NC State University Board of Trustees  
Self-Assessment  
April 20, 2017  
Winslow Hall Conference Room

9:00 AM  Continental breakfast available

9:30 AM  Discussion with the Board centered on the Characteristics of High Performance among Trustees  
  • Characteristics of “High-Performing” Boards  
  • Trustees review their self-assessment questionnaire in light of these features

  (Participants: Board of Trustees, Chancellor)

10:00 AM  Group discussion of survey results

  (Participants: Board of Trustees, Chancellor)

11:30 AM  Trustees share with the Chancellor aspects of their working relationship that are effective and those that can be strengthened, and he shares with them what he needs from the Board in order to continue to provide effective leadership for NC State University

  (Participants: Board of Trustees, Chancellor)

11:45 AM  Self-Assessment Concludes
Self-Assessment Board of Trustees

North Carolina State University

April 20, 2017
• UNC Board of Governors policy requires that each Board of Trustees conduct a self-assessment or self-evaluation of itself every four years.

• The purpose is, of course, to enhance your effectiveness as a body and as individuals.
Process:

• Develop and distribute questionnaires
  – Trustees’ Self-Assessment Survey
  – “Effectiveness” Survey
    • Select members of Chancellor’s Cabinet and other senior leaders (N=11)

• Report aggregated results to you

• Use these results to guide your discussions and deliberations today

Goal:

Identify action items that you determine would, upon implementation, enhance your service to NC State
The Governing Board’s Basic Responsibilities *

- Ensure the institution’s mission is kept current and is aligned with public purposes.
- Recruit, support, and evaluate the CEO.
- Charge the CEO with leading a strategic planning process, participate in the process, and monitor its progress.
- Ensure the institution’s fiscal integrity, preserve its assets for posterity, and engage in fundraising.
- Ensure the educational quality of the institution….
- (continued)

• Protect institutional autonomy, academic freedom, and the public purposes.

• Ensure policies and processes are current and properly implemented.

• In concert with senior administration, engage regularly with the institution’s major constituencies.

• Conduct the Board’s business in an exemplary fashion….
Hallmarks of an Effective Board*

• Understands and respects the difference between governing and managing.
• Nurtures and supports presidential leadership.
• Balances institution’s interests and welfare with the needs and priorities of the State.
• Balances advocacy and oversight.
• Observes the highest ethical standards.
• Even when sharply divided, speaks with one voice.

Hallmarks of an Effective Board (continued)

• Listens to and learns from the institution’s constituencies without giving any of them a veto.
• Nurtures the legacy of the institution.
• Recognizes special responsibility to students for the quality and value of their educational experiences.
• Represents and advocates the institution in the larger community.
• Committed to due process of academic freedom for faculty and students.
• Commits adequate time and energy not only to its basic tasks but also to the enjoyment of the board experience.
Survey Results:  
A Summary

Overall very positive…

• Trustees’ Self-Assessment
  
  – A **majority** of Trustees gave the **most favorable** response of “strongly agree” on **38** of the 49 specific items

  – **12-13** Trustees gave the **most favorable** response on **14** items

  – There was **one less favorable** response of “disagree somewhat” on **7** items

  – For **no item** did any respondent give the **most unfavorable** rating of “strongly disagree”
Survey Results: A Summary (continued)

Overall very positive…

- Effectiveness \textit{(as perceived by senior leaders)}
  
  - A \textbf{majority} of senior leaders gave the \textbf{most favorable} response of “strongly agree” on 18 of the 19 specific items
  
  - 10-11 senior leaders gave the \textbf{most favorable} response on 3 items
  
  - There was \textbf{one less favorable} response of “disagree somewhat” on 5 items
  
  - For \textbf{no item} did any respondent give the \textbf{most unfavorable} rating of “strongly disagree”
Survey Results:
The Details

Remember:

• The vast majority of Trustees and senior leaders give favorable ratings to the Board, and most are “very” favorable.

• Areas of “concern” generally reflect opportunities to move from favorable to very favorable assessments.
Institutional Mission and Planning

Strengths

- A large majority of Trustees strongly believe NC State operates in concert with the Mission Statement, has an effective process for planning that results in clear goals, and that those goals are being successfully pursued.

Opportunities

- Trustees believe, but less strongly, that the Mission Statement provides clear guidance.

- Discussion?
- Any Actions?
Organization of the Board

Strengths

- A majority of Trustees are very positive about the organization of the Board, especially the number of standing committees and Trustees having the necessary experience/expertise.
- Trustees believe, but less strongly, that the composition of committees, the scope of their charge, and the rotation of positions in them are adequate.
- Senior administrators’ favorable assessment of the organization of the Board generally mirrors that of the Trustees.
Opportunities

- Trustees are less positive about information flow from committees
- Senior administrators are less positive about the scope of charges and Trustees having needed experience/expertise

- Discussion?
- Any Actions?
Meeting Organization and Operation

Strengths

- A large majority of trustees are very positive about your access to administration outside of meetings, the timeliness of materials, and the accuracy of the minutes
- Trustees believe, but less strongly so, that the Board meets with sufficient frequency and that the materials you get are adequate
- Senior administrators strongly believe they have appropriate opportunities to share information with the Board and that open/meaningful discussion is encouraged
- Senior administrators believe, but less strongly, that the Board meets with sufficient frequency
Meeting Organization and Operation *(continued)*

**Opportunities**

- Trustees are less positive about
  - open/meaningful discussions between you and administration being encouraged during Board meetings
  - the process for setting the agenda
  - the length of Board meetings and time being appropriately allocated
- Senior administrators are (also) less positive about the process for setting the agenda

- Discussion?
- Any Actions?
Orientation and Education

Opportunities*
- Trustees generally feel positively, but not strongly so, about
  - the orientation you get to prepare you for your responsibilities
  - processes to keep you informed about major issues

- Discussion?
- Any Actions?

* There were only 2 items in this section.
Board Effectiveness

Strengths

- A large majority of Trustees feel strongly that you work to support the long-term interests of the public, you work well as a team, and you understand the roles of the Board compared to that of the administration*

- Trustees believe, but less strongly, that you have adequate opportunities to understand/influence administration’s long term goals and strategies for pursuing them

- Senior administrators feel strongly that the Board works to support the long-term interests of the public and that you understand and apply the information they provide

- Senior administrators believe, but less strongly, that the Board has adequate opportunities to understand/influence administration’s long-term goals and strategies for pursuing them, that the Board works well as a team, and that Trustees understand the roles of the Board compared to that of the administration*
Board Effectiveness (continued)

*Opportunities

- While a large majority of Trustees and senior administrators gave very favorable ratings, one Trustee and one senior administrator indicated they are dissatisfied with the extent to which Trustees understand the roles of the Board compared to that of the administration

- Discussion?
- Any Action?
Communication

Strengths

- A large majority of Trustees are very positive about the communication between themselves and the Chancellor and executive staff liaisons
- Trustees feel positively, but less strongly so, about communication between the Chair and the Board
- Senior Administrators give very favorable ratings to communication between executive staff liaisons and the Board
Communication (continued)

Opportunities

- While Trustees all give favorable ratings to communication among Board members, a majority do not feel “strongly” about it

- Discussion?
- Any Actions?
Individual Trustee Self-Assessment

Strengths

- A large majority of Board members strongly believe you are an effective Trustee; you say you understand the mission and challenges of NC State and are sensitive to the interests of the campus community, and that you understand your responsibilities, attend Board meetings, are well-prepared, actively participate, work well with other Trustees, and are accessible outside of meetings.

