endowment Fund (Concluded)

Investment Return Objectives and Strategies
The Association’s investment policies include several investment objectives relative to its long-term investments, including permanent endowment funds. These objectives include (1) preservation of capital, (2) prudent investment of capital, (3) production of reasonable earnings and (4) low-risk growth in principal of invested capital. To achieve these objectives, the Association has employed the investment strategy of diversifying amongst various fund managers. The investment composition at any given time is dependent upon a number of factors, including the amount available for investment and current market conditions.

Spending Policy and How the Investment Objectives Relate to Spending Policy
The Association has a policy of appropriating for distribution each year the net earnings from investments. In establishing this policy, the Association considered the long-term expected return on its endowment. Accordingly, the Association expects the current spending policy to sustain its endowment and investment return objectives.

19. Supplemental Disclosure of Noncash Investing Activities

The Association received noncash donations with the following estimated market values:

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletic Department Staff Benefits</td>
<td>$142K</td>
<td>$183K</td>
</tr>
<tr>
<td>Auto Expenses</td>
<td>119K</td>
<td>109K</td>
</tr>
<tr>
<td>Non-Scholarship Contributions</td>
<td>82,046</td>
<td>55,766</td>
</tr>
<tr>
<td>Land Held for Investment</td>
<td>53,954</td>
<td></td>
</tr>
<tr>
<td>Computer Expenses</td>
<td>35,502</td>
<td>36,112</td>
</tr>
<tr>
<td>Doctors/Treatment for Athletes</td>
<td>30,000</td>
<td>25,000</td>
</tr>
<tr>
<td>Promotional Items</td>
<td>20,016</td>
<td>28,870</td>
</tr>
<tr>
<td>Office Supplies and Expense</td>
<td>10,718</td>
<td>19,333</td>
</tr>
<tr>
<td>Travel and Meetings</td>
<td>9,680</td>
<td></td>
</tr>
<tr>
<td>Special Events and Clubs</td>
<td>7,160</td>
<td>2,900</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>6,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Indoor Practice Facility Costs</td>
<td>2,713</td>
<td></td>
</tr>
<tr>
<td>Furniture and Fixtures</td>
<td>2,346</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$521,135</strong></td>
<td><strong>$469,981</strong></td>
</tr>
</tbody>
</table>

20. Commitments

Construction Contracts:
The Association entered into an agreement with a general contractor to construct an indoor practice facility near Carter-Finley Stadium for $13,695,883. As of June 30, 2015 the balance of the contract, including retainage was $437,797. As of June 30, 2015 the indoor practice facility was substantially complete and transferred to the University at a total cost of $13,029,921 and is included in the Statement of Functional Expenses under Facility Improvements and Support.

The Association entered into an agreement with a general contractor to renovate a portion of Vaughn Towers to create a new premium seating area at Carter-Finley Stadium for $355,536. As of June 30, 2015 the balance of the contract, including retainage was $220,266.
20. Commitments (Continued)

University Support:

The Association has agreed as a part of the Amended and Restated Vaughn Towers Management and Use Agreement to make five annual installments to the University through May 2017 in the amount of $1,441,383 in order for the University to retire certain facility debt and obligations related to athletic facilities. The remaining commitment at June 30, 2015 was $2,882,766.

The Association has agreed to fund a portion of the University's financing of the Reynolds Coliseum Renovation Project in the amount of $20,000,000 plus interest. The University has agreed to accept land which the Association has held for investment as a partial payment of $7,000,000 on the commitment. The land is to be transferred to the University once the project financing reaches $7,000,000 or September 2023, whichever is earlier.

The Association has agreed to fund the construction of an athletics residence hall (Case Commons) for the University. The project is estimated to cost approximately $20,285,000 which includes the estimated construction cost of $15,000,000 plus interest. After an initial $2,000,000 down payment in 2018, payments are expected to be approximately $1,219,000 beginning in 2018 and continuing until 2032.

The Association has agreed to fund several other facility improvements for the University. In 2012, the Association committed $150,000 per year for ten years for the soccer stadium. In 2013, the Association committed $250,000 per year for five years for the golf clubhouse. In 2015, the Association paid $150,000 on a $1,710,000 commitment for renovations on the football center.

Future commitments for University support are as follows:

<table>
<thead>
<tr>
<th>Year Ending June 30</th>
<th>University Debt</th>
<th>Football Center</th>
<th>Golf Clubhouse</th>
<th>Soccer Stadium</th>
<th>Reynolds Coliseum</th>
<th>Case Commons</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$1,441,383</td>
<td>$450,000</td>
<td>$250,000</td>
<td>$150,000</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>2017</td>
<td>$1,441,383</td>
<td>$1,110,000</td>
<td>$250,000</td>
<td>150,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>150,000</td>
<td>2,404,827</td>
<td>2,986,287</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>150,000</td>
<td>2,404,827</td>
<td>979,306</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>150,000</td>
<td>2,404,827</td>
<td>972,115</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thereafter</td>
<td>150,000</td>
<td>17,679,998</td>
<td>11,019,089</td>
<td>24,894,479</td>
<td>15,956,797</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$2,882,766</td>
<td>$1,560,000</td>
<td>$500,000</td>
<td>$900,000</td>
<td>$24,894,479</td>
<td>$15,956,797</td>
</tr>
</tbody>
</table>

Summary:

<table>
<thead>
<tr>
<th>Year Ending June 30</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$2,291,383</td>
</tr>
<tr>
<td>2017</td>
<td>2,951,383</td>
</tr>
<tr>
<td>2018</td>
<td>5,541,114</td>
</tr>
<tr>
<td>2019</td>
<td>3,534,133</td>
</tr>
<tr>
<td>2020</td>
<td>3,526,942</td>
</tr>
<tr>
<td>Thereafter</td>
<td>28,849,087</td>
</tr>
<tr>
<td></td>
<td>$46,694,042</td>
</tr>
</tbody>
</table>
21. **Reclassifications**

   Certain amounts for 2014 have been reclassified to conform with the 2015 financial statement presentation. Such reclassifications have no effect on changes in net assets or cash flows as previously reported.
14.3 Booster Club Operating Procedures

NC State Student Aid Association, Inc.
Payment Handling Procedures

The association accepts payment by several forms to include, but not limited to, cash, check, credit card, bank draft, matching gift, and stock gift. Donors may make payment by mail, telephone, online using the association’s website, by electronic funds transfer (EFT), by wire transfer, or in-person by visiting the association’s office. The business office, led by the organization’s chief financial officer (CFO), is responsible for establishing best business practices as it relates to the handling of payments made by donors to the NC State Student Aid Association.

1) Mail payments
   a) The association maintains a post office box to receive most mailed payments. In addition, payments sent to the association’s street address are delivered by the USPS to the association’s lock box located on the ground floor of the building.
   b) Mail is picked up daily by one of the association’s interns and delivered to the executive assistant to the executive director who sorts and delivers payment envelopes to the appropriate membership staff members assigned to receive mail for that day.
   c) The assigned staff member opens payment envelopes and sorts payments designated for future processing based on method of payment (check or credit card).
   d) Processing responsibilities rotate among membership staff with one member responsible for cash/check payments and another member responsible for credit card payments.
   e) Payments are processed as indicated on payment slip and filed in daily folders for future reconciliation. Physical cash and checks are separated by batch and transferred to the business manager for deposit into one of the association’s bank accounts.

2) Online payments
   a) Donors may log into their Wolfpack Club membership account online and choose to make a payment using a credit card.
   b) Payments received online are imported into the donor database several times during each business day. Card numbers are automatically truncated and membership staff can only view the last 4 digits of the card along with the card’s expiration date.
   c) A list of online transactions is generated with each import and filed in a daily folder for future reconciliation.
   d) Donors may also opt to establish a payment plan using a credit card or bank draft by logging into their Wolfpack Club membership account online. Payment plans are imported into the donor database on a daily basis and a list of online transactions is generated with each import.

3) Electronic Funds Transfer or Wire Transfer payments
   a) Donors may make a gift to the Wolfpack Club via an electronic funds transfer (EFT) or a wire transfer. Funds are directed into the association’s primary bank account and the association receives an electronic notification from the bank when funds arrive.
   b) The business manager shall forward a copy of the bank notification to one of the membership staff members to process the donor’s gift as directed by the transfer.

4) In-person or telephone payments
a) A member of the association’s staff meeting or speaking with the donor will receive the payment information and record the payment information on a payment slip.
b) Payments are delivered to the appropriate membership staff member depending on the form of payment (cash/check/credit card).
c) Payments are processed as indicated on payment slip and filed in daily folders for future reconciliation.
d) Physical cash and checks are separated by batch and transferred to the business manager for deposit into one of the association’s bank accounts.
5) General Processing and Reconciliation
a) Payments entered into the donor database are assigned to a daily batch with a unique number. Membership staff produce a batch report that includes the donor’s name, account number, allocation designation, and payment amount. A report is also generated from the association’s credit card processor of all credit card payments entered online by donors.
b) Membership staff utilize the batch reports and credit card processing report to reconcile the daily transactions to the payment information contained in the daily folders.
c) Once reconciled, membership forwards a summary report of payment transactions to the business manager who is responsible for transferring funds designated for capital projects to the appropriate bank account.
d) Original batch reports and credit card processing reports are filed in a secure location for future reconciliation by the association’s auditors.

Revised 08.09.2016
NC State Student Aid Association, Inc.
Disbursement Procedures

All disbursements in excess of $500.00 require a purchase order approved by the chief financial officer (CFO) prior to purchase. For smaller purchase, petty cash, association credit card, or employee reimbursement may be utilized, subject to the review and prior approval of the CFO. Petty cash and association credit cards are maintained by the business manager in a secured locked location, with access limited to the business manager and CFO.

1. Purchase orders are initiated by staff and submitted electronically to the CFO for review and approval within five (5) business days. Once approved, the CFO shall provide a signed copy of the purchase order to both the staff member and the business manager.
2. Upon receipt of goods or services, the staff member initiating the purchase shall approve the invoice from supplier and submit to the business office for payment processing.
3. Invoices are entered into the financial system by the business manager for payment at a future date.
4. Once a week the business manager issues checks for invoices that are due for payment. All checks written by the business manager are then reviewed and approved by the CFO, and each check requires signatures from both the CFO and business manager.
5. Travel and expense reports are completed by staff and submitted to the CFO for review and approval. Upon approval by the CFO, the business manager enters the reports into the financial system for payment. Checks cut for reimbursement of staff for travel expenses are handled in the same manner as all other accounts payable checks.
6. The CFO reviews and approves all contracts for the association, with consultation from the executive director as needed. Any contract in excess of $25,000 in value requires signed approval by the executive director after review by the CFO. Contracts less than $25,000 in value may be signed by the executive director or CFO.
7. The association provides fuel credit cards to employees driving courtesy cars. Credit card receipts shall be included as part of the employee’s expense report. The association is billed monthly for fuel and the business manager reconciles the statement with receipts turned in by employees.
8. A fidelity bond is maintained covering the actions of all staff member who have check signing authority or who handle cash or other negotiable instruments.

Revised 08.09.2016
WPC Operating Revenue and Expenses as of 3/31/2016

- Total Revenue: $11.9M
- Total Expenses: $12.4M
- Budget: $11.5M
- Actual: $13.03M

Transfer Sheet as of 4/30/2016
- Total Transfer Sheet Amount = $15.7 Million
- Approximately 65.87% complete
- 65.87% Transferred: $10.4 Million
- 34.13% Remaining: $5.36 Million

Capital Campaign Goal and Update as of 5/23/2016
- Goal: $100,000,000
- Current Goal: $210,000,000
- Annual Giving: $36,238,367 Pledged
- Endowment: $50,000,000 Goal, $12,028,237 Pledged
- Capital: $60,000,000 Goal, $18,049,179 Pledged

Asset Allocation
- Money Market: 4.3%
- US Stocks: 40.5%
- Foreign Developed Country Stocks: 11.1%
- Emerging Market Stocks: 2.8%
- Liquid Fixed Income: 13.7%
- Fixed Income Surrogates: 14.4%
- Private Real Estate: 2.8%
- Hedge Funds: 1.5%
- Private Equity: 6.6%

Endowment Performance as of 4/31/2016
- Endowment Value: $25,350,592.94
- Annualized Return: 4.95%
- Bal World Index: 4.78%

* The “reachback” number consisting of WPC gifts counting towards the University Campaign total is an additional $4,507,910.
University Compliance Overview

COMPLIANCE FRAMEWORK

BOT AUDIT, RISK MANAGEMENT & FINANCE COMMITTEE

CHANCELLOR

UNIVERSITY COMPLIANCE STEERING COMMITTEE

Executive Vice Chancellor & Provost (Chair)  Vice Chancellor & General Counsel
Vice Chancellor for Finance and Administration  Vice Chancellor for Information Technology
Vice Chancellor for Research, Innovation & Economic Development

COMPLIANCE OFFICIALS WORKING GROUP

Deputy General Counsel (Chair)  Director of Outreach, Communications & Consulting, OIT
Director of Security and Compliance, OIT  Associate Vice Chancellor for Finance and Administration & University Treasurer
Research Compliance Officer & Facilities Security Officer  Associate Vice Chancellor for Environment Health and Public Safety
Associate Vice Chancellor for Human Resources  Vice Provost for Institutional Equity & Diversity
Senior Associate Athletic Director for Compliance  Vice Provost for Student Development, Health & Wellness
Senior Vice Provost for Academic Strategy & Resource Management  Associate Vice Chancellor for Research Administration

*University Compliance Manager
Program Attributes and Activities

- Division of Ownership and Accountability
- Policies, Regulations, and Rules
- Matrix
- Training
- Branding and Marketing
- Ethics and Values
- Monitoring and Metrics
- Response and Prevention
Division of Accountability

“Compliance Owners”

- **Responsible Official:**
  - Ensures supervisors establish compliance expectations for employees

- **Compliance Supervisor:**
  - Communicates expectations and evaluates employees on compliance efforts

- **Point of Contact:**
  - Tasked with developing subject matter content and reviewing & improving compliance efforts
Compliance Reporting
Make a Report!

Compliance Hotline 919-515-8355
Fraud, Waste, and Abuse of State Property →

Clery Act Reporting 919-515-3000
Campus Security Authority Incident Reporting →

Discrimination, Harassment, Retaliation, and Title IX Reporting
Office of Institutional Equity and Diversity →

Research Compliance
Sponsored Programs and Regulatory Compliance →

Occupational Accidents, and Illnesses Reporting
Environmental Health and Public Safety →

Athletics Compliance 1-855-SCOMPLY (526-6759)
Report a possible violation →

Do you know something we should too? Please click the hotline button to go to the reporting page to read more about our reporting structure and submit a report to one of our 6 hotlines.
MEMORANDUM: Research Compliance Sub-Working Group Charge

To: Richard Best (Associate Director for Compliance, ORIED)
Genevieve Garland (Partnership Developer, Industry Alliances, ORIED) (Co-Chair)
Leo Howell (Assistant Director, Information Security Risk & Assurance, OIT)
Ken Kretchman (Director, Environmental Health and Safety, EH&PS)
Amy Orders (Assistant Director, Environmental Health and Safety, EH&PS)
Marley Thrasher (Assistant Director, Education and Communications, ORIED)
Brad Trahan (Compliance & Integrity Manger, OGC) (Co-Chair)

From: University Compliance Steering Committee

Warwick Arden (Executive Vice Chancellor and Provost, UCSC Chair)
Scott Douglass (Vice Chancellor for Finance and Administration)
Eileen Goldgeier (Vice Chancellor and General Counsel)
Marc Hoit (Vice Chancellor for Information Technology)
Alan Rebar (Vice Chancellor for Research, Innovation and Economic Development)

Subject: Research Compliance Sub Working Group Charge

Date: July 7, 2016

The University Compliance Steering Committee has been charged by the Chancellor to promote excellence in compliance efforts to assure compliance with our legal, regulatory, and ethical responsibilities. The Steering Committee is responsible for approving university ethics, compliance, and training priorities and has oversight responsibility for the University’s compliance efforts. As part of this charge, we will from time-to-time establish sub-working groups comprised of various subject matter experts to promote areas of compliance.

This sub-working group shall be tasked with increasing the university’s efficacy of research compliance related outreach and education to stakeholders and compliance partners, including but not limited to Deans, Associate Deans for Research, Department Chairs, Principal Investigators, College Research Officers, College Business Officers, Students involved in Research Activity and Compliance Point of Contacts. These efforts will continue and work in conjunction with the University’s current efforts in the implementation of REPORTER and the new eRA system.

The sub-working group shall:

I. Prioritize Required Research Compliance Education Modules
II. Develop Required Research Compliance Education Modules
III. Deliver through REPORTER Required Research Compliance Education Modules
IV. Evaluate the effectiveness of the Research Compliance Education Modules
V. Track and monitor stakeholders’ participation in completing Required Research Compliance Education Modules
VI. Discuss enforcement for noncompliance
Research Compliance Sub-Working Group
Page 2
July 7, 2016

In order to achieve these goals the sub-working group should consider who affected stakeholders are and what responsibilities they have as it relates to research compliance. The Compliance and Integrity Manager shall report to the University Compliance Steering Committee and the Compliance Officials Working Group on the sub-working group’s efforts and make both committees aware of any resources which may need to be devoted to the development of required research compliance education modules. Additionally, the Compliance and Integrity Manager may, from time-to-time, meet with individual members of the Steering Committee or Compliance Officials Working Group and provide an update on these efforts.

The sub-working group shall meet on a regular basis and should involve additional compliance stakeholders, Owners, and Partners as the group continues this outreach and education effort.

The sub-working group will initially meet twice a month beginning the week of July 18, 2016.

cc: Compliance Officials Working Group
Mladen Vouk
MARKET COMMENTARY

As has been the case for most of the 12 months ended June 30, 2016, investment markets continued to demonstrate a high degree of volatility for the most recent quarter ended June 30, 2016. The Brexit, UK’s vote to leave the European Union, had a dramatic impact on investment markets toward the end of the quarter, but the volatility in global capital markets has now existed for some time. The high level of uncertainty and mixed economic news has led to the Fed keeping a lid on additional rate increases.

One piece of good news for the quarter was the strong performance of fixed income investments. Long-term Treasuries, as measured by the Barclays US Treasury 20+ Year Index, were once again the best performing sector of the fixed income market, returning 6.76% quarter to date, and an impressive one-year return of 20.3%. As investors continued to search for yield in an era of historic interest rate lows, long bonds were strong performers. The Barclays US Long Corporate Index and the Barclays High Yield Corporate Index returned 6.64% and 5.52% respectively for the quarter, and 14.06% and 1.62% for the 12 months ended June 30, 2016.

Domestic equities, as measured by the S&P 500, posted a modest gain of 2.46% for the quarter, and 3.99% for the year. Although domestic equities were able to post positive returns for the quarter, it was accompanied by significant volatility. The VIX (a measure of volatility for the S&P 500) spiked more than 49% in the aftermath of the Brexit vote, before quickly retreating by quarter-end. Global equities, as measured by the MSCI ACWI Index, also returned a positive 0.99% return for the quarter with a weaker one-year return of -3.73%. The negative performance, however, surpassed the even weaker emerging market equities, which as measured by the MSCI EM Index, returned -12.06% for the year as of June 30, 2016.

Looking ahead, concerns remain about a slowdown in global growth and the impact that populism and nationalism might have on capital markets. We expect to see continued volatility and muted GDP growth, worldwide—and therefore low capital market return assumptions. The US economy is still growing, but at stubbornly low rates. The US consumer continues to spend, but weakening corporate earnings, subdued inflation, and a strong dollar are limiting upside economic potential. With fixed income yields at historic lows, and equity valuations stretched, it is a very difficult time for institutional investors. Observers of investment market performance may question the benefits of diversification in assets other than those centered in the US and may doubt that exposure to global equities brings with it the benefit of long term economic growth. However, we are investors who seek inter-generational equity and the need to participate across multiple asset classes (including private equity) is key to obtaining longer term performance that will enable us to meet spending budgets over generations.

PERFORMANCE

<table>
<thead>
<tr>
<th>Market Value</th>
<th>Participants</th>
<th>NCSIF</th>
<th>Policy Index (1)</th>
<th>Global Index (2)</th>
<th>BNY E&amp;F Univ (3)</th>
<th>UNCIF</th>
<th>NCSIF Private</th>
<th>BlackRock LPP</th>
</tr>
</thead>
<tbody>
<tr>
<td>$683,379,991</td>
<td>9</td>
<td>0.9%</td>
<td>1.0%</td>
<td>1.4%</td>
<td>1.5%</td>
<td>0.7%</td>
<td>2.5%</td>
<td>2.2%</td>
</tr>
<tr>
<td>QTD</td>
<td>CYTD</td>
<td>-1.3%</td>
<td>0.8%</td>
<td>2.6%</td>
<td>1.8%</td>
<td>-1.8%</td>
<td>2.5%</td>
<td>3.9%</td>
</tr>
<tr>
<td>1 Year</td>
<td>3 Year</td>
<td>-1.4%</td>
<td>-0.8%</td>
<td>-0.7%</td>
<td>-1.1%</td>
<td>-2.0%</td>
<td>9.3%</td>
<td>0.6%</td>
</tr>
<tr>
<td>5 Year</td>
<td>10 Year</td>
<td>7.5%</td>
<td>5.6%</td>
<td>5.6%</td>
<td>5.8%</td>
<td>7.4%</td>
<td>14.0%</td>
<td>6.6%</td>
</tr>
<tr>
<td>14.0%</td>
<td>7.1%</td>
<td>4.5%</td>
<td>5.6%</td>
<td>5.1%</td>
<td>6.0%</td>
<td>4.8%</td>
<td>13.1%</td>
<td>7.1%</td>
</tr>
</tbody>
</table>

FUND PERFORMANCE

The NCSIF (Fund) is invested with several managers in a wide variety of asset classes. The Fund closed the quarter with a market value of $683 million. The largest manager for the Fund, UNC MCM, managed 91.2% of the Fund’s assets. UNC Investment Fund (UNCIF) produced a 0.7% return for the three months and -2.0% return for the 12 months ended June 30, 2016. The NCSIF employs additional private equity managers, who oversee 3.5% of the portfolio. This portion of the Fund produced a strong three month return of 2.5% and a 12 month return of 9.3% for the period ended June 2016. The Fund’s Liquid Policy Portfolio (LPP), another 5.1% of the portfolio, is managed by Blackrock. This investment returned 2.2% for the three months and 0.6% for the 12 months ended June 2016.

RISK METRICS

<table>
<thead>
<tr>
<th>3 Year Period</th>
<th>Fund</th>
<th>UNCIF</th>
<th>Policy Index</th>
<th>MSCI ACWI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annualized Return</td>
<td>7.5%</td>
<td>7.4%</td>
<td>5.6%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Annualized Volatility</td>
<td>5.2%</td>
<td>5.3%</td>
<td>4.5%</td>
<td>11.8%</td>
</tr>
<tr>
<td>Annual Sharpe Ratio (1)</td>
<td>145.2%</td>
<td>138.9%</td>
<td>124.0%</td>
<td>51.1%</td>
</tr>
<tr>
<td>Correlation to Global Index</td>
<td>87.5%</td>
<td>85.8%</td>
<td>93.4%</td>
<td>99.5%</td>
</tr>
<tr>
<td>Max Drawdown</td>
<td>-6.3%</td>
<td>-6.8%</td>
<td>-5.0%</td>
<td>-13.4%</td>
</tr>
</tbody>
</table>

Note 1: Sharpe Ratio: Excess return per unit of risk

This report is based on information available at the time of distribution. The information comprising this report has not been audited and is subject to change.

Fourth Quarter Fiscal Year 2016
NC State Investment Fund, Inc.

NC State University, Campus Box 7207, Raleigh, NC 27695-7207

Inception Date: April-99

June 30, 2016

INVESTMENT STRATEGY

The Fund is managed as a broadly diversified portfolio with exposure to seven primary asset classes and many sub-strategies within each asset class. The Fund seeks to diversify exposure to the sub-strategies through the use of multiple investment managers that utilize a variety of investment approaches. The purpose of diversification is to provide reasonable assurance that no single security, class of securities, or investment manager has a disproportionate impact on the Fund's aggregate results. At times, the Fund invests in passive strategies. In working toward the Fund’s investment strategy, through UNCMC, the Fund invests in a number of niche managers that can employ different types of hedging strategies such as short-selling and derivative investing to help reduce the volatility of the Fund. The focus on controlling volatility preserves capital and benefits Fund participants through the power of compounding.

ASSET ALLOCATION

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long Biased Equity</td>
<td>27.7%</td>
</tr>
<tr>
<td>Long/Short Equity</td>
<td>5.3%</td>
</tr>
<tr>
<td>Diversifying</td>
<td>22.4%</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>9.4%</td>
</tr>
<tr>
<td>Cash</td>
<td>7.3%</td>
</tr>
<tr>
<td>Private Equity</td>
<td>17.6%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>6.7%</td>
</tr>
<tr>
<td>Energy &amp; Natural Resources</td>
<td>3.6%</td>
</tr>
<tr>
<td>UNCIF</td>
<td>91.2%</td>
</tr>
<tr>
<td>BlackRock LPP</td>
<td>5.1%</td>
</tr>
<tr>
<td>STIF-NCSIF</td>
<td>0.2%</td>
</tr>
<tr>
<td>JP Morgan Private Equity</td>
<td>0.5%</td>
</tr>
<tr>
<td>BlackRock Private Equity</td>
<td>1.1%</td>
</tr>
<tr>
<td>SEI Private Equity</td>
<td>3.5%</td>
</tr>
<tr>
<td>Private Equity</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

This report is based on information available at the time of distribution. The information comprising this report has not been audited and is subject to change.

Fourth Quarter Fiscal Year 2016

UNC MANAGEMENT

The UNCMC was established on January 1, 2003 as an exempt 501 (c)(3) organization. It is a professionally-staffed asset management company created to provide investment services to the University of North Carolina at Chapel Hill and its affiliated entities, to the constituent institutions of the UNC system and system affiliated foundations, associations, trusts, and endowments. With nearly 40 employees, UNCMC has two teams, Investment Management and Operations. The Investment Management team manages all public and private investments of the UNCIF. Their responsibilities include evaluating and monitoring investment managers, recommending changes to investment objectives and asset allocation, monitoring risk, and implementing investment decisions approved by Chapel Hill Investment Fund’s (CHIF) Executive Committee. The Operations Team performs all administrative, legal, compliance, accounting, and performance reporting duties.

HISTORY OF THE FUND

The NC State Investment Fund, Inc., (Fund) was established in April 1999 to combine NC State University’s and its affiliated entities’ endowments in an external pooled investment vehicle. The goal of the investment program for the Fund is to provide a real total return from assets invested that will preserve the purchasing power of Fund capital, while generating an income stream to support the spending needs of the University. Effective July 2008, the Fund partnered with UNC Management Company (UNCMC) to invest in the UNC Investment Fund (UNCIF), with the remaining investments committed to a Liquid Policy Portfolio (LPP) of Exchange Traded Funds (ETF’s), and to 3 private equity managers which includes an allocation for cash to fund capital calls. The transition of assets to UNCMC was completed December 2009.
NC State Intermediate Term Fund

NC State University, Campus Box 7207, Raleigh, NC 27695-7207

Inception Date: July 3, 2014

FUND HISTORY AND PHILOSOPHY

As a pooled fund for the collective investment of operating funds, the NC State Intermediate Term Fund (ITF) consists of Participants’ excess cash balances, which are defined as funds not needed for normal operating purposes. Generally, the ITF will not include operating funds needed within the next year, endowed funds or those funds that are specifically excluded by law or contractual agreement.

