THURSDAY, NOVEMBER 16
Reserved parking will be available at the Memorial Bell Tower

1:00 – 2:30 p.m.  
Advancement and External Affairs Committee 
Chancellor’s Conference Room 12, Holladay Hall 
Susan Ward, Chair 
Cabaniss, Harrell, Kelly, Nimocks, Washington

1:00 – 2:30 p.m.  
Buildings and Property Committee 
Winslow Hall Conference Room 
Chip Andrews, Chair 
Gonzalez, Goodnight, Murphy, Prestage, Weisiger

2:30 – 2:45 p.m.  
Break

2:45 – 4:15 p.m.  
Audit, Risk Management and Finance Committee 
Chancellor’s Conference Room 
Tom Cabaniss, Chair 
Andrews, Harrell, Prestage, Ward, Washington

2:45– 4:15 p.m.  
University Affairs Committee 
Winslow Hall Conference Room 
Stan Kelly, Chair 
Gonzalez, Goodnight, Murphy, Nimocks, Weisiger
NORTH CAROLINA STATE UNIVERSITY
BOARD OF TRUSTEES
NOVEMBER 17, 2017
DOROTHY AND ROY PARK ALUMNI CENTER
A G E N D A

Parking Will Be Available in Dorothy and Roy Park Alumni Center Parking Lot

7:30 – 8:00 a.m. Executive Committee Meeting TAB 10
Eury Room, Park Alumni Center
Jimmy Clark, Chair
Cabaniss, Kelly, Goodnight, Andrews

8:30 – 9:15 a.m. Dean’s Briefing
Mary Ann Danowitz, College of Education
Hood Board Room

FULL BOARD MEETING
Alumni Center, Hood Board Room

9:00 a.m. ■ Call to Order – Reading of the State Government Ethics Act
Jimmy Clark
Chair of the Board

■ Roll Call

■ Approval of Minutes TAB 1
  — September 22, 2017 Full Board Meeting
  — September 22, 2017 Closed Session of the Full Board

■ Chair’s Report TAB 2
Chair Clark
— Update of Activities and Topics of Interest to the Board

■ Chancellor’s Report TAB 3
Chancellor W. Randolph Woodson
— Resolution for Exclusion of Certain Directors or Officers
— Update of Activities and Topics of Interest to the Board

COMMITTEE REPORTS:
■ Audit, Risk Management and Finance Committee TAB 4
Tom Cabaniss, Chair
On the Agenda: Committee Approvals and Informational Reports
  — Informational Items
    — Internal Audit Update
    — Finance/Budget and Legislative Update
    — Update to NCSU Institutional Trust Fund Policy Statement
    — Compliance and Integrity program Update
      — Cyber-Security Overview
    — Committee Discussion
Buildings and Property Committee
Chip Andrews, Chair

On the Agenda: Board, Committee Approvals; Informational Reports

- Acceptance of Completed Buildings and Projects
- Property Matters
  - Disposition by Deed: This proposed exchange of real property between the State of North Carolina on behalf of NC State University and the Board of Trustees of the Endowment Fund for equal sized acreage on Centennial Campus is for the benefit of the University.

- Designer Selections
- Acceptance of Completed Buildings and Projects
- Plan Approval
  - Carmichael Gym Addition and Renovation, Central Precinct

Informational Reports
- Capital Projects Update
- Status of Projects in Planning

Campus Walking Tour
- Deferred Maintenance

University Advancement & External Affairs Committee
Susan Ward, Chair

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

- Informational Reports
  - Campaign Update
  - Fundraising Report
  - Alumni Association Update

- Committee Discussion
  - Talent Management Overview
  - Central Major Gifts Overview
  - Naming Opportunity Proposal – Office of the Department Head For Materials Science in Engineering Building I
  - Naming Opportunity Proposal – Swine Research and Education Program in the Department of Animal Science

- Closed Session

University Affairs Committee
Stan Kelly, Chair

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

- Consent Agenda
  - Academic Degree Program Requests
  - Center/Institute Requests
  - Conferral of Tenure Requests

- Requested Action
  - Consideration of Campus Initiated Tuition Increase and Student Fees

- Reports
  - December 2017 Graduation Speaker
  - Faculty Senate Report
  - Staff Senate Report
  - Provost Update on activities in Academic Affairs
  - Living and Learning Villages

- Closed Session

Requires Full Board Approval
- **Board of Visitors Report**
  Chuck Flink, Chair

- **Student Body President Report**
  Jackie Gonzalez, President

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

- **Motion to Go Into Closed Session**

  **CLOSED SESSION**

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

- **Adjourn**
The North Carolina State University Board of Trustees met in regular session in the Hood Board Room of the Dorothy and Roy Park Alumni Center on Centennial Campus, in Raleigh, NC, on Friday, September 22, 2017.

Members present:

- Jimmy D. Clark, Chair
- Robert F. Andrews III
- Thomas E. Cabaniss
- Ann B. Goodnight
- James A. Harrell, III
- Stanhope A. Kelly
- Wendell H. Murphy
- David R. Nimocks, III
- Ronald W. Prestage, DVM
- Susan P. Ward
- Dewayne N. Washington
- Jacqueline Gonzalez, ex officio

Chair Jimmy Clark called the meeting to order at 9:25 a.m. He reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act and inquired as to whether there were any known conflicts of interest or appearances of conflict with respect to any matters coming before the board at this meeting. Chair Clark 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. Susan Ward made the motion, seconded by Mrs. Ann Goodnight, to approve the open and closed session minutes of the July 17, 2017 meeting of the full board. The motion passed.

OATH OF OFFICE FOR NEW MEMBERS
Chair Clark introduced Superior Court Judge Kendra Hill to administer the oath of office to new members James A. Harrell, III and David R. Nimocks, III, and ex officio member Jacqueline Gonzalez.

CHAIR’S REPORT- JIMMY CLARK
Chair Clark welcomed the new Board members and thanked the Board for their service and for their work in their new committee assignments. He also encouraged Trustees to attend upcoming events that included Red and White week, the Celebration of Philanthropy, and Homecoming.

Chair Clark reminded the Trustees that the Atlantic Coast Conference (ACC) requires each University Board of Trustees to certify annually that the authority for the administration of intercollegiate athletics has been delegated to the Chancellor. He asked for a motion to approve the ACC Governing Board Certification for 2017-2018. Mr. Cabaniss made the motion, seconded by Mr. Murphy, and the motion passed.

Next Chair Clark gave an Endowment Fund Board report, highlighting the success of the “Think and Do the Extraordinary” Campaign, which ended fiscal 2017 with $1.12 billion total in gifts and pledges. The Board accepted new gifts and property of $4.6 million since the last meeting and approved the 2017 Annual Report for the Endowment Fund. The Endowment Fund’s net assets were $431.8 million. It had $311.4 million in investments in the NC State Investment Fund at June 30, 2017, which returned 11.9% for the 12-month period. Overall, the University’s total endowment was valued at $1.123 billion at June 30, 2017.
The Endowment Fund Board heard a report on real estate assets it holds and an update on the Wolfpack Investor Network, which has invested $1.58 million of capital in an early stage portfolio of companies. In Executive Session, the Endowment Board heard a report on property matters and voted on additional real estate actions.

**CHANCELLOR'S REPORT – RANDY WOODSON**

Chancellor Woodson welcomed new Trustees and introduced Faculty Senate Chair Carolyn Bird and Staff Senate Chair Cathi Phillips Dunnigan. He referred the Trustees to his annual accomplishments report in the Board materials and shared NC State’s recent *US News & World Report* rankings.

Chancellor Woodson updated the Trustees on undergraduate applications and admissions. The university received 26,733 applications, a 5% increase over the prior academic year, and admitted 4,658 applicants, with an additional 465 in the university’s first spring enrollment. The incoming class represents 43 countries, Puerto Rico, Virgin Islands, 41 States, DC, and 98 counties. In addition, 1,100 new freshmen are from rural NC counties, and Chancellor Woodson cited the importance of accessibility to NC State’s land-grant mission. He noted that one in every 10 new freshman is a first generation student.

Sharing highlights from 2016-17, Chancellor Woodson stated that NC State received $407 million in extramural research awards, a historical high. In addition, the Association of University Technology Managers ranked NC State in the top five for technology licensing among U.S. universities without medical schools, and the Milken Institute ranked NC State in the top 10 in the nation for technology transfer, excluding schools with medical research facilities. To increase research efficiency and compliance NC State is in the process of creating and implementing a new electronic research administration system.

After sharing that NC State awarded 9,313 degrees at December and May graduations, an all-time high, Chancellor Woodson referenced Provost Arden’s Student Success presentation to the Trustees on September 21, 2017, and stated that increasing graduation rates is one metric the university monitors. He also praised NC State students for their achievements with prestigious scholarships and fellowships, which included a Churchill scholarship and a Truman fellowship in the prior academic year.

Chancellor Woodson reiterated the success of the “Think and Do the Extraordinary” campaign in citing NC State’s record fundraising year. The university has raised $1.13 billion to date, which included $224.8 million in new gifts and commitments – a 39% increase over the previous year. Of that, $145 million was in cash receipts. Campaign gifts created 71 new scholarships and fellowships and 11 new professorships in 2016-17. In addition, by the end of the fiscal year the endowment value passed $1 billion for the first time in the university’s history, with a value of $1.11 billion. NC State’s endowment now ranks in the top 100 among public and private universities in total market value.

Lastly, Chancellor Woodson stated that the Office of Partnerships and Economic Development assisted in 60 North Carolina economic development projects, an increase of 20% from previous year, and referenced NC State’s reputation for collaboration.

**COMMITTEE REPORTS**

**AUDIT, RISK MANAGEMENT AND FINANCE COMMITTEE – CHAIR TOM CABANISS**

Mr. Cabaniss reported that the Committee reviewed and discussed its responsibilities and the plan of work for the year. The four key areas of committee authority are audit, finance, risk management, and policy development for institutional trust funds, campus security and information technology and cybersecurity. Information technology and cybersecurity were added this year with the bylaw changes.

The Committee approved the Internal Audit Charter as it was presented. One change to the Charter included the statement that internal audit activity is governed by adherence to The Institute of Internal
Auditors’ Mandatory Guidance, which includes the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the International Standards for the Professional Practice of Internal Auditing, and the Definition of Internal Auditing. The Committee also heard a final report on Internal Audit fiscal year 2017 and current year activities.

Mr. Cabaniss said that a report on legislative activities included a discussion related to redistricting and the possible impact on the House and Senate. A special session, to discuss redistricting and other matters, will convene on October 4, 2017.

After a brief review of the university’s budget, estimated at $1.57 billion, the Committee reviewed highlights from the university’s unaudited financial statements for fiscal year 2017. The net position of the university increased to $2.05 billion, up $58.93 million from fiscal year 2016. Small increases in major revenues were offset by increases in liabilities and operating expenses. The university will continue to watch the impact of accounting changes and slow top-level revenue growth.

The Committee heard a report for fiscal 2016-2017, “Financial Reporting for Intercollegiate Athletics.” NC State Athletics self-generated 92% of all Athletic revenue for fiscal year 2016 and is in the 75% quartile of athletics-generated revenue compared to other schools in the conference. The other 8% of revenue is funded from student fees in exchange for student tickets to athletic events. NC State’s Student Fee for Operations continues to be the lowest in the UNC System. The $232 student fee represents 10% of all undergraduate student fees and has not increased since fiscal year 2013. In addition, NC State’s athletic expenses for fiscal year 2016 were $79.9 million and are in the bottom quartile of the ACC. Expenses increased by about $7 million due to increase in NCAA reporting changes, which now include Bowl expenses, salaries and benefits, scholarship costs, travel costs and facility debt payments to campus. The Committee was also provided additional financial information including the annual budget for fiscal 2017-2018.

Mr. Cabaniss concluded by sharing that the Committee received an update on the NC State Compliance and Integrity Program, which included the 2018 initiatives of compliance program evaluations, training and education, and creating a culture of compliance and culture code.

BUILDINGS AND PROPERTY COMMITTEE - CHAIR CHIP ANDREWS

Mr. Andrews reported that the Committee reviewed the 2017-2018 plan of work and Committee responsibilities. The Committee approved the April 20, 2017 meeting minutes and two property matters requiring full board approval:

- Acquisition by Lease: +7904.5 square feet (SF) of office space in the National Oceanic and Atmospheric Administration National Climate Data Center, 151 Patton Avenue, Rooms 4016, 5001-5007, Asheville, NC for the NC Institute for Climate Studies for a term of five (5) years
- Disposition by easement: A temporary construction easement (approximately 9-month project duration, to be completed during summer 2018 or summer 2019) for the construction of a joint stormwater drainage and sanitary sewer project along Dan Allen Drive partnering with the City of Raleigh. A permanent sanitary sewer easement for +26,325 square feet (SF) would also be granted to the City of Raleigh covering the sanitary line to be installed.

Mr. Andrews made a motion, seconded by Mr. Murphy, to approve the two property matters. The motion passed.

The Committee approved 25 Designer Selections and two Construction Manager at Risk selections, and then accepted 28 building projects at a combined value of $27.4 million, which included the Gregg Museum of Art and Design, Greek Village Infrastructure Phase II, and a $3 million renovation of the third Floor Area B Lab at the College of Veterinary Medicine.

Mr. Andrews stated that the Committee reviewed the site selection of the Carmichael Gym Addition and Renovation and Thermal Energy Storage on Centennial. It then approved the plan selections for
the Engineering Building Oval, Case Academic Center Dining Addition, and the Thermal Energy Storage as well as 23 plans and specifications of formal projects each costing less than $2 million. The Committee also received updates for the capacity study, capital projects, and status of projects in planning.

UNIVERSITY ADVANCEMENT AND EXTERNAL AFFAIRS COMMITTEE - CHAIR SUSAN WARD

Mrs. Ward reported that the Committee reviewed its plan of work, and then received a University Advancement update on activities including:

- Campaign Kickoff Tour events, which included travel to 20 cities in 10 states with over 2,000 attendees
- Rebranding of Homecoming week to Red & White Week, which achieved the goal of involving all the colleges in bringing alumni and friends back to campus
- University Communications’ launch of a new “Social Media Hub”
- Rebranding of the Alumni Association

The Committee received an update on key Advancement staffing searches across the university, including the search for a permanent Associate Vice Chancellor for University Development. This was followed by a campaign and fundraising update featuring progress to date by college and unit, and a report on the prospect development team’s work and its role in supporting the development officers across the University and “refilling the cupboard” of donor prospects.

The Committee reviewed the Engineering Oval Building Naming Opportunities, with a median range of opportunities totaling over $91 million. The Committee was presented an overview of the primary naming opportunity associated with the Dairy Heritage Museum, located on Lake Wheeler Road. The Committee unanimously approved the proposals for both Engineering and CALS to move forward with their respective fundraising plans.

Following the presentations, the Committee met in closed session and approved two naming agreements to be presented to the Board for final approval.

UNIVERSITY AFFAIRS COMMITTEE – STAN KELLY

Mr. Kelly reported that the University Affairs Committee reviewed its responsibilities and plan of work for this academic year.

The Committee approved requests to establish the Center for Additive Manufacturing Logistics (CAMAL), which provides comprehensive research capabilities in 3-D printing, and the Next Generation Power Electronics Manufacturing Innovation Institute (NGPEMII; PowerAmerica), which is advancing the use of wide bandgap semiconductors. Since being approved for planning in 2014, both the center and institute have established themselves as leaders in their respective areas and as important resources for the citizens of NC and the nation.

The Committee also approved the time-limited appointment option for two distinguished professorships; conferral of tenure to two new faculty members beginning employment this fall; and bonus structures for coaching staff in women’s golf, women’s tennis and swimming & diving.

Mr. Kelly reported that the Committee recommends for full Board approval revisions to the Non-Salary and Deferred Compensation Policy 05.15.03. The policy, which had not been reviewed for substantive changes since 2010, was updated to increase the cap on the amounts of certain non-salary compensation (the amounts were out of date) and to allow more flexibility to approve certain non-salary compensation at the campus level. Examples of changes include adding reimbursement for remote work location expenses, adjusting the house hunting expense section to allow for more flexibility, increasing the amount that may be reimbursed for temporary housing costs as part of the initial hire, and updating provisions relating to discretionary benefits.
Mr. Kelly made a motion, seconded by Mrs. Goodnight, to approve the revisions to Policy 05.15.03 – Non-Salary and Deferred Compensation. The motion passed.

Mr. Kelly then reported that the Committee heard the Annual Report on Intercollegiate Athletics, required per UNC policy. The report included profiles for admitted student-athletes including SAT/ACT scores and high school grade point averages; the student-athlete exceptions to the minimum course requirements set by the Board of Governors; information about majors chosen by student-athletes; NC State's scores for the NCAA's graduation success rate and academic progress rate; and reviewed university practices that reinforce the integral connection between academics and athletics.

An update to the Committee regarding the annual enrollment report included changes in overall graduate and undergraduate enrollment; academic quality of the incoming freshman cohort; and undergraduate student success data. Data showed that NC State’s Class of 2021 was approximately 10% larger than the previous year and was among the most academically prepared classes ever admitted to the university. It included 206 students who graduated as valedictorian or salutatorian in their high school class. Over 1,000 students were from rural North Carolina; over 500 were first-generation college students; and more than 540 reported being African-American or Hispanic. Efforts to increase community college transfer students and a new program called “Spring Connection” were highlighted. Spring Connection will allow hundreds of additional students to enroll in the spring, filling capacity created when students graduate in December.

Mr. Kelly shared that Student Body President Jackie Gonzalez outlined goals for the year, including celebrating diversity and inclusion; empowering students to solve problems; focusing on substantive long-term goals; and investigating opportunities to expand scholarships to students beyond “merit-based” systems. She noted that Student Government will continue to hold Town Halls where students can share their concerns on different topics. In addition, with the municipal elections approaching, there are also plans to hold political forums for the mayoral and at-large city council races this fall.

In the Provost’s update, the Committee received information about the 2017-2018 faculty salary ranges, a new undergraduate certificate program in Swine Science, and an update on the Chancellor's Faculty Excellence Program. At present, 13 of the 20 clusters have completed their hiring and hires have been made in all 10 colleges.

Mr. Kelly stated that, in closed session, the Committee approved an emeritus status request and head coach employment agreements for women’s golf, women’s tennis, and swimming and diving.

**CHAIR OF THE FACULTY REPORT – CAROLYN BIRD**
Dr. Bird stated that the following topics were discussed at the full Faculty Senate:
- Athletics and Academics at NC State
- Alumni Association gift and recognition of outgoing Chair of the Faculty
- Elections planning

Dr. Bird reported that a future Faculty Senate meeting will include a discussion on the Bias Incidence Response Team. She shared that the Fall General Faculty meeting is scheduled for October 3, 2017 and the Spring General Faculty meeting is scheduled for March 20, 2018.

**CHAIR OF THE STAFF SENATE REPORT – CATHI PHILLIPS DUNNIGAN**
Ms. Dunnigan updated the Trustees regarding the July 29, 2017 Staff Senate retreat and its theme of communicating, collaborating, connecting. Retreat attendees received updates on the “Think and Do the Extraordinary” campaign, Employee Dependents’ Tuition Scholarships, and student success.

Ms. Dunnigan stated that this 23rd session of the Staff Senate has 60 senators from all 100 counties aligned in their mission to create a positive working environment. She then reiterated that the Staff Senate assists in communicating issues and institutional activities affecting staff members;
encourages a sense of community and engagement among all university employees; and serves as liaisons for staff members and other campus constituents.

CLOSED SESSION
With no further business in open session, Ms. Ward made the motion, seconded by Mr. Cabaniss, at 10:25 a.m. to go into closed session to consider the qualifications, competence, performance, condition of appointment of a public officer or employee or prospective public officer or employee and to prevent the premature disclosure of two naming proposals. The motion passed.

RECONVENE IN OPEN SESSION
At 11:25 a.m., the board came out of closed session. With no further business in open session, Chair Clark adjourned the meeting at 11:30 a.m.

Respectfully submitted,

_______________________  _____________________
Assistant Secretary  Secretary

Approved:

_______________________
Chair of the Board
NORTH CAROLINA STATE ETHICS COMMISSION

SAMPLE Ethics Awareness & Conflict of Interest Reminder

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

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

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

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

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

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

November 2017

Biotech Ag Panel Taps NC State as Host
NC State was selected as one of four locations in the United States for listening sessions held by the Secretary of Agriculture Sony Perdue. The Biotech Ag Panel focused on increasing rural prosperity through the discussion of agricultural biotechnology and its impact on agricultural and rural economies. NC State was chosen as a host site because of our reputation as a Tier 1 research enterprise and demonstrated economic impact. Dean Linton from the College of Agriculture and Life Sciences moderated, while Doctors Parr, Drach, Barrangou and Ward served on the panel.

NC State European Center in Prague Celebrates Inauguration
On October 21, the NC State European Center in Prague celebrated its inauguration. NC State Prague is the university's only permanent international facility. The center supports the educational and outreach objectives of students and faculty and aims to be NC State’s gateway to Europe for developing international networks and experiences. The university is also enhancing partnerships with local universities in Prague to increase faculty global engagement through research, co-teaching, symposium, and other scholarly activities. The center was founded in 1991 by the College of Design, providing a year-round program in 2005, and expanded further until it was transferred into the Office of Global Engagement in July 2017.

Computer Science Department Turns 50
NC State’s Department of Computer Science celebrated its 50th anniversary with a Technical Symposium featuring a number of faculty and alumni speakers from the department in addition to representatives from some of its long-standing partnerships. The department’s 9,000 alumni can be found in all 50 states and more than 20 countries.

2017 Inspiring Leaders in STEM Award
Diversity Magazine awarded Braska Williams the 2017 Inspiring Leaders in STEM Award for his work as Director of NC State’s North Carolina Mathematics and Science Education Network Pre-College Program (MC-MSEN). The program is housed in the College of Education’s Friday Institute for Educational Innovation and focuses on serving students of color, encouraging them to attend college and pursue careers in STEM fields. Since becoming director in 2004, Williams has helped the NC-MSEN serve more than 4,500 students.

StateView Opens
The StateView hotel opened on October 11 on Centennial Campus. Adjacent to the Park Alumni Center and Lake Raleigh and across the street from the Lonnie Poole Golf Course, the hotel offers 160 rooms, three suites, a bar, a full-service restaurant, and eight meeting rooms. The StateView is Raleigh’s first hotel in Marriott’s Autograph Collection Hotels, which includes more than 100 unique high-end properties worldwide. It is also silver-level Leadership in Energy and Environmental Design (LEED) certified, meaning it rates high in energy efficiency and sustainability.
Biosensors to Detect Antibiotic Molecules of Interest
Researchers in the College of Science have successfully engineered biosensors that can detect antibiotic molecules of interest. This development marks the first step towards creating antibiotic-producing “factories” within microbes like E. coli. Researchers hope to use natural antibiotic producing microbes to develop new antibiotics. Utilizing these “factories” would allow scientists to make new versions of antibiotics more efficiently, drastically reducing time and money needed for new drug testing and development.

Distinguished Chair in Gerontology
Dr. Natasha Olby, professor of neurology and neurosurgery in the College of Veterinary Medicine, was recently awarded the Dr. Kady M. Gjessing and Rhana M. Davidson Distinguished Chair in Gerontology. This is the first named chair at the College of Veterinary medicine and the third at NC State. In addition, it is largest endowed chair in NC State University history and provides the foundation for a veterinary gerontology program at the College of Veterinary Medicine, making NC State the first and only vet school with a concentrated Gerontology program.

College of Design Announces New Graduate Certificate
The College of Design recently announced the Public Interest Design certificate program. Public Interest Design is an area of study that combines design education and professional practice with the knowledge and skills needed to address global issues. The program is open to students, professionals and other individuals seeking to expand their knowledge of public interest design and ability to apply these concepts through research, class courses and field-based curricula requirements.

NC State Students Combat Textile Waste
NC State students and Park Scholars Emily Neville and Carly Kvietok created Reborn Clothing Co., a business that transforms old clothing into new products. The business seeks to conserve the sentimental value of old clothing while eliminating the amount of fabric that is thrown away, a staggering average of 70 pounds per American per year. The business has expanded to include a team of NC State students, professors and faculty from the NC State Entrepreneurship Initiative. So far, the business has transformed clothes into items like pencil pouches and laptop cases, and hopes to extend its services to the greater Raleigh community in the future.

Seven Humanities and Social Sciences Students Receive Grants to Study Abroad
Seven students from the College of Humanities and Social Sciences earned prestigious scholarships to study abroad. Five students received the Benjamin A. Gilman International Scholarship, a grant program that supports students of limited financial means to study or intern abroad. An additional two students were supported through money from the Boren Awards program, which offers opportunities for graduate and undergraduate students around the globe.
NORTH CAROLINA STATE UNIVERSITY
RESOLUTION
Exclusion of Certain Directors or Officers of
North Carolina State University

I, Ann B. Goodnight, do hereby certify that I am the Secretary of the Board of Trustees of North Carolina State University, a state agency organized and existing under the laws of the State of North Carolina, and that the following is a true and correct copy of the resolution adopted by the Board of Trustees of the university at a duly noted meeting held on November 17, 2017 at which time a quorum was present.

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

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

<table>
<thead>
<tr>
<th>NAME</th>
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<tbody>
<tr>
<td>Jimmy Dean Clark</td>
<td>Chair, Board of Trustees</td>
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<tr>
<td>Thomas Edward Cabaniss</td>
<td>First Vice Chair and Board Member</td>
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<td>Stanhope Anthony Kelly</td>
<td>Second Vice Chair and Board Member</td>
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<td>Ann Baggett Goodnight</td>
<td>Secretary and Board Member</td>
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<td>Robert Franklin Andrews III</td>
<td>Board Member</td>
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<td>James Andrew Harrell III</td>
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<td>Wendell Holmes Murphy</td>
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<td>Ronald William Prestage</td>
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<td>David Ray Nimrocks III</td>
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<td>Susan Parrott Ward</td>
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<td>Dewayne Neron Washington</td>
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<td>Edward Innes Weisiger Jr.</td>
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<td>Jacqueline Gonzalez</td>
<td>Ex-officio Board Member</td>
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<th>NAME</th>
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<tr>
<td>Warwick Andrew Arden</td>
<td>Provost and Executive Vice Chancellor</td>
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<tr>
<td>Scott Russell Douglass</td>
<td>Vice Chancellor, Finance and Administration</td>
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<tr>
<td>Eileen Sue Goldeger</td>
<td>Vice Chancellor and General Counsel</td>
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<tr>
<td>Peter Jürgen Harries</td>
<td>Interim Dean, Graduate School</td>
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<tr>
<td>Marc Ira Hoit</td>
<td>Vice Chancellor for Information Technology</td>
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<tr>
<td>Linda Dale Smith</td>
<td>Vice Provost for Institutional Equity and Diversity</td>
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<tr>
<td>Sarah Margaret Stone</td>
<td>Interim Assistant to the Chancellor for External Affairs</td>
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<tr>
<td>Brian Chester Sischo</td>
<td>Vice Chancellor for Advancement</td>
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<tr>
<td>Michael David Mullen</td>
<td>Vice Chancellor, Dean for Academic and Student Affairs</td>
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<tr>
<td>Patricia Joan Teal</td>
<td>Secretary of the University &amp; Assistant to the Chancellor</td>
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<tr>
<td>Marie Yvette Williams</td>
<td>Associate Vice Chancellor for Human Resources</td>
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<tr>
<td>Deborah Ann Yow</td>
<td>Director of Intercollegiate Athletics</td>
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</table>
NOW THEREFORE BE IT DECLARED that the Chancellor, the Vice Chancellor for Research, Innovation, and Economic Development, and the Facility Security Officer described above do at the present time possess, or will be processed for, the required security clearance; and

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

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

WITNESS WHEREOF I have hereunto set my hand and affixed the seal of North Carolina State University on this 17th day of November, 2017.

_________________________________________
Ann B. Goodnight, Secretary
North Carolina State University
Board of Trustees
BOARD OF TRUSTEES
NORTH CAROLINA STATE UNIVERSITY
AGENDA

Audit, Risk Management and Finance Committee
2:45 p.m. – 4:15 p.m., November 16, 2017
Chancellor’s Conference Room
Tom Cabaniss, Chair

Members: Chip Andrews, Jim Harrell, Ron Prestage, Susan Ward and Dewayne Washington

CALL TO ORDER
Tom Cabaniss, Chair of Committee

ROLL CALL
Tom Cabaniss, Chair of Committee

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

1. APPROVAL OF MINUTES
   Approval of April 20, 2017 Minutes

2. ACTION ITEMS
   No Action Items

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. Finance/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
      Barbara Moses, Associate Vice Chancellor, Budget and Resource Management
      Mary Peloquin-Dodd, Associate Vice Chancellor, Finance and University Treasurer
      Chancellor’s Office
      Sarah Stone, Assistant to the Chancellor, External Affairs

   C. Update to NCSU Institutional Trust Fund Policy Statement
      (NC State Pol 01.05.1, Appendix 1, I.d.i)
      Office of Finance and Administration
      Mary Peloquin-Dodd, Associate Vice Chancellor, Finance and University Treasurer
D. Compliance and Integrity Program Update 4.3D
   (NC State Pol 01.05.1, Appendix 1, i.c.i, ii)
   Cyber-Security Overview; Structure and Objectives
   Summary Incident Response Process
   Office of Information Technology
   Marc Hoit, Vice Chancellor, Information Technology and CIO
   Office of General Counsel
   Eileen Goldgeier, Vice Chancellor and General Counsel

4. COMMITTEE DISCUSSION  TAB 4.4

5. ADDITIONAL INFORMATIONAL MATERIALS  TAB 4.5

A. NC State Investment Fund Performance Review 4.5A
   (NC State Pol 01.05.1, Appendix 1, i.b, d.i)

B. NC State Intermediate Term Fund Performance Review 4.5B
   (NC State Pol 01.05.1, Appendix 1, lb, d.i)

ADJOURN
Meeting of Audit, Risk Management and Finance Committee  
North Carolina State University  
Board of Trustees  
September 21, 2017

Chair Cabaniss opened the meeting at 1:03 p.m. in the Chancellor's Conference Room. Roll was taken and with BOT Chair Jimmy Clark present, there was a quorum. Committee members present for the meeting were:

Mr. Tom Cabaniss, Chair  
Mr. Robert (Chip) Andrews  
Mr. Ron Prestage  
Mr. Jimmy Clark, to present a quorum

All members of the Committee were reminded of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act. It was 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.

The committee reviewed and discussed its responsibilities as per the bylaws, this year’s agenda, and the draft plan of work for the year. The four key areas of committee authority are audit, finance, risk management, and policy development for institutional trust funds, campus security and information technology and cybersecurity. Information technology and cybersecurity were added this year with the Bylaw changes.

The minutes from the April 20, 2017 meeting were presented for approval, and with no changes, Mr. Prestage made a motion to accept the minutes and Mr. Andrews seconded. The minutes were approved.

The Committee was presented with the Internal Audit Charter for review and approval, as required by state law, BOG policy, and the Institute of Internal Auditors’ International Professional Practices Framework. The Charter is a formal document that defines the Internal Audit Division (IAD) mission, scope of work, accountability, authority, and responsibility. The Charter must be reviewed and approved annually by the Board of Trustees. The one major change to the Charter included the statement that internal audit activity is governed by adherence to The Institute of Internal Auditors’ Mandatory Guidance, which includes the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the International Standards for the Professional Practice of Internal Auditing, and the Definition of Internal Auditing. Mr. Andrews made a motion to accept the Charter as presented, Mr. Prestage seconded, the Charter was approved.

The Committee also heard an Internal Audit report on the materials provided: the Fiscal Year 2017 NCSU IAD Annual Report and Fiscal Year 2017 Year End Summary. Topics discussed included: IAD performance metrics, status of engagements against the Audit Plan, the increase in risk assessment interviews conducted, and the increase in hotline allegations received and investigated. A quarterly update on Internal Audit activity since the last meeting was also discussed. This update included five audits that closed since April after having successfully passed follow-up testing of the required corrective action implementation.
One of those audits was the Division of Academic and Student Affairs Student Health Services Investigation related to issues experienced after the implementation of the new electronic medical records system. All functionality and regulatory concerns were addressed and corrected as necessary. Testing and communication with the NC Department of Health and Human Services validated that there were no regulatory compliance violations as alleged.

A report on legislative activities included a discussion related to redistricting and the possible impact on the House and Senate. A special session, to discuss redistricting and other matters, will convene on October 4, 2017. Other items that may be considered include constitutional amendments and a measure that would lower the maximum allowable state income tax in NC.

There was a brief overview of the Budget, by source, expenditure by program and account. The estimated budget is $1.57 billion.

The Committee also reviewed highlights from the University’s unaudited financial statements for FY2017. The net position of the University increased to $2.05 billion, up $58.93 million from FY2016. Small increases in major revenues were offset by increases in liabilities and operating expenses. A change in reporting now requires including expenses in “other postemployment benefits”, referred to as OPEB’s, and increases the amount of liabilities. The University will continue to watch the impact of accounting changes and slow top level revenue growth.

The Committee reviewed the annual Intercollegiate Athletics Financial Report that is required by UNC Board of Governors. The Committee was reminded that the report is always given in arrears, so the information is based on FY16 data. The report also included information on the FY17 budget. NC State Athletics self-generated 92% of all athletic revenue for FY16, and is in the 75% quartile of athletics generated revenue compared to other schools in the conference. The revenue sources include media rights, apparel sales, conference distributions and scholarship funding provided by the Wolfpack Club. The other 8% of revenue is funded from student fees in exchange for student tickets to athletic events. NC State’s Student Fee for Operations continues to be the lowest in the UNC System. The $232 student fee represents 10% of all undergraduate student fees and has not increased since FY13.

NC State’s athletic expenses for FY16 were $79.9 million and are in the bottom quartile of the ACC. Expenses increased by about $7 million due to increase in NCAA reporting changes, which now include bowl expenses, salaries and benefits, scholarship costs, travel costs and facility debt payments to campus. The Committee was reminded that expenditures per student athlete uses an unduplicated student athlete count. Meaning, that if a student participates in multiple sports, they are only counted once, although expenses are incurred for each sport. NC State sponsors 23 sports and averages 550 student athletes.

The Committee heard additional financial information including the annual budget for fiscal 2017-2018. Operating revenues are projected to be $82.2 million, with no changes in sources. The operating expenditures are projected to be $81.9 million. Major expenses categories include salaries and benefits, scholarships, debt payments, team travel and facilities. Other expenses are related to student athlete welfare.
An informational report on Compliance and Integrity, reminded the Committee of their role in regards to compliance and fiduciary duty of care, including the duty to be reasonably informed and to exercise appropriate attention. The Audit, Risk Management and Finance Committee ensures policies and procedures to meet obligations. The report focused on two areas of the Compliance and Integrity Program, training and response and prevention. A university collaboration has resulted in training modules that are being rolled out. Also reviewed were the different reporting methods available to campus including the Ethics Point Hotline, which is run by a third party company and callers can remain anonymous.

The Committee also heard information on the 2018 initiatives of compliance program evaluations, training and education and creating a culture of compliance and culture code.

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

Attachment
Purpose
N.C. General Statute 116-36.1 authorizes the Board of Governors of the University of North Carolina ("UNC") to adopt uniform policies and procedures applicable to the deposit, investment, and administration of institutional trust funds and to delegate such authority through the President to the constituent institutions. Through UNC policy "600.2.4.1: Delegated Authority for Managing Institutional Trust Funds", upon request by the Chancellor, the President may delegate authority to the Chancellor of a constituent institution to deposit, invest, and administer institutional trust funds consistent with N.C. General Statute 116-36.1.

The purpose of this policy is to provide guidelines for the investment of the University's Institutional Trust (excluding "Contracts and Grants" receipts) and Special Funds. This policy will delegate management responsibility for the execution of this investment policy; establish overall portfolio goals and objectives; and will identify permitted investment securities/funds and provide associated investment guidelines.

Philosophy
The university and its associated entities rely on operating cash to fund operations, pay debt service, and build rainy day funds. Therefore, an investment program for operating funds must rely on prudent, conservative methods of preserving cash while generating supplemental return. In this investment policy we seek to maintain the highest credit quality instruments, while limiting duration, sector, and counterparty risk. Limiting duration helps to reduce interest rate risk—the likelihood that movements in interest rates will affect the net asset value of investments in the program. It is likely that a substantial portion of NC State’s and its associated entities operating cash will remain invested with the State of NC Treasurer’s Short Term Investment Fund (STIF). However, there may be opportunities to generate additional income with limited additional risk, particularly if duration increases slightly.

Delegation
Authority to manage the investment program in accordance with this investment policy is granted to the University's Vice Chancellor for Finance and Business Administration, who shall act and may further delegate the authority to execute and manage investments in accordance with any procedures and internal controls for the operation of the investment program consistent with this investment policy.

Goals/Objectives
- To preserve principal.
To optimize the use and investment of University cash and short-term investments.
To earn rates of return that consistently exceed money market rates of return over time to generate incremental resources for the central administration of the University.
To provide liquidity for University operating and capital needs.
To provide contingent liquidity for any potential failed remarketings of variable rate demand bonds and the potential inability to rollover outstanding commercial paper.

**Benchmarks**
- Rate of return on the State of North Carolina Treasurer's Short-Term Investment Fund ("STIF").
- Appropriate market-based indexes that represent the asset classes and duration of the underlying investments in a constructed portfolio.

**Investment Guidelines**
Permitted investments include direct investments in the following publicly traded securities, in University-related funds, or in the holdings of external managers hired to invest on behalf of the NC State University.

<table>
<thead>
<tr>
<th>Asset Sector</th>
<th>Sector Limit*</th>
<th>Issuer/Fund Limit*</th>
<th>Minimum Rating **</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>U.S. GOVERNMENT &amp; AGENCIES BILLS, NOTES, &amp; BONDS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. Treasury bills, notes, and bonds</td>
<td>100%</td>
<td>100%</td>
<td>AA/AA/AA</td>
</tr>
<tr>
<td>U.S. Agency notes, bonds, MBS, CMOs, and other obligations</td>
<td>50%</td>
<td>25%</td>
<td>AA/AA/AA</td>
</tr>
<tr>
<td>Obligations guaranteed by the U.S. Government, excluding asset-backed securities</td>
<td>20%</td>
<td>5%</td>
<td>AA/AA/AA</td>
</tr>
<tr>
<td><strong>MUNICIPAL BONDS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxable general obligations of U.S. state governments</td>
<td>20%</td>
<td>5%</td>
<td>AA2/AA/AA</td>
</tr>
<tr>
<td>Taxable general obligations of N.C. cities and counties, UNC System campuses, and nonprofit organizations</td>
<td>20%</td>
<td>5%</td>
<td>A1/A+/A+</td>
</tr>
<tr>
<td><strong>CORPORATE NOTES &amp; BONDS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate notes and bonds</td>
<td>25%</td>
<td>5%</td>
<td>AA3/AA-/AA-</td>
</tr>
<tr>
<td><strong>MONEY MARKET INSTRUMENTS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High quality Commercial Paper</td>
<td>25%</td>
<td>10%</td>
<td>P-1/A-1/A-1Aa3/AA-/AA-</td>
</tr>
<tr>
<td>Negotiable and non-negotiable certificates</td>
<td>10%</td>
<td>5%</td>
<td>P-1/A-1/A-1</td>
</tr>
</tbody>
</table>
of deposit or other time deposits, fully collateralized for amounts in excess of FDIC insurance coverage. | Aa3/AA-/AA-
---|---|---
Money Market Funds, subject to Rule 2a-7 of the Investment Company Act of 1940, that only invest in US Government obligations and/or repurchase agreements collateralized by US Government obligations | 50% | 25% | Aaa/AAA/AAA

**UNIVERSITY RELATED**

<p>| | | |</p>
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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>State (of N.C.) Treasurer’s Short-Term Investment Fund (“STIF”)</td>
<td>100%</td>
<td>N/A</td>
</tr>
<tr>
<td>NC State Intermediate Pool (“NC State ITF”)</td>
<td>50%</td>
<td>N/A</td>
</tr>
<tr>
<td>UNCMC Intermediate Pool, LLC (“Intermediate Pool”) if open to other participants</td>
<td>50%</td>
<td>N/A</td>
</tr>
<tr>
<td>Bonds, notes, or other obligations issued by North Carolina State University</td>
<td>10%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**EXTERNAL ACTIVE LIQUIDITY MANAGEMENT**

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</thead>
<tbody>
<tr>
<td>Portfolios of actively managed investments, the components of which include the above permitted investments. The portfolios should be constructed with instruments that meet the above characteristics, should have daily liquidity, and should include highly rated instruments with a limited duration to maturity of 1-5 years.</td>
<td>25%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

*As a percentage of total balance of all "Institutional Trust and Special Funds", less "Contracts and Grants" funds and "proceeds of bond issues".

**Ratings are listed from left to right for Moody's, S&P, and Fitch Ratings, respectively.

- The above Sector and Issuer/Fund limits will apply at the time a security is purchased and will be based on then-current book values.
- Sector and Issuer/Fund limits will be reviewed on a quarterly basis based upon market values on the date of valuation. In the event that a limit is exceeded, the Treasurer or his/her delegate will determine an appropriate course of action and
will report the occurrence and recommended course of action to the Vice Chancellor for Finance and Business.

- In any case in which funds are invested in both any intermediate term pool of UNCMC and the NC State ITF, the combined market value of both holdings cannot exceed 50% of the total market value of "Institutional Trust and Special Funds", less "Contracts and Grants" funds and "proceeds of bond issues".
- Money market and fixed-income investment securities must be rated by at least two of the three Nationally Recognized Statistical Rating Organizations (Moody's, Standard and Poor, and Fitch Ratings).
- For US Government Agency MBS and CMOs, the maturity limit is thirty years; however, the weighted average life of the portfolio holdings of this sector allocation should not exceed ten years.
- All investments should be denominated in US dollars.
- The weighted-average (by market value) maturity of the entire portfolio (less investments in the Intermediate Term Pools; and University-related obligations) should, in general, not exceed three years. Other investments may, under limited circumstances have a generation duration of less than five (5) years.
- Investments in bonds, notes, or other obligations issued by North Carolina State University should only occur in the event of an ability to remarket University-issued debt. The University will provide prompt notification of such need upon notification by the University's remarketing agent or bond trustee.
- In the event that the total market value of investments in the above asset sectors exceeds the sector limits, the total market value of investments issued by a single issuer exceeds the issuer limit, and/or a rated investment security is downgraded by at least one of the three nationally recognized statistical rating organizations to a rating that is below the above minimum ratings, the portfolio should be rebalanced within thirty days of quarterly valuation to be in compliance with the above limits.

**Custody**

All investment securities and funds managed by external parties will be held in the name of the University by an independent third-party custodian selected by the University. The University may elect to use the same custodian as for long-term investments.

**Reports and Updates**

This policy will be reviewed on an annual basis and a report will be prepared that provides investment results and recommends any potential updates to this policy.
Adopted and approved this _____ day of ____________, 2017.

By: __________________________
    W. Randolph Woodson
    Chancellor

Copy: Charles D. Leffler, Scott R. Douglass, Vice Chancellor, for Finance and Administration
      Eileen Goldgeier, Vice Chancellor and General Counsel
      Mary Peloquin-Dodd, Associate Vice Chancellor, for Finance and Business
      Stephen K. Barbara Moseseto, Associate Vice Chancellor, for Budget, Finance and Resource Management
      Jill Tasaico, Senior Director, Foundations Accounting and Investments
      Lori Johnson, Senior Director, Strategic Debt and Financial Management
      Libby George, Director of Investments
Mallinckrodt Inc: A leading global pharmaceutical company

Mallinckrodt (ADR) is a leading global pharmaceutical company that provides specialty pharmaceuticals, medical devices, and aerospace products. The company's core businesses include specialty biopharmaceuticals, agriculture, and aerospace. Mallinckrodt offers a diverse range of products across various therapeutic areas, including oncology, orthopaedics, neurology, and anesthesia. The company's strong balance sheet, continued product launches, and acquisitions have contributed to its performance. With a focus on innovation and growing its market presence, Mallinckrodt is well-positioned to continue delivering value for shareholders. The strong fundamentals and diversification across multiple markets provide a solid foundation for future growth.
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>Long Biased Equity</th>
<th>Long/Short Equity</th>
<th>Diversifying</th>
<th>Fixed Income</th>
<th>Cash</th>
<th>Private Equity</th>
<th>Real Estate</th>
<th>Energy &amp; Natural Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1%</td>
<td>33.6%</td>
<td>19.2%</td>
<td>6.0%</td>
<td>12.0%</td>
<td>15.9%</td>
<td>5.9%</td>
<td>6.0%</td>
</tr>
</tbody>
</table>

ALLOCATION BY MANAGER

<table>
<thead>
<tr>
<th>UNCIF</th>
<th>Blackrock LPP</th>
<th>STIF-NCSIF</th>
<th>JP Morgan Private Equity</th>
<th>BlackRock Private Equity</th>
<th>SEI Private Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>88.9%</td>
<td>8.3%</td>
<td>0.6%</td>
<td>2.2%</td>
<td>1.2%</td>
<td>0.8%</td>
</tr>
</tbody>
</table>

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.

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 2017
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 current 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 & FY 2017, bringing the total invested to $193.83 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. Additionally, a small position with PIMCO Income was initiated on November 2, 2016 bringing the total cost basis to $192 million on December 31, 2016.

SECTOR ALLOCATION

![Sector Allocation Chart]

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.

PIMCO’s Income Fund is a portfolio of a broad range of intermediate-duration bonds that is actively managed to maximize current income while maintaining a relatively low risk profile.

DoubleLine’s Total Return Fund seeks to maximize total return by exploiting inefficiencies within the subsectors of the mortgage market while maintaining active risk management constraints.

MANAGER ALLOCATION

![Manager Allocation Chart]
AGENDA

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

1. MINUTES
Chip Andrews, Chair, Buildings and Property Committee
• Approval of September 21, 2017 meeting minutes 5.1.A

2. PROPERTY MATTERS
Harlan Stafford, Director, Real Estate & Development
✓ Disposition by Deed: This proposed exchange of real property between the State of North Carolina on behalf of NC State University and the Board of Trustees of the Endowment Fund of North Carolina State University for equal sized acreage on Centennial Campus is for the benefit of the University. The Endowment will receive acreage to be used to create public/private partnership opportunities related to new development on north Centennial Campus consistent with the master land-use plan. The new site, to be located on Centennial Campus near the intersection of Main Campus Drive and Oval Drive, is to be exchanged for an equal amount of Endowment-owned acreage in multiple locations on Centennial Campus. Final quantity, description, and exact location will be determined by survey and is expected to be approximately ± 23.5 acres.

3. DESIGNER SELECTIONS
Doug Morton, Associate Vice Chancellor, Facilities
• Approval of Designer Selections Less Than $1 million 5.3.A

4. ACCEPTANCE OF COMPLETED BUILDINGS AND PROJECTS
Doug Morton, Associate Vice Chancellor, Facilities
✓ Requires full board approval
† Materials will be distributed to committee members at the meeting

Boards and Property Committee
Page 1
5.4.A. The University and Office of State Construction have accepted the attached list of completed buildings and projects with dollar values greater than $2,000,000. The University has accepted the attached list of completed buildings and projects with dollar values less than $2,000,000. All are recommended to the Buildings and Property Committee for formal acceptance. This listing represents buildings and projects received since the September 21, 2017 meeting.

5. PROPERTY MATTERS (Received after Full Board Mailing)  

6. PLAN APPROVAL  
Lisa Johnson, University Architect

   • Carmichael Gym Addition and Renovation, Central Precinct

   • Approval of Plans and Specifications of Formal Projects less than $2 million

7. INFORMATIONAL REPORTS  

   • Capital Projects Update (Doug Morton)

   • Status of Projects in Planning (Lisa Johnson)

8. CAMPUS WALKING TOUR

   • “Deferred Maintenance, The Challenges We Face” (Doug Morton)

ADJOURN
Minutes

Meeting No. 17-18: 1

Location: Winslow Conference Room

Time: 1:12 – 2:39 p.m.

Committee Members Present:
Mr. Chip Andrews, Chair
Ms. Jackie Gonzalez
Mrs. Ann Goodnight
Mr. Wendell Murphy
Dr. Ron Prestage
Mr. Ed Weisiger

Other Board of Trustees Members Present
Mr. Jimmy D. Clark

Present from the University:
Mr. W. Randolph Woodson, Chancellor
Mr. Michael Mullen, Vice Chancellor and Dean, Academic Student Affairs
Mr. Scott Douglass, Vice Chancellor, Finance and Administration
Ms. Barbara Moses, Associate Vice Chancellor, Budget and Resource Management
Mr. David Rainer, Associate Vice Chancellor, Environmental Health and Public Safety
Mr. Douglas Morton, Associate Vice Chancellor, Facilities Division
Mr. Michael Faunsnight, Associate General Counsel, Office of General Counsel
Ms. Lisa Johnson, University Architect
Mr. Harlan Stafford, Director, University Real Estate & Development
Ms. Amy Mull, Assistant to the Chancellor for Communications
Ms. Cathi Dunnagan, Lead Instructional Designer, Center for Technology and Innovation
Ms. Julia Brooks, Executive Assistant, Facilities Division
Ms. Melissa Young, Administrative Assistant, Office of University Architect
Mr. Daniel Ziser, Technical Support Analyst, Facilities Division
Mr. Will Jackson, Technical Support Analyst, Office of Information Technology

CALL TO ORDER
Chair Andrews called the meeting to order at 1:12 p.m.