- Trustees are slightly less likely to “strongly” agree that you promote NC State to policy makers, talk with Trustees and representatives from other institutions, know key administrators/ faculty/ staff/ students/alumni, and that you keep the administration informed about important interactions you have with such individuals/groups.
Opportunities

- While none disagree, less than half the Trustees “strongly agree” that you
  - Keep abreast of trends, issues and public policy developments in higher education
  - Are aware of the scope and quality of NC State’s educational, research and service programs
  - Understand the physical facilities needs of NC State

- Discussion?
- Any Actions?
## Individual Trustee Information: Expertise & Interest Bring to the Board

<table>
<thead>
<tr>
<th>Well-Represented</th>
<th>Minimally Represented</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Management</td>
<td>□ Faculty affairs</td>
</tr>
<tr>
<td>□ Budget / Finance</td>
<td>□ Education</td>
</tr>
<tr>
<td>□ Public relations</td>
<td>□ Insurance risk management</td>
</tr>
<tr>
<td>□ Fund-raising</td>
<td>□ Legal affairs</td>
</tr>
<tr>
<td>□ Planning</td>
<td>□ Plant management</td>
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<tr>
<td>□ Investments</td>
<td>□ Health policies</td>
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<td>□ Real estate</td>
<td></td>
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<td></td>
<td>□ Discuss?</td>
</tr>
<tr>
<td></td>
<td>□ Any Actions?</td>
</tr>
</tbody>
</table>

**Less Well Represented**
- □ Government relations
- □ Marketing
- □ Student affairs

*Note: Trustees are consistently slightly more likely to say you have expertise in an area than to say it is a primary area of interest.*
Trustees Support NC State

Nurtured a development opportunity
- Yes, 11
- No, 2

Made a personal financial commitment
- Yes, 12
- No, 1
Trustees are Engaged on Campus (but could have more information from/about campus groups)

- Read campus news publications:
  - Never: 8
  - Seldom: 4
  - Sometimes: 6
  - Often: 2
  - Regularly: 1

- Receive reports from faculty/student leaders:
  - Never: 8
  - Seldom: 4
  - Sometimes: 2
  - Often: 3
  - Regularly: 1

- # Campus events attended in past year:
  - None: 8
  - 1-2: 2
  - 3-5: 3
  - 6-10: 2
  - 11+: 3
How can your service as a Trustee be made more effective and satisfying?

• Trustees say:
  o Feel limited on knowledge gained during the committee meetings which I do NOT currently serve
  o If I had more time I would immerse myself into the inner working of the university
  o Being a Trustee and spending time with the Chancellor, his executive team and fellow Trustees has greatly expanded my appreciation for all the University does in providing a great education to our students, and positively impacting the economy of our State! I’m retiring after 8 years, but my advice to new Trustees is to enjoy the Trustee meetings, get engaged with the materials/staff interactions made available via committee meetings and find time to attend other special events on campus
  o Some portion of each meeting should include strategic discussion – give and take, a two way conversation on topics vital to the university’s future. In this type of discussion Trustees opinions / views could be heard
  o More items on a consent agenda would allow more board time for more deep discussions about high priority issues
  o More involvement in issues related to all the areas governed by the committees
How can your service as a Trustee be made more effective and satisfying? (continued)

- I would like to see future trustees engaged even more than the board is today. I would like to see the committee meetings schedule changed so that all trustees have the opportunity to attend any and all of the meetings if they choose to. The best advice I was given when I joined the board was to ask questions and stay engaged. I would share that with all future board members.

- I wish there was more frequent communication among trustees outside of the board and committee meetings. Occasionally I’ll receive an email from the Chancellor, but it’s often sharing good news or an increase in ranking. It seems like many of the conversations in our in-person meetings fade out. It feels like “we talked about, now we’re moving on” mentality. In reality, I need time to think about these conversations and revisit them.

- Being a relatively new Trustee, all matters that we tend to consider or problem solve are at a very high level. It would be of interest to review a matrix as to who makes what decisions about what issues concerning our research institution. I’m not completely clear on this. This would also clarify the breadth or lack thereof of the Trustees decision making responsibilities.

- I would like to know more about our students’ background, their progress toward graduation, our student support systems and graduate outcomes. How can we improve graduation rates and student satisfaction?
Trustees’ final comments

- It’s a pleasure to stand with such distinguished individuals with one common goal and that is to make NC State the best land grant university possible.
- Have fear that we may sometimes be too politically correct. We are unique as a land grant university and therefore should have different priorities. Have the highest regard for the Chancellor, provost and deans at NCSU, am willing to do more.
- I have enjoyed my tenure on the board a great deal. I know that the future is bright at NC State.
- I’m honored and privileged to serve Randy Woodson, Jim Owens and our University. That’s why I serve. It’s about the people!
- I think we should consider more periodic meetings (maybe mostly informational) meetings of the committees so that we could have the opportunity and acquire more information about all aspects of the University’s operations and challenges.
- I have enjoyed serving as a trustee and feel well supported by all at NC State.
- I believe that each of our Trustees love NCSU. I believe that we have outstanding leadership in Chancellor Woodson and Chairman Owens. PJ Teal does yeoman’s work and is sincerely dedicated to her job. I look forward to continuing to serve and will do my best for my alma mater!
How can Trustees more effectively use the Executive team to help the Board drive accomplishments of the strategic goals?

- Senior Administrators say:
  - Input for the BOT during the agenda setting process is critical. The Chair and the Executive Committee should work with the administration to place items on the agenda that are meaningful to the BOT and where their advice and guidance can be particularly helpful.
  - Continue effective two way communications especially prior to board meetings. Continue to review agendas and suggest additional discussion topics.
  - I think there could be more strategic use of BOT on ad hoc committees and task forces, assuming the Trustees were able to participate.
  - Continue with current practices: excellent communications, good give and take, strong willingness to work as a team.
  - Simply support the Chancellor as he continues to lead NC State. He is the subject matter expert regarding how to advance the institution.
  - Allow more time for “deep dive” discussions on relevant topics of strategic interest. At present, only the Thursday lunch program provides that opportunity. Perhaps there should be a deep dive topic as part of each board meeting agenda.
Senior Administrators’ Final Comments

- Ensure trustee interests are aligned with assignments and communicate concerns or needs for additional information via the Chancellor.
- I wish some of the committee meetings were longer. There isn’t adequate time to engage the Trustees given the increasing complexity of NC State. We are left with either not sufficiently covering the material or not covering some of it at all. As the institution has grown in size and complexity, the time for committee meetings has not changed.
- We have the best Trustees in the system, for sure, possibly well beyond that.
- Provide the committee reports at the full Board meeting as a handout, and instead use this time for committee chairs to discuss more critical strategic issues and opportunities relevant to the committee and/or the full board.
### Section A: Organization of the Board