The decision to invest funds takes into account various factors including duration, credit, concentration, and manager risk, along with total return, suitability, and the experiences, quality and capability of external managers.

The primary investment objectives of the ITF are: 1) Preservation and safety of principal; 2) Liquidity; and 3) Maximization of returns within acceptable levels of risk. Because of concerns about potential changes in monetary policy and rising interest rates, duration is limited. The investment policy calls for an average weighted maturity between one and five years, with an overall credit rating in general of A+/A as rated by a nationally-recognized rating agency. However, for any mutual funds selected by the ITF, their respective approved investment policy guidelines supersede those of the ITF.

The ITF was established on July 3, 2014 with an initial investment of $122 million. Additional investments were made during FY 2015 bringing the total invested to $173.83 million. The ITF can be compared with the State Treasurer’s Short-Term Investment Fund (STIF) on both a total return and on an SEC yield basis. The cash return on the ITF is higher than other operating cash for the University and other participants.

In order to provide a buffer for changes in the NAV of the different investments, some of the excess earnings are being used to create a loss reserve. FMV fluctuates on a day-to-day basis.

BlackRock’s SIO was liquidated from the fund on June 30, 2016. Proceeds were invested in Vanguard’s Short Term Fund and DoubleLine’s Total Return Fund on July 1, 2016.

SECTOR ALLOCATION

PERFORMANCE

<table>
<thead>
<tr>
<th>Market Value</th>
<th>$170,663,406</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Performance</th>
<th>QTD</th>
<th>CYTD</th>
<th>1 Year</th>
<th>Since Inception</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITF Fund</td>
<td>1.11%</td>
<td>2.05%</td>
<td>1.88%</td>
<td>1.46%</td>
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<tr>
<td>Barclays Universal 1-5 yr.</td>
<td>1.39%</td>
<td>3.15%</td>
<td>2.91%</td>
<td>2.07%</td>
</tr>
<tr>
<td>Barclays 1-3 yr Treasury</td>
<td>0.53%</td>
<td>1.43%</td>
<td>1.28%</td>
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<tr>
<td>BlackRock SIO</td>
<td>1.36%</td>
<td>0.80%</td>
<td>-0.28%</td>
<td>0.44%</td>
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<tr>
<td>JP Morgan Short Term</td>
<td>0.75%</td>
<td>1.65%</td>
<td>1.51%</td>
<td>1.33%</td>
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<tr>
<td>PIMCO Low Duration</td>
<td>0.71%</td>
<td>1.20%</td>
<td>1.06%</td>
<td>0.74%</td>
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<tr>
<td>Vanguard Short Term</td>
<td>1.31%</td>
<td>3.11%</td>
<td>3.29%</td>
<td>2.29%</td>
</tr>
</tbody>
</table>

STATISTICS

| Volatility | 1.10% | 1.40% |
| Sharpe Ratio | 1.33 | 1.48 |
| Yield | 1.81% | 1.61% |
| Effective Duration | 1.92 | 2.64 |
| FYTD Net Interest & Dividends** | $3,942,757 | n/a |

**Net of Fund expenses

Note 1: The iShares Core 1-5 Year Bond ETF is used as a proxy for the benchmark for Statistics information

MANAGERS

JP Morgan’s Short Term Fund is based on bottom-up fundamental analysis, while retaining a high quality bias.

Vanguard’s Short Term Fund has a low tracking error and is a low cost portfolio option consisting primarily of investment grade corporates.

PIMCO’s Low Duration Fund seeks maximum total return based on a combination of top-down secular views and bottom-up fundamental analysis.

BlackRock’s SIO is based on fundamental analysis that will seek to exploit market inefficiencies through a variety of fixed income securities and exposures.

MANAGER ALLOCATION

This report is based on information available at the time of distribution. The information comprising this report has not been audited and is subject to change.
BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY

Buildings and Property Committee
Time: 2:45 – 4:15 p.m., September 15, 2016
Chancellor’s Conference Room
Andrews, Chair
Members: Goodnight, Murphy, Prestage, Ramsey, Ward

AGENDA

CALL TO ORDER
Chip Andrews, Chair, Buildings and Property Committee
- Roll Call
- Reading of the State Government Ethics Act

1. 2016-2017 COMMITTEE PLAN OF WORK TAB 1
   Kevin MacNaughton, Interim Associate Vice Chancellor for Facilities
   - Review of 2016-2017 Committee Plan of Work 5.1.A

2. COMMITTEE RESPONSIBILITIES AND PROCEDURES TAB 2
   Kevin MacNaughton, Interim Associate Vice Chancellor for Facilities
   - Review of Committee Responsibilities 5.2.A

3. MINUTES TAB 3
   Chip Andrews, Chair, Buildings and Property Committee
   - Approval of April 21, 2016 meeting minutes 5.3.A

4. PROPERTY MATTERS TAB 4
   Harlan Stafford, Director, Real Estate & Development
   ✓ Disposition by Ground Lease: ±9 acres to the Tammy Lynn Memorial Foundation, Inc. The property is located on Centennial Campus, at 739 Chappell Drive, Raleigh, NC 27606. The lease will continue Tammy Lynn Memorial Foundation’s use of this property. It will also include termination of an access easement adjacent to the land that currently impairs further development of North Shore Project, and provide a limited license to access adjoining trail on NC State land. 5.4.A.1
   ✓ Disposition by Lease: ±6,809 rentable square feet (RSF) of office space to Freese + Nichols for ±$149,798 per year for 5 years beginning December 1, 2016 with one 5 year renewal option. The property is located on Centennial Campus at Partners Building I, 1017 Main Campus Drive, Suite 1200, Raleigh, NC 27606. The lease will further programmatic connectivity between private firms locating on Centennial

✓ Requires full board approval
1 Materials will be distributed to committee members at the meeting
Disposition by Lease: ±6,332 RSF of office space to the National Weather Service for a term of +/- 10 years for $188,400 per year beginning on December 15, 2016 with no renewals. The property is located on Centennial Campus at Research Building III, 1005 Capability Drive, Suite 300, Raleigh, NC 27607. The lease will further programmatic connectivity between private firms locating on Centennial Campus and the University at large.

Disposition by Demolition: One-story frame house and one wood/metal garage constructed in 1952 and 1979 respectively, along with associated improvements as requested by the College of Agriculture and Life Sciences. The house and garage are located at 4901 and 4903 Reedy Creek Road. Demolition will be managed by the University.

**DESIGNER SELECTIONS**

Kevin MacNaughton, Interim Associate Vice Chancellor for Facilities

**Designer Selections**

- Engineering Building Oval – Commissioning Agent – Centennial Campus Precinct
- NC State Athletics Multimedia Production Facility – West Campus Precinct
- Engineering Building Oval – GeoTech/CMT/SI – Centennial Campus Precinct
- Owen Hall Renovations – Central Campus Precinct
- Dabney Hall HVAC Evaluation – North Campus Precinct
- Reedy Creek Equine Farm Therio Phase A
- Approval of Designer Selections Less Than $500,000

**5. ACCEPTANCE OF COMPLETED BUILDINGS AND PROJECTS**

Kevin MacNaughton, Interim 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 April 21, 2016 meeting.

**6. PROPERTY MATTERS (Received after Full Board Mailing)**

Requires full board approval

Materials will be distributed to committee members at the meeting.
7. SITE SELECTION REVIEW AND APPROVAL  
Lisa Johnson, University Architect  
- Case Commons Residence Hall – Central Campus Precinct 5.8.A

8. PLAN REVIEW AND PLAN APPROVAL  
Lisa Johnson, University Architect  
Plan Review  
- Case Commons Residence Hall – Central Campus Precinct 5.9.A  
Plan Approval  
- Approval of Plans and Specifications of Formal Projects less than $2 million 5.9.B

9. INFORMATIONAL REPORTS  
Real Estate and Development Update (Jeff Bandini, Associate Vice Chancellor, Real Estate and Development) 5.10.A.1  
Capital Projects Update (Cameron Smith, Director, Capital Project Management) 5.10.A.2  
Status of Projects in Planning (Lisa Johnson) 5.10.A.3

ADJOURN

☑ Requires full board approval

Materials will be distributed to committee members at the meeting
September

- Accept Completed Buildings and Projects (NC State Pol 01.05.1, App 1.II.a.vi) (Acceptance)
- Acquisition and Disposition of Interests in Real Property (UNC Pol. Ch. 100.1, App.1 (VI)), (NC State Pol 01.05.1, App 1.II.a.vii) (Consider and approve property matters in a timely fashion to avoid adverse impact to the business of the University.)
- Architect Selection (NC State Pol 01.05.1, App 1, II.ii) and Construction Managers at Risk Selection (NC State Pol 01.05.1, App 1, II.iii) (Participate in designer, developer, and CMR selection interviews and approve selections in a timely manner to avoid impacts to project schedules.)
- Building Site, Plan and Specification Approval (NC State Pol 01.05.1, App 1, III.iv.v) (Review of project design plans for responsiveness to the vision of the physical master plan. Review and approve design projects in a timely manner to avoid impact to project design and construction schedule.)
- Capital Projects Update (UNC Pol., Ch. 100.1, App.1 (VI)) (Receive periodic updates and comment as warranted.)
- Projects in Planning Status (Receive periodic updates and comment as warranted.)
- Review Committee Responsibilities (Annually)

November

- Accept Completed Buildings and Projects (NC State Pol 01.05.1, App 1.II.vi) (Acceptance)
- Acquisition and Disposition of Interests in Real Property (UNC Pol. Ch. 100.1, App.1 (VI)), (NC State Pol 01.05.1, App 1.II.vi) (Consider and approve property matters in a timely fashion to avoid adverse impact to the business of the University.)
- Architect Selection (NC State Pol 01.05.1, App 1, II.ii) and Construction Managers at Risk Selection (NC State Pol 01.05.1, App 1, II.iii) (Participate in designer and CMR selection interviews and approve selections in a timely manner to avoid impacts to project schedules.)
- Building Site, Plan and Specification Approval (NC State Pol 01.05.1, App 1, III.iv.v) (Review of project design plans for responsiveness to the vision of the physical master plan. Review and approve design projects in a timely manner to avoid impact to project design and construction schedule.)
- Capital Projects (UNC Pol., Ch. 100.1, App.1 (VI) and Centennial Campus Update) (Receive periodic updates and comment as warranted.)
- Projects in Planning Status (Receive periodic updates and comment as warranted.)

Desired outcomes and measures of success are highlighted
February

- Accept Completed Buildings and Projects (NC State Pol 01.05.1, App 1.II.vi) (Acceptance)
- Acquisition and Disposition of Interests in Real Property (Policy Manual, Ch. 100.1, App.1 (VI)), (NC State Pol 01.05.1, App 1.II.vi) (Consider and approve property matters in a timely fashion to avoid adverse impact to the business of the University.)
- Architect Selection (NC State Pol 01.05.1, App 1, II.ii) and Construction Managers at Risk Selection (NC State Pol 01.05.1, App 1, II.iii) (Participate in designer and CMR selection interviews and approve selections in a timely manner to avoid impacts to project schedules.)
- Building Site, Plan and Specification Approval (NC State Pol 01.05.1, App 1, III.iv.v) (Review of project design plans for responsiveness to the vision of the physical master plan. Review and approve design projects in a timely manner to avoid impact to project design and construction schedule.)
- Capital Projects Update (Policy Manual, Ch. 100.1, App.1 (VI)) (Receive periodic updates and comment as warranted.)
- Projects in Planning Status (Receive periodic updates and comment as warranted.)

April

- Accept Completed Buildings and Projects (NC State Pol 01.05.1, App 1.II.vi) (Acceptance)
- Acquisition and Disposition of Interests in Real Property (Policy Manual, Ch. 100.1, App.1 (VI)), (NC State Pol 01.05.1, App 1.II.vi) (Consider and approve property matters in a timely fashion to avoid adverse impact to the business of the University.)
- Architect Selection (NC State Pol 01.05.1, App 1, II.ii) and Construction Managers at Risk Selection (NC State Pol 01.05.1, App 1, II.iii) (Participate in designer and CMR selection interviews and approve selections in a timely manner to avoid impacts to project schedules.)
- Building Site, Plan and Specification Approval (NC State Pol 01.05.1, App 1, III.iv.v) (Review of project design plans for responsiveness to the vision of the physical master plan. Review and approve design projects in a timely manner to avoid impact to project design and construction schedule.)
- Capital Projects Update (Policy Manual, Ch. 100.1, App.1 (VI)) and Centennial Campus Update (Receive periodic updates and comment as warranted.)
- Parking and Transportation Ordinances (NC State Pol 07.60.01), (NCGS §116-44.4, §20-137.7) (Approval)
- Physical Master Plan Update (UNC Pol. Ch. 100.1, App 1 (VI)), (NC State Pol. 01.05.1, App 1, II.a.i) (Receive annual update and comment as warranted.)

Desired outcomes and measures of success are highlighted
Projects in Planning Status (Receive periodic updates and comment as warranted.)

Possible Site and Building Plan Approvals
- Case Commons
- Engineering Building Oval

Desired outcomes and measures of success are highlighted
01.05 BUILDINGS AND PROPERTY COMMITTEE

The Buildings and Property Committee has the following delegated authority:

   1.1 To maintain a master plan for the physical development of North Carolina State University.
   1.2 To select architects or engineers for buildings and improvements requiring such professional services.
   1.3 To select Construction Managers-at-Risk for buildings and improvements requiring such professional services.
   1.4 To approve building sites.
   1.5 To approve plans and specifications.
   1.6 To accept all completed buildings and projects.
   1.7 To approve all proposals involving acquisition or disposition of any interest in real property and for which authority has not been delegated to the Chancellor, provided that if the proposal involves an interest in real property valued at $50,000 or more, the matter shall be recommended by the Committee to the full Board of Trustees for its approval and forwarding to the Board of Governors.

2. Policy Development
   2.1 Buildings and Property. Upon the recommendation of the Chancellor, to recommend to the Board of Trustees the adoption of policies applicable to the control, operation and supervision of campus buildings and property pursuant to applicable provisions of State law and policies of the Board of Governors.
   2.2 Traffic and Parking Regulations. To review campus parking and traffic regulations and policies and on recommendation of the Chancellor to recommend changes to the Board of Trustees.
CALL TO ORDER
Chair Ramsey called the meeting to order at 2:50 p.m.

Mr. Ramsey began the meeting by thanking everyone for their participation in the committee, as he will be rolling off as chair. He said it has been a great experience and appreciates what everyone has done to contribute.
ROLL CALL
Chair Ramsey called the roll. Messrs. Randall Ramsey, Jimmy Clark, Ben Jenkins, Wendell Murphy and Dewayne Washington were present. Dr. Ron Prestage had an excused absence.

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.

CONSENT AGENDA
Minutes
Chair Ramsey asked whether there were any corrections to the February 18, 2016 meeting minutes. There being none, Chair Ramsey declared the minutes stand approved as drafted.

Property Matters
Chair Ramsey asked Mr. Recchie to present the one property matter that requires full board approval. Recchie presented the disposition by Land Exchange of approximately 0.53 acres of State of North Carolina land in Hatteras Village with Captain Lee Setkowsky (adjacent owner) in exchange for strategic facilities of equal value to be identified by the College of Agriculture and Life Sciences. Land valuation and equity will be determined in conjunction with the State Property Office of the Department of Administration. Recchie said the buildings on the property had been destroyed by a hurricane and land had not been usable for some time.

Chair Ramsey called for a motion and a second to recommend to the full board approval of the one item 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 and construction at risk selections. Arndt presented the Weisiger Brown parking lot selections of 3 designers for this $700,000 project. Mr. Murphy asked how many spaces are in this lot. Ms. Johnson answered there were 73 spaces. Arndt also presented the open-ended service agreement designer selections. He presented 12 designer selections and one construction manager at risk selection. Chair Ramsey called for a motion and a second to approve the selections as outlined by Arndt. Mr. Jenkins made the motion, which Mr. Washington 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 two completed projects with a combined value of $4.8 million. The projects were Carmichael Locker Room Phase 1B and Cox Hall scale up classrooms. Mr. Washington asked if the committee could see before and after photos of the architectural project in the future. All members agreed it would be valuable to have the visuals.
Chair Ramsey called for a motion and a second to accept the completed buildings and projects as outlined by Arndt. Mr. Washington made the motion, which Mr. Jenkins seconded. Chair Ramsey asked if there was any further discussion, and being none, he called for a vote. He announced the motion passed.

PARKING AND TRANSPORTATION
Chair Ramsey asked Ms. Reeve to present the Proposed Revision to Policy 7.60.1 Parking and Transportation Ordinances for 2016-2017. Reeve outlined the following changes:

- Transportation is now requiring mopeds to have parking permits
- All permits will now be pre-taxed to avoid any confusion
- There will be a new permit for electric vehicles (EV) and a surcharge for EV sticker of $10 a month to charge the vehicles at charging stations
- Transportation is moving permits from the right side of vehicles to the left side
- Adjunct faculty traditionally had to purchase daily parking permits. They will now be allowed to purchase adjunct permits that are specifically for them. These permits will be valid after 3:00 p.m. in the North Campus lots.
- There will be increases to employee and student permits. Employees will see an increase of $3 a year. Students with on campus residence will see increase of $49 a year. Student permits are under market value and this action will put the university in line with the pricing of other universities. Mr. Jenkins asked what students and employees normally pay. Reeve said that students with campus residence currently pay $336 and employees pay $345. Fees for students and employees with CD permit will be raised to $348. Reeve said the increases are needed to pay for upkeep, which is especially needed for parking decks. Mr. Douglass added that another challenge is maintaining our buses, which is very expensive.

Chair Ramsey called for a motion and a second to accept as outlined by Ms. Reeve. 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.

PHYSICAL MASTER PLAN UPDATE
Chair Ramsey asked Ms. Johnson to present the Physical Master Plan update. Ms. Johnson distributed materials for this presentation that showed Capital Priorities for Appropriated and Non-appropriated projects and Transportation Impacts.

Capital Priorities
Engineering Building Oval is a split funded project of $154 million with $75 million appropriated funds and $75 million non-appropriated funds. The building will house civil, construction and environmental engineering. The project is currently in the Advance Planning phase and is scheduled to be finished in 2020. Dr. Woodson asked about the landscaping of trees for aesthetics. Ms. Johnson said the university has a tree master plan for the Oval and is scheduled to plant a few trees each year.
The Central Utility Plant on Main Campus Drive will be expanded to accommodate planned growth. The boiler wing expansion will be paid for with energy savings over 15 years. The building addition will blend with the existing building architecture.
The Plant Sciences Research Building will house interdisciplinary plant science faculty and includes 19,000 square feet of roof top biosafety level 2 and 3 greenhouses. This $160.2 million project is split funded with $85 million appropriated funds and 75.2 million non-appropriated funds. The university will advertise for designers in June. This project is tracking about 6 months behind Engineering Building Oval.

**Transportation Impacts**

**Centennial Campus Precinct**
Ms. Johnson showed the diagram for the Pullen Road Extension with includes bike lanes and multi-use paths. The project is funded by the City of Raleigh (1/2), Catholic Diocese (1/4), and NC State (1/4). This is scheduled for completion in spring 2018.

New road extensions, Initiative Way and Blair Drive are in design and fully funded. Initiative Way will complete the loop with Main Campus Drive and will improve Wolfline bus service for Wolf Ridge Apartments. The Blair Drive Extension will be an important connection to the Dix Hill Park and Spring Hill.

Ms. Johnson reviewed the planning for the Spring Hill neighborhood. A small portion of the property is part of an old landfill. The majority of the land fill is on the Dix Hill Park property. Mr. Clark asked about the possibility of building on our portion of the landfill area. Johnson indicated that it would be very costly to build on the land fill and it would more than likely be left as open green space. Johnson said there is a market analysis being done for the Spring Hill property through the University Real Estate Office. Current zoning allows 1.8 million square feet of space to be built on the 130 acres of Spring Hill. This is very low density and will be addressed in the market analysis. A rezoning effort will fall on the heels of the market analysis and will address building density and mixed use. The Chancellor indicated there is an Executive Committee created by the City of Raleigh Mayor for approving all plans for Dix Hill Park of which he is a member.

**North Campus Precinct**
Harrelson Hall will be demolished this summer and the site will be left as green space until the Science Commons Building is funded. This new building will be used for interdisciplinary science teaching. Johnson said she anticipated the new to be contemporary with some iconic architectural elements. Mr. Washington asked if the building could house ground floor retail and wanted to know more about the building use. Johnson said it would be the gateway to the science complex of buildings and would be an active student teaching building.

Broughton Hall was vacated at the completion of Engineering Building III and is planned for a renovation and addition for the Chemistry Department. Chemistry is currently located in Dabney Hall which needs extensive renovation but this work cannot take place while occupied by Chemistry research labs. Broughton Hall is a $177 million, 167,000 gross square foot project that is currently priority number four on the Capital Projects List. The project includes a pedestrian bridge that connects north campus, over the railroad tracks, to the Talley Student Union.
Central Campus Precinct
The Case Commons Building on Cates Avenue will house the men’s and women’s basketball players plus non-athletes per NCAA regulations. The basketball teams are currently housed off-campus and this site on Cates Avenue will move them closer to classes, dining, tutoring and practice facilities. The building includes 62 student beds. The Buildings and Property Committee will review the site and building design at the September meeting.

The Carmichael Addition and Renovation project, located on the corner of Cates Avenue and Morrill Drive is student fee funded and will start design late fall. The project is awaiting legislative approval. The existing administrative wing will be demolished and a new wing added to create a new entrance that ties the entire Carmichael Complex together. The project includes new fitness and functional training space to address growth and demand.

Reynolds Coliseum renovation will be completed August of this year. The North entrance includes a grand stairway and commissioned art. Ms. Johnson reviewed the artist rendering of the wolf sculpture. The four wolves running up stainless steel rocks have an Art Deco style which ties to the building architecture. The plaza between Reynolds and Talley, Coaches Corner, includes space to honor four coaches. They are Case, Sloan, Valvano and Yow. Ms. Johnson shared the artist models of the future sculpture. Completion is scheduled to coincide with the grand opening of Reynolds Coliseum.

E.S. King Village will begin renovations that will replace the existing flat roofs with sloped roofs. The new roof design will complement the Wolf Village Apartments across Gorman Street. University Housing anticipates replacing 3 to 4 roofs each year.

The main College of Veterinary Medicine building was built in 1982. Long range planning for the college includes an Education Building, which will provide flexible classrooms and class labs. Long range plans also include renovations and expansion to the Equine and Farm Animal Hospital. This project includes an addition along the front of the existing building and a new arena addition on the north side. The project will provide a better client experience, improve biosecurity and process flows, and expand the growing Equine Sports Animal Program.

West Campus Precinct
NCDOT will be widening I-440 to address traffic congestion. The widening will impact several NC State facilities. Affected will be the University Club, the Golf Short Game Practice facility, and three Brickhaven buildings. Robert Hoon who attended a NCDOT meeting is working with NCDOT along with the Office of the University Architects Office to make sure that NCDOT does everything possible to mitigate and compensate the university to our satisfaction. The plan is to maximize what we can receive and minimize the impact.

NCDOT plans to build a pedestrian tunnel under Trinity Road to connect the Fair Grounds to the Carter Finley parking. NC State is not funding this project, but has been involved in the planning.

Mr. Owens asked when the road projects will be completed. Johnson said in the next 3 to 5 years.
PLAN APPROVAL
Chair Ramsey asked Ms. Johnson to present the Approval of Plans and Specifications of Formal Projects less than $2 million. Chair Ramsey called for a motion for approval of the Plans and Specifications of Formal Projects less than $2 million for the ten projects as outlined by Johnson. Mr. Washington 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 Mr. Arndt to present the update about Capital Projects. Arndt reported the design projects totaled $191,748 million and construction costs were $80,177 million for a total of $271,925 million. The two largest projects are Reynolds Coliseum and the Gregg Museum.

Chair Ramsey recognized Mr. Arndt to present the Centennial Campus update. Arndt presented the following actions that have taken place since the November 12, 2015 report:
- Recently completed is the Alliance Center on Main Campus Drive with 145,000 square feet of office space with structured parking
- Currently under construction is the Center for Technology and Innovation (CTI). Keystone is the builder of this project. Completion is slated for fall of 2016.
- The StateView Hotel construction is underway. Mr. Murphy asked how many rooms the hotel will have. The hotel will have 165 rooms. However, Arndt said the hotel is designed for expansion.
- The first phase of the North Shore Phase II residence project near Lake Raleigh will be completed fall of 2016. Mr. Murphy inquired about the individual unit layouts. Arndt responded that units are vertical layouts with living space on three floors. However, there are three future condominium buildings on Lake Raleigh that will provide one level living spaces.
- The CBC Flex Lab Building will break ground in June of this year.
- Spring Hill planning: Mr. Arndt reiterated Ms. Johnson’s comments regarding Spring Hill that it is a valuable piece of property given its adjacency to the Dix Hill Park. Mr. Murphy asked about reserving land for future use. Arndt responded that market analysis would determine the density and timing of the development. The desire is to build up instead of out. We want to keep students within our established academic areas. The question of transportation between Centennial Campus and main campus arose, including the possibility of using gondolas.

Chair Ramsey recognized Ms. Johnson to present the status of projects in planning. Johnson presented the list.

Chair Ramsey asks if there was any further business for the committee.

There being no further business, Ramsey announced the meeting adjourned at 4:16 p.m.
Respectfully submitted,

Steven A. Arndt
Secretary to the Committee

cc: Scott Douglass, Vice Chancellor, Finance & Administration
    P.J. Teal, Assistant Secretary of the Trustees

Approved: __________________________________________________________________________

Committee Chair                                      Date
DISPOSITION OF REAL PROPERTY

GROUND LEASE

LESSEE
Tammy Lynn Memorial Foundation, Inc.

LESSOR
State of North Carolina, North Carolina State University

LOCATION
739 Chappell Drive, Raleigh, NC 27606

SIZE
±9 acres

RATE
±$10/year

TERM
Ten (10) year term beginning on 1/1/18 and ending on 12/31/28 with no renewal options

USE
This disposition will i) create a new, single ground lease and continue Tammy Lynn Memorial Foundation, Inc.’s use of this property, ii) include termination of an access easement adjacent to the land that currently impairs further development of North Shore Project, and iii) provide a limited license to access adjoining trail on NC State land.
STATE OF NORTH CAROLINA
Department of Administration
*DISPOSITION OF REAL PROPERTY

Institution or Agency: North Carolina State University                   Date: 8/8/2016

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

The disposition is recommended for the following reasons: This disposition will i) create a new,
single ground lease and continue Tammy Lynn Memorial Foundation, Inc.’s use of this property, ii)
include termination of an access easement adjacent to the land that currently impairs further
development of North Shore Project, and iii) provide a limited license to access adjoining trail on NC
State land.