ROLL CALL
Andrews called the roll. All were present.
STATE GOVERNMENT ETHICS ACT
The chair reminded all members of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act. He 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 indicated that they had no conflicts of interest or appearances thereof.

MINUTES
Chair Andrews asked whether there were any corrections to the April 20, 2017 meeting minutes. There being none, Andrews declared the minutes approved as drafted.

2017-2018 COMMITTEE PLAN OF WORK & RESPONSIBILITIES AND PROCEDURES
Andrews asked Mr. Morton to review the committee's plan of work and responsibilities for this fiscal year. Mr. Morton explained that the plan of work describes the information presented at each committee meeting during the year to give members a review of specific state funded building projects. Committee responsibilities are from the UNC Code as delegated by the UNC Board of Governors. Morton outlined items as follows: review of the campus master plan, oversight of capital projects, approval of matters related to disposition and acquisition of property, policies related to the use of campus facilities including transportation, and participate in the designer and construction manager at risk interview and selection process.

PROPERTY MATTERS
Andrews asked Mr. Stafford to present the two property matters that require full board approval. They were:

- Acquisition by Lease: ± 7904.5 square feet (SF) of office space in the National Oceanic and Atmospheric Administration National Climate Data Center, 151 Patton Avenue, Rooms 4016, 5001-5007, Asheville, North Carolina for the North Carolina Institute for Climate Studies for a term of five (5) years.
- Disposition by Easement: A temporary construction easement (approximately 9-month project duration, to be completed during summer 2018 or summer 2019) for the construction of a joint stormwater drainage and sanitary sewer project along Dan Allen Drive partnering with the City of Raleigh. A permanent sanitary sewer easement for ± 26,325 square feet (SF) would also be granted to the City of Raleigh covering the sanitary line to be installed.

Andrews called for a motion and a second to recommend to the full board approval of these items as outlined by Stafford. Mr. Murphy made the motion, which Ms. Gonzalez seconded. Andrews asked if there was any further discussion on the motion. There being none, he called for a vote. The motion passed.

DESIGNER AND CONSTRUCTION MANAGER AT RISK SELECTIONS
Chair Andrews asked Mr. Morton to discuss the designer and construction manager at risk selections. Morton recommended approval of two construction managers at risk, designers for twenty-five projects, and approval of ten designer selections less than $1 million dollars.

Andrews called for a motion and a second to recommend approval of the designer and construction manager at risk selections as outlined by Morton. Mrs. Goodnight made the motion, which Mr. Murphy seconded. Andrews asked if there was any further discussion on the motion. There being none, he called for a vote. He announced the motion passed.
5.1.A

ACCESSION OF COMPLETED BUILDINGS AND PROJECTS
Chair Andrews asked Mr. Morton to present the completed buildings and projects for acceptance. Morton requested acceptance of twenty-eight completed projects listed with a combined value of $27.4 million, which included the Gregg Museum of Art and Design, Greek Village Infrastructure Phase II, and a $3 million renovation of the third floor area B lab at the College of Veterinary Medicine.

Andrews called for a motion and a second to recommend acceptance as outlined by Morton. Mr. Murphy made the motion, which Mrs. Goodnight seconded. Andrews asked if there was any further discussion on the motion. There being none, he called for a vote. He announced the motion passed.

SITE AND PLAN REVIEW & PLAN APPROVAL
Chair Andrews asked Ms. Johnson to present the site review for Carmichael Gym Addition and Renovation and also site review and plan approval for Thermal Energy Storage on Centennial. Johnson said the $45 million Carmichael Gym renovation and addition demolishes an existing wing and will be replaced with new fitness and activity “thrive” space, along with training areas, classroom and office space. The building design will create and improve the street presence with an accessible walkway. Johnson presented proposed architectural designs of the interior and exterior.

Johnson also presented the project for the Thermal Energy Storage on Centennial Campus. Johnson said that this storage tank will increase chilled water supply capacity while reducing the electrical demand. It will make chilled water at non-peak hours, and then utilize the water at peak hours. This tank will be 85 feet tall and 90 feet in diameter.

Chair Andrews called for a motion and a second to recommend both the site review and plan approval for Carmichael Gym Addition and Renovation and Thermal Energy Storage on Centennial as outlined by Ms. Johnson. Mr. Murphy made the motion, which Mr. Weisiger seconded. Andrews asked if there was any further discussion on the motion. There being none, he called for a vote. The motion passed.

Ms. Johnson also presented the plan approval for Engineering Building Oval, and Case Academic Center Dining Addition. Johnson said the Engineering Building Oval project will complete the construction along the western edge of the Oval. It will house civil, construction and environmental engineering and the industrial and systems engineering departments, and the dean. The Oval will be a primary, exterior activity hub for formal and informal events on Centennial Campus.

Johnson said the Case Academic Center (CAC) project will build an approximately 2,200 gross square foot (GSF) addition to the south side of CAC dining facility located on the north side of Cates Avenue adjacent to Reynolds Coliseum with a new accessible entry. This project will also upgrade the entire dining interior space and will expand the mechanical space.

Chair Andrews called for a motion and a second to recommend the plan approval for the plan approval of Engineering Building Oval, Case Academic Center Dining Addition and the Thermal Energy Storage as outlined by Johnson. Ms. Gonzalez made the motion, which Mrs. Goodnight seconded. Andrews asked if there was any further discussion on the motion. There being none, he called for a vote. The motion passed.
INFORMATIONAL REPORTS
Chair Andrews recognized Mr. Morton to present the update about the campus capacity study update. Morton said the campus capacity study is a communication tool for leadership and serves as a mechanism to discuss issues and provides five guiding principles to support a robust dialog about proposed initiatives. A deep dive into the campus capacity study will occur at the next full meeting of the Board of Trustees.

Chair Andrews recognized Mr. Morton to present the update for capital projects. Morton noted update is to provide committee members information from design to completion. Morton showed before and after photos of the Gregg Museum and Art Center exterior front and back of the structure and grounds, also the renovated Morrill Drive Sidewalk, which adds a lighted walkway along the east side of Morrill Drive from Western Boulevard to the entrance to the Weisiger-Brown Athletic complex.

Andrews recognized Johnson to provide an update on projects in planning. Johnson presented the update. She noted the committee would review plans for Plant Sciences and Carmichael in November, and review the exterior work for Bureau of Mines and will also review information on three sorority houses slated for construction next spring.

There being no additional business, the meeting adjourned at 2:39 p.m.

Respectfully submitted,

D. G. Morton
Secretary to the Committee

cc: Scott Douglass, Vice Chancellor, Finance & Administration
    P.J. Teal, Assistant Secretary of the Trustees

Approved: ____________________________                ____________________________
            Committee Chair                        Date
ACQUISITION
OF REAL PROPERTY

DISPOSITION BY DEED

GRANTOR  Department of Administration

GRANTEE  NC State University

LOCATION  Centennial Campus near the intersection of Main Campus Drive and Oval Drive

SIZE  ± 23.5 acres

RATE  Equal value exchange

TERM  Permanent conveyance

USE  To be used to create public/private partnership opportunities related to new development on north Centennial Campus consistent with the master land-use plan.
STATE OF NORTH CAROLINA
Department of Administration  
*DISPOSITION OF REAL PROPERTY

Institution or Agency: North Carolina State University       Date: 10/13/17

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

The disposition is recommended for the following reasons:
This proposed exchange of real property between the State of North Carolina on behalf of NC State University and the Board of Trustees of the Endowment Fund of North Carolina State University for equal sized acreage on Centennial Campus is for the benefit of the University. The Endowment will receive acreage to be used to create public/private partnership opportunities related to new development on north Centennial Campus consistent with the master land-use plan.

Description of Property:
The new site, located on Centennial Campus near the intersection of Main Campus Drive and Oval Drive, is to be exchanged for an equal amount of Endowment owned acreage in multiple locations on Centennial Campus. Final quantity, description and exact location will be determined by survey and is expected to be approximately ± 23.5 acres.

Term: Permanent conveyance.

Estimated value: Equal value.

Where deed is filed, if known: N/A

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

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

Funds from the disposal of this property are recommended for the following use. No cost.

Action recommending this transaction was taken by the Board of Trustees at its meeting held on November ____, 2017.

Signature ___________________________  Chancellor

*The term "real property" includes timber rights, mineral rights, etc. (GS 146-64)
### Approval of Designer Selections for Projects Less than $1,000,000

**Note:** The projects below are submitted to the Trustees’ Buildings and Property Committee for formal approval of designer selections for projects less than $1,000,000 that are not on the OESAD list. This listing represents designers selected since September 21, 2017.

<table>
<thead>
<tr>
<th>Project</th>
<th>Fee</th>
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<tbody>
<tr>
<td><strong>Carmichael Recreation Center Experiential Graphics Master Plan</strong></td>
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<td>Designer: Experience Design</td>
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<td>Fund Source: Athletic Trust Funds</td>
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<td><strong>METRIC Core Facility Study</strong></td>
<td>$35,700</td>
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<td>Designer: BHDP, PLLC</td>
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<td>Fund Source: F&amp;A</td>
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<tr>
<td><strong>Price Music Acoustic Modifications</strong></td>
<td>$13,170</td>
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<tr>
<td>Designer: Kirkegaard Associates</td>
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<tr>
<td>Fund Source: Art Administration Trust Funds</td>
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<td><strong>BTEC Concept Addition Study</strong></td>
<td>$2,970</td>
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<td>Designer: O’Brien Atkins Associates, PA</td>
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<td>Fund Source: Appropriated</td>
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<td>Code/Item</td>
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<tr>
<td>41524 / 325</td>
<td>201512124</td>
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<tr>
<td>NA / NA</td>
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<tr>
<td>41624 / 319</td>
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<td>41624 / 341</td>
<td>201712011</td>
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<td>NA / NA</td>
<td>201712055</td>
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<td>41524 / 301</td>
<td>201611013</td>
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<td>NA / NA</td>
<td>201720070</td>
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</table>

**TOTAL** $2,585,545
Agenda Item / Issue:  5.6.A.1 Plan Approval/Carmichael Gym Addition and Renovation – Central Campus

Requested / Required Action:  Approval

Functions:  This project demolishes the existing 47,000 GSF administrative wing of Carmichael Gymnasium and replaces it with an addition of about 82,800 GSF. The project provides recreation, fitness and specialized activity space, as well as functional training areas, classroom, and office space. The project includes a new fire suppression and alarm system for the entire 343,000 GSF Carmichael facility. The focus of the project is to shape the future of wellness on campus by unifying, celebrating and inspiring active lifestyles of NC State students, faculty and staff. The building design will unify the fitness space, increase visual access to destinations, improve wayfinding within the complex, and improve street presence.

Project Scope:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Design/Consultant Costs</td>
<td>$4,155,520</td>
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<tr>
<td>Construction</td>
<td>$34,493,864</td>
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<tr>
<td>Contingency/Other Project Costs</td>
<td>$6,350,616</td>
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<tr>
<td><strong>Total Project Budget</strong></td>
<td>$45,000,000</td>
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</tbody>
</table>

Design Team:  CRA Associates, Inc.w/ HOK – Lead Designer  
ColeJenest & Stone – Landscape Architect  
Bass, Nixon & Kennedy Inc. – MEP & FP

Master Plan Summary:  The building will unify the existing Carmichael facility and create a single identity for the Carmichael Complex. The architectural design will be respectful of Talley, Reynolds, and the neighborhood. The east façade is the visual terminus of a view corridor along Cates Avenue. The project will contribute toward the implementation of the Cates Avenue Master Plan, displacing head in parking spaces to create a safer pedestrian crossing between the north entrance and Talley Student Union.

Recommendation:  Reviewed by CDRP on October 25, 2017. Approval recommended.

Suggested Motion:  Move approval of plans for the Carmichael Gym Addition and Renovation.

Funding Source:  Self Liquidating/Student Fees - $45,000,000

Responsible University unit:  Office of Finance and Administration, Facilities Division

University Presenter/Contact:  Lisa Johnson, University Architect
Approval of Plans and Specifications of Formal Projects
Less than $2,000,000

Note: The projects below are submitted to the Trustees' Buildings and Property Committee for formal acceptance of plans and specifications. This listing represents projects received since the September 21, 2017 meeting.

<table>
<thead>
<tr>
<th>Project</th>
<th>Construction Estimate</th>
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<tr>
<td>Case Academic Center</td>
<td>$1,795,612</td>
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<tr>
<td>Project # 201511114</td>
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<tr>
<td>Dining Addition</td>
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<tr>
<td>Designer: RND Architects, P.A.</td>
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<tr>
<td>Durham, NC</td>
<td></td>
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<tr>
<td>Fund Source: Dining &amp; Catering Operations Trust Funds</td>
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<tr>
<td>Dearstyne Entomology and Avian Health Center</td>
<td>$1,494,175</td>
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<tr>
<td>Project # 201611034</td>
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<tr>
<td>HVAC Upgrades</td>
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<tr>
<td>Designer: McKim &amp; Creed</td>
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<tr>
<td>Raleigh, NC</td>
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<td>Fund Source: University F&amp;A Funds</td>
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<tr>
<td>Syme, Gold, Welch, Bragaw Halls</td>
<td>$530,650</td>
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<td>Project # 201620051</td>
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<tr>
<td>Water Line Replacement</td>
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<tr>
<td>Designer: Draper Aden Associates</td>
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<tr>
<td>Fayetteville, NC</td>
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<tr>
<td>Fund Source: Utilities &amp; Engineering Services Trust Funds</td>
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<tr>
<td>Primrose Hall</td>
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<td>Project # 201720085</td>
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<td>HVAC Upgrades</td>
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<td>Fund Source: Facilities Appropriated Funds</td>
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<td>BTEC-Golden LEAF Biomedical Training and Education Center</td>
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<td>Lab 215 Renovations</td>
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<td>Designer: IBI Group of NC</td>
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<td>Fund Source: NIIMBL Appropriated Funds</td>
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<tr>
<td>College of Textiles</td>
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<td>Project # 201611027</td>
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<tr>
<td>Fire Alarm Notifications Improvements</td>
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<tr>
<td>Designer: Optima Engineering, PA</td>
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<tr>
<td>Raleigh, NC</td>
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<tr>
<td>Fund Source: Repair and Renovation</td>
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<td>Code/Item</td>
<td>Project Name</td>
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<td>41524 336</td>
<td>Reedy Creek Equine Farm</td>
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<td>41624 309</td>
<td>Harris Hall Student Services Renovation</td>
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<tr>
<td>41524 313</td>
<td>Creek Village Phase 3 Infrastructure</td>
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<td>41524 341</td>
<td>Scott Hall HVAC Upgrades</td>
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<td>41524 301</td>
<td>Case Commons Residence Hall</td>
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<td>41524 340</td>
<td>Dearstye Entomology and Avian HVAC Upgrades</td>
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<td>41524 339</td>
<td>Murphy Center Broadcast Studio</td>
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<td>41624 313</td>
<td>Case Academic Center Dining Addition</td>
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<td>41624 325</td>
<td>Steam Tunnel Structure Repairs - Main Campus</td>
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<td>41524 337</td>
<td>Carbon Electronics Cluster Lab Renovations</td>
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<td>41524 338</td>
<td>Dabney Hall HVAC Evaluation and Upgrade</td>
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<td>41524 313</td>
<td>Engineering Building Oval</td>
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<td>41524 314</td>
<td>Centennial Campus Utility Infrastructure</td>
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<td>41624 310</td>
<td>Exterior Lighting LED Conversion</td>
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<td>41625 339</td>
<td>DH Hill &amp; Poe Waterproofing</td>
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<td>41524 312</td>
<td>Bureau of Mines Renovation</td>
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<td>41624 302</td>
<td>Cainment Presentation &amp; Expansion</td>
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<td>41624 331</td>
<td>B104 Lab Renovation, CVM Main Building</td>
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<tr>
<td>41624 311</td>
<td>DH Hill Academic Success Center</td>
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<td>41724 305</td>
<td>Rigging Replacement Stewart Theatre</td>
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<td>41524 314</td>
<td>Plant Sciences Building</td>
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<tr>
<td>41524 301</td>
<td>Wiesiger-Brown Parking Lot</td>
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<tr>
<td>41224 315</td>
<td>HB 1292 Utility Savings</td>
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<td>41524 302</td>
<td>Extension of Initiative Way</td>
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<td>41524 307</td>
<td>Varsity Research Renovations - Phase 1</td>
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<td>41424 310</td>
<td>CBC Chiller Plant Expansion</td>
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<td>41424 307</td>
<td>Patterson Business Center Renovation</td>
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<td>41424 314</td>
<td>CC Thermal Utilities &amp; Infrastructure (CT, COT &amp; MRC)</td>
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<td>41324 357</td>
<td>North &amp; Central Electrical Distribution</td>
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<td>41324 353</td>
<td>MRC Cleanroom Renovations</td>
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<td>41224 352</td>
<td>Centennial Campus Substation Expansion Phase 1 &amp; 2</td>
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<tr>
<td>41524 325</td>
<td>ES King Village Roof Replacements - Ph 2</td>
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<td>41224 370</td>
<td>Energy Performance Contracting #4, CCUP Cogen</td>
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Weisiger – Brown Parking Lot

Before

After
### Upcoming Projects

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<thead>
<tr>
<th>PROJECT NAME</th>
<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>
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</thead>
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<tr>
<td>Plant Sciences Building</td>
<td>Flad Architects</td>
<td>09/15/16</td>
<td>2/19/18</td>
<td>11/29/17</td>
<td>2/15/18</td>
<td>July, 2019</td>
<td>December, 2021</td>
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<td>Bureau of Mines Renovation</td>
<td>Clearscape</td>
<td>02/13/17</td>
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### Approved Projects

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<th>REVIEW</th>
<th>APPROVAL</th>
<th>RECOMMENDATION</th>
<th>REVIEW</th>
<th>APPROVAL</th>
<th>ESTIMATED START</th>
<th>ESTIMATED COMPLETION</th>
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<tr>
<td>The Shores Residential Project - Phase I</td>
<td>White Oak Properties</td>
<td>02/18/99</td>
<td>4/26/00</td>
<td>3/22/00</td>
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<td>4/26/00</td>
<td>4/15/00</td>
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<td>OBS Landscape Architects and Planners</td>
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<td>3/30/11</td>
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<td>Broughton Hall Addition &amp; Renovation</td>
<td>O'Brien Atkins</td>
<td>11/19/08</td>
<td>7/25/12</td>
<td>9/30/12</td>
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<td>Concord Eastridge</td>
<td>09/10/08</td>
<td>11/20/14</td>
<td>2/18/99</td>
<td>12/3/14</td>
<td>10/29/14</td>
<td>10/22/10</td>
<td>10/29/14</td>
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<td>Sigma Phi Epsilon House</td>
<td>Hager Smith</td>
<td>2012</td>
<td>7/26/15</td>
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<td>11/12/15</td>
<td>11/18/00</td>
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<td>AEI and Flad</td>
<td>4/19/13</td>
<td>2/24/16</td>
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<td>Little Diversified Architectural Consulting</td>
<td>10/25/16</td>
<td>9/15/16</td>
<td>6/21/16</td>
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<td>Lambite Chi House</td>
<td>Carl Winstead, AIA</td>
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<td>Delta Zeta House</td>
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<td>Lambert Architecture + Interiors</td>
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<td>9/21/17</td>
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<td>April, 2018</td>
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<tr>
<td>Engineering Building Oval</td>
<td>Clark Nexsen</td>
<td>11/18/18</td>
<td>7/26/18</td>
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<td>RMF Engineering</td>
<td>10/14/16</td>
<td>9/21/17</td>
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### Notes
- **CRA Associates, Inc.**
- **Clearscape**
- **Concord Eastridge**
- **Hager Smith**
- **AEI and Flad**
- **Little Diversified Architectural Consulting**
- **Suttik Design, Inc.**
- **Lambert Architecture + Interiors**
- **RNO Architects**
- **Clark Nexsen**
- **RMF Engineering**
Consent Agenda

Approval of September 21, 2017 Minutes*
The University Advancement Committee of the Board of Trustees of North Carolina State University met in Open Session at 1:00 p.m. in the Chancellor's Conference Room in Holladay Hall.

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

Acting Chair Kelly called roll after which he asked Vice Chancellor Sischo to review the committee’s plan of work and provide a University Advancement update. Brian shared that the search for the new Associate Vice Chancellor for University Development was underway and should conclude in mid-November, with the goal of having the successful candidate on the job the first of the year. He also noted that University Advancement has filled key positions in Annual Giving, the College of Design and in CALS, moving us closer to achieving our staffing needs.

Next, Brian shared University Advancement highlights from FY17, starting with the Campaign Kickoff event in October, which won Best Live Event for a Nonprofit, 2016, from the International Live Event Association. Following the kickoff event and in collaboration with the Alumni Association, the Chancellor and Brian attended Campaign Caravan events in over 20 cities in 10 states. Among the results of these events were 150 new Alumni Association and follow-up data gathered from attendees interested in further engagement. FY17 also saw the rebranding of homecoming as Red & White Week, which much greater involvement from the colleges; the Evening of Stars event was rolled into Red & White Week and moved back to campus; the unveiling of the Social Media Hub, which monitors what’s happening across social media platforms in real time, allowing us to “influence the influencers”; the Alumni Association’s “Howl Back” rebrand, which coincided with a major uptick in Wolftreks travelers and over 500 new lifetime memberships; and Advancement Services’ roll-out of an enhanced naming process and recording over 52 thousand gifts.

Brian stated that the FY18 theme is “Focus, Energy and Discipline” and that the public phase is all about bringing the masses to the table. He pointed out that with over 240 thousand alumni, we have to be strategic and diligent about reaching them, leveraging social media, prospect research and management and working our base to do so. He concluded his update by noting we are placing emphasis on young alumni events to establish and maintain engagement with that demographic.

Acting Chair Kelly then asked Anya Reid to provide a Fundraising and Campaign update. Key points that Anya shared was that we had a record-breaking fundraising year, bringing in a total of $224.8 million. In recapping, Anya reported that the reach back phase of the campaign started at $328 million; $1.004 billion at public launch; the current total stands at $1.15 billion and $16 million has been raised so far for FY18. Cash receipts were up nearly 14% in FY17 for a total of $145 million. She noted the challenge of 97% of our major gifts coming from 3% of our donors, which necessitates buy-in at lower giving levels, particularly the $25 thousand - $100 thousand dollar range.

Advancement Services staff then presented an update, giving an overview of the units within the department and their essential duty of ensuring that our fundraisers have all the information and resources to ensure success.

Representatives from the Engineering Foundation and CALS then presented naming opportunity proposals for the Engineering Oval Building and the Dairy Heritage Museum, respectively, which the committee approved.

In closed session, the committee reviewed and voted unanimously to recommend two donor naming opportunities. We returned to open session and with no further business, the meeting adjourned at 2:30 p.m.

Respectfully submitted,

Susan P. Ward
Chair
Informational Reports

University Advancement

Fundraising and Campaign Update

Alumni Association Update
UNIVERSITY ADVANCEMENT UPDATE

BRIAN SISCHO
VICE CHANCELLOR for UNIVERSITY ADVANCEMENT

November 16, 2017
An Extraordinary Year

NC State University was founded with a mission: to create economic, societal and intellectual prosperity for the people of North Carolina and the United States. The University Advancement team works daily to empower NC State to deliver on and exceed that mission — today, tomorrow and far into the future.

The results of Advancement’s work in fiscal year 2016-17 were, in a word, Extraordinary. Throughout the year our division’s Development, Communications, Alumni Relations and Advancement Services teams worked collaboratively to achieve unsurpassed levels of success and enable NC State to realize more of its remarkable potential. University Advancement, more than ever before, is a dynamic force powering the university’s immense upward trajectory.

Throughout the year, the University Advancement team generated critical university support from alumni and donors, faculty and staff, students and parents, business and community leaders, media and other key publics to help NC State achieve its Strategic Plan goals. Building on the bold ambition, intellectual rigor and hard work of the university’s outstanding leadership, faculty, staff and students, Advancement remains dedicated to fueling the momentum that drives NC State to greater heights.

Examples of key accomplishments from fiscal year 2016-17 follow. Advancement’s biggest successes have been the result of the collaboration of units and departments working across our division and with partners across campus. The most obvious example of this teamwork is the planning, launch and execution of the Think and Do the Extraordinary Campaign.

Thinking and Doing the Extraordinary

University Advancement planned, launched and drove many successful Think and Do the Extraordinary Campaign efforts throughout the year. In addition to ensuring highly strategic and impactful outcomes, these efforts led to enhanced collaboration and buy-in across campus. A few highlights follow.

- Successfully planned and implemented a “Billion by Launch” effort to galvanize internal staff around achieving the $1 billion Campaign fundraising mark by Campaign launch. All colleges and primary units participated. The effort resulted in numerous five, six and seven figure gift commitments.
  - Raised more than $120 million in four months to surpass goal, and launched the Think and Do the Extraordinary Campaign at $1.04 billion.
- Transformed Homecoming week into Red & White Week - a celebration of NC State and the launch of the Think and Do the Extraordinary Campaign. The week was a strong collaborative effort
including all university colleges and primary units that encompassed nearly 70 events and engaged students, alumni, faculty, staff, donors and friends of all kinds. Some highlights included:

- Evening of the Stars.
- Foundation and Advisory Board meetings.
- Campaign Cabinet Lunch and Learn with 242 volunteers.
- Chancellor’s Fall Address.
- Campus-wide celebration.
- Kick-off VIP Reception (for donors to the campaign of $500k or more).
- Campaign Kick-off event.
- Hosted more than 1,500 alumni at Red and White Weeks registered events (Tailgate, BAS Homecoming, Lawyers Reunion, Evening of Stars and Bell Tower tours).

- Managed planning and execution of the *Think and Do the Extraordinary Campaign* Kickoff as the apex of Red & White Week. The event was carefully designed to highlight the Campaign’s priorities and communicate how support would help NC State solve the grand challenges of the state, nation and world. More than 800 guests attended the kickoff event.
  - Included 42 live presenters, debut of the Campaign film, and hosting attendees in newly renovated, historic Reynolds Coliseum.
  - The Kickoff was named best nonprofit event by the Triangle International Live Events Association and is one of three finalists for the global ILEA Esprit Awards.

- Planned and executed a very successful Campaign Kick-Off Tour hosting 20 events in 10 states between November 2016 - June 2017. More than 2,200 people attended the kick-off tour events, which incorporated surveys for alumni/friends to fill out for more information about getting involved and/or giving back.

- Created a collaborative, effective Campaign Communications Plan that ensured broad campus participation and collaboration, including the development of a comprehensive Campaign content strategy for the launch and ongoing implementation that engaged all colleges and major units and resulted in on-Campaign, on-brand communications.

- Created the Campaign website as the home of all things Campaign.
  - Launched in late October, the Campaign website had more than 128,000 visitors (79.27% of visitors were new) and 228,866 page views throughout the year. Compared to the old Giving website, the number of users is up 213%, page views are up 172%, sessions are up 204%, mobile traffic is up 334%, desktop traffic is up 137.75%, and tablet traffic is up 267.24%.

- Created a wealth of Campaign communications materials and support to manage the planning, creation and execution of several key central and partner communications materials.
  - Materials included the *Think and Do the Extraordinary Campaign* artwork and graphic standards, Campaign Toolkit with many downloadable resources, University Case Statement, college/unit Case Statement templates, Campaign Gateway web pages for colleges, 13 individual college (plus Athletics) videos, Campaign Communications Newsletter, and the Campaign Announcement to more than 250,000 recipients.
Produced and distributed bi-weekly development and gift activity updates to the NC State leadership group (Chancellor, Deans, CDOs and Directors) to report progress made by Development staff towards annual and campaign fundraising goals.

An Extraordinary Year in Fundraising
We've mapped out a big, bold future for NC State including increasing scholarships and fellowships, strengthening our faculty and their research, and extending education and opportunity to tens of thousands of students. The fuel to achieve these ambitious goals is strong private support, driving our university community from good to Extraordinary. Advancement’s focused development efforts, working alongside partners from across the division and the university, drove another outstanding fundraising year. A few highlights follow.

- Capitalizing on the momentum of the public Campaign launch, between the October kickoff and end of the fiscal year, Advancement raised $113,395,869.
  - As of June 30, 2017, the Campaign total was $1,115,888,330 – 72% of the $1.6 billion goal.
  - Alumni are responsible for 43% of the total Campaign dollars raised to date.
- In total, NC State raised a record $224,793,307 in philanthropic gifts, grants and commitments in fiscal year 2017, the highest total in NC State’s proud history.
  - The total represents a 39 percent increase over the previous year.
- More than one-third of the year’s commitments, $84.6 million, were designated for the endowment. Another $57.6 million in new commitments were designated for facilities.
- The College of Agriculture and Life Sciences alone raised $84 million, a 111% increase from last fiscal year. Several other colleges/units posted notable rates of growth over the previous year.
  - Textiles - 174%.
  - DASA/ARTS NC State - 152%.
  - Poole College of Management - 84%.
  - Design - 70%.
  - Libraries - 59%.
  - Alumni Association - 58%.
  - Education - 44%.
  - College of Natural Resource - 33%.
  - Veterinary Medicine - 23%.
- Gift receipts (cash in the door) totaled $144,971,725 million, driving the fifth straight year of $100-million-plus gift receipts. $49.5 million of FY17 gift receipts were designated for endowment.
- Gifts designated to support faculty helped create 11 new distinguished professorships throughout the year. This brings the total number of professorships created throughout the Campaign to 70.
- Gifts designated for student support created 68 new scholarships and 3 new fellowships in FY17.
- Through a targeted strategy, the year saw a significant increase in student giving.
All 10 colleges were represented with student donors throughout year.

- Student donors increased 133%.
- Student donations increased 30% to $54,651.
- Students supported 141 different allocations.

- Gifts $50 and below added up to $23k in support for NC State
- Annual Giving raised a record $3,467,492, an increase of 24% over the previous year, breaking the $2 million mark for the fourth consecutive year.

- NC State fundraisers secured an impressive number transformational seven- and eight-figure commitments to support key priorities across the university, including:
  - The Golden LEAF Foundation’s $45M grant to support the Plant Sciences Initiative.
  - An anonymous donor provided $24 million to support the College of Education; the College of Sciences and a University-wide scholarship fund.
  - Bill and Melinda Gates Foundation grant pledge to CALS for $4.5 million.
  - A $6.5 million gift to the College of Veterinary Medicine.

As a result of a strong, dedicated development team and great teamwork, these philanthropic dollars are making a tremendous difference in the life of the NC State community.

**Extraordinary Alumni Relations**

NC State alumni in North Carolina, throughout the nation and across the globe are the foundation for the university’s broad support. Actively engaging these alumni to be involved with and support their alma mater is critical to NC State’s current Campaign and ongoing success. Throughout the year, our team inspired significantly increased numbers of alumni and friends through a variety of engaging programs that ignite pride and help NC State achieve its strategic goals. Following are a few highlights.

- 480 members joined Alumni Association Life Status in fiscal year 2017 and netted over $250,000 in life payments: record levels of members and payments.
- Paid Alumni Association memberships reached an all-time high predominantly on the growth of the Student Alumni Association and Life Members.
- The Student Alumni Association continues to be the University’s largest student organization cresting at 3,200 members.
  - Received numerous awards including its third CASE District III “Student Leader of the Year” recognition out of the past five years.
- Request for alumni career services grew 294% compared to the same period the previous year as the result of a process improvement shepherded by the new career services manager.
- About 3,000 alumni and friends attended targeted outreach events throughout the fiscal year.
  - Events included notable locations and themes such as Fenway Park in Boston, the National College Football Hall of Fame in Atlanta, Shuters on the Beach in Santa Monica and the Ronald Reagan Building Rotunda in Washington, DC.
In addition, events were held in Winston-Salem, Asheville, Charlotte, New York, Seattle, Portland, Palo Alto, Austin, Greenville-Spartanburg, Wilmington, Greensboro, Raleigh, Richmond, Hampton Roads and the Research Triangle Park.

- Worked with Raleigh-based branding firm Clean Design to rebrand the Alumni Association, defining its core mission, values, brand pillars, key messages and visual identity system.
- Redesigned the NC State Alumni Association website to make it more interactive. Moved the blog content to the website. Streamlined storytelling platforms, increased traffic and the time that visitors spend on the site.
- Added a new event, *Howl Back with your Pack*, to celebrate members. It will be a signature event held annually at the Park Alumni Center in the fall. More than 500 alumni registered to attend the inaugural event.
- Affinity, advertising and sponsorship revenue hit a record level growing 52% over the previous year. The re-alignment of staff reporting structure and the strength of the re-brand were significant variables in this increase.
- An Alumni Association Magazine story on alumni who died at Normandy evolved into a presentation in partnership with a professor who teaches military history. The resulting events were a great way to bring the magazine content alive and will serve as a template.
- Won 12 CASE District III communications awards for magazine articles, design and photography, the rebranding of the Alumni Association, a membership brochure and speechwriting.
- More than 300 alumni traveled with the WolfTreks Travel Program in fiscal year 2016-17, and the program exceeded revenue projects by almost $20,000.
- Teaching and Student Development/Leadership Education was a focus for Caldwell Fellow students (key future alumni). Examples included curriculum for personal and leadership development, annual class retreats, Caldwell leadership seminars, service learning teams, global and national travel and study, mentoring and student leadership roles.
  - Staff and dozens of volunteers also reinforced “Citizenship” as the Caldwell Fellow theme for the year, and had a significant, positive impact on the students.
- Providing early and deep engagement of new Caldwell Fellows (key future alumni) was a heightened priority for the second year and has had a significant impact on student development and alliance with program mission. FY17’s summer programming included:
  - SATELLITE camp led by Caldwells offering significant leadership roles.
  - Two wilderness expeditions led by team of 5 Caldwell alumni certified as wilderness leaders
  - Two International experiences:
    - Sacred Music Festival in Morocco, a two-week program with NC State’s Music department.
    - Vecinos Program, a three-week an in service-learning and cross-cultural training in Guanajuato, Mexico, in partnership with NC State’s Global Training Initiative and the Fundacion Communitaria del Bajio.
- Campaign strategy for Caldwell Fellow alumni engagement was established.
The Alumni Association’s efforts are ensuring a broad range of support that will help ensure a successful Campaign and a strong NC State for many years to come.

**Advancement Services and Support that Empower the Extraordinary**

Excellent advancement services and support are a critical foundation for driving the success of the overall University Advancement operation. Our team’s “behind the scenes” professionals expertly manage the university’s alumni and donor records, direct research about donor opportunities, process gifts, oversee business processes, and provide the backbone and infrastructure for all areas of University Advancement to be successful. Throughout the year, the team completed several key strategic initiatives to support the advancement enterprise at NC State. A few highlights follow.

- Developed Campaign reports for both internal and external audiences.
- Implemented gift and prospect data integration from Wolfpack Club and Textiles Foundation into Advance.
- Enhanced the iModules platform to support key development initiatives in online giving, email marketing and event management.
- Reviewed and implemented changes to the Gift Assessment to upgrade gift assessment rates.
- Completed the review of all $1 million+ rated prospects who best matched the predictive model for major gifts and had a NC address (1,065 total).
- Conducted and managed, over several months, a comprehensive major gift portfolio and discovery pool scrub with all frontline fundraisers.
- Processed 52,226 gifts, matching gifts and pledges to support the record-breaking fundraising year at NC State.
- Implemented automated data updates for student, parent and faculty/staff records to support fundraising efforts.
- Transitioned the acceptance, processing and donor inquiries of securities gifts from FAI and Gift Planning and successfully processed 255 securities transactions (64% increase).
- Distributed 2,700 Campaign-branded Endowment Reports to key NC State donors before the 2016 holiday season.
- Facilitated 11 Distinguished Professor commitments.
- Created procedures to assist campus partners in developing naming levels for new and renovated facilities.
- Established the office of Donor Services to support moving gift conversations along the continuum, honoring donor intent and reporting on the financial impact of endowments.
  - The team worked across disciplines, colleges and foundations with a focus on the distinguished professorship program, gift agreements and endowment reporting.
- Established the office of Gifts and Records Management to oversee the functions of gifts processing and biographic records.
Restructured two existing offices into the office of Prospect Development, Research and Strategy, to streamline processes and to improve efficiencies with prospect development and prospect management.

**Extraordinary Communications, Marketing and Events**

Critical components in achieving Advancement and university strategic goals are on-brand, coordinated and impactful communications and events. Over the year, our talented team of communications, marketing and events professionals worked collaboratively across campus applying their expertise to target, inform, motivate and inspire key publics. These efforts have been instrumental for driving successes that advanced NC State, its colleges and units. Following are a few highlights.

- Executed a *Digital Brand Awareness Advertising Campaign* that utilized Campaign identity and drove 53 million total impressions (well above goal) and impressive engagement interactions.
- Strategically “launched” the Social Media Strategy Hub into a position of greatly increased strategy, collaboration and impact.
  - Hired a new director to take social media efforts to the next level.
  - Houses eight fulltime employees representing: NC State’s Central Social Channels, Development Communications, Alumni Relations, DELTA, Poole College of Management, College of Textiles, College of Natural Resources, College of Sciences, College of Education, CALS and Extension.
  - Drove impactful social media engagements via central channels, including more than 50 million total impressions, over 1.3 million engagements, and 2.5 million video views with more than 3.4 million minutes watched.
  - Hired a new social media specialist split between Development Communications and Alumni Relations that has largely focused on developing/distributing giving content.
- Oversaw significant increase in philanthropic content creation and distribution, advancing the culture of philanthropy at NC State.
  - Created more than 60 original features for the web.
  - Philanthropic content is consistently featured on the university’s homepage, on news.ncsu.edu, in the Bulletin, on social media and distributed via college/unit outlets.
  - Published 52 editions of Philanthropy in the News which curated more than 200 stories from across campus. Grew number of subscribers from 82 to 800.
- Managed high-level stewardship activities, including researching and writing more than 900 personalized letters to support Chancellor and Vice Chancellor stewardship efforts.
- Earned more than 35,000 NC State (not including Athletics) media clips tracked in print, digital and broadcast. This generated more than $41 million in equivalent ad value.
- 94 Abstract blog posts led to significant national exposure.
NC State research stories were featured on federal agency news sites 50 times.

Drove NC State community interest in the Bulletin; open rate averages about 55 percent every Thursday, driving traffic to the news.ncsu.edu site.

- Traffic exceeded 1.2 million page views for the second consecutive year.
- Average time-on-page increased to 3 minutes and 20 seconds, indicating readers are highly engaged with the content.

Revamped *Results Magazine* in collaboration with ORIED.

Hosted more 10,000 guests at key university events, ensuring they had a quality, positive, on-brand experience. A few highlights follow.

- More than 200 people were engaged at exclusive dinners at The Point, and another 1,000 guests attended private receptions with the Chancellor.
- Planned and executed successful athletic events.
  - Hosted a record 1,100+ donors and guests in the football suite and another 400 guests in the football stadium seats.
  - Hosted 900 guests in the PNC arena for pre-season basketball, and more than 1,100 people for ACC basketball pregame events and the games.
- Launched a new series of engaging event sat The Point designed to reach a broader audience of principal prospects and major gift donors.

Executed 58 major web projects over year. A few highlights include:

- College of Engineering web site redesign.
- Poole College of Management web site redesign.
- CALS web site redesign.
- Admissions web site redesign.

NC State University’s Home Page accounted for 57% of all core site page views with more than 8 million visitors throughout the year, measured at the end of April (estimate over 10 million visitors for the year).

Produced three innovative Web rollouts to assist campus in improving planning, content sharing and communications impacts.

- Newswire – an easy to use, searchable online content database that allows NC State communicators to share stories and other content via an easy-to-use online system.
- Email Generator – enables is a self-service tool that allows campus users to easily create attractive, on-brand html emails for use in mass email communications.
- Digital Magazine Format – a flexible platform that enables UComm and partners to efficiently migrate printed magazines into fully interactive online digital publications.

Drafted, designed and produced 76 major print projects. Some notable projects included:

- The Chancellor’s Report.
- Fact Book.
- The Endowment Report.
- College of Education Impact Report.
- The Year in Sciences.
- Apply to NC State.
- MBA collateral system.

- Produced 45 impactful video projects for NC State.
FUNDRAISING and CAMPAIGN REPORT

ANYA REID
EXECUTIVE DIRECTOR for DEVELOPMENT and EXTERNAL RELATIONS, POOLE COLLEGE of MANAGEMENT & INTERIM LEADERSHIP, UNIVERSITY DEVELOPMENT

November 16, 2017
NC STATE UNIVERSITY

THINK AND DO
THE
EXTRAORDINARY

The Campaign for NC State

September 30, 2017
Campaign Reports

September 30, 2017
Campaign Progress
Gift Activity: Launch to $1.6 B Goal
as of September 30, 2017

$1B Public Launch Goal Met By October 28, 2016
$1,004,747,857

Current Total
$1,139,140,787

Reachback Total
$328,194,213

$1.6B Campaign End Goal
Campaign Progress
Gift Activity: Gift Pyramid
as of September 30, 2017
### Campaign Progress
#### Gift Activity: Gift Pyramid Details

**as of September 30, 2017**

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#### Wolfpack Club/Textiles++

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#### Campaign Totals

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<td><strong>Subtotal</strong></td>
<td>5600</td>
<td><strong>$480,000,000</strong></td>
<td><strong>30%</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Gift Range</th>
<th># Donors</th>
<th>Dollars</th>
<th>% to Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>$50,000,000 to $999,999</td>
<td>1</td>
<td>$151,599,578</td>
<td>76%</td>
</tr>
<tr>
<td>$40,000,000 to $49,999,999</td>
<td>1</td>
<td>$139,314,159</td>
<td>80%</td>
</tr>
<tr>
<td>$40,000,000 to $49,999,999</td>
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<td>$40,000,000</td>
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<tr>
<td>$20,000,000 to $24,999,999</td>
<td>6</td>
<td>$90,428,581</td>
<td>60%</td>
</tr>
<tr>
<td>$10,000,000 to $19,999,999</td>
<td>9</td>
<td>$63,913,625</td>
<td>43%</td>
</tr>
<tr>
<td>$100,000 to $249,999</td>
<td>31</td>
<td>$103,548,918</td>
<td>74%</td>
</tr>
<tr>
<td>$10,000,000 to $24,999,999</td>
<td>115</td>
<td>$173,086,095</td>
<td>124%</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>165</td>
<td><strong>$761,890,957</strong></td>
<td><strong>68%</strong></td>
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<table>
<thead>
<tr>
<th>Gift Range</th>
<th># Additional Donors</th>
<th># Additional Dollars</th>
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<tbody>
<tr>
<td>$100,000,000 or Greater</td>
<td>0</td>
<td>$48,400,422</td>
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<tr>
<td>$50,000,000 to $99,999,999</td>
<td>1</td>
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</tr>
<tr>
<td>$25,000,000 to $49,999,999</td>
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<tr>
<td>$2,500,000 to $4,999,999</td>
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<tr>
<td>$1,000,000 to $2,499,999</td>
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</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>57</td>
<td>$358,109,043</td>
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</table>

**Wolfpack Club/Textiles++**  

- Information is reflected in the total dollars raised, but not on the donor level.
- Excludes WPC/Textiles Transactions processed in Advance.

* # Donors is the total number of households and organizations
* 50,626 donors to date
Campaign Progress
Gift Activity: Progress to Goal by College
as of September 30, 2017

TARGET $50M - $400M

<table>
<thead>
<tr>
<th>College</th>
<th>Target</th>
<th>Contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ag and Life Sciences</td>
<td>$400M</td>
<td>$287M</td>
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<tr>
<td>University-Wide</td>
<td>$300M</td>
<td>$287M</td>
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<tr>
<td>Engineering</td>
<td>$230M</td>
<td>$125M</td>
</tr>
<tr>
<td>Wolfpack Club/Athletics</td>
<td>$210M</td>
<td>$105M</td>
</tr>
<tr>
<td>Veterinary Medicine</td>
<td>$175M</td>
<td>$111M</td>
</tr>
<tr>
<td>Poole College</td>
<td>$65M</td>
<td>$60M</td>
</tr>
<tr>
<td>Sciences</td>
<td>$60M</td>
<td>$36M</td>
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</tbody>
</table>

Target Contributions: 72%, 96%, 92%, 60%, 63%, 50%, 63%, 92%, 60%
Campaign Progress
Gift Activity: Progress to Goal by College
as of September 30, 2017

TARGET $5M - $50M

- Natural Resources: $22M, 63%
- Humanities & Social Sciences: $24M, 69%
- Textiles: $20M, 77%
- Libraries: $16M, 73%
- Education: $17M, 81%
- Student Affairs: $16M, 81%
- Design: $8M, 62%
- Alumni Association: $6M, 94%

Target Contributions
- Natural Resources: $22M
- Humanities & Social Sciences: $24M
- Textiles: $20M
- Libraries: $16M
- Education: $17M
- Student Affairs: $16M
- Design: $8M
- Alumni Association: $6M
Campaign Progress
Gift Activity: Gifts by Type
as of September 30, 2017

Cash & Pledges
71% of target raised
$857M
Target
$1200M
YTD
$283M

Planned Gift Life Income and Bequests
71% of target raised
$400M
Target
$1400M
YTD
$200M

Agenda
Campaign Progress
Gift Activity: Gifts by Source
as of September 30, 2017

- **Alumni**: 69% of target raised, $484M
- **Other Individuals**: 66% of target raised, $275M
- **Foundations**: 79% of target raised, $350M
- **Corporations/Other Orgs**: 72% of target raised, $275M

- **Total Target**: $700M
- **YTD**: $198M

72% of target raised
79% of target raised
66% of target raised
69% of target raised

Corporations/Other Orgs
Foundations
Other Individuals
Alumni

TARGET  YTD
Campaign Progress
Gift Activity: Gifts by Purpose
as of September 30, 2017

Endowment
- 71% of target raised
- $570M of $800M

Current Operations
- 70% of target raised
- $420M of $600M

Facilities
- 75% of target raised
- $150M of $200M

TARGET | YTD
<table>
<thead>
<tr>
<th>Phase</th>
<th>Reachback Phase</th>
<th>Nucleus Phase</th>
<th>Public Phase</th>
<th>Campaign Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ag and Life Sciences</td>
<td>$57,278,305</td>
<td>$198,211,619</td>
<td>$31,158,178</td>
<td>$286,648,102</td>
</tr>
<tr>
<td>Design</td>
<td>$1,924,038</td>
<td>$4,497,956</td>
<td>$1,558,594</td>
<td>$7,980,588</td>
</tr>
<tr>
<td>Education</td>
<td>$1,494,879</td>
<td>$13,217,200</td>
<td>$1,921,293</td>
<td>$16,633,372</td>
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<tr>
<td>Engineering</td>
<td>$26,577,340</td>
<td>$77,519,921</td>
<td>$20,752,340</td>
<td>$124,849,601</td>
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<tr>
<td>Humanities &amp; Social Sciences</td>
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<td>$19,760,344</td>
<td>$2,005,636</td>
<td>$23,895,771</td>
</tr>
<tr>
<td>Poole College</td>
<td>$40,059,843</td>
<td>$15,678,023</td>
<td>$4,242,602</td>
<td>$59,980,468</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>$9,967,541</td>
<td>$9,017,802</td>
<td>$3,016,015</td>
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</tr>
<tr>
<td>Sciences</td>
<td>$6,159,812</td>
<td>$26,684,286</td>
<td>$3,448,431</td>
<td>$36,292,529</td>
</tr>
<tr>
<td>Textiles*</td>
<td>$6,165,433</td>
<td>$9,232,114</td>
<td>$4,229,733</td>
<td>$19,627,280</td>
</tr>
<tr>
<td>Veterinary Medicine</td>
<td>$24,759,243</td>
<td>$71,916,790</td>
<td>$13,672,330</td>
<td>$110,348,363</td>
</tr>
<tr>
<td>Alumni Association</td>
<td>$792,295</td>
<td>$5,013,053</td>
<td>$734,552</td>
<td>$6,539,900</td>
</tr>
<tr>
<td>DASA</td>
<td>$2,897,473</td>
<td>$11,243,835</td>
<td>$2,015,220</td>
<td>$16,156,528</td>
</tr>
<tr>
<td>Libraries</td>
<td>$6,202,024</td>
<td>$8,063,255</td>
<td>$2,164,491</td>
<td>$16,429,770</td>
</tr>
<tr>
<td>University-wide</td>
<td>$137,278,285</td>
<td>$117,925,757</td>
<td>$31,096,261</td>
<td>$286,300,303</td>
</tr>
<tr>
<td>Wolfpack Club/Athletics**</td>
<td>$4,507,910</td>
<td>$86,114,358</td>
<td>$14,834,585</td>
<td>$105,456,853</td>
</tr>
<tr>
<td>**Total</td>
<td>$328,194,213</td>
<td>$674,096,313</td>
<td>$136,850,260</td>
<td>$1,139,140,787</td>
</tr>
</tbody>
</table>

* Includes gift information provided by the North Carolina Textiles Foundation
** Includes gift information provided by the NCSU Student Aid Association
### Gift Activity: Gifts by Source as of September 30, 2017

<table>
<thead>
<tr>
<th></th>
<th>Alumni</th>
<th>Parents</th>
<th>Faculty Staff</th>
<th>Other Individuals</th>
<th>Corporations</th>
<th>Foundations</th>
<th>Other Organizations</th>
<th>Campaign Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ag and Life Sciences</td>
<td>$44,402,708</td>
<td>$14,580,867</td>
<td>$3,784,149</td>
<td>$30,757,695</td>
<td>$72,383,812</td>
<td>$79,457,609</td>
<td>$41,281,261</td>
<td>$286,648,101</td>
</tr>
<tr>
<td>Design</td>
<td>$3,249,331</td>
<td>$41,510</td>
<td>$125,284</td>
<td>$528,503</td>
<td>$1,905,139</td>
<td>$1,632,157</td>
<td>$498,665</td>
<td>$7,980,589</td>
</tr>
<tr>
<td>Humanities &amp; Social</td>
<td>$11,416,173</td>
<td>$980,333</td>
<td>$1,094,267</td>
<td>$8,286,701</td>
<td>$274,553</td>
<td>$1,747,340</td>
<td>$96,404</td>
<td>$23,895,771</td>
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<td>$1,236,688</td>
<td>$2,475,969</td>
<td>$3,117,930</td>
<td>$878,048</td>
<td>$536,070</td>
<td>$22,001,357</td>
</tr>
<tr>
<td>Poole College</td>
<td>$19,810,244</td>
<td>$5,173,033</td>
<td>$722,367</td>
<td>$602,997</td>
<td>$5,447,661</td>
<td>$2,918,067</td>
<td>$1,618,161</td>
<td>$36,292,530</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>$19,810,244</td>
<td>$5,173,033</td>
<td>$722,367</td>
<td>$602,997</td>
<td>$5,447,661</td>
<td>$2,918,067</td>
<td>$1,618,161</td>
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</tr>
<tr>
<td>Textiles*</td>
<td>$10,162,153</td>
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<td>$358,673</td>
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<tr>
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<td>$702,778</td>
<td>$1,519,510</td>
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<td>$1,654,100</td>
<td>$1,558,902</td>
<td>$208,290</td>
<td>$16,429,770</td>
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<tr>
<td>University-wide</td>
<td>$136,194,101</td>
<td>$1,161,507</td>
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<td>$2,113,191</td>
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<tr>
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<td>$105,456,854</td>
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<tr>
<td><strong>Total</strong></td>
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<td>$145,233,010</td>
<td>$277,202,225</td>
<td>$52,706,234</td>
<td>$1,139,140,787</td>
</tr>
</tbody>
</table>

* Includes gift information provided by the North Carolina Textiles Foundation

** Includes gift information provided by the NCSU Student Aid Association
<table>
<thead>
<tr>
<th>Category</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>
</tr>
</thead>
<tbody>
<tr>
<td>Ag and Life Sciences</td>
<td>$79,124,934</td>
<td>$5,831,148</td>
<td>$238,645</td>
<td>$5,504,126</td>
<td>$5,259,728</td>
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<tr>
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<tr>
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<tr>
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<tr>
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<tr>
<td>Libraries</td>
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<tr>
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<td>$350,770</td>
<td>$1,227,428</td>
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<td>$9,093,601</td>
<td>$98,523,565</td>
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</tr>
<tr>
<td>Wolfpack Club/Athletics**</td>
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<td>$8,967,000</td>
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<tr>
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<td>$287,281,711</td>
<td>$133,106,346</td>
<td>$1,139,140,787</td>
</tr>
</tbody>
</table>

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** Includes gift information provided by the NCSU Student Aid Association
<table>
<thead>
<tr>
<th>Category</th>
<th>Current Operations</th>
<th>Endowment</th>
<th>Facilities</th>
<th>Campaign Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ag and Life Sciences</td>
<td>$134,218,150</td>
<td>$96,605,465</td>
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<td>$286,648,103</td>
</tr>
<tr>
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<td>$7,980,589</td>
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<tr>
<td>Education</td>
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<tr>
<td>Engineering</td>
<td>$42,436,020</td>
<td>$57,845,403</td>
<td>$24,568,178</td>
<td>$124,849,601</td>
</tr>
<tr>
<td>Humanities &amp; Social Sciences</td>
<td>$4,854,069</td>
<td>$19,040,702</td>
<td>$1,000</td>
<td>$23,955,771</td>
</tr>
<tr>
<td>Poole College</td>
<td>$11,174,104</td>
<td>$48,312,214</td>
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<tr>
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<td>$5,231,143</td>
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<tr>
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<tr>
<td>Textiles*</td>
<td>$9,794,803</td>
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<tr>
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<tr>
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<tr>
<td>Wolfpack Club/Athletics**</td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>$569,829,302</strong></td>
<td><strong>$149,888,136</strong></td>
<td><strong>$1,139,140,787</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
### Unit Supporting Professors

<table>
<thead>
<tr>
<th>Unit Supporting</th>
<th>Prior to FY 11</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 11 - 17 Total</th>
<th>Overall Total</th>
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</thead>
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<td>3 (2)</td>
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<td>17 (8)</td>
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<tr>
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<td></td>
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<tr>
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<tr>
<td>Textiles</td>
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<tr>
<td>University wide</td>
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<td><strong>15 (2)</strong></td>
<td><strong>1</strong></td>
<td><strong>5 (1)</strong></td>
<td><strong>7 (2)</strong></td>
<td><strong>18 (6)</strong></td>
<td><strong>13 (4)</strong></td>
<td><strong>11 (4)</strong></td>
<td><strong>70 (19)</strong></td>
<td><strong>222</strong></td>
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</tbody>
</table>

* Numbers include fully established professorships (term and endowed), BTEs and planned gifts with signed commitments as of the end of the quarter reflected above.
** Numbers in parentheses indicate professorships funded through planned gifts.