<table>
<thead>
<tr>
<th>Item</th>
<th>Agree Strongly</th>
<th>Agree Somewhat</th>
<th>Disagree Somewhat</th>
<th>Disagree Strongly</th>
<th>Not Applicable / Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Board has an adequate number of standing committees.</td>
<td>11</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2. The composition of the committees is appropriate.</td>
<td>9</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3. The scope of each committee’s charge is appropriate.</td>
<td>8</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4. NC State senior administrators are appropriately assigned to and involved with Board standing committees.</td>
<td>10</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5. The Trustees have the experience and expertise to carry out their duties.</td>
<td>7</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6. The Board policies and practices provide sufficient opportunity for rotating membership within committees and for rotating leadership positions.</td>
<td>8</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Section B: Meeting Organization and Operation</td>
<td>Agree Strongly</td>
<td>Agree Somewhat</td>
<td>Disagree Somewhat</td>
<td>Disagree Strongly</td>
<td>Not Applicable / Don't Know</td>
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</tr>
<tr>
<td>1. The Board meets with sufficient frequency.</td>
<td>8</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2. The length of each Board meeting is adequate.</td>
<td>7</td>
<td>3</td>
<td>1</td>
<td>0</td>
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</tr>
<tr>
<td>3. The process used to set the agenda is satisfactory.</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>4. The Board meeting time is appropriately allocated among agenda items and between administration presentations and Board discussion.</td>
<td>6</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>5. As a senior leader at NC State, you are given adequate opportunities to share needed information with the Board and/or relevant Board committees.</td>
<td>9</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>6. Open communications and meaningful discussions by Trustees and administration are encouraged at Board meetings.</td>
<td>9</td>
<td>1</td>
<td>1</td>
<td>0</td>
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</tr>
</tbody>
</table>
### Section C: Board Effectiveness

<table>
<thead>
<tr>
<th></th>
<th>Agree Strongly</th>
<th>Agree Somewhat</th>
<th>Disagree Somewhat</th>
<th>Disagree Strongly</th>
<th>Not Applicable / Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Board works to ensure that its decisions reflect the long-term interests of the public.</td>
<td>9</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>2. The Board is provided an adequate opportunity to understand and influence the administration’s long-term goals for the institution and the strategies for pursuing those goals.</td>
<td>8</td>
<td>3</td>
<td>0</td>
<td>0</td>
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<tr>
<td>3. The Trustees understand and support the difference between their policy-making and oversight role and the administration's operating role.</td>
<td>6</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>4. The Board works well as a team.</td>
<td>8</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>5. The Board understands and applies as relevant the information you provide to them.</td>
<td>10</td>
<td>1</td>
<td>0</td>
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</table>

### Section D: Communication

<table>
<thead>
<tr>
<th></th>
<th>Agree Strongly</th>
<th>Agree Somewhat</th>
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<th>Disagree Strongly</th>
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<tr>
<td>1. Executive staff liaisons to Board committees effectively communicate with committee chairs and members.</td>
<td>8</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>2. Trustees effectively communicate with Executive staff liaisons.</td>
<td>7</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>How can Trustees more effectively use the Executive team to help the Board drive accomplishments of the strategic goals of the University?</td>
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<td>Simply support the Chancellor as he continues to lead NC State. He is the subject matter expert regarding how to advance the institution.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Please use this space to share any additional comments and suggestions about how NC State could enhance the Trustee experience and get a greater contribution from Trustees.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure trustee interests are aligned with assignments and communicate concerns or needs for additional information via the Chancellor.</td>
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<td>I wish some of the committee meetings were longer. There isn't adequate time to engage the Trustees given the increasing complexity of NC State. We are left with either not sufficiently covering the material or not covering some of it at all. As the institution has grown in size and complexity, the time for committee meetings has not changed.</td>
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<td>We have the best Trustees in the system, for sure, possibly well beyond that.</td>
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<td>Provide the committee reports at the full Board meeting as a handout, and instead use this time for committee chairs to discuss more critical strategic issues and opportunities relevant to the committee and/or the full board?</td>
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</table>
### Section A: Institutional Mission

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree Strongly</th>
<th>Agree Somewhat</th>
<th>Disagree Somewhat</th>
<th>Disagree Strongly</th>
<th>Not Applicable / Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The mission statement, as formally approved by the UNC Board of Governors, provides a clear and useful guide to the Trustees and the administration.</td>
<td>8</td>
<td>5</td>
<td></td>
<td></td>
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<tr>
<td>2. NC State plans and operates in concert with the stated mission.</td>
<td>12</td>
<td>1</td>
<td></td>
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</tr>
<tr>
<td>3. NC State has an effective and successful process for institutional planning.</td>
<td>12</td>
<td>1</td>
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<tr>
<td>4. The planning process results in clear institutional goals and priorities.</td>
<td>13</td>
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</tr>
<tr>
<td>5. NC State is successfully pursuing its defined institutional goals.</td>
<td>12</td>
<td>1</td>
<td></td>
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</tr>
<tr>
<td>6. The periodic program review process appropriately incorporates the institutional priorities.</td>
<td>10</td>
<td>3</td>
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</tbody>
</table>
## Spring 2017 Board of Trustees Self-Assessment Survey: Results

### Section B: Organization of the Board

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree Strongly</th>
<th>Agree Somewhat</th>
<th>Disagree Somewhat</th>
<th>Disagree Strongly</th>
<th>Not Applicable / Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Board has an adequate number of standing committees.</td>
<td>10</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The composition of the committees is appropriate.</td>
<td>8</td>
<td>5</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3. The scope of each committee’s charge is appropriate.</td>
<td>8</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. The information flow from each committee is appropriate.</td>
<td>5</td>
<td>7</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. The Trustees have the experience and expertise to carry out their duties.</td>
<td>9</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. The Board policies and practices provide sufficient opportunity for rotating membership within committees and for rotating leadership positions.</td>
<td>8</td>
<td>5</td>
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<td></td>
<td></td>
</tr>
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</table>
## Section C: Meeting Organization and Operation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree Strongly</th>
<th>Agree Somewhat</th>
<th>Disagree Somewhat</th>
<th>Disagree Strongly</th>
<th>Not Applicable / Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Board meets with sufficient frequency.</td>
<td>9</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The length of each Board meeting is adequate.</td>
<td>4</td>
<td>8</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The process used to set the agenda is satisfactory.</td>
<td>5</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. The Board meeting time is appropriately allocated among agenda items and between administration presentations and Board discussion.</td>
<td>5</td>
<td>7</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. The Board materials are adequate to permit the Trustees to understand and act on agenda items.</td>
<td>7</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. The Board materials are distributed sufficiently in advance of a meeting to permit Trustees time to prepare.</td>
<td>12</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Open communications and meaningful discussions by Trustees and administration are encouraged at Board meetings.</td>
<td>6</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. The minutes of the meetings accurately reflect the deliberations and decisions of the Board.</td>
<td>12</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. The Board is accessible to the administration between formal meetings.</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Section D: Orientation and Education

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Somewhat Agree</th>
<th>Strongly Disagree</th>
<th>Somewhat Disagree</th>
<th>Not Applicable/Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Trustees receive an orientation that properly prepares them for their responsibilities.</td>
<td>5</td>
<td>6</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>2. There is an adequate process in place to keep Trustees abreast of major issues that affect, or potentially affect, the ability of NC State to carry out its mission.</td>
<td>5</td>
<td>7</td>
<td></td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>
## Section E: Board Effectiveness