Description of Property:
739 Chappell Drive, Raleigh, NC 27606
±9 acre campus adjacent to Centennial Campus

Term: Ten (10) year term with no renewal options

Estimated value: N/A

Where deed is filed, if known: Book 02609, Page 0083 – date 4/1/1978; and Book 3368, Page 12

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

Rental income, if applicable, and suggested terms:
±$10/yr

Funds from the disposal of this property are recommended for the following use.
Centennial Campus Trust Fund for the furtherance of campus development.

Action recommending this transaction was taken by the Board of Trustees at its meeting held on
___________________, 2016.

Signature _____________________________
Chancellor

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
REQUIRES FULL BOARD APPROVAL

5.4.A.1
### DISPOSITION OF REAL PROPERTY

#### SPACE LEASE

<table>
<thead>
<tr>
<th>LESSEE</th>
<th>Freese and Nichols</th>
</tr>
</thead>
<tbody>
<tr>
<td>LESSOR</td>
<td>State of North Carolina, North Carolina State University</td>
</tr>
<tr>
<td>LOCATION</td>
<td>Partners Building I, 1017 Main Campus Drive, Suite 1200, Raleigh, NC</td>
</tr>
<tr>
<td>SIZE</td>
<td>±6,809 rentable square feet (RSF) of office space</td>
</tr>
</tbody>
</table>
| RATE         | - ±$149,798/RSF per year ($22.00/RSF/Yr) for five (5) years with one (1) five (5) year renewal option.  
- ±$13.68/RSF/Yr Base Rent (does not include parking)  
- ±$8.32/RSF/Yr. Additional Rent  
- Base and Additional Rent to escalate annually by 3%.  
- Base Rent includes $20/USF, upon exercise of Renewal option. |
| TERM         | Five (5) year term beginning on 12/1/2016 and ending on 11/30/2021 with one (1) five (5) year renewal option. |
| USE          | This disposition furthers programmatic connectivity between private firms locating on Centennial Campus and the University at large. Freese + Nichols originally entered into a sub-lease with Grifols for space on Centennial Campus on April 18, 2013. This sub-lease will expire on November 30, 2016. |
STATE OF NORTH CAROLINA
Department of Administration
*DISPOSITION OF REAL PROPERTY

Institution or Agency: North Carolina State University
Date: 7/20/2016

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

The disposition is recommended for the following reasons: This disposition furthers programmatic connectivity between private firms locating on Centennial Campus and the University at large. Freese + Nichols originally entered into a sub-lease with Grifols for space on Centennial Campus on April 18, 2013. This sub-lease will expire on November 30, 2016.

Description of Property:
±6,809 rentable square feet (RSF) of office space
Centennial Campus - Partners Building I
1017 Main Campus Drive, Suite 1200, Raleigh, NC 27606

Term: Five (5) year term beginning on 12/1/2016 and ending on 11/30/2021 with one (1) five (5) year renewal option.

Estimated value: ±$149,798.00

Where deed is filed, if known: N/A

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

Rental income, if applicable, and suggested terms:
- ±$149,798/RSF per year ($22.00/RSF/Yr) for five (5) years with one (1) five (5) year renewal option.
- ±$13.68/RSF/Yr Base Rent (does not include parking)
- ±$8.32/RSF/Yr Additional Rent
- Base and Additional Rent to escalate annually by 3%.
- Base Rent includes $20/USF, upon exercise of Renewal option.

Funds from the disposal of this property are recommended for the following use.
Centennial Campus Trust Fund for the furtherance of campus development.

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

Signature

Chancellor

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
Information

(see map for specific areas)

Partners I
1017 Main Campus Drive
Raleigh, NC 27606

Agenda

REQUIRES FULL BOARD APPROVAL
5.4.A.2
## DISPOSITION OF REAL PROPERTY

### SPACE LEASE

<table>
<thead>
<tr>
<th>LESSEE</th>
<th>National Weather Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>LESSOR</td>
<td>State of North Carolina, North Carolina State University</td>
</tr>
<tr>
<td>LOCATION</td>
<td>Research Building III, 1005 Capability Drive, Suite 300 Raleigh, NC</td>
</tr>
<tr>
<td>SIZE</td>
<td>±6,332 rentable square feet (RSF) of office space</td>
</tr>
<tr>
<td>RATE</td>
<td>±$188,440.32/RSF per year ($29.76/RSF/Yr) for ten (10) years with no renewals.</td>
</tr>
<tr>
<td></td>
<td>±$17.07/RSF/Yr Base Rent</td>
</tr>
<tr>
<td></td>
<td>±$12.69/RSF/Yr. Additional Rent</td>
</tr>
<tr>
<td></td>
<td>Base Rental rate includes $15/USF Tenant Improvement allowance from Landlord.</td>
</tr>
<tr>
<td></td>
<td>Other utilities separately metered, billed at actual</td>
</tr>
<tr>
<td>TERM</td>
<td>Ten (10) year term beginning on 12/15/2016 and ending on 12/14/2026 with no renewals</td>
</tr>
<tr>
<td>USE</td>
<td>This disposition furthers programmatic connectivity between private firms locating on Centennial Campus and the University at large. National Weather Service originally entered into a lease for space on Centennial Campus on December 11, 1991. That lease will expire on December 14, 2016.</td>
</tr>
</tbody>
</table>
STATE OF NORTH CAROLINA
Department of Administration
*DISPOSITION OF REAL PROPERTY

Institution or Agency: North Carolina State University Date: 7/20/2016

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

The disposition is recommended for the following reasons: This disposition furthers programmatic connectivity between private firms locating on Centennial Campus and the University at large. National Weather Service originally entered into a lease for space on Centennial Campus on December 11, 1991. That lease will expire on December 14, 2016.

Description of Property:
±6,332 rentable square feet (RSF) of office space
Centennial Campus - Research Building III
1005 Capability Drive, Suite 300, Raleigh, NC 27607

Term: Ten (10) year term beginning on 12/15/2016 and ending on 12/14/2026 with no renewals

Estimated value: ±$188,440.32

Where deed is filed, if known: N/A

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

Rental income, if applicable, and suggested terms:
• ±$188,440/RSF per year ($29.76/RSF/Yr) for ten (10) years with no renewals.
• ±$17.07/RSF/Yr Base Rent
• ±$12.69/RSF/Yr. Additional Rent
• Base Rental rate includes $15/USF Tenant Improvement allowance from Landlord.
• Other utilities separately metered, billed at actual

Funds from the disposal of this property are recommended for the following use.
Centennial Campus Trust Fund for the furtherance of campus development.

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

Signature ________________________________
Chancellor

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
REQUIRES FULL BOARD APPROVAL

5.4.A.3

Research Building III
1005 Capability Drive
Raleigh, NC 27606
DISPOSITION
OF REAL PROPERTY

Severance/Demolition

GRANTOR: State of North Carolina for North Carolina State University

GRANTEE: N/A

LOCATION: NC State University, Reedy Creek Road Field Lab, Raleigh, NC

SIZE: One frame 1-story dwelling, 4901 Reedy Creek Road (1,156SF) and one wood/metal garage, 4903 Reedy Creek Road (600SF)

RATE: N/A

TERM: N/A

USE: The College of Agriculture and Life Sciences has requested removal of one frame one-story house and one wood/metal garage constructed in 1952 and 1979, respectively, along with associated improvements. Dwelling and garage are in poor condition and offer no benefit to the College or the University. Removal of these buildings will facilitate further development of the Animal Science program and eliminate the risk associated with these dilapidated and deteriorated structures. Demolition will be managed by the University.
STATE OF NORTH CAROLINA  
Department of Administration  
*DISPOSITION OF REAL PROPERTY*

**Institution or Agency:** North Carolina State University  
**Date:** June 16, 2016

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): SEVERANCE/DEMOLITION

The disposition is recommended for the following reasons: The College of Agriculture and Life Sciences has requested removal of one frame one-story house and one wood/metal garage constructed in 1952 and 1979, respectively, along with associated improvements. Dwelling and garage are in poor condition and offer no benefit to the College or the University. Removal of these buildings will facilitate further development of the Animal Science program and eliminate the risk associated with these dilapidated and deteriorated structures. Demolition will be managed by the University.

**Description of Property:**

<table>
<thead>
<tr>
<th>Building</th>
<th>Construction</th>
<th>Size</th>
<th>Condition</th>
<th>Age</th>
<th>Complex #</th>
<th>Asset #</th>
</tr>
</thead>
<tbody>
<tr>
<td>4901 Reedy Creek Rd</td>
<td>frame – 1 story dwelling</td>
<td>1,156SF</td>
<td>Poor</td>
<td>±64</td>
<td>1-92-21</td>
<td>3</td>
</tr>
<tr>
<td>Dwelling No. 14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4903 Reedy Creek Rd</td>
<td>wood/metal – 1 story garage</td>
<td>600SF</td>
<td>Poor</td>
<td>±37</td>
<td>1-92-21</td>
<td>57</td>
</tr>
<tr>
<td>Garage Bldg. No. 187</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Term:** N/A

**Estimated value:** N/A

**Where deed is filed, if known:** Wake County Deed Book 833, Pages 357-361

**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.** N/A

**Action recommending this transaction was taken by the Buildings and Property Committee of the Board of Trustees at its meeting held on**

**Signature**

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)*
Agenda

4901 REEDY CREEK RD
DWELLING NO 14

REQUIRES COMMITTEE APPROVAL
5.4.A.4
4903 REEDY CREEK RD
GARAGE BLDG NO 187

REQUIRES COMMITTEE APPROVAL

5.4.A.4
Engineering Building Oval – Commissioning Agent
Total Project Scope – $137M (Bond & Self-Liquidating)

03/16/16 Advertised in NC Purchase Directory

04/14/16 Closing date for submittals
(18 proposals received)

04/16/16 Appointment of Selection Committee
By Steven Arndt, Secretary – Buildings and Property Committee

04/16/16- Selection Committee review:
06/02/16 NA, Trustee
Lisa Johnson, University Architect
Bill Davis, Project Manager, Capital Project Management
Cameron Smith, Director, Capital Project Management
Charlie Marshall, Capital Project Management
Jake Terrell, Capital Project Management

05/05/16 Short list recommendation by Selection Committee:
Dewberry Design Builders, Inc. – Raleigh, NC
Horizon Engineering Associates (HEA), LLP – Raleigh, NC
MBP – Raleigh, NC

05/10/16 Short list approved by Randall Ramsey

05/17/16 Pre-interview briefing of Designers

06/02/16 Designers interviewed. Recommendation in priority order:
Dewberry Design Builders, Inc. – Raleigh, NC
MBP – Raleigh, NC
Horizon Engineering Associates (HEA), LLP – Raleigh, NC
NC State Athletics Multimedia Production Facility
Total Project Scope – $2.3M (Athletics Receipts)

03/18/16  Advertised in NC Purchase Directory

04/11/16  Closing date for submittals
           (9 proposals received)

04/11/16  Appointment of Selection Committee
           By Steven Arndt, Secretary – Buildings and Property Committee

04/19/16-  Selection Committee review:
05/05/16  Dewayne Washington, Trustee
           Lisa Johnson, University Architect
           Don Ferree, Project Manager, Design and Construction Services
           Andy Snead, Design and Construction Services
           James Greenwell, Executive Senior Associate Athletics Director
           John Portland, Associate Athletics Director
           Willy Yamamoto, Design and Construction Services
           Others who assisted in review and short listing process
           Lisa Maune, Design and Construction Services

04/19/16  Short list recommendation by Selection Committee:
           Davis Kane Architects – Raleigh, NC
           Gensler – Raleigh, NC
           Corley Redfoot Architects, Inc. – Chapel Hill

04/19/16  Short list approved by Randall Ramsey

04/28/16  Pre-interview briefing of Designers

05/05/16  Designers interviewed. Recommendation in priority order:
           Corley Redfoot Architects, Inc. – Chapel Hill
           Gensler – Raleigh, NC
           Davis Kane Architects – Raleigh, NC
Engineering Building Oval – GeoTech/CMT/SI
Total Project Scope – $137M (Bond & Self-Liquidating)

03/28/16  Advertised in NC Purchase Directory

04/26/16  Closing date for submittals
           (14 proposals received)

05/09/16  Appointment of Selection Committee
           By Steven Arndt, Secretary – Buildings and Property Committee

05/09/16-  Selection Committee review:
05/23/16  NA, Trustee
           Tom Skolnicki, University Landscape Architect
           Bill Davis, Project Manager, Capital Project Management
           Cameron Smith, Capital Project Management
           Charlie Marshall, Capital Project Management
           Jake Terrell, Capital Project Management
           Heath Huovinen, Office of the University Architect

05/09/16  Short list recommendation by Selection Committee:
           ESP Associates, Inc. – Raleigh, NC
           Froehling & Robertson, Inc. – Raleigh, NC
           S&ME – Raleigh, NC

05/10/16  Short list approved by Randall Ramsey

05/13/16  Pre-interview briefing of Designers

05/23/16  Designers interviewed. Recommendation in priority order:
           Froehling & Robertson, Inc. – Raleigh, NC
           ESP Associates, Inc. – Raleigh, NC
           S&ME – Raleigh, NC
Owen Hall Renovations
Total Project Scope – $1,385,000 (Housing Receipts)

04/20/16  Advertised in NC Purchase Directory

05/18/16  Closing date for submittals
(12 proposals received)

06/08/16  Appointment of Selection Committee
By Kevin J. MacNaughton, Interim-Secretary – Buildings and Property Committee

06/08/16-06/29/16  Selection Committee review:
NA, Trustee
Lisa Johnson, University Architect
Scott Scherer, Facilities Planner, Division of Academic and Student Affairs
Cameron Smith, Director, Capital Project Management
Charlie Marshall, Associate Director, Construction, Capital Project Management
Carolyn Axtman, Associate Director, Design, Capital Project Management
David Hammock, Project Manager, Capital Project Management
Others who assisted in review and short listing process
Shon Burch, Capital Project Management
Sumayya Jones-Humienny, Associate University Architect

06/08/16  Short list recommendation by Selection Committee:
Apogee Consulting Group
RDK Engineers
Progressive Design Collaborative, Ltd.

06/10/16  Short list approved by Randall Ramsey

06/15/16  Pre-interview briefing of Designers

06/29/16  Designers interviewed. Recommendation in priority order:
RDK Engineers
Apogee Consulting Group
Progressive Design Collaborative, Ltd.


**Dabney Hall HVAC Evaluation**

*Total Project Scope – $1.1M ($100K R&R, $1M F&A)*

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>04/26/16</td>
<td>Advertised in NC Purchase Directory</td>
</tr>
<tr>
<td>05/18/16</td>
<td>Closing date for submittals</td>
</tr>
<tr>
<td></td>
<td>(13 proposals received)</td>
</tr>
<tr>
<td>05/19/16</td>
<td>Appointment of Selection Committee</td>
</tr>
<tr>
<td></td>
<td>By Steven Arndt, Secretary – Buildings and Property Committee</td>
</tr>
<tr>
<td>06/02/16-</td>
<td>Selection Committee review:</td>
</tr>
<tr>
<td>06/16/16</td>
<td>NA, Trustee</td>
</tr>
<tr>
<td></td>
<td>Lisa Johnson, University Architect</td>
</tr>
<tr>
<td></td>
<td>Damian Lallathin, Project Manager, Capital Project Management</td>
</tr>
<tr>
<td></td>
<td>Charlie Marshall, Capital Project Management</td>
</tr>
<tr>
<td></td>
<td>Chris Johnson, Office of the University Architect</td>
</tr>
<tr>
<td></td>
<td>David Bristol, College of Sciences</td>
</tr>
<tr>
<td></td>
<td>George Smith, Building Maintenance and Operations</td>
</tr>
<tr>
<td>06/02/16</td>
<td>Short list recommendation by Selection Committee:</td>
</tr>
<tr>
<td></td>
<td>Dewberry Engineers, Inc. – Raleigh, NC</td>
</tr>
<tr>
<td></td>
<td>O’Brien Atkins – RTP, NC</td>
</tr>
<tr>
<td></td>
<td>RMF Engineering, Inc. – Raleigh, NC</td>
</tr>
<tr>
<td>06/06/16</td>
<td>Short list approved by Randall Ramsey</td>
</tr>
<tr>
<td>06/09/16</td>
<td>Pre-interview briefing of Designers</td>
</tr>
<tr>
<td>06/16/16</td>
<td>Designers interviewed. Recommendation in priority order:</td>
</tr>
<tr>
<td></td>
<td>RMF Engineering, Inc. – Raleigh, NC</td>
</tr>
<tr>
<td></td>
<td>O’Brien Atkins – RTP, NC</td>
</tr>
<tr>
<td></td>
<td>Dewberry Engineers, Inc. – Raleigh, NC</td>
</tr>
</tbody>
</table>
## 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 February, 2015.

<table>
<thead>
<tr>
<th>Project</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price Music Interior Renovations</td>
<td>$58,700</td>
</tr>
<tr>
<td>Designer: Clearscapes, Inc., Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: CI University Special Projects</td>
<td></td>
</tr>
<tr>
<td>CMAST Carolina Quarters Upgrades to Dormitory</td>
<td>$57,565</td>
</tr>
<tr>
<td>Designer: Burnette Chalk Architecture, Morehead City, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: CI Housing Trust</td>
<td></td>
</tr>
<tr>
<td>Dabney Hall Lab Planning Study</td>
<td>$49,970</td>
</tr>
<tr>
<td>Designer: O’Brien Atkins, Research Triangle Park, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td>College of Sciences Corridor Study</td>
<td>$49,500</td>
</tr>
<tr>
<td>Designer: Perkins + Will, Durham, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td>Broughton Hall HVAC Study</td>
<td>$49,500</td>
</tr>
<tr>
<td>Designer: RDK Engineers, Durham, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td>CALS Equine Training Facility Long Range Planning Study</td>
<td>$49,500</td>
</tr>
<tr>
<td>Designer: LS3P Associates, Ltd., Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td>College of Science Gateway Study</td>
<td>$49,500</td>
</tr>
<tr>
<td>Designer: Perkins &amp; Will, Inc., Durham, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td>2016 Parking and Analysis Study</td>
<td>$49,200</td>
</tr>
<tr>
<td>Designer: Kimley-Horn, Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
<tr>
<td>Fountain Dining Hall Renovation Study</td>
<td>$48,800</td>
</tr>
<tr>
<td>Designer: New City Design Group, Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Dining Receipts</td>
<td></td>
</tr>
<tr>
<td>Partners I Roof Replacement</td>
<td>$32,000</td>
</tr>
<tr>
<td>Designer: Fleming &amp; Associates, PA, Fayetteville, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Departmental</td>
<td></td>
</tr>
</tbody>
</table>
College of Sciences Deans Suite Improvements and Prototyping $30,000
Designer: Gensler, Raleigh, NC
Fund Source: Departmental

Materials Management Warehouse Parking Lot Improvements $28,600
Designer: Stimmel Associates, Winston Salem, NC
Fund Source: Departmental

Student Health Waiting Room Renovations $24,780
Designer: BBH Design, Raleigh, NC
Fund Source: Departmental

Peele Hall Renovations for Admissions $24,400
Designer: Innovative Design, Raleigh, NC
Fund Source: Departmental

Wendell Murphy Locker Room Upgrades $20,000
Designer: Davis Kane Architects, PA, Raleigh, NC
Fund Source: Athletics

Disability Services Office Space Study $17,500
Designer: Gensler, Raleigh, NC
Fund Source: Departmental

Swimming and Diving Team Dry Practice Study $15,000
Designer: Davis Kane Architects, PA, Raleigh, NC
Fund Source: Athletics

FM Interact Software Support Add $10,000
Designer: Little Diversified Architectural Consulting, Durham, NC
Fund Source: Departmental

Lake Raleigh Woods Management Plan $8,750
Designer: Capital Solutions, Cary, NC
Fund Source: Departmental

CFEP Phytotron Relocation $8,500
Designer: RMF Engineering, Inc.
Fund Source: Departmental
## Acceptance of Completed Buildings and Projects

<table>
<thead>
<tr>
<th>Code/Item</th>
<th>Project#</th>
<th>Location</th>
<th>Title</th>
<th>Project Cost</th>
<th>University Acceptance</th>
</tr>
</thead>
<tbody>
<tr>
<td>41324 / 302</td>
<td>201320001</td>
<td>Centennial Campus</td>
<td>Reuse Water Line Extension</td>
<td>$1,420,000</td>
<td>4/22/2016</td>
</tr>
<tr>
<td>41324 / 305</td>
<td>201420003</td>
<td>Biltmore Hall</td>
<td>First Floor Labs</td>
<td>$1,114,570</td>
<td>4/27/2016</td>
</tr>
<tr>
<td>41524 / 311</td>
<td>201511061</td>
<td>Partners II</td>
<td>CFEP Phytotron Phase-2 PTL Renovations</td>
<td>$416,891</td>
<td>5/17/2016</td>
</tr>
<tr>
<td>NA / NA</td>
<td>201611101</td>
<td>College of Textiles</td>
<td>3rd Floor Suite Renovations</td>
<td>$295,292</td>
<td>6/17/2016</td>
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<tr>
<td>41324 / 301</td>
<td>201320019</td>
<td>Carmichael Gym</td>
<td>Locker Room Renovation</td>
<td>$6,500,000</td>
<td>6/29/2016</td>
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<tr>
<td>45589 / 301</td>
<td>201511067</td>
<td>Gardner Hall</td>
<td>30,429 Square Feet of New Roof</td>
<td>$497,268</td>
<td>7/21/2106</td>
</tr>
<tr>
<td>41324 / 353</td>
<td>201420009</td>
<td>Winston Hall</td>
<td>HVAC Renovation (Phase 1)</td>
<td>$915,000</td>
<td>8/5/2016</td>
</tr>
<tr>
<td>41424 / 318</td>
<td>201511011</td>
<td>Bragaw Residence Hall</td>
<td>Bragaw Window Replacement</td>
<td>$1,562,000</td>
<td>8/10/2016</td>
</tr>
</tbody>
</table>

**TOTAL** $14,629,465
Agenda Item / Issue: Site Plan Approval/Case Commons Residence Hall Central Campus

Requested / Required Action: Approval

Functions: This student residence facility will be approximately 28,000 GSF in a four story structure that will house a mix of students and student athletes, per NCAA guidelines. A total of 62 students will live in this facility. Amenity spaces will include a Social Lounge, Common’s Rooms and a Theater/Meeting Room. The project will be located to the east of Case Academics Center on the corner of Cates Avenue and Jeter Drive.

Project Scope: $1,300,000 Design/Consultant Costs
$12,700,000 Construction
$1,000,000 Contingency/Other Project Costs
$15,000,000 Total Project Budget

Design Team: Little Diversified Architectural Consulting – Lead Designer
Stewart (Landscape Architect)
Sigma Engineered Solutions PC (MEP & FP)

Master Plan Summary: The building should take architectural advantage of the highly visible southeast corner site. The massing should be consistent with its neighboring structures. The main entry located on Cates Avenue will activate and reinforce the street front. The building’s layout and orientation should maximize views overlooking the Athletic venues to the south, while maximizing daylighting from the north. Portions of the Cates Avenue Master Plan, designed to make the Avenue more pedestrian friendly, will be implemented, including converting head-in parking spaces to parallel spaces to create a wider pedestrian walk.


Suggested Motion: Move approval of the site plans for the Case Commons Residence Hall.

Funding Source: Athletics/Receipts - $15,000,000

Responsible University unit: Office of Finance and Administration, Facilities Division
University Presenter/Contact: Lisa Johnson, University Architect
Agenda

CONTEXT PLAN

NORTH CAROLINA STATE UNIVERSITY
CASE COMMONS RESIDENCE HALL
CDRP PRESENTATION
DESIGN RESPONSES
EXISTING CONDITIONS

VIEW TOWARDS CATES

EXISTING SERVICE DRIVE

TREE CANOPY

VIEW TO SOCCER FIELD

VIEW FROM CATES AND JETER

VIEW FROM CATES AVE
Agenda Item / Issue: Plan Review/Case Commons Residence Hall  
Central Campus

Requested / Required Action: Review

Functions: This student residence facility will be approximately 28,000 GSF in a four story structure that will house a mix of students and student athletes, per NCAA guidelines. A total of 62 students will live in this facility. Amenity spaces will include a Social Lounge, Common’s Rooms and a Theater/Meeting Room. The project will be located to the east of Case Academics Center on the corner of Cates Avenue and Jeter Drive.

Project Scope: $ 1,300,000  Design/Consultant Costs  
$ 12,700,000  Construction  
$ 1,000,000  Contingency/Other Project Costs  
$ 15,000,000  Total Project Budget

Design Team: Little Diversified Architectural Consulting – Lead Designer  
Stewart (Landscape Architect)  
Sigma Engineered Solutions PC (MEP & FP)

Master Plan Summary: The building should take architectural advantage of the highly visible southeast corner site. The massing should be consistent with its neighboring structures. The main entry located on Cates Avenue will activate and reinforce the street front. The building’s layout and orientation should maximize views overlooking the Athletic venues to the south, while maximizing daylighting from the north. Portions of the Cates Avenue Master Plan, designed to make the Avenue more pedestrian friendly, will be implemented, including converting head-in parking spaces to parallel spaces to create a wider pedestrian walk.


Funding Source: Athletics/Receipts - $15,000,000

Responsible University unit: Office of Finance and Administration, Facilities Division

University Presenter/Contact: Lisa Johnson, University Architect
FLEMISH BOND PATTERN ENLARGED
PROJECTED BRICK HEADER

FLEMISH BOND PATTERN MASONRY
PROJECTED HEAD AND SILL BANDS

ENLARGED EAST ELEVATION
SECOND FLOOR PLAN

WOMENS/BASKETBALL TEAM
NON STUDENT ATHLETES
LEVEL 2

WOMENS BASKETBALL TEAM
NON STUDENT ATHLETES
LEVEL 3

MENS BASKETBALL TEAM
NON STUDENT ATHLETES
LEVEL 2

SINGLE OCCUPANCY NON STUDENT
ATHLETE APARTMENT
LEVEL 1

STUDENT ATHLETE ROOMS

COMMON AREA / CIRCULATION

NON-STUDENT ATHLETE ROOMS

SERVICE

VERTICAL CIRCULATION
THIRD FLOOR PLAN

WOMEN'S/MEN'S BASKETBALL TEAM
NON-STUDENT ATHLETES

WOMEN'S BASKETBALL TEAM
NON-STUDENT ATHLETES

MEN'S BASKETBALL TEAM
NON-STUDENT ATHLETES

SINGLE OCCUPANCY NON-STUDENT
ATHLETE APARTMENT

STUDENT ATHLETE ROOMS
COMMON AREA / CIRCULATION
NON-STUDENT ATHLETE ROOMS
SERVICE
VERTICAL CIRCULATION
TERRACE PERSPECTIVE
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 April 21, 2016 meeting.