P.H. Cooper Distinguished Professorship was initially reported in FY16 but moved to FY17 when the agreement was signed September 2016.
NC STATE

FY17 Monthly Reports
Gift Activity

September 30, 2017
### FY17 Development Reports

#### Gift Report: Gifts and New Commitments

**as of September 30, 2017**

<table>
<thead>
<tr>
<th>Source</th>
<th>FYTD 09/30/16</th>
<th>FYTD 09/30/17</th>
<th>% of Change</th>
<th>Average FY15-FY17</th>
<th>YTD Period % Change 3 Yr Avg/FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individuals</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outright Gifts and Pledges</td>
<td>$9,990,879</td>
<td>$6,591,660</td>
<td>-34%</td>
<td>$12,296,592</td>
<td>-46%</td>
</tr>
<tr>
<td>Life Income Gifts and Realized Bequests</td>
<td>$4,315,352</td>
<td>$2,309,015</td>
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<td>$2,025,830</td>
<td>14%</td>
</tr>
<tr>
<td>Revocable Bequest Pledges/Life Insurance Pledges</td>
<td>$5,591,522</td>
<td>$1,745,906</td>
<td>-69%</td>
<td>$6,942,816</td>
<td>-75%</td>
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<tr>
<td>** Corporations/Foundations/Orgs**</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Outright Gifts, Pledges and Matching Gifts</td>
<td>$71,633,267</td>
<td>$12,058,141</td>
<td>-83%</td>
<td>$35,641,281</td>
<td>-66%</td>
</tr>
<tr>
<td><strong>New Business Total</strong></td>
<td>$91,531,020</td>
<td>$22,704,721</td>
<td>-75%</td>
<td>$56,906,519</td>
<td>-60%</td>
</tr>
<tr>
<td>Source</td>
<td>FYTD 09/30/16</td>
<td>FYTD 09/30/17</td>
<td>% of Change</td>
<td>Average FY15-FY17</td>
<td>YTD Period % Change 3 Yr Avg/FY18</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>---------------</td>
<td>---------------</td>
<td>-------------</td>
<td>-------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td><strong>Individuals</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outright Gifts and Pledge Payments</td>
<td>$12,333,776</td>
<td>$9,994,927</td>
<td>-19%</td>
<td>$11,098,531</td>
<td>-10%</td>
</tr>
<tr>
<td>Life Income Gifts and Realized Bequests</td>
<td>$2,618,477</td>
<td>$3,370,273</td>
<td>29%</td>
<td>$1,585,682</td>
<td>113%</td>
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<tr>
<td><strong>Corporations/Foundations/Orgs</strong></td>
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<td></td>
</tr>
<tr>
<td>Outright Gifts, Pledge Payments and Matching Gifts &amp; Equipment</td>
<td>$13,325,763</td>
<td>$14,271,484</td>
<td>7%</td>
<td>$14,691,318</td>
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<tr>
<td><strong>Cash Flow Total</strong></td>
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<td>$27,636,684</td>
<td>-2%</td>
<td>$27,375,531</td>
<td>1%</td>
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</table>
## FY17 Development Reports
### Gift Report: Monthly Gifts & New Commitments by Use
#### as of September 30, 2017

<table>
<thead>
<tr>
<th>Category</th>
<th>Current Operations</th>
<th>Endowment</th>
<th>Facilities</th>
<th>Year-to-date FY '18 Totals</th>
<th>Year-to-date FY '17 Totals</th>
<th>YTD Period % Change FY17/18</th>
<th>3 year Average (FY15 - FY17)</th>
<th>YTD Period % Change 3 yr avg/FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ag and Life Sciences</td>
<td>$3,822,941</td>
<td>$3,469,241</td>
<td>$7,435</td>
<td>$7,299,617</td>
<td>$51,920,887</td>
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<td>-73%</td>
</tr>
<tr>
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<td>$30,605</td>
<td>$56,690</td>
<td>$0</td>
<td>$87,295</td>
<td>$37,607</td>
<td>132%</td>
<td>$168,457</td>
<td>-48%</td>
</tr>
<tr>
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<td>$40,756</td>
<td>$468</td>
<td>$706,368</td>
<td>$1,625,053</td>
<td>-57%</td>
<td>$721,041</td>
<td>-2%</td>
</tr>
<tr>
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<td>$1,639,321</td>
<td>$1,306,022</td>
<td>$508,265</td>
<td>$3,453,608</td>
<td>$4,192,056</td>
<td>-18%</td>
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</tr>
<tr>
<td>Humanities &amp; Social Sciences</td>
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<td>$662,580</td>
<td>$0</td>
<td>$944,380</td>
<td>$2,377,751</td>
<td>-60%</td>
<td>$3,575,273</td>
<td>-74%</td>
</tr>
<tr>
<td>Poole College</td>
<td>$451,639</td>
<td>$165,905</td>
<td>$0</td>
<td>$617,544</td>
<td>$370,257</td>
<td>9%</td>
<td>$667,838</td>
<td>-8%</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>$170,140</td>
<td>$207,591</td>
<td>$26,040</td>
<td>$403,771</td>
<td>$370,257</td>
<td>9%</td>
<td>$313,552</td>
<td>29%</td>
</tr>
<tr>
<td>Sciences</td>
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<td>$1,196,233</td>
<td>$139,331</td>
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<td>$999,906</td>
<td>20%</td>
</tr>
<tr>
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<td>1780%</td>
</tr>
<tr>
<td>Veterinary Medicine</td>
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<td>$2,710,123</td>
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<td>$1,493,006</td>
<td>-23%</td>
</tr>
<tr>
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<td>-6%</td>
</tr>
<tr>
<td>DASA</td>
<td>$359,348</td>
<td>$60,470</td>
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</tr>
<tr>
<td>University-wide</td>
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<td>$36,753</td>
<td>$2,256,335</td>
<td>$18,606,974</td>
<td>-88%</td>
<td>$10,201,253</td>
<td>-78%</td>
</tr>
<tr>
<td>Wolfpack Club/Athletics**</td>
<td>$763,908</td>
<td>$115,679</td>
<td>$645,504</td>
<td>$1,525,092</td>
<td>$4,237,096</td>
<td>-64%</td>
<td>$5,382,547</td>
<td>-72%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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<td><strong>$1,234,625</strong></td>
<td><strong>$22,705,121</strong></td>
<td><strong>$91,531,021</strong></td>
<td><strong>-75%</strong></td>
<td><strong>$56,906,520</strong></td>
<td><strong>-60%</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
**FY17 Development Reports**

**Gift Report: Monthly Gifts & New Commitments by Source**

*as of September 30, 2017*

<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 '18 Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ag and Life Sciences</strong></td>
<td>$2,392,950</td>
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<td>$4,429</td>
<td>$208,676</td>
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<td>$29,988</td>
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<td>$8,742</td>
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<td>$14,440</td>
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<td>$1,385,971</td>
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<td>$139,328</td>
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<tr>
<td><strong>Humanities &amp; Social Sciences</strong></td>
<td>$732,521</td>
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<td>$15,130</td>
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</tr>
<tr>
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<td>$105,000</td>
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<tr>
<td><strong>Sciences</strong></td>
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<td>$1,440</td>
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</tr>
<tr>
<td><strong>Textiles</strong>*</td>
<td>$1,191,610</td>
<td>$100</td>
<td>$26,462</td>
<td>$50,050</td>
<td>$142,562</td>
<td>$1,000,100</td>
<td>$0</td>
<td>$2,410,884</td>
</tr>
<tr>
<td><strong>Veterinary Medicine</strong></td>
<td>$212,370</td>
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<td>$197,302</td>
<td>$122,574</td>
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<tr>
<td><strong>Alumni Association</strong></td>
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<tr>
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<td>$44,913</td>
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<td>$1,086</td>
<td>$428,101</td>
</tr>
<tr>
<td><strong>Libraries</strong></td>
<td>$22,670</td>
<td>$1,795</td>
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<td>$85,095</td>
<td>$24,095</td>
<td>$1,000</td>
<td>$1,377</td>
<td>$138,727</td>
</tr>
<tr>
<td><strong>University-wide</strong></td>
<td>$290,487</td>
<td>$8,565</td>
<td>$2,525</td>
<td>$32,593</td>
<td>$171,159</td>
<td>$1,747,798</td>
<td>$3,007</td>
<td>$2,256,335</td>
</tr>
<tr>
<td><strong>Wolfpack Club/Athletics</strong></td>
<td>$1,494,123</td>
<td>$0</td>
<td>$0</td>
<td>$100</td>
<td>$30,869</td>
<td>$0</td>
<td>$0</td>
<td>$1,525,092</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$9,019,195</td>
<td>$128,109</td>
<td>$113,144</td>
<td>$1,386,134</td>
<td>$5,743,191</td>
<td>$4,411,144</td>
<td>$1,903,805</td>
<td>$22,705,121</td>
</tr>
</tbody>
</table>

*Includes gift information provided by the North Carolina Textiles Foundation*

**Includes gift information provided by the NCSU Student Aid Association**
<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>Year-to-date FY '18 Totals</th>
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<tr>
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<td>$5,000</td>
<td>$206,672</td>
<td>$0</td>
<td>$2,256,335</td>
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<td>$30,869</td>
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<td>$0</td>
<td>$0</td>
<td>$751,183</td>
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<td>$2,393,623</td>
<td>$22,705,121</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
<table>
<thead>
<tr>
<th></th>
<th>Current Operations</th>
<th>Endowment</th>
<th>Facilities</th>
<th>Year-to-date FY '18 Totals</th>
<th>Year-to-date FY '17 Totals</th>
<th>YTD Period % Change FY17/18</th>
<th>3 year Average (FY15 - FY17)</th>
<th>YTD Period % Change 3 yr avg/FY18</th>
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</thead>
<tbody>
<tr>
<td><strong>Ag and Life Sciences</strong></td>
<td>$4,210,202</td>
<td>$3,155,631</td>
<td>$29,835</td>
<td>$7,395,668</td>
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<td>$6,462,466</td>
<td>14%</td>
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<tr>
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<td>$12,940</td>
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<td>$44,513</td>
<td>$47,589</td>
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<td>-79%</td>
</tr>
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<td>$16,821</td>
<td>$498</td>
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<td>$1,542,658</td>
<td>-58%</td>
<td>$888,739</td>
<td>-26%</td>
</tr>
<tr>
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<td>$2,806,436</td>
<td>$7,380,415</td>
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<td>$4,033,390</td>
<td>-30%</td>
</tr>
<tr>
<td><strong>Humanities &amp; Social Sciences</strong></td>
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<td>$151,314</td>
<td>$258,967</td>
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<td>$297,688</td>
<td>63%</td>
<td>$253,285</td>
<td>91%</td>
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<tr>
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<td>$185,146</td>
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<td>$273,004</td>
<td>37%</td>
<td>$269,803</td>
<td>39%</td>
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<td>$1,000</td>
<td>$1,487,704</td>
<td>$220,090</td>
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<td>$609,435</td>
<td>144%</td>
</tr>
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<td>$0</td>
<td>$2,889,420</td>
<td>$79,392</td>
<td>3539%</td>
<td>$155,055</td>
<td>1763%</td>
</tr>
<tr>
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<td>$500</td>
<td>$683,419</td>
<td>$670,363</td>
<td>2%</td>
<td>$598,043</td>
<td>14%</td>
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<td><strong>Alumni Association</strong></td>
<td>$21,300</td>
<td>$54,658</td>
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<td>$710,329</td>
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<td>-90%</td>
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<tr>
<td><strong>University-wide</strong></td>
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<td>$4,643,042</td>
<td>$4,099,778</td>
<td>13%</td>
<td>$6,650,353</td>
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<tr>
<td><strong>Wolfpack Club/Athletics</strong></td>
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<td>$28,278,016</td>
<td>-2%</td>
<td>$27,375,532</td>
<td>1%</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
## FY17 Development Reports

**Gift Report: Monthly Gifts Receipts by Source**  
as of September 30, 2017

<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 '18 Totals</th>
</tr>
</thead>
<tbody>
<tr>
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<td>$5,433</td>
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<tr>
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<td><strong>$1,505,542</strong></td>
<td><strong>$27,637,085</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
<table>
<thead>
<tr>
<th>Department</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-Governmental Grants</th>
<th>Year-to-date FY ’18 Totals</th>
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<td>$0</td>
<td>$12</td>
<td>$3,500</td>
<td>$375,262</td>
</tr>
<tr>
<td>Sciences</td>
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<td>$0</td>
<td>$50,000</td>
<td>$43,862</td>
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<td>University-wide</td>
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<td>$0</td>
<td>$37,075</td>
<td>$0</td>
<td>$4,643,042</td>
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<tr>
<td>Wolfpack Club/Athletics**</td>
<td>$5,208,944</td>
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<td>$8,258</td>
<td>$3,362,015</td>
<td>$2,226,646</td>
<td>$27,637,085</td>
</tr>
</tbody>
</table>

* Includes gift information provided by the North Carolina Textiles Foundation
** Includes gift information provided by the NCSU Student Aid Association
FY17 Development Reports
Historical ANNUAL GIVING* results, FY 11-16
as of July 31, 2017

*Beginning FY17, ANNUAL GIVING at NC State includes
I. All gifts made through Central Annual Giving solicitations AND
II. All gifts from individuals below $25,000 (excluding major gift pledge payments) AND
III. Associated matching gifts

AG Total Amount  AG Matching Total  CAG Total Amount  CAG Matching Total

<table>
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<tr>
<th>Year</th>
<th>AG Total Amount</th>
<th>AG Matching Total</th>
<th>CAG Total Amount</th>
<th>CAG Matching Total</th>
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</tr>
<tr>
<td>2013</td>
<td>$5,229,406</td>
<td>$1,851,197</td>
<td></td>
<td>$322,843</td>
</tr>
<tr>
<td>2014</td>
<td>$5,032,946</td>
<td>$2,296,514</td>
<td>$419,136</td>
<td>$49,368</td>
</tr>
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<tr>
<td>2016</td>
<td>$5,615,850</td>
<td>$2,615,432</td>
<td>$372,747</td>
<td>$193,645</td>
</tr>
<tr>
<td>2017</td>
<td>$5,884,819</td>
<td>$2,50,295</td>
<td></td>
<td>$302,899</td>
</tr>
</tbody>
</table>
I. All gifts made through Central Annual Giving solicitations AND
II. All gifts from individuals below $25,000 (excluding major gift pledge payments) AND
III. Associated matching gifts
### Overall Performance Year-to-Date

<table>
<thead>
<tr>
<th></th>
<th>Total Dollars With Matching</th>
<th>Total Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18</td>
<td>FY17</td>
<td>Chng % Chng</td>
</tr>
<tr>
<td>$362,424</td>
<td>$378,722</td>
<td>($16,298) (4.30%)</td>
</tr>
</tbody>
</table>

| FY18                | FY17                        | Chng % Chng  |
| $199,708            | $241,792                    | ($42,084) (17.41%) | 1,323 | 1,348 | (25) | (1.85%) |

### $1,000+ Household Donors (Primary donors only, no matching gifts)

<table>
<thead>
<tr>
<th></th>
<th>Total Dollars without Matching</th>
<th>Total Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18</td>
<td>FY17</td>
<td>Chng % Chng</td>
</tr>
<tr>
<td>$37,250</td>
<td>$96,355</td>
<td>($59,105) (61.34%)</td>
</tr>
</tbody>
</table>

| FY18                | FY17                        | Chng % Chng  |
| $28,750             | $70,250                     | ($41,500) (59.07%) | 18 | 38 | (20) | (52.63%) |

### Progress to Goals

<table>
<thead>
<tr>
<th>FY17 Actuals</th>
<th>FY18 Goals</th>
<th>Needed to Meet Goals</th>
<th>FY18 % of Goal</th>
<th>FY17 Rpt Date to 6/30/2016</th>
<th>Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>(FY17 Final: $3,467,492)*</td>
<td>$3,620,000</td>
<td>$3,257,576</td>
<td>10.01%</td>
<td>$3,088,770</td>
<td>$3,451,194</td>
</tr>
<tr>
<td>(FY17 Final: 14,196)*</td>
<td>15,000</td>
<td>12,170</td>
<td>18.87%</td>
<td>11,579</td>
<td>14,409</td>
</tr>
</tbody>
</table>

### Average Gift

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY17</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>By Gift</td>
<td>$90</td>
<td>$107</td>
<td>($17)</td>
<td>(15.58%)</td>
</tr>
<tr>
<td>By Donor</td>
<td>$120</td>
<td>$137</td>
<td>($17)</td>
<td>(12.20%)</td>
</tr>
</tbody>
</table>

### Corporate Matching Gifts

| FY18                | FY17                        | Chng % Chng  |
| $23,220             | $21,477                     | $1,743 8.12% | 48 | 46 | (2) | 4.35% |

---

*Beginning FY17, ANNUAL GIVING at NC State includes
I. All gifts made through Central Annual Giving solicitations AND
II. All gifts from individuals below $25,000 (excluding major gift pledge payments) AND
III. Associated matching gifts

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### FY17 Development Reports
Central Annual Giving Summary by College/Fund
as of September 30, 2017

*Beginning FY17, ANNUAL GIVING at NC State includes
I. All gifts made through Central Annual Giving solicitations AND
II. All gifts from individuals below $25,000 (excluding major gift pledge payments) AND
III. Associated matching gifts

<table>
<thead>
<tr>
<th>Academic Unit Detail - Mailable Alumni</th>
<th>Gift Dollars No Match</th>
<th>Donors No Match*</th>
<th>Average Gift**</th>
<th>Corporate Matching</th>
<th>Total Gifts and Matching</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY18</td>
<td>FY17</td>
<td>Chng</td>
<td>%Chng</td>
<td>FY18</td>
</tr>
<tr>
<td>CALS - 29,513</td>
<td>$15,499</td>
<td>$22,142</td>
<td>($6,643)</td>
<td>(30.00%)</td>
<td>129</td>
</tr>
<tr>
<td>CHASS - 37,515</td>
<td>$14,149</td>
<td>$12,215</td>
<td>$1,934</td>
<td>15.83%</td>
<td>134</td>
</tr>
<tr>
<td>Design - 6,784</td>
<td>$6,378</td>
<td>$3,495</td>
<td>$2,883</td>
<td>82.46%</td>
<td>47</td>
</tr>
<tr>
<td>Education - 14,925</td>
<td>$10,347</td>
<td>$11,271</td>
<td>($924)</td>
<td>(8.20%)</td>
<td>72</td>
</tr>
<tr>
<td>Engineering - 59,179</td>
<td>$42,927</td>
<td>$77,009</td>
<td>($34,082)</td>
<td>(44.26%)</td>
<td>354</td>
</tr>
<tr>
<td>PCOM - 26,296</td>
<td>$12,845</td>
<td>$19,721</td>
<td>($6,877)</td>
<td>(34.87%)</td>
<td>99</td>
</tr>
<tr>
<td>Natural Resources - 10,863</td>
<td>$7,677</td>
<td>$9,050</td>
<td>($1,373)</td>
<td>(15.17%)</td>
<td>72</td>
</tr>
<tr>
<td>College of Sciences - 25,606</td>
<td>$12,522</td>
<td>$14,127</td>
<td>($1,604)</td>
<td>(11.36%)</td>
<td>98</td>
</tr>
<tr>
<td>Textiles - 9,072</td>
<td>$3,992</td>
<td>$10,524</td>
<td>($6,532)</td>
<td>(62.07%)</td>
<td>47</td>
</tr>
<tr>
<td>Vet Med - 2,682</td>
<td>$101,074</td>
<td>$78,162</td>
<td>$22,912</td>
<td>29.31%</td>
<td>1,138</td>
</tr>
<tr>
<td>Arts NC State</td>
<td>$4,704</td>
<td>$3,666</td>
<td>$1,037</td>
<td>28.30%</td>
<td>31</td>
</tr>
<tr>
<td>First Year College</td>
<td>$2</td>
<td>$500</td>
<td>($498)</td>
<td>(99.60%)</td>
<td>1</td>
</tr>
<tr>
<td>Graduate School</td>
<td>$2,541</td>
<td>$4,740</td>
<td>($2,200)</td>
<td>(46.40%)</td>
<td>11</td>
</tr>
<tr>
<td>Library Enhancement</td>
<td>$3,931</td>
<td>$3,350</td>
<td>$581</td>
<td>17.35%</td>
<td>27</td>
</tr>
<tr>
<td>Parents Fund</td>
<td>$15,863</td>
<td>$6,710</td>
<td>$9,153</td>
<td>136.41%</td>
<td>156</td>
</tr>
<tr>
<td>Student Financial Aid Fund</td>
<td>$10,210</td>
<td>$11,465</td>
<td>($1,255)</td>
<td>(10.95%)</td>
<td>108</td>
</tr>
<tr>
<td>University's Greatest Needs Fund</td>
<td>$24,433</td>
<td>$21,609</td>
<td>$2,824</td>
<td>13.07%</td>
<td>202</td>
</tr>
<tr>
<td>Other University Funds</td>
<td>$50,112</td>
<td>$47,490</td>
<td>$2,622</td>
<td>5.52%</td>
<td>240</td>
</tr>
<tr>
<td><strong>Total Dollars and Donors deduped</strong></td>
<td>$339,204</td>
<td>$357,245</td>
<td>($18,041)</td>
<td>(5.05%)</td>
<td>2,830</td>
</tr>
</tbody>
</table>

*FY18 and FY17 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;
**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.

"Beginning FY17, ANNUAL GIVING at NC State includes I. All gifts made through Central Annual Giving solicitations AND II. All gifts from individuals below $25,000 (excluding major gift pledge payments) AND III. Associated matching gifts"
## FY17 Development Reports
### Summary of Gifts not through Central Annual Giving
as of September 30, 2017

*Beginning FY17, ANNUAL GIVING at NC State includes*
I. All gifts made through Central Annual Giving solicitations AND
II. All gifts from individuals below $25,000 (excluding major gift pledge payments) AND
III. Associated matching gifts

<table>
<thead>
<tr>
<th>Category</th>
<th>FY18 Gift Dollars</th>
<th>FY17 Gift Dollars</th>
<th>%Chng</th>
<th>FY18 Donors</th>
<th>FY17 Donors</th>
<th>%Chng</th>
<th>FY18 Average Gift</th>
<th>FY17 Average Gift</th>
<th>Corporate matching</th>
<th>FY18</th>
<th>FY17</th>
<th>Total Gift and matching</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ag and Life Sciences</td>
<td>$163,264</td>
<td>$148,582</td>
<td>10%</td>
<td>712</td>
<td>543</td>
<td>31%</td>
<td>$192</td>
<td>$224</td>
<td>$2,378</td>
<td>$4,185</td>
<td>$165,641</td>
<td>$152,767</td>
</tr>
<tr>
<td>Design</td>
<td>$20,095</td>
<td>$32,517</td>
<td>-38%</td>
<td>14</td>
<td>12</td>
<td>17%</td>
<td>$804</td>
<td>$1,301</td>
<td>$5,000</td>
<td>$0</td>
<td>$25,095</td>
<td>$32,517</td>
</tr>
<tr>
<td>Education</td>
<td>$23,568</td>
<td>$887</td>
<td>2557%</td>
<td>40</td>
<td>6</td>
<td>567%</td>
<td>$471</td>
<td>$59</td>
<td>$0</td>
<td>$0</td>
<td>$23,568</td>
<td>$887</td>
</tr>
<tr>
<td>Engineering</td>
<td>$138,937</td>
<td>$88,358</td>
<td>57%</td>
<td>143</td>
<td>89</td>
<td>61%</td>
<td>$518</td>
<td>$488</td>
<td>$25,463</td>
<td>$16,725</td>
<td>$164,400</td>
<td>$105,083</td>
</tr>
<tr>
<td>Humanities &amp; Social Sciences</td>
<td>$43,865</td>
<td>$24,157</td>
<td>-82%</td>
<td>51</td>
<td>64</td>
<td>-20%</td>
<td>$378</td>
<td>$206</td>
<td>$250</td>
<td>$200</td>
<td>$44,115</td>
<td>$24,357</td>
</tr>
<tr>
<td>Poole College</td>
<td>$18,694</td>
<td>$14,384</td>
<td>30%</td>
<td>24</td>
<td>29</td>
<td>-17%</td>
<td>$374</td>
<td>$327</td>
<td>$2,775</td>
<td>$6,350</td>
<td>$21,469</td>
<td>$20,734</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>$70,575</td>
<td>$166,691</td>
<td>-58%</td>
<td>98</td>
<td>215</td>
<td>-54%</td>
<td>$483</td>
<td>$608</td>
<td>$500</td>
<td>$10,000</td>
<td>$71,075</td>
<td>$176,691</td>
</tr>
<tr>
<td>Sciences</td>
<td>$68,881</td>
<td>$48,557</td>
<td>-41%</td>
<td>85</td>
<td>45</td>
<td>89%</td>
<td>$520</td>
<td>$511</td>
<td>$5,050</td>
<td>$3,975</td>
<td>$73,731</td>
<td>$52,532</td>
</tr>
<tr>
<td>Textiles*</td>
<td>$1,080</td>
<td>$35</td>
<td>2986%</td>
<td>3</td>
<td>2</td>
<td>50%</td>
<td>$360</td>
<td>$18</td>
<td>$0</td>
<td>$0</td>
<td>$1,080</td>
<td>$35</td>
</tr>
<tr>
<td>Veterinary Medicine</td>
<td>$52,373</td>
<td>$71,551</td>
<td>-27%</td>
<td>192</td>
<td>202</td>
<td>-5%</td>
<td>$164</td>
<td>$277</td>
<td>$925</td>
<td>$550</td>
<td>$53,298</td>
<td>$72,101</td>
</tr>
<tr>
<td>Alumni Association</td>
<td>$51,991</td>
<td>$11,187</td>
<td>365%</td>
<td>74</td>
<td>48</td>
<td>54%</td>
<td>$510</td>
<td>$172</td>
<td>$230</td>
<td>$2,000</td>
<td>$52,221</td>
<td>$13,187</td>
</tr>
<tr>
<td>DASA</td>
<td>$66,542</td>
<td>$34,130</td>
<td>95%</td>
<td>132</td>
<td>61</td>
<td>116%</td>
<td>$380</td>
<td>$328</td>
<td>$5,350</td>
<td>$11,500</td>
<td>$71,892</td>
<td>$45,630</td>
</tr>
<tr>
<td>Libraries</td>
<td>$50,656</td>
<td>$57,992</td>
<td>-13%</td>
<td>287</td>
<td>224</td>
<td>28%</td>
<td>$165</td>
<td>$227</td>
<td>$50</td>
<td>$500</td>
<td>$50,706</td>
<td>$58,492</td>
</tr>
<tr>
<td>University-wide</td>
<td>$69,558</td>
<td>$129,582</td>
<td>-46%</td>
<td>95</td>
<td>95</td>
<td>0%</td>
<td>$473</td>
<td>$913</td>
<td>$2,221</td>
<td>$2,032</td>
<td>$71,779</td>
<td>$131,614</td>
</tr>
<tr>
<td>Graduate School</td>
<td>$5,000</td>
<td>$0</td>
<td></td>
<td>1</td>
<td>0</td>
<td></td>
<td>$5,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$5,000</td>
<td>$0</td>
</tr>
<tr>
<td>Institute for Emerging Issues</td>
<td>$400</td>
<td>$4,148</td>
<td>-90%</td>
<td>7</td>
<td>39</td>
<td>-82%</td>
<td>$57</td>
<td>$101</td>
<td>$0</td>
<td>$0</td>
<td>$400</td>
<td>$4,148</td>
</tr>
<tr>
<td>Wolfpack Club/Athletics**</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>$845,279</td>
<td>$832,758</td>
<td>2%</td>
<td>1958</td>
<td>1674</td>
<td>17%</td>
<td>678</td>
<td>384</td>
<td>$50,192</td>
<td>$58,017</td>
<td>$895,470</td>
<td>$890,775</td>
</tr>
</tbody>
</table>

* Data migration from North Carolina Textiles Foundation in Progress
** Data migration from NCSU Student Aid Association in Progress

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I. All gifts made through Central Annual Giving solicitations AND
II. All gifts from individuals below $25,000 (excluding major gift pledge payments) AND
III. Associated matching gifts
ALUMNI ASSOCIATION UPDATE

BENNY SUGGS
ASSOCIATE VICE CHANCELLOR for ALUMN RELATIONS and EXECUTIVE DIRECTOR, ALUMNI ASSOCIATION

November 16, 2017
Alumni Association Update

Thursday, November 16, 2017

Benny Suggs ’69
RADM USN (ret)
Associate Vice Chancellor – Alumni Relations
Executive Director – NC State University Alumni Association
NC State Alumni Association: Mission

We create powerful experiences to keep you connected to your NC State passions, memories and fellow alumni. NC State played an important role in determining who you are and will continue to shape your identity throughout your life. As a member of the Alumni Association, you gain exclusive benefits and rich opportunities to engage with your university and your peers. **The NC State Alumni Association gives you inspiration to fuel your pride.**
Caldwell Fellows
Caldwell Fellows

• In 1978, the NC State Alumni Association established the university’s first merit-based scholarship program in honor of Chancellor John T. Caldwell.

• More than 90 endowments were established within the Alumni Association to support the program.

• Students receive an annual $4,200 tuition stipend and a $1,800 self-development stipend.

• Caldwell Fellows seek students with eagerness and potential for development into effective leaders committed to the greater good.
  • 25 Caldwell Fellows selected each February
  • Selection criteria: 3.25 GPA at NC State, character, creativity and commitment to the program and its ideals.
You belong with us
Membership
Membership

Why should I join?

How many members does the Alumni Association have?

How do we increase membership?
Why Should I Join?

• Princeton Review-Top 25 Alumni Network (1 of 4 ACC Universities, Only one in NC)

• Engagement with fellow alumni

• Access to leadership-exclusive networking events

• Career service tools and complimentary career coaching sessions

• NC State, our quarterly alumni magazine

• Local and national discounts
  • NC State Carmichael Complex
  • The State Club
  • Red and White Shop
  • Backyard Bistro
  • Recently launched Alumni Access (offers savings of up to 50 percent off 350,000 merchants nationwide)
Affinity Partners

• Members average $125 a year in home and auto savings.

• Working with Delta to establish benefit for members. Options include percentage discount or miles.

• Established an affinity credit card.
Members

• 30,000+ total members
• 23,000 dues paying
• Life members make up 12 percent of membership base.

• Student Alumni Association (SAA) make up 13 percent of the membership base, increasing from 8 percent less than four years ago.

• Remaining members make annual payments, including auto-renewal.
Increasing Membership

• Membership revenue goal for 2018: $638,000.

• Growth categories for membership:
  - Life Membership (3,800 as of 10/1/17)
  - SAA (3,300 as of 10/1/17)

• The challenge for NC State (and all alumni associations) is to attract more members 40 years old and younger.
Communications and Marketing
Communications

Managing the Brand

Promoting Membership, Events and Programming

*NC State* Alumni Magazine and Online Communication
Managing the Brand: CASE Awards

- Council for Advancement and Support Education (CASE) Awards: 13 total awards
  - **International Platinum Awards (Will move on to Nationals)**
    - Best Practices in Communication and Marketing: Re-branding the NC State Alumni Association
    - Best Articles of the Year: *NC State* magazine-Here’s to Harrelson
  - **1st Place Awards**
    - Illustration-Cover: *NC State* magazine-So Long, Harrelson
    - Speech Writing: NC State Chancellor Randy Woodson’s Speech at the 2015 Evening of Stars Gala
  - **2nd Place Awards**
    - Illustration-Interior Spread: Talley Student Union
    - Photography-Series: Photos for Drag Racing Story
    - Writing for the Web: Today in NC State History
  - **3rd Place Awards**
    - Illustration-Interior Spread: *NC State* magazine-Vomit Machine
    - Periodical: *NC State* magazine, spring 2016 edition
    - Photography-Individual: Seen on Campus, spring 2016
    - Single Page & Recruitment Publication: More Than Meets the Eye
    - Alumni Relations: Rise of the NC State Alumni Entrepreneur Network
Beaufort County Oyster Roast

Join fellow NC State alumni for the sixth annual oyster roast, low country boil, fried shrimp and seafood chowder feast!

Meet special guests from campus and hear more about how NC State is building a culture of philanthropy through the Think and Do the Extraordinary Campaign.

Enjoy NC State beer, the music of local band, The Parsons, and take home fun Wolfpack giveaways.

- Sends more than **600 targeted emails** annually
  - 18 percent open rate; 1 percent unsubscribe
  - Emails include information about events, membership solicitation, membership appreciation and benefits, affinity partner promotion, WolfTreks and advertising.
  - Emails are based on demographics and often multi-promotional.
- Engages more than **50,000 alumni** through social media channels
Web Redesign

Check out *NC State magazine*

In the autumn edition of *NC State* magazine, we take you inside the new "Old Barn." Reynolds Coliseum's $35 million renovation brings the building up-to-date with interactive displays while respecting the building's history. The old noise meter is even on display, and this time you an operate it yourself.

Read More ➔
### Social Media

- **Facebook**: 52,263
- **Twitter**: 14,800
- **Instagram**: 9,280
- **LinkedIn**: 9,107

---

<table>
<thead>
<tr>
<th>Social Media Platform</th>
<th>Followers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>52,263</td>
</tr>
<tr>
<td>Twitter</td>
<td>14,800</td>
</tr>
<tr>
<td>Instagram</td>
<td>9,280</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>9,107</td>
</tr>
</tbody>
</table>
NC State Magazine

- Mailed to members, Lifetime Giving Society members and identified high level prospects
- Tells compelling feature-length stories about NC State and its alumni
- Readership of NC State online continues to grow
- Redesign of magazine for Winter issue (Jan 2018)
Looking Ahead to 2018

• Increase Alumni Association membership by 3 percent yearly
• More aggressive promotion of membership benefits and affinity partnerships
• Increase engagement through social media channels and outreach events
• Help more than 300 alumni travel the world through WolfTreks
• Launch of brand awareness video this spring
Outreach
Outreach

Geographic Networks

Constituency Groups

Events
Networks and Constituency Groups

NC State’s alumni population is rapidly changing

• Half of all living alumni have graduated since 1996-97
• Median age of all undergraduate alumni is 37
• Adding over 8,000 new graduates each year
• Graduating classes are now over 45% female
• Although less than 18% of students are from outside of NC – more than 36% of our alumni reside outside NC
Top Alumni Population Centers
Outside of RTP

Although less than 18 percent of students are from outside N.C., more than 36 percent of our alumni reside outside of N.C.

Charlotte: 10,100
Greensboro: 6,500
Washington, D.C.: 5,200
Atlanta: 4,200
Winston-Salem: 4,200
New York: 2,200
Networks and Constituency Groups

- 40 alumni networks across the country
- Constituency groups including:
  - Black Alumni Society
  - Lawyers
  - Forever Club
  - Caldwell Fellows
  - Native Americans
  - Young Alumni
  - Park Scholars
  - Alumni Entrepreneurs
  - Alumni Veterans
Networks and Constituency Groups

Employer Based Connections

In larger metropolitan areas we are identifying clusters of alumni within major employers. In many cases alumni have already identified each other and establish connections in a variety of ways.

Collaborative Partnership Programming

Partnering with various entities for unique event opportunities including:

• Entrepreneurship Initiative (Dr. Tom Miller)
• NC State Colleges
• Economic Development (Dr. Tom White)
• Other University Alumni Associations
• NC State Libraries
• …and many, many more!
# Post Launch Campaign Events

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Details</th>
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<tbody>
<tr>
<td>Nov 12</td>
<td>Austin, TX (Westcave Cellars Winery)</td>
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<tr>
<td>Dec 12</td>
<td>Greensboro (Holiday Reception)</td>
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<td>Jan 26</td>
<td>Hampton Roads, VA (VA Air &amp; Space Ctr)</td>
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<td>Jan 27</td>
<td>Beaufort County, NC (Oyster Roast)</td>
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<td>Feb 8</td>
<td>Washington, DC (w/ Phil Freelon)</td>
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<tr>
<td>Feb 20</td>
<td>Greenville/Spartanburg, SC (GE Tour)</td>
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<td>Feb 20</td>
<td>Asheville (Downtown Luncheon)</td>
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<td>Feb 28</td>
<td>Raleigh (Meet the Newest Deans)</td>
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<td>Mar 23</td>
<td>RTP (IBM Luncheon)</td>
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<td>Mar 28</td>
<td>Charlotte (BB&amp;T Ballpark)</td>
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<tr>
<td>Mar 30</td>
<td>Raleigh (Wine Tasting at Arboretum)</td>
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<td>Apr 6</td>
<td>Richmond, VA (Reception at J. Buzzard's home)</td>
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<td>Apr 11</td>
<td>Winston-Salem (Reception at WS Foundation)</td>
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<td>Apr 22</td>
<td>Boston, MA (Fenway Park)</td>
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<td>May 3</td>
<td>Atlanta, GA (College Football Hall of Fame)</td>
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<td>May 9</td>
<td>Wilmington (Bluewater Grill)</td>
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<tr>
<td>Jun 14</td>
<td>Palo Alto, CA (feat. entrepreneur alumni)</td>
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<td>Jun 15</td>
<td>Seattle, WA (Reception at J. Wright’s home)</td>
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<tr>
<td>Jun 17</td>
<td>Santa Monica, CA (Shutters on the Beach)</td>
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</table>
Upcoming Outreach Events

2017

Oct 10 - Charlotte Network Happy Hour
Oct 13 - Morehead City, CMAST Oyster Roast
Oct 14 - Pittsburgh, PA Panthers vs Steelers
Oct 19 - Raleigh, Forever Club tour Hunt Library
Oct 30 - Raleigh, Members Dinner Bridge Club
Nov 11 – Austin, TX winery event
Nov 9 - Northeastern NC Network Dinner
Nov 29 - Tampa Network Happy Hour
Dec 4 - Greensboro Network Holiday Event

New emphasis on Family Programming

STEAM Events with NCSU Libraries (Intersection of the Arts with STEM related focus for Parents and Kids)
Oct 21 (Sold out)
Oct 28 (sold out)

Coming in Spring or Summer 2018
NC State Alumni Family Day at the NC ZOO

Promoting NC State Alumni Family nights at NC State non-revenue sporting events
Oct 13 Men’s Soccer
Oct 26 Women’s Soccer
Nov 3 Women’s Volleyball
Nov 10 Swimming & Diving
Committee Discussion

Talent Management Overview

Central Major Gifts Overview

Engineering Naming Opportunity Proposal

CALS Naming Opportunity Proposal
Office of Talent Management
What We (are striving to) Do

- **Passive Recruitment**: Building the Bench, future talent pipeline, referral driven, lots of “coffee chats”

- **Active Recruitment**: Managing, coordinating and/or supporting current searches for University Advancement, University Development, Units and Colleges / close coordination with campus partners (HR, ESS)

- **Onboarding**: Red carpet, personalized communications and guidance, relationship focused, Wolfpack indoctrination…

- **Training & Professional Development**: Structured approach, opportunities to enhance job performance / improve productivity, investing in top performers, manager resource

- **Career Planning & Retention Management**: Open dialogue, strategic guidance, empowering managers, creating career pathways
Key Searches & Status

✓ Executive Director of Development, College of Design
  Offer accepted, finalizing terms

✓ Executive Director of Advancement & Assistant Dean, College of Agriculture and Life Sciences
  Offer accepted, finalizing terms

✓ Executive Director, Annual Giving
  Offer accepted, finalizing terms

• Associate Vice Chancellor
  Reviewing candidates, first interviews in October
Goals for 2017 – 2018

• **Develop S.O.P’s & Best Practices:** Templates, guidelines, and online resources for managers and departments on hiring, search committees, interviewing, onboarding, etc.

• **Strengthen the Bench:** Leverage resources to identify talent, incentivize referrals, capture strong applicants across the university, enhance outreach and web resources

• **Improve Hiring & Onboarding:** Study hiring metrics, survey managers / new employees, employ best practices from peer universities, streamline process, regular check-ins

• **Implement Training Roadmaps:** Partner with NCSU HR and managers, develop training and professional development guides, all EHRA staff to have 3-year plans
Goals for 2017 – 2018

• **Build Capacity:** Hire additional staff, purchase CRM

• **Develop Intern Program Structure:** Partner with CASE and Institute for Non-Profits, engage NCSU student groups, focus on value-add experiential learning

• **Foster Esprit De Corp:** Send regular communications and updates to UA team, recognize key contributors, facilitate informal networking and team building, establish a mentor/buddy program

And by 2019…

NC State will be THE Employer of choice for Advancement professionals in the Triangle.
Thank You & Go Pack!
North Carolina State University
Proposal for Naming Opportunity of Spaces

Office of Department Head for Materials Science
in Engineering Building I
Presented by: College of Engineering

The College of Engineering proposes to the Board of Trustees for the opportunity to name the Office of the Department Head of Materials Science, Room 3010 located on the third floor of the Engineering Building I on the Centennial Campus; due to recent interest from prospective donors. This potential naming opportunity is a part of the Engineering Building Oval capital fundraising project in effort to secure private funds to build the Engineering Building Oval to continue NC State's excellence in engineering.

The Department of Materials Science is well-known as a compact, agile department that provides high-impact opportunities for students, including low faculty-to-student ratios, enriching laboratories and research projects. In 2017, the department includes 28 faculty members and serves 152 undergraduates, 45 graduate students and 94 PhD candidates. This department focuses on five areas of research, which are: Structural Materials, Computational Materials Science, Soft Materials and Biomaterials, Structural Characterization and Electronic, Optical, and Magnetic Materials.

The proposed office is located near the main entrance to the department’s administrative offices and is directly off of the study and lounge areas for the Materials Science floor. Due to this office being near the entrance, a naming acknowledgment plaque would be seen by most visitors to the administrative area, which increases the marketability of this space. The office is an attractive naming opportunity as a symbol of the department and would be of special interest to a donor with close connections with Materials Science. The College of Engineering is proposing a minimum of $50,000 for the opportunity to name this space.

As donors are identified for each of the listed naming opportunities, official NC State University forms and other required documentation will be submitted for Board of Trustees approval.
Required Signatures

Brian E. Campbell  
Executive Director, NC State Engineering Foundation, Inc.  
Date: 10/13/17

Brian C. Sischo  
Vice Chancellor for University Advancement  
Date: 10/24/17

Scott R. Douglass  
Vice Chancellor for Finance and Administration  
Date: 10/26/17

☑ APPROVED

Anya Reid  
Associate Vice Chancellor for University Development  
Chair of Special Committee on Naming Opportunities  
Date: 10/18/17

☑ NOT APPROVED

If not recommended for approval, please attach rationale of the Committee’s decision.
Swine Research and Education Program in the Department of Animal Science

$5 million

Presented by: College of Agriculture and Life Sciences

This combined investment in human talent, programs and facilities will help build a world class Animal Science program. The impact of this leadership gift will ensure the preeminence of the NC State Department of Animal Science’s swine programs for generations to come, and provide a powerful stimulus for economic development for the people of North Carolina and beyond.
NCSU’s Leadership Role in Swine Industry

- The Animal Science education program:
  - Top 5 in the country
  - Serves nearly 800 undergraduates
  - Serves more than 70 graduate students
NCSU Leadership in Swine Genetics

- Dr. Flowers has been recognized as the most influential person during the past 25 years in helping the swine industry adopt artificial insemination.

- Our faculty pioneered the adoption of real-time ultrasound in the swine industry and conducted efficacy studies required by the FDA for all swine reproductive pharmaceuticals approved in the last 30 years.

- NCSU is one of four universities and USDA programs engaged in long-time swine genetic selection studies and have identified traits to improve sow lifetime productivity and pig survival.

- Leading the integration of DNA genotypes into genetic evaluations.

- Founded the first distance education program for swine management professionals, the first lateral entry program for food animal veterinarians, and the only distance education program in the world for a Master’s in Animal Science.
Vision For the Swine Education Unit
Excellence in Research, Education, and Outreach

The Animal Science department requires support in three critical areas:

1. Development of Swine Industry Professionals through student and mentorship support,
2. Supporting Innovative Swine Programs for faculty and their students, and,
3. Creating Leading Edge, Modernized Swine Facilities to meet the current needs of industry and so that our students are exposed to the newest technologies.
Naming Opportunities

Swine Student Education Teams Endowment ( $1.5 Million)
This endowment will address the first critical area of support requested, Development of Swine Industry Professionals through student and mentorship support.
Naming Opportunities

Swine Research & Education Program Endowment ($3.5 Million)

This component would address the other two critical areas: **Supporting Innovative Swine Programs** for faculty and their students, and **Creating Leading Edge, Modernized Swine Facilities** to meet the current needs of industry and so that our students are exposed to the newest technologies.