<table>
<thead>
<tr>
<th>Section E: Board Effectiveness</th>
<th>Agree Strongly</th>
<th>Agree Somewhat</th>
<th>Disagree Somewhat</th>
<th>Disagree Strongly</th>
<th>Not Applicable / Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Board works to ensure that its decisions reflect the long-term interests of the public.</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The Board is provided an adequate opportunity to understand and influence the administration’s long-term goals for the institution and the strategies for pursuing those goals.</td>
<td>7</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The Trustees understand and support the difference between their policymaking and oversight role and the administration’s operating role.</td>
<td>10</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. The Board works well as a team.</td>
<td>10</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Section F: Communication

<table>
<thead>
<tr>
<th></th>
<th>Agree Strongly</th>
<th>Agree Somewhat</th>
<th>Disagree Somewhat</th>
<th>Disagree Strongly</th>
<th>Not Applicable / Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Chancellor effectively communicates with the Board on matters of importance to the University.</td>
<td>10</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The Chair effectively communicates with the Board on matters of importance to the University.</td>
<td>8</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Executive staff liaisons to Board committees effectively communicate with committee chairs and members.</td>
<td>9</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Board members effectively communicate with each other on matters related to Board business.</td>
<td>6</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Section G: Individual Trustee Self-Assessment

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree Strongly</th>
<th>Agree Somewhat</th>
<th>Disagree Somewhat</th>
<th>Disagree Strongly</th>
<th>Not Applicable / Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I understand the mission of NC State.</td>
<td>11</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. I understand the principal challenges confronting the institution as it pursues its mission.</td>
<td>10</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. I keep abreast of principal higher education trends, issues, and public policy developments.</td>
<td>6</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. I understand my responsibilities as a Trustee.</td>
<td>12</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. I attend Board meetings on a regular basis.</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. I am well prepared for Board meetings.</td>
<td>12</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. I actively participate in Board meetings.</td>
<td>12</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. I work well with other Trustees.</td>
<td>12</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. I am accessible to address matters that may need my attention between meetings.</td>
<td>12</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. I take advantage of opportunities to meet and talk with Trustees and representatives from other institutions.</td>
<td>8</td>
<td>4</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>11. I take advantage of opportunities to promote NC State to state policy makers.</td>
<td>9</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>12. I take advantage of opportunities to promote NC State to other opinion makers and possible supporters.</td>
<td>10</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Section G: Individual Trustee Self-Assessment (continued)</td>
<td>Agree Strongly</td>
<td>Agree Somewhat</td>
<td>Disagree Somewhat</td>
<td>Disagree Strongly</td>
<td>Not Applicable / Don't Know</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>---------------</td>
<td>----------------</td>
<td>-------------------</td>
<td>------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>13. I am sensitive to the interests and concerns of students, faculty, staff, and alumni.</td>
<td>11</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. I inform the administration of any important interaction I might have with internal groups and individuals.</td>
<td>8</td>
<td>4</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. I know the institution’s key administrators and key student, faculty, staff, and alumni leadership.</td>
<td>7</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. I am aware of the scope and quality of NC State’s educational, research, and service programs.</td>
<td>6</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. I understand the physical facilities needs of NC State.</td>
<td>6</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. I consider myself to be an effective Trustee.</td>
<td>10</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. I have introduced a person or organization with financial means to the University and assisted the University in developing an engaged relationship with the person or organization.</td>
<td>Response</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>----------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Section H: Personal Information

### 1. For how many years have you served as an NC State University Trustee?

<table>
<thead>
<tr>
<th>Response</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>More than four years</td>
<td>7</td>
</tr>
<tr>
<td>Four years or less</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
</tr>
</tbody>
</table>

### 2. From the following list, please indicate your strongest areas of expertise and your primary area of interest based on your background

<table>
<thead>
<tr>
<th>Area of Expertise</th>
<th>Primary Areas of Expertise</th>
<th>Primary Areas of Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Budget / Finance</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>b. Investments</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>c. Management</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>d. Planning</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>e. Legal affairs</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>f. Plant management</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>g. Real estate</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>h. Insurance risk management</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>i. Student affairs</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>j. Faculty affairs</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>k. Fund-raising</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>l. Public relations</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>m. Marketing</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>n. Government relations</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>o. Education</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>p. Health policies</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>q. Other (please specify) AGRICULTURE</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>r. Other (please specify) VET MED</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>
3. Other than Board meetings, how many campus events have you attended within the past year?

<table>
<thead>
<tr>
<th>Response</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>0</td>
</tr>
<tr>
<td>1 - 2</td>
<td>0</td>
</tr>
<tr>
<td>3 - 5</td>
<td>3</td>
</tr>
<tr>
<td>6 - 10</td>
<td>2</td>
</tr>
<tr>
<td>More than 10</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
</tr>
</tbody>
</table>

4. How often do you read campus news publications such as the Technician, etc.?

<table>
<thead>
<tr>
<th>Response</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regularly</td>
<td>8</td>
</tr>
<tr>
<td>Often</td>
<td>4</td>
</tr>
<tr>
<td>Sometimes</td>
<td>1</td>
</tr>
<tr>
<td>Seldom</td>
<td>0</td>
</tr>
<tr>
<td>Never</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
</tr>
</tbody>
</table>

5. How often do you receive reports from the leaders of faculty or student organizations?

<table>
<thead>
<tr>
<th>Response</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regularly</td>
<td>2</td>
</tr>
<tr>
<td>Often</td>
<td>4</td>
</tr>
<tr>
<td>Sometimes</td>
<td>6</td>
</tr>
<tr>
<td>Seldom</td>
<td>0</td>
</tr>
<tr>
<td>Never</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>12</td>
</tr>
</tbody>
</table>
6. I have made a personal financial commitment to the University during my service on the Board of Trustees.

<table>
<thead>
<tr>
<th></th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>12</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
</tr>
<tr>
<td>1. How can your service as a Trustee be made more effective and satisfying?</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td></td>
</tr>
<tr>
<td>feel limited on knowledge gained during the committee meetings which I do NOT currently serve</td>
<td></td>
</tr>
<tr>
<td>If I had more time I would immerse myself into the inner working of the university.</td>
<td></td>
</tr>
<tr>
<td>Being a Trustee and spending time with the Chancellor, his executive team, and fellow Trustees has greatly expanded my appreciation for all the University does in providing a great education to our students, and positively impacting the economy of our State! I'm retiring after 8 years, but my advice to new Trustees is to enjoy the Trustee meetings, get engaged with the materials/staff interactions made available via Committee meetings, and find time to attend other special events on campus -- cultural and sporting events.</td>
<td></td>
</tr>
<tr>
<td>Some portion of each meeting should include strategic discussion ---- give and take , a two way conversation on topic vital to the University's future. In this type of discussion Trustees opinions / views could be heard .</td>
<td></td>
</tr>
<tr>
<td>I would like to see future trustees engaged even more than the board is today. I would like to see the committee meetings schedule changed so that all trustees have the opportunity to attend any and all of the meetings if they choose to. The best advice I was given when I joined the board was to ask questions and stay engaged. I would share that with all future board members.</td>
<td></td>
</tr>
<tr>
<td>More items on a consent agenda would allow more board time for more deep discussions about high priority issues.</td>
<td></td>
</tr>
<tr>
<td>I wish there was more frequent communication among trustees outside of the board and committee meetings. Occasionally I'll receive an email from the Chancellor, but it's often sharing good news or an increase in ranking. It seems like many of the conversations in our in-person meetings fade out. It feels like &quot;we talked about it, now we're moving on&quot; mentality. In reality, I need time to think about these conversations and revisit them.</td>
<td></td>
</tr>
<tr>
<td>Being a relatively new Trustee, all matters that we tend to consider or problem solve are at a very high level. It would be of interest to review a matrix as to who makes what decisions about what issues concerning our research institution. I'm not completely clear on this. This would also clarify the breadth or lack thereof of the Trustees decision making responsibilities.</td>
<td></td>
</tr>
<tr>
<td>More involvement in issues related to all the areas governed by the committees</td>
<td></td>
</tr>
<tr>
<td>I would like to know more about our students' background, their progress toward graduation, our student support systems and graduate outcomes. How can we improve graduation rates and student satisfaction?</td>
<td></td>
</tr>
</tbody>
</table>
2. Please use this space to share any additional comments and suggestions about NC State and about your service as a Trustee.