<table>
<thead>
<tr>
<th>Project</th>
<th>Construction Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>ES King Village - Phase One</td>
<td>$ 1,000,000</td>
</tr>
<tr>
<td>Project #201512124</td>
<td></td>
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<tr>
<td>Roof Replacements</td>
<td></td>
</tr>
<tr>
<td>Designer: Swanson + Stewart Architects</td>
<td></td>
</tr>
<tr>
<td>Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Housing Trust Fund</td>
<td></td>
</tr>
<tr>
<td>CVM Main Building</td>
<td>$ 409,894</td>
</tr>
<tr>
<td>Project #201511062</td>
<td></td>
</tr>
<tr>
<td>Fire Alarm Renovation</td>
<td></td>
</tr>
<tr>
<td>Designer: RDK Engineers</td>
<td></td>
</tr>
<tr>
<td>Durham, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: COPS – State Debt</td>
<td></td>
</tr>
<tr>
<td>Partners Building I</td>
<td>$ 350,000</td>
</tr>
<tr>
<td>Project #201611031</td>
<td></td>
</tr>
<tr>
<td>Roof Replacement</td>
<td></td>
</tr>
<tr>
<td>Designer: Fleming and Associates, PA</td>
<td></td>
</tr>
<tr>
<td>Fayetteville, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Repair and Renovations</td>
<td></td>
</tr>
<tr>
<td>CVM Teaching Theater</td>
<td>$ 300,000</td>
</tr>
<tr>
<td>Project #201511082</td>
<td></td>
</tr>
<tr>
<td>Renovation</td>
<td></td>
</tr>
<tr>
<td>Designer: BBH Design</td>
<td></td>
</tr>
<tr>
<td>Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: CVM Trust Funds</td>
<td></td>
</tr>
<tr>
<td>Biomedical Partnership Center - CVM</td>
<td>$ 295,600</td>
</tr>
<tr>
<td>Project #201620002</td>
<td></td>
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<tr>
<td>CBC Flex Building Utility Extension</td>
<td></td>
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<tr>
<td>Designer: RMF Engineers</td>
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<tr>
<td>Durham, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Repair and Renovations</td>
<td></td>
</tr>
<tr>
<td>Avent Ferry Residence Halls</td>
<td>$ 289,500</td>
</tr>
<tr>
<td>Project #201611015</td>
<td></td>
</tr>
<tr>
<td>Roof Recoating (A, B, C, D Halls)</td>
<td></td>
</tr>
<tr>
<td>Designer: REI Engineers</td>
<td></td>
</tr>
<tr>
<td>Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Housing Trust Funds</td>
<td></td>
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</tbody>
</table>
## Approval of Plans and Specifications of Formal Projects
### Less than $2,000,000

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Cost</th>
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<tbody>
<tr>
<td><strong>PNC Arena</strong></td>
<td>$260,000</td>
</tr>
<tr>
<td>Project #201611060</td>
<td></td>
</tr>
<tr>
<td>Men’s Basketball Locker Room Renovations</td>
<td></td>
</tr>
<tr>
<td>Designer: Davis Kane Architects, PA Raleigh, NC</td>
<td></td>
</tr>
<tr>
<td>Fund Source: Athletic Trust Funds</td>
<td></td>
</tr>
</tbody>
</table>

| **Partners Building II**        | $256,506 |
| Project #201511068              |       |
| CFEP Partners II Renovations 3700/3900 |       |
| Designer: Flad Architects Raleigh, NC |       |
| Fund Source: Provost Appropriated Funds |       |

| **Primrose Hall**               | $250,000 |
| Project #201511121              |       |
| Electrical and HVAC Upgrades    |       |
| Designer: The Wooten Company Raleigh, NC |       |
| Fund Source: Repair and Renovations |       |

| **Broughton Hall**              | $165,000 |
| Project #201611059              |       |
| 4th Floor HVAC Improvement      |       |
| Designer: Edmondson Engineers Durham, NC |       |
| Fund Source: Repair and Renovations |       |

| **Engineering Building III**    | $120,000 |
| Project #201511113              |       |
| 4th Floor Labs, Power and Fume Hood Addition |       |
| Designer: Edmondson Engineers Durham, NC |       |
| Fund Source: Departmental Appropriated Funds |       |

| **Grinnells Lab**               | $110,822 |
| Project #201611051              |       |
| Aquatics Research Space Upfit   |       |
| Designer: RDK Engineers Durham, NC |       |
| Fund Source: F&A Funds          |       |
NC State Endowment Fund
Board of Trustees
Buildings & Property Committee

September 15, 2016

NCSU Real Estate & Development

Jeff Bandini
Associate Vice Chancellor
NCSU Real Estate & Development Reorganization

Planning & Development
Real Estate Services
Leasing & Property Management
NCSU Real Estate & Development
Strategic Priorities

• Public/Private Partnerships
• Centennial Campus Development
• Strategic University Real Estate Portfolio
Project Updates

• BioMedical Partnership Center (BPC)

• Center for Technology and Innovation (CTI)

• Stateview Hotel

• North Shore Townhomes
BioMedical Partnership Center (BPC)

- 44,500 sf Flexible Laboratory Building
- Ground Lease to Capital Associates
- ~$10.3 Million Investment
- Under Construction
- Expected Completion: Summer 2017
Center For Technology and Innovation (CTI)

- 104,828 sf Pilot Production Facility & Offices
- Ground Lease to Keystone Development
- ~$30 million Investment
- Under Construction
- Expected Completion: November 2016
Stateview Hotel

- 4-Star Hotel & Conference Center
- Ground Lease to Noble Investments
- ~$28 Million Investment
- Under Construction
- Expected Completion, October 2017
North Shore Townhomes

- 3-5 Townhome Condominiums per Phase
- Ground Lease to White Oak Properties
- 4 Phases & Amenity Under Construction
- ~$1-2 Million Investment per Phase
- Completion of Phase I & Amenity, Fall 2016
NCSU Real Estate & Development
What’s Next?
Capital Projects at a Glance
as of July 31, 2016

<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>41524 303</td>
<td>DH Hill Accessibility &amp; Elevator Improvements</td>
<td>Design</td>
<td>8/9/16</td>
<td>1/27/17</td>
<td>$700K</td>
</tr>
<tr>
<td>41424 314</td>
<td>CC Thermal Utilities &amp; Infrastructure (CTI, COT &amp; MRC)</td>
<td>Design</td>
<td>8/16/16</td>
<td>3/28/18</td>
<td>$12.35M</td>
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<tr>
<td>41524 325</td>
<td>ES King Village Roof Replacements</td>
<td>Design</td>
<td>8/22/16</td>
<td>6/19/17</td>
<td>$1M</td>
</tr>
<tr>
<td>41224 352</td>
<td>Centennial Campus Substation Expansion-Phase 2</td>
<td>Design</td>
<td>9/12/16</td>
<td>4/12/17</td>
<td>$3.5M</td>
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<tr>
<td>41524 302</td>
<td>Extension of Initiative Way</td>
<td>Design</td>
<td>9/15/16</td>
<td>7/18/17</td>
<td>$1.85M</td>
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<tr>
<td>41424 307</td>
<td>Patterson Business Center Expansion</td>
<td>Design</td>
<td>9/28/16</td>
<td>5/5/17</td>
<td>$1.637M</td>
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<tr>
<td>41324 355</td>
<td>MRC Cleanroom Renovations</td>
<td>Design</td>
<td>10/13/16</td>
<td>11/29/17</td>
<td>$7.9M</td>
</tr>
<tr>
<td>41524 340</td>
<td>Dearstye Entomology and Avian HVAC Upgrades</td>
<td>Design</td>
<td>10/31/16</td>
<td>7/15/17</td>
<td>$1.5M</td>
</tr>
<tr>
<td>41524 307</td>
<td>Varsity Research Renovations - Phase 1</td>
<td>Design</td>
<td>1/18/17</td>
<td>9/27/17</td>
<td>$2.9M</td>
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<tr>
<td>41524 341</td>
<td>Scott Hall HVAC Upgrades</td>
<td>Design</td>
<td>3/2/17</td>
<td>9/15/17</td>
<td>$750K</td>
</tr>
<tr>
<td>41224 370</td>
<td>Energy Performance Contracting #4, CCUP Cogen</td>
<td>Design</td>
<td>3/3/17</td>
<td>5/21/18</td>
<td>$18.2M</td>
</tr>
<tr>
<td>41524 334</td>
<td>Owen Hall Renovation</td>
<td>Design</td>
<td>3/3/17</td>
<td>7/28/17</td>
<td>$1.4M</td>
</tr>
<tr>
<td>41524 301</td>
<td>Case Commons Residence Hall</td>
<td>Design</td>
<td>3/8/17</td>
<td>8/3/18</td>
<td>$15M</td>
</tr>
<tr>
<td>41524 313</td>
<td>Engineering Building Oval</td>
<td>Design</td>
<td>1/19/18</td>
<td>6/10/20</td>
<td>$137M</td>
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<tr>
<td>41524 314</td>
<td>Plant Sciences Building</td>
<td>Design</td>
<td>6/10/19</td>
<td>11/5/21</td>
<td>$160.2M</td>
</tr>
<tr>
<td>41424 317</td>
<td>Tucker Hall Renovation</td>
<td>Construction</td>
<td>8/1/16</td>
<td>9/2/16</td>
<td>$1.4M</td>
</tr>
<tr>
<td>41324 353</td>
<td>Winston Hall HVAC - Phase 1</td>
<td>Construction</td>
<td>8/5/16</td>
<td>9/8/16</td>
<td>$1.96M</td>
</tr>
<tr>
<td>41424 318</td>
<td>Bragaw Window Replacement</td>
<td>Construction</td>
<td>8/11/16</td>
<td>9/1/16</td>
<td>$1.65M</td>
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<tr>
<td>41224 311</td>
<td>Reynolds Coliseum Renovation</td>
<td>Construction</td>
<td>8/15/16</td>
<td>9/15/16</td>
<td>$35M</td>
</tr>
<tr>
<td>41224 355</td>
<td>Centennial Campus Substation Expansion-Phase 1</td>
<td>Construction</td>
<td>8/31/16</td>
<td>9/30/16</td>
<td>$3.56M</td>
</tr>
<tr>
<td>40824 304</td>
<td>Research II HVAC</td>
<td>Construction</td>
<td>9/30/16</td>
<td>9/30/16</td>
<td>$2M</td>
</tr>
<tr>
<td>41424 314</td>
<td>CC Thermal Utilities &amp; Infrastructure (CW to CTI--Phase 1)</td>
<td>Construction</td>
<td>9/30/16</td>
<td>9/30/16</td>
<td>$650K</td>
</tr>
<tr>
<td>41124 353</td>
<td>DH Hill Fire Alarm Upgrades</td>
<td>Construction</td>
<td>9/30/16</td>
<td>9/30/16</td>
<td>$922K</td>
</tr>
<tr>
<td>41424 306</td>
<td>Harrelson Hall Demolition</td>
<td>Construction</td>
<td>10/8/16</td>
<td>10/28/16</td>
<td>$3.5M</td>
</tr>
<tr>
<td>40824 313</td>
<td>Gregg Museum</td>
<td>Construction</td>
<td>11/1/16</td>
<td>11/1/16</td>
<td>$9.6M</td>
</tr>
<tr>
<td>41524 360</td>
<td>Steam Phase VIIIB - Dabney Hall Leg</td>
<td>Construction</td>
<td>12/16/16</td>
<td>12/16/16</td>
<td>$861K</td>
</tr>
<tr>
<td>41224 315</td>
<td>HB 1292 Utility Savings</td>
<td>Construction</td>
<td>12/31/16</td>
<td>12/31/16</td>
<td>$1.1M</td>
</tr>
<tr>
<td>41324 309</td>
<td>Greek Infrastructure Phase II</td>
<td>Construction</td>
<td>1/31/17</td>
<td>1/31/17</td>
<td>$4.5M</td>
</tr>
<tr>
<td>41424 321</td>
<td>CVM 3B Lab</td>
<td>Construction</td>
<td>5/10/17</td>
<td>5/10/17</td>
<td>$3.075M</td>
</tr>
</tbody>
</table>
RESEARCH DRIVE
18" DIP CHWS/R
10" HPS & 5" PC

FUTURE DECK

10" DIP CHWS/R
6" HPS & 3" PC

STMH-03

REMOVE COOLING TOWERS, HELIUM TANKS, AND REVISE ELECTRICAL YARD.

COLLEGE OF TEXTILES

FUTURE CTI

10" DIP CHWS/R
10" HPS & 5" PC

STMH-01

20" DIP CHWS/R
10" HPS & 5" PC

PHASE 1:
CHW MAIN CAMPUS DR. TO CTI

PHASE 2:
CHW & HPS MAIN CAMPUS DR. TO TEXTILES

PHASE 3:
CHW & HPS TEXTILES TO MONTEITH

PHASE 4:
CHW & HPS MONTEITH TO PARTNERS WAY

PARKING DECK

STMH-04

18" DIP CHWS/R
10" HPS & 5" PC

STMH-05

10" DIP CHWS/R
8" HPS & 3" PC

STMH-08

18" DIP CHWS/R
8" HPS & 4" PC

STMH-06

18" DIP CHWS/R
8" HPS & 4" PC

STMH-07

18" DIP CHWS/R
8" HPS & 4" PC

CENTENNIAL CAMPUS THERMAL UTILITIES AND INFRASTRUCTURE

NC STATE UNIVERSITY

RMF Engineering
Reliability. Efficiency. Integrity.

SCALE: 1" = 100'

PROJECT#: 215242.A0

DRAWN: 07/07/2015

CHANGE: Dwg 95306.04
Carmichael Gymnasium Exterior

Before

After
Carmichael Locker Room
Carmichael Locker - Main Lobby
Carmichael Locker Room - Lounge
Carmichael – Swim Team Locker Room
Biltmore First Floor Labs

Before

After
Biltmore First Floor Labs

Before

After
Biltmore First Floor Labs

Before

After
Reynolds Coliseum
Reynolds Coliseum
Reynolds Coliseum
Gregg Museum
Gregg Museum
## STATUS OF PROJECTS IN PLANNING

**Trustees’ Buildings and Property Committee**

**Campus Design Review Panel**

### 5.10.A.3

**Updated August 16, 2016**

<table>
<thead>
<tr>
<th>FIRM NAME</th>
<th>DATE SELECTED</th>
<th>REVIEW</th>
<th>APPROVAL</th>
<th>RECOMMENDATION</th>
<th>REVIEW</th>
<th>APPROVAL</th>
<th>ESTIMATED START</th>
<th>ESTIMATED COMPLETION</th>
</tr>
</thead>
</table>

### Upcoming Projects

- **Engineering Building Oval**: $154,000,000, Clark Nexsen
  - 11/18/08
  - 2/16/17
  - 11/30/16
  - May, 2018
  - June, 2020

- **Plant Sciences Building**: $160,200,000, TBD
  - 8/30/17
  - January, 2019
  - March, 2021

### Approved Projects

1. **The Shores Residential Project - Phase I**: $25,000,000
   - White Oak Properties
   - J Davis Architects
   - 2/18/99
   - 4/26/00
   - 3/22/00
   - 2/1/00
   - 8/29/07
   - 4/26/10
   - 9/15/16
   - 4/18/17
   - 8/3/18
   - July, 2015
   - Fall, 2017

2. **Centennial Biomedical Campus Flex Building**: $10,000,000
   - Capital Associates
   - Jenkins-Peer Architects
   - 4/19/07
   - 8/23/07
   - 3/20/07
   - 7/25/07
   - 8/23/07
   - 9/20/07
   - June, 2016
   - Spring, 2017

3. **Dan Allen Gateway**: $171,000
   - OBS Landscape Architects and Planners
   - 12/16/10
   - 3/30/11
   - 3/30/11
   - On Hold

4. **Gregg Museum of Art and Design**: $7,500,000
   - Freeman & Associates
   - 2/16/11
   - 11/18/10
   - 11/18/10
   - 2/18/10
   - 2/16/10
   - On Hold

5. **Delta Gamma House**: $5,500,000
   - Cline Design Associates
   - 4/24/14
   - 4/24/14
   - 2/26/14
   - 2/26/14
   - 4/24/14
   - 4/24/14
   - Fall, 2015
   - Fall, 2016

6. **Broughton Hall Addition & Renovation**: $90,000,000
   - O’Brien Atkins
   - 11/19/08
   - 9/20/12
   - 9/20/12
   - 7/25/12
   - 5/30/2012
   - 9/20/12

7. **Reynolds Coliseum Renovation**: $35,000,000
   - Corley Radford
   - 3/29/13
   - 9/18/13
   - 9/18/13
   - 2/26/14
   - 2/26/14
   - 4/24/14
   - April, 2015
   - August, 2016

8. **Conference Center Hotel Centennial Campus**: $28,000,000
   - Concord Eastridge
   - Cooper Cary Architects
   - 11/20/14
   - 11/20/14
   - 12/3/14
   - 10/29/14
   - 12/3/14
   - 10/29/14
   - 2/19/15
   - 11/16/2000
   - 2/19/15
   - April, 2015
   - Fall, 2017

9. **Teastile Innovation Center**: TBD
   - Keystone Corporation
   - Hager Smith Design PA
   - 6/19/14
   - 9/18/14
   - 6/18/14
   - 1/28/15
   - 2/19/15
   - 2/19/15
   - June, 2015
   - November, 2016

10. **Sigma Phi Epsilon House**: $3,000,000
    - Hager Smith
    - 2012
    - 9/10/15
    - 9/30/15
    - 7/29/15
    - 7/29/15
    - 9/10/15
    - Summer 2016
    - Summer 2017

11. **Hammond Hall Demolition/ Site Repair**: $3,506,000
    - Kimley Horn
    - 3/13/2015
    - 3/13/2015
    - 7/29/15
    - 7/29/15
    - NA
    - Jan, 2016
    - October, 2016

12. **JC Raulston Arboretum Pedestrian Entrance**: $215,000
    - Jim Galluzzo Sculptor, LTD, JCRA Master Plan Committee
    - 2/24/2016
    - 2/24/2016
    - NA
    - July, 2016
    - October, 2016

13. **Cogeneration and Building Addition**: $16,226,054
    - AEI and Paul
    - 4/19/2013
    - 2/2/2016
    - 2/2/2016
    - NA
    - March, 2017
    - May, 2018

14. **E.S. King Roof Replacement**: $1,000,000
    - Swanon + Stewart Architects, PA
    - 12/17/15
    - 3/30/16
    - 3/30/16
    - NA
    - July, 2016
    - April, 2018

Updated August 16, 2016
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. APPROVAL OF MINUTES
   Approval of April 21, 2016 Minutes

2. ACTION ITEMS
   A. Review Committee Responsibilities
   B. Review Plan of Work

3. INFORMATIONAL REPORTS
   A. University Advancement and Fundraising Update
      Brian Sischo, Vice Chancellor for University Advancement
   B. Advancement Services Update
      Kushal Dasgupta, Associate Vice Chancellor for Advancement Services
   C. Campaign Fundraising Update
      Francine Cronin, Associate Vice Chancellor for University Development
4. COMMITTEE DISCUSSION

6.4 Approval of Naming Specific University Facilities and Programs

TAB 6.4A

Nicole Peterson, Executive Director for Development, DASA and Eric Hawkes, Director, University Recreation and Sonia Murphy, Executive Director, JC Raulston Arboretum

5. CLOSED SESSION

6.5 Approval of February 18, 2015 Closed Session Minutes *

6.5A

✓ B. Request Approval for Naming Specific University Facilities and Programs 6.5B

ADJOURN

* Committee Approval
✓ Full Board Approval
Consent Agenda

Approval of April 21, 2016
Open Session Minutes*
Chair Clark called the session to order and read the State of North Carolina’s Government Ethics Act.

Chair Clark asked VC Sischo to present the University Advancement Update. VC Sischo reminded that committee that while the bond passed, that only gets us halfway to our goals. He then pointed out that the pipeline looks promising for both the Engineering Oval and the Plant Sciences building. He also shared that people generally become more energized once building begins, and that we’re still a couple of years away from groundbreaking. VC Sischo then discussed the state’s match cap of $5.2 million, and that UNC system President Margaret Spellings is working to have the cap removed. VC Sischo then noted that despite this being a time when call success is trending downward, our call center results are especially encouraging.

VC Sischo shared information from SimpsonScarborough, whose research revealed that 96% of respondents to their surveys about NC State reported they feel positive or very positive about the university, and when asked if their view of NC State had increased or decreased, the vast majority cited an increase. Engagement results showed moderate participation, but a high level of alumni either want to remain as engaged or more, which is encouraging. As for campaign slogans, “Brick by Brick” was most appealing among alumni, while “Think and Do” resonated across the spectrum.

Next, VC Sischo reported that AVC for Finance & Administration for University Advancement search is underway, noting that the position was vacated by Taylor Jeffreys, who is now with the Wolfpack Club. He also announced that the new Executive Director for Gift Planning, David Masich, will be starting in May. Related to the financial operations of University Advancement, VC Sischo then shared that we are moving to a new vendor, Kaspich, for our investment management, having gotten the same deal as UNC. VC Sischo noted the move will save us a considerable amount of money.

VC Sischo then announced that Steve Zelnak is this year’s Godwin awards recipient, and that Barbara Mulkey and George Worsley were honored last month with Watauga Medals. Also, VC Sischo shared that Barbara. Mulkey
begins as Executive Director of the Shelton Leadership next week. Chair Clark thanked VC Sischo for his update and invited Lorena McLaren to present the Corporate and Foundations Relations (CFR) overview.

VC Sischo introduced ED McLaren to the committee, and she shared how excited she is to be at NC State. ED McLaren stated that it is important that donors know the impact and ROI of their donations and noted that CFR is closely collaborating with Research and VC Alan Rebar. ED McLaren then said that her unit needs to know a little about all initiatives happening across campus to help them be more effective. ED McLaren then shared a major airline has inquired about how they can get involved at NC State, including a physical presence on campus. ED McLaren pointed out that Chancellor Woodson was involved in conversations with the airline and was able to weigh in on options the airline may want to consider, particularly important programs, including athletics, not necessarily tied to a college. ED McLaren noted that CFR gives corporations and foundations a specific point of contact at the university, which is a big positive. When asked how many corporate and foundation partners we should expect to have 2-4 years from now, ED McLaren answered 60-80. ED McLaren noted that thanks to us having a strong Provost and Deans, we have a team that can interface with the corporations and foundations when the Chancellor is unavailable. Chair Clark thanked ED McLaren and invited VC Mike Mullen and ED Nicole Peterson to present on Career Development Center Naming Opportunities in the Division of Academic and Student Affairs (DASA).

VC Mullen talked about how DASA has grown exponentially, and that his office is engaged in identifying what parts of DASA are attractive to donors, especially corporate donors. He noted that many of our students earn internships that lead to jobs. He then stated that the career development building is housed in a substandard facility, and he believes now is the time to get some of our corporate friends to name our new career development center (CDC.) VC Mullen noted that the CDC currently works with 19k active employers and that. DASA is working with CFR to identify the best corporations with whom to partner. ED Nicole Peterson shared that committee members could follow up with her for specific figures regarding students served by the CDC. Chair Clark then thanked VC Mullen and ED Peterson and asked VC Sischo to talk about the JC Raulston Arboretum naming addendum. Chair Clark then asked for motion to approve the CDC and the 3 Raulston naming addendums. After Chair Clark’s motion was moved, seconded and approved, Chair Clark thanked VC Sischo and invited AVC Kushal Dasgupta to present on Endowment Naming Levels.

AVC Dasgupta reviewed current endowment minimums and noted that the minimum amount to endow an undergraduate scholarship moved from $15k to $25k in 2011. VC Dasgupta then noted that he had conducted benchmark comparisons with our peer institutions. When asked to share the pros and cons of increased minimum levels, AVC Dasgupta replied that while higher levels meant fewer endowments, the good news is that higher levels generate more income for scholarships and more monies left after administrative costs are deducted. AVC Dasgupta then said that while a $25k minimum for scholarships is reasonable for smaller colleges, such as Design, the $50k minimum is fairly standard among our peers and we need to consider making that adjustment. Chair Clark thanked AVC Dasgupta and invited AVC Cronin to present a campaign update.

AVC Cronin began by reminding us of overarching goals and of our desire to establish and grow a Culture of Philanthropy. She then noted that we’re ahead of trend in $50 & $100 million gifts, behind in $25k - $99k and that $1 – 4.9 million gifts are trending well also. AVC Cronin then confirmed that we’ve identified donors in the $25k - $500k groups. Chair Jim Owens asked about the collection % of pledges, and AVC Dasgupta answered that it is 95%, with the larger ones tending to be more collectible. AVC Cronin then stated that we are on trend to be at $900 - $945 million at the campaign launch, and that she believes it is possible we can reach $1 billion by that date. Next, AVC Cronin noted that she is working on establishing sub-goals and projections for each of the colleges, then shared previews of the Volunteer Leadership Summit and the Campaign Kickoff event. Chair Clark then thanked AVC Cronin and moved to go into closed session.

In closed session, the committee approved the February 21 closed session minutes and reviewed and approved the 12 proposals to name specific university programs.
Chair Clark then asked for a motion to return to open session, asked if there were any additional business, and as there was none, the meeting adjourned at 2:38 pm.