- **Develop**, introduce and evaluate new technologies and remain at the forefront of innovation needed to support our animal industry. The development and implementation of ‘precision pig farming” technologies will help to revolutionize pig farming.
- **Provide** seed funding for faculty to catalyze innovative research that can be leveraged toward larger grants
- **Enhance** the hands-on student learning experience on the farm to improve readiness of the student entering the workforce (Think and Do!)
- **Creating** Leading Edge, Modernized Swine Facilities to meet the current needs of industry and so that our students are exposed to the newest technologies.
- **Support** to enable the Department to respond quickly and effectively when agricultural crises develop
- **Extending** knowledge to farmers and stakeholders across North Carolina.
QUESTIONS?
CALL TO ORDER
Stan Kelly, Chair

ROLL CALL
Stan Kelly, Chair

READING OF STATE GOVERNMENT ETHICS ACT CONFLICT OF INTEREST STATEMENT
Stan Kelly, Chair

1. CONSENT AGENDA

   A. Approval of September 21, 2017 Minutes (open & closed session) 7.1A
   ✅ B. Academic Degree Program Requests 7.1B
       a. Request to Discontinue: Master of Veterinary Public Health
   C. Center/Institute Requests 7.1C
       a. Request to Continue: North Carolina Japan Center (NCJC)
   D. Conferral of Tenure Requests 7.5A

2. REQUESTED ACTION

   ✅ A. Consideration of Campus Initiated Tuition Increase and Student Fees 7.2A
       Presenters: Chancellor W. Randolph Woodson, Executive Vice Chancellor and Provost Warwick Arden and Vice Chancellor and Dean Michael Mullen

3. REPORTS

   A. December 2017 Commencement Speaker (no materials)
       Presenter: Chancellor W. Randolph Woodson
   B. Faculty Senate Report 7.3B
       Presenter: Carolyn Bird, Chair

Denotes full Board approval required
C. Staff Senate Report  
Presenter: Cathi Phillips Dunnagan, Chair

D. Provost Update  
Presenter: Warwick Arden, Executive Vice Chancellor and Provost

a. Academic Programs Update
   i. Graduate Certificate in Sport and Entertainment Venue Management
   ii. Memorandum of Agreement for Dual Degree Partnership – Juris Doctor, Campbell University and Master of Social Work, NC State
   iii. Memorandum of Agreement for “3+X” Program with South China Normal University (Master of Mathematics, Master of Financial Mathematics)
   iv. Memorandum of Agreement for “3+X” Program with Huazhong University of Science and Technology (Master of Mathematics, Master of Financial Mathematics)
   v. Memorandum of Agreement for “3+X” Program with Nanjing Normal University (Master of Mathematics, Master of Financial Mathematics)

b. Leadership and Program Review Update (no materials)

4. TOPIC OF INTEREST/COMMITTEE DISCUSSION  

A. Living and Learning Villages  
Presenter: Michael Mullen, Vice Chancellor and Dean

5. CLOSED SESSION (Personnel Matters)  

6. RECONVENE OPEN SESSION

7. ADJOURN
The University Affairs Committee of the Board of Trustees of North Carolina State University met September 21, 2017 at 2:45 p.m. in the Winslow Hall Conference Room.

Members Present: Stan Kelly, Committee Chair
Jackie Gonzalez
Ann Goodnight
Wendell Murphy
David Nimocks
Ed Weisiger, Jr.

Chair Kelly called the meeting to order at 2:45 p.m. He called roll and certified that a quorum was present. Others in attendance introduced themselves.

All members of the Committee were reminded of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act. It was 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.

Committee Responsibilities and Plan of Work
Provost Arden provided a brief overview of the committee’s responsibilities. He noted that in an effort to maximize efficiency, last year the committee adopted a consent agenda format for items that have been through comprehensive evaluation processes on campus, e.g., conferral of tenure requests, center and institute requests and new academic programs.

In reference to the committee’s plan of work for the year, Chair Kelly explained that much of the committee’s work is prescribed by policy; however, utilization of the consent agenda will allow more time for brief presentations on topics of interest. As such, a list of potential topics for future meetings was distributed to committee members for input.

Consent Agenda
A motion was made by Mrs. Goodnight to approve the consent agenda items. Mr. Murphy seconded the motion. The motion carried.

Requested Action
Proposed revisions to Non-Salary and Deferred Compensation Policy 05.15.03 were presented. Since the policy had not been reviewed for substantive changes since 2010, certain thresholds and caps were out of date and several areas of the policy lacked the flexibility needed to compete in recruiting a talented and diverse workforce. Examples of changes include adjusting the house hunting expense section to allow for more flexibility in accordance with the State Budget Manual, increasing the amount that may be reimbursed for temporary housing costs as part of the initial hire, and updating provisions relating to discretionary benefits. A motion was made by Mr. Murphy, and seconded by Mr. Weisiger, to recommend the policy revisions to the full board. The motion carried.

In accordance with the Non-Salary and Deferred Compensation policy, updated bonus structures for coaching staff in Women’s Golf, Women’s Tennis and Swimming & Diving were presented. These bonus structures are in keeping with other Olympic sports. A motion to approve the bonus structures was made by Mr. Weisiger. Mr. Murphy seconded the motion. The motion carried.
**Informational Reports**
The Annual Report on Intercollegiate Athletics, required per UNC policy, was presented. The report highlighted the profiles for admitted student-athletes including SAT/ACT scores and high school grade point averages; the student-athlete exceptions to the minimum course requirements set by the Board of Governors; information about the majors chosen by student-athletes; NC State's scores for the NCAA’s graduation success rate and academic progress rate; and reviewed NC State University practices that reinforce the integral connection between academics and athletics.

The enrollment report highlighted changes in overall graduate and undergraduate enrollment; academic quality of the incoming freshman cohort; and undergraduate student success data. Data showed that NC State’s Class of 2021 was approximately 10% larger than the previous year and was among the most academically prepared classes ever admitted to the university. It included over 1,000 students from rural North Carolina; over 500 were first-generation college students; and, more than 540 reported being African-American or Hispanic. Efforts to increase community college transfer students and a new program called “Spring Connection” were also highlighted.

The committee heard an update on Student Government activities from Student Body President Jackie Gonzalez. She outlined the following goals for the year: celebrating diversity and inclusion; empowering students to solve problems; focusing on substantive long-term goals; and investigating opportunities to expand scholarships to students beyond “merit-based” systems. Other initiatives for the year, such as Town Halls and political forums, were also discussed.

Finally, in the Provost’s update the committee received information about the 2017-2018 faculty salary ranges, a new undergraduate certificate in Swine Science, and an update on the Chancellor’s Faculty Excellence Program. At present, 13 of the 20 faculty clusters have completed their hiring and hires have been made in all 10 colleges.

**Closed Session**
Mr. Murphy made the motion, seconded by Mrs. Goodnight, to go into closed session to establish the amount of compensation and other materials terms of an employment contract or proposed employment contract; and to consider the qualifications, competence, performance, character, fitness, conditions of appointment or conditions of initial employment of an employee or prospective employee. The motion carried.

**Reconvene in Open Session**
After coming out of closed session, Chair Kelly announced the meeting in open session.

Mr. Murphy moved to approve the personnel items discussed in closed session including three head coach employment agreements and an emeritus status request. Mr. Weisiger seconded the motion. The motion carried.

With no further business, Chair Kelly announced the meeting adjourned at 4:23 p.m.

______________________
Stan Kelly, Chair
UNIVERSITY OF NORTH CAROLINA
REQUEST TO DISCONTINUE
A DEGREE PROGRAM, SITE OR DELIVERY MODE

Date: __________ 6 June 2017 __________

Constituent Institution: North Carolina State University

Is the program a joint degree program? Yes ___ No X

Joint Partner campus _________________________________________

Title of Authorized Program: Master of Veterinary Public Health Degree Abbreviation: MVPH

CIP Code (6-digit): 51.2501 Level: B M I D

CIP Code Title: Veterinary Sciences/Medicine

If the degree program has associated UNC Teacher Licensure Specialty Area Codes that, upon this discontinuation, should be attributed to a different degree program, then complete the following:

<table>
<thead>
<tr>
<th>UNC Teacher Licensure Specialty Area Code (one per line; add as needed)</th>
<th>Degree Program to Receive Specialty Area Code</th>
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<tr>
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Term of Proposed Discontinuation (when new students will no longer be admitted):

term ___ Fall ___ year ___ 2017 ___

1. What type of program discontinuation is being requested? (If b/c/d, one or more can be selected)

   a) X Discontinue - Permanent. (While course offerings already shared across degree programs may continue, the program components will not become a significant or distinct component of another program. Degree program is discontinued in full in Academic Program Inventory [API], including any approved off-campus sites and alternate means of delivery; requires action of Board of Governors)

   b) _____ Discontinue - Delivery. Eliminate one or more delivery types and keep the program active.
      o _____ On-campus delivery of program
c) **Discontinue - Consolidate.** Program components will become a significant or distinct component in another degree program (e.g. concentration/track).

- **Existing degree program (BOG approved)**
  - Program title, degree, CIP

- **New degree program (Request to Establish and BOG approval generally required)**
  - Proposed program title, degree, CIP

If (b) is selected and sites are to be discontinued, please list them (add lines as needed).

Site #1 1060 William Moore Dr., Raleigh, NC 27607

(address, city, county, state)  (date of site authorization by GA)

Site #2

(address, city, county, state)  (date of site authorization by GA)

Site #3

(address, city, county, state)  (date of site authorization by GA)

2. Explain why the program, site, or delivery mode is being discontinued.

The program is being discontinued due to low student interest in enrollment. An alternative cooperative effort was initiated with jointly with UNC Chapel Hill Gillings Global School of Public Health. They have an existing MPH program, a new concentration area to the program was established to accommodate the small number of veterinarians applying to the program each year.

a. If the program, site or delivery mode addresses high priority needs, how will those needs be addressed by other programs?

Not a high priority need at NC State. Many of the classes enrolled students were taking were being taught at UNC Chapel Hill. So a concentration area was added to their existing program to accommodate veterinarians interested in public health.

b. Describe how affected parties (faculty, staff, students) will be informed of the impending closure and, where applicable, of any additional charges/expenses to students.
The program has not been advertised and any inquiries over the past couple of years were prompted by the information still accessible on the Web. Removing the web presence of the program should eliminate the inquires.

c. Describe steps to be taken to allow students enrolled in the program, site or delivery mode to complete their courses of study.

No student currently enrolled.

3. Discuss the reassignment of any faculty, staff and EHRA non-faculty, including number of each type of personnel to be reassigned. There were no additional personnel dedicated to provide instruction for the program. The program was originally established with the intent of building it around existing classes. Although there were a few classes developed, these have been transitioned over to the Comparative Biomedical Sciences program.

Discuss the discontinuation of the employment of any faculty, staff and EHRA non-faculty, including number of each type of personnel to be discontinued.

Not applicable

4. Discuss reallocation or reduction of costs resulting from each discontinuation(s), including specific amounts related to each discontinuation.

Not applicable, the program had no designated resources. Indeed, it was originally established to make use of existing classes already being taught. There were no staff dedicated to managing the program.

5. Name, title, telephone, and e-mail of contact person for this notification of discontinuation:

Jay Levine, Professor, Epidemiology and Public Health, 919 513-6397, jflevine@ncsu.edu

This request to discontinue a degree program, delivery mode, or site has been reviewed and approved by the appropriate institutional committees and authorities.

Signature of Chief Academic Officer:

Signature of Chief Academic Officer (Joint Campus partner)
Master of Veterinary Public Health
North Carolina State University

This request has been reviewed and approved by the appropriate campus committees and authorities.

Endorsed By:
Jay Levine  
Head, Department/Director of Graduate Program (Printed Name and Signature)  
Date  
26 July 2017

Recommended By:
Samuel Jones  
Chair, College Graduate Studies Committee (Printed Name and Signature)  
Date  
31 Aug 2017

Endorsed By:
Kathryn Meors  
College Dean  
(Printed Name and Signature)  
Date  
31 July 2017

Recommended By:
N/A  
Vice Provost, DELTA (if DE degree)  
(Printed Name and Signature)  
Date

Approved By:
Peter Haines  
Dean of the Graduate School  
(Printed Name and Signature)  
Date  
9 Dec 2017

Recommended By:

Approved By:

Executive Vice Chancellor and Provost  
(Printed Name and Signature)  
Date  
23 Dec 2017

Approved By:

Chancellor  
(Printed Name and Signature)  
Date  
23 Dec 2017

(revised August 2015)
MEMORANDUM

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

FROM: W. Randolph Woodson
       Chancellor

SUBJECT: Recommendation to continue the North Carolina Japan Center (NCJC) under Regulation 10.10.04

DATE: September 22, 2017

In response to your Memorandum dated September 21, 2017, authorization is hereby granted to forward the request to continue the North Carolina Japan Center (NCJC) to the Board of Trustees for approval.

WRW/mh

cc: Duane Larick, Senior Vice Provost for Academic Strategy
    Miaden Vouk, Associate Vice Chancellor, Research Development
    Jonathan Horowitz, Assistant Vice Chancellor, Research Administration
    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 North Carolina Japan Center (NCJC) under Regulation 10.10.04 

DATE: September 21, 2017 

The North Carolina Japan Center (NCJC) was authorized in July 1980 by the UNC Board of Governors as a statewide resource to promote mutual understanding and closer relations between the people of North Carolina and Japan in academic, business, cultural, educational, scientific, and technical matters, to the benefit of our state and its people. In accordance with NC State Regulation 10.10.04, a Periodic review of the Center was conducted by a team of experts and a site visit was completed in November 2016 for activities from 2011 – 2016. Following the receipt of the Review Team’s report, as well as a response from NC State’s Office of the Provost, this memo requests your approval of continuance.

The Report delivered by the Review Team supports 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. With that said, the Review Team provided a number of recommendations that were accepted by the Center and Provost. In particular, the Center will re-focus its efforts with a renewed emphasis on economic development and a new, full-time Director of the Center will be appointed.

The Office of Research, Innovation and Economic Development recommends that NCJC 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: Duane Larick, Senior Vice Provost for Academic Strategy  
Mladen Vouk, Associate Vice Chancellor, Research Development  
Jonathan Horowitz, Assistant Vice Chancellor, Research Administration  
Larisa Slark, Senior Administrative Coordinator – Centers and Institutes
THE NORTH CAROLINA JAPAN CENTER REVIEW AND RECOMMENDATIONS

The North Carolina Japan Center Review Committee

Chair: Mr. Will Collins
Asst. Secretary, NC Dept. of Commerce

Ms. Anna Dunaway
Confucius Institute Director – NCSU

Mr. John L. Atkins, III
Chairman / CEO, O’Brien/Atkins Associates

Mr. Tom White
Director, Economic Development Partnership – NCSU

Committee Purpose:
To evaluate performance of the North Carolina Japan Center (NCJC), outlining the Center’s strengths and weaknesses with recommendations of the Center’s future. (August 1, 2016)

Committee’s Recommendation:
After reviewing the status of the NCJC, its value to North Carolina State University (NCSU), the State of North Carolina, and the community; we unanimously agree that the NCJC can be a vital contributor to NCSU. Furthermore, it can actively demonstrate an unwavering commitment to the Japanese business community and the importance and significant value of strong North Carolina and Japan relationships. With a re-activated board, a full-time director, and renewed commitment from the university, the NCJC will be better equipped to provide career opportunities for graduates and meet the university’s land-grant mission to support globally driven endeavors throughout North Carolina.

This committee recommends the following:

1. The NCJC must remain in operation. Japanese companies provide a formidable impact and commitment to our economy along with significant job opportunities for NCSU graduates. It also affords a critical connection to Japanese people and their culture. NCJC provides a crucial liaison between the University, the State of North Carolina, and Japan.

2. In order for the NCJC to continue to offer high value for NCSU, the community, the state, and businesses, the center must have a full-time director and commitment from the university (personnel, administration, space, action plans, etc.).

3. The NCJC requires a re-focus of its mission to the original 1982 charter (see attached), with a renewed emphasis on economic development. This re-alignment will position the NCJC and NCSU to enhance research, economic development, and future business relationships with far reaching benefits. The NCJC is an under-valued and underutilized resource and asset which, when revitalized, will be instrumental toward NCSU accomplishing its Strategic Plan identified in Goal 1; to enhance student success and Goal 5; to enhance global engagement.

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NORTH CAROLINA AND JAPAN BUSINESS RELATIONSHIP

Economic Impact of North Carolina and Japan Business Relationship

- Japan based companies located in North Carolina: 297*  
  Total NC employees: 22,000*
- Japanese affiliated companies have invested $4.9 billion*.
  - Job Sectors of special note: Aerospace, Automotive, Energy, Food Production, etc.
  - North Carolina is positioned as a short list site of consideration within the Southeast U.S. for a future Original Equipment Manufacturing (OEM) in the Automotive Industry, primarily driven by Japanese based automotive leaders.

Since 2005, Japanese companies have invested > $2.5 Billion in NC and announced > 6,500 new jobs.**

Trade Relationship with North Carolina

- In 2015, Japan imported $1.46 billion in commodities from North Carolina.**
- In 2015, Japan exported $2.94 billion in commodities to North Carolina.**

Japanese Business & Cultural Organizations**

| NC Japan Center at NC State University | Asian/Pacific Studies Institute at Duke University |
| Chapel Hill – Durham Nihonjin Kai | Japanese – American Cultural Exchange in Raleigh |
| Triangle Japanese Business Association | Fayetteville, Jacksonville Okinawa Kenjin Kai |
| Piedmont Japanese Business Association | Japanese Association in Charlotte |
| Triangle Center for Japanese Studies | 10 Universities with Japanese Study Programs |

* Information provided by Consulate General of Japan: Atlanta  
** Information provided by NC Economic Development Partnership

HISTORY AND PERCEPTIONS OF NCJC

The North Carolina Japan Center originated in 1982 to serve as a catalyst for developing and enhancing economic relationships with companies based in Japan with existing NC operations and/or those considering NC sites for future manufacturing operations.

The NCJC Mission Statement & Charter:

(Original Charter) February 11, 1982  
“To generate and disseminate information on Japan in North Carolina and on North Carolina in Japan for the purposes of strengthening and multiplying beneficial economic and cultural ties.”

(Current Emphasis in Self Study) October 13, 2016  
“The NC Japan Center’s three-fold mission includes education and cultural programs for the general public, outreach and engagement to promote partnerships and investment, and academic exchange and international relations.”

The current emphasis has moved away from the original charter. This committee recommends a realignment to the original charter with a more focused commitment to economic development. This will benefit NC State University students and the State of North Carolina, as demonstrated from the tremendous potential available with North Carolina and Japanese business relationships.
**NCJC Self Studies (2011 and 2016):**

Outline of past activities shows significant emphasis on cultural events. These activities have been successful with the participating individuals and groups thanks to the initiative and passion of those coordinating activities and due to the leadership and commitment of Dr. John Baugh.

**Observation of Self Studies:**

Involvement has been limited to local responsive events. Interaction with economic development initiatives, academic achievement, or communications with 297+ Japanese companies has been limited. Neither study outlines expectations or activities proposed for future services and involvement to address the mission or interests in the overall purpose of the NC Japan Center. There is no proposed outline regarding challenges with limited recommendations or requests for support to implement improvements or increase in levels of interactions, funding, or activities. These challenges should be a priority going forward.

**THE NC JAPAN CENTER: ISSUES, CHALLENGES, AND EXPECTATIONS**

The list of 10 questions addressed during Center/Institute Review are categorized into four subsections outlined below:

<table>
<thead>
<tr>
<th>ISSUES</th>
<th>CHALLENGES</th>
<th>EXPECTATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operations</strong></td>
<td><strong>Cultural:</strong> Arts, Events, Community, Saturday school, Disaster Relief, etc.</td>
<td>Raising Awareness, Involvement, and Support from ~297 Japanese businesses.</td>
</tr>
<tr>
<td><strong>Questions:</strong></td>
<td><strong>Economics:</strong> Japanese companies offering long-term investments w/in NC and employment to NCSU graduates (see examples on page 2.)</td>
<td>Unique Services and Resources -- Difficult to quantify and measure results.</td>
</tr>
<tr>
<td><strong>2,6</strong></td>
<td></td>
<td>Demonstration of support intrinsic with current and future Japanese projects.</td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td>a) Efficient use of $22,000 from Kelly Foundation.</td>
<td>a) Currently used to pay for administrative support, expenses, trips, etc.</td>
</tr>
<tr>
<td><strong>Questions:</strong></td>
<td>b) J. Baugh salary/time (1/3) invested for hours of involvement/service.</td>
<td>b) Dedication of time and salary not fully supported by Dr. Baugh and NCSU.</td>
</tr>
<tr>
<td><strong>1,7,8</strong></td>
<td>c) Japanese Language classes (Non-credit): Estimated intake $15,000. Enrollment trend is ~5%/yr.</td>
<td>c) ~75 Students @ $200 / sem. = $15,000. Instructor’s charge @$32/hr. x hrs. = ~$15,000 = Break Even.</td>
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<td></td>
<td>d) Competition from emergence of Japan Society of America.</td>
<td>d) Requesting financial resources of Japanese and North Carolina businesses. Need clarification of “competition vs. complement” to NCJC Mission.</td>
</tr>
<tr>
<td>Administration Questions: 3,4,5,10</td>
<td>ISSUES</td>
<td>CHALLENGES</td>
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<tr>
<td>a) Director’s Leadership</td>
<td>a) Current expertise in cultural knowledge and support = Outstanding. Economic development &amp; Marketing of Resources = Limited knowledge/interest.</td>
<td>a) Design detailed job description with goals and objectives of Strategic Action Plan.</td>
</tr>
<tr>
<td>b) NCJC Board involvement – No Board meeting called since December, 2013</td>
<td>b) Bringing NCJC Board up to speed quickly with consensus to take actions timely.</td>
<td>b) Rethink composition and expectations of NCJC Board. Require quarterly Board meetings.</td>
</tr>
<tr>
<td>c) Mission and Purpose</td>
<td>c) Lacks clear understanding of short term and long term expectations.</td>
<td>c) Identify Goals and Objectives with measurable performance metrics.</td>
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<tr>
<th>Location/Space Question: 9</th>
<th>ISSUES</th>
<th>CHALLENGES</th>
<th>EXPECTATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring Hill House 705 Barbour Dr. Dorothea Dix (DD) Campus – NCSU</td>
<td>a) Pending decision for use of DD Property. Anticipate re-use of space required within 2 years.</td>
<td>a) Recommend to move with another unit that is in more prominent location (Hunt Library which recognizes the legacy of NCJC as it was started by Governor Jim Hunt to strengthen the NC connection with Japan)</td>
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<tr>
<td></td>
<td>b) Decentralized International Effort.</td>
<td>b,c,d) Utilization of NCSU Brand and Resources critical to success. Recommend dedicated space to encapsulate Japan/NC connection and value of NCJC.</td>
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<tr>
<td></td>
<td>c) Display of Resources.</td>
<td></td>
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<tr>
<td></td>
<td>d) Hosting events – Students, Participants, Employers, International Guests.</td>
<td></td>
<td></td>
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</tbody>
</table>
## RECOMMENDED TIMELINE

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>NC State to make a formal philosophical and financial commitment to NCJC as a major value for North Carolina’s relationship with Japan for period January - December, 2017</td>
<td>January 1, 2017</td>
</tr>
<tr>
<td>Re-activate NCJC Board for announcement of commitment and plan and requirement of quarterly meetings.</td>
<td>February 1, 2017</td>
</tr>
<tr>
<td>Strategic Action Plan development to incorporate updated Mission and Expectations</td>
<td>March 1, 2017</td>
</tr>
<tr>
<td>Employment of full time NCJC Director</td>
<td>May - June 1, 2017</td>
</tr>
<tr>
<td>Reduction of commitment from Dr. John Baugh (1/3 salary and time) – Continue as Liaison and Mentor</td>
<td>June 1, 2017</td>
</tr>
<tr>
<td>Implementation of The NC Japan Center Action Plan</td>
<td>June 1, 2017</td>
</tr>
<tr>
<td>Relocation to more prominent and visible location (Cost for occupancy absorbed by NC State)</td>
<td>July 1, 2017</td>
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<tr>
<td>Initial communications, visits, meetings, with all interested parties.</td>
<td>August 1, 2017</td>
</tr>
<tr>
<td>Celebrate the 35th Anniversary of the NCJC and re-connect valuable relationships with NC State and Japanese community</td>
<td>Fall 2017</td>
</tr>
<tr>
<td>Feedback report to NC State and NCJC Board</td>
<td>October 1, 2017</td>
</tr>
<tr>
<td>Discontinue NC State Financial (Administrative and Salary) support. NCJC becomes self-sufficient.</td>
<td>December 31, 2017</td>
</tr>
</tbody>
</table>

### Attachments

1. Agenda: Initial Review Meeting, 11/15/16
2. NCSU 10 Questions for Center Review: 11/15/16
3. Dr. Barlaz letter to Dr. Horowitz, 11/12/16
4. NC Japan Center Report : 8/22/11
5. NC Japan Center Self Study: 10/13/16
NC Japan Center Self-Study — October 13, 2016

The NC Japan Center (NCJC) was established in 1980 to strengthen the state's economic and cultural ties with Japan. It serves as a point of interaction and is a statewide resource for its citizens, universities, enterprises, and public and private institutions. The NC Japan Center’s three-fold mission includes educational and cultural programs for the general public, outreach and engagement to promote partnerships and investment, and academic exchange and international relations.

Major Responsibilities

- Offers a variety of educational and cultural programs, including instruction in Japanese language and business essentials, and cultural events, including art exhibitions, hands-on workshops, and Japanese festivals, both on its own and in collaboration with Japan-related community groups.
- Engages in outreach activities by assisting the Governor’s office and other state officials on US-Japan relations, by working with the NC Department of Commerce to attract Japanese investment in the state, by hosting visiting delegations of Japanese government officials, by giving interviews appearing in local, regional, and international media, by working with local schools, and by initiating international community service activities.
- Promotes academics and international relations by hosting visiting scholars and government officials, by supporting teaching assistants in the Foreign Languages and Literatures Department's Japanese program, by maintaining relations with prominent Japanese universities and institutes, and by hosting visiting delegations.

Organizational Structure

The NC Japan Center operates under the Office of International Affairs at NC State University. The Academic Advisory Committee counsels the Center on its academic programs and is comprised of professors and senior administrators from NC State with broad representation across its colleges. The Board of Advisors includes the Honorary Consul General of Japan, the North Carolina Assistant Secretary of Commerce, prominent business leaders in the state and state officials, and other citizens of North Carolina who have a strong interest in Japan and US-Japan relations. The teaching staff for language instruction is advised by faculty in the NC State Department of Foreign Languages.

Major Accomplishments

1. Programs and Resources for the General Public
   a. Conducts non-credit classes in Japanese language instruction for students of all ages, and classes on U.S.-Japan business essentials for professionals.

   Program Coordinator
   Reiko Chosokabe
   Advisor to the language program:
   Eika Tai, Professor of Foreign Languages, NC State

   Recent enrollment levels:
Language course offerings:

Semester-long courses
  Youth courses: 4 different levels
  Adult courses: 6 basic levels, 4 intermediate, 1 advanced, and 2 Japanese Language Proficiency Test (JLPT) courses

One-week courses:
  Introductory courses: for children, for pre-college students, and for adults

Business course:
In spring 2015, the NC Japan Center began offering a course focusing on the cultural challenges faced by American companies doing business in Japan. Called “Essentials of U.S.-Japan Business,” the course is taught intermittently by Robert Azar, a businessman who worked in Japanese corporations at the executive level for 10 years and managed Asian operations of American companies for 25 years. Azar is fluent in Japanese and lived in Japan for six years. He holds a degree in international relations and East Asian Studies from New York University and a Master’s degree in East Asian political, economic and cultural affairs from Columbia University.

Discussion
In fall 2012 the NC Japan Center began a collaborative relationship with the NC State Department of Foreign Languages, with the goals of having better academic oversight, involving university-level educators, and improving the learning outcomes of our students. As part of this reorganization, NC State Professor Eika Tai and Lecturer Wakako Sera assumed responsibilities as Advisors of the new program, and Ms. Reiko Chosokabe, a communication specialist at the NC Japan Center, began coordinating hiring and course scheduling, offering assistance to students seeking additional learning opportunities at the Center, and also helping to set up optional study, recitation, and tutoring sessions. Previously, the Center offered courses through a contract with an independent local company, but over the years it became apparent that the for-profit drivers of the company were increasingly divergent from the University’s core mission and values.

In addition to enhancing the Center’s collaborative relationship with a key academic unit on campus, Foreign Languages, the reorganized program allows the Center to offer a more seamless experience to students and to provide them with additional learning opportunities and resources. Enrollments since the change have continued to grow, and the course evaluations conducted indicate greater student satisfaction in meeting their desired learning objectives.

b. Exhibits the works of national, international, and local Japanese artists, photographers, and artisans on-site at the Center’s Spring Hill House, with opening receptions that typically draw a hundred or more for the events.

Art Curator:
  Junjiro Sumikawa, Photographer (2013-present)
  Dana Raymond, Associate Professor of Art and Design, NCSU (2011-2013)

Events:
  iv. Shibori & Indigo Dyeing Exhibition & Workshop by Susan Fennell, May 9, 2015.


xiii. *Autumn Exhibition: Fantasy/Systems*, temari by Barbara Suess and contemporary paintings by Reiko Chosokabe, August 20 through November 19, 2011.

**Discussion**

The participation of Professor Raymond as Art Curator is an example of how the NC Japan Center has sought to build mutually beneficial relationships and to leverage resources. Professor Raymond retired in summer 2013, and prior planning led to an opportunity to work with a prominent local Japanese photographer, Mr. Junjiro Sumikawa, who took over as Art Curator in fall 2013, again on a volunteer basis. While not affiliated with the University, Mr. Sumikawa brings to the Center a unique skill set and strong ties with national and local communities of Japanese artists. His first show, *Horie Rice Paper Collages* by New York artist Junko Yamada, was the most impressive exhibition to date at the NC Japan Center.

c. Holds cultural workshops and educational activities both independently and in collaboration with other clubs and organizations.

i. *Daruma Club*: a monthly meeting of Americans and Japanese nationals for conversation in Japanese and cultural exchange hosted by the NC Japan Center. It sponsors special events like Otsukimi, the Autumn Full Moon Viewing Festival, and Kakizome, the first calligraphy written at the beginning of the new year. It hosts workshops on topics of special interest, including cosmetics and hair arrangement in collaboration with Green Tea Spa, performance of a Noh play and demonstration by Dr. Gary Mathews, Japanese dancing by Reina Murayama, the Kimono Club, and others.

The *Otsukimi Autumn Full Moon Viewing Festival* is a major event that attracts hundreds every fall, and includes traditional Japanese treats and drinks like tsukimi dango and green tea, workshops and activities for children, and a flea market with local vendors selling authentic Japanese goods and handmade crafts.

ii. *Language Table*: Japanese cooking classes for NC State and Japan Center language students hosted by Lecturer Keiko Ueda, NC State Foreign Languages, and the NC
Japan Center: preparation of sushi, curry-rice, tonjiru, okonomiyaki, and other traditional dishes.

iii. Japanese Language School of Raleigh: collaborative programs with JLSR, a Saturday school originally founded by the NC Japan Center that provides language and math instruction for families following the Japanese national curriculum. Activities include academic recitation sessions, tutoring, cooking classes, and crafts events, like knitting and creating sports uniforms for school athletic programs.

iv. Nippon Club of the Triangle: among the activities held, the Mochitsuki rice pounding event in December and April typically draws a hundred or more attendees, and the Natsu-Matsuri summer festival event draws about 1,000 participants.

d. Maintains a library of English language print and video materials about Japan, and light reading in Japanese for the Japanese community. To keep the collection up to date, the Center has an ongoing campaign seeking contributions of new materials from the local community. Annually one hundred or more books and videos are borrowed and returned.

2. Outreach and Engagement

a. Supports the State of North Carolina by assisting and providing advice to the Governor, representatives of NC Department of Commerce, and other state officials. Prior years have seen three meetings with former Governor Bev Perdue, numerous meetings with representatives from Commerce, and participation with the Governor's delegation and trade mission to Japan.

b. Works in partnership with the NC Department of Commerce to attract Japanese businesses to the state. At present, about 150 Japanese companies provide 20,000 North Carolina jobs, including Eisai, Mitsubishi, Honda Jet, Toshiba America Nuclear, Ajinomoto, AW NC, and, more recently, the "Hi- Chew" candy factory built by Morinaga & Co. in Orange County. Japanese investment in the Southeast is inevitable, and the Center helps North Carolina compete successfully by enticing Japanese investment.

Most recently, the Center played a role in bringing CBC America Corp to North Carolina. The company is bringing 101 new jobs and a $3.5 million in capital investment to Wake and Alamance Counties. These jobs will pay an average annual compensation of over $85,000 in Wake County, the site of the headquarters facility. The company is also leasing 134,000 sf of distribution space to accommodate its sophisticated global logistics operation.

Testimonials from the News & Observer:


Kondo, McCrory, state Commerce Secretary John E. Skvarla III and NC State Chancellor Randy Woodson announced the deal Wednesday morning at the Japan Center because they said it was instrumental in recruiting CBC Americas.

McCrory said Dr. John Baugh, the Center’s director, and the Center’s staff, were resources throughout the recruitment process, which began in August. …

The company’s first visit to the Center over the winter was a turning point in negotiations, said Howard Hawks, a real estate broker with NAI Piedmont Triad who helped CBC Americas secure the Mebane site.

Hawks, who attended that meeting, approached Baugh after the event Wednesday morning to shake his hand.
“The day we met here: game changer,” Hawks told Baugh. “Your organization knocked it out of the park. It all changed that day for the better.”

c. Hosts visiting delegations of Japanese government officials. In the last few years, delegations have been hosted and meetings held with representatives from Shizuoka Prefectural Government, Consulate-General of Japan in Atlanta, and the Prime Minister’s Office.

   i. Hosted “Walk in the USA, Talk on Japan,” a panel discussion organized by the Prime Minister’s Office of Japan and the NC Japan Center that included His Excellency Mr. Yasuo Saito, the former Ambassador of Japan to France, August 7-8, 2014.

   ii. Met with Consul General Sunaga and the representatives of the Japan-related organizations and economic development community in the state, including NC Secretary of Commerce Decker, to discuss various aspects of Japan-NC relations, January 9, 2014.

d. Promotes awareness and understanding of Japan by giving interviews appearing in local, regional, and international print media and on television and radio. Numerous interviews with local media, including UNC-TV, NBC-17, WPTF, Triangle Business Journal, News & Observer, Durham Herald-Sun, and Japanese publications and community newsletters, and the following:

   i. Japanese company to relocate US headquarters to Cary, News & Observer, by Paul Specht, April 21, 2015. Governor McCrory announced the deal at the NC Japan Center because he said “it was instrumental in recruiting CBC Americas.”
   

   ii. WPTF/NCN News Radio 680 5-minute interview with John Baugh on the NC Japan Center and its new business course, recorded January 6, 2015 and replayed on air over an extended period.

   

   iv. NC Now, UNC-TV guest appearance airing on Thursday, March 31, 2011. John Baugh, director of the NC Japan Center, talks about how they are reaching out to Japan.
   
   http://video.unctv.org/video/1872112960/?starttime=752003

   

e. Maintains a website of materials (such as the NC Driver’s Handbook in Japanese) and a blog of local Japanese events and activities that receive hundreds of visits per day by North Carolinians and others across the nation as well as from Japan. Also maintains an active presence and outreach on social media, particularly Facebook.

f. Makes presentations at schools and library events and hosts visits by K-12 classes and school children. These have included visits by or to Chesterbrook Academy in Cary, Laurel Park Elementary School in Apex, a homeschooling group from St. Michael's Episcopal, Carolina School at Holly Ridge, and participation in the Wake County Library Festival.
g. Presents information and offers briefings for NC State students, faculty, public and private schools, state agencies, business travelers to Japan, and students studying in Japan, including the following:

i. U.S.-Japan materials for NC Department of State, Secretary of State Marshall in preparation for a meeting with Japanese Prime Minister Abe, April 27, 2015.


iii. Visiting and providing advice on Japanese Language at Exploris Middle School, March 5, 2013, and assisting a new Principal, teacher, and 8 exchange students at Shinonome Middle School in Hiroshima, Japan.

iv. Presentation on Japanese culture with Focus on Native Fauna for Allen Cannedy, DVM, Director for Diversity and Multicultural Affairs at College of Veterinary Medicine, September 7, 2012, attended by 70 students and faculty.

v. Translating English into Japanese and Japanese into English, including e-learning materials for Lou Harrison: Director of Educational Technology Services, NC State.

h. Initiates international community service and outreach activities in times of need. In response to the March 11, 2011, earthquake and tsunami in Japan, a major fundraising and rebuilding effort named Project Kokoro was launched by the NC Japan Center in collaboration with the Triangle Community Foundation and numerous other organizations, community groups, and local public and private schools. With the help of corporate sponsors, the initiative seeks to bridge local efforts and the affected communities of Japan to identify critical needs and offer help during this time of national crisis.

i. In summer 2012, construction was completed on a firehouse in Yamada-machi, where 700 were killed and more than half of its 7,200 households lost homes. The volunteer fire department lost its facilities and equipment during the disaster.

ii. In summer 2011, a shelter was built using a traditional Japanese design including tatami, a straw-mat floor. It was installed inside a middle-school gym in Minami-souma where nuclear zone evacuees are staying.

In total about $60,000 in cash contributions was raised from Triangle corporations, organizations, schools, and individuals, and an approximately equivalent amount of in-kind donations from the Japanese architecture and construction firm AD World, Inc. More details may be found at [http://www.ncsu.edu/japan/kokoro](http://www.ncsu.edu/japan/kokoro).

3. Academics and International Relations

a. Hosts international visiting scholars, student interns, and prefectural government officials.

i. Prof. Yoshinori Miyazaki, Faculty of Informatics, Shizuoka University, Hamamatsu, Japan, from March to September 2013. Participated in hazard mitigation and storm surge research.


iii. Mr. Hiroshi Nishikawa, Shizuoka Prefectural Government, Tea and Agricultural Production Division, August to October 2011.
b. Offers support for teaching assistants in the Foreign Languages and Literatures Department's Japanese program through an endowment. Each year around 250 NC State students enroll in the courses.

c. Supports faculty travel to Japan as well as exchanges for joint research relating to technology, engineering, and Japanese language programs. The primary goal of the program is to assist NC State faculty in developing relationships that will lead to further exchange and collaboration, with recent grants supporting travel to Kyoto, Fukuoka, and Nagano on topics such as nuclear energy safety and reliability, innovation of new nanomaterials using low energy processes, and smart grid technologies for electric power networks.

d. Provides scholarships for North Carolina students in science and engineering fields to study in Japan. Qualified applicants have been lacking in recent years, but previously students have been supported on scholarships to study at Hiroshima Shudo University, Nagoya University, and Sophia University.

e. Offers scholarships for Japanese students to study at NC State. This primarily takes the form of tuition scholarships to attend the Summer Institute in English Language. In the last couple of years, over a dozen students and administrative staff members have been supported. Last year no applications were received.

f. Encourages participation in NUSIP, the Nagoya University Summer Intensive Program, by providing scholarships and coordinating the application process.

g. Maintains relations with prominent Japanese universities and institutes to enhance academic collaboration and exchange. In the last few years, visits have been made to Hiroshima Shudo University, Nagoya University, Sophia University, Kwansei Gakuin University, Shizuoka University, Japan Student Services Organization (JASSO), NSF Tokyo Regional Office, and the Japan-US Educational Commission (Fulbright Japan).

h. Hosts visiting delegations from Japanese universities and institutes. In the last few years, delegations have been hosted and meetings held with representatives from University of Tsukuba, Okayama University, RIKEN (Japan’s largest comprehensive research institution), Nagoya University, Kyoto University, Shizuoka Sangyu University, Shinshu University in Nagano, Shizuoka University, and Musashi University.

Discussion

In fall 2013 a plan was laid out at the annual meetings of the Board of Advisors and the Academic Advisory Committee for collaborating with the Natural Hazards Center at Shizuoka University (SU) on the timely topic of flooding risks at nuclear power plant facilities in Japan, building on our relationships with Prof. Yoshinori Miyazaki of the Faculty of Informatics at SU and the US Department of Homeland Security (DHS) Center of Excellence on Coastal Hazards. Administrative policies and management actions external to the Center, however, derailed that effort.

Vision, Strategic Plan, and Needs

The NC Japan Center is a small unit leveraging its 1-1/3 positions as effectively as it can to pursue its mission.

The Center began the present 5-year review cycle with 1/2 position in 2011, that of Carol Tharrington, a semi-retired bookkeeper. An additional part-time position for Reiko Chosokabe was supported by our endowment, the Kelly Fund.
On completion of the 5-year review in 2011, the following recommendations were made:

1. In order to reduce overload effort on the part of the director, some amount of release-time should be provided to his home Department of Civil, Construction, and Environmental Engineering (CCEE) in the College of Engineering (COE).
2. Additional staff support at a level of two 3/4-time positions is warranted given the Center’s level of activity and contributions (in effect an addition of one position).

Shortly thereafter, a release-time amount of 25% was provided for the director’s home department (CCEE), and in March 2013 the Center successfully negotiated for the additional position recommended by the Provost during the previous 5-year review in 2011. Release-time funds for the director’s home department were also increased to 33% at that time, where it remains today.

In September 2013, the Center faced a 25% budget cut that was ultimately rescinded near the end of the calendar year. More recently, in the summer of 2016, Carol Tharrington retired, and we have been informed that she will not be replaced. Her bookkeeping and other duties are now being performed by Reiko Chosokabe, our Communication and Media Specialist who is also responsible for managing the programs we operate.

The Japan Center has no operating budget, and instead relies on very modest revenue collected from the courses it offers to pay for phone lines, copier fees and paper, the security system for the Spring Hill House, and other ongoing expenses.

At current (reduced) levels of support, the Center is still able to make meaningful contributions—at, of course, a commensurate (reduced) level of activity, though with a few qualifiers. First, running an operation with often a single person in the office can be a challenge, particularly given the remoteness of our location, the need to serve the general public, and regular errands that must be run (like depositing receipts in the University bank and attending off-site meetings). Second, several of the major initiatives undertaken in previous years—such as Project Kokoro, building renovations, and the creation of a new art program, to name a few—required a level of effort that went well beyond any resources that were provided to the Center, so we hope that is recognized. Finally, and related to the prior qualifier, it would be helpful to have a conversation about how activities competing for the director’s time should be understood and assessed, since it appears that there may be multiple opinions, and any particular interpretation invariably affects the director’s ability to balance the disparate demands of a regular engineering faculty member and an international center director.

Sponsored Projects and External Funding

The NC Japan Center has traditionally *not* competed for sponsored projects given the limited nature of its (human) resources.

Expenditures

Language courses are self-supporting: teachers are paid from student fees collected. Events are supported out of pocket, by in-kind contributions, and from very small remaining balances in a corporate account. The Communication and Media Specialist position is covered by the Office of International Affairs (OIA) at the University with state appropriated funds in the amount of $40,733 annually.
Current Organizational Chart

Director, NC Japan Center
(1/3 position)

Communication and Media Specialist
(1 position)
Conferral of Academic Tenure:

The information regarding conferral of academic tenure is included in the Closed Session Materials – Tab 7.5.
REQUESTED ACTION ITEMS
MEMORANDUM

TO: NC State University Board of Trustees
FROM: Chancellor W. Randolph Woodson
SUBJECT: Recommendations for 2018-2019 Campus Initiated Tuition Increases (CITI) and Student Fees
DATE: November 2, 2017

In accordance with the University of North Carolina Board of Governors' policy and the NC State Tuition and Fee adjustment process, a Tuition Review Advisory Committee (TRAC), co-chaired by Provost and Executive Vice Chancellor Warwick Arden and Student Body President Jackie Gonzalez, and a Fee Review Committee (FRC), co-chaired by Vice Chancellor and Dean for Academic and Student Affairs Mike Mullen and Student Senate President Mitchell Moravec, were appointed. The Tuition Review Advisory Committee (Attachment A) and the Fee Review Committee (Attachment B) forwarded their recommendations to me.

The TRAC Committee approved the following Campus Initiated Tuition Increase (CITI) recommendations:

- **2018-19**
  - Continue guaranteed 8/10 semester fixed tuition rate for undergraduate residents enrolled as of Fall 2016
  - ($ 0 CITI = 0%) Undergraduate Residents (New Cohort)
  - ($ 995 CITI = 4%) Undergraduate Nonresidents
  - ($ 425 CITI = 5%) Graduate Residents
  - ($1438 CITI = 6%) Graduate Nonresidents

The TRAC Committee recommends that the additional tuition revenues be used to:

- **2018-19**
  - improve the quality and accessibility of the NC State educational experience: 64.7%
  - provide funding for faculty promotional increases 8.8% (equal to $750,000)
  - provide funding to the Graduate Student Support Plan: 26.5%

**2018-19 premium tuition recommendations**

- Increase tuition premium by $1000 per year effective Fall 2018 for the following degree program:
  - Master of Accounting

- A new tuition premium of $4300 per year effective Fall 2018 for the following degree program:
  - Joint Department Biomedical Engineering – MS – Train, Translation of Innovation

The Fee Review Committee recommended the following fees for NC State students for the 2018-19 academic year:

The final total recommendations for fees for 2018-19 resulted in an increase in fees of $43.00 (Table 1). This represents an increase of 1.7% on all fees. Total fees for undergraduates will be $2,565.60 in 2017-18 under this proposed fee schedule. A more detailed report, showing fees from the past three years, the original requests, the recommendations from Student Senate, and the final approved amounts is attached.
I want to thank both committees for their diligent and thoughtful work. I concur with the recommendations by both the TRAC and the FRC and recommend them to you for review.

Student success is our primary goal, and consideration for access and affordability are part of the decision making process as we identify sustainable solutions that benefit the entire NC State community.

Thank you for your consideration of my 2018-2019 CITI and fee recommendations.

Attachments

cc: Warwick Arden, Executive Vice Chancellor and Provost
    Scott Douglass, Vice Chancellor, Finance and Administration
    Mike Mullen, Vice Chancellor and Dean
Table 1. Fee requests and approvals for 2018-19.

<table>
<thead>
<tr>
<th>Fee Unit</th>
<th>2018-19 Request</th>
<th>2018-19 Approved</th>
<th>2018-19 Total Fees</th>
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</thead>
<tbody>
<tr>
<td>Union Activities Board</td>
<td>0.87</td>
<td>0.00</td>
<td>19.63</td>
</tr>
<tr>
<td>Student Media</td>
<td>0.50</td>
<td>0.25</td>
<td>27.25</td>
</tr>
<tr>
<td>Student Government</td>
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<tr>
<td><strong>Total $ Increase</strong></td>
<td><strong>43.00</strong></td>
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</tr>
<tr>
<td><strong>Total % Increase</strong></td>
<td><strong>1.7%</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
MEMORANDUM

TO: W. Randolph Woodson
    Chancellor

FROM: Warwick A. Arden
      Executive Vice Chancellor and Provost

Jackie Gonzalez
President, Student Body

SUBJECT: Report of the 2017-18 Tuition Review Advisory Committee

DATE: October 25, 2017

The Tuition Review Advisory Committee (the Committee) submits the following campus initiated tuition increase (CITI) and premium tuition proposal for 2018-19.

The Committee recognizes that final authority for recommending tuition increases to the North Carolina Legislature rests with UNC General Administration and the UNC Board of Governors. The following information received from a UNC System Chief Financial Officers conference call remained a consideration throughout the Committee’s deliberations:

✓ UNC-Board of Governors 0% cap on campus-initiated tuition increase for resident undergraduate students for this year based on the above mentioned conference call.
✓ The fixed, 8/10 consecutive semesters guaranteed tuition for new and existing undergraduate resident students.

Two committee meetings were scheduled [October 12 and October 19]. These meetings were well attended, and members engaged in thoughtful discussions during each meeting. Absent specific directions from UNC General Administration during the Committee’s meeting cycle, but considering its letter of charge, the Committee proceeded with the CITI review and recommendation process focusing on tuition rates for resident and nonresident undergraduate students and for resident and nonresident graduate students. Furthermore, as charged, the Committee considered premium tuition requests. Members reviewed and discussed relevant information relating to tuition, evaluated available data, and formulated CITI recommendations for the 2018-19 fiscal year. Members were continuously reminded that directions from UNC-General Administration had not yet been received and that once received, would supersede the parameters the Committee was currently working within.

During the committee’s meeting cycle, it was discussed that last year this committee had already made a proposal for CITI tuition that could be used again with the exception of the undergraduate resident rate. NC State will remain second lowest in tuition in all categories, except for out of state graduate non-residents where we are third lowest. The Committee reviewed several scenarios and agreed to keep a modest approach. However, while the Committee understood the importance of remaining a good value, it also recognized and discussed the importance of continuing to move the university forward and the
important role that tuition revenue plays in achieving student success initiatives. Ultimately, the committee recommended the same percentages as last year for FY 18-19 with the exception of undergraduate resident, which is mandated to be 0% increase.