<table>
<thead>
<tr>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>It's a pleasure to stand with such distinguished individuals with one common goal and that is to make NC State the best land grant university possible.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>have fear that we may sometimes be too politically correct. We are unique as a land grant university, and therefore should have different priorities. Have the highest regard for the chancellor, provost, and deans at NCSU, am willing to do more.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Covered above.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>I have enjoyed my tenure on the board a great deal. I know that the future is bright at NC State.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>I'm honored and privileged to serve randy Woodson, Jim Owens and our University. That's why I serve. It's about the people!</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>I think we should consider more periodic meeting (maybe mostly informational) meetings of the committees so that we could all have the opportunity to attend and acquire more information about all aspects of the University's operations and challenges.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>I have enjoyed serving as a trustee and feel well supported by all at NC State.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>I believe that each of our trustees love NCSU. I believe that we have outstanding leadership in Chancellor Woodson and Chairman Owens. P.J. Teal does yeoman's work and is sincerely dedicated to her job. I look forward to continuing to serve and will do my best for my alma mater!</td>
</tr>
</tbody>
</table>
Purpose
UNC Board of Governors policy requires that each Board of Trustees (BOT) conduct a review of its current organization and effectiveness every four years. Results from the Spring 2017 BOT Self-Assessment and BOT Effectiveness Surveys, in conjunction with further discussion of summary results by the NC State BOT under the guidance of UVA President Teresa Sullivan, formed the basis of the required review.

Instrument Development
The questionnaire administered for the Spring 2017 BOT self-assessment was nearly identical to that administered in 2013 and 2009. The original instrument was modeled after those used at other universities and by a mutual fund board, with input from Dr. James Woodward (then Chancellor of UNC-Charlotte), Dr. Nancy Whelchel (Director of Survey Research, Office of Institutional Research and Planning), and PJ Teal (Assistant to the Chancellor).

The 2017 BOT Self-Assessment Survey included a total of 49 items exploring Trustees’ opinions about the NC State mission statement; the organization of the Board; meeting organization and operation; orientation and education for Trustees; Board effectiveness; Communication; and individual Trustee’s self-assessment. Trustees were asked to indicate the extent to which they agreed with each statement, using a four-point scale where 1 = “disagree strongly,” 2 = “disagree somewhat,” 3 = “agree somewhat,” and 4 = “agree strongly.” There was also a “not applicable / don't know” response option for each item. The survey also included two open-ended questions for Trustees to comment in their own words about their experiences on the Board and suggestions for improvements. Finally, a number of questions asked Trustees about their areas of expertise and interest, their engagement with the NC State campus community, and their support for and participation in development opportunities at NC State. A copy of the questionnaire is included in Appendix A.

In the Spring 2017 self-assessment a second survey was added to get feedback on the Boards’ effectiveness from senior leaders who routinely interact with the BOT. The Effectiveness Survey was a shortened version of the Self-Assessment Survey, with wording modified and questions added as appropriate. The Effectiveness Survey included a total of 23 items, using the same four-point response scale described above, asking for senior leaders’ perceptions of the organization of the Board; meeting organization and operation; the effectiveness of the Board; and communication. There were also two open-end questions inviting the senior leaders to comment on how Trustees could more effectively use NC State administrators and how NC State could more effectively enhance the contributions made by Trustees. A copy of the questionnaire is included in Appendix B.
Survey Population
The survey population for the Self-Assessment Survey consisted of all current members of the NC State Board of Trustees (N=13). The population for the Effectiveness Survey consisted of select members of the Chancellor’s Cabinet and other key senior leaders. A list of survey population members in included in Appendix C.

Administration
The 2017 BOT Self-Assessment and Effectiveness Surveys were administered online by NC State’s Office of Institutional Research and Planning. Trustees and senior leaders were sent an email invitation from Chair Owen with the survey URL when the survey went live on February 22, and follow-up reminders were emailed on February 28 (from PJ Teal), March 6 (from OIRP), and March 7 (from PJ Teal). The surveys closed at noon on March 8. Copies of all correspondence is included in Appendix D.

To enhance security, each board member and senior leader was required to authenticate using their Unity ID and password in order to access their survey. Only a randomly generated ID, however, was attached to their record of responses; no personally identifying information was included.

Results
Survey responses were received from all 13 board members and from all 11 senior leaders invited to participate in the survey. Results from the Self-Assessment Survey are provided in Appendix E, and results from the Effectiveness Survey in Appendix F. Due to the small number of respondents, these results present frequencies (i.e., the number of people giving each response) rather than percentages. Verbatim comments from open-end questions on the surveys are included in these results.
Appendix A: Spring 2017 Board of Trustees Self-Assessment Survey Questionnaire

Section A: Institutional Mission
To what extent do you agree or disagree with each of the following statements?

<table>
<thead>
<tr>
<th></th>
<th>Agree Strongly (4)</th>
<th>Agree Somewhat (3)</th>
<th>Disagree Somewhat (2)</th>
<th>Disagree Strongly (1)</th>
<th>Not Applicable / Don't Know (8)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The mission statement, as formally approved by the UNC Board of Governors, provides a clear and useful guide to the Trustees and the administration. (A1)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NC State plans and operates in concert with the stated mission. (A2)</td>
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<tr>
<td>NC State has an effective and successful process for institutional planning. (A3)</td>
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<tr>
<td>The planning process results in clear institutional goals and priorities. (A4)</td>
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<tr>
<td>NC State is successfully pursuing its defined institutional goals. (A5)</td>
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<tr>
<td>The periodic program review process appropriately incorporates the institutional priorities. (A6)</td>
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</tbody>
</table>
## Section B: Organization of the Board

*To what extent do you agree or disagree with each of the following statements?*

<table>
<thead>
<tr>
<th></th>
<th>Agree Strongly (4)</th>
<th>Agree Somewhat (3)</th>
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<tr>
<td>The Board has an adequate number of standing committees. (B1)</td>
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<td>The composition of the committees is appropriate. (B2)</td>
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<td>The scope of each committee's charge is appropriate. (B3)</td>
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<tr>
<td>The information flow from each committee is appropriate. (B4)</td>
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<tr>
<td>The Trustees have the experience and expertise to carry out their duties. (B5)</td>
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<tr>
<td>The Board policies and practices provide sufficient opportunity for rotating membership within committees and for rotating leadership positions. (B6)</td>
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</tbody>
</table>
# Section C: Meeting Organization and Operation