Respectfully submitted,

Jimmy Clark
Chair
Action Items

Review Committee Responsibilities

Review Plan of Work
IV. External Affairs and University Advancement Committee
Delegated Authority and Assignments

a. Development and Advancement Activities

i. Approve all university fundraising campaigns.

ii. Advise the chancellor and vice chancellor for university advancement on the formation of campaign steering committees.

iii. Advise the chancellor and vice chancellor for university advancement on the priority, timing, direction, funding and management of capital and other fundraising campaigns.

iv. Recommend to the Board of Trustees for approval the naming of all facilities and programs, owned, operated or controlled by the university.

v. Advise the chancellor in all areas pertaining to development, advancement services, university communications and alumni relations.

vi. Receive nominations for the Watauga Medals and recommend nominees for approval to the Board of Trustees.

b. External Affairs

i. Receive regular reports on University Communications activities and initiatives.

ii. Receive regular reports on NC State Alumni Association activities.

iii. Receive regular reports on the activities of the state legislature.

b. Policy Development

i. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies related to the relationship between the university and its affiliated foundations and the coordination of all fundraising activities intended to benefit the university.

ii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies including but not limited to such matters as the conduct of fundraising campaigns, and the use and application of privately donated funds for any activity whose sponsorship may implicate or obligate the university.

iii. Upon the recommendation of the chancellor, recommend to the Board of Trustees for approval policies regarding fundraising activities intended to benefit the Endowment Fund and various affiliated foundations.

iv. Recommend naming guidelines for endowed funds, and facilities and programs funded in whole or in part by private monies.

v. Upon recommendation of the chancellor, recommend to the Board of Trustees for approval policies regarding the awarding of the Watauga Medal.
NC STATE BOARD OF TRUSTEES
UNIVERSITY ADVANCEMENT AND EXTERNAL AFFAIRS COMMITTEE
2016 – 2017 PLAN OF WORK

September
• Fund Raising Reports (NC State Pol. 01.05.01, App IV.a)
• Review Campaign Priorities (NC State Pol.01.05.01, App IV.a.iii) (Approval)
• Naming Specific University Facilities and Programs (NC State Pol. 01.05.01, App IV.a.iv) (Approval)
• Advancement Services Update
• University Advancement FY’17 Report
• Review Committee Responsibilities and Work Plan (Annually)

November
• Fund Raising Reports (NC State Pol. 01.05.01, App IV.a) Provide periodic updates
• Fund Raising Naming Plans (NC State Pol. 01.05.01, App IV.a.i.,a.iii) (Approval)
• Campaign Update (NC State Pol. 01.05.01, App IV.a.iii)
• Alumni Engagement Update (NC State Pol.01.05.01, App IV.a.vii)
• Watauga Medal Nominations (NC State Pol.01.05.01, App IV.a.vi) (Approval)
• Naming Specific University Facilities and Programs (NC State Pol. 01.05.01, App IV.a.iv) (Approval)

February
• Fund Raising Reports (NC State Pol. 01.05.01, App IV.a) Provide periodic updates
• Fund Raising Naming Plans (NC State Pol. 01.05.01, App IV.a.i.,a.iii) (Approval)
• Campaign Update (NC State Pol.01.05.01, App IV.a.iii)
• University Communications/Brand Update (NC State Pol.01.05.01, App IV.a.vii)
• Naming Specific University Facilities and Programs (NC State Pol. 01.05.01, App IV.a.iv) (Review all proposals to name facilities or programs as recommended by the Special Donor and Honorary Committees) (Approval)

April
• Fund Raising Reports (NC State Pol. 01.05.01, App IV.a) Provide periodic updates
• Fund Raising Naming Plans (NC State Pol. 01.05.01, App IV.a.i.,a.iii) (Approval)
• Campaign Update (NC State Pol.01.05.01, App IV.a.iii)
• External Affairs Update (NC State Pol. 01.05.01, App IV.b.iii)
• Naming Specific University Facilities and Programs (NC State Pol. 01.05.01, App IV.a.iv) (Review all proposals to name facilities or programs as recommended by the Special Donor and Honorary Committees) (Approval)
Informational Reports

University Advancement

Advancement Services Update

Campaign Fundraising Update
Themes for today’s presentation

- FY 16 Wrap-up
- FY 17 to Date
- 43 Days
Gifts and Pledges
FY 2011 – FY 2016
Growth in Endowment
FY 2010 – FY 2015
Driven by new gifts and strong investment performance
### University Advancement - Institutional Reports
## Monthly Gift Receipts by Use

**Report Date:** June 30, 2016

<table>
<thead>
<tr>
<th>College</th>
<th>Current Operations</th>
<th>Endowment</th>
<th>Facilities</th>
<th>Year-to-date FY '16 Totals</th>
<th>Year-to-date FY '15 Totals</th>
<th>YTD Period % Change FY15/16</th>
<th>3 year Average (FY13 - FY15)</th>
<th>YTD Period % Change 3 yr avg/FY16</th>
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<td>$20,063,272</td>
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<td>$20,654,061</td>
<td>7%</td>
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<td>$15,071,613</td>
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<td>$119,014,658</td>
<td>7%</td>
<td>$122,642,395</td>
<td>4%</td>
</tr>
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</table>

* Includes gift information provided by the North Carolina Textiles Foundation

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

**Reporting Period:** July 1 - June 30, 2016

**Data Refresh:** Tuesday, July 5, 2016
# University Advancement - Institutional Reports

## Monthly Gift Receipts by Source

**Report Date: June 30, 2016**

<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>Year-to-date FY '16 Totals</th>
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</thead>
<tbody>
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<tr>
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<td>$345,639</td>
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<td><strong>$31,153,441</strong></td>
<td><strong>$9,275,165</strong></td>
<td><strong>$127,129,109</strong></td>
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</table>

* Includes gift information provided by the North Carolina Textiles Foundation

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

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**Report Period: July 1 - June 30, 2016**

**Data Refresh: Tuesday, July 5, 2016**
<table>
<thead>
<tr>
<th>College</th>
<th>Cash Gifts</th>
<th>Gifts-In-Kind</th>
<th>Matching Gifts</th>
<th>PG Life Income</th>
<th>Realized Bequests</th>
<th>Non-Govermental Grants</th>
<th>Year-to-date FY 16 Totals</th>
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</thead>
<tbody>
<tr>
<td>College of Agriculture and Life Sciences</td>
<td>$20,396,941</td>
<td>$404,085</td>
<td>$81,147</td>
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<td>$15,456,937</td>
<td>$127,129,109</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

Report Date: June 30, 2016

Reporting Period: July 1 - June 30, 2016

Data Refresh: Tuesday, July 5, 2016
<table>
<thead>
<tr>
<th>College</th>
<th>Current Operations</th>
<th>Endowment</th>
<th>Facilities</th>
<th>Year-to-date FY '16 Totals</th>
<th>Year-to-date FY '15 Totals</th>
<th>YTD Period % Change FY15/16</th>
<th>3 year Average (FY13 - FY15)</th>
<th>YTD Period % Change 3 yr avg/FY16</th>
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<tbody>
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<td>$2,688,374</td>
<td>-10%</td>
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<td>$162,582,573</td>
<td>$208,473,272</td>
<td>-22%</td>
<td>$199,395,548</td>
<td>-18%</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 $471.3K in conditional pledges to Plant Sciences Initiative
### Monthly Gifts and New Commitments by Source

**Report Date: June 30, 2016**

<table>
<thead>
<tr>
<th>Source</th>
<th>Alumni</th>
<th>Parents</th>
<th>Faculty</th>
<th>Other Individuals</th>
<th>Corporations</th>
<th>Foundations</th>
<th>Other Organizations</th>
<th>Year-to-date FY '16 Totals</th>
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</thead>
<tbody>
<tr>
<td>College of Agriculture and Life Sciences</td>
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<tr>
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<td>$345,639</td>
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</tr>
</tbody>
</table>

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** Includes gift information provided by the NCSU Student Aid Association
++ Does not include $471.3K in conditional pledges to Plant Sciences Initiative

**Reporting Period: July 1 - June 30, 2016**

**Data Refresh: Tuesday, July 5, 2016**
<table>
<thead>
<tr>
<th>College</th>
<th>Cash Gifts</th>
<th>Gifts-In-Kind</th>
<th>Matching Gifts</th>
<th>PG Life Income</th>
<th>Realized Bequests</th>
<th>Bequest Expectancies</th>
<th>Pledges</th>
<th>Non-Governmental Grants</th>
<th>Year-to-date FY '16 Totals</th>
</tr>
</thead>
<tbody>
<tr>
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<td>$13,389,598</td>
<td>$0</td>
<td>$26,166,626</td>
<td>$162,582,573</td>
</tr>
</tbody>
</table>

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Report Date: June 30, 2016

** Reporting Period: July 1 - June 30, 2016
Data Refresh: Tuesday, July 5, 2016
## Overall Performance Year-to-Date

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY15*</th>
<th>Chng</th>
<th>% Chng</th>
<th>FY16</th>
<th>FY15</th>
<th>Chng</th>
<th>% Chng</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
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<td>$2,713,137</td>
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<td>12,328</td>
<td>13,982</td>
<td>(1,654)</td>
<td>(11.83%)</td>
</tr>
<tr>
<td><em>From FY15 Final Reports</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY15</th>
<th>Chng</th>
<th>% Chng</th>
<th>FY16</th>
<th>FY15</th>
<th>Chng</th>
<th>% Chng</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
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<td>10,073</td>
<td>11,605</td>
<td>(1,532)</td>
<td>(13.20%)</td>
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<tr>
<td><em>From FY15 Final Reports</em></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### $1,000+ Household Donors (Primary donors only, no matching gifts)

<table>
<thead>
<tr>
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<th>FY15</th>
<th>Chng</th>
<th>% Chng</th>
<th>FY16</th>
<th>FY15</th>
<th>Chng</th>
<th>% Chng</th>
</tr>
</thead>
<tbody>
<tr>
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<td>99</td>
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### Progress to Goals

#### FY15 Actuals

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<tr>
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<th>FY16 Goals</th>
<th>Needed to Meet Goals</th>
<th>FY16 % of Goal</th>
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</thead>
<tbody>
<tr>
<td>(FY15: $2,716,721)*</td>
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<td>$96,148</td>
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<tr>
<td>Total Donors (FY15: 13,983)*</td>
<td>14,500</td>
<td>2,172</td>
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</table>

*From FY15 Final Reports*

### Average Gift

<table>
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<th>FY16</th>
<th>FY15</th>
<th>Change</th>
<th>% Change</th>
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<tbody>
<tr>
<td>By Gift</td>
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<td>$16</td>
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<tr>
<td>By Donor</td>
<td>$213</td>
<td>$179</td>
<td>$34</td>
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### Corporate Matching Gifts

<table>
<thead>
<tr>
<th>Corporate Match Dollars</th>
<th>Number Corporate Match Gifts</th>
</tr>
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<td>FY16</td>
<td>FY15</td>
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<tr>
<td>$180,057</td>
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<td>(13.82%)</td>
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<td>149</td>
<td>156</td>
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<td>(7)</td>
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<td>Academic Unit Detail - Mailable Alumni</td>
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<td>Total Dollars and Donors deduped</td>
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1. Other University Funds includes 667 donors and $112,937 secured in FY15 from Our Three Winners (149888).

*FY16 and FY15 Donor No Match TOTAL adjusted for donors who gave to multiple designations. For example, if a donor gave to CALS and CHASS they are counted in each of these lines; however in the TOTAL line that donor is only counted once.

**Average Gift for academic units is calculated by gifts, including payroll deduction and ETF, not donors. The TOTAL line calculation for average gift is based on deduped donors.

Data Source: Advancement Service Report 28 - AG Progress and Comparison

Reporting period: July 1, 2015 - June 30, 2016

Data Refresh: Wednesday, July 6 2016

Page 2
ADVANCEMENT SERVICES UPDATE

September 15, 2016
PROPOSED ENDOWMENT AMOUNT:  $2,000,000

DESCRIPTION OF THE POSITION TO BE NAMED:
Proposed naming would be for the Directorship of Named, University Distinctive Scholarship Programs at NC State (currently Caldwell, Goodnight, Park, Shelnol and Solomon scholarship programs) at $2 Million. This level established takes into account existing funding levels for current named (faculty) positions, including Deanship ($3 Million), Department Head ($2 Million), Faculty Chair (2.5 Million), or Distinguished Professorship ($1 Million). The Director is the leader of one of university’s premier undergraduate scholarship programs — that are designed to bring exceptional students to NC State, based on outstanding accomplishments and potential in scholarship, leadership, service and character. The Director provides management and vision to a program that develops and supports undergraduate scholars annually, preparing them for lifelong contributions to the campus, state, nation and world.

RATIONALE FOR THE NAMING LEVEL:

The Directorship would be one of the most prestigious opportunities the scholarship programs have to offer. It will be attractive to and readily understood by prospective donors and would add to giving options for fundraising purposes for the benefit of the program. A new endowment level at $2 Million would generate an approximate payout of $80,000 annually. Awards from the endowment would support critical needs for the scholarship programs as identified by the Director with expenses including, but not limited to, salary, benefits, travel, conferences, recruitment, student enrichment, leadership development opportunities, and programmatic expenses.

Approved

Not Approved
CAMPAIGN UPDATE
September 15, 2016
## University Advancement - Institutional Reports
### Monthly Campaign Commitments by Phase

Report Date: June 30, 2016

<table>
<thead>
<tr>
<th>Institution</th>
<th>Reachback Phase</th>
<th>Nucleus Phase</th>
<th>Campaign Total</th>
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<td>$191,418,955**</td>
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<td>$4,271,600</td>
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<td>$7,029,877</td>
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<tr>
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<td><strong>$557,273,771</strong></td>
<td><strong>$884,408,687</strong></td>
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</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 $4 M in conditional pledges to Plant Sciences Initiative

Data Refresh: Tuesday, July 5, 2016
# University Advancement - Institutional Reports

## Monthly Campaign Commitments by Source

**Report Date: June 30, 2016**

<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>
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<tbody>
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<td><strong>$197,052,938</strong></td>
<td><strong>$38,677,792</strong></td>
<td><strong>$884,408,687</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 $4 M in conditional pledges to Plant Sciences Initiative

Data Refresh: Tuesday, July 5, 2016
# University Advancement - Institutional Reports

## Monthly Campaign Commitments by Type

**Report Date:** June 30, 2016

<table>
<thead>
<tr>
<th></th>
<th>Cash Gifts</th>
<th>Gifts-In-Kind</th>
<th>Matching Gifts</th>
<th>PG Life Income</th>
<th>Realized Bequests</th>
<th>Bequest Expectancies</th>
<th>Pledges</th>
<th>Non-Governmental Grants</th>
<th>Campaign Total</th>
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<td><strong>$62,129,537</strong></td>
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</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 $4M in conditional pledges to Plant Sciences Initiative

---

*Data Refresh: Tuesday, July 5, 2016*
<table>
<thead>
<tr>
<th>Department</th>
<th>Operations</th>
<th>Endowment</th>
<th>Facilities</th>
<th>Campaign Total</th>
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<td>$1,712,839</td>
<td>$3,914,560</td>
<td>$9,875,920</td>
</tr>
<tr>
<td>Libraries</td>
<td>$1,987,102</td>
<td>$2,661,285</td>
<td>$8,367,718</td>
<td>$13,016,105</td>
</tr>
<tr>
<td>University-wide</td>
<td>$76,925,961</td>
<td>$156,239,153</td>
<td>$6,617,839</td>
<td>$239,782,953</td>
</tr>
<tr>
<td>Wolfpack Club/Athletics**</td>
<td>$36,851,069</td>
<td>$11,219,622</td>
<td>$36,629,474</td>
<td>$84,700,165</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$342,543,110</td>
<td>$477,226,040</td>
<td>$64,639,536</td>
<td>$884,408,687</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 $4 M in conditional pledges to Plant Sciences Initiative
Committee Discussion

Approval of Naming Specific University Facilities and Programs*
NC State University

Naming Opportunities for the Gregg Museum of Art & Design

Naming Scheme Narrative

The attached list outlines the naming opportunities within the new Gregg Museum of Art & Design previously submitted and approved in 2012. With the successful completion of the museum’s $4M capital campaign, we seek approval to utilize and offer the remaining naming opportunities (highlighted) to prospective donors for the benefit of the museum’s greatest and growing needs.

Facilities Description: The new Gregg Museum of Art & Design, located at the site of the former chancellor’s residence on Hillsborough Street, will include the residence as well as a 15,000 square foot addition. The former residence will house event space, exhibition space, and the museum’s administrative office. The addition will house galleries, as well as the museum’s collection storage and classrooms.

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

Supervising Dean/Entity Head

Date

Vice Chancellor for University Advancement

Date

Vice Chancellor for Finance & Administration

Date
<table>
<thead>
<tr>
<th>NAMING OPPORTUNITIES $500,000+ (4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Addition</td>
</tr>
<tr>
<td>Chancellor's Residence</td>
</tr>
<tr>
<td>Gallery #1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NAMING OPPORTUNITIES $250,000 (3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sculpture Garden</td>
</tr>
<tr>
<td>Grand Lobby (Addition)</td>
</tr>
<tr>
<td>Gallery #2 (Addition)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NAMING OPPORTUNITIES $150,000 (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gallery #3 (Addition)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NAMING OPPORTUNITIES $100,000 (6)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Plaza (Between Residence &amp; Addition)</td>
</tr>
<tr>
<td>Formal Garden (Outdoors)</td>
</tr>
<tr>
<td>Garden Hall (Residence)</td>
</tr>
<tr>
<td>Meeting Room (Living Room Residence)</td>
</tr>
<tr>
<td>Reception Room (Residence)</td>
</tr>
<tr>
<td>Permanent Collection Room (Addition)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NAMING OPPORTUNITIES $50,000 (8)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woodland Garden</td>
</tr>
<tr>
<td>Garden Terrace (Behind Residence)</td>
</tr>
<tr>
<td>Gallery Terrace (Outside Addition)</td>
</tr>
<tr>
<td>Sunroom (Residence)</td>
</tr>
<tr>
<td>Library (Residence)</td>
</tr>
<tr>
<td>Grand Staircase (Residence)</td>
</tr>
<tr>
<td>Classroom (Addition)</td>
</tr>
<tr>
<td>Research Workroom (Addition)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NAMING OPPORTUNITIES $25,000 (16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garden Pathway</td>
</tr>
<tr>
<td>Portico (Entry to Residence)</td>
</tr>
<tr>
<td>Foyer</td>
</tr>
<tr>
<td>Garden Hall Doors (Residence)</td>
</tr>
<tr>
<td>Grand Fireplace (Residence)</td>
</tr>
<tr>
<td>Library Fireplace (Residence)</td>
</tr>
<tr>
<td>Kitchen (Residence)</td>
</tr>
<tr>
<td>Director's Office (Residence)</td>
</tr>
<tr>
<td>Conference Room (Residence)</td>
</tr>
<tr>
<td>Passage (Between Residence + Addition)</td>
</tr>
<tr>
<td>Elevator (Residence)</td>
</tr>
<tr>
<td>Information Desk</td>
</tr>
<tr>
<td>Garden Fountain (Formal Garden)</td>
</tr>
<tr>
<td>Pottery Storage Area</td>
</tr>
<tr>
<td>Textiles Storage Area</td>
</tr>
<tr>
<td>Photographic Archives</td>
</tr>
</tbody>
</table>
NC State University
Naming Opportunities for
University Recreation

Naming Scheme Narrative

NC State is seeking private support to name University Recreation facilities to minimize the impact of student fees charged to students.

The following three major projects provide naming opportunities for University Recreation:

- The $45 million, 82,000 sq. ft. Recreation and Wellness Addition is currently in design and expected to open 2020.
- The existing 42,556 sq. ft. Recreation Center opened in 2007 includes strength and conditioning spaces, multipurpose fitness and teaching studios, outdoor adventures rental area center and classroom/meeting spaces.
- In 2016, a $7.6 million Carmichael Gymnasium Renovation was completed to update locker rooms, expand fitness spaces, and improve the “look and feel” of existing corridors and user spaces while addressing accessibility and safety deficiencies.

University Recreation serves nearly 30,000 students and members annually, including 71% of undergraduate students and 47% of graduate students. Faculty and staff also utilize University Recreation facilities for their fitness and wellness activities. More than one million students, faculty and staff visit the facility each year, resulting in over 4,000 visits each day. The complex is more than just a recreation facility as University Recreation employs more than 900 students, the largest employer of students on-campus. The wages earned by student workers assist students with paying their educational expenses.

The attached list provides additional detail on these naming opportunities. An official NC State University Facility Naming Agreement will be executed for each of these areas and submitted for Trustee approval as donors are identified.

Supervising Dean/Entity Head 8/23/16

Vice Chancellor for University Advancement 8/24/16

Vice Chancellor for Finance & Administration 8/24/16
<p>| Naming Opportunity                                      | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Square Feet | Proposed Donation |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------...............|-------------|-------------------|
| Recreation and Wellness Addition                       | Expected to open in 2020, the Recreation and Wellness Addition will shape the future of wellbeing on campus by celebrating and inspiring active lifestyles of the NC State community. The project will include new fitness and wellness spaces while addressing several significant health, safety, and code deficiencies of the existing Gymnasium. The new entrance will be prominent and inviting. Finally, the addition will physically join the Recreation Center and Carmichael Gymnasium into a unified complex. | 82,000      | $15,000,000       |
| Recreation Center                                      | The Recreation Center includes a fitness center, four fitness performance studios, outdoor adventures equipment rental center, wellness resource center, and several classrooms and meeting spaces.                                                                                                                                                                                                                                                                                         | 42,556      | $5,000,000        |
| Recreation Center Strength and Conditioning Fitness Center | State of the art cardio, strength and functional training space with high-tech audio-video system.                                                                                                                                                                                                                                                                                                                                                                                  | 10,898      | $1,000,000        |
| Recreation Center Multipurpose Performance and Teaching Studios (4 available) | Multipurpose studios designed for group fitness and dance.                                                                                                                                                                                                                                                                                                                                                                                                                       | 1,399 - 1,839 | $125,000/each    |
| Recreation Center Outdoor Adventures Equipment Rental Center | Access to outdoor equipment items for students and members including tents, sleeping bags, canoes, kayaks, etc.                                                                                                                                                                                                                                                                                                                                                                  | 3,193       | $100,000          |
| Recreation Center Multipurpose Classrooms and Meeting Space (The Playzone) | Meeting space available to students, departments and external groups.                                                                                                                                                                                                                                                                                                                                                                                                                   | 1,908       | $75,000           |</p>
<table>
<thead>
<tr>
<th>Name</th>
<th>Description</th>
<th>Number</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation Center Active Study Space</td>
<td>Dedicated area with treadmills, bikes, and standing desks that replace traditional chairs and workstations promoting exercise and movement.</td>
<td>417</td>
<td>$25,000</td>
</tr>
<tr>
<td>Recreation Center Multipurpose Classrooms and Meeting Space (The Lakes)</td>
<td>Meeting space available to students, departments and external groups.</td>
<td>396</td>
<td>$25,000</td>
</tr>
<tr>
<td>Carmichael Gymnasium Renovation Strength and Conditioning Fitness Center</td>
<td>Ultramodern cardio, strength and functional training space with high-tech audio-video system, personal viewing screens on cardio equipment, and Olympic lifting platforms.</td>
<td>11,772</td>
<td>$750,000</td>
</tr>
<tr>
<td>Carmichael Gymnasium Renovation Women’s &amp; Men’s Locker Rooms</td>
<td>Revitalized, “health-club” style locker rooms, restrooms, private showers changing rooms, and lounge areas.</td>
<td>5,579 &amp; 7,271</td>
<td>$350,000/each</td>
</tr>
<tr>
<td>Carmichael Gymnasium Renovation Multipurpose Performance and Teaching Studios (3 available)</td>
<td>Multipurpose studios designed for group fitness, dance, academic instruction, and club sports organization practices.</td>
<td>2,566 - 3,132</td>
<td>$100,000/each</td>
</tr>
<tr>
<td>Carmichael Gymnasium Renovation Equipment Checkout</td>
<td>Access to many workout items for students and members including towels, clothing, balls, weightlifting equipment, etc.</td>
<td>1,848</td>
<td>$75,000</td>
</tr>
<tr>
<td>Carmichael Gymnasium Renovation University Recreation Reception and Office Suite</td>
<td>Reception area, offices, and student staff workspaces to support students and members utilizing University Recreation facilities and programs.</td>
<td>1,568</td>
<td>$50,000</td>
</tr>
<tr>
<td>Carmichael Gymnasium Renovation Single Occupant Locker Rooms</td>
<td>Individual changing room, shower, and lockers for students and members who prefer more privacy.</td>
<td>192</td>
<td>$25,000</td>
</tr>
<tr>
<td>Carmichael Gymnasium Renovation Steam and Sauna Rooms (2 available)</td>
<td>High-temperature (humid and dry, respectively) spaces designed for students and members to relax after a workout.</td>
<td>192 &amp; 201</td>
<td>$25,000/each</td>
</tr>
</tbody>
</table>
NC STATE UNIVERSITY RECREATION NAMING OPPORTUNITIES
RECREATION CENTER

FIRST FLOOR
- Multipurpose Classroom and Meeting Space (The Playzone)
- Outdoor Adventures Equipment Rental Center
- Active Study Space
- Multipurpose Classroom and Meeting Space (The Lakes)
- Restrooms

SECOND FLOOR
- Multipurpose Performance and Teaching Studios
- Restrooms

THIRD FLOOR
- Strength and Conditioning Fitness Center
- Restrooms
North Carolina State University

Naming Opportunities for the JC Raulston Arboretum

Naming Scheme Narrative

The attached list is in addendum to the previous naming opportunities at the JC Raulston Arboretum previously submitted and approved in 2013. As the campaign moves through the quiet phase, we seek to confirm approval for the currently identified areas. This addendum outlines naming opportunities related to the installation of the pedestrian entrance and gate at the JC Raulston Arboretum.

Facilities Description:
The mission of the JC Raulston Arboretum at NC State University, is to introduce, display, and promote plants that diversify the American landscape, thereby benefiting our communities economically, environmentally, and aesthetically, as well as provide educational experiences to the general public, students of all ages, and the green industry.

The installation of the new Edible Garden will enable the Arboretum to educate the public about foodscape. This garden will be adjacent to the new pedestrian entrance to be installed this year.

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

Supervising Dean/Dr. Rich Linjon

Vice Chancellor for University Advancement, Brian Sischo

Vice Chancellor for Finance and Administration
Scott Douglass
Proposed Naming Opportunities for the JC Raulston Arboretum Edible Garden

<table>
<thead>
<tr>
<th>Feature</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edible Garden (Entire Area)</td>
<td>$500,000</td>
</tr>
<tr>
<td>Entry Plaza</td>
<td>$100,000</td>
</tr>
<tr>
<td>Gathering and Demonstration Patio</td>
<td>$100,000</td>
</tr>
<tr>
<td>Large Gathering Work Table</td>
<td>$50,000</td>
</tr>
<tr>
<td>Tower of Edibles (30’)</td>
<td>$50,000</td>
</tr>
<tr>
<td>Fruit Tree Grove</td>
<td>$50,000</td>
</tr>
<tr>
<td>Small Serving Tables (x2)</td>
<td>$25,000</td>
</tr>
<tr>
<td>Vertical Walls (x6)</td>
<td>$25,000</td>
</tr>
<tr>
<td>Vegetable &amp; Herb Plots (x6)</td>
<td>$25,000</td>
</tr>
<tr>
<td>Vine Sculptures (x3)</td>
<td>$25,000</td>
</tr>
<tr>
<td>Seating Bench</td>
<td>$25,000</td>
</tr>
<tr>
<td>Water feature &amp; Bench</td>
<td>$25,000</td>
</tr>
<tr>
<td>Ornamental Edibles Garden Beds (x4)</td>
<td>$25,000</td>
</tr>
<tr>
<td>Gabion Wall</td>
<td>$15,000</td>
</tr>
</tbody>
</table>

Why the Edible Garden:
The Edible Garden is a new addition to the Arboretum. Placed adjacent to the new pedestrian gate and entrance, it will be the first garden that visitors experience - a foodscape space designed to challenge our conventional ideas of vegetable gardens!

This cutting edge garden will show off the versatility and beauty of growing fruits and vegetables on 30 foot poles, vertical structures and tight spaces and illustrate how ornamental edibles can be incorporated into any landscape.

With North Carolina projected to become an urban state in the next five years, this revolutionary space will become a major focal point in North Carolina.

Edible plants have been included in some of the beds at the Arboretum over the last decades but their scattered placements haven’t provided a platform to educate the public about their role and benefits.