Because NC State University currently exceeds the 15% cap on total tuition dollars that may be used for need-based financial aid, and therefore cannot allocate any CITI money to this category, the Committee discussed and unanimously proposed that CITI allocations be used to support quality and accessibility, faculty promotional increases, and the graduate student support plan.

At its October 19th meeting members heard presentations from administrators representing the Poole College of Management Masters of Accounting Program and the Joint Biomedical Engineering Program regarding premium tuition proposals. Also at this October 19th meeting, the Committee completed its work by voting and approving: the recommended percent tuition increase for all student categories, the percent allocation for three expenditure categories, and the premium tuition proposals that had been presented earlier during the meeting. The Committee includes 13 voting members and 5 non-voting members; 12 out of 13 voting members cast votes.

The Committee approved the following campus initiated tuition increase (CITI) recommendations:

2018-19
- Continue guaranteed 8/10 semester fixed tuition rate for undergraduate residents enrolled as of Fall 2016
- ($ 0 CITI = 0%) Undergraduate Residents (New Cohort)
- ($995 CITI = 4%) Undergraduate Nonresidents
- ($425 CITI = 5%) Graduate Residents
- ($1438 CITI = 6%) Graduate Nonresidents

The Committee recommends that the additional tuition revenues be used to:

2018-19
- improve the quality and accessibility of the NC State educational experience: suggest allocating 64.7%
- provide funding for faculty promotional increases: suggest allocating $750,000 [which equals 8.8%]
- provide funding to the Graduate Student Support Plan: suggest allocating 26.5%

2018-19 premium tuition recommendations
- Increase tuition premium by $1000 additional premium for the 2018-19 year for the following degree program:
  - Master of Accounting

- A new tuition premium of $4300 per year effective Fall 2018 for the following degree program:
  - Joint Department Biomedical Engineering – MS – Train, Translation of Innovation

(See the spreadsheets included on pages 5 and 6)
W. Randolph Woodson  
October 25, 2017  
Page 3

The Committee recognizes that the additional tuition will make attending NC State more expensive for students than in the past, and yet affirms that an NC State education is still an exceptional value. The Committee wishes to maintain and improve the quality of that education for the benefit of our students, the state and region which we serve. Tuition Review Advisory Committee members voiced strong agreement that the recommended tuition increases are necessary and rationally conservative.

If you have questions or would like further information, please let us know.

WAA/JG/kmw
Impact statements regarding the premium tuition proposals include the following:

**Master of Accounting**: The Masters of Accounting program requested a tuition premium increase of 1,000 for the 2018-19 fiscal year. The current cost of the program is $12,062 with the increase it would be $13,062. This program has gone from being unranked and unrecognized to top 30 nationwide. This is largely due to premium tuition, as well as financial aid, career service support, academic advising support and the student experience. The justification for this increase is to make additional efforts to the blended approach to learning. The program wants to get more of the presentation component online and more interactive which will lay a groundwork for the online version. This will also enable hands-on learning with real organizations with real problems, sending consulting teams to look at challenges they are facing.

**Joint Department Biomedical Engineering – MS-Train, Translation of Innovation**: The purpose of this program is to create a new 12-contiguous month graduate initiative incorporating a two-track, practice focused, Master's Program (identified as Train, i.e. Translation of Innovations) to dramatically improve the number, focus, and capability of those seeking to become leaders in innovation and entrepreneurship. The two tracks address (1) the discovery, development, and licensing of new products and (2) the translation of nominated, high potential research results to license. To accomplish this, we propose to leverage their capabilities by taking advantage of the number of professional, experienced, healthcare innovative entrepreneurs in the Research Triangle area. A selected group of these individuals, as Innovation Fellows, under the guidance of the Joint Department faculty led by Dr. Zhen Gu, Associate Professor and Director, MS-Train, under the supervision of the Executive Director of the Program, with the support of a small cadre of graduate assistants will be utilized to deliver and mentor courses and practicum activities. The request for tuition premium for this new program is $4,300 annually.
### Final Tuition Recommendation for 2018-19

#### Student Categories:

<table>
<thead>
<tr>
<th>Category</th>
<th>Projected FTEs</th>
<th>Rate Increase</th>
<th>Revenue Generated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Residents (Guaranteed – All But New Cohort)</td>
<td>13,792</td>
<td>0</td>
<td>$0</td>
</tr>
<tr>
<td>Undergraduate Residents</td>
<td>4,500</td>
<td>0</td>
<td>$0</td>
</tr>
<tr>
<td>Undergrad Nonresidents</td>
<td>2,984</td>
<td>995</td>
<td>$2,969,080</td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>2,874</td>
<td>425</td>
<td>$1,221,450</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>3,021</td>
<td>1,438</td>
<td>$4,344,198</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>27,171</strong></td>
<td></td>
<td><strong>$8,534,728</strong></td>
</tr>
</tbody>
</table>

#### Proposed Use:

<table>
<thead>
<tr>
<th>Category</th>
<th>% Allocation</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need-based Financial Aid</td>
<td>0.0%</td>
<td>$0</td>
</tr>
<tr>
<td>Graduate Student Support Plan (GSSP)</td>
<td>26.5%</td>
<td>$2,263,250</td>
</tr>
<tr>
<td>Improve Quality &amp; Accessibility</td>
<td>64.7%</td>
<td>$5,521,478</td>
</tr>
<tr>
<td>Faculty Promotional Increases</td>
<td>8.8%</td>
<td>$750,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100.0%</td>
<td><strong>$8,534,728</strong></td>
</tr>
</tbody>
</table>

#### Graduate Student Support Plan (GSSP)

<table>
<thead>
<tr>
<th>Category</th>
<th>Students</th>
<th>Rate</th>
<th>Increased Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Supported Graduate Students</td>
<td>1,750</td>
<td>425</td>
<td>$743,750</td>
</tr>
<tr>
<td>Non-State Supported Graduate Students</td>
<td>1,500</td>
<td>1,438</td>
<td>$0</td>
</tr>
<tr>
<td>Differential in Tuition Remission</td>
<td>1,500</td>
<td>1,013</td>
<td>$1,519,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>$2,263,250</strong></td>
</tr>
</tbody>
</table>

#### Summary

<table>
<thead>
<tr>
<th>Tuition 2017-18</th>
<th>Increase Amounts</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percent</td>
<td>New Tuition</td>
</tr>
<tr>
<td>$6,535</td>
<td>0.0%</td>
<td>$6,535</td>
</tr>
<tr>
<td>$24,883</td>
<td>4.0%</td>
<td>$25,878</td>
</tr>
<tr>
<td>$8,492</td>
<td>5.0%</td>
<td>$8,917</td>
</tr>
<tr>
<td>$23,967</td>
<td>6.0%</td>
<td>$25,405</td>
</tr>
<tr>
<td>Differential in graduate resident and non-resident tuition:</td>
<td>$15,475</td>
<td>$16,488</td>
</tr>
</tbody>
</table>

- FTEs include On-Campus Regular term and CVM portion of Vet Med students. DE and DVM not included here.
- For Undergraduate Residents (Guaranteed - All But New Cohort) FTEs assume all of 13,792 undergraduate
## Summary of Tuition Premium Requests for Graduate Degree Programs

<table>
<thead>
<tr>
<th>Title of Graduate Degree Program</th>
<th>Tuition Premium effective 2017-18 (Full-time students)</th>
<th>Tuition Premium Increase Requested for Year 2018-19</th>
<th>Tuition Premium effective 2018-19 (Full-time students)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Accounting</td>
<td>$12,062 (residents) $12,000 (nonresidents)</td>
<td>$1000</td>
<td>$13,062/ $13,000</td>
</tr>
<tr>
<td>Master of Translation of Innovation (Train)</td>
<td>NA</td>
<td>$4,300</td>
<td>$4,300</td>
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</table>

**NOTE:** 2018-19 Tuition for Graduate Residents and Nonresidents is proposed to be $8,917 / $25,405 per year.
### 2018-19 Tuition

<table>
<thead>
<tr>
<th>Tuition Category</th>
<th>2017-18 Tuition</th>
<th>Proposed Increase</th>
<th>% Change</th>
<th>Revenue Generated</th>
<th>2018-19 Rate</th>
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</thead>
<tbody>
<tr>
<td>Undergraduate Resident</td>
<td>$6,535.00</td>
<td>$0.00</td>
<td>0.0%</td>
<td>$0</td>
<td>$6,535.00</td>
</tr>
<tr>
<td>Undergraduate Nonresident</td>
<td>$24,883.00</td>
<td>$995.00</td>
<td>4.0%</td>
<td>$3,002,186</td>
<td>25,878.00</td>
</tr>
<tr>
<td>Graduate Resident</td>
<td>$8,492.00</td>
<td>$425.00</td>
<td>5.0%</td>
<td>$1,755,052</td>
<td>8,917.00</td>
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<tr>
<td>Graduate Nonresident</td>
<td>$23,967.00</td>
<td>$1,438.00</td>
<td>6.0%</td>
<td>$4,424,486</td>
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<td><strong>Estimated Total Revenue Generated</strong></td>
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<td>$9,181,724</td>
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</table>

### Proposed Expenditures:

- **Inflationary Adjustments**: 0 0.0%
- **Faculty and Staff Retention**: $750,000 8.2%
- **Expanded Institutional Opportunities**: $5,894,748 64.2%
- **Student Services**: 0 0.0%
- **Academic Support**: $273,726 3.0%
- **Libraries**: 0 0.0%
- **Technology Improvements**: 0 0.0%
- **Other**: $2,263,250 24.6%

**Total - Proposed Expenditures**: $9,181,724 100.0%

### 2018-19 Fees

<table>
<thead>
<tr>
<th>General Fees and Debt Service</th>
<th>2017-18 Fees</th>
<th>Proposed Increase</th>
<th>% Change</th>
<th>2018-19 Fees</th>
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<tbody>
<tr>
<td>Athletics</td>
<td>$232.00</td>
<td>$0.00</td>
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<tr>
<td>Health Services</td>
<td>$392.00</td>
<td>$15.00</td>
<td>3.8%</td>
<td>$407.00</td>
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<td>Student Activities</td>
<td>$663.32</td>
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<td>2.4%</td>
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<td>Educational &amp; Technology</td>
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<td>Campus Security</td>
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<td>$30.00</td>
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<tr>
<td><strong>Subtotal - General Fees</strong></td>
<td>$1,756.60</td>
<td>$31.00</td>
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<td>$1,787.60</td>
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<td>Debt Service *</td>
<td>$572.00</td>
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<td>ASG Fee</td>
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<td>0.0%</td>
<td>$1.00</td>
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<tr>
<td><strong>Total Proposed UG Fees</strong></td>
<td>$2,329.60</td>
<td>$31.00</td>
<td>1.3%</td>
<td>$2,360.60</td>
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</tbody>
</table>

**Proposed UG Resident Tuition and Fees**: $8,895.60

* The debt service line should capture the total debt service fee (all debt projects) and the total proposed increases.
**TUITION REQUEST FORM**

**NCSU**

Regular Campus-Initiated Tuition Increases for 2018-19

<table>
<thead>
<tr>
<th>Requested Campus-Initiated Tuition Increase</th>
<th>Reg. Term Annual Increment</th>
<th>DE Rate (SCH)</th>
<th>Revenues</th>
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</thead>
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<tr>
<td>Undergraduate Residents</td>
<td>$0.00</td>
<td>$0.00</td>
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</tr>
<tr>
<td>Undergraduate Nonresidents</td>
<td>995.00</td>
<td>33.61</td>
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</tr>
<tr>
<td>Graduate Residents</td>
<td>425.00</td>
<td>20.83</td>
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<tr>
<td>Graduate Nonresidents</td>
<td>1,438.00</td>
<td>70.49</td>
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</table>

<table>
<thead>
<tr>
<th>FTE</th>
<th>SCH</th>
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<tbody>
<tr>
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<tr>
<td>Undergraduate Nonresidents</td>
<td>2,984.00</td>
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<tr>
<td>UG Resident per G.S. 116-143.6</td>
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</tr>
<tr>
<td>Graduate Residents</td>
<td>2,874.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>3,021.00</td>
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Projected Revenues

<table>
<thead>
<tr>
<th></th>
<th>$0</th>
<th>$0</th>
<th>$0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Residents</td>
<td>2,969,080</td>
<td>33,106</td>
<td>3,002,186</td>
</tr>
<tr>
<td>Undergraduate Nonresidents</td>
<td>0.00</td>
<td>2,263,250</td>
<td></td>
</tr>
<tr>
<td>UG Resident per G.S. 116-143.6</td>
<td>533,602</td>
<td>273,726</td>
<td></td>
</tr>
<tr>
<td>Graduate Residents</td>
<td>1,221,450</td>
<td>80,288</td>
<td>1,755,052</td>
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<tr>
<td>Graduate Nonresidents</td>
<td>4,344,198</td>
<td>273,726</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>8,534,728</td>
<td>646,996</td>
<td>9,181,724</td>
</tr>
</tbody>
</table>

Projected Expenditures

- Inflationary Adjustments: $0
- Other Critical Needs:
  1. Faculty & Staff Retention: 750,000
  2. Expanded Instit. Opportunities: 5,521,478
  3. Student Services: 273,726
  4. Academic Support: 0
  5. Libraries: 0
  6. Technology Improvements: 0
  7. Other (provide details below): 2,263,250

Total: 8,534,728

"Other" Expenditure Explanation:

Graduate Student Support Plan
Campus Request for Authorization to Change Premium Tuition

Date: October 11, 2017

Institution: NC State University

Degree Program CIP: 52.0305

Introduction

The graduate management program covered in this request:

- Jenkins Master of Accounting (MAC)

Premium Tuition Increase Requested

The current premium tuition rate for this program is $12,062 per academic year for a full-time student. We propose to increase it to $13,062 in fall 2018. This premium tuition increase will make the MAC premium tuition more consistent with the MBA and MGIM programs after phase-in.

To continue to be successful in a the highly competitive MAC market, the NC State Jenkins MAC needs the ability to enhance program quality and to increase faculty and staff support to meet the changing demands of professional service organizations. The proposed increase in CITI would address the changing landscape of professional service organizations.

Considerations (A-I)

Consideration A: The anticipated impact of the proposed tuition premium on program quality.

*Increased tuition will lead to substantial improvements in the quality of the program(s) for students.*

The Jenkins Master of Accounting (MAC) program is a nationally recognized one-year program with tuition levels in-line with what many peer universities charge. Some of the national rankings are listed below:

- #30 – 2017 Accounting.com
- #42 -- 2017 Accounting Degree Review
- #14 – 2017 College Choice
- #35 – 2017 Public Accounting Report
- #32 – 2017 TFE Times

The Jenkins MAC program achieved national recognition because of the CITI support. The CITI funds support admissions, career development, CPA exam preparation,
marketing, and non-classroom engagement activities of the program. There has been a clear payoff from the investment in the program. Before CITI, NC State’s MAC program had never appeared in any national ranking and had enrollment between 50 to 60 students. This year the Jenkins MAC program achieved its highest enrollment with 128 students representing over 30 undergraduate institutions.

To continue the emergence and success of the Jenkins MAC program -- in a highly competitive MAC market, the MAC program needs to invest in student engagement opportunities with the business community, workshops on special topics in accounting and management, career services, student recruitment activities, and faculty development in the area of technology tools and business analytics. The proposed increase in CITI would address these areas.

**Consideration B: The projected impact of increased tuition on access for North Carolina residents**

*An increase in tuition would not significantly reduce access to residents or would expand access.*

The Master of Accounting (MAC) program is a nationally recognized one-year program with tuition levels in-line with what many peer universities charge. Additionally over half NC State’s MAC students receive tuition assistance and/or graduate assistantships. The department receives significant support from alumni and organizations that recruit MAC graduates. Over $775,000 total financial support will be provided to 100 (out of 128) students in the 2017 MAC class through the department, alumni, and business organizations. The program will remain accessible for North Carolina residents.

**Consideration C: The availability of student financial aid for students with economic need and of tuition remission**

*Premium tuition would increase the availability of financial aid to students who need it.*

Students in all professional masters programs in the College of Management are eligible to apply for federal student loans including Federal Direct Unsubsidized Loans and Federal Direct Graduate PLUS Loans. International students may apply for loans through the Graduate Management Admission Council’s international loan program.

The department will provide, approximately $600,000 as scholarships and fellowships to students in the 2017 MAC class from department, alumni and business organization sources.

The department also provides from $1,000 to $3,000 graduate assistantship stipends per semester for almost all students requesting support. In fall 2017, 57 students (out of roughly 128) were receiving some type of graduate assistantship totaling $177,000.
Consideration D: The extent to which current and prospective students can afford increase in tuition

Current and prospective students would be able to afford the rise in tuition.

The availability of cost reimbursement by employers:

The MAC is a full-time program where students are not expected to be employed while completing the program.

Starting salaries of recent graduates:

Students graduating with a MAC degree on average earned $54,000 upon graduation in 2017. This salary is comparable to graduates of other MAC programs. Additionally, graduates of the program can expect annual earnings over $100,000 five years after graduation.

Consideration E: The relationship between projected tuition revenue to institutional and/or program costs.

The increase in tuition would not unduly increase institutional and/or program costs.

The state budget for the Department of Accounting was $6.0 million for 2017-18, which covers the cost of instruction for approximately 450 undergraduates and 128 graduate students. Premium tuition for the MAC program generates about $1.6 million toward this budget.

This proposal would generate $124,000 in 2018-19 based on fall 2017 enrollment levels. With funding tied to enrollment, the proposal also guarantees that the service level can keep up with any future growth in the program.

Consideration F: Tuition and fees, net of remissions and waivers, charged by peer institutions or programs as compared to tuition and fees, net of remissions, for the program (the public subsidy received by students at public institutions or programs in the peer set, including the program in question, will also be identified as part of the comparison)

The current tuition and fees (net remissions and waivers) are consistent in comparison to similar programs at peer institutions and would not become inordinately high in the same comparison if the proposed tuition increase were implemented.

We examined tuition for MAC programs at 16 of NC State’s peer institutions, plus UNC Chapel-Hill, University of Virginia and Wake Forest University (University of Virginia and Wake Forest University are the two primary universities that NC State competes for MAC students). Median in-state tuition at these 19 universities was $11,407 compared to NC State’s tuition of $11,544. NC State’s in-state tuition was below 8 of the 19 schools. (See Appendix A for complete details.)
The comparison is similar for out-of-state MAC tuition. Median out-of-state tuition at these 19 schools is $18,861, which is similar to NC State’s out-of-state tuition of $19,251. NC State’s out-of-state tuition is below 9 of the 19 benchmark schools.

**Consideration G: A plan for the intended use of additional tuition receipts**

*The Jenkins MAC Program has a clear and detailed plan for the use of the tuition increase.*

To continue to be successful in a highly competitive MAC market, we need the ability to increase and support faculty and staff meet the demands of a changing environment.

**Investment priorities**
- Development and management of courses that increase engagement with organizations addressing real world opportunities and challenges
- Provide technology support for all MAC students, but with special emphasis for online resources to complement MAC courses.
- Financial aid – will be increased to attract high quality students to the program
- Support faculty positions to remain competitive in attracting new faculty and retaining key faculty.

**Consideration H: Assistantships or grant support for graduate students**

*The Jenkins MAC Program provides sufficient assistantships and/or grant support for its graduate students.*

As already noted the department also provides from $1,000 to $3,000 graduate assistantship stipends per semester for almost all students requesting support. In fall 2017, 57 students (out of roughly 128) were receiving some type of graduate assistantship totaling $177,000.

**Consideration I: Analysis of student indebtedness levels within the university**

*The Jenkins Graduates Management Programs are aware of indebtedness of students within the programs.*

Sixty-four of the 128 student graduates for the class of 2018 borrowed through the university financial aid office. The average federal loan for the 64 students in the one year program was $22,855.
Appendix A. Tuition and fees per semester for full-time MAC students at NC State, 14 peer institutions, UNC-Chapel Hill, University of Virginia and Wake Forest University

<table>
<thead>
<tr>
<th>Institution</th>
<th>MAC In-state</th>
<th>MAC Out-of-state</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Virginia</td>
<td>$32,695.00</td>
<td>$40,890.00</td>
</tr>
<tr>
<td>Georgia Institute of Technology</td>
<td>$31,242.00</td>
<td>$42,190.00</td>
</tr>
<tr>
<td>Wake Forest University</td>
<td>$25,218.00</td>
<td>$25,218.00</td>
</tr>
<tr>
<td>University of Maryland</td>
<td>$24,521.00</td>
<td>$31,211.00</td>
</tr>
<tr>
<td>University of North Carolina - Chapel Hill</td>
<td>$22,885.00</td>
<td>$31,566.00</td>
</tr>
<tr>
<td>Purdue University</td>
<td>$21,316.00</td>
<td>$40,582.00</td>
</tr>
<tr>
<td>Ohio State University</td>
<td>$16,421.40</td>
<td>$27,157.40</td>
</tr>
<tr>
<td>Rutgers-New Brunswick</td>
<td>$14,521.17</td>
<td>$24,207.20</td>
</tr>
<tr>
<td><strong>NC State University</strong></td>
<td><strong>$11,544.30</strong></td>
<td><strong>$19,250.80</strong></td>
</tr>
<tr>
<td>Penn State University</td>
<td>$11,407.00</td>
<td>$18,861.00</td>
</tr>
<tr>
<td>University Illinois</td>
<td>$9,498.00</td>
<td>$16,744.00</td>
</tr>
<tr>
<td>University Florida</td>
<td>$9,366.50</td>
<td>$20,962.00</td>
</tr>
<tr>
<td>University Wisconsin-Madison</td>
<td>$9,355.96</td>
<td>$18,287.62</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>$8,737.00</td>
<td>$17,149.00</td>
</tr>
<tr>
<td>University Arizona</td>
<td>$8,500.00</td>
<td>$8,500.00</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>$7,536.00</td>
<td>$14,405.00</td>
</tr>
<tr>
<td>Texas A&amp;M University</td>
<td>$6,733.50</td>
<td>$11,993.66</td>
</tr>
<tr>
<td>Colorado State University</td>
<td>$6,349.74</td>
<td>$13,547.04</td>
</tr>
<tr>
<td>Iowa State University</td>
<td>$5,992.95</td>
<td>$12,848.95</td>
</tr>
</tbody>
</table>
TUITION INCREASE REQUEST FORM
FOR PROFESSIONAL SCHOOLS
2018-19

NCSU

Jenkins Master of Accounting (MAC)
52.0305

<table>
<thead>
<tr>
<th>Requested School-Based Tuition Increase</th>
<th>2018-19 Annual Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$1,000.00</td>
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</table>

<table>
<thead>
<tr>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projected Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projected Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology Support-emphasis online resources</td>
</tr>
<tr>
<td>Real World engagement</td>
</tr>
<tr>
<td>Financial Aid</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? (respond yes or no in the box)

Yes
Abstract

Premium Tuition Proposal

Joint Department Biomedical Engineering – MS-TraIn, Translation of Innovation

17 October 2017

Introduction

The life sciences industry in North Carolina represents 5% of total employment; over 220,000 jobs; with average salaries exceeding $80,000; and representing a total economic impact in excess of $76 billion. Medicine, health, and health care are major contributors to this industry. Competition is intense. North Carolina is, by a number of measures, the third strongest player, behind California and Massachusetts. However, the state faces substantial challenges to the retention of this status and continued growth in the sector. The most significant challenge, termed as a “rate-limiting” component, is the limited number of professionals with experience spanning life sciences, product development, commercialization, and financing.

Economic development experience indicates (1) that recruiting and retaining senior personnel with the combination of capabilities for the long term is extremely difficult; (2) that traditional middle and senior managers cannot readily transfer into the health and health care, medical, life science industry from other technology driven industries; and (3) that those high potential professionals graduating from a local university and finding employment within a state have high probability of remaining in the state.

For economic development to continue in the life sciences industry in North Carolina, two factors must be taken into consideration. First, start-up and small businesses create 65% or more of all new jobs. Second, for mature executive leadership to be created and retained there must be a supply of qualified entry level professionals and there must be on-going opportunities for them to work and to mature as leaders in a commercial enterprise.

- The proposed MS-TraIn Program is designed to address each issue raised above.
- The UNC-CH/NC State University Joint Department of Biomedical Engineering is strongly positioned to academically support the effort. Over the past 10 years, The Joint Department has annually turned away 30 to 40 individuals seeking a practice oriented degree similar to MS-TraIn, principally for lack of key resources.
- The College of Engineering at NC STATE with the School of Medicine at UNC-CH; together with resources in the Research Triangle Park; combined with the concentration of industrial partners in the surrounding area; offers a powerful, willful, yet rare environment supportive of the program.

To bring the promise of the MS-TraIn to fruition, Premium Tuition will be required. In the following sections of this abstract, you will find the following.

- Brief description of the MS-TraIn Program
- Answers to four key questions
  I. What is the need that is driving the request for premium tuition?
  II. How would the premium tuition be used to make substantial improvements to the program?
  III. What is the present return on investment attained by students in the program and/or the projected return on investment supplied by the premium tuition?
  IV. How does the current tuition compare to similar programs in peer universities, and how would tuition compare with those universities with premium tuition in place?
**Brief Description of the MS-TraIn Program**

To take advantage of the unique position and capabilities of the Joint Department, we propose, as depicted below, to create a new 12-contiguous month graduate initiative incorporating a two-track, practice focused, Master's Program (identified as TraIn, i.e. Translation of Innovations) to dramatically improve the number, focus, and capability of those seeking to become leaders in innovation and entrepreneurship.

![A Schematic of Joint Department MS-TraIn Program](image)

**A Schematic of Joint Department MS-TraIn Program**

The two tracks address (1) the discovery, development, and licensing of new products and (2) the translation of nominated, high potential research results to license. The program, 17 courses – 37 semester hours, incorporates 520 person-hours of carefully managed, mentored, immersive, experiential, practicum-effort in health and healthcare related environments beginning with the first session of summer school in 2019. The program is planned to be phased in over a period of four years.

- **Year 1:** Program initiation – 35 students focusing on discovery
- **Year 2:** Program enhancement – 50 students benefitting from improvements from initiation with expansion to include vetted, nominated research ready for translation
- **Years 3 & 4:** Program tuning – application of “learnings” from Years 1 & 2 leading to enhanced effectiveness and efficiency.

The program is unique in many ways. One of which requires the candidates to matriculate as a single, unified cohort in a confidential, non-disclosure, delivery-driven environment. The intent is to provide a year-long practicum that is reflective of the intensity and team driven nature of a small high-technology, entrepreneurial life science company or that of an intrapreneurial component of a large life science organization.

Candidates for the program will be rigorously vetted for their capabilities; their diversity in background; their bias to innovation and entrepreneurship in a small team environment; and their potential to effectively address research results nominated with high potential for near-term licensing.

Graduates of the program will possess unique integration, innovation, team-building, and entrepreneurial capabilities across four essential disciplines: management and entrepreneurship; design; finance and accounting; and key health and healthcare technologies. These capabilities together with the health and health care industry collaborative focus of the program, directly support and promote:

- discovery of needs;
- an increase in new biomedical start-ups;
- translation of “on the cusp” research to license;
- improvement in clinical processes and procedures; and
• the provision of talented professionals who may grow from leaders and managers of small innovative entrepreneurial teams and start-up companies to middle and senior managers in the North Carolina life science, health, and health care industry.

From discussions with associates at other universities; with friends and clients in industry; with numerous current and past students; and with many working in life sciences and medicine there appears to be intense interest in the proposed MS-TraIn program. Four topics seem to be mentioned most often: market demand; the need to ingrain the intensity of the health and health care industry in the preparation of candidates; more efficient use of university facilities; and the desire of graduate candidates for more effective and efficient utilization of their time and money.

I. What is the need that is driving the request for premium tuition?

Joint Department faculty have demonstrated success as judged by traditional academic metrics: teaching, research, and service. However, they “go beyond!” The Joint BME faculty consistently demonstrate the ability, desire, and capacity to acquire and to utilize innovative pedagogical mentoring and coaching skills; to aggressively pursue commercial cross-functional experience; and to flex their personal and professional schedules. These are key attributes required of the proposed MS-TraIn. The BME faculty is unique with essential experience and capabilities, identified below, necessary for success in innovation and entrepreneurship:

- health and health care;
- discovery and identification of needs;
- innovation and entrepreneurship;
- a focus on doing;
- a bias for translation of leading edge technology;
- finding, acquiring, and managing capital;
- leading and following in multicultural teams; and
- demonstrated capability for timely delivery of sound commercially viable work products.

However, while the Joint Department is blessed with such individuals, their time and commitment must be managed carefully. To accomplish this, we propose to leverage their capabilities by taking advantage of the number of professional, experienced, healthcare innovative entrepreneurs in the Research Triangle area. A selected group of these individuals, as Innovation Fellows, under the guidance of the Joint Department faculty led by Dr. Zhen Gu, Associate Professor and Director, MS-TraIn, under the supervision of the Executive Director of the Program, with the support of a small cadre of graduate assistants will be utilized to deliver and mentor courses and practicum activities.

Unfortunately, the funds required to compensate these individuals are not available in the current or foreseeable budget. Premium tuition will be needed to compensate these Innovation Fellows, the program’s Executive Director, and graduate assistants in the training, mentoring, and coaching of individuals and teams together with coordinating the activities of the unique group of candidates forming the annual cohort of Practicum and Homework Teams.
II. **How would the premium tuition be used to make substantial improvements to the program?**

As indicated in the Introduction and the Brief Program Description, the Joint Department is currently unable to provide the number of MS graduates with the unique qualifications comparable to its peer group and desired by industry.

**Premium Tuition will enable improvement by providing funds to pay the:**
- Innovation Fellows – provide expertise, course delivery, mentoring and team facilitation;
- Executive Director – recruit, direct, lead, and administer Candidate Teams, Innovation Fellows, and graduate student assistants; and
- Graduate student assistants – ensure the most efficient use of Innovation Fellows, the Executive Director, and involved faculty.

Below is a tabulation of the associated labor costs year by year. Note:
- First, that the Executive Director salary is phased in over the first two years of the program: approximately 1/3 in Year 1 and 100% in Year 2 and beyond and
- Second, that the program begins with 35 candidates in Track 1, Discovery, in year 1 ramping up to 50 candidates with the inclusion of Track 2, Nomination, in year 2.

**Table II – 1: Proposed Four Year Budget & Estimated Premium Tuition Required for MS-TraIn**

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor Cost</td>
<td>$150500</td>
<td>$215000</td>
<td>$215000</td>
<td>$215000</td>
</tr>
<tr>
<td>No. Candidates</td>
<td>35</td>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Cost per Candidate per</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic Year: Fall &amp;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spring</td>
<td>$4300</td>
<td>$4300</td>
<td>$4300</td>
<td>$4300</td>
</tr>
<tr>
<td>Cost per Candidate per</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer: 1 May – mid-August (based upon 10 semester hours)</td>
<td>$2108</td>
<td>$2108</td>
<td>$2108</td>
<td>$2108</td>
</tr>
<tr>
<td>Total Premium per</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate per Program</td>
<td>$6408</td>
<td>$6408</td>
<td>$6408</td>
<td>$6408</td>
</tr>
</tbody>
</table>

III. **What is the present return on investment attained by students in the program and/or the projected return on investment supplied by the premium tuition?**

If the proposed MS-TraIn program were offered today, the expected return on investment (ROI) in months would be as shown below in Table III – 1.

**Table III-1: MS Candidate Return on Investment for Proposed MS-TraIn Program***

<table>
<thead>
<tr>
<th></th>
<th>Proposed TraIn 12 Contiguous Months INCLUDES $6408 Program Premium</th>
<th>Traditional 4 semesters, 21 Months NO PREMIUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>NC Resident</td>
<td>69</td>
<td>109</td>
</tr>
<tr>
<td>Non-Resident</td>
<td>90</td>
<td>137</td>
</tr>
</tbody>
</table>

*Assumes Candidate Foregone Income of $60,000 per Year and Post Income Increase of 25%

Currently, those seeking a degree similar to the proposed TraIn program are advised to consider Georgia Tech’s MBID (Masters in Biomedical Innovation and Design) Program. Indeed, the GIT program with non-resident tuition exhibits an ROI of 97 months as opposed to a 21-month NC resident equivalent (i.e., if it were available) of 109
months. It should be further noted that recent studies indicate the likelihood of these students NOT returning to North Carolina to work in the life sciences industry is on the order of 80%.

Candidates participating in the program will obtain a highly desirable practice oriented/professional master’s level graduate degree not available within the UNC System. It will prepare graduates, based upon estimates from Georgetown University’s report, “Economic Value of College Majors” for median biomedical engineer salary increases from a bachelor’s level to masters’ on the order of 25% to 40% increase, i.e. on the order of $15,000 to $24,000 per year. Information from the NC State Institute of Applied Analytics, offering a program similar in structure and practice-emphasis, indicates candidates may experience substantially higher average post-program salaries on the order of 100%.

Comparing the MS-TraIn with the current Joint Department MS with thesis (the only master’s level degree currently offered), results in pay-back periods far shorter and far more cost effective than for the conventional 21 month research driven MS as shown in the tables and figures below. This is true for both Resident and Non-Resident candidates. Tables III–2 and III-3 together with Figure III-1 provide additional insight for payback consideration.

Table III-2: Key Assumptions

<table>
<thead>
<tr>
<th></th>
<th>Traditional 4 semesters, 21 calendar months</th>
<th>TraIn 3 semesters, 12 contiguous months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Degree Salary</td>
<td>$10,000 to $130,000</td>
<td>$10,000 to $130,000</td>
</tr>
<tr>
<td>Tuition - Residents</td>
<td>$6550 \times 4 = $26200</td>
<td>$6550 \times 3 = $19650</td>
</tr>
<tr>
<td>Tuition - Non-Residents</td>
<td>$15250 \times 4 = $61000</td>
<td>$15250 \times 3 = $45750</td>
</tr>
<tr>
<td>Premium Tuition</td>
<td>0</td>
<td>$6408</td>
</tr>
<tr>
<td>Signing Bonus</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Summer Income</td>
<td>$10,000</td>
<td>0</td>
</tr>
<tr>
<td>Post Degree Salary</td>
<td>X \times 1.25</td>
<td>X \times 1.25</td>
</tr>
</tbody>
</table>

Figure III - 1: Time to Pay Back: Traditional MS compared to Proposed MS-TraIn with Premium

\[
\text{Pay-Back Period in Months}^1 = \frac{((\text{Pre-Degree Salary}^3 + \text{Tuition}^3) - (\text{Signing Bonus} + \text{Summer Income}))}{(\text{Post Degree Salary}^4 - \text{Pre-Degree Salary}^4)} \times 12
\]

1 = When comparing programs of different durations, the end of the shorter duration program serves as the beginning time for recovery of costs. If two program durations differ by 12 months, 12 months is added to the longer program for Pay-Back Period determination.

2 = This value should reflect the actual duration of the Program. A program beginning in mid-August 2017 and ending in early May 2019 would be multiplied by 12/11: a one year program by 1.0.

3 = Total tuition for the duration of the program

4 = Annual Salary
Table III-3 below provides forecasted outcomes for a range in post-TraIn completion salary increases.

### Table III-3: Tabulated Comparisons: Return on Investment - $60,000 Pre-TraIn Salary

<table>
<thead>
<tr>
<th>Salary Increase</th>
<th>NC Resident</th>
<th>Non-Resident</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>TraIn</td>
<td>Traditional</td>
</tr>
<tr>
<td>1.25 ($75 K)</td>
<td>69</td>
<td>109</td>
</tr>
<tr>
<td>1.4 ($84 K)</td>
<td>43</td>
<td>73</td>
</tr>
<tr>
<td>2.0 ($120 K)</td>
<td>18</td>
<td>37</td>
</tr>
</tbody>
</table>

### IV. How does the current tuition compare to similar programs in peer universities, and how would tuition compare with those universities with premium tuition in place?

Currently no UNC system nor private university in North Carolina offers a 12-contiguous month program as proposed. Consequently, current tuition plus premium has been used for the values shown in the table below.

In the development of the table, fourteen universities with BME programs with whom the Joint Department regularly benchmarks itself were used. From the tabulated data, it appears that compared to the top ranked programs, both private and public, the proposed program tuition with premium is comparable and competitive. This is especially important for NC residents who may currently be searching for or in the near future desire a practice oriented BME masters’ degree option similar to the proposed MS-TraIn.

### Table IV – 1: Tuition Comparisons Among Top Ranked BME Graduate Programs

(Note – Determination of comparable tuition is difficult depending upon “added fees, requirements, etc.” quarterly vs semester structures, and special program changes)

<table>
<thead>
<tr>
<th>Institution (NCES.edu.gov)</th>
<th>BME Rank - 2017 (USN&amp;WR)</th>
<th>Total Program Tuition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stanford University</td>
<td>5</td>
<td>$100,848</td>
</tr>
<tr>
<td>Johns Hopkins University</td>
<td>1</td>
<td>$83,177</td>
</tr>
<tr>
<td>Duke University</td>
<td>6</td>
<td>$77,220</td>
</tr>
<tr>
<td>MIT</td>
<td>2</td>
<td>$74,370</td>
</tr>
<tr>
<td>Washington University St Louis</td>
<td>14</td>
<td>$73,425</td>
</tr>
<tr>
<td>University of Michigan Ann Arbor</td>
<td>9</td>
<td>$70,101</td>
</tr>
<tr>
<td>Rice</td>
<td>9</td>
<td>$63,381</td>
</tr>
<tr>
<td>University of Virginia</td>
<td>30</td>
<td>$61,284</td>
</tr>
<tr>
<td>University Washington Seattle</td>
<td>9</td>
<td>$61,200</td>
</tr>
<tr>
<td>Georgia Inst Tech</td>
<td>2</td>
<td>$60,915</td>
</tr>
<tr>
<td>University Texas Austin</td>
<td>19</td>
<td>$52,616</td>
</tr>
<tr>
<td>Virginia Poly Tech (WFU)</td>
<td>35</td>
<td>$52,284</td>
</tr>
<tr>
<td>NC STATE/UNC CH (non-res)</td>
<td>37</td>
<td>$52,158</td>
</tr>
<tr>
<td>University Wisconsin Madison</td>
<td>22</td>
<td>$50,540</td>
</tr>
<tr>
<td>Purdue University</td>
<td>22</td>
<td>$40,030</td>
</tr>
<tr>
<td>NC STATE/UNC CH (resident)</td>
<td>37</td>
<td>$26,058</td>
</tr>
</tbody>
</table>

USN & WR = US News and World Report;  
## NCSU

**College of Engineering-Joint Department of Biomedical Engineering**  
**14.0501**

### Requested School-Based Tuition Increase

<table>
<thead>
<tr>
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<th>2018-19 Annual Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$4,300.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>$4,300.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>20.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
<td>15.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>35.00</td>
</tr>
</tbody>
</table>

### Projected Revenues

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Residents</td>
<td>$86,000.00</td>
</tr>
<tr>
<td>Graduate Nonresidents</td>
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### Projected Expenditures

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---

**Does your campus intend to charge students in this program the requested graduate CITI plus the SBTI? (respond yes or no in the box)**  
**Yes**
MEMORANDUM

TO: W. Randolph Woodson, Chancellor

FROM: Mike Mullen, Vice Chancellor and Dean, Co-Chair
       Mitchell Moravec, Student Senate President, Co-Chair

SUBJECT: 2018-2019 Student Fee Review Committee Recommendations

DATE: October 23, 2017

In accordance with your charge to the 2017-2018 Student Fee Review Committee, the Committee met to review all student fees and make recommendations concerning continuation of existing fees and proposed increases for 2018-19.

The members of the Student Fee Review Committee members were:

Dr. Mike Mullen, Co-Chair, Vice Chancellor and Dean, Academic and Student Affairs
Mitchell Moravec, Co-Chair, Student Senate President
Meredith Spence Beaulieu, Graduate Student Representative
Jackie Gonzalez, Student Body President
Shelsey Hall, Undergraduate Student Representative
Dr. Jerome Lavelle, Associate Dean, Academic Affairs, College of Engineering
Barbara Moses, Associate Vice Chancellor, Budget and Resource Management
Krista Ringler, Director, Scholarships and Financial Aid
Dr. Paul Williams, Professor, Poole College of Management
Chris Poteat, Ex. Officio Non-voting, Student Senate Tuition and Fees Committee Chair

The committee met on August, 25, September 8, 15, and 29th. At the initial meeting the committee discussed the process for the upcoming weeks and reviewed budgets and narratives for each student fee. It was determined the committee would review each fee individually and recommend to the Co-Chairs what units to bring in for discussion. Units requesting increases and the amounts requested are provided as an attachment. It was also made clear that student government should decide the manner in which student involvement in the process would occur, whether that be through forums, senate meetings, or other mechanisms.

The following units were invited to the September 8 committee meeting: Student Center Operations, Student Center Repairs and Renovations, and Transit. Mitchell Moravec stated that Dr. Mullen would present on the Tuition and Fee process at Senate on September 13, and that Transit would be at the September 13 Student Senate meeting to answer questions about their proposed fee increase. Other invited units will be attending the September 27 Student Senate meeting.
Holly Durham provided a handout with a visual context on salaries, benefits, and operations on how fees are distributed in departments. Each unit was then given an opportunity to explain the requested fee increase and answer questions from the committee.

The September 15 committee meeting included the following units: Student Center Programs, Student Health Services, Union Activities Board, and University Recreation. Each unit was then given an opportunity to explain the requested fee increase and answer questions from the committee.

Student Senate met on September 27 to submit their vote for fees.

In addition to meeting with the committee, all of the programs were invited to meet with the Senate Tuition and Fees committee on Monday Sept 25th for more conversations around each fee request. This was done in order to provide more input for developing the Fee Legislation for the September 27th meeting of Senate.

Senate met on September 27, and provided legislation on each fee request.

On September 29 the committee had their final meeting to vote on fees. Meredith and Jerome were unable to attend the meeting; Meredith provided a proxy, Nick Faulkner. Jerome provided written votes and provided his proxy to Dr. Mullen. Barbara Moses had to leave early and Tracy Patty served as proxy for remaining votes. Detail of the votes for individual fees is in Appendix A.

The final total recommendations for fees for 2018-19 resulted in an increase in fees of $43.00 (Table 1). This represents an increase of 1.7% on all fees. Total fees for undergraduates will be $2,565.60 in 2017-18 under this proposed fee schedule. A more detailed report, showing fees from the past three years, the original requests, the recommendations from Student Senate, and the final approved amounts is in Appendix B.

### Table 1. Fee requests and approvals for 2018-19.

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<th>Fee Unit</th>
<th>2018-19 Request</th>
<th>2018-19 Approved</th>
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<td>-----------------------------------------</td>
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<td><strong>Total $ Increase</strong></td>
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<tr>
<td><strong>Total % Increase</strong></td>
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<td>1.7%</td>
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</table>
Submitted October 23, 2017

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

Mitchell Moravec, Co-Chair
Student Senate President

cc: Dr. Warwick Arden, Provost and Executive Vice Chancellor
Mr. Scott Douglass, Vice Chancellor for Finance and Business
Student Fee Review Committee
Student Fee Area Contacts
Appendix A - Summary of votes at the Sept 29 Meeting

**Student Health**
Dr. Williams made a motion to review the $15.00 fee increase  
Barbara Moses seconded the motion  
Student Senate had approved the fee at $12.50, however, there was no motion to amend the amount  
After discussion, the committee voted to approve $15.00 - 7 Yes, 2 No, 0 Abstain  
Motion carried to approve an increase at $15.00

**Transit**
Dr. Williams made a motion to review the $12.00 fee increase  
Krista Ringler seconded the motion  
Student Senate approved the fee at $8.00, Mitchell Moravec moved to amend the amount to $8.00  
Nick Faulkner seconded the motion  
After discussion, committee voted on $8.00 fee amendment – 4 Yes, 5 No, 0 Abstain  
Motions failed, discussion to review fee at $12.00  
After discussion, committee voted to approve $12.00 - 5 Yes, 4 No, 0 Abstain  
Motion carried to approve an increase at $12.00

**University Recreation**
Dr. Williams made a motion to review the $3.65 fee increase  
Krista Ringler seconded the motion  
Student Senate approved the fee at $1.50, Mitchell Moravec moved to amend the amount to $1.50  
Nick Faulkner seconded the motion  
Committee vote to change fee to $1.50 – 6 Yes, 3 No, 0 Abstain  
After discussion, the committee voted to approve $1.50 - 7 Yes, 2 No, 0 Abstain  
Motion carried to approve an increase at $1.50

**Student Center Operations – Campus Enterprises**
Dr. Williams made a motion to review the $4.60 fee increase  
Shelsey Hall seconded the motion  
Student Senate approved the fee at $3.00, however, there was no motion to amend the amount  
Committee voted to approve $4.60 fee – 4 Yes, 5 No, 0 Abstain  
Motion to approve fee at $4.60 failed  
Mitchell Moravec made a motion to recommend the fee at $3.00  
Krista seconded the motion  
After discussion, the committee voted at $3.00 - 8 Yes, 1 No, 0 Abstain  
Motion carried to approve an increase at $3.00

**Student Center Programs – Division of Academic and Student Affairs**
Mitchell Moravec made a motion to review the fee at $6.00 instead of $9.00  
Nick Faulkner seconded the motion  
Student Senate approved the fee at $6.00  
After discussion, the committee voted at $6.00 - 6 Yes, 3 No, 0 Abstain  
Motion carried to approve an increase at $6.00
Student Center Programs – Office of Institutional Equity and Diversity
Dr. Williams made a motion to review the $1.25 fee increase
Krista Ringler seconded the motion
Student Senate approved the fee at $1.25, however, there was no motion to amend the amount
After discussion, the committee voted at $1.25 – 9 Yes, 0 No, 0 Abstain
Motion carried to approve an increase at $1.25

Union Activities Board
Dr. Williams made a motion to review the $.87 fee increase
Shelsey Hall seconded the motion
Student Senate did not approve an increase vote $0.00
After discussion, the committee voted at $.87 fee – 3 Yes, 5 No, 1 Abstain
Motion to approve fee at $.87 failed
Shelsey Hall made a motion to review the fee at $.50
Dr. Mullen seconded the motion
After discussion, the committee voted at $.50 fee – 2 Yes, 6 No, 1 Abstain
Motion to approve fee at $.50 failed
Jackie Gonzalez made a motion to review no increase
Nick Faulkner seconded the motion
After discussion, the committee voted at $0.00 – 6 Yes, 2 No, 1 Abstain
Motion carried for no increase

Student Media
Dr. Williams made a motion to review the $.50 fee increase
Jackie Gonzalez seconded the motion
Student Senate approved the fee at $.25, Mitchell Moravec moved to amend the amount to $.25
After discussion, the committee voted at $.25 – 8 Yes, 1 No, 0 Abstain
Motion carried to approve an increase at $.25

Student Center Operations – Division of Academic and Student Affairs
Nick Faulkner made a motion to review the $2.00 fee increase
Mitchell Moravec seconded the motion
Student Senate approved the fee at $2.00, there was no motion to amend the amount
After discussion, the committee voted at $2.00 - 9 Yes, 0 No, 0 Abstain
Motion carried to approve an increase at $2.00

Student Center Repair and Renovations – Division of Academic and Student Affairs
Dr. Williams made a motion to review the $2.00 fee increase
Krista Ringler seconded the motion
Student Senate approved the fee at $2.00, there was no motion to amend the amount
After discussion, the committee voted at $2.00 - 9 Yes, 0 No, 0 Abstain
Motion carried to approve an increase at $2.00

Student Government
Mitchell Moravec made a motion to review the $.50 fee increase
Nick Faulkner seconded the motion
Student Senate recommended that the fee increase be denied and set at $0.00, Mitchell Moravec moved to amend the amount to $0.00
After discussion, the committee voted at $0.00 - 7 Yes, 0 No, Abstain 2
Motion carried for no increase

Approval of fees for which no increase was requested
  Student Legal Services
  Student Center Repair and Renovations – Campus Enterprise
  Sustainability
  ASG
  Campus Security
  Athletics
  ETF
Nick Faulkner made a motion to approve
Jackie Gonzalez seconded the motion
After discussion, the committee voted no increase – 9 Yes, 0 No, 0 Abstain
Motion carried to approve no increases

Meeting Adjourned
Appendix B - Approved Fee Increases with Historical Fee Levels.

<table>
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<tr>
<th>NC State University</th>
<th>15/16</th>
<th>16/17</th>
<th>17/18</th>
<th>18/19 Requested Fees</th>
<th>18/19 Requested Increases</th>
<th>18/19 Student Senate Fee Increases</th>
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<td>36.50</td>
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<td>2,565.60</td>
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Total $ Increase 112.58  49.14  51.37  36.50  43.00
Total % Increase 4.8%  2.0%  2.0%  1.4%  1.7%

Updated 9/29/17 H. Durham
Student Involvement in Tuition and Fee Setting Process

Campus Name: NC State University
Date: October 24, 2017
Campus Administrator Name: Dr. Michael Mullen
Campus Administrator Title: Vice Chancellor and Dean, Academic and Student Affairs
Campus Administrator Signature: [Signature]

Student Body President Name: Jacqueline Gonzalez
Student Body President Signature: [Signature]

Collaboration
✓ Tuition and Fee committee(s) established
   The Tuition Review Advisory Committee and the Student Fee Review Committee were established by Chancellor Woodson on August 24 and October 9, 2017, respectively.