*To what extent do you agree or disagree with each of the following statements?*

<table>
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<tr>
<th>Statement</th>
<th>Agree Strongly (4)</th>
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<tr>
<td>The Board meets with sufficient frequency. (C1)</td>
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<tr>
<td>The length of each Board meeting is adequate. (C2)</td>
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</tr>
<tr>
<td>The process used to set the agenda is satisfactory. (C3)</td>
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<tr>
<td>The Board meeting time is appropriately allocated among agenda items and between administration presentations and Board discussion. (C4)</td>
<td></td>
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<tr>
<td>The Board materials are adequate to permit the Trustees to understand and act on agenda items. (C5)</td>
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<tr>
<td>The Board materials are distributed sufficiently in advance of a meeting to permit Trustees time to prepare. (C6)</td>
<td></td>
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<tr>
<td>Open communications and meaningful discussions by Trustees and administration are encouraged at Board meetings. (C7)</td>
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<tr>
<td>The minutes of the meetings accurately reflect the deliberations and decisions of the Board. (C8)</td>
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<tr>
<td>The Board is accessible to the administration between formal meetings. (C9)</td>
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</tbody>
</table>
### Section D: Orientation and Education

*To what extent do you agree or disagree with each of the following statements?*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree Strongly (4)</th>
<th>Agree Somewhat (3)</th>
<th>Disagree Somewhat (2)</th>
<th>Disagree Strongly (1)</th>
<th>Not Applicable / Don't Know (8)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Trustees receive an orientation that properly prepares them for their responsibilities. (D1)</td>
<td></td>
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<tr>
<td>There is an adequate process in place to keep Trustees abreast of major issues that affect, or potentially affect, the ability of NC State to carry out its mission. (D2)</td>
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</tbody>
</table>

### Section E: Board Effectiveness

*To what extent do you agree or disagree with each of the following statements?*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree Strongly (4)</th>
<th>Agree Somewhat (3)</th>
<th>Disagree Somewhat (2)</th>
<th>Disagree Strongly (1)</th>
<th>Not Applicable / Don't Know (8)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Board works to ensure that its decisions reflect the long-term interests of the public. (E1)</td>
<td></td>
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<tr>
<td>The Board is provided an adequate opportunity to understand and influence the administration’s long-term goals for the institution and the strategies for pursuing those goals. (E2)</td>
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<tr>
<td>The Trustees understand and support the difference between their policymaking and oversight role and the administration’s operating role. (E3)</td>
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<tr>
<td>The Board works well as a team. (E4)</td>
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</tbody>
</table>
## Section F: Communication

*To what extent do you agree or disagree with each of the following statements?*

<table>
<thead>
<tr>
<th></th>
<th>Agree Strongly (4)</th>
<th>Agree Somewhat (3)</th>
<th>Disagree Somewhat (2)</th>
<th>Disagree Strongly (1)</th>
<th>Not Applicable / Don't Know (8)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Chancellor effectively communicates with the Board on matters of importance to the University. (F1)</td>
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<tr>
<td>The Chair effectively communicates with the Board on matters of importance to the University. (F2)</td>
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<tr>
<td>Executive staff liaisons to Board committees effectively communicate with committee chairs and members. (F3)</td>
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<tr>
<td>Board members effectively communicate with each other on matters related to Board business. (F4)</td>
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</tbody>
</table>
## Section G: Individual Trustee Self-Assessment

*To what extent do you agree or disagree with each of the following statements?*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree Strongly (4)</th>
<th>Agree Somewhat (3)</th>
<th>Disagree Somewhat (2)</th>
<th>Disagree Strongly (1)</th>
<th>Not Applicable / Don't Know (8)</th>
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</thead>
<tbody>
<tr>
<td>I understand the mission of NC State. (G1)</td>
<td></td>
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<td>I understand the principal challenges confronting the institution as it pursues its mission. (G2)</td>
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<tr>
<td>I keep abreast of principal higher education trends, issues, and public policy developments. (G3)</td>
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<tr>
<td>I understand my responsibilities as a Trustee. (G4)</td>
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<tr>
<td>I attend Board meetings on a regular basis. (G5)</td>
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<tr>
<td>I am well prepared for Board meetings. (G6)</td>
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<tr>
<td>I actively participate in Board meetings. (G7)</td>
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<tr>
<td>I work well with other Trustees. (G8)</td>
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<tr>
<td>I am accessible to address matters that may need my attention between meetings. (G9)</td>
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<tr>
<td>I take advantage of opportunities to meet and talk with Trustees and representatives from other institutions. (G10)</td>
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<tr>
<td>I take advantage of opportunities to promote NC State to state policy makers. (G11)</td>
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<tr>
<td>I take advantage of opportunities to promote NC State to other opinion makers and possible supporters. (G12)</td>
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<tr>
<td>I am sensitive to the interests and concerns of students, faculty, staff, and alumni. (G13)</td>
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<tr>
<td>I inform the administration of any important interaction I might have with internal groups and individuals. (G14)</td>
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<tr>
<td></td>
<td>Agree Strongly (4)</td>
<td>Agree Somewhat (3)</td>
<td>Disagree Somewhat (2)</td>
<td>Disagree Strongly (1)</td>
<td>Not Applicable / Don’t Know (8)</td>
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<tr>
<td>I know the institution’s key administrators and key student, faculty, staff, and alumni leadership. (F15)</td>
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<tr>
<td>I am aware of the scope and quality of NC State’s educational, research, and service programs. (F16)</td>
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<tr>
<td>I understand the physical facilities needs of NC State. (F17)</td>
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<tr>
<td>I consider myself to be an effective Trustee. (F18)</td>
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</tbody>
</table>

19. I have introduced a person or organization with financial means to the University and assisted the University in developing an engaged relationship with the person or organization.
   Yes (1)
   No (2)
Section H: Individual Trustee Information

1. For how many years have you served as an NC State University Trustee?
   - More than four years (1)
   - Four years or less (2)

2. From the following list, please indicate your strongest areas of expertise based on your background and personal experience, and your primary areas of interest. (mark all that apply)

<table>
<thead>
<tr>
<th>Primary Areas of Expertise (1)</th>
<th>Primary Areas of Interest (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Budget / Finance (H2_a)</td>
<td></td>
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<tr>
<td>b. Investments (H2_b)</td>
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<tr>
<td>c. Management (H2_c)</td>
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<tr>
<td>d. Planning (H2_d)</td>
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<tr>
<td>e. Legal affairs (H2_e)</td>
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<tr>
<td>f. Plant management (H2_f)</td>
<td></td>
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<tr>
<td>g. Real estate (H2_g)</td>
<td></td>
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<tr>
<td>h. Insurance risk management (H2_h)</td>
<td></td>
</tr>
<tr>
<td>i. Student affairs (H2_i)</td>
<td></td>
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<tr>
<td>j. Faculty affairs (H2_j)</td>
<td></td>
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<tr>
<td>k. Fund-raising (H2_k)</td>
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<tr>
<td>l. Public relations (H2_l)</td>
<td></td>
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<tr>
<td>m. Marketing (H2_m)</td>
<td></td>
</tr>
<tr>
<td>n. Government relations (H2_n)</td>
<td></td>
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<tr>
<td>o. Education (H2_o)</td>
<td></td>
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<tr>
<td>p. Health policies (H2_p)</td>
<td></td>
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<tr>
<td>q. Other (please specify) (H2_q)</td>
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<tr>
<td>r. Other (please specify) (H2_r)</td>
<td></td>
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</tbody>
</table>