The installation of the Edible Garden will provide an outdoor classroom for adults and children to have individual experiences growing their food and their understanding of their relationship to food. The Arboretum’s primary mission is to connect people with plants, in this case, edible plants. Volunteers, retirees, children, young professionals and Green Industry professions already choose the Arboretum as their go-to place for information about plants. This garden will provide a much needed inexpensive resource for people to explore their relationship with edible plants.
Explanation about the $500,000 Naming Opportunity:
The leadership of the Arboretum developed a master plan many years ago with the intent to increase funds available to maintain and improve its gardens and to provide educational programs. To this end, 10% of gifts made to name aspects of the gardens have been deposited into the Endowment for Excellence which provides support for the gardens and for programs.

Today, this goal toward greater sustainability holds strong. 10% of the Edible Garden naming opportunity will support the Endowment for Excellence. The remaining balance of $385,000 after administrative fees will cover the costs of installing the garden.

This list will add to the previous naming opportunities at the JC Raulston Arboretum that were approved in April 2016
CALL TO ORDER
Stanhope A. Kelly, Chair

ROLL CALL
Stanhope A. Kelly, Chair

READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT
Stanhope A. Kelly, Chair

1. RESPONSIBILITIES OF THE COMMITTEE
   A. Review Committee Responsibilities as established in Bylaws
      Presenter: Warwick A. Arden, Executive Vice Chancellor and Provost
      7.1A
   B. Review Draft Plan of Work for the 2016-2017 Year
      Presenters: Stanhope A. Kelly, Committee Chair
      Warwick A. Arden, Executive Vice Chancellor and Provost
      7.1B

2. APPROVAL OF MINUTES
   A. July 13, 2016 University Affairs Committee Minutes (open & closed session)
      7.2A

3. REQUESTED ACTION
   A. Request for Authorization to Continue Centers/Institutes
      Presenter: Alan Rebar, Vice Chancellor for Research, Innovation & Economic Dev.
      7.3A
      a. Industry Research Programs in Forestry (IRPF)
      b. Center for Geospatial Analytics (CGA)
      c. Bioinformatics Research Center (BRC)
4. REPORTS

A. Annual Report on Intercollegiate Athletics 7.4A
   Presenters: Michael D. Mullen, Vice Chancellor and Dean, Division of Academic and Student Affairs
   Katie Sheridan Graham, Assistant Dean and Director, Academic Support Program for Student Athletes

B. Fall 2016 Enrollment Report 7.4B
   Presenter: Louis D. Hunt, Senior Vice Provost, Enrollment Management & Services

C. Student Body President Report 7.4C
   Presenter: Paul Nolan, Student Body President

D. Provost Update 7.4D
   Presenter: Warwick A. Arden, Executive Vice Chancellor and Provost
   a. 2016-2017 Faculty Salary Ranges
   b. Chancellor's Faculty Excellence Program Update

5. CLOSED SESSION (Personnel Matters) 7.5

6. RECONVENE OPEN SESSION

7. ADJOURN

Denotes full Board approval required
EPA Personnel

Non-salary compensation (ex. temporary housing and house-hunting expenses, club memberships)

Salary matters
- Establish salary ranges for deans and other senior officers
- Recommend EPA salary increases for Board of Governor’s approval that exceed established salary range or result in a salary that is at least 15% and at least $10,000 above previous June 30th salary

Administrative separation and retreat rights

Conferral of permanent tenure
- New faculty hires tenured at a previous institution
- Faculty candidates reviewed through annual reappointment, promotion, and tenure process

Designation of particular Distinguished Professorships as time limited

Conferral of Emeritus status to SAAO Tier I employees

Appoint or extend the contract of the Athletic Director and Head Coaches

Employee Appeals

Hear appeals of discharged or suspended employees

Hear and render a decision on appeals from the disposition of grievances

Academic Programs

Review and recommend academic degree proposals to Board of Trustees

Receive notification of other academic program proposals (ex. certificates)

Student Affairs

Review and recommend campus initiated tuition increases and student fees

Honorary Degrees, Awards and Distinctions

Honorary Degrees and Holladay Medals
- Receive and review nominations
- Recommend nominees to Board of Trustees for approval

Provide advice in Chancellor’s selection of a commencement speaker
Planning

Review and recommend changes in the university’s mission statement
Advise chancellor on development of plans to carry out the university’s mission
Review and approve establishment and continuation of Centers and Institutes

Policy Development

Recommend policies to Board of Trustees for approval related to:
- Personnel
- Collection of tuition, fees and other monies from students
- Acceptance of cash obligations in lieu of cash from students in payment of tuition and fees
- Administration of scholarships and other financial aid to students
- Provision of student services activities, including government and intercollegiate athletics
- Centers and Institutes

Reports

Hear reports from the Chair of Faculty, Chair of Staff Senate, and Student Body President

Jeannette Moore  Angkana Bode  Paul Nolan
Chair, Faculty  Chair, Staff Senate  Student Body President

Hear other miscellaneous reports
- Faculty retention
- Intercollegiate Athletics
- Residency for full scholarship undergraduate students
- Students requiring special consideration
September
- Centers and Institutes Requests (UNC Pol. 400.5 (R) (NC State Pol 01.05.01 App. 1, V.f.iii) (as needed)
  Review and approve the establishment and continuation of Centers and Institutes.
- Commencement Speaker – December (NC State Pol 01.05.01 App. 1, V.e.ii)
  Provide advice in Chancellor's selection of Commencement Speaker.
- Committee Responsibilities and Plan of Work (Annually)
  Review committee’s delegated authority and assignments and develop plan of work for the year.
- Degree Program Proposals (NC State Pol. 01.05.01, App.1, V.c.i) (as needed)
  Review and recommend approval to the BOT.
- Fall Enrollment Report / Progress Toward Enrollment Planning (NC State Pol 01.05.01, App 1, V.f.ii)
  Receive report and comment as warranted.
- Honorary Degree Recommendations (UNC Pol. Ch. 100.1, Appendix 1 (IV) (NC State Pol 01.05.01, App.1, V.e.i)
  Receive and review nominations as needed. Recommend nominees for approval to the BOT.
- Personnel Requests (NC State Pol 01.05.01, App 1.V.a.i.ii.iii.iv.vi.vii.viii.ix.b.i.ii)) (as needed)
  Approve or recommend approval to the BOG.
- Salary Ranges for Faculty (Annually)
  The Chancellor has delegated authority for faculty salary ranges. Upon the Chancellor's approval, these ranges are
  shared with the committee.
- Student Body President Report (NC State Pol 01.05.01 App.1, V.h.i.)
  Receive report and comment as warranted.
- UNC Report on Intercollegiate Athletics (UNC Pol. 1100.1) (Annually)
  Receive and review report prior to submission to UNC-GA.

November
- Campus Initiated Tuition Increase and Student Fees (UNC Pol. 1000.11, II, 3.A. iii) (NC State Pol. 01.05.01, App. 1, V.d.i)
  Review and recommend approval to the BOT.
- Centers and Institutes Requests (UNC Pol. 400.5 (R) (NC State Pol 01.05.01 App. 1, V.f.iii) (as needed)
  Review and approve the establishment and continuation of Centers and Institutes.
- Degree Program Proposals (NC State Pol. 01.05.01, App.1, V.c.i) (as needed)
  Review and recommend approval to the BOT.
NC STATE BOARD OF TRUSTEES
UNIVERSITY AFFAIRS COMMITTEE
2016-2017 PLAN OF WORK (DRAFT)

- Distinguished Professorship Update
  Receive information about recently awarded professorships of distinction as applicable.

- Faculty Retention Report
  Receive report and comment as warranted.

- Faculty Senate Report (NC State Pol 01.05.01 App.1, V.h.i.)
  Receive report and comment as warranted.

- Honorary Degree Recommendations (UNC Pol. Ch. 100.1, Appendix 1 (IV) (NC State Pol 01.05.01, App.1, V.e.i)
  Receive and review nominations as needed. Recommend nominees for approval to the BOT.

- Management Flexibility Annual Report (UNC policy 600.3.4)
  Receive and review report prior to submission to UNC-GA.

- Personnel Requests (NC State Pol 01.05.01, App 1.V.a.i.ii.iii.iv.vi.vii.viii.ix.b.i.ii)) (as needed)
  Approve or recommend approval to the BOG.

- Staff Senate Report (NC State Pol 01.05.01 App.1, V.h.i.)
  Receive report and comment as warranted.

February

- Centers and Institutes Overview (Informational report provided every 2 years.)
  Receive report and comment as warranted.

- Centers and Institutes Requests (UNC Pol. 400.5 (R) (NC State Pol 01.05.01 App. 1, V.f.iii)) (as needed)
  Review and approve the establishment and continuation of Centers and Institutes.

- Commencement Speaker – May (NC State Pol 01.05.01 App. 1, v.e.ii)
  Provide advice in Chancellor's selection of Commencement Speaker.

- Degree Program Proposals (NC State Pol. 01.05.01, App.1, v.c.i) (as needed)
  Review and recommend approval to the BOT.

- Graduation Report
  Receive report and comment as warranted.

- Holladay Medal Recommendations (NC State Pol 01.05.01, App.1, V.e.i)
  Receive and review nominations. Recommend nominees for approval to the BOT.

- Honorary Degree Recommendations (UNC Pol. Ch. 100.1, Appendix 1 (IV) (NC State Pol 01.05.01, App.1, V.e.i)
  Receive and review nominations as needed. Recommend nominees for approval to the BOT.
NC STATE BOARD OF TRUSTEES
UNIVERSITY AFFAIRS COMMITTEE
2016-2017 PLAN OF WORK (DRAFT)

- Personnel Requests (NC State Pol 01.05.01, App 1.V.a.i.ii.iii.iv.v.vi.vii.viii.ix.b.i.ii) (as needed)
  
  Approve or recommend approval to the BOG.

- Reappointment, Promotion and Tenure Process
  
  Receive report and comment as warranted.

- Student Body President Report (NC State Pol 01.05.01 App.1, V.h.i.)
  
  Receive report and comment as warranted.

April

- Centers and Institutes Requests (UNC Pol. 400.5 (R) (NC State Pol 01.05.01 App. 1, V.f.iii) (as needed)
  
  Review and approve the establishment and continuation of Centers and Institutes.

- Degree Program Proposals (NC State Pol. 01.05.01, APP1, v.c.i.i)(as needed)
  
  Review and recommend approval to the BOT.

- Distinguished Professorship Update
  
  Receive information about recently awarded professorships of distinction as applicable

- Faculty Senate Report (NC State Pol 01.05.01 App.1, V.h.i.)
  
  Receive report and comment as warranted.

- Honorary Degree Recommendations (UNC Pol. Ch. 100.1, Appendix 1 (IV) (NC State Pol 01.05.01, App.1, V.e.i)
  
  Receive and review nominations as needed. Recommend nominees for approval to the BOT.

- Nepotism Report (UNC Pol. 300.4.2)
  
  Receive annual report on university's compliance with UNC Policy 300.4.2.

- Personnel Requests (NC State Pol 01.05.01, App 1.V.a.i.ii.iii.iv.v.vi.vii.viii.ix.b.i.ii) (as needed)
  
  Approval or recommend approval to the BOG.

- Residency for Full Scholarship Undergraduate Students (§ 116-143.6) (NC State Reg 02.70.03)
  
  Receive report and comment as warranted.

- Staff Senate Report (NC State Pol 01.05.01 App.1, V.h.i.)
  
  Receive report and comment as warranted.

- Students Requiring Special Consideration (NC State Reg 02.10.04)
  
  Receive report and comment as warranted.

- Salary Ranges for Senior Academic and Administrative Officers (SAAO) (NC State Pol 01.05.01, App. 1, V.a.ii)
  
  Review and approve recommended ranges.
NC STATE BOARD OF TRUSTEES
UNIVERSITY AFFAIRS COMMITTEE
2016-2017 PLAN OF WORK (DRAFT)

Special Meetings (called as needed)
- There may be items that need the committee's consideration in between the regularly scheduled meetings. In these cases, a special meeting of the committee will be held.

Additional Topics for Discussion
- Topics associated with implementation of the strategic plan
- Updates from the Provost

Desired Outcomes
- To comply with delegated authority and assignments as prescribed by N.C. General Statutes, UNC Board of Governors Policies and NC State University Policies.
- To keep the Board fully informed of major issues and policies associated with the governance of the university.
- To solicit the Board's input on policy, strategy and goal-setting for the university.
The University Affairs Committee of the Board of Trustees of North Carolina State University met via teleconference on July 13, at 12:30 p.m. The call originated from the Chancellor’s Conference Room, Holladay Hall.

Members Present: Susan Ward, Committee Chair
Chip Andrews
Tom Cabaniss
Ann Goodnight
Stan Kelly
Paul Nolan
Jim Owens, Board Chair

Other Trustees Present: Jimmy Clark

Others Present: Randy Woodson Amy Jinnette
Warwick Arden Kathy Lambert
Eileen Goldgeier Sarah Lannom
Marc Hoit Lori Preiss
Ashley Jacobs Alan Rebar
Calvin Jackson PJ Teal

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

She reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the University Affairs Committee at this meeting. Hearing none, Chair Ward proceeded with the Committee agenda.

Chair Ward explained that upon receiving feedback from fellow Trustees, the committee will now use a consent agenda format for items that have been through a comprehensive review process on campus. She asked if any committee member had a desire to discuss any item on the consent agenda. Hearing no requests for discussion, Chair Ward called for a motion to approve the consent agenda. Mrs. Goodnight made the motion which was seconded by Mr. Kelly. The motion to approve the consent agenda carried.

Dr. Alan Rebar, 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: Animal and Poultry Waste Management Center (APWMC), Center for Turfgrass Environmental Research and Education (CENTERE), Center for Nuclear Energy Facilities and Structures (CNEFS), Nuclear Reactor Program (NRP), Golden Leaf Biomanufacturing Training and Education Center (BTEC) and the Institute for NEXT Generation IT Systems (ITng). Mr. Cabaniss moved to approve the Center and Institute continuation requests as presented by Vice Chancellor Rebar. Mrs. Goodnight seconded the motion. The motion carried.
Ms. Kathy Lambert, Senior Director in Human Resources, presented the proposed 2016-2017 salary ranges for Senior Academic and Administrative Officer Tier II positions. She explained that this year, the university used the methodology endorsed by UNC-General Administration in developing these ranges. The salary ranges were derived from CUPA-HR “Administrative Professional” salary survey. For each SAAO II job title there is a range minimum and maximum, 50th percentile (middle of the market) and 75th percentile. The targeted market range is between the 50th and 75th percentiles. Ms. Lambert shared data highlights relative to the ranges and NC State employees. She also reported that she and her team met with each campus dean and senior officer during this process. Chancellor Woodson acknowledged the thorough work of Ms. Lambert and her team and underscored the importance of senior leaders having this information. Mr. Andrews made a motion, seconded by Mr. Kelly, to approve the salary ranges. The motion carried.

In the Provost's update the committee was informed of departmental name changes and mergers in the College of Agriculture and Life Sciences. Six departments will be merged into three new departments which will result in improved efficiency and program alignment. Provost Arden also informed the committee of a new graduate certificate in Nuclear Nonproliferation Science and Policy. The certificate program is a 12-credit-hour, interdisciplinary program between the College of Engineering and the College of Humanities and Social Sciences. Lastly, Provost Arden provided information about two new dual degree programs in the Poole College of Management. These 8-semester degree programs are with two international partners, Shanghai University – Sydney Institute of Language and Culture School of Business and Universidad Pontificia Comillas ICAI-ICADE in Madrid, Spain. The new programs will be effective Fall 2017.

At 1:09 p.m. a motion was made by Mrs. Ward to go into closed session to prevent the premature disclosure of an honorary degree or award 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.

At 1:15 p.m. the committee came out of closed session.

Mr. Andrews made a motion to approve the non-salary compensation request discussed in Closed Session. Mrs. Goodnight seconded the motion. The motion carried.

With no further business, Chair Ward announced the meeting adjourned at 1:16 p.m.

Susan P. Ward, Chair
MEMORANDUM

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

FROM: W. Randolph Woodson
Chancellor

SUBJECT: Recommendation to continue the Industry Research Programs in Forestry (IRPF) under Regulation 10.10.04

DATE: August 10, 2016

In response to your Memorandum dated August 9, 2016, authorization is hereby granted to forward the request to continue the Industry Research Programs in Forestry (IRPF) to the Board of Trustees for approval.

WRW/mh

cc: Mary Watzin, Dean, College of Natural Resources
Tom Gower, Department Head, Forestry and Environmental Resources
Marian McCord, Associate Dean for Research
Mladen Vouk, Interim Associate Vice Chancellor, Research Administration
Jonathan Horowitz, Assistant Vice Chancellor for Research Development
Larisa Slark, Senior, Administrative Coordinator – Centers and Institutes
MEMORANDUM

TO: W. Randolph Woodson  
Chancellor  
NC State University

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

SUBJECT: Recommendation to continue the Industry Research Programs in Forestry (IRPF) under Regulation 10.10.04

DATE: August 9, 2016

The Industry Research Programs in Forestry (IRPF) was authorized as a membership Center in January 1956 by the UNC Board of Governors to (i) increase tree value via improvements in tree genetics, (ii) enhance forest productivity via sustainable management strategies, and (iii) conserve forest genetic resources. In accordance with NC State Regulation 10.10.04, a Periodic review of IRPF was conducted by a team of experts and a site visit was completed in November 2015 for activities in fiscal years 2011 - 2015. Following the receipt of the Review Team’s report, as well as a response from the College of Natural Resources (CNR), this memo requests your approval of continuance.

The Report delivered by the Review Team indicates that IRPF research activities garner strong support from industry members. Indeed, interactions between industry and Center faculty lead to insights that are unobtainable elsewhere and are valued and appreciated by members. Yet, the review team found that the Center lacks a strong “brand” and visibility outside of the College.

The Review Team provided a number of recommendations, including the need to undergo a strategic planning process that includes a review of Center structure as well as the development of a marketing plan. The Review Team cites a number of mechanisms to support the “branding” of the Center, including the hosting of periodic symposia that highlight the worldwide efforts of the Center, that will lead to greater visibility amongst academics and the forest industry. The observations of the Review Team were evaluated and accepted by the CNR. A strategic planning process is underway, and the College anticipates this will lead to an expanded role of IRPF that will leverage more effectively resources within and outside the College. The College concluded that the activities of IRPF cannot be provided by any other unit within the College or the UNC system, and recommends continuance.

The Office of Research, Innovation and Economic Development recommends that IRPF should continue as a University Center as sanctioned by the NC State Board of Trustees, and requests your approval of this recommendation.

AHR/mh

cc: Mary Watzin, Dean, College of Natural Resources  
Tom Gower, Department Head, Forestry and Environmental Resources  
Marian McCord, Associate Dean for Research  
Mladen Vouk, Interim Associate Vice Chancellor, Research Administration  
Jonathan Horowitz, Assistant Vice Chancellor for Research Development  
Larisa Slark, Senior Administrative Coordinator – Centers and Institutes
MEMORANDUM

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

FROM: W. Randolph Woodson
      Chancellor

SUBJECT: Recommendation to continue the Center for Geospatial Analytics (CGA) under Regulation 10.10.04

DATE: August 10, 2016

In response to your Memorandum dated August 9, 2016, authorization is hereby granted to forward the request to continue the Center for Geospatial Analytics (CGA) to the Board of Trustees for approval.

WRW/mh

cc: Mary Watzin, Dean, College of Natural Resources
    Marian McCord, Associate Dean for Research
    Ross Meetermeyer, Director, Center for Geospatial Analytics
    Mladen Vouk, Interim Associate Vice Chancellor, Research Administration
    Jonathan Horowitz, Assistant Vice Chancellor for Research Development
    Larisa Slark, Senior, Administrative Coordinator – Centers and Institutes
MEMORANDUM

TO: W. Randolph Woodson  
Chancellor  
NC State University

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

SUBJECT: Recommendation to continue the Center for Geospatial Analytics (CGA) under Regulation 10.10.04

DATE: August 9, 2016

The Center for Geospatial Analytics (CGA) was authorized under its former name, the Center for Earth Observation, in August 1983 by the UNC Board of Governors to promote graduate education and research in geospatial science and technology. In accordance with NC State Regulation 10.10.04, a periodic review of CGA was conducted by a team of experts and a site visit was completed in September 2015 for activities in fiscal years 2011 - 2015. Following the receipt of the Review Team's report, as well as a response from the College of Natural Resources (CNR), this memo requests your approval of continuance.

The Report delivered by the Review Team supports strongly the mission and direction of the Center and shows that its activities are important and valuable, and consistent with the mission and strategic plan of NC State. Indeed, the Report states that CGA "is one of the premier geospatial academic centers in North Carolina and the Southeast with rapid national and international recognition". The Review Team was "highly impressed with [CGAs] outstanding organizational structure, faculty/staff productivity, university support, student body, curriculum and facilities".

The Review Team provided a number of recommendations, including the need for increased visibility of the Center across the University, the Nation and internationally, expansion of the Center's research interests to include additional societal grand challenges, and the broadening of its sources of funding. The observations of the Review Team were evaluated and accepted by the CNR. The College concluded that the activities of CGA cannot be provided by any other unit within the College or the UNC system, and recommends continuance.

The Office of Research, Innovation and Economic Development recommends that CGA should continue as a University Center as sanctioned by the NC State Board of Trustees, and requests your approval of this recommendation.

AHR/mh

cc: Mary watzin, Dean, College of Natural Resources
Marian McCord, Associate Dean for Research
Ross Meentemeyer, Director, Center for Geospatial Analytics
Mladen Vouk, Interim Associate Vice Chancellor, Research Administration
Jonathan Horowitz, Assistant Vice Chancellor for Research Development
Larisa Slark, Senior Administrative Coordinator – Centers and Institutes
MEMORANDUM

TO: Allen H. Rebar  
Vice Chancellor for Research, Innovation and Economic Development

FROM: W. Randolph Woodson  
Chancellor

SUBJECT: Recommendation to continue the Bioinformatics Research Center (BRC) under Regulation 10.10.04

DATE: August 10, 2016

In response to your Memorandum dated August 9, 2016, authorization is hereby granted to forward the request to continue the Bioinformatics Research Center (BRC) to the Board of Trustees for approval.

WRW/mh

cc: William Ditto, Dean, College of Sciences
John Blondin, Associate Dean for Research
Fred Wright, Director, Bioinformatics Research Center
Mladen Vouk, Interim Associate Vice Chancellor, Research Administration
Jonathan Horowitz, Assistant Vice Chancellor for Research Development
Larisa Slark, Senior, Administrative Coordinator – Centers and Institutes
MEMORANDUM

TO:            W. Randolph Woodson
                Chancellor
                NC State University

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

SUBJECT:       Recommendation to continue the Bioinformatics Research Center (BRC) under Regulation 10.10.04

DATE:          August 9, 2016

The Bioinformatics Research Center (BRC) was authorized in August 2000 by the UNC Board of Governors to develop and implement methods for the management and interpretation of genomic data, with an emphasis on agriculture, forestry and veterinary medicine. In accordance with NC State Regulation 10.10.04, a Periodic review of the BRC was conducted by a team of experts and a site visit was completed in May 2016 for activities in fiscal years 2011 - 2015. Following the receipt of the Review Team’s report, as well as a response from the College of Sciences (COS), this memo requests your approval of continuance.

The Report delivered by the Review Team supports strongly the mission and direction of the Center and shows that its activities are important and valuable, and consistent with the mission and strategic plan of NC State. Indeed, the Report states that the BRC is “a strong and vibrant contributor to the research enterprise of NC State, with clear synergism evident in the extensive interactions between the BRC and a wide variety of departments and programs throughout the university community”. The Review Team added that “BRC faculty members are not only highly productive but also have impressive scientific impact nationally and internationally as well as locally within the institution”.

The Review Team provided a number of recommendations, including the need for increased visibility of the Center across the University, enhancement of the IT infrastructure that underlies the Center, and the stabilization of the Center’s budget. These recommendations were accepted by the College, and efforts will be undertaken by the Center and College to address these deficiencies. The College concluded that the activities of the BRC cannot be provided by any other unit within the College or the UNC system, and recommends continuance of the Center.

The Office of Research, Innovation and Economic Development recommends that the BRC should continue as a University Center as sanctioned by the NC State Board of Trustees, and requests your approval of this recommendation.

AHR/mh

cc:            William Ditto, Dean, College of Sciences
                John Blondin, Associate Dean for Research
                Fred Wright, Director, Bioinformatics Research Center
                Mladen Vouk, Interim Associate Vice Chancellor, Research Administration
                Jonathan Horowitz, Assistant Vice Chancellor for Research Development
                Larisa Slark, Senior Administrative Coordinator – Centers and Institutes
REPORTS
Question 2.1 and 2.2. Per UNC Policy 1100.1 (section 13.b), all UNC institutions annually report to the UNC Board of Governors regarding their intercollegiate athletics programs and shall include information regarding their "admission policy for student-athletes, including the definitions utilized for exceptions to campus-based criteria."

NC State Regulation 02.10.04 explains our NC State admission policy and special consideration of admission applications.

http://policies.ncsu.edu/regulation/reg-02-10-04

Question 3.1: Fall 2015 and Spring 2016 unduplicated enrollment totals for all freshmen and all recruited freshmen student athletes (RFSAs).

<table>
<thead>
<tr>
<th>2016 UNC-GA Athletics Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>OIRP Tables</td>
</tr>
<tr>
<td>Question 3</td>
</tr>
<tr>
<td>Total number of enrolled freshmen</td>
</tr>
<tr>
<td>Total number of enrolled freshmen receiving MCR exceptions</td>
</tr>
<tr>
<td>Total number of enrolled recruited freshmen student-athletes</td>
</tr>
<tr>
<td>Total number of enrolled recruited freshmen student-athletes receiving MCR Exceptions</td>
</tr>
</tbody>
</table>

Created by Office of Institutional Research and Planning
August 25, 2016
S:\UPA\IA\Athletics\GA\2016\GA Tables External 2016_08_25 ver3.pdf
**Question 4.1:** Enrollment totals by NCAA sport for all recruited freshmen student athletes (RFSAs) in Fall 2015 and Spring 2016 and the number of recruited freshmen student athletes (RFSAs) below one or more of the Minimum Admission Requirements (MARs) or Minimum Course Requirements (MCRs).