✓ Students were represented on the committee(s)

✓ Student representatives were appointed by the Chancellor in consultation with the Student Body President.
   The Chancellor’s designees, Provost Arden and Vice Chancellor and Dean Mullen, consulted with the Student Body President and Student Senate President to confirm student representatives for the Tuition Review Advisory Committee and Student Fee Review Committee.

✓ Committees were co-chaired by the Chief Academic Officer and/or Chief Student Affairs Officer or their designee along with the Student Body President and/or Student Senate President.
   The Tuition Review Advisory Committee was co-chaired by Provost Arden and Student Body President Jacqueline Gonzalez.
   The Student Fee Review Committee was co-chaired by Vice Chancellor and Dean Mike Mullen (CSAO) and Student Senate President Mitchell Moravec.

Inclusiveness
✓ Students on the Tuition and Fee committees were representative of student constituencies: (for example, In-State, Out-of-State, Undergraduate, Graduate, Professional School, Distance Education, etc.)

The Tuition Review Advisory Committee consisted of 14 voting members, with four student members, to include the Student Body President, the Graduate Student Association Vice President, the Student Senate President, and the Student president of the African American Student Advisory Council. The Student Fee Review Committee consisted of nine voting members, with four student members: The Student Senate President, the Student Body President, the Graduate Student Association President, and an undergraduate at-large member. In addition, the chair of the Senate Tuition and Fees Committee served as ex-officio, non-voting member.
Student involvement throughout the entire tuition and fee setting process

There was a fee process training session in April 2017 for all student leaders who would be serving on the Tuition and Fee committees in the fall of 2017. This included the incoming Student Body President and Student Senate President and the Graduate Student Association President.

The Student Fee Review Committee met on August 25th, and September 8th, 15th, and 29th. All student representatives were present at each meeting. The Tuition Review Advisory Committee met on October 12th and 19th, and student representatives were in attendance.

Dr. Mike Mullen presented an overview of the tuition and fee process to the Student Senate on September 13, 2017 to ensure that the Senators understood the process by which tuition and fees are determined. Student Senate hosted representatives of each fee requesting unit to a session on Monday, September 25 2017 to present the fee and the need for the fee to the Senate Tuition and Fees committee. This was followed by the Student Senate session of September 25th, where representatives of all fee areas were available during the presentation of each fee to senate for debate and authorization of a fee amount for each requested area. These recommendations were considered during the final committee deliberations on September 29th.

Student forums were conducted (at least two, one mid-day and one in the evening)

Student Government representatives were informed that they could do forums or other forms of engagement during the process, however, forums in the past have not been well attended and SGA chose not to host one this year.

Transparency

Utilization of social media to reach out to students

There was no organized social media campaign. However, student government and the student newspaper, the Technician, live-streamed the Senate Meetings during which the debates over fees were deliberated.

Utilization of listserv(s) and website

Information was shared via the weekly newsletter, The Howl, sent by Student Body President Gonzalez to all students.

Timeliness

Process initiated and completed consistent with the UNC Policy
(September 1st through December 1st)

Accountability

Inclusion of Student Involvement form in the campus Tuition & Fee request packet submitted to UNC-General Administration

Additional Information:
## Student Fees - Academic Year

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<thead>
<tr>
<th>Description of Fee</th>
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<th>2017-18</th>
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<tr>
<td><strong>Student Activity Fees</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Union Activity Board</td>
<td>$19.63</td>
<td>$19.63</td>
<td>-</td>
<td>$19.63</td>
</tr>
<tr>
<td>Student Publications/Media</td>
<td>24.00</td>
<td>27.00</td>
<td>0.25</td>
<td>27.25</td>
</tr>
<tr>
<td>Student Government</td>
<td>15.15</td>
<td>15.50</td>
<td>-</td>
<td>15.50</td>
</tr>
<tr>
<td>Student Legal Services</td>
<td>16.50</td>
<td>16.50</td>
<td>-</td>
<td>16.50</td>
</tr>
<tr>
<td>School (Student Association)*</td>
<td>5.00</td>
<td>5.00</td>
<td>-</td>
<td>5.00</td>
</tr>
<tr>
<td><strong>Student Center Operations Total</strong></td>
<td>125.16</td>
<td>127.39</td>
<td>5.00</td>
<td>132.39</td>
</tr>
<tr>
<td>Academic and Student Affairs</td>
<td>27.77</td>
<td>30.00</td>
<td>2.00</td>
<td>32.00</td>
</tr>
<tr>
<td>Campus Enterprises</td>
<td>97.39</td>
<td>97.39</td>
<td>3.00</td>
<td>100.39</td>
</tr>
<tr>
<td><strong>Student Center Repairs and Renovations Total</strong></td>
<td>43.70</td>
<td>45.80</td>
<td>2.00</td>
<td>47.80</td>
</tr>
<tr>
<td>Academic and Student Affairs</td>
<td>8.90</td>
<td>11.00</td>
<td>2.00</td>
<td>13.00</td>
</tr>
<tr>
<td>Campus Enterprises</td>
<td>34.80</td>
<td>34.80</td>
<td>-</td>
<td>34.80</td>
</tr>
<tr>
<td><strong>Student Center Programming Total</strong></td>
<td>225.19</td>
<td>234.15</td>
<td>7.25</td>
<td>241.40</td>
</tr>
<tr>
<td>Student Programming and Arts</td>
<td>203.54</td>
<td>212.00</td>
<td>6.00</td>
<td>218.00</td>
</tr>
<tr>
<td>Office of Institutional Equity and Diversity</td>
<td>21.65</td>
<td>22.15</td>
<td>1.25</td>
<td>23.40</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td>4.50</td>
<td>5.00</td>
<td>-</td>
<td>5.00</td>
</tr>
<tr>
<td><strong>Recreational Sports</strong></td>
<td>167.35</td>
<td>167.35</td>
<td>1.50</td>
<td>168.85</td>
</tr>
<tr>
<td><strong>Total Student Activity Fees</strong></td>
<td>$646.18</td>
<td>$663.32</td>
<td>$16.00</td>
<td>$679.32</td>
</tr>
<tr>
<td>Association of Student Governments</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>1.00</td>
</tr>
<tr>
<td>Campus Security Fee</td>
<td>30.00</td>
<td>30.00</td>
<td>-</td>
<td>30.00</td>
</tr>
<tr>
<td>Intercollegiate Athletics</td>
<td>232.00</td>
<td>232.00</td>
<td>-</td>
<td>232.00</td>
</tr>
<tr>
<td>Student Health Service</td>
<td>372.00</td>
<td>392.00</td>
<td>15.00</td>
<td>407.00</td>
</tr>
<tr>
<td>Educational &amp; Technology Fee</td>
<td>439.28</td>
<td>439.28</td>
<td>-</td>
<td>439.28</td>
</tr>
<tr>
<td>Transit Operations (Bus Service)</td>
<td>181.00</td>
<td>193.00</td>
<td>12.00</td>
<td>205.00</td>
</tr>
<tr>
<td><strong>Indebtedness Fees</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thompson Hall - Indebtedness (expires FY2021)</td>
<td>38.00</td>
<td>38.00</td>
<td>-</td>
<td>38.00</td>
</tr>
<tr>
<td>Student Health Service - Expansion (expires FY2022)</td>
<td>35.00</td>
<td>35.00</td>
<td>-</td>
<td>35.00</td>
</tr>
<tr>
<td>Intercollegiate Athletics - Indebtedness (expires FY2025)</td>
<td>96.00</td>
<td>96.00</td>
<td>-</td>
<td>96.00</td>
</tr>
<tr>
<td>Carmichael Complex - Indebtedness (expires FY2023)</td>
<td>23.00</td>
<td>23.00</td>
<td>-</td>
<td>23.00</td>
</tr>
<tr>
<td>Student Center - Expansion (expires FY2036)</td>
<td>260.00</td>
<td>260.00</td>
<td>-</td>
<td>260.00</td>
</tr>
<tr>
<td>Carmichael Complex - Expansion (expires FY2027)</td>
<td>27.50</td>
<td>27.50</td>
<td>-</td>
<td>27.50</td>
</tr>
<tr>
<td>Carmichael Complex - Addition and Renovation (expires FY2046)</td>
<td>92.50</td>
<td>92.50</td>
<td>-</td>
<td>92.50</td>
</tr>
<tr>
<td><strong>Total Indebtedness Fees</strong></td>
<td>$572.00</td>
<td>$572.00</td>
<td>-</td>
<td>$572.00</td>
</tr>
<tr>
<td><strong>Fees subject to the 3% Cap</strong></td>
<td>$2,292.46</td>
<td>$2,329.60</td>
<td>$31.00</td>
<td>$2,360.60</td>
</tr>
<tr>
<td>Increase Requests as % of prior year base</td>
<td>1.33%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3% of base year fees</td>
<td>$69.89</td>
<td></td>
<td>$70.82</td>
<td></td>
</tr>
<tr>
<td>Requested amount under/(over) cap</td>
<td>$38.89</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Student Fees - Undergraduate</strong></td>
<td>$2,473.46</td>
<td>$2,522.60</td>
<td>$43.00</td>
<td>$2,565.60</td>
</tr>
<tr>
<td>Percent Increase</td>
<td>1.70%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Graduate Student Fee</strong></td>
<td>11.00</td>
<td>12.00</td>
<td>-</td>
<td>12.00</td>
</tr>
<tr>
<td><strong>Total Student Fees - Graduate</strong></td>
<td>$2,484.46</td>
<td>$2,534.60</td>
<td>$43.00</td>
<td>$2,577.60</td>
</tr>
<tr>
<td>Percent Increase</td>
<td>1.70%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Student Fees Summary

<table>
<thead>
<tr>
<th>Description of Fee</th>
<th>2016-17</th>
<th>2017-18</th>
<th>FY18-19</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engineering Major</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25 COE Program Graduate and Undergraduate Enhancement Fee</td>
<td>$1,000.00</td>
<td>$1,500.00</td>
<td>-</td>
<td>$1,500.00</td>
</tr>
<tr>
<td><strong>Total Undergraduate Fees - Engineering Major</strong></td>
<td>$3,473.46</td>
<td>$4,022.60</td>
<td>$43.00</td>
<td>$4,065.60</td>
</tr>
<tr>
<td><strong>Total Graduate Fees - Engineering Major</strong></td>
<td>$3,484.46</td>
<td>$4,034.60</td>
<td>$43.00</td>
<td>$4,077.60</td>
</tr>
<tr>
<td><strong>Professional Golf Management Major</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26 Professional Golf Management Fee</td>
<td>$700.00</td>
<td>$700.00</td>
<td>-</td>
<td>$700.00</td>
</tr>
<tr>
<td><strong>Total Undergraduate Fees - PGM Major</strong></td>
<td>$3,173.46</td>
<td>$3,222.60</td>
<td>$43.00</td>
<td>$3,265.60</td>
</tr>
<tr>
<td><strong>Application Fees for Admission to NC State</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27 Undergraduate Student Application Fee - Domestic</td>
<td>$85.00</td>
<td>$85.00</td>
<td>-</td>
<td>$85.00</td>
</tr>
<tr>
<td>28 Undergraduate Student Application Fee - International</td>
<td>$100.00</td>
<td>$100.00</td>
<td>-</td>
<td>$100.00</td>
</tr>
<tr>
<td>29 Graduate Student Application Fee - Domestic</td>
<td>$85.00</td>
<td>$85.00</td>
<td>-</td>
<td>$85.00</td>
</tr>
<tr>
<td>30 Graduate Student Application Fee - International</td>
<td>$95.00</td>
<td>$95.00</td>
<td>-</td>
<td>$95.00</td>
</tr>
<tr>
<td>31 Non Degree Studies Application Fee</td>
<td>$35.00</td>
<td>$35.00</td>
<td>$5.00</td>
<td>$40.00</td>
</tr>
</tbody>
</table>

* The Graduate Student Fee represents both the Graduate Student Fee and the School Fee for a total of $17.00 in FY18

** Debt Service fees are project-based, changes will be evaluated annually

---

Chancellor

Chair, Board of Trustees
<table>
<thead>
<tr>
<th>Fee Item</th>
<th>FY18-19 Requested Amount</th>
<th>Description of Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Union Activity Board</td>
<td>$19.63</td>
<td>The Union Activities Board is the main programming body for the campus which is responsible for acquiring, scheduling, publicizing, and presenting films, speakers, and special events.</td>
</tr>
<tr>
<td>Student Publications/Media</td>
<td>$27.25</td>
<td>This fee is used to defray the cost of the various campus-wide student publications. At present these include two student newspapers, a yearbook, a radio station, and &quot;The Windover&quot; (a literary magazine).</td>
</tr>
<tr>
<td>Student Government</td>
<td>$15.50</td>
<td>This fee is allocated to the Student Government for distribution to Campus organizations for activities, they deem, are in the best interest of the student body.</td>
</tr>
<tr>
<td>Student Legal Services</td>
<td>$16.50</td>
<td>This fee funds the student legal services program which offers legal services to all students.</td>
</tr>
<tr>
<td>School (Student Association)*</td>
<td>$5.00</td>
<td>This fee is used by the student body to support student activities of each of the various schools.</td>
</tr>
<tr>
<td>Undergraduates</td>
<td>$17.00</td>
<td>This fee is used by the graduate student association to support graduate student activities.</td>
</tr>
<tr>
<td>Student Center Operations Total</td>
<td>$132.39</td>
<td>This fee supports the maintenance and operations of the Student Center facilities,</td>
</tr>
<tr>
<td>Student Center Programming Total</td>
<td>$241.40</td>
<td>This fee supports programming for the Student Centers and the Office of Institutional Equity and Diversity.</td>
</tr>
<tr>
<td>Student Center Repairs and Renovations Total</td>
<td>$47.80</td>
<td>This fee is used to maintain and upgrade the Talley Student Center, Price Music Center, Witherspoon Student Center and Thompson Theater.</td>
</tr>
<tr>
<td>Sustainability</td>
<td>$5.00</td>
<td>This fee will be used to promote sustainability and green ambassador efforts</td>
</tr>
<tr>
<td>Recreational Sports</td>
<td>$168.85</td>
<td>This fee is used to defray the cost of operating and maintaining the intramural recreational sports program and other physical education programs.</td>
</tr>
<tr>
<td>Association of Student Governments</td>
<td>$1.00</td>
<td>This UNC Board of Governors approved fee for all UNC institutions to help finance the Association of Student Governments, a coalition of student leaders from across the state. To be used for administrative staff, travel and small stipends for student leaders.</td>
</tr>
<tr>
<td>Campus Security Fee</td>
<td>$30.00</td>
<td>Fee initiated by UNC Board of Governors for all campuses to help meet security initiatives.</td>
</tr>
<tr>
<td>Intercollegiate Athletics</td>
<td>$232.00</td>
<td>This fee is in partial support of intercollegiate athletic programs.</td>
</tr>
<tr>
<td>Student Health Service</td>
<td>$407.00</td>
<td>This fee is used by the University Health Center to offer medical and counseling services to students.</td>
</tr>
<tr>
<td>Educational &amp; Technology Fee</td>
<td>$439.28</td>
<td>This academic fee is used by colleges and schools to equip and operate computing and scientific laboratories which supplement classroom instruction.</td>
</tr>
<tr>
<td>Transit Operations (Bus Service)</td>
<td>$205.00</td>
<td>This fee partially funds the campus transit system.</td>
</tr>
<tr>
<td>Indebtedness Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thompson Hall - Indebtedness (expires FY2021)</td>
<td>$39.00</td>
<td>This fee is pledged to support renovation for the Thompson Theatre Building.</td>
</tr>
<tr>
<td>Student Health Service - Expansion (expires FY2022)</td>
<td>$35.00</td>
<td>This fee is pledged to support an addition for the Student Health Services Building.</td>
</tr>
<tr>
<td>Intercollegiate Athletics - Indebtedness (expires FY2025)</td>
<td>$96.00</td>
<td>This fee is pledged to the Department of Athletics in support of facility improvements, renovations, repairs and maintenance.</td>
</tr>
<tr>
<td>Carmichael Complex - Indebtedness (expires FY2023)</td>
<td>$23.00</td>
<td>This fee is pledged to support repairs and renovations of outdated equipment and facilities at Carmichael Complex.</td>
</tr>
<tr>
<td>Student Center - Expansion (expires FY2036)</td>
<td>$260.00</td>
<td>This fee is pledged to support the renovation of the Student Center Buildings.</td>
</tr>
<tr>
<td>Carmichael Complex - Expansion (expires FY2027)</td>
<td>$27.50</td>
<td>This fee is pledged to support the Locker Room Renovation and Fitness Center Expansion.</td>
</tr>
<tr>
<td>Carmichael Complex - Addition and Renovation (expires FY2046)</td>
<td>$92.50</td>
<td>This fee is pledged to support an addition of space with a renovation to the Carmichael Complex</td>
</tr>
</tbody>
</table>

| Total Required Student Fees                                           |                          |                                                                                                                                                  |
| Undergraduate                                                         | $2,565.60                |                                                                                                                                                  |
| Graduate                                                              | $2,577.60                |                                                                                                                                                  |

| Major Specific Fees                                                   |                          |                                                                                                                                                  |
| COE Program Graduate and Undergraduate Enhancement Fee                 | $1,500.00                | This fee is used for program and infrastructure improvements in the College of Engineering to ensure our engineering students are provided career-ready skills that continue to advantage them in the marketplace. |

| Professional Golf Management Fee                                      | $700.00                  | This fee ensures access for students in the PGM program to partnering golf facilities for the use of their golf course and golf practice facilities. |

| Application Fees                                                      |                          |                                                                                                                                                  |
| Undergraduate Student Application Fee - Domestic                      | $85.00                   | This fee is used to support costs necessary in the application process.                                                                        |
| Undergraduate Student Application Fee - International                 | $100.00                  | This fee is used to support costs necessary in the application process.                                                                       |
| Graduate Student Application Fee - Domestic                           | $85.00                   | This fee is used to support costs necessary in the application process.                                                                       |
| Graduate Student Application Fee - International                      | $95.00                   | This fee is used to support costs necessary in the application process.                                                                       |

| Non Degree Studies Application Fee                                    | $40.00                   | This fee is used to support costs necessary in the application process.                                                                       |
FEE REQUEST FORM
NCSU
Health Services Fee
2018-19

<table>
<thead>
<tr>
<th>Prior Years</th>
<th>2018-19</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Increase</td>
<td>Proposed</td>
</tr>
<tr>
<td>Estimated Student FTE</td>
<td>2016-17</td>
<td>2017-18</td>
</tr>
<tr>
<td>Applicable to Fee - 2018-19 Fee</td>
<td>$372.00</td>
<td>$392.00</td>
</tr>
<tr>
<td>Projected 2018-19 Fee</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual</td>
<td>Projected With</td>
<td>Without Increase</td>
</tr>
<tr>
<td>2016-17</td>
<td>2017-18 Increase</td>
<td></td>
</tr>
<tr>
<td>Beginning Fund Balance</td>
<td>4,917,235</td>
<td>5,215,606</td>
</tr>
</tbody>
</table>

Revenues:
- Fee Revenues 10,701,521 11,280,000 11,825,002 11,389,192
- Other Revenues 5,245,836 5,310,000 5,360,000 5,360,000
- Total Revenues 15,947,357 16,590,000 17,185,002 16,749,192

Expenditures
- Personnel 10,501,020 11,030,000 11,470,000 11,470,000
- Supplies & Materials 2,600,298 2,650,000 2,700,000 2,700,000
- Current Services 2,369,362 2,435,000 2,395,000 2,395,000
- Fixed Charges 156,289 150,000 155,000 155,000
- Capital Outlay 4,203 1,080,000 390,000 390,000
- Other* 17,814 10,000 10,000 10,000
- Total Expenditures 15,648,986 17,355,000 17,120,000 17,120,000

Ending Fund Balance 5,215,606 4,450,606 4,515,608 4,079,798

FTE (associated with fee) 112.75 128.47 128.47 128.47

Justification for Proposed Fee Increase (include additional information on Form D tab if needed)
There is a continuing growth in demand for mental health services. National data points to students coming to campus with more complex psychological profiles, higher distress, and lower amounts of resiliency and coping skills. These trends, combined with suicide being the second leading cause of death for college-aged students, continues to challenge the Counseling Center to manage current needs. Approximately half of the fee request will go toward adding counselors to meet the growing demand for services. The other half will cover increases in salaries and benefits and annual increases in service and facility operations for both medical and counseling services. Note that projected spending in the Capital Outlay category will cover expanded services on Centennial Campus, including construction and upfit costs ($700k) and annual staffing and operations costs ($390k per year). The fee request to fund services on Centennial Campus was approved in a prior fee request cycle.

Please discuss the effect on the overall student experience if the fee increase request is denied
Should the fee request not be approved, wait times for critical counseling services will continue to grow, limiting access to care. We may also face the possibility of decreasing the number of clinicians and services available due to the need to fund mandated salary and benefits increases and unavoidable annual increases in operating and facilities costs.
### FEE REQUEST FORM

**NCSU**

**Student Publications**

**2018-19**

<table>
<thead>
<tr>
<th>Estimated Student FTE Applicable to Fee - 2018-19</th>
<th>2016-17</th>
<th>2017-18</th>
<th>Increase Requested</th>
<th>2018-19 Proposal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee</td>
<td>$24.00</td>
<td>$27.00</td>
<td>$0.25</td>
<td>$27.25</td>
</tr>
<tr>
<td>FTE</td>
<td>28,517.43</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actual Projected With/Without Increase 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17</td>
</tr>
<tr>
<td>161,084</td>
</tr>
</tbody>
</table>

**Revenues:**

- **Fee Revenues**
  - 2016-17: 677,552
  - 2017-18: 762,000
  - Increase: 777,100
  - Projected 2018-19: 769,971

- **Other Revenues**
  - 2016-17: 259,758
  - 2017-18: 247,100
  - 2018-19: 248,000

**Total Revenues**

- 2016-17: 937,310
- 2017-18: 1,009,100
- 2018-19: 1,025,100

**Expenditures**

- **Personnel**
  - 2016-17: 609,561
  - 2017-18: 718,700
  - 2018-19: 732,250

- **Supplies & Materials**
  - 2016-17: 35,634
  - 2017-18: 20,300
  - 2018-19: 20,500

- **Current Services**
  - 2016-17: 221,130
  - 2017-18: 227,600
  - 2018-19: 238,150

- **Fixed Charges**
  - 2016-17: 25,544
  - 2017-18: 24,500
  - 2018-19: 25,000

- **Capital Outlay**
  - 2016-17: 0
  - 2017-18: 38,500
  - 2018-19: 41,000

- **Other***
  - 2016-17: -5,616
  - 2017-18: 0
  - 2018-19: 0

**Total Expenditures**

- 2016-17: 886,253
- 2017-18: 1,029,600
- 2018-19: 1,056,900

**Ending Fund Balance**

- 2016-17: 212,141
- 2017-18: 191,641
- 2018-19: 159,841

**FTE (associated with fee)**

- 2016-17: 5.75
- 2017-18: 5.51
- 2018-19: 5.51

---

**Justification for Proposed Fee Increase**

A minimal fee request of $0.25, less than 1%, is requested to maintain the operations of all organizations that are part of Student Media at NC State. Note that the fee requested will fund less than half of the projected increases in salary and benefits for permanent and student staff. We will have to utilize cash reserves to balance the budget for 2018/19. Student Media at NC State encompasses the following organizations and provides more than 300 students employment and/or hands-on educational opportunities each year: Student Business & Marketing Office, Technician, WKNC, Agromeck, Nubian Message, and Windhover.

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

Should this minimal fee increase of less than 1% be denied, Student Media at NC State will be forced to evaluate the sustainability of its various organizations and publications and may also have to consider decreasing student employment opportunities.
### FEE REQUEST FORM

**NCSU**

**Student Center Operations-DASA**

**2018-19**

<table>
<thead>
<tr>
<th>Estimated Student FTE</th>
<th>2016-17 Fee</th>
<th>2017-18 Fee</th>
<th>2018-19 Increase Requested</th>
<th>2018-19 Proposed Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>28,437.50</td>
<td>$27.77</td>
<td>$30.00</td>
<td>$2.00</td>
<td>$32.00</td>
</tr>
</tbody>
</table>

| Prior Years | 2018-19 |  |  
|-------------|---------| |  
| Actual      | Projected | With Increase | Without Increase |
| 2016-17     | 490,014 | 725,330 | 725,330 |
| 2017-18     | 750,030 | 740,330 | 683,455 |

**Revenues:**

Fee Revenues: 783,809

Other Revenues: 0

Total Revenues: 783,809

**Expenditures:**

Personnel: 0

Supplies & Materials: 1,942

Current Services: 474,218

Fixed Charges: 47,023

Capital Outlay: 0

Other*: 610

Total Expenditures: 523,793

**Ending Fund Balance:**

523,793

868,700

895,000

895,000

| FTE (associated with fee) | 0.00 | 0.20 | 0.20 | 0.20 |

*Other reflects changes in AP and AR to convert to a cash balance basis.

Justification for Proposed Fee Increase (include additional information on Form D tab if needed)

A portion of this fee supports all maintenance and operations for the Gregg Museum, Price Music Center, and Thompson Hall. Programs primarily supported by these facilities fall under the auspices of Arts NC State, which is the collective organization of NC State’s performing and visual arts programs, and include: the Crafts Center, the Gregg Museum of Art and Design, the Music Department, and University Theatre. The largest expense categories to operate these facilities are utilities and housekeeping, which comprise nearly 70% of the budget. Note that 2017/18 reflects our first full year of operations in the new Gregg Museum. Further, we are showing just under $30,000 in personnel costs to cover the efforts of DASA facilities staff to manage and oversee facility operations.

Please discuss the effect on the overall student experience if the fee increase request is denied

Should this request not be approved, we will be forced to limit the hours of operation and/or the amount of space open for operation of these programs. Any limitation to facility operations will directly impact programs that support students.
# Fee Request Form

**NCSU**  
Student Center Operations-Campus Enterprises  
2018-19

<table>
<thead>
<tr>
<th>Prior Years</th>
<th>2018-19</th>
<th>Estimated Student FTE (Applicable to Fee - 2018-19)</th>
<th>Actual</th>
<th>Projected</th>
<th>With Increase</th>
<th>Without Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17</td>
<td>2017-18</td>
<td>2018-19 Fee</td>
<td>2018-19 Fee</td>
<td>2018-19 Fee</td>
<td>2018-19 Fee</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$97.39</td>
<td>$97.39</td>
<td>$3.00</td>
<td>$100.39</td>
<td></td>
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<tr>
<td>28,175.00</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>1,256,217</td>
<td>1,649,239</td>
<td>1,404,983</td>
<td>1,404,983</td>
</tr>
<tr>
<td>Projected</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Revenues:

- **Fee Revenues**: 2,749,414 | 2,700,000 | 2,828,488 | 2,743,963
- **Other Revenues**: 656,730 | 617,250 | 628,250 | 628,250

<table>
<thead>
<tr>
<th>Total Revenues</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2018-19</th>
</tr>
</thead>
</table>

### Expenditures:

- **Personnel**: 1,624,352 | 1,976,506 | 2,090,613 | 2,090,613
- **Supplies & Materials**: 74,905 | 275,000 | 280,500 | 280,500
- **Current Services**: 917,766 | 940,000 | 971,000 | 971,000
- **Fixed Charges**: 116,563 | 120,000 | 120,000 | 120,000
- **Capital Outlay**: 6,000 | 0 | 0 | 0
- **Other**: 273,536 | 250,000 | 250,000 | 250,000

### Total Expenditures

3,013,122 | 3,561,506 | 3,712,113 | 3,712,113

### Ending Fund Balance

1,649,239 | 1,404,983 | 1,149,608 | 1,065,083

### FTE (associated with fee)

33.00 | 33.00 | **33.00** | 33.00

*If new positions are being created, please document the specific positions and related responsibilities.*

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

The $3.00 fee increase will cover a portion of the anticipated $150,607 increase in expenses related to salary and benefits, utilities, supplies and materials, and current services. No increase was approved for 2017-18 causing depletion of cash reserves. This increase will help maintain cash reserves at recommended levels.

*Other* Expenses includes transfers to Campus Enterprises for centralized administrative support services (accounting operations & maintenance, human resources, marketing, administration)

**Please discuss the effect on the overall student experience if the fee increase request is denied**

Students extensively use the Talley Student Union (over 17,000 visits daily). Without a $3.00 increase, a notable reduction in weekly operating hours would be required. This would be accomplished by a significant reduction in student labor - which would compound the negative impact on students.
FEE REQUEST FORM

NCSU

Student Center Repair & Renovations-DASA

Estimated Student FTE Applicable to Fee - 2018-19

<table>
<thead>
<tr>
<th>Fee</th>
<th>Fee</th>
<th>Increase Requested 2018-19 Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17</td>
<td>2017-18</td>
<td>2018-19</td>
</tr>
<tr>
<td>28,384.61</td>
<td>$8.90</td>
<td>$11.00 $2.00 $13.00</td>
</tr>
</tbody>
</table>

Projected 2018-19

<table>
<thead>
<tr>
<th>Actual 2016-17</th>
<th>Projected 2017-18</th>
<th>With Increase</th>
<th>Without Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Fund Balance</td>
<td>1,233,991</td>
<td>1,443,607</td>
<td>1,273,107</td>
</tr>
</tbody>
</table>

Revenues:

<table>
<thead>
<tr>
<th></th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee Revenues</td>
<td>251,271</td>
<td>310,000</td>
<td>369,000</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>251,271</td>
<td>310,000</td>
<td>369,000</td>
</tr>
</tbody>
</table>

Expenditures

<table>
<thead>
<tr>
<th></th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Current Services</td>
<td>41,655</td>
<td>2,500</td>
<td>29,500</td>
</tr>
<tr>
<td>Fixed Charges</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>0</td>
<td>478,000</td>
<td>454,000</td>
</tr>
<tr>
<td>Other*</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Total Expenditures: 41,655 + 480,500 = 483,500

Ending Fund Balance: 1,443,607 + 483,500 = 1,158,607

FTE (associated with fee): 0.00 + 0.00 = 0.00

If new positions are being created, please document the specific positions and related responsibilities.

Justification for Proposed Fee Increase (include additional information on Form D tab if needed)

A portion of this fee supports all repairs and renovations for the Gregg Museum, Price Music Center, and Thompson Hall. The annual spending target for repairs and renovations for these three facilities is 2% of insured value ($32m) or $640,000 annually. Annual spending of 2% assumes a 50-year useful life. Further, the cash reserve target is 5% of insured value or $1.6m. The increase requested is part of a multi-year plan to reach these annual spending and cash reserve levels. Programs primarily supported by these facilities fall under the auspices of Arts NC State, which is the collective organization of NC State's performing and visual arts programs, and include: the Crafts Center, the Gregg Museum of Art and Design, the Music Department and University Theatre.

Please discuss the effect on the overall student experience if the fee increase request is denied

The aging student center facilities supported by this fee face a long list of deferred maintenance needs. Should the increase not be approved, this liability will grow and these facilities may face code and safety violations threatening their ability to operate and to continue to provide learning opportunities for students.
FEE REQUEST FORM  
NCSU  
Student Center Programs-DASA  
2018-19

<table>
<thead>
<tr>
<th>Prior Years</th>
<th>2018-19</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016-17</td>
<td>2017-18</td>
</tr>
<tr>
<td>Estimated Student FTE</td>
<td>Fee</td>
<td>Fee</td>
</tr>
<tr>
<td>28,573.40</td>
<td>$203.54</td>
<td>$212.00</td>
</tr>
</tbody>
</table>

Projected 2018-19

<table>
<thead>
<tr>
<th>Actual 2016-17</th>
<th>Projected 2017-18</th>
<th>With Increase</th>
<th>Without Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Fund Balance</td>
<td>2,402,107</td>
<td>2,147,807</td>
<td>1,197,807</td>
</tr>
</tbody>
</table>

Revenues:

- Fee Revenues: 5,746,273 | 6,000,000 | 6,229,001 | 6,057,561 |
- Other Revenues: 782,180 | 750,000 | 750,000 | 750,000 |
- Total Revenues: 6,528,453 | 6,750,000 | 6,979,001 | 6,807,561 |

Expenditures:

- Personnel: 5,108,036 | 5,375,000 | 5,475,000 | 5,475,000 |
- Supplies & Materials: 430,963 | 350,000 | 350,000 | 350,000 |
- Current Services: 1,093,239 | 1,150,000 | 1,150,000 | 1,150,000 |
- Fixed Charges: 72,346 | 75,000 | 75,000 | 75,000 |
- Capital Outlay: 71,451 | 750,000 | 0 | 0 |
- Other*: 6,718 | 0 | 0 | 0 |

*Other reflects changes in AP and AR to convert to a cash balance basis.

Total Expenditures: 6,782,753 | 7,700,000 | 7,050,000 | 7,050,000 |

Ending Fund Balance: 2,147,807 | 1,197,807 | 1,126,808 | 955,368 |

FTE (associated with fee): 50.95 | 64.20 | 64.20 | 64.20 |

Justification for Proposed Fee Increase (include additional information on Form D tab if needed)

A large portion of the request for 2018/19 ($4.30) is to fully fund on a recurring basis the Military and Veteran Resource Center, which was established in 2016 and has been previously funded by cash reserves. This new center has been developed to position NC State as a premier military and veteran friendly institution. It seeks to optimize the academic success of our military-affiliated and veteran students by developing and coordinating world-class programs. The remaining request of $1.70 reflects an increase of less than 1% of the prior year fee of $212.00. This amount will fund projected annual increases to maintain the programs currently supported by this fee which include: The Center for Student Leadership, Ethics & Public Service, Student Involvement, the Student Ombuds, and Arts NC State (Crafts Center, Dance Program, Gregg Museum, Music Department, NC State LIVE, and University Theatre).

Please discuss the effect on the overall student experience if the fee increase request is denied

As this fee supports many diverse programs supporting our students, a denial of any fee request may result in a decrease in program offerings, potential elimination of programs, staffing reductions, and fewer students served.
### FEE REQUEST FORM

**NC State University**

**Student Center Programs-OIED**

**2018-19**

<table>
<thead>
<tr>
<th>Estimated Student FTE Applicable to Fee - 2018-19</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19 Increase</th>
<th>2018-19 Proposed Fee Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee</td>
<td>$21.65</td>
<td>$22.15</td>
<td>$1.25</td>
<td>$23.40</td>
</tr>
</tbody>
</table>

**Beginning Fund Balance**

<table>
<thead>
<tr>
<th></th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19 Projected Increase</th>
<th>With Increase</th>
<th>Without Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>50,416</td>
<td>70,380</td>
<td>72,313</td>
<td>72,313</td>
<td>72,313</td>
</tr>
<tr>
<td>Projected</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Revenues:**

- **Fee Revenues**
  - 2016-17: $611,108
  - 2017-18: $617,835
  - 2018-19: $658,980
  - Projected: $623,778

- **Other Revenues**
  - 2016-17: $138
  - 2017-18: $0
  - 2018-19: $0
  - Projected: $0

**Total Revenues**

- 2016-17: $611,246
- 2017-18: $617,835
- 2018-19: $658,980
- Projected: $623,778

**Expenditures**

- **Personnel**
  - 2016-17: $344,395
  - 2017-18: $435,048
  - 2018-19: $444,033

- **Supplies & Materials**
  - 2016-17: $64,526
  - 2017-18: $45,701
  - 2018-19: $48,900

- **Current Services**
  - 2016-17: $168,139
  - 2017-18: $125,433
  - 2018-19: $152,200

- **Fixed Charges**
  - 2016-17: $10,650
  - 2017-18: $9,720
  - 2018-19: $10,400

- **Capital Outlay**
  - 2016-17: $0
  - 2017-18: $0
  - 2018-19: $0

- **Other**
  - 2016-17: $3,572
  - 2017-18: $0
  - 2018-19: $0

**Total Expenditures**

- 2016-17: $591,282
- 2017-18: $615,902
- 2018-19: $655,533
- Projected: $655,533

**Ending Fund Balance**

- 2016-17: $70,380
- 2017-18: $72,313
- 2018-19: $75,760
- Projected: $40,558

**FTE (associated with fee)**

- 2016-17: 6.00
- 2017-18: 6.00
- 2018-19: 6.00
- Projected: 6.00

*If new positions are being created, please document the specific positions and related responsibilities.*

**Justification for Proposed Fee Increase**

The requested increase allows OIED to better meet the needs of its students and to continue to offer campus-wide program activities for a growing, diverse student community. Expenditure budgets for 2018-19 consider increases to EHRA and SHRA salaries, assuming a 1% salary increase, with a modest inflationary increase in non-personnel categories (contracted services, current services, office supplies and materials, etc.), to help meet the cost of doing business and increased costs in programmatic needs.

**Please discuss the effect on the overall student experience if the fee increase request is denied**

Student programming and resources would be negatively impacted, as funding for the majority of programming within some of the centers (particularly the GLBT Center) rely solely on student fee funding.
# FEE REQUEST FORM

**NCSU**

**Recreational Sports**

**2018-19**

<table>
<thead>
<tr>
<th>Prior Years</th>
<th>2018-19 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Student FTE</td>
<td>2016-17</td>
</tr>
<tr>
<td>Applicable to Fee - 2018-19</td>
<td>Fee</td>
</tr>
<tr>
<td>28,636.66</td>
<td>$167.35</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2016-17</th>
<th>2017-18</th>
<th>Increase</th>
<th>2018-19 Requested</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Projected</td>
<td>With</td>
<td>Without</td>
<td></td>
</tr>
<tr>
<td>Beginning Fund Balance</td>
<td>1,086,792</td>
<td>1,308,369</td>
<td>1,047,169</td>
<td>1,047,169</td>
</tr>
</tbody>
</table>

**Revenues:**

- Fee Revenues: 4,724,781, 4,745,000, 4,835,300, 4,792,345
- Other Revenues: 1,467,515, 1,460,500, 1,482,300, 1,482,300

**Total Revenues:** 6,192,296, 6,205,500, 6,317,600, 6,274,645

**Expenditures:**

- Personnel: 3,756,434, 4,051,300, 4,151,000, 4,151,000
- Supplies & Materials: 526,507, 580,000, 591,000, 591,000
- Current Services: 1,522,983, 1,591,800, 1,637,100, 1,637,100
- Fixed Charges: 45,685, 35,000, 36,000, 36,000
- Capital Outlay: 110,047, 200,000, 0, 0
- Other*: 9,063, 8,600, 8,600, 8,600

**Total Expenditures:** 5,970,719, 6,466,700, 6,423,700, 6,423,700

**Ending Fund Balance:** 1,308,369, 1,047,169, 941,069, 898,114

*Other represents funds transferred to support Wood Wellness Village and changes in AP and AR to convert to a cash balance basis.

If new positions are being created, please document the specific positions and related responsibilities.

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

A minimal fee request of $1.50, less than 1%, is requested to maintain the operations of University Recreation at NC State. Note that the fee requested will fund less than half of the projected increases in salary and benefits for permanent and student staff. We will have to utilize cash reserves to balance the budget for 2018/19. University Recreation includes Intramural Sports, Club Sports, Fitness programs, Outdoor Adventures, and Wellness programs and is responsible for maintaining and improving the Carmichael Complex (350,000 sqft that includes the Gymnasium, Recreation center, and Aquatic center), Miller Fields, Method Road Rec Fields, Centennial Campus Rec Fields, and outdoor basketball and tennis courts. University Recreation is supported by 33 full-time professional and support staff and provides employment opportunities for more than 700 student staff members annually. Approximately 25,000 students utilize University Recreation programs, services, and facilities each academic year that account for more than 1 million student visits per year.

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

Should this minimal fee increase of less than 1% be denied, University Recreation at NC State will be forced to evaluate the sustainability of its various programs offerings. Further, operating hours, facility maintenance, and equipment replacement and improvement plans will be impacted. As one of the leading student employers on campus, constraints on fee receipts may impact employment opportunities for students.
## NCSU Transportation

### Transit

<table>
<thead>
<tr>
<th>Estimated Student FTE</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
<th>Projected 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee</td>
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<td>$193.00</td>
<td>$205.00</td>
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</table>

<table>
<thead>
<tr>
<th>Revenues:</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee Revenues</td>
<td>5,109,590</td>
<td>5,480,975</td>
<td>5,882,288</td>
<td>5,537,959</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>1,102,839</td>
<td>2,360,000</td>
<td>2,075,000</td>
<td>2,405,000</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>6,212,429</td>
<td>7,840,975</td>
<td>7,957,288</td>
<td>7,942,959</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>382,070</td>
<td>455,300</td>
<td>502,900</td>
<td>502,900</td>
</tr>
<tr>
<td>Current Services</td>
<td>5,667,157</td>
<td>7,309,239</td>
<td>7,436,834</td>
<td>7,436,834</td>
</tr>
<tr>
<td>Fixed Charges</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

| **Total Expenditures** | 6,049,227 | 7,764,539 | 7,939,734 | 7,939,734         |

| Ending Fund Balance   | 571,441 | 647,877 | 665,431 | 651,102           |

| FTE (associated with fee) | 0.00 | 0.00 | 0.00 | 0.00 |

### Justification for Proposed Fee Increase (include additional information on Form D tab if needed)

NCSU Transportation is requesting an increase of $12 for FY18-19 as phase two of a step up in student transit fees. The fee increase will support the new bus contract, which includes a fleet of higher capacity buses, and additional service hours. Transportation has been tasked with meeting the growth demands of the University, in particular Centennial Campus and the new requirement for freshmen to live on campus. With a larger on campus population and as travel demand grows between NC State University’s three campuses, Transportation has worked to provide convenient transit options to the campus community. The $12 fee increase helps support the new transit and bus implementation along with added service hours. Transportation is expecting rapid growth in the next several years, and increasing the size of the bus fleet will be necessary to meet the expected growth demands. The change to a new bus vendor along with the expansion of the bus fleet will allow Transportation to expand its capacity on existing routes, provide a superior level of customer service, and meet demands of additional service. Ridership increased by over 107,000 riders in FY 16-17 for an annual total exceeding 3.3 million annual trips. Transportation anticipates ridership to grow even faster in the coming years, thus putting further strain on the transit system. The $12 student fee increase ensures that NCSU Transportation can add the transit service needed to meet the campus mobility needs.

### Please discuss the effect on the overall student experience if the fee increase request is denied

If the student transit fee increase of $12 for FY 18-19 were not approved, the student experience with transit would be negatively impacted. Transportation is planning several service enhancements in FY 18-19 along with the higher cost of the new bus contract. If the fee increase were denied, Transportation would have to begin cutting service hours to account for the $344K less in revenue. Cutbacks in service hours would begin with running fewer service hours at night during the week. The service hour expansion that had been planned would not be implemented. The service reductions would increase bus overcrowding at peak times. The student experience with transit would be greatly impacted, as students would potentially have to wait longer for bus service due to overcrowding, and have fewer transit options at night due to the service hour reductions.
### FEE REQUEST FORM

**NCSU**

**Non Degree Studies Application Fee**

**2018-19**

<table>
<thead>
<tr>
<th>Estimated Student FTE Applicable to Fee - 2018-19</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19 Increase</th>
<th>2018-19 Proposed Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee</td>
<td>$35.00</td>
<td>$35.00</td>
<td>$5.00</td>
<td>$40.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actual Projected With Without Increase 2018-19</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Beginning Fund Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual 2016-17</td>
</tr>
<tr>
<td>138,020</td>
</tr>
</tbody>
</table>

**Revenues:**

- **Fee Revenues**
  - 2016-17: $119,587
  - 2017-18: $123,410
  - 2018-19: $141,040

**Expenditures**

- **Personnel**
  - 2016-17: $30,002
  - 2017-18: $103,521
  - 2018-19: $104,580

- **Supplies & Materials**
  - 2016-17: $814
  - 2017-18: $11,173
  - 2018-19: $12,000

- **Current Services**
  - 2016-17: $1,782
  - 2017-18: $17,905
  - 2018-19: $18,000

- **Fixed Charges**
  - 2016-17: $44,839
  - 2017-18: $10,811
  - 2018-19: $11,000

- **Capital Outlay**
  - 2016-17: $0
  - 2017-18: $0
  - 2018-19: $0

- **Other***
  - 2016-17: $0
  - 2017-18: $0
  - 2018-19: $0

*Provide explanation*

**Total Expenditures**

- 2016-17: $77,437
- 2017-18: $143,410
- 2018-19: $145,580

**Ending Fund Balance**

- 2016-17: $180,170
- 2017-18: $160,170
- 2018-19: $155,630

**FTE (associated with fee)**

- 2016-17: 1.00
- 2017-18: 2.00
- 2018-19: 2.00

*If new positions are being created, please document the specific positions and related responsibilities.*

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

An increase in the NDS application fee is necessary to provide and maintain an efficient admissions application tool that allows for review and management of all interactions, communications, and materials in one comprehensive area. The software provides enhanced real-time reporting and predictive modeling, allowing staff to make informed enrollment management decisions. The system provides capability to build engaging mobile portals so prospective non degree applicants can review checklist requirements, submit additional documents and forms, review decisions, and pay fees with greater ease. This system improves the overall student experience and makes it more streamlined.

**Please discuss the effect on the overall student experience if the fee increase request is denied**

We will lose the opportunity to improve the efficiency of our NDS application and review process and to provide a more user friendly and streamlined experience for our prospective students.
REPORTS
The last report to the Board of Trustees was submitted on August 28, 2017. Since that time, the following topics have been discussed at the full Faculty Senate:

1. **Bias Incidence Response Team (BIRT) (September 5)**
   
   Dr. Linda McCabe Smith, Vice Provost, Office for Institutional Equity and Diversity
   
   Reggie Barnes, Senior Director of Campus Community Centers
   
   Background: Faculty Senate was engaged Spring 2017 in conversation about this new initiative. The discussion centered on BIRT procedures to include how reports of incidents are processed, collaboration and cross-referrals with other campus units, and BIRT Program outreach across campus to heighten program visibility and NCSU community awareness of this resource.

2. **Intercollege Transfer Program (ICT) (September 19)**
   
   Martha Wicker, Assistant Director, Coordinator of the Inter-College Transfer (ICT) Program
   
   Dr. Carrie McLean, Assistant Dean of the University College, Director of Advising
   
   Background: Two academic support programs have been re-designed to serve the needs of undergraduate students. The discussion focused on populations served and future directions of the ICT Program. The ICT program streamlines the transfer process for students, assists/advises students to reduce accumulation of excessive credit hours resulting in delayed graduation, and related academic planning support. Discussion revealed the growing importance of transfer students with a segment of the student population first attending Community College prior to matriculating at NCSU.

3. **Fall General Faculty Meeting: Facilities and Administration (October 3)**
   
   Dr. Alan Rebar, Vice Chancellor for Research, Innovation and Economic Development
   
   Scott Douglass, Vice Chancellor for Finance and Administration
   
   Background: Contracts and grants include an expense line for Facilities and Administration as a result of the cost of conducting research activities. This discussion focused on expenditures that support the conduct of research to include compliance, safety, and research integrity measures. For example, the operation of the Institutional Review Board for Human Subjects ensures that procedures protect participant informed participation, confidentiality, and safety. Ninety-five (95) were in attendance.

4. **Faculty Ombudsman Program Update (October 17)**
   
   Roy Baroff, Faculty Ombudsman
   
   Background: The Faculty Ombudsman Office (part time) was established to provide issue and conflict resolution services that are confidential, independent, informal, and impartial. The discussion provided Senators with an overview of the demographics (faculty rank, years of service, etc.) and types of issues addressed. Program results show the Faculty Ombudsman is a valuable resource in support of faculty productivity.
Invited and Confirmed Speakers for discussion in upcoming Faculty Senate meetings include:

5. **Division of Academic and Student Affairs** (October 31) – Invited
   Mike Mullen, Vice Chancellor and Dean, Division of Academic and Student Affairs
   A discussion of the General Education Program in relation to Diversity Education and Global Knowledge curriculum components.

6. **Human Resources** (November 14) - Confirmed
   Marie Williams, Associate Vice Chancellor for Human Resources.
   An opportunity to discuss and provide input to Human Resources procedures in relation to a range of campus needs to include the hiring of Non-Tenure Track faculty and related.

The **Spring General Faculty Meeting** is scheduled for March 20, 2018 in the Talley Student Center, Room 4280. Topic suggestions are being accepted from the senators.

**Other items:**

**Elections 2018 Planning** (Nov 9). Preparations for 2018 elections are underway. Immediate Past Chair Jeannette Moore, Chair Bird, and Administrative Assistant Joni Lancaster are scheduled to meet with Office of Institutional Planning and Research staff to establish a timeline for Spring 2018 elections. Faculty, by college, will elect their peers to represent them on committees and to serve in the Senate.

The three **Faculty Senate Committees** (Academic Policy; Governance and Personnel Policy; Resources and Environment) discuss many issues and some of them are resolved without coming to the full Senate. Committee reports are posted on the website: [https://facultysenate.ncsu.edu/](https://facultysenate.ncsu.edu/)

Respectfully Submitted by:

Carolyn L. Bird, Ph.D.
Associate Professor of Family Resource Management
Chair of the NC State University Faculty, 2017-2019
Board of Trustees Report

November 16, 2017

Honorable Trustees,

**Communicating! Collaborating! Connecting!** is our theme for this our 23rd session. Representing nearly 6,000 staff, across the University and all 100 counties of the State of North Carolina, Staff Senate provides opportunities for staff to engage and serve.