3. Other than Board meetings, how many campus events have you attended within the past year?
   - None (1)
   - 1 - 2 (2)
   - 3 - 5 (3)
   - 6 - 10 (4)
   - More than 10 (5)
4. How often do you read campus news publications such as the Technician, etc.?
   Regularly (1)
   Often (2)
   Sometimes (3)
   Seldom (4)
   Never (5)

5. How often do you receive reports from the leaders of faculty or student organizations?
   Regularly (1)
   Often (2)
   Sometimes (3)
   Seldom (4)
   Never (5)

6. I have made a personal financial commitment to the University during my service on the Board of Trustees.
   Yes (1)
   No (2)

**Section I: Conclusions**

1. How can your service as a Trustee be made more effective and satisfying?

2. Please use this space to share any additional comments and suggestions about NC State and about your service as a Trustee.
Appendix B: Spring 2017 Board of Trustees Effectiveness Survey Questionnaire

Section A: Organization of the Board

*To what extent do you agree or disagree with each of the following statements?*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree Strongly (4)</th>
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<tr>
<td>The Board has an adequate number of standing committees. (A1)</td>
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<td>The composition of the committees is appropriate. (A2)</td>
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<tr>
<td>The scope of each committee’s charge is appropriate. (A3)</td>
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</tr>
<tr>
<td>NC State senior administrators are appropriately assigned to and involved with Board standing committees. (A4)</td>
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</tr>
<tr>
<td>The Trustees have the experience and expertise to carry out their duties. (A5)</td>
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<tr>
<td>The Board policies and practices provide sufficient opportunity for rotating membership within committees and for rotating leadership positions. (A6)</td>
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## Section B: Meeting Organization and Operation

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<td>The length of each Board meeting is adequate. (B2)</td>
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<td>The process used to set the agenda is satisfactory. (B3)</td>
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<td>The Board meeting time is appropriately allocated among agenda items and between administration presentations and Board discussion. (B4)</td>
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<tr>
<td>As a senior leader at NC State, you are given adequate opportunities to share needed information with the Board and/or relevant Board committees. (B5)</td>
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<tr>
<td>Open communications and meaningful discussions by Trustees and administration are encouraged at Board meetings. (B6)</td>
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</table>
### Section C: Board Effectiveness

To what extent do you agree or disagree with each of the following statements?

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<tbody>
<tr>
<td>The Board works to ensure that its decisions reflect the long-term interests of the public. (C1)</td>
<td></td>
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</tr>
<tr>
<td>The Board is provided an adequate opportunity to understand and influence the administration’s long-term goals for the institution and the strategies for pursuing those goals. (C2)</td>
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</tr>
<tr>
<td>The Trustees understand and support the difference between their policy-making and oversight role and the administration’s operating role. (C3)</td>
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<tr>
<td>The Board works well as a team. (C4)</td>
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<tr>
<td>The Board understands and applies as relevant the information you provide to them. (C5)</td>
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</table>

### Section D: Communication

To what extent do you agree or disagree with each of the following statements?

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<tr>
<th>Statement</th>
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<th>Disagree Strongly (1)</th>
<th>Not Applicable / Don't Know (8)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive staff liaisons to Board committees effectively communicate with committee chairs and members. (D1)</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Trustees effectively communicate with Executive staff liaisons. (D2)</td>
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</tbody>
</table>

### Section E: Conclusions

1. How can Trustees more effectively use the Executive team to help the Board drive accomplishments of the strategic goals of the University?

2. Please use this space to share any additional comments and suggestions about how NC State could enhance the Trustee experience and get a greater contribution from Trustees.
Appendix C: Survey Population Members

Self-Assessment Survey
2016-2017 NC State University Board of Trustees Members

- James W. Owens (Chair)
- Robert Andrews III
- Thomas Cabaniss
- Jimmy D. Clark
- Ann B. Goodnight
- Benjamin P. Jenkins III
- Stanhope A. Kelly
- Wendell H. Murphy
- Ronald W. Prestage
- Randall C. Ramsey
- Susan Ward
- Dewayne N. Washington
- Paul R. Nolan

Effectiveness Survey
NC State Senior Leaders

- William R. Woodson, Chancellor
- Warwick Arden, Executive Vice Chancellor and Provost
- Scott Douglass, Vice Chancellor for Finance and Administration
- Eileen S. Goldgeier, Vice Chancellor and General Counsel
- Cecile Hinson, Director, Internal Audit
- Marc I. Hoit, Vice Chancellor for Information Technology
- Mary Peloquin-Dodd, Associate Vice Chancellor for Finance and Administration and University Treasurer
- Alan Rebar, Vice Chancellor for Research, Innovation and Economic Development
- Brian C. Sischo, Vice Chancellor for University Advancement
- P.J. Teal, Secretary of the University and Assistant to the Chancellor
- Deborah A. Yow, Director of Athletics
Appendix D: Survey Announcements

Self-Assessment Survey (To Trustees)

1) Announcement email (February 22, 2017)

From: Jim Owens
Subject: Trustee Self-Assessment

Dear Fellow Trustees,

Consistent with Board of Governors policy, we are asked to commit ourselves to conduct a review of the Board’s current organization and effectiveness once every four years. An overview of responses from a brief questionnaire will help produce a composite picture of how we perceive our effectiveness. This will provide a basis for the discussion Thursday, April 20, 2017. President Teresa Sullivan, (UVA) has agreed to facilitate our discussion.

The survey, which should take less than 20 minutes to complete, is available online now until noon on Wednesday March 8 at URL

You will need your Unity ID and password to access the survey. This process allows the University to administer the survey on a secure server, ensures that only those who are eligible to complete a survey do so, prevents individuals from submitting more than one survey, and makes it possible to send reminders to only non-respondents. However, no personally identifying information (e.g., Unity ID, your name) will be directly connected with your record of responses to the survey. Individual responses will be anonymous and summarized results will be confidential to the Trustees, the Chancellor, and the Chancellor’s Cabinet.

A summary of the responses will be sent to you in advance of our April 20 meeting. It is my hope that this process will provide an opportunity for the Board to carefully consider how we can continue and improve upon a tradition of excellent service to NC State. Thank you in advance for your prompt response.

If you have any questions about the survey or problems accessing it on the web, please call Dr. Nancy Whelchel at NC State’s Office of Institutional Research and Planning at (919) 515-4184 or email nancy_whelchel@ncsu.edu.

Thanks in advance for your thoughtful input.

Best wishes,
Jim Owens
Chair
2) First email reminder (February 28, 2017)

From: PJ Teal
Subject: Reminder: BOT Self-Assessment

Dear All:
I am writing to remind you that about a week ago you were sent an email from Chair Owens inviting you to participate in a review of the Board's organization and effectiveness.

If you have already completed the survey, thank you! If not, I encourage you to do so now. Your participation is completely voluntary, but the results will be more meaningful and useful if each of you completes the survey and gives your candid assessments. A summary of the responses will be sent to you in advance of our April 20 meeting. President Teresa Sullivan (UVA) has agreed to facilitate our discussion of the results at that meeting.

The online survey, which should take less than 20 minutes to complete, is available until noon on Wednesday, March 8, 2017 at URL

You will need your Unity ID and password to access the survey. The survey administration process allows the Office of Institutional Research and Planning to administer the survey on a secure server, assures that only those who are eligible to complete a survey do so, prevents individuals from submitting more than one survey, and allows OIRP to send reminders only to non-respondents.