2016 UNC-GA Athletics Report
OIRP Tables

**Question 4**

<table>
<thead>
<tr>
<th>Men's Baseball</th>
<th># of RFSAs by Sport</th>
<th># of RFSAs below minimum HS GPA only (2.5)</th>
<th># of RFSAs below minimum SAT or ACT only (800 or 17)</th>
<th># of RFSAs receiving an MCR exception only</th>
<th># of RFSAs below more than one requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7</td>
<td>0</td>
<td>0</td>
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</tr>
<tr>
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<td>0</td>
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<tr>
<td>Men's Football</td>
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<td>2</td>
<td>3</td>
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</tr>
<tr>
<td>Men's Golf</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Men's Soccer</td>
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<tr>
<td>Men's Swimming</td>
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<td>1</td>
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<tr>
<td>Men's Tennis</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Men's Track &amp; Cross Country</td>
<td>8</td>
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<td>0</td>
<td>0</td>
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</tr>
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<td>Men's Wrestling</td>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Women's Basketball</td>
<td>6</td>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Women's Golf</td>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Women's Gymnastics</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Women's Softball</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Women's Soccer</td>
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<tr>
<td>Women's Swimming</td>
<td>11</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Women's Tennis</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Women's Track &amp; Cross Country</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Women's Volleyball</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Mixed Rifle</td>
<td>4</td>
<td>0</td>
<td>0</td>
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<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>139</strong></td>
<td><strong>2</strong></td>
<td><strong>3</strong></td>
<td><strong>5</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

Created by Office of Institutional Research and Planning
August 25, 2016
S:\UPA\IR\Athletics\GA\2016\GA Tables External 2016_08_25 ver3.pdf
**Question 5.1:** Academic information for recruited freshmen student athletes (RFSAs) in revenue sports at your campus.
- Number of RFSAs in MFB, MBB, WBB
- Average HS NCAA Core Course GPA
- Average SAT/ACT scores.

<table>
<thead>
<tr>
<th>2016 UNC-GA Athletics Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>OIRP Tables</td>
</tr>
<tr>
<td>Question 5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Men's Basketball</th>
<th>Total Number of RFSA by Sport</th>
<th>Average HS NCAA Core Course GPA</th>
<th>Average SAT</th>
<th>Average ACT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Men's Football</td>
<td>27</td>
<td>3.16</td>
<td>951</td>
<td>19</td>
</tr>
<tr>
<td>Women's Basketball</td>
<td>6</td>
<td>3.31</td>
<td>880</td>
<td>17</td>
</tr>
</tbody>
</table>

Created by Office of Institutional Research and Planning
August 23, 2016
S:\UPA\IR\Athletics\GA\2016\GA Tables External 2016_08_23 ver2.pdf

**Question 6.1:** Does your institution have a specific policy regarding admission of graduate student athletes?

No, graduate student-athletes follow the same admissions policies as all graduate students.

**Question 7.1:** Does your institution allow for exceptions to the regular admission policy for graduate students?

No, NC State does not allow exceptions to the regular graduate admissions policy for graduate student athletes.

**Question 8.1:** Did your institution have any graduate student athletes participate in intercollegiate athletics during Fall 2015 or Spring 2016?

Yes.
**Question 8.2:** Fall 2015 and Spring 2016 unduplicated enrollment totals for all graduate students and all graduate student athletes.

<table>
<thead>
<tr>
<th>Campus</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10842</td>
</tr>
<tr>
<td></td>
<td>9</td>
</tr>
</tbody>
</table>

2016 UNC-GA Athletics Report
OIRP Tables

Total number of enrolled graduate students
Total number of enrolled graduate student-athletes

Created by Office of Institutional Research and Planning
August 25, 2016
S:\UPA\IR\Athletics\GA\2016\GA Tables External 2016_08_25 ver3.pdf
**Question 8.3:** Enrollment totals by NCAA sport for graduate student athletes (GSAs) in Fall 2015 and Spring 2016 by sport.

<table>
<thead>
<tr>
<th></th>
<th># of GSAs by Sport</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men's Baseball</td>
<td>0</td>
</tr>
<tr>
<td>Men's Basketball</td>
<td>1</td>
</tr>
<tr>
<td>Men's Football</td>
<td>2</td>
</tr>
<tr>
<td>Men's Golf</td>
<td>0</td>
</tr>
<tr>
<td>Men's Soccer</td>
<td>2</td>
</tr>
<tr>
<td>Men's Swimming</td>
<td>0</td>
</tr>
<tr>
<td>Men's Tennis</td>
<td>0</td>
</tr>
<tr>
<td>Men's Track &amp; Cross Country</td>
<td>2</td>
</tr>
<tr>
<td>Men's Wrestling</td>
<td>0</td>
</tr>
<tr>
<td>Women's Basketball</td>
<td>0</td>
</tr>
<tr>
<td>Women's Gymnastics</td>
<td>0</td>
</tr>
<tr>
<td>Women's Softball</td>
<td>0</td>
</tr>
<tr>
<td>Women's Soccer</td>
<td>0</td>
</tr>
<tr>
<td>Women's Swimming</td>
<td>0</td>
</tr>
<tr>
<td>Women's Tennis</td>
<td>0</td>
</tr>
<tr>
<td>Women's Track &amp; Cross Country</td>
<td>1</td>
</tr>
<tr>
<td>Women's Volleyball</td>
<td>0</td>
</tr>
<tr>
<td>Mixed Rifle</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
</tr>
</tbody>
</table>

Created by Office of Institutional Research and Planning
August 25, 2016
S:\UPA\R\Athletics\GA\2016\GA Tables External 2016_08_25 ver3.pdf
**Question 9.1:** Please enter the following academic information for graduate student athletes (GSAs) in revenue sports at your campus.

- Enter the number of GSAs in MFB, MBB, WBB
- Average undergraduate GPA from previous institutions

---

**2016 UNC-GA Athletics Report**  
**OIRP Tables**

**Question 9**

<table>
<thead>
<tr>
<th>Sport</th>
<th>Total Number of GSAs by Sport</th>
<th>Average Undergraduate GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men's Football</td>
<td>2</td>
<td>*</td>
</tr>
<tr>
<td>Men's Basketball</td>
<td>1</td>
<td>*</td>
</tr>
<tr>
<td>Women's Basketball</td>
<td>0</td>
<td>*</td>
</tr>
</tbody>
</table>

Created by Office of Institutional Research and Planning  
August 25, 2016  
S:\UPA\IR\Basketball\GA\2016\GA Tables External 2016_08_25 ver3.pdf
**Question 10.1:** Number of majors for all recruited student athletes who are enrolled and have achieved at least junior academic standing (including graduate student athletes) as of Fall 2015.

<table>
<thead>
<tr>
<th>Question 10</th>
<th>Undergraduate Number of Declared Majors</th>
<th>Graduate Number of Declared Majors</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 - agriculture, agriculture operations, &amp; related sciences</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>03 - natural resources &amp; conservation</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>04 - architecture &amp; related services</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>05 - area, ethnic, cultural, gender, &amp; group studies</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>09 - communication, journalism, &amp; related programs</td>
<td>38</td>
<td>0</td>
</tr>
<tr>
<td>11 - computer and information sciences &amp; support services</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>13 - education</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>14 - engineering</td>
<td>39</td>
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</tr>
<tr>
<td>15 - engineering technologies &amp; engineering-related fields</td>
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<td>0</td>
</tr>
<tr>
<td>16 - foreign languages, literatures, &amp; linguistics</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>19 - family and consumer sciences / human sciences</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>23 - English language and literature/letters</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>24 - liberal arts and sciences, general studies, &amp; humanities</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>26 - biological &amp; biomedical sciences</td>
<td>12</td>
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Created by Office of Institutional Research and Planning
August 25, 2016
S:\UPA\IR\Athletics\GA\2016\GA Tables External 2016_08_25
ver3.pdf
Question 11.1: Most recent (2006-2009 cohorts) Graduation Success Rate or Academic Success Rate report.

See ATTACHMENT A

Question 12.1 - Per UNC Academic Integrity Regulation and Guidelines, please provide information for the following questions related to academic integrity. Student athlete data for 12.2., 12.3., and 12.4. should include Summers I and II 2015, Fall 2015, and Spring 2016.

Question 12.2: Please provide a summary of findings for the analyses of student athlete clustering in course sections.

For the current reporting period, 2530 sections were reviewed based on athlete enrollments. Of those, 102 sections were flagged because student athletes comprised 25 percent, or more, of the total enrollment. Thirty-three of those courses were taught in summer; 39 were taught in fall; and, 30 were taught in spring. Grade distributions and other factors associated with those courses were reviewed. No sections were found to be irregular.

Question 12.3: Provide summary data on findings of student athlete transcript reviews for any student athlete who enrolls in three or more flagged sections per academic year.

Seventy-four student athletes were flagged for transcript review based on their enrollment patterns. No transcripts were flagged as irregular.
Question 12.4: Short description summarizing the campus review process and how your campus determined “irregularities.”

Enrollment Management and Services (EMAS) uses a custom SQL script using SAS Business Analytics software to identify and analyze all courses taken by student athletes. This process has been used at NC State for over a decade.

The first step of this process identifies all students with athletic participation codes in PeopleSoft (non-participating students, such as managers and trainers are excluded). Once the athlete population is identified, a “course enrollment data set” is created. This data set aggregates course performance data by term and course section, and calculates GPA data for athlete and non-athlete populations enrolled in each section. The following data elements are loaded into an MS-Excel spreadsheet for review:

- Term (Summer 1, 2015; Summer 2, 2015; Fall 2015; Spring 2016)
- Course (includes course prefix, number, and section)
- Course Title
- Course Meeting Pattern
- Course Start and End Times
- Instructor
- Location
- Delivery Mode
- Total Number of Non-Student-Athletes enrolled in section
- Calculated course GPA for Non-Student-Athletes enrolled in section
- Total Number of Student-Athletes enrolled in section
- Calculated course GPA for Student-Athletes enrolled in section
- Total Number of Students enrolled in section
- Calculated course GPA for all Students enrolled in section
- Number of Men’s Basketball players enrolled in section (if any)
- GPA of Men’s Basketball players enrolled in section (if any)
- Number of Men’s Football players enrolled in section (if any)
- GPA of Men’s Football players enrolled in section (if any)
- Percentage of Athletes enrolled in section
- Percentage of Non-Athletes enrolled in section

Using this spreadsheet, staff from EMAS and Registration and Records reviewed the data looking for irregularities. Data of particular interest includes: courses with large enrollments of student athletes; courses where athletes outperform non-athletes; courses with high GPAs; courses with large enrollments of football or men’s basketball players; and, courses delivered via Distance Education.
**Question 12.5:** Provide the results of your campus analysis of Average Cumulative Student Athlete GPA and Average Cumulative Non Student Athletes GPA. (This comparison is for Spring 2016 only)

<table>
<thead>
<tr>
<th></th>
<th>Student-Athlete GPA - Spring 2016</th>
<th>Non-Student Athlete GPA - Spring 2016</th>
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<tr>
<td>Average Cumulative GPA for Spring 2016</td>
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Created by Office of Institutional Research and Planning
August 25, 2016
S:\UPA\IR\Athletics\GA\2016\GA Tables External 2016_08_25 ver3.pdf

**Question 13.1:** Provide an explanation of your institution's reporting structure for athletics compliance and whether and to whom the athletics compliance director reports outside of the department of athletics. If there has been no change to the reporting structure from what was reported last year, please enter "no change to reporting structure."

No change to NC State’s athletics compliance reporting structure - See ATTACHMENT B.
Question 13.2: Especially effective practices employed at your institution that reinforce the integral connection between academics and athletics.

Student Information Systems NCAA Eligibility Portal

- Beginning in Fall 2013, the Academic Support Program for Student Athletes (ASPSA), Athletics Compliance, the Registrar’s Office and the Director of the Student Information System (SIS), and his staff, worked collaboratively to develop an online portal for monitoring NCAA continuing eligibility.
- The portal uses data directly from each student's degree audit and academic totals in SIS to evaluate progress towards NCAA continuing eligibility rules. The Faculty Academic Committee (FAC) enters an eligibility review decision directly into the portal – this decision is date and time stamped.
- In Fall 2014, ASPSA and the FAC, began using the online portal to review the continuing NCAA eligibility. The new system has greatly improved efficiency and reduced errors.
- An audit function is also available within the portal. The Faculty Athletics Representative has conducted an audit of the FAC determinations each semester.

Class Attendance Policy for Student-Athletes

- NC State implemented a targeted class attendance policy in fall 2010 to monitor the class attendance of student-athletes considered most at-risk for graduation. The class attendance policy was developed in partnership with and at the recommendation of the University’s Council on Athletics [ATTACHMENT C].
- If a student-athlete has more than two unexcused absences, the student-athlete will be suspended from athletics competitions for a specific percentage of the season.
- Class attendance of all student-athletes is monitored through communication between ASPSA staff and faculty and through regularly scheduled appointments between student-athletes and their academic coordinators. Student-athletes who have excessive absences and are underperforming in the classroom may be added to the class attendance policy at any time during the semester upon recommendation by ASPSA or the Faculty Athletics Representative.

Student Athlete Course Enrollment Monitoring

- Since 2001, the Academic Support Program for Student-Athletes (ASPSA) monitors the percentage of enrollment of student-athletes in every section of every class each semester (including summers). The established threshold is no more than 25% student-athletes in any section of any class. The percentage of enrollment is based on the number of student-athletes enrolled in the course as compared to the overall capacity of the course. A daily report by the Office of Registration and Records provides enrollment information for student-athletes in every section of every class.
- Once the enrollment period for student-athletes begins (October for Spring Registration/March for Summer/Fall Registration), an Academic Coordinator in the Academic Support Program for Student-Athletes is responsible for generating the list of courses by percentage and reviewing the rosters of any courses with enrollment close to or greater than 25% student-athletes. The ASPSA Academic Coordinators work with the student-athletes and appropriate campus academic
advisors to make adjustments if there are courses with enrollment greater than 25% student-athletes.

- In the event there are more than 25% student-athletes and after additional research it is determined that moving student-athletes from the particular course could impact the student’s path to graduation, an ASPSA staff member contacts the department to discuss the issue. If approval is granted, there are instances where there are more than 25% student-athletes in a particular course. In most cases, the courses are required for graduation and are limited in the times the course is offered (or semesters).

NC State Postseason Certification Policy

- In an effort to encourage active engagement by student athletes in all terms of attendance, NC State has implemented the Post Season Certification Policy, which states student-athletes are required to meet all appropriate NCAA continuing eligibility requirements to be eligible to participate in postseason competitions that occur between regular terms (including summer) (e.g. 6 hours, 18 hours, 24 hours, percentage towards degree, grade point average).

- The Post Season Certification Policy was developed by the Provost’s Roundtable and most recently updated in Fall 2008 [ATTACHMENT D].

Eligibility Team

- Academic and Athletic staff members meet bi-weekly to coordinate the initial and continuing eligibility review process and discuss issues related to athletics eligibility. The group is proactive in analyzing the effectiveness and efficiency of NC State’s eligibility review process.

- Team includes Senior Associate Athletic Director for Compliance, Assistant Dean and Director of the Academic Support Program for Student Athletes, Associate Athletic Director for Compliance, Faculty Athletics Representative, Chair of the Faculty Academic Committee and the Eligibility Coordinator.

Reconnect Program

- NC State’s Reconnect Program officially began in January of 2008 and is managed by the Academic Support Program for Student Athletes. The Reconnect Program is designed to help former student athletes return to school to complete their undergraduate degree.

- Former Student Athletes are eligible to return to NC State to take classes on a full or part-time basis and receive aid to cover their expenses. An Academic Coordinator works with returning students to help create a plan for graduation, including providing assistance with the re-admission process, connecting program participants with their campus advisor and discussing course selection, as needed. Students involved in the Reconnect Program also have access to tutoring services as Case Academic Center.
Question 14.1. Financial information provided to your Board of Trustees regarding "booster" club activities.

Response for question 14.1 provided by Department of Athletics and included in materials for Audit and Finance Committee.

Question 14.2. Provide "booster" club's operating procedures.

Response for question 14.2 provided by Department of Athletics and included in materials for Audit and Finance Committee.

Question 14.3. Annual audit review of your "booster" club organization.

Response for question 14.3 provided by Department of Athletics and included in materials for Audit and Finance Committee.
# Graduation Success Rate Report

**2006 - 2009 Cohorts: North Carolina State University**

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NC State Compliance Unit - Organizational Chart 2016-17

Chancellor
Randy Woodson

Director of Athletics
Deborah Yow

Senior Associate Athletics Director
Carrie Doyle

Administrative Assistant
Carrie Howard

Associate Athletics Director
Michelle Lee

Assistant Athletics Director
Steve Shults

Assistant Athletics Director
Meaghan Ford

Director of Compliance
Jason Greco
NC STATE UNIVERSITY ATTENDANCE POLICY FOR AT-RISK STUDENT-ATHLETES

BACKGROUND
A central theme of the mission of the NC State University Athletics Department is to prepare student-athletes to compete at the highest level and to inspire them to be leaders now and for the future by providing the best environment to achieve their athletic, academic, and personal aspirations.

Due to competition schedules, student-athletes must miss an occasional class. These absences are anticipated and are usually excused in accordance with university policy [REG 02.20.3].

However, an excessive number of unexcused absences cannot be permitted for academically at-risk student-athletes. Further, a number of departments have attendance policies that do not differentiate between excused and unexcused absences (e.g., English). Once the established absence limit has been exceeded, students automatically fail the course.

In April 2010, the Council on Athletics recommended a class attendance policy be implemented for student-athletes and also a policy for academic appointments. The following permanent policy is endorsed by the Council on Athletics. In September of 2014, the Council on Athletics reviewed and updated the policy to clarify certain elements of the policy. This document contains the revised policy as approved by the Council on September 26, 2014.

STUDENTS SUBJECT TO THE POLICY:

- All incoming freshmen reviewed by the Special Committee (subject to policy for the first year of enrollment).

- Incoming freshmen recommended by the Faculty Academic Committee based on a review of academic records and risk factors known to impact graduation. Factors to be reviewed include: High School Grade Point Average, Test Scores, Core GPA, and Summer School Performance.

- All incoming scholarship 2-year college transfers (who were non-qualifiers) requiring advocacy for admissions (subject to the policy for the first year of enrollment).

- Returning student-athletes with eligibility remaining based on the following scale:
  - 2nd – 4th semester: < 2.35 TGPA
  - 5th semester and beyond: < 2.20 TGPA

- Any student-athlete not subject to the policy who is missing class excessively, is not completing assignments, is not attending tutor sessions, or has a progress report of any “D” grade or lower in a particular course is subject to being added to the at-risk group. **The Faculty Academic Committee** of the Council may place a student-athlete who fits this description under the policy at any time during the semester. Students added to the policy through this process, will be required to meet with the Director of the Academic Support Program for Student-Athletes (ASPSA) and the Sport Supervisor. These student-athletes will be required to attend all remaining classes in that course and will be considered on zero tolerance
(next reported official absence (as defined by this policy) will result in suspension from competition).

NOTIFICATION PROCESS:
The Director of ASPSA will notify all head coaches, sports supervisors, the Faculty Athletics Representative, and the Chair of the Faculty Academic Committee in writing prior to the first day of the semester with names of student-athletes subject to the attendance policy, as well as the policy outline and purpose.

The student-athlete will also be informed in writing if he/she is included in this group and the policy will be explained to him/her. Each student subject to the policy will be asked to sign a statement indicating they have read and understood the policy.

Parents/Legal guardians of student-athletes subject to the policy will be notified via mail using the permanent home address on file. They will be provided with a copy of the policy as well as the opportunity to provide contact information so they can be notified of each official absence reported.

CLASS ATTENDANCE POLICY
A. ATTENDANCE CHECKS:
The Academic Support Program for Student-Athletes will use the following methods to monitor class attendance:

1. Random Class Checks
2. Communication (e.g., progress reports, telephone calls) with Professors

If an instructor reports a student as absent or if a student is reported absent by the class checker, the student will be notified via email. If a student did attend this class, then he/she should refer to section C (below) to file an official appeal. If no appeal is made within 48 hours, then the official absence notification will be used.

The instructor may define absences for the purpose of academic credit as he or she sees fit. The intent and purpose of this policy is to encourage the student-athlete to be physically present in the instructional environment (classroom, laboratory, etc.). Attendance for the purpose of this policy will be considered in the light of the policy’s intent and purpose.

NOTE: Faculty have the discretion to create their own attendance policy for each of their classes which may be more restrictive. These policies are noted on the respective course syllabus. Students must be aware of the class attendance policy for each of their courses. Further, students must communicate directly with their instructors regarding excused absences.

B. PENALTIES FOR VIOLATIONS OF THE POLICY:
The following penalties pertain to the number of unexcused classes missed per course in a semester.

1. First unexcused absence:
Reported in writing to student-athlete, Head Coach, parent/guardian and Sport Supervisor and the student’s academic adviser.
2. **Second unexcused absence:**
   Reported in writing to the Sport Supervisor, Head Coach, Director of Athletics, Faculty Athletics Representative, the Chair of the Faculty Academic Committee, the student-athlete, and parent(s)/guardian(s). All will be reminded in writing that a third unexcused absence will result in a suspension from 5% of the competition schedule OR 1 competition (whichever is less). The student-athlete will also be required to meet with the Director of ASPSA and the Sport Supervisor.

3. **Third unexcused absence:**
The student-athlete will be suspended from 5% of the competition schedule or 1 competition, whichever is less and will be required to meet with the Director of Athletics. The student-athlete, Head Coach, parent(s)/guardian(s) and Sport Supervisor will be notified in writing of the suspension and that each subsequent absence will result in the suspension from an additional 10% of the competition schedule in the current schedule. The penalty may be carried over to the next year’s schedule if needed.

**If it is determined a student did not follow the appropriate class check-in procedures including signing in with a class checker and leaving without attending class, this may result in the reporting of an official absence. Information will be reviewed by the Director of ASPSA and the Faculty Athletics Representative.**

C. **PROCESS TO APPEAL OFFICIAL ABSENCES:**
   If a student-athlete receives the official absence notification and believes the information is inaccurate, incomplete or the result of other extenuating circumstances, he/she has 48 hours from the time of e-mail notification to declare to the Director of ASPSA that he/she can provide documented proof of attendance or documentation that the student was physically present for instruction. The documentation must be provided within five business days to the Director of the Academic Program for Student-Athletes in order for the absence to be removed from his/her file. Appeals will be reviewed by the Director of ASPSA in consultation with the Faculty Athletics Representative and the Chair of the Faculty Academic Committee. The student-athlete shall remain eligible for competition until the appeal is reviewed and a final decision rendered.
D. SUSPENSION SPECIFICS:
1. The suspended event(s) will be the next event(s) in the schedule, including post-season events. A student-athlete suspended for violating the class attendance policy will not be permitted to travel unless he/she completes the requirements of the penalty prior to completion of the contest. If the event from which the student-athlete is suspended is a home competition, the student-athlete may dress out for the game and sit on the bench, if the coach permits. The student-athlete will not be permitted to miss class for any practice/preparation on the day of competition unless he/she completes the penalty prior to completion of the contest.

2. In the event ASPSA’s first report indicates a student-athlete has already accumulated three (3) or more unexcused class absences the student-athlete, Head Coach, parent(s)/guardian(s) and Sport Supervisor will be notified in writing that the student will be considered on zero tolerance such that the next reported absence will result in a suspension from 5% of competition OR one competition, whichever is less. The student-athlete will also be required to meet with the Director of Academic Support Program for Student-Athletes and the Sport Supervisor. Each subsequent absence will result in the suspension from an additional 10% of the competition schedule per absence.

E. HEAD COACH RULES:
Coaches may have a more stringent class attendance policy, but it must be communicated to the team in writing at the beginning of the school year, after concurrence with the Sport Supervisor and notification to the Director of the ASPSA.
Postseason Certification between Terms – NC State Policy

NC State student-athletes are required to meet ALL appropriate NCAA continuing eligibility requirements to be eligible to participate in postseason competitions that occur between regular terms (including summer) (e.g. 6 hours, 18 hours, 24 hours, percentage towards degree, grade point average).

Please note: Any late (LA) grades or incompletes (IN) with potential impact on a student-athlete’s postseason eligibility will be reviewed by the Faculty Athletics Representative and the Chair of the Faculty Academic Committee of the Council on Athletics to ensure the grades were issued in compliance with university policies and procedures.

Timing of Certification

Per Bylaw 14.1.10.2.2, NC State is required to certify a student-athlete’s eligibility for a postseason event occurring between regular terms (including summer) based on the grades available at 5:00pm local time (Raleigh) on the day prior to the start of the postseason event.

(Policy reviewed by the Provost’s Roundtable Fall ’06, Revised Spring ’07, Revised Fall ’08)

Appeals Process

Once a student-athlete is determined to be ineligible for postseason competition between terms for failing to meet the NC State Post-Season Certification Policy, an appeal request may be submitted to Roby Sawyers, Faculty Athletics Representative (FAR), who is the liaison between the Athletics Department and the NC State Faculty. The appeals process is for student-athletes not meeting the eligibility requirements who have exceptional circumstances. The request from the Head Coach must be submitted in writing to the FAR documenting the circumstances.

Appeals will be reviewed by the Faculty Athletics Representative and the Chair of the Faculty Academic Committee of the Council on Athletics in an expedited manner. Information to be considered during the review includes:

- Documentation of exceptional circumstance
- Academic Update Report (provided by ASPSA)
- Study hall, tutoring, PAC attendance reports (provided by ASPSA)

Appeal decisions will be communicated to Compliance and the Head Coach by the ASPSA staff.
2016 Enrollment Update

Louis Hunt

Enrollment Management and Services
Total Enrollment
Five-Year Enrollment Trend

Current enrollment plan emphasizes growth at graduate level

Total Enrollment

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<td>2015</td>
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Undergraduate Recruitment
Common and Coalition Applications

The 2015-2016 Common Application is now available. Whether you are ready to begin your college journey or help a student along that path, you’ve come to the right place. Get started below.