As Chair, I encourage everyone serving on Staff Senate to become a strong and engaged leader. Senators serve on committees that lead service events and facilitate social-engagement opportunities in partnership with other organizations across the university community. During our monthly general meetings, senators take turns addressing the senate to present highlights of their committee-led events.

In addition to these committee highlights, our general meetings include expert presentations that inform senators, who then share with their constituents. Topics and guests for this quarter included:

- **NC State Human Resources Updates** – Marie Williams, Associate Vice Chancellor for Human Resources
- **Open Enrollment** - Joe Williams, Director of Employee Benefits and Programs
- **EHRA Non-Faculty Performance Evaluation** - Keila Valentin, Employee Relations
- **Parking Updates** - Catherine Reeve, Transportation Director
- **LimeBikes** - Sarah Williams and Yolanda Jones, Transportation

Let me use LimeBikes as an example of how Staff Senate works. A staff member asked us if departments could pay for LimeBikes that employees could use to travel to/from meetings. Our Vice Chair David Herpy investigated. His conversations revealed that this concept was already underway--departments have been enabled to pay for LimeBikes rentals. As a result of this investigation, the LimeBikes solution and a how-to demonstration were featured at our General Meeting. We learned that by signing up with our NC State email addresses, we can rent LimeBikes for half price. During Campus Sustainability Week, staff used LimeBikes to take part in the Guided Greenway Bike Event!

In keeping with my initial report as Chair, I’d like to showcase a few of our projects that demonstrate how we contribute to a positive work environment through communicating, collaborating, and connecting.

**Communicating**—*Assists in the communication of issues and institutional activities affecting staff members*

- **Staff Ombuds Pilot Program 2017 Third-Quarter Update**
  
  Our Faculty and Staff Ombuds Roy Baroff has opened more than 83 cases with staff. Benefits include:
  
  - assisting employees in thinking through issues
  - providing objective guidance to relevant resources
  - bringing trending concerns to the attention of senior administration.

- **Staff Senate Connections (our newsletter)**
  
  Our newsletter is published weekly to nearly 6,000 recipients. This publication
  
  - showcases stories of employee engagement, such as our Guided Greenway Bike Ride
  - informs about issues, including open enrollment for State Health Plan
○ shares enrichment opportunities, events and discounts (from University Theatre performances to Athletics events, discounts are available for employees)
○ invites questions and concerns that Staff Senate will research and respond to (LimeBikes, described previously, is a great example!)

**Collaborating**—*Encourages a sense of community and engagement among all University employees by the promotion and facilitation of staff participation in the University community*

- Campus Sustainability Week events
  - Guided Greenway Bike Ride in partnership with University Recreation, NC State Transportation, and Campus Police
  - Lunch-and-Learn: Green Cleaning Here and at Home by Randy Reed, Deputy Assistant Director for NC State Housekeeping and Building Environmental Manager
  - As a result of these successful events, Staff Senate and the NC State University Sustainability Office are collaborating to identify additional opportunities for cross-organizational engagement.

**Connecting**—*Serves as the primary liaison between staff members and the Chancellor, the University Council, the Board of Trustees, the Chancellor’s Liaison Committee, the Faculty Senate, the Student Senate, and the UNC Staff Assembly*

- Bountiful Harvest Food Drive
  
  Our service event for October benefits the NC State Feed the Pack Food Pantry and the Food Bank of Central & Eastern North Carolina. Connecting across the university community, we have food collection boxes in 25 locations across NC State and in 18 counties, through our staff in North Carolina Cooperative Extension.

- Computer Loan Program
  
  This Staff Senate program loans refurbished university computers to employees who could not otherwise access a computer for professional development. In October, we met our goal of providing a computer to every person on our waiting list.

**NC State Staff Senate - Communicating! Collaborating! Connecting!**

Respectfully Submitted,

[Signature]

Cathi Phillips Dunnagan
Lead Instructional Designer, Distance Education and Learning Technology Applications (DELTA)
Chair, NC State Staff Senate, 2017-2018
NC State University
Certificate Proposal Form

Certificate Title: Sport & Entertainment Venue Management
   New: ☒
   Revision: ☐

Classification of Instructional Programs (CIP) Discipline # (6 digits): 31.0301

Certificate Type:
   On-Campus: ☐
   Distance: ☒
   On-Campus & Distance: ☐

Proposed Effective Date: Fall 2017

Director of the Certificate Program: Yu-Fai Leung
Program Coordinator (if different from Director): Michael Kanters
Graduate Services Coordinator: Anju Sing
College: Natural Resources
Department/Program: Parks, Recreation & Tourism Management

Catalog Description:

The intent of the program is to provide post-baccalaureate students with a foundation for entry and advancement in the public assembly venue management industry. The certificate program courses focus on effective and efficient management practices for sport and entertainment venues with an emphasis on the three core components of sustainability: environment, equity, and economics.

Projected Enrollment:

<table>
<thead>
<tr>
<th></th>
<th>Yr 1-</th>
<th>Yr 2-</th>
<th>Yr 3-</th>
<th>Yr 4-</th>
</tr>
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<td>Campus</td>
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<td>2-30</td>
<td>3-35</td>
<td>4-35</td>
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<tr>
<td>Distance</td>
<td>Yr 1-</td>
<td>Yr 2-</td>
<td>Yr 3-</td>
<td>Yr 4-</td>
</tr>
<tr>
<td></td>
<td>1-25</td>
<td>2-30</td>
<td>3-35</td>
<td>4-35</td>
</tr>
</tbody>
</table>

Attachments:

☒ Proposal Document
☒ Statement of other departments likely to be affected and summary of consultation with those departments
☒ Program-level assessment
☒ Campus Routing Form
☒ Signature Page
Graduate Certificate in Sport and Entertainment Venue Management

Description

Billions of dollars continue to be invested in building public assembly venues worldwide. Venues like the PNC Arena, Carter Finley Stadium, Red Hat Amphitheater, along with a host of small and varied facilities, are relied upon by communities to host sport and entertainment events, attract tourists and residents, stimulate local economies, and help define a community’s identity.

Those who manage public assembly venues are challenged to operate these facilities in ways that bring success to venue ownership and the community while meeting the needs of patrons. Accomplishing this daunting task is neither simple, nor is it consistent from venue to venue. Venues vary in mission based upon type, location, and goals set by owners and public officials. In order to achieve the established goals, management must continually fine-tune their venue management skills and keep abreast of ever-changing social and economic trends.

The proposed online graduate certificate in Sport & Entertainment Venue Management (SEVM), in concert with the Department of Parks, Recreation and Tourism Management (PRTM) Online Masters of Parks, Recreation, Tourism & Sport Management (MPRTSM) program, is designed to provide a foundation for entry and advancement in the public assembly venue management industry. A 12 credit hour online graduate certificate program will include two required public assembly management courses (new courses) and two required courses from the MPRTSM curriculum. Similar to the MPRTSM program, students will be admitted into the certificate program as a cohort and complete the two required courses consecutively as a group. Students will then complete the two additional courses from the MPRTSM curriculum to complete their certificate program. All courses will be delivered entirely online using an 8-week accelerated course format. The PRTM department has had tremendous success using this program model with the MPRTSM program. Students have consistently indicated that the cohort model and accelerated course format have been critical elements contributing to the ongoing success of the program.

Industry Demand & Target Student Population

Results of market assessment conducted by the University Professional and Continuing Education Association (UPCEA) indicated that although several Sport Management undergraduate and graduate programs across the country include some aspect of sport facility management in their curricula, there are few universities that offer a graduate level program dedicated to the sport and entertainment venue management industry. The University of South Carolina offers
a Bachelors, Masters and Ph.D. in Sport and Entertainment Management. A survey of the International Association of Venue Managers (IAVM) conducted by UPCEA indicated that beyond the program at the University of South Carolina there were no other frequently identified universities that “come to mind” when survey participants were asked to identify sources for preparing professionals to enter the venue management sector. Over 80% of survey respondents also indicated that there are underdeveloped areas in need of more training or education in the venue industry and 67% of respondents said a graduate-level certificate in venue management would be “favorable” or “very favorable”.

In addition to targeting students that have expressed interest in our MPRTSM program, the SEVM program will attract prospective students from a very large and expanding venue management industry. Collaboration with the International Association of Venue Managers (IAVM) (http://www.iavm.org/) in development of this proposed program and the assessment of market demand provides strong indicators of anticipated program demand. IAVM has over 5,000 members in the United States and several thousand more through their affiliate Asia and Pacific Venue Management Association. Our intent is to work cooperatively with IAVM to recruit prospective students.

Additionally, IAVM has a partnership with Oglebay Resort & Conference Center where they offer a Venue Management School. This is a non-credit series of two week-long courses held over two consecutive years. Since 1987 over 2,800 venue professionals have attended the Venue Management School. Our department has a long partnership history with the Oglebay Conference Center and its professional management schools. PRTM currently sponsors the largest recreation technical assistance and professional service program in the U.S., with over (10,000) people certified in the past 40 years through its national training programs at Oglebay (https://cnr.ncsu.edu/prtm/extension-outreach/oglebay-schools/). Although our department does not currently have a formal partnership with the Venue Management School at Oglebay, given our department’s partnership history with Oglebay, we anticipate a mutually beneficial collaboration/partnership with the proposed SEVM program.

Program of Study

The online graduate certificate program in SEVM will consist of 12 credit hours of required coursework. Two of the courses (PRT 511 & PRT 502; Note, PRT 502 course number will be changed to PRT 512) will be completed in sequential order. The remaining two courses, selected from the current MPRTSM curriculum, will be PRT 503 Advanced Fiscal Management for Parks, Recreation, Tourism & Sport Management and PRT 507 Strategic Marketing Management for Parks, Recreation, Tourism & Sport Management. The structure of SEVM graduate certificate program is laid out in Table 1. Students would be admitted as a cohort group and then
complete PRT 511 and PRT 502 (512) together as a group followed by PRT 503 and PRT 507. All SEVM courses would be structured in an accelerated 8-week format with a combination of synchronous and asynchronous activities and assignments.

Table 1
Course Structure for the Graduate Certificate Program in Sport & Entertainment Venue Management
Core Courses

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
<th>CR</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRT 511</td>
<td>Sport &amp; Entertainment Venue Management 1</td>
<td>3</td>
</tr>
<tr>
<td>PRT 502 (Proposed change to PRT 512)</td>
<td>Sport &amp; Entertainment Venue Management 2</td>
<td>3</td>
</tr>
<tr>
<td>PRT 503</td>
<td>Advanced Fiscal Management for Parks, Recreation, Tourism &amp; Sport Management</td>
<td>3</td>
</tr>
<tr>
<td>PRT 507</td>
<td>Strategic Marketing Management for Parks, Recreation, Tourism &amp; Sport Management</td>
<td>3</td>
</tr>
</tbody>
</table>

A key attribute of the SEVM program will be an emphasis on sustainable management practices. Sustainability within this context refers to practices that would minimize the environmental impact of facilities and their programs. Emphasis will be placed on the three core components of sustainability: environment, equity, and economics. Faculty expertise in the area of sport and environment along with established relationships with the Natural Resources Defense Council (NRDC), Green Sport Alliance (GSA), the Department of Athletics and the Office of Sustainability at NC State will be leveraged to provide key expertise on environmental issues and solutions within the core classes. These solutions will emphasize the equity and economic value of sustainability choices. This emphasis can provide added value to venue managers worldwide in the changing landscape of expectations of facility managers. This change in expectations can be seen in the creation of important coalitions such as the NRDC, GSA, and Environmental Protection Agency partnering with the stadium managers association to provide managers with key information for environmentally sustainable facility practices.

Learning Outcomes

Upon completion of the SEVM Graduate Certificate Program students will be able to:

- describe concepts of effective, efficient, and sustainable management practices for sport and entertainment venues.
- Understand the quality of environment, equity, and economics of
sustainability
- Articulate the environmental issues of sport and entertainment venue management
- Identify necessary components of mitigating risks in sport and entertainment venue management
- Describe procedures for sport and entertainment venue crowd management
- Describe procedures for sport and entertainment venue safety and security
- Identify theories that underlie marketing processes
- Identify future trends and challenges in marketing and how they can associate with current sport management practices
- Evaluate and create sport management marketing strategies and tactics
- Identify and apply fundamental concepts of sport & entertainment venue management consumer behavior and the decision-making process
- Apply analytical techniques and principles of budgeting to enable sustainability
- Apply current financial practices as they relate to the generation, consumption, and disbursement of funds in sport management operations
- Apply ethical financial analyses to current economic situations within sport management operations

Requirements for Admission

Students must have a Bachelors degree from an accredited four-year college or university, and have an overall (or major) GPA of at least 3.0 on a 4-point scale for admission into the SEVM Graduate Certificate Program.

An application for acceptance into the Graduate Certificate Program is required for all new students. Students must complete the Graduate School application, found at http://www.ncsu.edu/grad/applygrad.htm. In addition to a transcripts documenting a Bachelors degree, applicants will be required to submit a personal statement and resume of previous work experiences.

Those applicants who are currently enrolled in an NC State graduate degree program need only provide the graduate student Certificate Plan Data Entry form, found at https://grad.ncsu.edu/wp-content/uploads/2015/12/grad-cert-plan-data-entry.pdf

New applications will be reviewed at the department/program level.

Registration procedures, registration dates and course availability for each semester can be found on the NCSU Registration and Records webpage at http://www.ncsu.edu/registrar/

Academic success in the SEVM Graduate Certificate Program might have a strong bearing on admission to a graduate degree program. However, completion of a
graduate certificate program in no way guarantees entry into a graduate degree program, which must be done through a separate application process.

**Academic Performance Requirements**

- To receive a Graduate Certificate, a student must maintain a minimum 3.00 grade point average (GPA) on all coursework taken at NCSU.
- All courses taken for certificate credit must be completed with a grade of "B-" or better.
- All courses at the 500- or 700-level taken for certificate credit must be letter-graded. Credit-only courses cannot be used for certificate credit.
- Transfer credit from other institutions is not allowed for the SEVM. All coursework must be registered through NC State University.
- Up to six (6) hours of PBS coursework, if not already used in another graduate program, may be transferred into the SEVM. All transfer credit must carry a grade of B or better. Nine (9) credit hours must be unique to the certificate program.
- Up to three (3) hours of coursework taken while in another graduate program at NCSU may be applied towards the SEVM. All such coursework must carry a grade of B or better and be approved by the SEVM program coordinator and the PRTM DGP. Nine (9) credit hours must be unique to the certificate program.
- The limit of transfer credit into the SEVM program is six (6) hours from all sources. All transfer credit must carry a grade of B or better.
- Graduate certificate courses taken by students who are also enrolled in a graduate degree program may be double-counted with the degree courses to the extent that the courses unique to the degree remain at 18 hours for a MS degree or 36 hours for a PhD degree.
- The transfer of graduate certificate courses taken prior to enrollment in a graduate degree program is limited to 12 hours (note: transfer totals from all sources shall not exceed 12 hours).

**Program Administration**

The SEVM Graduate Certificate Program will be coordinated by Dr. Michael Kanters, current Program Coordinator for the Masters of Parks, Recreation, Tourism & Sport Management online Program. Dr. Kanters will report directly to Dr. Yu-Fai Leung, DGP for the Department of Parks, Recreation Tourism Management. The key responsibilities of the program coordinator are to:

- Develop policies on academic probation, warning and termination.
- Review of certificate applicants and make admission recommendations to the PRTM DGP
- Correspondence with prospective and current students
- Review and approval of forms and paperwork (e.g., Plans of Work)
- Recruit off-campus course instructors
- Coordinate certificate program assessment

The Graduate Services Coordinator for PRTM will be responsible for the following SEVM related duties:

- Preparation of certificate forms and paperwork
- Review and approve for graduate certificate completion.
- Serve as liaison with graduate school for the certificate program.

Given that two of the required courses for the SEVM program are existing courses in the MPRTSM program and that course structure and delivery formats are identical to MPRTSM courses, minimal additional resources are needed for program coordination.

A key attribute of success associated with the online MPRTSM program is a dedicated Instructional Technologist position to support both faculty and student interactions with required courses. With anticipated enrollment expected to match levels currently realized by the MPRTSM program, we plan to hire a second Instructional Technologist to support faculty and students in the SEVM Graduate Certificate program. Funding for this new position will come from DELTA funds for program tuition. In addition, DELTA funds for program tuition will be used to pay SEVM course instructors (e.g., either overload pay for current faculty or pay for adjunct faculty).

Enrollment Projection

The feasibility analysis completed by UPCEA indicated there are no local competitors offering certificates in SEVM in the State of North Carolina, and only a handful of online competitors offer this or a comparable program. The University of South Carolina's Masters and Ph.D. program in Sport and Entertainment Management emerged as notable competitor. In total, 21 different institutions were mentioned at least once in a survey of individuals working in the SEVM industry, however, these were predominantly at the undergraduate level. Based on the results of the feasibility analysis and ongoing high demand for the Masters of Parks, Recreation, Tourism & Sport Management online program we project the following enrollments:

Year 1: 25 students
Year 2: 30 students
Year 3: 35 students
Year 4: 35 students

Tuition and Fees

No additional fees beyond those normally charged for Graduate Distance Education
courses at NC State University. See current Graduate Distance Education tuition and fees at the following site: https://cnr.ncsu.edu/prtm/online-masters-degree/tuition-and-fees/ 

Faculty Participants

All four SEVM required courses will be taught by graduate faculty (to include tenure track, non-tenure track, and adjunct members with specialized expertise) in the Parks, Recreation & Tourism Management Department. Each SEVM course instructor will meet the eligibility requirements of the Graduate School related to teaching.

Outcomes Assessment Plan

Objectives

1. In this certificate program, students will learn concepts of effective, efficient, and sustainable management practices for sport and entertainment venues.

2. The certificate program will provide an educational experience that satisfies the expectations of the graduate students who complete the program.

Objective 1

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Evidence to be Collected</th>
<th>Source of Evidence</th>
<th>Frequency of Collection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Articulate the environmental issues of sport and entertainment venue management</td>
<td>Class assignments (e.g. case studies) and exams.</td>
<td>Students</td>
<td>Annually</td>
</tr>
<tr>
<td>Determine food and beverage best practices for sport and entertainment venues</td>
<td>Case studies/simulation assignment</td>
<td>Students</td>
<td>Annually</td>
</tr>
<tr>
<td>Describe procedures for sport and entertainment venue safety and security</td>
<td>Case studies/exams</td>
<td>Students</td>
<td>Annually</td>
</tr>
<tr>
<td>Describe advanced financial theories as</td>
<td>Class assignments/exams</td>
<td>Students</td>
<td>Annually</td>
</tr>
<tr>
<td>Objective</td>
<td>Evidence to be Collected</td>
<td>Source of Evidence</td>
<td>Frequency of Collection</td>
</tr>
<tr>
<td>-----------</td>
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<td>--------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>To be satisfied with the usefulness of the certificate program in enabling them to achieve their</td>
<td>Exit survey administered by Graduate School</td>
<td>Graduate School</td>
<td>Annually</td>
</tr>
</tbody>
</table>

Objective 2. The certificate program will provide an educational experience that satisfies the expectations of the graduate students who complete the program.
<table>
<thead>
<tr>
<th>professional goals</th>
<th>Exit survey administered by Graduate School</th>
<th>Graduate School</th>
<th>Annually</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be sufficiently satisfied with the certificate program to recommend it to others with the same professional goals</td>
<td>Exit survey administered by Graduate School</td>
<td>Graduate School</td>
<td>Annually</td>
</tr>
<tr>
<td>To be satisfied with the appropriateness of the courses in providing the knowledge or training they anticipate needing for their professional goals</td>
<td>Exit survey administered by Graduate School</td>
<td>Graduate School</td>
<td>Annually</td>
</tr>
<tr>
<td>To be satisfied with the frequency and timeliness of courses offered for the certificate</td>
<td>Exit survey administered by Graduate School</td>
<td>Graduate School</td>
<td>Annually</td>
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<tr>
<td>To be satisfied with the quality of teaching in certificate courses</td>
<td>Exit survey administered by Graduate School</td>
<td>Graduate School</td>
<td>Annually</td>
</tr>
<tr>
<td>To be satisfied with the overall educational experience of the certificate program</td>
<td>Exit survey administered by Graduate School</td>
<td>Graduate School</td>
<td>Annually</td>
</tr>
</tbody>
</table>
Online Graduate Certificate in Sport & Entertainment Venue Management
North Carolina State University

This request has been reviewed and approved by the appropriate campus committees and authorities.

Endorsed By:

[Signature]
Head, Department/Director of Graduate Program (Printed Name and Signature)

Recommended By:

[Signature]
Chair, College Graduate Studies Committee (Printed Name and Signature)

Endorsed By:

[Signature]
College Dean (Printed Name and Signature)

Recommended By:

[Signature]
Vice Provost, DELTA (if DE degree) (Printed Name and Signature)

Approved By:

[Signature]
Dean of the Graduate School (Printed Name and Signature)

Recommended By:

[Signature]
Dean's Council (Printed Name and Signature)

Approved By:

[Signature]
Executive Vice Chancellor and Provost (Printed Name and Signature)

Approved By:

[Signature]
Chancellor (Printed Name and Signature)

(revised August 2015)
MEMORANDUM OF AGREEMENT FOR DUAL DEGREE PARTNERSHIP
Collaborative Academic Agreement

Establishment of a dual degree with N.C. State University requires completion of this MOA and signatory approval by the Provost. In addition, SACSCOC must be notified 6 months prior to implementation of this agreement.

Complete the following:

I. N.C. State Participation:

Level of Degree: Masters College Participating: Humanities & Social Sciences Other Participating College(s): N/A

Full Title of Degree Conferred (Include concentration title if applicable): Juris Doctor (JD), Campbell University and Master of Social Work (MSW), North Carolina State University

Name and contact information for the primary developer of Agreement: Karen Bullock- Head, Department of Social Work Phone: 919-515-0438 Email: kbulloc2@ncsu.edu

II. Participating Partner Institution: If multiple partners, complete separate form for each.

Name of Partner Institution: Campbell University School of Law
Location of Institution: 225 Hillsborough Street Raleigh, NC 27603

Name and contact information for the primary developer of this Agreement (include address, phone, email, etc.)
Timothy R. Zinnecker-Associate Dean for Academic Affairs, Campbell University School of Law, Phone: 919-865-4494
Email: zinneckert@campbell.edu

Level of Degree: JD/ Masters of Social Work

Full Title of Degree Conferred (Include concentration title if applicable):
Juris Doctor (JD), Campbell University Master of Social Work (MSW), North Carolina State University

Partner Institution Accreditation Status: Campbell University (SACSCOC); Campbell University School of Law (ABA). See also https://www.campbell.edu/about/leadership/provost/accreditation/.

Other Accreditation, Licensure or Approving Body Information (Ex: ABET, EQUIS/EFMD, AACSB):
Council on Social Work Education (CSWE)

Duration of Agreement: (Minimum 5 years. Unless otherwise specified – prior to end of 5th year, agreement must be approved for extension.)
5 years
III. Timeline:

Proposed Start Date of Agreement: 1/15/2018

Expected Date for recruitment and advertising: 01/15/2018

Expected Date of student matriculation/enrollment in dual degree program: 08/05/2018

IV. Attachments:

In addition to this MOA, attach other applicable documentation and list each attachment/appendices below:
(ex: Memorandum of Understanding (broad agreement of partnership), prospectus (if substantive change))

Dual degree proposal attached

V. Collaborative Objectives:

1. **What is the purpose and benefits of the dual degree partnership?** This agreement is to define the terms for students to obtain dual Juris Doctor (JD) and Master of Social Work (MSW) degrees from Campbell University and North Carolina State University (NC State), respectively, on the conditions that the students fulfill the degree requirements of both universities. This agreement does not create a new degree or a joint degree; rather, it articulates the terms for both universities accepting transfer credits, which are applied toward JD and MSW degrees at Campbell University's Norman Adrian Wiggins School of Law and NC State's College of Humanities and Social Sciences, respectively. The JD/MSW dual degree arrangement promotes integration of the fields of law and social work in furtherance of careers in either or both disciplines. The dual degree program enables students to earn both degrees in 4.0-4.5 years of full-time study.

2. **What evidence of institutional/program comparability exists** (rankings, joint faculty research, publications, etc.)? NC State has collaborated with Campbell to develop and offer other dual degree programs, including the JD/MBA and JD/MPA. Recently, NC State ranked among the Top 5 “best overall” in public university value (Princeton Review and USA Today, 2014) and the Social Work Department ranked among the top 100 social work programs nationally, in the U.S. News & World Report, 2017. Campbell Law School is a unique community of diverse individuals brought together by a singular purpose—to use the practice of law in order to create a more just and merciful society. Campbell Law School is dedicated to creating compassionate lawyers who are fully prepared for the challenges of the real world. With a comparable mission, the Department of Social Work at NC State’s mission is to prepare practitioners to address the social, economic, cultural, demographic and political changes that shape our society at large.

3. **What are the areas of mutual interest? Past partnerships?** The JD/MSW is well-supported dual degree arrangement around the country. Currently, there are approximately 35 such dual degree program in the U.S.
Moreover, Social Work programs at UNC-Chapel Hill, the University of Georgia, University of Maryland, University of South Carolina, University of Pittsburgh, to name a few, have long offered this dual degree options since the 1980s or earlier. The mutual interest of NC State and Campbell is to promote integration of the fields of law and social work; thus, augmenting the career preparation and positioning for success. The dual degree program reflects NC State’s Graduate School’s mission to educate individuals and prepare them for the “real world” while shaping it. The collaboration between NC State and Campbell foster the mutual interest of having students engage in high-impact learning that takes place in community-based agencies and “court of law.” Moreover, this integrated learning will enable students to have first-hand knowledge and experience in both disciplines. The dual degree program enables students to earn both degrees in four years of full-time study, rather than the usual five. Recipients of the JD/MSW have attained professional credentials for a diverse range of careers in law, government, nonprofit organizations, teaching, and research. The program of study is flexible and individualized to provide each student with the best feasible combination of these two disciplines. Additionally, there is a mutual interest in preparing students who wish to combine social work knowledge and intervention skills with legal knowledge and practice skills to better serve their clients or constituencies. Students completing the JD/MSW will be well-prepared for careers that contribute to the legal and social welfare of citizen in North Carolina and beyond, adding to the capacity for identifying and addressing problems faced by individuals, families and communities. Campbell currently has dual degree articulations and successful partnerships with NC State in the areas of Public Administration, Business and Accounting disciplines.

4. **What are the partner institutional priorities?** Campbell strives to produce highly competent, deeply compassionate lawyers who view the practice of law as a calling to serve others. Campbell wants its graduates not only to excel scholastically, but also to live unselfishly, considering the needs of others as more important than their own.

5. **How does this agreement fit with NC State Institutional Mission?** A research-extensive land-grant university, North Carolina State University is dedicated to excellent teaching, the creation and application of knowledge, and engagement with public and private partners. By unifying our strengths through interdisciplinary partnerships that reflect a commitment to excellence in a comprehensive range of disciplines, this dual degree program fits the institutional mission of creating economic, societal and intellectual prosperity of the people of North Carolina and the U.S. more broadly. By extending the capacity of Department of Social Work to reach beyond the limitations that we currently experience with preparing our student in the areas of restorative justice and public service, the partnership with Campbell builds bridges to industries and community agencies beyond our reach currently. In keeping with NC principle of “Think and Do,” a dual JD/MSW program provides students with the high impact learn that will prepare them to transforms lives (legal and social welfare) and provides leadership for social,
economic, and technological development, fostered through the partnership between the disciplines of law and social work.

6. **How does this agreement fit with NC State College’s Mission?** The mission of the College of Humanities and Social Sciences is to serve the residents of North Carolina and meet the challenges of the 21st century by educating our students to be future leaders and responsible citizens with a distinctive willingness to engage in the life of their communities, their state, and their nation. This proposal agreement furthers this mission by developing capacity in the social and human services sector. Bringing legal expertise to the education of professional social work and vice versa, this partnership promises to fill a gap in career preparedness through this professional master’s program of law (JD) and social work (MSW).

**VI. Administration:**

1. **How was the proposed dual degree developed?** Describe the process by which NC State faculty worked with the partner faculty to plan program content, select courses, and choose mode of delivery.

   In the fall semester of 2013, Dean J. Rich Leonard (Campbell University School of Law) contacted Karen Bullock (Department Head, Social Work) and Dean Jeffrey Braden (College of Humanities and Social Sciences) to express the interest of Campbell School of Law in developing a dual JD/MSW program with NC State. Meetings between Campbell and NC State Department of Social Work administrators (program directors) and faculty began soon after the initial contact. After a series of face-to-face meetings between representatives of the respective institutions, to review and discuss the curricular materials and accreditation standards for both program (Law and Social Work), syllabi and work plans were shared for the development of common goals of the partnership. In the fall semester of 2014, a proposal was submitted to the full faculty of the Department of Social Work. Revisions to the draft of the curricular outline were recommended. Task groups were created so that faculty could work through the recommended areas of concern, which included methods for sustaining a restorative social justice core in the newly proposed dual degree program. In the spring semester of 2015, the social work faculty voted on the proposed dual degree curriculum and ultimately, the social work faculty, at the departmental level, approved the curriculum. During this timeline (between 2013 and 2014), meetings were continuing to occur between NC State and Campbell to share and discuss the steps in this developmental phase, which both institutions were engaged in simultaneously. Subsequently, the approved curriculum was submitted to the College level curriculum committee for review. The Social Work Department Head, Dr. Bullock, attended the meeting for the committee review, to present the proposed curriculum and address any questions/concerns. The curriculum committee recommended edits. Once those edits were made, the dual degree proposal, including the MOA, was resubmitted to the College’s curriculum committee for review and approval.
This dual degree program, including the MOA, was developed over three years of planning and partnership. The Associate Dean of Campbell Law School initiated the opportunity to explore the educational option to combine Social Work and Law. Campbell has offered resources and support, as needed to implement and sustain the dual degree program. Meetings were conducted each semester among the full social work faculty and with Campbell to discuss the curriculum development among each faculty constituents. The respective faculty members voted on curriculum for consideration to serve as waiver course content to ensure that the dual degree option was attractive and feasible to be completed in a 4-year period. A social work faculty work group was developed to review courses and finalize a proposal that was voted on and approved (unanimously) by the social work faculty in the Fall 2016 semester during a full faculty meeting.

2. **How will the proposed program be administered?** Include detail regarding each partner responsibilities related to administration, academic policy enforcement, logistics, and student recruitment, registration, admissions. Attach organizational chart if applicable.

Each institution of higher education will recruit its graduate students. There will be collaborative recruitment efforts and promotional materials developed and distributed. Applicants will be required to apply and accepted for admission to each graduate program, independently. Program directors from Campbell and NC State will serve as chairs of Graduate Admission review committee for the dual degree program. Other faculty members from the partnering institution will serve as reviewer of the applications, using the criteria for admissions to the existing programs. Each semester, a meeting of the Dual Degree Committee will be held for the purpose of reviewing and planning for enrollment management, curricular oversight and resource management. Since 2005, NC State has successfully offered an Advance Standing option for graduate studies. The Advance Standing option (Summer Session 10 weeks and 9-month academic year) is available via this dual degree option for degree completion. The Graduation Committee at NC State will work collaboratively with the graduate services coordinator and the director of graduate program to ensure adherence to registration and records standards and protocols. The graduate program directors will administer the dual degree program at each institution, as it fits very well with the standard admission processes and procedures. The standards, policies, rules and regulations of the respective institutions will remain intact with the same compliance expectations.

3. **How will tuition and fees be coordinated?** The student admitted into the dual degree program will typically enroll in the first two years at Campbell, the third year at NC State, and the fourth year at Campbell. The student may seek approval to depart from this timeline by timely submitting a request to the academic dean at each program. The student will pay full tuition and fees at the school(s) in which he or she is currently enrolled and in
accordance with that school's published tuition and fees policy. A student enrolled at both institutions will pay relevant tuition and fees to both schools. NC State will charge relevant tuition based on student credit hours being taken at NC State. Campbell will charge relevant tuition for student credit hours being taken at Campbell in accordance with its published tuition policy. The student must take a sufficient number of credits at one of the schools to be deemed a "full time" student at that school for that semester (Campbell requires ten credits for such status; NC State requires nine credits for such status). A student cannot receive financial aid through the financial aid office of both schools, during any semester, but may receive financial aid, only through the financial aid office of the school at which the student is enrolled, as a "full time" student, during a specific term. Campbell School of Law's policy on enrollment is that in no semester may a student register for coursework for which more than 17 aggregate credits (including desired transfer credits) are intended to be posted to the JD transcript. The registrars of both institutions will coordinate to ensure students are properly classified (e.g., full time/part time; good standing) for purposes of financial aid, demonstrating continuous enrollment, and the like.

4. Proposed NC State SIS code for designated students participating in dual degree. (max 10 char)

16 MSWMR

VII. NC State Policy Disclaimer for this agreement:

"Students participating in this coordinated dual degree program will be subject to all applicable N.C. State University policies and regulations."

Failure to Complete JD/MSW Requirements. The JD/MSW dual degrees are granted only upon successful completion of all coursework and examinations. A student who finds it impossible to complete the law component can complete an MSW degree according to the requirements established by NC State and receive only the MSW degree. A student who finds it impossible to complete the social work component can complete a JD degree according to the requirements established by Campbell and receive only the JD degree.

Registration and Tuition

The student will pay full tuition and fees at the school(s) in which he or she is currently enrolled and in accordance with that school's published tuition and fees policy. A student enrolled at both schools will pay relevant tuition and fees to both schools.

After a student has successfully completed all first-year JD requirements, the student may register for coursework in both schools in any particular semester. The student must take a sufficient number of credits at one of the schools to be deemed a "full time" student at that school for that semester (Campbell requires ten credits for such status; NC
State requires nine credits for such status. Campbell School of Law’s policy on enrollment is that in no semester may a student register for coursework for which more than 17 aggregate credits (including desired transfer credits) are intended to be posted to the JD transcript. The registrars of both institutions will coordinate to ensure students are properly classified (e.g., full time/part time; good standing) for purposes of financial aid, demonstrating continuous enrollment, and the like.

**Rules and Regulations; Student Services**
Dual degree students shall comply with all rules, regulations, and requirements of both schools, and they shall have access to all the services that are available to students in the host school (including but not limited to library, health, and career placement services).

### VIII. Expected Annual Faculty/Student Participation:

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IX. CURRICULUM DESIGN:

1. Provide an overview of how the degree requirements for each Institution will be completed as part of this dual arrangement. The JD program requires completion of 90 credits. At least 81 credits must be earned at Campbell, and no more than 9 credits may be earned at NC State. The MSW program requires completion of 39 credits. At least 30 credits must be earned at NC State, and no more than 9 credits may be earned at Campbell.

2. Provide list of NC State course requirements for degree and equivalency to related courses at Partner Institution. (Attach as semester-by-semester display of course requirements and provide a list of course requirements and equivalencies for the dual degree program):

   See attachment

3. Provide list of Partner Institution’s course requirements, analysis of course content, and equivalency to related courses at NC State. See Attachment

4. Describe how and when transfer courses will be evaluated. Only 9 credit hours from each institution can be transferred to complete program requirement. The evaluation process will be facilitated via course transfer form, in accordance with the universities’ (NC State and Campbell) policies on transfer credits.

4. If Thesis requirement, provide details (supervision/credit). No.

5. What is the total percentage of courses taken at Partner Institution? 90%

6. What is the total percentage of courses taken at NC State? (For graduate programs at least 50% of hours and for undergraduate programs at least 25% must be taken at NC State): 77%

7. To be eligible for a bachelor’s degree, a student must have earned at least 30 of the last 45 hours of credit through NC State courses. If this requirement will not be met, please explain. To be eligible for admission to the dual degree, applicants must have earned a BSW degree, prior to admission. Since 2014, Campbell has admitted 7 applicants that earned a BSW degree. Of those admitted 3 enrolled in the JD degree program. Since 2014, NC State enrolled 86 students into the Advance Standing program, with a 90% graduation rate among these students.

8. Transfer hours allowed by NC State. 9 credit hours

9. Transfer hours allowed by Partner. 9 credit hours

10. Will course credit from Partner Institution count toward NC State GPA calculation? (If yes, explain): No.

   Transfer credits will not be included in the calculation of a student’s periodic or cumulative grade point average by the transfer school. Grade point averages for both programs are calculated independently by the two schools.

11. Describe other requirements. (residence, comprehensive exams, internships, language, etc.)

   In accordance with the standard admission requirement, a 24-hour weekly, field practicum in a Legal related setting is required for one academic year.
12. Provide list of courses that will be offered totally online and in hybrid format. Indicate the applicable format next to each course. None

13. Will NC State courses be offered at an off-campus site either through DE or face-to-face? If so, has the site been approved by SACS? Only at Campbell Law School

X. ASSESSMENT/MEASURABLE OUTCOMES:

What are the measurable student learning outcomes for this academic arrangement and how will they be assessed? Note: Outcomes for the existing degree must be met in the dual degree arrangement. Provide any additional outcomes related to the academic collaborate arrangement

Consistent with the standard curriculum for the Law School course and the Department of Social Work course, the standard measures of student learning outcomes will continue in the dual degree program.

XI. FACULTY CREDENTIALS FROM THE PARTNER INSTITUTION:

Provide a list of the faculty directly involved in teaching courses as part of this program of study. Attach the CV for each.

No new faculty will be hired specifically for the dual degree program. The standard procedures for hiring and credentialing graduate faculty will continue in the dual degree program. Depending on which faculty members are assigned to teach the JD courses, each semester, Campbell Law School will ensure that they are appropriately credentialed and NC State University will ensure that all faculty members, teaching graduate courses in social work, are appropriately credentialed and approved by the NC State Graduate School for graduate faculty status.

XII. INSTITUTIONAL COMMITMENT AND RESOURCES:

NC State University:

1. Provide description of NC State's commitment to this academic arrangement. No additional resources are required for the proposed dual degree program to exist and to be successful. The Department of Social Work has committed the necessary resources by using its standard allotment of budget spending, space and human resources/faculty/staff.

2. Provide detail regarding the funding for this arrangement (amount, source, duration). No additional funding is required.

3. Provide detail regarding facilities and space (amount, source, duration). No additional space is required.

4. Provide detail regarding library resources (amount, source, duration). No additional library resources are required.

5. Provide detail regarding equipment required for this arrangement. No other equipment is required.

6. Other: N/A
Partner Institution:

1. Provide description of Partner’s commitment to this academic arrangement. No additional resources are required for the proposed dual degree program to exist and to be successful. The Campbell Law School has committed the necessary resources by using its standard allotment of budget spending, space and human resources/faculty/staff by agreeing to the attached Memorandum of Agreement.

2. Provide detail regarding the funding for this arrangement (amount, source, duration). No additional funding required.

3. Provide detail regarding facilities and space (amount, source, duration). No additional facilities or space required.

4. Provide detail regarding library resources (amount, source, duration). No additional library resources required.

5. Provide detail regarding equipment required for this arrangement. No additional equipment required.

6. Provide detail regarding any institutional policy or practice that would prohibit student participation based on race, gender, ethnicity, or religion. There are no institutional policies or practices that would prohibit student participation based on race, gender, ethnicity, religion (or sexual orientation).

7. Other: N/A

XIII. REVIEW SCHEDULE FOR AGREEMENT:

All agreements will be for a period of five years, unless otherwise specified. Prior to the end of the fifth year the agreement must be reviewed and re-approved if requesting an extension. Upon the scheduled review date, responses to review criteria will be required to be completed and provided to the university review committee. If the agreement will be discontinued, a teach-out plan will be required for those students remaining in the program.

As part of this agreement, specify the following:

What criteria will be used by the participating NC State College to determine whether the program should continue? The standard university policy for all other dual degree programs should apply to this proposal degree program.

In what year will this agreement be evaluated? Academic Year 2020-2021

XIV. SACSCOC disclaimer to be followed as part of this Agreement:

For agreements with Partner institutions that are not accredited by SACSCOC, the following disclaimer must be included in the Memorandum of Agreement and in any advertised postings by the Partner institution in compliance with SACSCOC procedures related to collaborative academic agreements. The NC State program coordinator for this
agreement must monitor the Partner institution’s statements of relationship to ensure conformance with this disclaimer. In addition, neither Member nor Partner institutions may use the SACSCOC logo. Its use is reserved exclusively for the Southern Association of Colleges and Schools Commission on Colleges.

**Disclaimer Statement:**

*N/A – The Partner Institution [Campbell Law School] is accredited by SACSCOC.*

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**XV. This agreement must follow the stipulations listed below to be in compliance with N.C. State and SACS policies:**

- ☐ The SACSCOC disclaimer is included in this agreement and will be included in any marketing for this dual degree arrangement.
- ☐ This agreement requires at least 25% of the credits for an Undergraduate program and 50% for a Graduate program be awarded by N.C. State.
- ☐ The SACSCOC logo does not appear on this agreement and will not be used by the N.C. State or the Partner institution.
- ☑ The Partner institution will provide timely access to their materials, physical site(s), and personnel in conjunction with accreditation reviews, if requested.
- ☑ This agreement will be reviewed in 5 years from the date of final signature.

The signing of this agreement and any supporting documentation assures compliance with the requirements of this Memorandum of Agreement. Any changes will require approval by the signatories and other approval bodies as applicable.

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**Signatures – Memorandum of Agreement**
IN WITNESS WHEREOF, the authorized representatives of the parties have executed this agreement on the date(s) indicated below:

For, and on behalf of,

North Carolina State University
Raleigh, NC - USA

For, and on behalf of,

Campbell University, Inc., Norman Adrian Wiggins School of Law
Raleigh, NC - USA
(Partner Institution)

The signing of this agreement and any supporting documentation assures compliance with the requirements of this Memorandum of Agreement. Any changes will require approval by the signatories and other approval bodies as applicable.

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<tr>
<th>NC State Signatures:</th>
<th>Partner Institution Signatures</th>
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<tr>
<td>(insert name/title of each signatory)</td>
<td>(insert name/title of each signatory)</td>
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<tr>
<td>Karen Bullock, Department Head</td>
<td>J. Rich Leonard, Dean</td>
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<tr>
<td>5/11/2017</td>
<td>5/11/17</td>
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<tr>
<td>Dr. Jeffrey Braden, College Dean</td>
<td>Dr. J. Bradley Creed, President</td>
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<tr>
<td>11 May 2017</td>
<td>4.27.17</td>
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<td>Administrative Board of the Graduate School</td>
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<td>or University Course &amp; Curricula Committee</td>
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<td>Dean of Graduate School or Dean of DASA</td>
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Campbell University
&
North Carolina State University

Memorandum of Agreement for Dual Degree:
Juris Doctor (Campbell JD) /
Master of Social Work (NC State MSW)

Jeffrey P. Braden
Dean, College of Humanities and Social Sciences
Phone: 919-513-1828
Email: JPBraden@ncsu.edu

Karen Bullock
Head, Department of Social Work
Phone: 919-515-0438
Email: kbulloc2@ncsu.edu

J. Rich Leonard
Dean, Campbell University School of Law
Phone: 919-865-4491
Email: leonardjr@campbell.edu

Timothy R. Zinnecker
Associate Dean for Academic Affairs, Campbell University School of Law
Phone: 919-865-4494
Email: zinneckert@campbell.edu
Memorandum of Agreement for Dual Degree
Juris Doctor (JD), Campbell University
Master of Social Work (MSW), North Carolina State University

Purpose

This agreement is to define the terms for students to obtain dual Juris Doctor (JD) and Master of Social Work (MSW) degrees from Campbell University and North Carolina State University (NC State), respectively, on the conditions that the students fulfill the degree requirements of both universities. This agreement does not create a new degree or a joint degree; rather, it articulates the terms for both universities accepting transfer credits which are applied toward JD and MSW degrees at Campbell University’s Norman Adrian Wiggins School of Law and NC State’s College of Humanities and Social Sciences, respectively.

Overview and Justification

Campbell University’s law school prepares its graduates to successfully serve their communities with legal skill, ethical conviction, and intellectual leadership. The law school develops lawyers who possess moral conviction, social compassion, and professional competence, and who view the law as a calling to serve others and create a more just society. The law school awards the Juris Doctor (JD) degree and is approved by the Council of the Section of Legal Education and Admissions to the Bar of the American Bar Association, 321 North Clark Street, Chicago, IL 60654, 312-988-6738.

NC State’s Master of Social Work (MSW) program is part of its College of Humanities and Social Sciences and its Department of Social Work. The MSW degree is accredited by the Council on Social Work Education (CSWE). The mission of the Department of Social Work is "to prepare students for practice that addresses the social, economic, cultural, demographic and political changes that shape our state and beyond; utilizing a framework that emphasizes professional ethics, social justice, diversity and community engagement."

The JD/MSW dual degree arrangement promotes integration of the fields of law and social work in furtherance of careers in either or both disciplines. The dual degree program enables students to earn both degrees in 4.0-4.5 years of full-time study.

Application and Admission Requirements

Prospective students must first be granted separate admission into both programs. This entails submitting all required application materials and meeting the admission standards of both programs.
Candidates wishing to pursue this dual degree must be admitted to both programs within a 24-month period.

To be admitted to NC State’s program, a prospective student must have earned a BSW degree from an institution that is accredited by the CSWE.

Candidates admitted into the dual degree program will normally take their first two years at Campbell, their third year at NC State, and their fourth year at Campbell. Candidates may seek approval to depart from this timeline by timely submitting a request to the academic dean at each program.

_A student must have been accepted into the law school program before beginning any MSW course for which transfer credit to the JD transcript is sought._

**Degree Requirements**

The JD program requires completion of 90 credits. At least 81 credits must be earned at Campbell, and no more than 9 credits may be earned at NC State.

The MSW program requires completion of 39 credits. At least 30 credits must be earned at NC State, and no more than 9 credits may be earned at Campbell.

**Approval of Course Credits for Transfer**

The maximum nine credits of MSW coursework to be applied toward the completion of the JD degree, and the maximum nine credits of JD coursework to be applied toward the completion of the MSW degree, shall be approved by the appropriate deans and/or committees at the respective schools. Initial approval has been granted to the following courses:

*Law courses eligible for MSW credit (9 credits maximum):*

LAW 553: Legal Research and Writing I (2)
LAW 554: Legal Research and Writing II (3)
LAW 557: Advanced Legal Research (3)
LAW 855: Law and Public Policy (2)
LAW 505: Nonprofit Organizations (2)
LAW 623: Restorative Justice Clinic (3)
**MSW courses eligible for JD credit (9 credits maximum):**

SW 505: Human Behavior and the Social Environment: Social Justice (3)
SW 561: Social Work Administration and Supervision (3)
SW 581: Advanced Social Work Practice with Individuals (3)
SW 582: Advanced Social Work Practice with Groups (3)
SW 583: Advanced Practice with Family Systems (3)

*A student must have been accepted into the law school program before beginning any MSW course for which transfer credit to the JD transcript is sought.*

**Grades and Class Ranks**

Dual degree students must satisfy each school's minimum academic standards for completion of that school's degree.

For MSW credits to be counted towards the JD degree, the law school requires a 3.0 grade point average (or "B" equivalent) or better. For JD credits to be counted towards the MSW degree, NC State requires an 84 or better.

Transfer credits will be assigned a descriptive (e.g., "pass" or "fail"), rather than a numerical, grade by the transferee school.

Transfer credits will not be included in the calculation of a student's periodic or cumulative grade point average by the transferee school. Grade point averages for both programs are calculated independently by the two schools.

Transfer credits will be posted to transcripts by the respective schools for the semester during which the coursework is completed (rather than deferred until when the degree is conferred).

*A student must have been accepted into the law school program before beginning any MSW course for which transfer credit to the JD transcript is sought.*

**Graduation Requirements**

*Granting of JD/MSW Degrees.* In order to obtain dual degrees from both schools, a student must satisfy all the degree requirements for the MSW degree and the JD degree. The parties contemplate that neither NC State nor Campbell will award their respective degree until the student has completed four years of study. Students will be granted two separate degrees: the MSW from NC State, and the JD from Campbell. The student is eligible to attend graduation ceremonies at both schools.
**Failure to Complete JD/MSW Requirements.** The JD/MSW dual degrees are granted only upon successful completion of all coursework and examinations. A student who finds it impossible to complete the law component can complete an MSW degree according to the requirements established by NC State and receive only the MSW degree. A student who finds it impossible to complete the social work component can complete a JD degree according to the requirements established by Campbell and receive only the JD degree.

**Registration and Tuition**

The student admitted into the dual degree program will typically enroll in the first two years at Campbell, the third year at NC State, and the fourth year at Campbell. The student may seek approval to depart from this timeline by timely submitting a request to the academic dean at each program. The student will pay full tuition and fees at the school(s) in which he or she is currently enrolled and in accordance with that school’s published tuition and fees policy. A student enrolled at both institutions will pay relevant tuition and fees to both schools. NC State will charge relevant tuition based on student credit hours being taken at NC State. Campbell will charge relevant tuition for student credit hours being taken at Campbell in accordance with its published tuition policy. The student must take a sufficient number of credits at one of the schools to be deemed a "full time" student at that school for that semester (Campbell requires ten credits for such status; NC State requires nine credits for such status). A student cannot receive financial aid through the financial aid office of both schools, during any semester, but may receive financial aid, only through the financial aid office of the school at which the student is enrolled, as a “full time” student, during a specific term. Campbell School of Law’s policy on enrollment is that in no semester may a student register for coursework for which more than 17 aggregate credits (including desired transfer credits) are intended to be posted to the JD transcript. The registrars of both institutions will coordinate to ensure students are properly classified (e.g., full time/part time; good standing) for purposes of financial aid, demonstrating continuous enrollment, and the like.