I assure you that no personally identifying information (e.g., your email address, your Unity ID) is connected with the record of your responses to the survey. Results from the survey will only be reported in the aggregate.

If you have any questions about the survey or review process, please contact me at pj_teal@ncsu.edu or 919.515.2191. If you have trouble accessing or completing the online survey, or would like a more detailed explanation of security measures taken to protect your identity, please contact Dr. Nancy Whelchel at nancy_whelchel@ncsu.edu or 919.515.4184.

Thank you for your participation in this important process.

Sincerely,
PJ Teal
Secretary of the University and Assistant to the Chancellor
3) Second email reminder (March 6, 2017)

From: Nancy Whelchel, NCSU OIRP
Subject: Final Reminder: BOT Self-Assessment Survey

Dear TITLE LASTNAME:
I am responsible for administering the Board of Trustees Self-Assessment Survey. The
deadline for completing it is this Wednesday, March 8, at noon, so I’m sending you one
last reminder. The survey software we use to administer the survey and send email
messages about it has identified you as someone who had not completed the survey as
of about 9:15 A.M. today (March 6). If you HAVE completed the BOT survey please get
in touch with me as soon as possible so we can identify and fix any problem.

If you have not yet completed the BOT Self-Assessment Survey, I encourage you to
please take just 15 minutes to do so before the deadline on Wednesday. It is very
important that all Trustees share their opinions and experiences in the survey so that
President Sullivan has the most complete feedback possible to guide the discussion at
your April 20 meeting.

The survey is available online
URL

You will need your Unity ID and password to access the survey, but let me assure you
that no personally identifying information (e.g., your email address, your Unity ID) is
connected with the actual record of your responses to the survey.

If you have any questions about the survey or review process, please contact PJ Teal at
pj_teal@ncsu.edu or 919.515.2191. If you have trouble accessing or completing the
online survey, or would like a more detailed explanation of security measures taken to
protect your identity, please contact me at nancy_whelchel@ncsu.edu or 919.515.4184.

On behalf of Chancellor Woodson and Chair Owens, thank you for your participation in
this important process.

Sincerely,
Nancy Whelchel, Ph.D.
Director for Survey Research
4) Third email reminder (March 7, 2017)

From: PJ Teal
Subject: Trustee Survey

Dear Trustees: I talked to Dr. Owens this morning and he asked me to thank you for participating in the self-study questionnaire.

If you have not finished the survey, he asks that you please consider taking about twenty minutes of time to complete it. The self assessment will be much more meaningful if we have 100% participation.

For your convenience, the survey invitation is pasted below and it contains the survey URL.

Thank you!

PJ
BOT Effectiveness Survey (To Senior Leaders)

1) Announcement email (February 22, 2017)

From: Jim Owens
Subject: BOT Effectiveness Survey

Dear Colleagues,

Consistent with Board of Governors policy, the Board of Trustees is conducting a self-assessment of the Board’s current organization and effectiveness. As part of this review process, I am asking that you - - as a senior leader at NC State who has regular interaction with the Board - - to also provide your feedback on the Board’s effectiveness via a very brief survey. Including your input, along with that of the Trustees themselves, will help us identify areas in which we feel we are doing well and those in which we can improve. A conversation on results from these two separate surveys will be facilitated by UVA President Teresa Sullivan at the Boards April 20, 2017 meeting.

The survey, which should take less than 10 minutes to complete, is available online now until noon on Wednesday March 8 at

URL

You will need your Unity ID and password to access the survey. This process allows the University to administer the survey on a secure server, ensures that only those who are eligible to complete a survey do so, prevents individuals from submitting more than one survey, and makes it possible to send reminders to only non-respondents. However, no personally identifying information (e.g., Unity ID, your name) will be directly connected with your record of responses to the survey. Individual responses will be anonymous and summarized results will be confidential to the Trustees, the Chancellor, and the Chancellor’s Cabinet.

It is my hope that this process will provide an opportunity for the Board to carefully consider how we can continue and improve upon a tradition of excellent service to NC State. Thank you in advance for your prompt response.

If you have any questions about the survey or problems accessing it on the web, please call Dr. Nancy Whelchel at NC State’s Office of Institutional Research and Planning at (919) 515-4184 or email nancy_whelchel@ncsu.edu.

Thanks in advance for your thoughtful input.

Best wishes,
Jim Owens
Chair
2) First email reminder (February 28, 2017)

From: PJ Teal
Subject: Reminder: BOT Effectiveness Survey

Dear All:
I am writing to remind you that about a week ago you were sent an email from Chair Owens inviting you to participate in a review of the Board's organization and effectiveness.

If you have already completed the survey, thank you! If not, I encourage you to do so now. Your participation is completely voluntary, but the results will be more meaningful and useful if each of you completes the survey and gives your candid assessments.

The online survey, which should take less than 10 minutes to complete, is available until noon on Wednesday, March 8, 2017 at URL...

You will need your Unity ID and password to access the survey. The survey administration process allows the Office of Institutional Research and Planning to administer the survey on a secure server, assures that only those who are eligible to complete a survey do so, prevents individuals from submitting more than one survey, and allows OIRP to send reminders only to non-respondents.

I assure you that no personally identifying information (e.g., your email address, Unity ID) is connected with the record of your responses to the survey. Results from the survey will only be reported in the aggregate.

If you have any questions about the survey or review process, please contact me at pj_teal@ncsu.edu or 919.515.2191. If you have trouble accessing or completing the online survey, or would like a more detailed explanation of security measures taken to protect your identity, please contact Dr. Nancy Whelchel at nancy_whelchel@ncsu.edu or 919.515.4184.

Thank you for your participation in this important process.

Sincerely,
PJ Teal
Secretary of the University and Assistant to the Chancellor
3) Second email reminder (March 6, 2017)

From: Nancy Whelchel, NCSU OIRP
Subject: Final Reminder: BOT Effectiveness Survey

Dear TITLE LASTNAME:
I am responsible for administering the Board of Trustees Self-Assessment Survey. The deadline for completing it is this Wednesday, March 8, at noon, so I'm sending you one last reminder. The survey software we use to administer the survey and send email messages about it has identified you as someone who had not completed the survey as of about 9:15 A.M. today (March 6). If you HAVE completed the BOT survey please get in touch with me as soon as possible so we can identify and fix any problem.

If you have not yet completed the BOT Effectiveness Survey, I encourage you to please take just 10 minutes to do so before the deadline on Wednesday. It is very important that senior leaders share their opinions and experiences in the survey so that President Sullivan has the most complete feedback possible to guide the discussion at the Board’s April 20 meeting.

The survey is available online at URL

You will need your Unity ID and password to access the survey, but let me assure you that no personally identifying information (e.g., your email address, Unity ID) is connected with the actual record of your responses to the survey.

If you have any questions about the survey or review process, please contact PJ Teal at pj_teal@ncsu.edu or 919.515.2191. If you have trouble accessing or completing the online survey, or would like a more detailed explanation of security measures taken to protect your identity, please contact me at nancy_whelchel@ncsu.edu or 919.515.4184.

On behalf of Chancellor Woodson and Chair Owens, thank you for your participation in this important process.

Sincerely,
Nancy Whelchel, Ph.D.
Director for Survey Research