Coalition Application

APPLICANT LOG IN
MEMBER INSTITUTION LOG IN 
RECOMMENDER LOG IN

NC State University
Undergraduate Recruitment
New Freshman Applications

OIRP Freshman Profile, 10-year Trend, Fall Semester First-Time-In-College Bachelor’s Degree Students
United States Applications
Total Applicants by State

Virginia 1,071
Maryland 834
New York 814
New Jersey 767
Pennsylvania 599
Florida 479
Massachusetts 411
South Carolina 381
Georgia 358
Ohio 292
United States Applications
Total Applicants by State

Virginia 1,071
Maryland 834
New York 814
New Jersey 767
Pennsylvania 599
Florida 479
Massachusetts 411
South Carolina 381
Georgia 358
Ohio 292
International Applications
Total Applicants by Country

- China: 1139
- India: 273
- Saudi Arabia: 103
- South Korea: 64
- Brazil: 62
- Mexico: 62
International Applications
Total Applicants by Country

+ 2431% China
+ 457% India
+ 312% Saudi Arabia

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North Carolina Admitted Students
Percent Admitted by County
North Carolina Enrolled Students
Percent Enrolled by County
Enrollment Trends
Percent Out-of-State Students Enrolled
Undergraduate Recruitment
2016 Freshman Class: Composition and Academic Achievement

Average High School GPA of Incoming Students

Students in Top 10% of High School Class

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<th>Year</th>
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<tr>
<td>2016</td>
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Undergraduate Recruitment
2016 Freshman Class: Composition and Academic Achievement

Average SAT Score of Incoming Students

Average ACT Score of Incoming Students
# Undergraduate Recruitment

## 2016 Freshman Class: Composition and Academic Achievement

<table>
<thead>
<tr>
<th>Stat</th>
<th>Value</th>
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<tbody>
<tr>
<td>Weighted High School GPA</td>
<td>4.53</td>
</tr>
<tr>
<td>Perfect Score on the SAT (Math)</td>
<td>67</td>
</tr>
<tr>
<td>Perfect Score on the SAT (Critical Reading)</td>
<td>27</td>
</tr>
<tr>
<td>Perfect Score on the ACT (Reading)</td>
<td>65</td>
</tr>
<tr>
<td>Perfect Score on the ACT (Math)</td>
<td>33</td>
</tr>
<tr>
<td>Perfect Score on the ACT (Science)</td>
<td>92</td>
</tr>
<tr>
<td>Perfect Score on the ACT (English)</td>
<td>25</td>
</tr>
</tbody>
</table>

## Top 10 Majors of Incoming Enrolled Students

<table>
<thead>
<tr>
<th>Major</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering</td>
<td>1,370</td>
</tr>
<tr>
<td>Psychology</td>
<td>94</td>
</tr>
<tr>
<td>University College</td>
<td>652</td>
</tr>
<tr>
<td>Political Science</td>
<td>89</td>
</tr>
<tr>
<td>Life Sciences</td>
<td>451</td>
</tr>
<tr>
<td>Chemistry</td>
<td>60</td>
</tr>
<tr>
<td>Management</td>
<td>401</td>
</tr>
<tr>
<td>Communications</td>
<td>59</td>
</tr>
<tr>
<td>Animal Sciences</td>
<td>143</td>
</tr>
<tr>
<td>Fashion and Textile</td>
<td>54</td>
</tr>
<tr>
<td>Management</td>
<td></td>
</tr>
</tbody>
</table>

46% Female 54% Male
### Undergraduate Recruitment
#### Advanced Placement Credit

<table>
<thead>
<tr>
<th>Exam with over 100 scores</th>
<th>Fall 2016</th>
<th>Fall 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biology</td>
<td>802</td>
<td>798</td>
</tr>
<tr>
<td>Calculus AB</td>
<td>1168</td>
<td>1191</td>
</tr>
<tr>
<td>Calculus AB Sub-Score</td>
<td>936</td>
<td>882</td>
</tr>
<tr>
<td>Calculus BC</td>
<td>936</td>
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<tr>
<td>Chemistry</td>
<td>613</td>
<td>701</td>
</tr>
<tr>
<td>Computer Science A</td>
<td>212</td>
<td>195</td>
</tr>
<tr>
<td>Economics: Macroeconomics</td>
<td>165</td>
<td>145</td>
</tr>
<tr>
<td>Economics: Microeconomics</td>
<td>143</td>
<td>137</td>
</tr>
<tr>
<td>English Language and Comp</td>
<td>1623</td>
<td>1503</td>
</tr>
<tr>
<td>English Literature and Comp</td>
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<td>1270</td>
</tr>
<tr>
<td>Environmental Science</td>
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<td>1352</td>
</tr>
<tr>
<td>European History</td>
<td>255</td>
<td>295</td>
</tr>
<tr>
<td>Government &amp; Politics: USA</td>
<td>749</td>
<td>782</td>
</tr>
<tr>
<td>Human Geography</td>
<td>593</td>
<td>363</td>
</tr>
<tr>
<td>Physics 1</td>
<td>613</td>
<td>376</td>
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<tr>
<td>Physics 2</td>
<td>139</td>
<td>—</td>
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<tr>
<td>Physics B</td>
<td>—</td>
<td>131</td>
</tr>
<tr>
<td>Physics C - Mechanics</td>
<td>192</td>
<td>152</td>
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<tr>
<td>Psychology</td>
<td>1216</td>
<td>1263</td>
</tr>
<tr>
<td>Spanish Language</td>
<td>153</td>
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<td>Statistics</td>
<td>1211</td>
<td>1141</td>
</tr>
<tr>
<td>United States History</td>
<td>1863</td>
<td>1546</td>
</tr>
<tr>
<td>World History</td>
<td>586</td>
<td>608</td>
</tr>
</tbody>
</table>

**16,505 scores submitted**

**74% of first year students that intend to enroll submitted AP scores with an average of 5.34 AP exams per student.**

**3,170 AP scores of 5 were submitted.**
Enhancing Diversity
Enhancing Diversity
Diversity Index of the Freshman Cohorts (DRAFT)

Probability that two students, selected at random, are different ethnicities
(undergraduate, new freshman cohorts only)

2004: Unreported category added as option for students

2009 Department of Education mandates changes that:
1. Allow students to select two or more ethnicities
2. Add two part question about Hispanic/Latino heritage
Enhancing Diversity
Diversity in the Freshman Cohort

[Graph showing trends in student diversity over years]
First in Family Luncheon
Fostering Student Success
Fostering Student Success
First-Term Performance of Freshmen

New Freshman Cohort Success by 6-Year Grad Rate and First-Term GPA
Fostering Student Success

Freshman Retention Rates 1995-2015

<table>
<thead>
<tr>
<th>Year</th>
<th>One Year</th>
<th>Two Years</th>
<th>Three Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>86.7%</td>
<td>76.4%</td>
<td>70.8%</td>
</tr>
<tr>
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<td></td>
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<td>2014</td>
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</tr>
<tr>
<td>2015</td>
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</tbody>
</table>

Tab 7.4B
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Fostering Student Success

Freshman Graduation Rates 1995-2012

- Six Years
- Five Years
- Four Years

1995: 62%
1996: 64%
1997: 63%
1998: 67%
1999: 71%
2000: 70%
2001: 70%
2002: 72%
2003: 74%
2004: 72%
2005: 73%
2006: 72%
2007: 75%
2008: 76%
2009: 76%
2010: 73%
2011: 75%
2012: 78%

Six Years:
- 1995: 55%
- 1996: 58%
- 1997: 56%
- 1998: 61%
- 1999: 65%
- 2000: 65%
- 2001: 66%
- 2002: 66%
- 2003: 67%
- 2004: 67%
- 2005: 69%
- 2006: 71%
- 2007: 73%
- 2008: 75%
- 2009: 76%
- 2010: 76%
- 2011: 73%
- 2012: 75%

Five Years:
- 1995: 26%
- 1996: 28%
- 1997: 27%
- 1998: 30%
- 1999: 36%
- 2000: 37%
- 2001: 37%
- 2002: 39%
- 2003: 42%
- 2004: 41%
- 2005: 41%
- 2006: 40%
- 2007: 42%
- 2008: 44%
- 2009: 44%
- 2010: 48%
- 2011: 50%
- 2012: 54%

Four Years:
- 1995: 20%
- 1996: 30%
- 1997: 40%
- 1998: 50%
- 1999: 60%
- 2000: 70%
- 2001: 80%

NC STATE UNIVERSITY
Fostering Student Success
Actual and Projected Six Year Graduation Rates
(DRAFT)

62% 64% 63% 67% 71% 70% 72% 72.7% 72.1% 75.0% 75.8% 76.0% 77.8% 76.8% 77.4% 79.6% 80.3% 80.8%

Questions?

ldhunt@ncsu.edu
STUDENT BODY PRESIDENT REPORT TO THE BOARD OF TRUSTEES
UNIVERSITY AFFAIRS COMMITTEE
September 15, 2016

EXTERNAL INITIATIVES

It’s On Us Campaign
Started in September 2014 by Vice President Joe Biden and the Obama Administration, the It’s On Us campaign is a national awareness campaign to end sexual assault on college campuses. In the same year, NC State University began its campus campaign. Since its inception, the It’s On Us campaign has had over 220,000 people take the pledge. Director of University Affairs in Student Government, Soraya Russell, is leading the charge this academic year to promote the campaign and advance its progress on campus.

Voter Engagement
In this election year, a number of pushes and campaigns have emerged to register, educate, and promote voting for students on campus. Student Government and the Center for Student Leadership, Ethics and Public Service (CSLEPS) combined forces to develop a centralized committee through which all voter movements can occur and be encouraged on campus. To date, this committee has single-handedly registered hundreds of students to vote, advocated for an early voting site on campus, and worked with the Wake County Board of Elections and North Carolina Board of Elections to promote accurate information to students, staff and faculty under the leadership of the Director of Government Relations, Alberto Quiroga, and Student Body Vice President, Brayndon Stafford. Student Government continues to serve as a vital resource for civic engagement.
ON-CAMPUS EVENTS

Wolfpack Welcome Week
The Wolfpack kicked off the academic year once more with another successful and active Wolfpack Welcome Week. Student Government was involved with a number of initiatives and events:

Student Government Retreat: during which all members of Student Government collectively developed a strategic plan of action for the academic year and brainstormed initiatives.

Respect the Pack: Led by Director of Diversity Outreach, Timira Conley, and inspired by racial slurs being spray-painted in the Free Expression Tunnel, Respect the Pack encapsulates the often harsh reality faced by many students on campus, and what we as a Wolfpack community can do to create a more welcoming, safe, and inclusive environment. This year’s event was one of the most successful in its history with hundreds of students in attendance interacting with information tables, song, dance, spoken word, media and a number of key speakers.

Campus Connections: Student Government joined over 200 other Student Organizations on campus in Talley Student Union to set up an information table and recruit new members, promote our initiatives and events, and interact with the students we represent.

Packapalooza: With tens of thousands of people in attendance, the fifth-annual Packapalooza was a resounding success under the leadership of Justine Hollingshead and the rest of the Division of Academic and Student Affairs (DASA). Student Government set up an interest table, and a number of Student Government members served on the planning committee, including Student Body Chief of Staff Colin Beamer, Student Body Vice President Brayndon Stafford and Student Body President Paul Nolan.
Student Government Town Hall
Led by Director of University Affairs, Soraya Russell, Student Government has developed a series of Town Halls for the academic year, covering a variety of issues. On Thursday, August 26th, a Town Hall was held in the Student Senate chambers covering Student Government and what our purpose is. Our next Town Hall will focus on Diversity and Racial Climate, happening on Thursday, September 29th, 2016 from 2:00-3:20pm at the Student Senate Chambers in Talley Student Union.

9/11 Memorial Run
Created and run by student and active NROTC member Chris Caporali, and in partnership with a number of organizations and departments on campus, a 9/11 Memorial Run will occur on Saturday, September 10th, 2016 from 8:30AM to 12:00PM at Stafford Commons on Main Campus. This event will include a series of speakers, a flag memorial, a two-mile run course, and musical selections by members of the NC State band.
STUDENT GOVERNMENT INITIATIVES

New York Times Student Subscription
Student Government is in partnership with the New York Times to get every student on NC State’s campus digital access to the New York Times. The New York Times has offered this partnership to engage and inform students, grant better access to digital media, and open up new avenues for guest speakers on campus, all managed by a student coordinator on campus.

The Brick App
Over summer, the Alumni Association Student Ambassador Program (AASAP) in partnership with Student Government released the Brick App, NC State’s book of traditions, now in a convenient mobile application format. Both interactive and traditional, the Brick App allows students to complete the required 40+ traditions to receive their Tradition Keeper medal by uploading photos directly, creating a collage of collegiate memories.

The Brick for Faculty and Staff
The Brick, NC State’s favorite book of traditions, is now being pushed to a faculty and staff version to encourage both groups to interact more on campus, and with their students, outside of the classroom. The goal in mind is to develop a better connection not only to those who spend most of their time on campus, the students, but also those who spend a great deal of their time, but receive less co-curricular connection, like faculty and staff.
Diversity and Cultural Competency Training
Following last year’s Racial Climate Town Hall hosted by Student Government, SG set out to accomplish the goal of requiring diversity and cultural competency training for all Student Organization leaders. We have set out this goal by working with the Office of Institutional Equity and Diversity (OIED) to offer training set up by professionals to highlight the most pressing and important information to make all student-leaders more culturally aware.

Wolfpack Pick Up
Wolfpack Pick Up, Student Government’s initiative-based program to help students with disabilities and those in need of assistance travel to and from places on campus, has officially transitioned entirely into management by the Division of Academic and Student Affairs (DASA) under John Miller IV.

Paul R. Nolan III
Student Body President

4251H Talley Student Union
Raleigh, NC 27695
ncsu.edu/sg | sbp@ncsu.edu
## North Carolina State University

### Faculty Salary Ranges

#### Comparison of 2016-17 Ranges to 2015-16 Ranges

<table>
<thead>
<tr>
<th>College/Division</th>
<th>Discipline</th>
<th>RANK</th>
<th>2016 - 17 Faculty Salary Ranges (9-mo Salary Basis)</th>
<th>2015 - 16 Faculty Salary Ranges (9-mo Salary Basis)</th>
<th>Market Difference 2016 v. 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Agriculture and Life Sciences</td>
<td>Agricultural &amp; Extension Education</td>
<td>Professor</td>
<td>$93,516 $116,895 $233,790</td>
<td>$92,735 $115,918 $231,837</td>
<td>0.84%</td>
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<tr>
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<td>Associate Professor</td>
<td>$70,005 $87,506 $153,136</td>
<td>$66,667 $83,334 $145,834</td>
<td>5.01%</td>
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<tr>
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<td>Assistant Professor</td>
<td>$63,348 $79,186 $118,778</td>
<td>$61,149 $76,436 $114,654</td>
<td>3.60%</td>
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<tr>
<td></td>
<td>Agriculture &amp; Resource Economics</td>
<td>Professor</td>
<td>$104,922 $131,152 $262,305</td>
<td>$104,847 $131,058 $262,116</td>
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<td>$79,074 $98,842 $172,974</td>
<td>$78,917 $98,646 $172,630</td>
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<tr>
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<td></td>
<td>Assistant Professor</td>
<td>$71,863 $89,828 $134,742</td>
<td>$69,557 $86,946 $130,419</td>
<td>3.31%</td>
</tr>
<tr>
<td>Animal Sciences</td>
<td>Professor</td>
<td>$90,209 $112,762 $225,523</td>
<td>$92,576 $115,720 $231,439</td>
<td>$84,914 $148,600 $118,076</td>
<td>-2.56%</td>
</tr>
<tr>
<td></td>
<td>Associate Professor</td>
<td>$69,644 $98,842 $172,974</td>
<td>$67,931 $98,646 $172,630</td>
<td>$78,058 $148,600 $118,076</td>
<td>2.52%</td>
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<tr>
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<td>$63,242 $79,052 $118,578</td>
<td>$62,446 $78,058 $117,086</td>
<td>$75,519 $113,278 $113,278</td>
<td>1.27%</td>
</tr>
<tr>
<td>Applied Ecology</td>
<td>Professor</td>
<td>$115,726 $144,657 $289,314</td>
<td>$112,501 $140,626 $281,252</td>
<td>$94,115 $164,701 $116,127</td>
<td>2.87%</td>
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<td></td>
<td>Associate Professor</td>
<td>$77,685 $97,106 $169,936</td>
<td>$75,292 $94,115 $164,701</td>
<td>$82,445 $148,600 $118,076</td>
<td>3.18%</td>
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<td>$67,931 $148,600 $118,076</td>
<td>0.79%</td>
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<td>Biochemistry</td>
<td>Professor</td>
<td>$113,161 $141,451 $282,902</td>
<td>$114,794 $143,492 $286,984</td>
<td>$100,626 $281,252 $116,127</td>
<td>-1.42%</td>
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<tr>
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<td>$74,000 $92,500 $161,875</td>
<td>$74,616 $93,271 $163,233</td>
<td>$77,133 $166,999</td>
<td>0.31%</td>
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<td>$64,047 $80,058 $120,088</td>
<td>$61,706 $77,133 $166,999</td>
<td>$75,519 $113,278 $113,278</td>
<td>1.24%</td>
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<tr>
<td>Biological &amp; Agricultural Engineering</td>
<td>Professor</td>
<td>$96,920 $121,150 $242,299</td>
<td>$97,766 $122,208 $244,416</td>
<td>$95,081 $166,392</td>
<td>-0.87%</td>
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<tr>
<td></td>
<td>Associate Professor</td>
<td>$76,944 $96,181 $168,316</td>
<td>$76,065 $95,081 $166,392</td>
<td>$82,445 $123,668</td>
<td>1.32%</td>
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<tr>
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<td>$66,829 $83,536 $125,304</td>
<td>$65,956 $82,445 $123,668</td>
<td>$75,519 $113,278 $113,278</td>
<td>0.79%</td>
</tr>
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<td>Crop Science</td>
<td>Professor</td>
<td>$89,944 $112,430 $224,860</td>
<td>$89,433 $111,792 $223,583</td>
<td>$82,445 $123,668</td>
<td>0.57%</td>
</tr>
<tr>
<td></td>
<td>Associate Professor</td>
<td>$68,279 $85,349 $149,361</td>
<td>$68,069 $85,087 $148,902</td>
<td>$75,519 $113,278 $113,278</td>
<td>0.31%</td>
</tr>
<tr>
<td></td>
<td>Assistant Professor</td>
<td>$60,816 $76,020 $114,029</td>
<td>$60,415 $75,519 $113,278</td>
<td>$67,931 $148,600 $118,076</td>
<td>1.24%</td>
</tr>
<tr>
<td>Entomology</td>
<td>Professor</td>
<td>$87,982 $109,977 $219,954</td>
<td>$87,914 $109,893 $219,785</td>
<td>$83,240 $145,670</td>
<td>0.08%</td>
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<tr>
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<td>Associate Professor</td>
<td>$67,665 $84,581 $148,017</td>
<td>$66,592 $83,240 $145,670</td>
<td>$75,519 $113,278 $113,278</td>
<td>1.61%</td>
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<tr>
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<td>Assistant Professor</td>
<td>$63,262 $79,078 $118,617</td>
<td>$62,485 $78,107 $117,160</td>
<td>$75,519 $113,278 $113,278</td>
<td>1.24%</td>
</tr>
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<td>Food Science</td>
<td>Professor</td>
<td>$95,415 $119,268 $238,537</td>
<td>$91,475 $114,344 $228,688</td>
<td>$111,792 $223,583</td>
<td>0.57%</td>
</tr>
<tr>
<td></td>
<td>Associate Professor</td>
<td>$67,334 $84,168 $147,294</td>
<td>$66,702 $83,377 $145,910</td>
<td>$75,519 $113,278 $113,278</td>
<td>0.57%</td>
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<tr>
<td></td>
<td>Assistant Professor</td>
<td>$61,451 $76,814 $115,221</td>
<td>$60,970 $76,213 $114,319</td>
<td>$78,175 $117,238</td>
<td>0.66%</td>
</tr>
<tr>
<td>Horticulture Science</td>
<td>Professor</td>
<td>$89,944 $112,430 $224,860</td>
<td>$89,433 $111,792 $223,583</td>
<td>$82,445 $123,668</td>
<td>0.57%</td>
</tr>
<tr>
<td></td>
<td>Associate Professor</td>
<td>$68,279 $85,349 $149,361</td>
<td>$68,069 $85,087 $148,902</td>
<td>$75,519 $113,278 $113,278</td>
<td>0.31%</td>
</tr>
<tr>
<td></td>
<td>Assistant Professor</td>
<td>$60,816 $76,020 $114,029</td>
<td>$60,415 $75,519 $113,278</td>
<td>$67,931 $148,600 $118,076</td>
<td>0.66%</td>
</tr>
<tr>
<td>Plant Biology</td>
<td>Professor</td>
<td>$89,944 $112,430 $224,860</td>
<td>$89,433 $111,792 $223,583</td>
<td>$82,445 $123,668</td>
<td>0.57%</td>
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<td></td>
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<td>$68,069 $85,087 $148,902</td>
<td>$75,519 $113,278 $113,278</td>
<td>0.31%</td>
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<td></td>
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<td>$67,931 $148,600 $118,076</td>
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## North Carolina State University
### Faculty Salary Ranges
#### Comparison of 2016-17 Ranges to 2015-16 Ranges

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<td>$85,988</td>
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<td>$56,666</td>
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### North Carolina State University

**Faculty Salary Ranges**

**Comparison of 2016-17 Ranges to 2015-16 Ranges**

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<th>College/Division</th>
<th>Discipline</th>
<th>RANK</th>
<th>2016 - 17 Faculty Salary Ranges</th>
<th>2015 - 16 Faculty Salary Ranges</th>
<th>Market Difference 2016 v. 2015</th>
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<td>Market Reference</td>
<td>MAX*</td>
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<td>Engineering</td>
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<tr>
<td>(Continued)</td>
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<td>2015 - 16 Faculty Salary Ranges (9-mo Salary Basis)</td>
<td>Market Difference 2016 v. 2015</td>
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*MIN* refers to the minimum salary, *Market Reference* refers to the market reference salary, and *MAX* refers to the maximum salary.
### North Carolina State University

#### Faculty Salary Ranges

Comparison of 2016-17 Ranges to 2015-16 Ranges

<table>
<thead>
<tr>
<th>College/Division</th>
<th>Discipline</th>
<th>RANK</th>
<th>2016 - 17 Faculty Salary Ranges (9-mo Salary Basis)</th>
<th>2015 - 16 Faculty Salary Ranges (9-mo Salary Basis)</th>
<th>Market Difference 2016 v. 2015</th>
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## North Carolina State University

### Faculty Salary Ranges

#### Comparison of 2016-17 Ranges to 2015-16 Ranges

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<th>College/Division</th>
<th>Discipline</th>
<th>RANK</th>
<th>2016 - 17 Faculty Salary Ranges (9-mo Salary Basis)</th>
<th>2015 - 16 Faculty Salary Ranges (9-mo Salary Basis)</th>
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### North Carolina State University Faculty Salary Ranges

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<tr>
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<tr>
<td></td>
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Report from the Chair of the NC State University Faculty to the North Carolina State University Board of Trustees, submitted August 22, 2016

The last report to the Board of Trustees was submitted in January of 2016. Since that time, the following topics have been discussed at the full Faculty Senate:

1. Results of the COACHE Faculty Satisfaction Survey (Nancy Whelchel and Katharine Stewart). Background: Senators requested that we hear the results of the COACHE Faculty Satisfaction Survey that was conducted in 2014/2015.
2. Enhancing Graduate Student Success (Dean Maureen Grasso). Background: Senators requested that we invite Dean Grasso to share information about Graduate Education.
3. Academic Analytics: Where is the university going with this? (Mary Lelik) Background: Senators had expressed concern about potential reliance on academic analytics and over-reliance on analytics in general.
4. The title of "Secretary " was changed to "Associate Chair" after considerable discussion with a vote of 22 yes, 1 no, and 0 abstentions. Background: Women faculty have stated on more than one occasion that they would not run for "Secretary" because of the title. Secretaries of the Faculty for this century have all been either men or librarians (or both). The concern was that we might miss out on providing leadership opportunities for women in the senate if they were not comfortable with the title.
5. The Faculty Senate voted unanimously to give University College separate senate representation from General Constituency. This will occur with the next elections (spring of 2017) and will be effective as of July 1, 2017. This will increase the number of senators from 35 to 37.
6. Two resolutions were passed at the final (April 19) meeting. They were (1) Resolution in Favor of Updating the Alma Mater; and (2) Resolution of Opposition to the Drug and Alcohol Free Workplace Regulation. The resolutions with explanatory material are in Appendices A and B in the April 19 agenda at: https://facultysenate.ncsu.edu/meetings-minutes/. The response from Chancellor Woodson is in Appendix A of the August 23, 2016 agenda at the same web address.

Topics scheduled for discussion in upcoming Faculty Senate meetings include:
1. The Faculty and Staff Giving Campaign - Dr. Chris Gould
2. Updates on Graduate Education, including the GSSP (Graduate Student Support Plan) - Dr. Maureen Grasso, Dean of the Graduate School

The Spring General Faculty Meeting was held on March 1, 2016. The faculty presented a plaque to Chancellor and Mrs. Woodson with the text of the Resolution of Appreciation recognizing their very generous donation to start the scholarship program that will provide $2,000 annually toward NC State University tuition for all dependents of faculty and staff employed full time for 3 or more years. Following the presentation of the plaque, Chancellor and Mrs. Woodson received a standing ovation. The featured speaker for the meeting was Vice Chancellor and Dean Mike Mullen, who gave a big picture overview of DASA (Division of Academic and Student Affairs) and the new University College. The two candidates for Chair-Elect of the faculty (Drs. Carolyn Bird and Sheila Smith McKoy) introduced themselves and made statements after Dr. Mullen’s presentation. [Dr. Carolyn Bird was subsequently voted in and is now Chair-Elect of the Faculty.]

The Fall General Faculty Meeting is scheduled for October 4, 2016 in the Talley Coastal Ballroom. The main topic will be determined on September 20th.
Vernice Stevenson, Executive Assistant for the Faculty Senate, retired at the end of June after 20.5 years in that role. There were several excellent candidates for the position, and Joni Lancaster is the new Executive Assistant.

The Faculty Senate website was revamped this summer to be in compliance with the new university security upgrades and university branding. The new web address is: facultysenate.ncsu.edu. The Faculty Senate appreciates the Provost’s Office financial support ($500) for the creation of the new site in hosted WordPress.

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
Staff Senate

Board of Trustee Report

August 18, 2016

Honorable Trustees,

The NC State Staff Senate started its 22nd year celebrating "the Employee Dependent's Tuition Scholarship". With much gratitude, a thank-you video montage was unveiled to our Chancellor Woodson at the July 12th Retreat at the award-winning Hunt Library. Honored guests included Associate Vice Chancellor Marie Williams and Dr. Jeannette Moore, the Faculty Senate Chair. Staff Senate is also working on fund-raising initiatives to help support the scholarship program for future generations of Wolfpackers. We are tasked to encourage a sense of community among all university employees, hence we lead and serve passionately.

If Students and Faculty are the heart and mind of the university, Staff is the muscle and bones. Under Chancellor Woodson's leadership, we are proud to be part of this premier university that shines brightly under the motto, "Think and Do". Our ambitious goals include the following:

- We take seriously our duty to promote and facilitate staff participation in the university community. To that end, we are actively engaged in projects such as Packapalooza Annual Festival, Habitat Build-A-Block, Bountiful Harvest Food Drive, Feed-the-Pack Food Pantry, Toys 4 Tots Drive, and additional new initiatives to be rolled out this year.

- Communicating with employees via Staff Senate weekly newsletter is a great success. Exploring the use of new technologies and social media, we will improve our series of Lunch and Learn sessions across campus with topics of interest to all employees.

- Staff Senate will continue to work closely with the UNC Staff Assembly and the UNC Faculty Assembly. Years without a cost-of-living adjustment or merit awards have left too many staffers behind the levels we want them to reach. The recent salary increase from the legislature brings much-needed improvement to Staff's morale and financial well-being. We are dedicated to NC State employees on this front.

- Staff Senate's April 2016 resolution on "The Establishment of the Staff Ombuds Office", was followed by the UNC-GA Human Resources' system-wide support for Staff Ombuds Office in August 2016. Under our AVC Williams' guidance, Staff Senate is collaborating with NC State Student and Faculty Ombuds Offices with a common purpose of strengthening our university community.

- Lastly, Staff Senate is excited about the promising resolution on "Recommendations Arising from the 2014 Staff Well-Being Survey Results". To make NC State an even better place to work, we are focusing on those areas where employee and workforce conditions can be improved at little or no cost to the university, where employees can grow, and where a "culture of continuous improvement" called for in the university's strategic plan will be facilitated.

Respectfully Submitted,

Angkana Bode, Architect, LEED AP

Chair, NC State Staff Senate, 2016-2017