**Rules and Regulations; Student Services**

Dual degree students shall comply with all rules, regulations, and requirements of both schools, and they shall have access to all the services that are available to students in the host school (including but not limited to library, health, and career placement services).
## Curriculum Comparison:
NC State MSW v. NC State MSW / Campbell JD Dual Degree

<table>
<thead>
<tr>
<th>Required MSW Curriculum</th>
<th>Required MSW Curriculum (Dual Degree)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Required core courses (39 hours)</strong></td>
<td><strong>Summer I (10 weeks)</strong></td>
</tr>
<tr>
<td><strong>Summer I (10 weeks)</strong></td>
<td>SW 500: Advanced Practice Seminar 4 hours</td>
</tr>
<tr>
<td>SW 505: Human Behavior and the Social Environment: Social Justice 3 hours</td>
<td><strong>Summer II (5 weeks)</strong></td>
</tr>
<tr>
<td><strong>Fall: 16 course hours</strong></td>
<td>SW 505: Human Behavior and the Social Environment: Social Justice** 3 hours</td>
</tr>
<tr>
<td>SW 561: Social Work Administration and Supervision</td>
<td><strong>Fall (required):</strong></td>
</tr>
<tr>
<td>SW 582: Advanced Social Work Practice with Groups</td>
<td>SW 653: Advanced Social Work Practicum I (24 hours/week in field + 1 monthly class meeting)</td>
</tr>
<tr>
<td>SW 590: Social Work Capstone</td>
<td><strong>Fall (optional):</strong></td>
</tr>
<tr>
<td>SW 590: Social Work Capstone</td>
<td>SW 561: Social Work Administration and Supervision**</td>
</tr>
<tr>
<td>SW 590: Social Work Capstone</td>
<td>SW 581: Advanced Social Work Practice with Individuals**</td>
</tr>
<tr>
<td>SW 654: Advanced Social Work Practicum II (24 hours/week in field + 1 monthly class meeting)</td>
<td>SW 582: Advanced Social Work Practice with Groups**</td>
</tr>
<tr>
<td><strong>Total</strong> 39 hours</td>
<td>Law school courses eligible for transfer credits*</td>
</tr>
</tbody>
</table>

* See course list on page 4 (aggregate cap of 9 credits).
** Eligible for transfer credit to the JD transcript (aggregate cap of 9 credits).
Curriculum Comparison:
Campbell JD v. Campbell JD / NC State MSW Dual Degree

<table>
<thead>
<tr>
<th>Required JD Curriculum</th>
<th>Required JD Curriculum (Dual Degree)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Year (30 hours total)</strong></td>
<td><strong>Total Required Law School Credits</strong> 66 hours</td>
</tr>
<tr>
<td>Civil Procedure I, II</td>
<td>4 hours</td>
</tr>
<tr>
<td>Contracts I, II</td>
<td>5 hours</td>
</tr>
<tr>
<td>Constitutional Law I</td>
<td>3 hours</td>
</tr>
<tr>
<td>Criminal Law</td>
<td>3 hours</td>
</tr>
<tr>
<td>Legal Research and Writing I, II</td>
<td>5 hours</td>
</tr>
<tr>
<td>Property I, II</td>
<td>5 hours</td>
</tr>
<tr>
<td>Torts I, II</td>
<td>5 hours</td>
</tr>
<tr>
<td><strong>Second and Third Year (60 hours total)</strong></td>
<td><strong>Transfer credits from NC State</strong> 9 hours*</td>
</tr>
<tr>
<td><strong>Required Courses</strong></td>
<td><strong>Law school electives</strong> 15 hours</td>
</tr>
<tr>
<td>Advanced Legal Writing</td>
<td>3 hours</td>
</tr>
<tr>
<td>Business Organizations</td>
<td>3 hours</td>
</tr>
<tr>
<td>Constitutional Law II</td>
<td>3 hours</td>
</tr>
<tr>
<td>Criminal Procedure</td>
<td>3 hours</td>
</tr>
<tr>
<td>Evidence</td>
<td>3 hours</td>
</tr>
<tr>
<td>Professional Responsibility</td>
<td>2 hours</td>
</tr>
<tr>
<td>Sales and Leases</td>
<td>3 hours</td>
</tr>
<tr>
<td>Secured Transactions</td>
<td>3 hours</td>
</tr>
<tr>
<td>Trial Advocacy</td>
<td>4 hours</td>
</tr>
<tr>
<td>Wills and Trusts</td>
<td>3 hours</td>
</tr>
<tr>
<td><strong>Additional Requirements</strong></td>
<td><strong>Total</strong> 90 hours</td>
</tr>
<tr>
<td>Jurisprudence Requirement</td>
<td>2 hours</td>
</tr>
<tr>
<td>Planning Requirement</td>
<td>2 hours</td>
</tr>
<tr>
<td>Rigorous Writing Experience</td>
<td>2 hours**</td>
</tr>
<tr>
<td><strong>Total Required Credits (2L/3L)</strong></td>
<td>36 hours</td>
</tr>
<tr>
<td><strong>Total Required Credits (1L/2L/3L)</strong></td>
<td>66 hours</td>
</tr>
<tr>
<td>Law School Electives</td>
<td>24 hours</td>
</tr>
<tr>
<td><strong>Total</strong> 90 hours</td>
<td></td>
</tr>
</tbody>
</table>

*See course list on page 4.

** assumes credit not captured through jurisprudence requirement
Curriculum Comparison Summary:
JD/MSW Dual Degree

<table>
<thead>
<tr>
<th>Curriculum: Separate Degrees</th>
<th>Curriculum: Dual Degrees</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSW coursework</td>
<td>39 hours</td>
</tr>
<tr>
<td>JD coursework</td>
<td>90 hours</td>
</tr>
<tr>
<td><strong>Total hours, if degrees pursued separately</strong></td>
<td><strong>129 hours</strong></td>
</tr>
<tr>
<td><strong>MSW</strong></td>
<td>30 hours</td>
</tr>
<tr>
<td>Required MSW coursework</td>
<td>30 hours</td>
</tr>
<tr>
<td><strong>JD</strong></td>
<td>81 hours</td>
</tr>
<tr>
<td>Required JD coursework</td>
<td>66 hours</td>
</tr>
<tr>
<td>JD electives</td>
<td>15 hours</td>
</tr>
<tr>
<td><strong>Dual Credit Courses</strong></td>
<td>18 hours</td>
</tr>
<tr>
<td>Law courses</td>
<td>9 hours**</td>
</tr>
<tr>
<td>Social Work courses</td>
<td>9 hours***</td>
</tr>
<tr>
<td><strong>Total hours, dual degree</strong></td>
<td><strong>111 hours</strong></td>
</tr>
</tbody>
</table>

**See course list on page 4.**

***See course list on page 4.***

*Dual credit courses count toward both the MSW and JD degrees. The nine hours of JD courses are added to the 30 hours of MSW courses; thus the total hours required for the MSW (39) is the same as for non-dual degree MSW students. In the same way, the nine hours of MSW courses are added to the 81 hours of JD courses; thus the total hours required for the JD (90) is the same as for non-dual degree JD students.
MEMORANDUM OF AGREEMENT FOR “3+X” PROGRAM

BETWEEN

NORTH CAROLINA STATE UNIVERSITY
RALEIGH, NC, U. S. A.

AND

SOUTH CHINA NORMAL UNIVERSITY
GUANGZHOU, PR CHINA

This Agreement is to formalize the academic exchange between North Carolina State University (hereafter referred to as NC State) and South China Normal University (hereafter referred to as SCNU) for a 3+X Master’s program. The two institutions subscribe to the statement of principles and procedures given below and to the terms of agreement regarding the responsibilities of each institution. This agreement is based on a spirit of cooperation, reciprocity, and of mutual benefit to both parties.

Both Universities wish to enter into an arrangement as set forth below:

1. Undergraduate students who complete three (3) years’ course studies at SCNU and one semester of studies at NC State that result in a BS degree from SCNU may be considered for enrollment in an NC State Master’s degree program (non-thesis) (hereafter referred to as the Program).

2. The Program may be completed in one additional year plus one summer session. Some degrees may require a total of 3 or more semesters due to some graduate courses not being offered in summer sessions, any necessary pre-requisite courses, or optional elective courses the student may take.

3. Admission to the Master’s program is contingent upon the student meeting the relevant entry requirements as established by NC State and the degree program to which they are applying.

4. Upon successful completion of NC State’s Master’s program, SCNU students may be accepted into NC State’s PhD programs provided they pass the relevant entry exam set by individual departments.

Both Universities have agreed to the terms and conditions stated below.

ENTRY AGREEMENT FOR 3+X PROGRAM

(1) SCNU will select qualified rising senior students at the end of their first semester in their third year of education to attend NC State for their fourth year of study. SCNU students need to have:

a) completed the third year of the BS program at SCNU and achieved an overall GPA (Grade Point Average) of more than 3.0 on a 4.0 scale;

b) obtained minimum requirement for TOEFL or IELTS scores needed for
admission into a graduate program at NC State as listed online;
c) obtained an official written recommendation statement from SCNU confirming
the student has successfully passed the SCNU evaluation.

(2) SCNU students who have completed all four (4) years’ of education and have received
their BS degrees may apply for masters programs at NC State through the regular
application process.

(3) NC State will evaluate those selected SCNU students using NC State’s admission
standards for their qualifications. NC State faculty may conduct an on-site interview to
ensure student quality. The selected SCNU students who meet both NC State and the
Program’s entry qualifications will be admitted to NC State as “GTI Certificate students”
in the Global Training Initiative (GTI) program. Annually the parties will negotiate the
number of admitted students with an anticipated maximum of 10 students each year.

(4) This 3+X Master’s program will focus on the existing degree programs offered by the
Department of Mathematics in the College of Sciences (see the list below for current
Master’s programs). The specific Master’s programs offered in one year may depend on
the interests of SCNU students and specific course availability at NC State.
- Masters of Financial Mathematics
- Masters of Mathematics

(5) As NC State’s policy will not allow admitting students into graduate programs prior to
completion of their BS degrees, these students will first apply to and matriculate via the
GTI Certificate Program for the first (fall) semester (and may come during an optional
“early start” program in July). As GTI Certificate students they will be expected to
register full-time (minimum 12 credit hours) and to take the required courses that are
designed for the specific Program as well as the required GTI 401 Colloquium. Credit-
bearing and non-credit English courses are also available during this first semester, and
students will have the opportunity to take the TOEFL or other standardized tests after
arrival, but prior to October 15. The GTI has a separate on-line application process,
which must be completed before a student visa certificate can be issued. See
http://www.ncsu.edu/gti for more information.

(6) After they have successfully completed the course work needed to complete their BS
degree (minimum 12 credit hours) as GTI Certificate students at NC State, SCNU will
grant each of these students a statement that the student has completed BS degree
requirements in their respective discipline by SCNU. Students will be required to
provide an official letter from SCNU indicating the BS degree requirements are satisfied
prior to being approved for the Program. They must also provide a final transcript once
the BS degree has been conferred.
(7) NC State will officially admit SCNU students into a NC State Masters degree program following the guidelines and requirements of each Master’s degree program at NC State. The typical non-thesis Master’s program at NC State requires 30-36 credit hours, depending on the specific discipline. NC State requires that the last 18 credit hours for a Master’s degree have to be taken after students have been admitted into the Master’s program at NC State.

(8) SCNU students will pay out-of-state tuition, fees and living expenses during their studies at NC State. If a premium is associated with the Program at NCSU, students will also pay this premium. The NC State Cashier’s Office provide current rates online (http://www.fis.ncsu.edu/cashier/). To complete the Program in one (1) year, it is anticipated that students will likely also need to register for a minimum of six (6) credits during the Summer Session(s). NC State may provide guidance and logistical help with student housing and other relevant arrangements. The amount of living expenses may vary depending on the type of housing and living preferences.

(9) Some of the required courses for Master’s degrees may be taken as Distance Education courses offered by NC State (maximum of three credits per semester), which will be counted toward the total credit hours required for the completion of Master’s degree programs.

(10) Upon successful completion of all course requirements in each of the Programs, SCNU students will be granted the Master’s degree by NC State.

(11) SCNU students who return to SCNU with their Master’s degree may enter SCNU’s Ph.D. programs should they meet the relevant requirements set by SCNU.

(12) SCNU students who choose to continue a Ph.D. program at NC State will be required to apply following the normal application procedures and admission requirements set by NC State.

GENERAL AGREEMENT

1) This Agreement represents the entire understanding between the parties and supersedes all other arrangements. This Agreement may only be changed with the written consent of both parties.

2) If either party shall temporarily fail to enforce any provision of this Agreement such temporary forbearance shall not constitute a waiver.

3) The two parties shall be in regular communication to resolve any problems or issues relating to this agreement.
4) Neither party may assign, transfer or sub-contract its commitments under this Agreement.

5) Either party may terminate this Agreement if the other shall be in material breach and following written notice of such breach shall not have remedied the breach within a period of 30 days.

6) The relationship of NC State and SCNU under this Agreement shall be that of independent contractors, and a party shall not be deemed, nor hold itself out as being a partner or agent of the other party. In addition, neither NC State nor SCNU shall be liable for the acts of the other, and they shall not be liable for the acts of participating students in the Program.

7) Subject to the governing law of each Institutions’ jurisdiction regarding public records, the Institutions agree not to use or disclose to anyone information belonging to the other party which is disclosed in connection with this Agreement which is of confidential nature and agree not to make any announcements of any nature in respect of this Agreement without the consent of the other party hereto.

8) Either party may terminate this Agreement for any reason upon nine (9) months’ prior written notice to the other.

9) This Agreement shall remain subject to laws and regulations of both countries.

10) This agreement is for a period of five years, unless otherwise specified. Prior to the end of the fifth year the agreement must be reviewed and re-approved if requesting an extension. Upon the scheduled review date, responses to review criteria will be required to be completed and provided to the university review committee. If the agreement will be discontinued, a teach-out plan will be required for those students remaining in the program.
SIGNATURES

Executive Vice Chancellor and Provost
North Carolina State University
Signature: [Signature]
Dr. Warwick Arden
Date: 10/10/17

President
South China Normal University
Signature: [Signature]
Dr. Enke Wang
Date: 

Dean, Graduate School
North Carolina State University
Signature: [Signature]
Dr. Peter Harries
Date: 10/2/17

Dean, School of Mathematics
South China Normal University
Signature: [Signature]
Dr. Jian-Wen Xiong
Date: 

APPENDIX: Suggested Curricula and Timelines

MS degrees in Mathematics.

The MS degree in Mathematics from NC State requires 30 credit hours. When sought through the 3+X program, this degree requires additionally
- a Master’s project which account for 3 of the above 30 credits,
- 3 GTI credits which do not count toward the 30 credit hours.

Due to the time constraints associated with the 3+X program, we offer two fixed tracks for the Math MS, one in Applied Mathematics and one in pure Mathematics.

Electives may include one or two 400-level courses and are subject to the approval of the director of the graduate program.

**Fall 1** (9 graduate credit hours + 3 GTI credit as non-degree seeking students)

<table>
<thead>
<tr>
<th>GTI 401</th>
<th>U.S. Culture and Education Colloquium</th>
</tr>
</thead>
</table>

**Pure Math:**
- MA 515 Analysis
- MA 520 Linear Algebra
- MA 521 Algebra

**Applied Mathematics:**
- MA 515 Analysis
- MA 534 Intro to PDEs
- MA 573 Mathematical Modeling I

**Spring 1** (9 graduate credit hours)

**Pure Mathematics:**
- MA 715 Functional Analysis
- MA 720 Lie Algebra
- MA Elective

**Applied Mathematics:**
- MA 734 PDEs.
- MA 574 Mathematical Modeling II
- MA 580 Numerical Analysis

**Summer 1 and/or 2:** (3 credit hours)

- MA 676 Master’s project

**Fall 2** (9 graduate credit hours)

**Pure Mathematics**
- MA 551 Topology
- MA Elective
- MA Master project

**Applied Mathematics**
- MA Elective
- MA Elective
- MA Elective
Masters of Financial Mathematics

The Masters of Financial Mathematics from NC State requires 30 academic credits plus 6-7 credits for seminars and a project or internship. When sought through the 3+X program, this degree requires additionally
- 3 GTI credits which do not count toward the credit hours mentioned above.

Electives may include one or two 400-level courses and are subject to the approval of the director of the graduate program.

Fall 1 (12 graduate credit hours+3 GTI credit as non-degree seeking students)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>GTI 401</td>
<td>U.S. Culture and Education Colloquium</td>
</tr>
<tr>
<td>ST 501</td>
<td>Fundamentals of Statistical Inference I</td>
</tr>
<tr>
<td>ISE 711</td>
<td>Capital Investment Economic Analysis</td>
</tr>
<tr>
<td>MA 528</td>
<td>Options and Derivatives Pricing</td>
</tr>
<tr>
<td>FIM 500</td>
<td>Career Development for Quants</td>
</tr>
</tbody>
</table>

Spring 1 (13 graduate credit hours)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MA 547</td>
<td>Financial Mathematics</td>
</tr>
<tr>
<td>ST 502</td>
<td>Fundamentals of Statistical Inference II</td>
</tr>
<tr>
<td>FIM 548</td>
<td>Monte Carlo Methods for Financial Mathematics</td>
</tr>
<tr>
<td>FIM 601</td>
<td>Seminar in Financial Mathematics</td>
</tr>
<tr>
<td></td>
<td>Elective</td>
</tr>
</tbody>
</table>

Summer 1 and 2: (1 credit hour)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIM 650</td>
<td>Internship in Financial Mathematics, or</td>
</tr>
<tr>
<td>FIM 675</td>
<td>Project in Financial Mathematics</td>
</tr>
</tbody>
</table>

Fall 2 (10 graduate credit hours)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECG 766</td>
<td>Computational Methods in Economics and Finance</td>
</tr>
<tr>
<td>FIM 601</td>
<td>Seminar in Financial Mathematics</td>
</tr>
<tr>
<td></td>
<td>Elective</td>
</tr>
<tr>
<td></td>
<td>Elective</td>
</tr>
</tbody>
</table>

1 Program requirements may change, but students will be able to complete the degree in 3 full semesters.
MEMORANDUM OF AGREEMENT FOR “3+X” PROGRAM

BETWEEN

NORTH CAROLINA STATE UNIVERSITY
RALEIGH, NC, U. S. A.

AND

HUAZHONG UNIVERSITY OF SCIENCE AND TECHNOLOGY
WUHAN, PR CHINA

This Agreement is to formalize the academic exchange between North Carolina State University (hereafter referred to as NC State) and Huazhong University of Science and Technology (hereafter referred to as HUST) for a 3+X Master’s program. The two institutions subscribe to the statement of principles and procedures given below and to the terms of agreement regarding the responsibilities of each institution. This agreement is based on a spirit of cooperation, reciprocity, and of mutual benefit to both parties.

Both Universities wish to enter into an arrangement as set forth below:

1. Undergraduate students who complete three (3) years’ course studies at HUST and one semester of studies at NC State that result in a BS degree from HUST may be considered for enrollment in an NC State Master’s degree program (non-thesis) (hereafter referred to as the Program).

2. The Program may be completed in one additional year plus one summer session. Some degrees may require a total of 3 or more semesters due to some graduate courses not being offered in summer sessions, any necessary pre-requisite courses, or optional elective courses the student may take.

3. Admission to the Master’s program is contingent upon the student meeting the relevant entry requirements as established by NC State and the degree program to which they are applying.

4. Upon successful completion of NC State’s Master’s program, HUST students may be accepted into NC State’s PhD programs provided they pass the relevant entry exam set by individual departments.

Both Universities have agreed to the terms and conditions stated below.

ENTRY AGREEMENT FOR 3+X PROGRAM

(1) HUST will select qualified rising senior students at the end of their first semester in their third year of education to attend NC State for their fourth year of study. HUST students need to have:

a) completed the third year of the BS program at HUST and achieved an overall GPA (Grade Point Average) of more than 3.0 on a 4.0 scale;

b) obtained minimum requirement for TOEFL or IELTS scores needed for
admission into a graduate program at NC State as listed online;
c) obtained an official written recommendation statement from HUST confirming
the student has successfully passed the HUST evaluation.

(2) HUST students who have completed all four (4) years’ of education and have received
their BS degrees may apply for masters programs at NC State through the regular
application process.

(3) NC State will evaluate those selected HUST students using NC State’s admission
standards for their qualifications. NC State faculty may conduct an on-site interview to
ensure student quality. The selected HUST students who meet both NC State and the
Program’s entry qualifications will be admitted to NC State as “GTI Certificate students”
in the Global Training Initiative (GTI) program. Annually the parties will negotiate the
number of admitted students with an anticipated maximum of 10 students each year.

(4) This 3+X Master’s program will focus on the existing degree programs offered by the
Department of Mathematics in the College of Sciences (see the list below for current
Master’s programs). The specific Master’s programs offered in one year may depend on
the interests of HUST students and specific course availability at NC State.
- Masters of Financial Mathematics
- Masters of Mathematics

(5) As NC State’s policy will not allow admitting students into graduate programs prior to
completion of their BS degrees, these students will first apply to and matriculate via the
GTI Certificate Program for the first (fall) semester (and may come during an optional
“early start” program in July). As GTI Certificate students they will be expected to
register full-time (minimum 12 credit hours) and to take the required courses that are
designed for the specific Program as well as the required GTI 401 Colloquium. Credit-
bearing and non-credit English courses are also available during this first semester, and
students will have the opportunity to take the TOEFL or other standardized tests after
arrival, but prior to October 15. The GTI has a separate on-line application process,
which must be completed before a student visa certificate can be issued. See
http://www.ncsu.edu/gti for more information.

(6) After they have successfully completed the course work needed to complete their BS
degree (minimum 12 credit hours) as GTI Certificate students at NC State, HUST will
grant each of these students a statement that the student has completed BS degree
requirements in their respective discipline by HUST. Students will be required to
provide an official letter from HUST indicating the BS degree requirements are satisfied
prior to being approved for the Program. They must also provide a final transcript once
the BS degree has been conferred.

(7) NC State will officially admit HUST students into a NC State Masters degree program
following the guidelines and requirements of each Master’s degree program at NC State.
The typical non-thesis Master’s program at NC State requires 30-36 credit hours, depending on the specific discipline. NC State requires that the last 18 credit hours for a Master’s degree have to be taken after students have been admitted into the Master’s program at NC State.

(8) HUST students will pay out-of-state tuition, fees and living expenses during their studies at NC State. If a premium is associated with the Program at NCSU, students will also pay this premium. The NC State Cashier’s Office provide current rates online (http://www.fis.ncsu.edu/cashier/). To complete the Program in one (1) year, it is anticipated that students will likely also need to register for a minimum of six (6) credits during the Summer Session(s). NC State may provide guidance and logistical help with student housing and other relevant arrangements. The amount of living expenses may vary depending on the type of housing and living preferences.

(9) Some of the required courses for Master’s degrees may be taken as Distance Education courses offered by NC State (maximum of three credits per semester), which will be counted toward the total credit hours required for the completion of Master’s degree programs.

(10) Upon successful completion of all course requirements in each of the Programs, HUST students will be granted Master’s degrees by NC State. Some selected HUST students may continue for one additional year in the Master of Science degree program (thesis required) if they meet NC State requirements and some faculty may provide financial support for research assistantships.

(11) HUST students who return to HUST with their Master’s degree may enter HUST’s Ph.D. programs should they meet the relevant requirements set by HUST.

(12) HUST students who choose to continue a Ph.D. program at NC State will be required to apply following the normal application procedures and admission requirements set by NC State.

GENERAL AGREEMENT

1) This Agreement represents the entire understanding between the parties and supersedes all other arrangements. This Agreement may only be changed with the written consent of both parties.

2) If either party shall temporarily fail to enforce any provision of this Agreement such temporary forbearance shall not constitute a waiver.

3) The two parties shall be in regular communication to resolve any problems or issues relating to this agreement.
4) Neither party may assign, transfer or sub-contract its commitments under this Agreement.

5) Either party may terminate this Agreement if the other shall be in material breach and following written notice of such breach shall not have remedied the breach within a period of 30 days.

6) The relationship of NC State and HUST under this Agreement shall be that of independent contractors, and a party shall not be deemed, nor hold itself out as being a partner or agent of the other party. In addition, neither NC State nor HUST shall be liable for the acts of the other, and they shall not be liable for the acts of participating students in the Program.

7) Subject to the governing law of each Institutions’ jurisdiction regarding public records, the Institutions agree not to use or disclose to anyone information belonging to the other party which is disclosed in connection with this Agreement which is of confidential nature and agree not to make any announcements of any nature in respect of this Agreement without the consent of the other party hereto.

8) Either party may terminate this Agreement for any reason upon nine (9) months’ prior written notice to the other.

9) This Agreement shall remain subject to laws and regulations of both countries.

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North Carolina State University
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Dr. Warwick Arden
Date: _____________________________

Vice President
Huazhong University of Science and Technology
Signature: ___________________________
Dr. Jianguo Chen
Date: _____________________________

Dean, Graduate School
North Carolina State University
Signature: ___________________________
Dr. Maureen Grasso
Date: _____________________________

Dean, Acting Deputy Director of International Exchange Center
Huazhong University of Science and Technology
Signature: ___________________________
Mr. Junhua Liu
Date: _____________________________
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The MS degree in Mathematics from NC State requires 30 credit hours. When sought through the 3+X program, this degree requires additionally
- a Master’s project which account for 3 of the above 30 credits,
- 3 GTI credits which do not count toward the 30 credit hours.

Due to the time constraints associated with the 3+X program, we offer two fixed tracks for the Math MS, one in Applied Mathematics and one in pure Mathematics.

Electives may include one or two 400-level courses and are subject to the approval of the director of the graduate program.

Fall 1 (9 graduate credit hours + 3 GTI credit as non-degree seeking students)

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Spring 1 (9 graduate credit hours)

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Summer 1 and/or 2: (3 credit hours)

| MA 676  | Master’s project          |         |                           |

Fall 2 (9 graduate credit hours)

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Electives are subject to the approval of the director of the graduate program.

Fall 1 (12 graduate credit hours+3 GTI credit as non-degree seeking students)

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1 Program requirements may change, but students will be able to complete the degree in 3 full semesters.
MEMORANDUM OF AGREEMENT FOR “3+X” PROGRAM

BETWEEN

NORTH CAROLINA STATE UNIVERSITY
RALEIGH, NC, U. S. A.

AND

NANJING NORMAL UNIVERSITY
NANJING, PR CHINA

This Agreement is to formalize the academic exchange between North Carolina State University (hereafter referred to as NC State) and Nanjing Normal University (hereafter referred to as NNU) for a 3+X Master’s program. The two institutions subscribe to the statement of principles and procedures given below and to the terms of agreement regarding the responsibilities of each institution. This agreement is based on a spirit of cooperation, reciprocity, and of mutual benefit to both parties.

Both Universities wish to enter into an arrangement as set forth below:

1. Undergraduate students who complete three (3) years’ course studies at NNU and one semester of studies at NC State that result in a BS degree from NNU may be considered for enrollment in an NC State Master’s degree program (non-thesis) (hereafter referred to as the Program).

2. The Program may be completed in one additional year plus one summer session. Some degrees may require a total of 3 or more semesters due to some graduate courses not being offered in summer sessions, any necessary pre-requisite courses, or optional elective courses the student may take.

3. Admission to the Master’s program is contingent upon the student meeting the relevant entry requirements as established by NC State and the degree program to which they are applying.

4. Upon successful completion of NC State’s Master’s program, NNU students may be accepted into NC State’s PhD programs provided they pass the relevant entry exam set by individual departments.

Both Universities have agreed to the terms and conditions stated below.

ENTRY AGREEMENT FOR 3+X PROGRAM

(1) NNU will select qualified rising senior students at the end of their first semester in their third year of education to attend NC State for their fourth year of study. NNU students need to have:

  a) completed the third year of the BS program at NNU and achieved an overall GPA (Grade Point Average) of more than 3.0 on a 4.0 scale;
  b) obtained minimum requirement for TOEFL or IELTS scores needed for
admission into a graduate program at NC State as listed online;
c) obtained an official written recommendation statement from NNU confirming
the student has successfully passed the NNU evaluation.

(2) NNU students who have completed all four (4) years’ of education and have received
their BS degrees may apply for masters programs at NC State through the regular
application process.

(3) NC State will evaluate those selected NNU students using NC State’s admission
standards for their qualifications. NC State faculty may conduct an on-site interview to
ensure student quality. The selected NNU students who meet both NC State and the
Program’s entry qualifications will be admitted to NC State as “GTI Certificate students”
in the Global Training Initiative (GTI) program. The parties will negotiate the number of
admitted students with an anticipated maximum of 10 students each year.

(4) This 3+X Master’s program will focus on the existing degree programs offered by the
Department of Mathematics in College of Sciences (see the list below for current
Master’s programs). The specific Master’s programs offered in one year may depend on
the interests of NNU students and specific course availability at NC State. Participating
Master’s Programs in the College of Sciences at NC State:
- Masters of Financial Mathematics
- Masters of Mathematics

(5) As NC State’s policy will not allow admitting students into graduate programs prior to
completion of their BS degrees, these students will first apply to and matriculate via the
GTI Certificate Program for the first (fall) semester (and may come during an optional
“early start” program in July). As GTI Certificate students they will be expected to
register full-time (minimum 12 credit hours) and to take the required courses that are
designed for the specific Program as well as the required GTI 401 Colloquium. Credit-
bearing and non-credit English courses are also available during this first semester, and
students will have the opportunity to take the TOEFL or other standardized tests after
arrival, but prior to October 15. The GTI has a separate on-line application process,
which must be completed before a student visa certificate can be issued. See
http://www.ncsu.edu/hti for more information.

(6) After they have successfully completed the course work needed to complete their BS
degree (minimum 12 credit hours) as GTI Certificate students at NC State, NNU will
grant each of these students a statement that the student has completed BS degree
requirements in their respective discipline by NNU. Students will be required to
provide an official letter from NNU indicating the BS degree requirements are satisfied
prior to being approved for the Program. They must also provide a final transcript once
the BS degree has been conferred.
(7) NC State will officially admit NNU students into a NC State Masters degree program following the guidelines and requirements of each Master’s degree program at NC State. The typical non-thesis Master’s program at NC State requires 30-36 credit hours, depending on the specific discipline. NC State requires that the last 18 credit hours for a Master’s degree have to be taken after students have been admitted into the Master’s program at NC State.

(8) NNU students will pay out-of-state tuition, fees and living expenses during their studies at NC State. If a premium is associated with the Degree Program at NC State, students will also pay this premium. The NC State Cashier’s Office provide current rates online (http://www.fis.ncsu.edu/cashier/). To complete the Program in one (1) year, it is anticipated that students will likely also need to register for a minimum of six (6) credits during the Summer Session(s). NC State may provide guidance and logistical help with student housing and other relevant arrangements. The amount of living expenses may vary depending on the type of housing and living preferences.

(9) Some of the required courses for Master’s degrees may be taken as Distance Education courses offered by NC State (maximum of three credits per semester), which will be counted toward the total credit hours required for the completion of Master’s degree prog

(10) Upon successful completion of all course requirements in each of the Programs, NNU students will be granted Master’s degrees by NC State. Some selected NNU students may continue for one additional year in the Master of Science degree program (thesis required) if they meet NC State requirements and some faculty may provide financial support for research assistantships.

(11) NNU students who return to NNU with their Master’s degree may enter NNU’s Ph.D. programs should they meet the relevant requirements set by NNU.

(12) NNU students who choose to continue a Ph.D. program at NC State will be required to apply following the normal application procedures and admission requirements set by NC State.

**GENERAL AGREEMENT**

1) This Agreement represents the entire understanding between the parties and supersedes all other arrangements. This Agreement may only be changed with the written consent of both parties.

2) If either party shall temporarily fail to enforce any provision of this Agreement such temporary forbearance shall not constitute a waiver.

3) The two parties shall be in regular communication to resolve any problems or issues
relating to this agreement.

4) Neither party may assign, transfer or sub-contract its commitments under this Agreement.

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Executive Vice Chancellor and Provost
North Carolina State University
Signature: [Signature]
Dr. Warwick Arden
Date: 10/30/17

President
Nanjing Normal University
Signature: [Signature]
Dr. Minqiang Hu
Date: [Signature]

Dean, Graduate School
North Carolina State University
Signature: [Signature]
Dr. Maureen Grasso
Date: 8/24/17

Director, Academic Affairs
Nanjing Normal University
Signature: [Signature]
Dr. Xia Bian
Date: [Signature]
APPENDIX: Suggested Curricula and Timelines

MS degree in Mathematics.

The MS degree in Mathematics from NC State requires 30 credit hours. When sought through the 3+X program, this degree requires additionally
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1 Program requirements may change, but students will be able to complete the degree in 3 full semesters.
Board of Trustees Report

November 16, 2017

Honorable Trustees,

**Communicating! Collaborating! Connecting!** is our theme for this our 23rd session. Representing nearly 6,000 staff, across the University and all 100 counties of the State of North Carolina, Staff Senate provides opportunities for staff to engage and serve.

As Chair, I encourage everyone serving on Staff Senate to become a strong and engaged leader. Senators serve on committees that lead service events and facilitate social-engagement opportunities in partnership with other organizations across the university community. During our monthly general meetings, senators take turns addressing the senate to present highlights of their committee-led events.

In addition to these committee highlights, our general meetings include expert presentations that inform senators, who then share with their constituents. Topics and guests for this quarter included:

- **NC State Human Resources Updates** – Marie Williams, Associate Vice Chancellor for Human Resources
- **Open Enrollment** - Joe Williams, Director of Employee Benefits and Programs
- **EHRA Non-Faculty Performance Evaluation** - Keila Valentin, Employee Relations
- **Parking Updates** - Catherine Reeve, Transportation Director
- **LimeBikes** - Sarah Williams and Yolanda Jones, Transportation

Let me use LimeBikes as an example of how Staff Senate works. A staff member asked us if departments could pay for LimeBikes that employees could use to travel to/from meetings. Our Vice Chair David Herpy investigated. His conversations revealed that this concept was already underway--departments have been enabled to pay for LimeBikes rentals. As a result of this investigation, the LimeBikes solution and a how-to demonstration were featured at our General Meeting. We learned that by signing up with our NC State email addresses, we can rent LimeBikes for half price. During Campus Sustainability Week, staff used LimeBikes to take part in the Guided Greenway Bike Event!

In keeping with my initial report as Chair, I’d like to showcase a few of our projects that demonstrate how we contribute to a positive work environment through communicating, collaborating, and connecting.

**Communicating** — *Assists in the communication of issues and institutional activities affecting staff members*

- **Staff Ombuds Pilot Program 2017 Third-Quarter Update**
  - Our Faculty and Staff Ombuds Roy Baroff has opened more than 83 cases with staff. Benefits include:
    - assisting employees in thinking through issues
    - providing objective guidance to relevant resources
    - bringing trending concerns to the attention of senior administration.
- **Staff Senate Connections (our newsletter)**
  - Our newsletter is published weekly to nearly 6,000 recipients. This publication
    - showcases stories of employee engagement, such as our Guided Greenway Bike Ride
    - informs about issues, including open enrollment for State Health Plan
- shares enrichment opportunities, events and discounts (from University Theatre performances to Athletics events, discounts are available for employees)
- invites questions and concerns that Staff Senate will research and respond to (LimeBikes, described previously, is a great example!)

**Collaborating**—*Encourages a sense of community and engagement among all University employees by the promotion and facilitation of staff participation in the University community*

- Campus Sustainability Week events
  - Guided Greenway Bike Ride in partnership with University Recreation, NC State Transportation, and Campus Police
  - Lunch-and-Learn: Green Cleaning Here and at Home by Randy Reed, Deputy Assistant Director for NC State Housekeeping and Building Environmental Manager
  - As a result of these successful events, Staff Senate and the NC State University Sustainability Office are collaborating to identify additional opportunities for cross-organizational engagement.

**Connecting**—*Serves as the primary liaison between staff members and the Chancellor, the University Council, the Board of Trustees, the Chancellor's Liaison Committee, the Faculty Senate, the Student Senate, and the UNC Staff Assembly*

- Bountiful Harvest Food Drive
  Our service event for October benefits the NC State Feed the Pack Food Pantry and the Food Bank of Central & Eastern North Carolina. Connecting across the university community, we have food collection boxes in 25 locations across NC State and in 18 counties, through our staff in North Carolina Cooperative Extension.
- Computer Loan Program
  This Staff Senate program loans refurbished university computers to employees who could not otherwise access a computer for professional development. In October, we met our goal of providing a computer to every person on our waiting list.

**NC State Staff Senate - Communicating! Collaborating! Connecting!**

Respectfully Submitted,

Cathi Phillips Dunnagan
Lead Instructional Designer, Distance Education and Learning Technology Applications (DELTA)
Chair, NC State Staff Senate, 2017-2018
MINUTES
Board of Visitors
September 29, 2017


I. Introduction
The Board of Visitors Meeting was held at the Dorothy and Roy Park Alumni Center on September 29, 2017.

II. Legislative Update and Luncheon Presentation
A luncheon presentation was provided by Representative Stephen Ross, who gave the BOV an overview of General Assembly accomplishments. Representative Ross focused part of his presentation on improvements to North Carolina’s economy; citing the creation of 70,000 new jobs, North Carolina maintaining a Triple A bond rating, and record tourism revenues. He noted that the General Assembly restored the teaching assistants budget, with an emphasis on STEM education. He stated that the GA has worked to build a “rainy day” fund to help with emergency needs and has reduced unfunded liabilities. He also noted support for the Bright Futures Act which will provide internet service in eight rural counties that currently have limited to no access to the world wide web.

II. Welcome and Approval of Minutes
Chair Flink called the meeting to order and thanked the members of the board for their attendance. Flink asked for a motion to approve the minutes of the March 29, 2016 meeting. A motion was made by Erik Dixon, seconded by Judi Grainger and unanimously approved by the Board. He then recognized the Chancellor to give a campus update.

III. Chancellor Woodson’s Campus Update
Chancellor Woodson began the Board of Visitors update noting that copies of Michael Walden’s new book “North Carolina Beyond the Connected Age” were provided to each BOV member along with an NC State sweatshirt.

The Chancellor discussed the 2017 freshman class: 27,000 applications were received for 4,400 available admissions. NC State was able to enroll 4,750 students in the fall semester as a result of transfer students and deferred enrollment.

The Think and Do campaign has now topped the $1.25 billion mark. The campaign is slated to conclude in June 2021. The Chancellor has confidence that the University will reach the stated $1.6 billion goal. Additionally, the Chancellor added that 71 new scholarship funds have been created along with 11 new endowed faculty chairs. NC State remains a research powerhouse, attracting more than $400 million in sponsored research and ranking 5th among universities in technology commercialization.

Regarding athletics, NC State finished 29th in the Sears Directors Cup. The men’s and women’s swimming teams won the ACC Championship. The Chancellor noted that Saturday’s football game is Military Appreciation Day. He thanked those members of the BOV for their military service.

IV. Chair of Board of Trustees Report
Jimmy Clark, past member and chair of the Board of Visitors, is a member of the Board of Trustees and the newly elected chair. Mr. Clark described new Trustees that joined the Board this summer.
He noted that the Trustees are very committed to “student success” as the Chancellor noted in his remarks. Primarily the Trustees are concerned with the 6-year graduation rate and want to see that improve. Mr. Clark believes that the primary challenges to student success lie in both academics as well as the affordability of higher education.

Brig. General Jennings asked what the Board of Visitors could do to assist the Board of Trustees in achieving these goals. Mr. Clark responded that from the perspective of keeping education affordable, it would be useful to have BOV members touch base with members of the General Assembly to reinforce this important issue.

General Odierno asked about the ratio of out-of-state to in-state students. Chancellor Woodson responded that 82% of the freshman enrollment is in-state and 18% out-of-state. The Chancellor noted that NC State is the only North Carolina university with a freshman student from nearly all 100 counties.

John Palmour asked Mr. Clark about the 6-year graduation rate. Mr. Clark responded that currently NC State’s graduation rate is in the high 70’s (percent) while peer institutions are in the low 80’s (percent). The Board of Trustees would like to see this improve to be in line with peer institutions.

Erik Dixon asked Mr. Clark and the Chancellor if there is a conflict between emphasizing the need for basic skills education with a need for more critical thinking. Mr. Clark and the Chancellor responded that both areas of academics are equally emphasized. Mr. Clark noted that part of the solution is more classes are being recorded via video and made available in digital format to students, providing a more comprehensive learning environment.

Katyna Borroto-Esoda asked the Chancellor how NC State attracts and retains graduate students. The Chancellor responded that this is always a challenging situation, however the Triangle is a great market for post graduate jobs. He said a recent study indicated that 65% of recent international graduates have stayed, obtained work permits and remained in the area. Mr. Palmour added that he would like to see more United States students with STEM degrees.

V. Campus Capacity and Assessment Study
Vice Chancellor Scott Douglass and Associate Vice Chancellor Doug Morton provided an outstanding presentation on the Campus Capacity Plan. Mr. Douglass emphasized that the goal is to better understand the needs of the University and to figure out how to best meet those needs. The goal is to use the assessment to inform a future physical master plan. The assessment is focused on physical and programmatic principles and to determine if NC State is maximizing the use of its real estate.

General Odierno asked how much more land does NC State need? He also wanted to know if all of the roads that extend through the campus are needed? Is it possible to trade-off land? Mr. Douglass responded that these are the kind of questions that need answers and the assessment is designed to move the University toward answers. Mr. Douglass stated that NC State has too many plans and that the planning process has not been as inclusive as it should have been in the past.

Pamela Townsend asked about the influence of Dix Park on this process? The Chancellor responded that he serves on the Dix Park Master Plan Executive Committee. He added that he supports the capacity and assessment study to determine NC State’s needs. He noted that currently, NC State is 94% occupied -- which is a problem for recruiting new public-private partnerships to the campus.

Paul Boney stated that the process of campus development tends to be politicized and having the assessment is a great tool, but we also need to remain diligent in conversations with the General Assembly about NC State’s needs and how to best meet those needs.

VI. Student Success
Following a short break, Provost Warwick Arden made a presentation regarding Student Success, a five-year assessment from 2011-2016. The Provost noted that the assessment aligns with goals of the Strategic Plan, examining how NC State invests in faculty and infrastructure, interdisciplinary scholarship and strategic partnerships. The focus is on long-term results, and it takes time to realize student success. The Provost noted that enrolling at NC State has become more competitive, however the focus is not so much on enrollment as it is on graduation.

NC State is making improvements in the tutoring of students once they are on campus, building more academic support centers, improving student counseling services, and creating hubs that are geared toward academic clusters. NC State is also investing in technology to better connect with students through mobile applications and through online courses. As a result, NC State’s freshmen retention rate is improving and the graduation rate is improving, as discussed earlier in the meeting. The goals are to keep improving in both areas. NC State’s ranking among peer universities is improving.

VII. Men’s Wrestling Coach Pat Popolizio
Chair Flink introduced men’s wrestling coach Popolizio. Coach Pop talked about the incoming freshman class, currently ranked #1 in the nation. He cited the team GPA of 3.0 as an important milestone for the program. He noted the hire of a full-time assistant coach who will help with all elements of the program. He stated that there is accountability both on and off the mat when it comes to being an NC State wrestler. The team is currently nationally ranked (between 8th and 12th depending on ranking service). Coach Pop described how excited he is to take his team to Naples, Italy for the first international wrestling meet. He hopes that the BOV will attend a wrestling match soon and witness the intensity and excitement that is associated with college wrestling.

VIII. Wolfpack Athletics Update
Chair Flink introduced Athletic Director Debbie Yow for an update on Wolfpack Athletics. AD Yow stated that given the recent developments at the University of Louisville and concerning the arrest of assistant coaches and apparel company personnel, she wanted to address NC State’s athletic program philosophy and values. She handed out a chart that described NC State’s operations approach which included topline goals: Establish the Culture, Reinforce the Culture and Act with Integrity. She described that all head coaches and assistant coaches attend regular work sessions to discuss the philosophy and values of operating the athletics program. The goal is to run an athletics program that is, to the greatest extent possible, free from the outside influence of sports agents and those who seek to capitalize on student athletes.

X. Adjourn – Closing Remarks
Chair Chuck Flink provided concluding remarks and thanked all in attendance. Following the meeting, the BOV attended a reception hosted by Chancellor and Mrs. Woodson at The Point. The next meeting of the Board of Visitors will take place on Friday, March 2, 2018

Minutes recorded and transcribed by Chair Charles Flink.
SG Sponsored Alternative Service Break

The Philanthropy Department, as mentioned in my previous report, is in its second year, however I added the Service component because I felt that members of Student Government were relying on their involvement in SG to fulfill their volunteering needs. I felt that could and should be expanded to create a bigger focus in SG for service and growth. My Philanthropy and Service Department is working the first Alternative Service Break where student leaders can join members of SG on volunteering around the state. We wanted to make this trip accessible to students so the cost is low and we’re keeping it local in North Carolina because while there are opportunities for service in other countries, it’s important we focus on service in our backyard. Stops will be Greensboro, Wilmington, Charlotte, Raleigh, Asheville and will focus on areas from veteran appreciation to sustainability. This service break will be right after finals and it will be for about five days.

Thanksgiving with The Pack

The Philanthropy and Service Department is also working on a Thanksgiving initiative for members of Student Government and other student leaders to work together at a soup kitchen and learn more about our needs as a community.

Campout

The Traditions Department has been working on it’s annual Campout. It is tomorrow (Oct. 20). We have nearly 500 students signed up to join in hopes of receiving one of the hundred NCSU vs. UNC basketball game tickets. This tradition is in coordination with several campus entities like Campus Enterprises, UAB, IRC, The Krispy Kreme Challenge, and more!

Sexual Assault Awareness Town Hall

The Sexual Assault Awareness Town Hall will be next week during Diversity Education Week which also just so happens to be It’s On Us Week of Action for Sexual Assault Awareness. This town hall will be structured similarly to other town halls, where students will be able to come and share their experiences and ask difficult questions. Due to the sensitive manner of this town hall, we will also be asking counselors to be in attendance.
THE OFFICE OF THE STUDENT BODY PRESIDENT
NC STATE UNIVERSITY
STUDENT GOVERNMENT
97TH SESSION

There will also be administrators on hand from different departments on campus to answer questions.

What Your Classmates Were Wearing
In culmination with Diversity Education Week and It’s On Us Week of Action, Student Government will be arranging an exhibit to display the clothes of survivors and victims of sexual assault to show students that the cause of sexual assault does not rest in attire. These clothes will be given anonymously via drop off locations around Talley Student Center. The exhibit will run from Oct. 24 at 6:30 to the following night in Talley Student Union. Due to the sensitive nature of this exhibit we will also ask counselors to be on hand for this event.

GLBTQ Initiatives
My Diversity Director is working diligently to work on uplifting members of our GLBTQ community on campus through a Trans Syllabi Clause where professors are able to share their willingness to use preferred names and create a secure space for students identities.

Leader of the Pack
My Graduate Department Director has been working with CSLEPS to make graduate students eligible to receive the Leader of the Pack award.

Sustainability Fair
To uplift student sustainability organizations on campus, the Executive Sustainability Department worked to create a sustainability fair to give students more information about different sustainability opportunities for students to get involved with on campus.

Composting Site on Lake Wheeler
Recently the Student Senate voted in support of a composting site on Lake Wheeler. We, as students, feel this is an appropriate step towards sustainability on campus. I have also penned a letter urging administration to move towards fulfilling this request.

Transportation Task Force
Every year Student Government seems to hear the same questions regarding University Transportation. To keep from cycling through this system of questions, I’ve established a Transportation Task Force to analyze some problems and potential solutions for improvement for both University Transportation and Student Government.
Fees Process
The fees process was extensive as it went through the Student Senate Committee on Tuition and Fees and the Student Senate itself. Ultimately all but two (if I recall correctly) fees were passed with the recommendation of Student Senate.

Student Involvement on BoG Policies
I will be releasing a series of statements on the recent Board of Governors policies. Especially the “Free Expression Free Speech” policy that does just the opposite of its intended purpose. The Council on Student Body Presidents for the UNC System is sending our comments and suggestions for the policy, but we are aware the policy itself is inevitable.
AGENDA

CALL TO ORDER
Reading of Conflicts of Interest
Jimmy Clark, Chair

ROLL CALL

APPROVAL OF MINUTES
✓ — September 22, 2017 Open Meeting of the Executive Committee
✓ — September 22, 2017 Closed Meeting of the Executive Committee

CHANCELLOR’S REPORT

ADJOURN
OPEN SESSION MINUTES
North Carolina State University
Board of Trustees Executive Committee
Friday, September 22, 2017

Members present: Jimmy D. Clark, Chair; Robert F. “Chip” Andrews, Thomas E. Cabaniss; Ann B. Goodnight; and Stanhope A. Kelly

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

Chair Clark 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 Clark 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. Cabaniss, to approve the open session minutes of the April 21, 2017, meeting of the Executive Committee. The motion passed.

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

RECONVENE IN OPEN SESSION
After coming out of closed session, Chair Clark announced the meeting is in open session. A motion was made by Mrs. Goodnight, seconded by Mr. Cabaniss to approve the salary actions for Vice Chancellors recommended by the Chancellor that were discussed in closed session.

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

Respectfully submitted:

______________________________
Assistant Secretary              Secretary

______________________________
Chair